



Calgary

City Auditor's Office

Equity, Diversity, Inclusion, and Belonging Workplans Audit

November 6, 2025



Table of Contents

Audit Objective	2
Why it Matters	2
What We Concluded	2
Background	3
Scope & Approach	4
Results	5
Observations & Recommendations	10
Acknowledgements	17
Appendix	18

Audit Objective

The objective of this audit was to assess the effectiveness of the development and implementation of Equity, Diversity, Inclusion, and Belonging (EDIB) Workplans in supporting the EDIB Corporate Framework and Strategy.

Why it Matters

Effective development and implementation of EDIB workplans supports The City of Calgary's (The City) commitment to fostering a safe and inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills and experiences can collaborate to deliver exceptional public service and making The City an employer of choice.

In October 2023, The City launched a refreshed EDIB Corporate Framework and Strategy. The updated strategy requires Business Units (BUs) to operationalize the EDIB values through the development and implementation of EDIB workplans. The Human Resources EDIB team, serving as a central resource, plays a key role in guiding, co-developing, and supporting BUs in effectively building and implementing tailored workplans that align with the corporate strategic goals and drive meaningful progress across the organization.

What We Concluded

The effectiveness of the development and implementation of EDIB workplans in supporting the EDIB Corporate Framework and Strategy has been limited by the absence of formalized processes and structured mechanisms for progress monitoring and reporting. To enhance the effectiveness and ensure alignment with the EDIB Corporate Framework and Strategy, standardized processes should be developed to support consistent execution and provide a structured approach to progress tracking across the organization.

Although the EDIB team has been actively engaged with BUs in advancing the EDIB workplans, and progress has been made among most BUs, the progress was uneven and, in some cases, limited. Our discussion with sampled BUs about challenges in advancing EDIB workplans pointed to the absence of formalized processes, guidelines or templates in supporting the development and implementation of workplans, and a lack of clarity as to how the various City Equity-Related Strategies coordinate and align. A lack of formal monitoring and reporting mechanism at both corporate level and BU level has also contributed to the uneven progress across the organization.

A review of the six EDIB workplans completed and reviewed by EDIB consultants at the time of the audit found strong alignment with corporate areas of focus but also identified opportunities to include provisions for roles and responsibilities on progress measurement, reporting, and continuous improvements of workplans.

We raised 5 recommendations, aiming to enhancing the consistency and effectiveness of EDIB workplans development and implementation. The EDIB team agrees with the recommendations and has developed action plans to implement process improvements by December 31,2026.

Background

The City began its EDIB Journey in 2011 with the introduction of its first *Diversity & Inclusion in the Workplace Framework and Action Plan* (Appendix). Since then, The City has continued to evolve its practices in response to shifting societal values and workforce changes. In October 2023, the Executive Leadership Team (ELT) approved a refreshed EDIB Corporate Framework and Strategy (*Equity, Diversity, Inclusion and Belonging in the Workplace*).

The updated EDIB Framework renews The City’s commitment to advancing EDIB as foundational values within The City’s corporate culture and reflects its intent to embed EDIB into everything The City does. The vision is “to create a safe and inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills and experiences can collaborate to deliver exceptional public service and make The City “an employer of choice””.

The EDIB Strategy provides a road map for the departments and BUs EDIB efforts. It outlines 15 strategic categories in four area of focus (see below) with corresponding actions and recommendations, adapted from the Global Diversity, Equity and Inclusion Benchmarks.

15 Categories in Four Areas of Focus

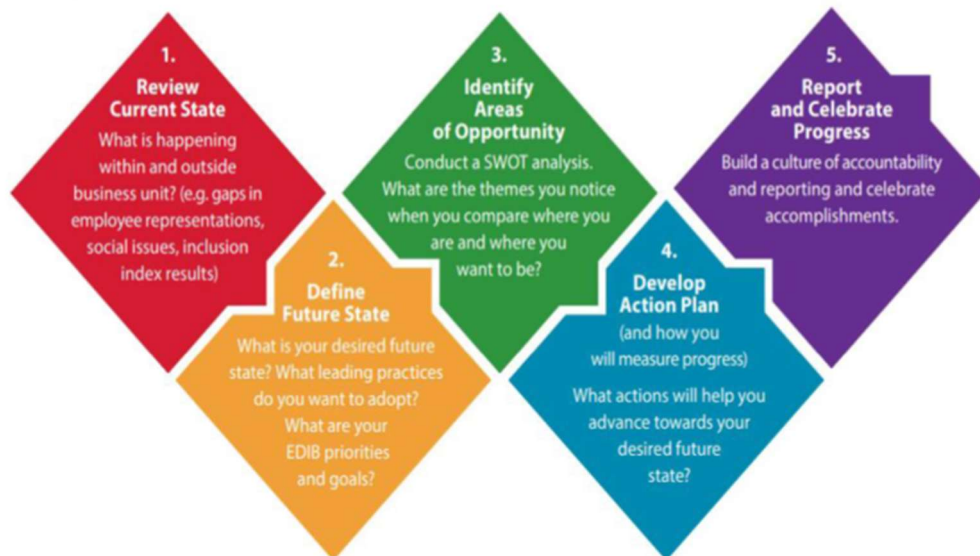
Foundation • Drive the Strategy	Bridging • Align & Connect
<ol style="list-style-type: none"> 1. Vision, Strategy and Business Impact 2. Leadership and Accountability 3. EDIB Structure and Implementation 	<ol style="list-style-type: none"> 8. Assessment, Measurement and Research 9. EDIB Communications 10. EDIB Learning and Development 11. Connecting EDIB and Sustainability
Internal • Attract & Retain People	External • Listen to & Serve Society
<ol style="list-style-type: none"> 4. Recruitment 5. Advancement and Retention 6. Job Design, Classification and Compensation 7. Work-Life Integration, Flexibility and Benefit 	<ol style="list-style-type: none"> 12. Community, Government Relations and Philanthropy 13. Services and Product Development 14. Marketing and Customer Service 15. Responsible Sourcing

The EDIB Strategy requires each BU to develop its own EDIB workplan and to regularly report and communicate the progress within their respective BUs and departments. The workplan is intended to translate the Strategy into operational practice. To support the strategy implementation, EDIB consultants partner with BUs to co-develop and implement tailored workplans, establish relevant performance measures, and set timelines aligned with each BU’s specific goals and priorities.

There are 3¹ EDIB consultants with the EDIB team, located within Human Resource Business Unit. Following the organizational restructure at the end of 2024, the team has one of its core responsibilities to support BUs in operationalizing the EDIB Framework and Strategy across The City.

The EDIB team follows 5 steps when working with BUs to build their workplans.

¹ The team size has been updated from 5 at the time of the audit to 3 as at September 2025 to reflect the current structure.



Scope & Approach

We reviewed the adequacy of design and operating effectiveness of the processes used to develop and implement EDIB workplans, as well as the monitoring, measuring and reporting mechanisms used to track progress and ensure alignment with The City's strategic EDIB objectives.

The scope of this audit covered activities from October 2023 to March 2025.

The audit approach included:

- A high-level overview of governance and accountability, the status of EDIB workplan development and implementation across BUs to assess the effectiveness of governance in place.
- Interviews with both EDIB consultants and BU personnel from a sample of BUs and a review of related engagement documents to assess the successes and barriers in advancing the EDIB workplans.
- A review of approved workplans and/or workplans ready for approval to assess the alignment with the EDIB Strategy requirement.
- An evaluation of the monitoring, measuring, reporting and communicating EDIB workplans progress at both BU level and corporate level to assess the effectiveness of current monitoring, measuring, reporting and communication of EDIB workplans progress.

Results

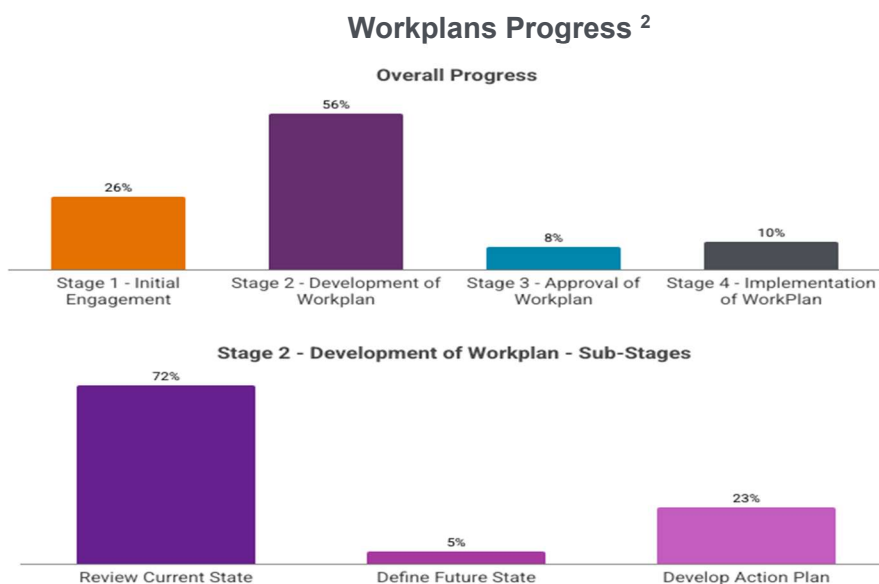
Results are summarized by area/activities reviewed, specifically:

- current state of EDIB workplans
- challenges and successes in advancing EDIB workplans
- approval of workplans
- progress monitoring and reporting.

**Current Progress
 In Advancing
 EDIB Workplans**

The EDIB Framework and Strategy requires each BU to develop its own EDIB workplan. At the time of the audit, the EDIB team has begun collecting information on BU workplan progress, so we compiled and validated each BU's progress.

As of mid-June 2025, progress across 39 business units and offices was inconsistent, with the majority of BUs still in the early development. Specifically, 26% were in the Initial Engagement phase, and among the 56% in the Development of Workplan stage, 72% were in the early sub-stage of development - Reviewing Current State as illustrated in the following chart.



EDIB consultants advised that efforts in 2024 was primarily focused on raising awareness of the newly approved EDIB Framework and Strategy and securing senior management buy-in across BUs. High staff turnover within the EDIB team further limited their capacity to support the rollout effectively. With the recent restructure and new leadership in place, we expect that the EDIB team to have a clearer direction and enhanced capacity to support the advancement of BU workplans going forwards.

² BU progress is categorized in following 4 stages:

- Initial Engagement: Engage with BUs, to evaluate their readiness and build awareness and momentum within BU for EDIB workplan development
- Development of Workplan: Includes 3 sub-stages- Review Current State, Define Future State and Develop Action Plan
- Approval of Workplan: Review and Obtain BU management approval of the workplan.
- Implementation of Workplan: Execute the approved workplan

Currently, there is no organization-wide timeline to guide BUs in developing their workplans. We recommended establishing a clear timeline to support the coordinated planning of workplan development and enable effective progress tracking (Recommendation 1).

In addition, during discussions with Human Resources EDIB consultants, we discovered that some BUs have opted to engage their own internal or external EDIB consultants rather than relying on the Human Resources EDIB team. While this reflected their leadership commitment to EDIB and a requirement for more dedicated support, it may increase the risk of misalignment with EDIB Framework and Strategy if those EDIB consultants are not fully aware of The City's requirements and expectations. Developing and implementing standardized processes to support EDIB workplan development (Recommendation 3) will support mitigation of this risk.

Challenges & Successes In Advancing EDIB Workplans- BU Perspectives

We interviewed a sample of eight business units to better understand the challenges and successes in advancing EDIB workplans. These discussions provided valuable insights into practical challenges faced by the BUs and highlighted areas where additional supports and improvements are needed to support the effectiveness in advancing EDIB workplans.

We summarized the responses under the following themes:

1) Building Internal Buy-In

BUs acknowledged that advancing EDIB requires collective engagement from all levels of the units. Many have made progress in fostering openness, with staff generally receptive to the EDIB concepts. However, 1 out of 8 BUs sampled were still in the early stages of building internal support and awareness for EDIB workplans.

BUs also noted varying degrees of understanding and comfort with EDIB topics. Two BUs mentioned that staff were generally open to the EDIB concepts, but some felt hesitant to engage more deeply, due to a (perceived) lack of expertise in discussing those topics within their teams.

4 out of 8 BUs expressed the need for more tailored support from EDIB consultants—particularly training that includes practical examples aligned with their operational contexts—to help build confidence and strengthen internal buy-in over time.

2) Integrating EDIB into Operational and Performance Planning

4 out of 8 BUs acknowledged the importance of embedding EDIB into their operational plans and individual performance objectives to ensure accountability and sustained progress. However, 2 out of 4 BUs were unsure about how to effectively integrate these elements, and the other two BUs encountered challenges during implementation. There was strong interest in cross-unit learning and sharing of experiences and practices, facilitated by EDIB consultants.

3) Needing Consistent and Targeted Support from EDIB Consultants	While interviewees generally appreciated the support provided by EDIB consultants, 6 out of 8 expressed a need for more consistent and targeted guidance to navigate the processes. This includes clearer direction, practical toolkits, and opportunities for cross-unit information sharing to support the development and implementation of workplans and change management efforts.
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4) Distinguishing Various Equity-Related Strategies and Requests	5 out of 8 BUs mentioned confusion in distinguishing between EDIB and other equity-related strategies, such as anti-racism. While generally supportive of those efforts, BUs faced challenges in managing multiple, and at times overlapping, requests from various equity-enabling teams.
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All five BUs expressed a need for a more cohesive or integrated approach—particularly greater alignment between EDIB and anti-racism strategies—to reduce duplication and ease resource demands.

Themes 1-3 reflect the absence of formalized processes, guidelines or templates to support EDIB consultants in assisting BUs with the development and implementation of workplans. This is consistent with our interviews with EDIB consultants and document reviews, which identified various approaches and formats being used among consultants. We raised a recommendation to develop and implement standardized processes to support EDIB workplan development and implementation (Recommendation 3).

Theme 4 points to a broader governance gap, as the EDIB Strategy and Framework do not articulate how equity enabling functions are expected to align or collaborate. We recommended that the Human Resources EDIB team work with other equity enabling functions to establish a coordinated approach to communication with BU and implementation of strategies (Recommendation 2).

Approval of Workplans

To effectively support the implementation of the EDIB Framework and Strategy, it is essential that BU workplans align with the expectations and requirements outlined in the EDIB Framework and Strategy. We assessed the alignment of BU workplans with the EDIB Framework and Strategy in three key areas. In addition, we examined the workplan duration and the review mechanisms upon expiry of the workplan to support the continuous improvement and long-term sustainment of the EDIB efforts.

Alignment With The EDIB Framework and Strategy

EDIB consultants review the BU workplans for alignment with the EDIB Framework and Strategy prior to approval by the BU management team. To evaluate the effectiveness of EDIB consultant’s review, we examined six workplans – all three that were approved at the time of audit and an additional three reviewed by the EDIB consultants but pending formal approval³.

³ Considering the limited number of approved workplans, we expanded the review to include 3 workplans pending approval.

The table below summarizes the key areas of review and related observations:

Area of Review	Expectation (Per EDIB Framework and Strategy)	Observations
1. Alignment with EDIB Corporate Areas of Focus	Workplans should align with identified actions and recommendations.	<ul style="list-style-type: none"> ✓ All 6 workplans aligned.
2. Results-Based Accountability – Measuring BU progress	Workplans should include desired results, performance measures, timelines, and responsible parties.	<ul style="list-style-type: none"> ✓ 3 plans (2 approved, 1 pending): Fully met requirements. • 1 approved plan: Some tasks missing deadlines or responsible parties. • 2 pending plans: Lacked measurable targets in some actions
3. Roles and Responsibilities – Reporting progress	Workplans should define roles and responsibilities for progress reporting to support biannual progress updates.	<ul style="list-style-type: none"> ✓ 1 approved plan: Met all expectations. • 2 plans (1 approved, 1 pending): lacked clear roles or reporting frequency. • 3 plans (1 approved, 2 pending): included only annual milestone for evaluation—did not meet biannual reporting requirement.

We noted that workplans review by the Human Resources EDIB consultants primarily focused on ensuring alignment with the Corporate Areas of Focus, which was effectively demonstrated in our testing. However, less emphasis was placed on ensuring that workplans included provisions for progress measurement and reporting. This was reflected in our findings, where not all workplans included measurable targets, deadlines, or clearly assigned responsibilities.

We also observed that BUs have adopted different structures to support the development and implementation of EDIB workplans. Some have dedicated roles specifically responsible for coordinating EDIB efforts within their units, while others rely on volunteer-based EDIB committees, which may be subject to frequent turnover. This further underscores the importance of clearly defining roles and responsibilities for progress checking and reporting within the workplans to ensure continuity, consistent implementation, and proper accountability within each BU.

We raised a recommendation (Recommendation 5) to incorporate the requirements to have measurable and specific actions, responsible parties, timelines and monitoring and reporting roles and responsibilities document in the workplan prior to approval.

Workplan Duration

The six workplans reviewed varied in duration: four are annual, one spans two years, and one covers three years. Given The City's commitment to embedding EDIB as foundational values in its corporate culture and recognizing that culture

transformation requires sustained effort over time, we assessed whether each plan included provisions for regular review and updates upon expiry.

We observed the following:

- Four annual plans included mechanisms for review—either through scheduled milestones with the relevant BU EDIB Committee or integration into individual performance evaluations.
- One plan did not reference any requirement for periodic review or update.
- One plan acknowledged the need for periodic review but lacked a defined timeline.

We included the opportunity to strengthen continuous improvement practices in Recommendation 3.

Progress Monitoring and Reporting

Regularly monitoring, measurement, reporting and communication of workplan progress are essential for timely identifying gaps, fostering accountability, and ensuring the organization remains on track to achieve its EDIB strategic goals.

Progress Reporting- Corporate Level

At the time of this audit, no formal corporate-wide progress reporting had been conducted. The Human Resources EDIB team had begun gathering data to track workplan development - an important first step toward establishing a robust monitoring framework. However, interviews with EDIB consultants indicated inconsistencies in how progress was assessed. For instance, BUs at similar stages, such as reviewing their current state, were assigned progress percentage ranging from 10% to 50%. This variation suggests the need for clear and consistent criteria to evaluate progress.

Progress Reporting- Individual BU level

The EDIB Framework and Strategy states that *"Each business unit is expected to develop a plan and provide updates on progress to their General Manager (GM). Business units will provide these updates biannually on progress to their respective GM to establish a culture of accountability and keep groups on track to reach their goals and priorities. Each GM will use this information to provide an annual department-level EDIB progress report to leaders and employees."*

To assess the alignment with this requirement, we interviewed eight sampled BUs. The results indicated that that most BUs had not yet met this reporting expectations. Many BUs were still focusing on developing their workplans and had not yet shifted their attention to formal progress monitoring and reporting. In some cases, BUs were not fully aware of the reporting expectation outlined in the EDIB Framework.

Separately, EDIB consultants noted that updates were typically shared during the townhall or meetings where Directors or Managers communicated upcoming activities related to workplan development and implementation to demonstrate the leadership support for EDIB workplans. However, this communication did not constitute formal progress reporting as envisioned in the EDIB Framework and Strategy.

To address these gaps and support consistent implementation, we recommended EDIB team to develop a formal monitoring and reporting mechanism at both corporate and BU level (Recommendation 4).

Observations & Recommendations

#1: Timeframes	
OBSERVATION	RECOMMENDATION
<p>The EDIB Framework and Strategy requires each BU to develop its own EDIB workplan but does not specify a timeline. This lack of clarity has contributed to inconsistent workplans progress across the organization, which may delay or weaken the overall implementation of the EDIB Framework and Strategy.</p> <p>As of Mid-June 2025, uneven progress was noted among 39 BUs and offices, with 26% still in the initial engagement phase prior to development of plans.</p>	<p>Leader, EDIB team, develop and communicate an organization-wide timeline for the completion of workplans.</p> <p>MANAGEMENT RESPONSE Agreed.</p> <p>ACTION PLAN The EDIB team is enhancing the standardized template for developing and updating an EDIB workplan. This will include updated timelines for completion each year. In the first year, workplans will be completed by June 30, 2026. For the subsequent years workplans should be completed by October (ex. Workplan for 2027 will be completed October 31, 2026, etc.) The template and related communication to the Senior Management team will be completed Q2 2026.</p> <p>LEAD Leader, EDIB, Human Resources</p> <p>SUPPORTED BY Manager, Strategic Services, Human Resources</p> <p>COMMITMENT DATE June 30, 2026</p>

#2: Alignment to other equity enabling functions	
OBSERVATION	RECOMMENDATION
<p>The EDIB Framework and Strategy does not clearly outline how EDIB workplans are expected to align with, or how the EDIB team is expected to collaborate with, the work of other equity enabling functions despite referencing the collective effort in fostering a respectful workplace. Some</p>	<p>Leader, EDIB team, continues collaboration efforts with other equity-enabling functions to align a coordinated approach to the</p>

<p>EDIB actions and recommendations within EDIB Strategy appear to overlap with those in the Anti-racism Strategy. This has contributed to confusion and resource challenges among BUs. For example, the EDIB Strategy recommended practices to increase representation of underrepresented groups through equitable and accessible hiring processes and policies, referencing the Anti-Racism Strategic Plan for further commitments.</p> <p>Interviews with our sample of eight BUs highlighted the challenges in distinguishing between various equity-related strategies, managing multiple and sometimes overlapping requests from different equity teams, and prioritizing and allocating resources to meet various requirement from those strategies.</p>	<p>communication and implementation of strategies, where applicable.</p> <p>MANAGEMENT RESPONSE</p> <p>Agreed.</p> <p>ACTION PLAN</p> <p>EDIB will work collaboratively with and use its influence to encourage better coordination with other equity enabling groups at The City. Each of these groups has its own reporting structure and mandate but have been increasingly willing to work in a collaborative fashion. The EDIB team can work with equity-enabling groups to build mechanisms to facilitate cross-program information sharing and knowledge exchange. This will help enabling teams minimize duplication of work, coordinate communications and implementation strategies where applicable, and remain respectful of each function’s autonomy and objectives.</p> <p>LEAD</p> <p>Manager, Strategic Service, Human Resources</p> <p>SUPPORTED BY</p> <p>Leader, EDIB, Human Resources</p> <p>COMMITMENT DATE</p> <p>January 31, 2026</p>
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#3: Workplan development and continuous improvement processes	
OBSERVATION	RECOMMENDATION
<p>The EDIB team has not yet established formal processes, guidelines, or templates to support EDIB consultants in helping BUs to develop and implement EDIB workplans. This has contributed to unclear role expectations, inconsistent support across BUs, and challenges maintaining continuity during staff turnover—ultimately impacting the advancement of EDIB workplans.</p>	<p>Leader, EDIB team, develop and implement standardized processes for EDIB consultants, incorporating lessons learned and leading EDIB practices. Processes should include:</p>

Interviews with EDIB consultants and document reviews revealed varied approaches and formats used across consultants. While BUs generally appreciate the support provided, interviews with eight sampled BUs indicated a strong desire for more consistent and tailored assistance, including:

- provide clearer direction, practical toolkits, and cross-unit information sharing to support workplan development and change management.
- provide training with practical, operationally relevant examples to help build internal buy-in and support EDIB conversations within the BU.
- establish a mechanism for BU to share experiences and learn from one another's practice in integrating EDIB workplan into BU's business plan as well as into individual employee performance goals and objectives.

Some BUs have engaged their own internal or external EDIB consultants which could increase the risk that input provided does not align to the EDIB Framework and Strategy.

Furthermore, the EDIB team has not defined standard guidelines for workplan duration or established a formal process for periodic review and updates of workplans. We noted varying duration from one to three years during in the review of six workplans, and only some (4/6) included a review mechanism. The absence of standard guidelines for workplan duration and review increases the risk that workplans may not evolve in response to changing needs, lessons learned, or performance gaps. This may result in missed opportunities for improvement and hinder The City's progress toward achieving EDIB strategic goals.

- 1) Step-by-step guideline for developing and implementing EDIB workplans
- 2) Templates and practical toolkits, including training material, to support each step
- 3) Mechanisms for cross BU information sharing and knowledge exchange
- 4) A review process to support alignment of work led by other internal and external consultants with the EDIB Framework and Strategy
- 5) A guideline for workplan duration and periodic review and updates of workplan

MANAGEMENT RESPONSE

Agreed.

ACTION PLAN

The EDIB team, with support from a Project Manager, will develop and implement standardized processes to ensure that EDIB consultants adopt a consistent and uniform approach. The team will establish an EDIB framework designed to deliver on the approved strategy. This framework will comprise:

- Step-by-step guideline for developing and implementing EDIB workplans
- Templates and practical toolkits, including training material
- Mechanisms for cross-business unit information sharing and knowledge exchange
- A review process to support alignment of work led by other internal and external consultants in support of the corporate EDIB Framework and Strategy

	<ul style="list-style-type: none"> • Mechanisms for capturing lessons learned • Support implementing first-year plans and subsequent multi-year plans <p>LEAD Leader, EDIB, Human Resources</p> <p>SUPPORTED BY Human Resources Business Partners, Business Unit Directors, Business Unit EDIB Lead</p> <p>COMMITMENT DATE December 31, 2026</p>
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#4: EDIB workplan progress reporting							
OBSERVATION	RECOMMENDATION						
<p>Processes to monitor and report on EDIB workplan progress have not been established. At the time the EDIB Framework and Strategy was approved, the Executive Leadership Team was in midst of Anti-Racism leadership and learning program development. The EDIB Framework and Strategy was released with awareness that General Managers would remain focused on supporting the Anti-Racism program already underway, and when appropriate, would continue that momentum with a focus on EDIB.</p> <p>Corporate level progress report The EDIB Framework and Strategy references the need to measure the corporate progress, however, it does not define roles and responsibilities in overseeing and reporting progress at the corporate level.</p> <p>Initial data gathering has commenced, but the EDIB team have not yet developed a formal process to monitor, measure, and report the corporate-wide progress.</p> <p>BU level progress report The EDIB Framework and Strategy requires biannual progress reporting from each BU to their General Manager and annual department-level EDIB progress communication from each General Manager to leaders and employees. Interviews with eight sampled BUs revealed:</p> <ul style="list-style-type: none"> - Seven reported that they had not been asked to provide biannual updates on their EDIB workplans progress. - One had been asked to provide input for biannual updates. - None recalled receiving annual departmental EDIB progress reports from their General Manager. 	<p>Leader, EDIB team, develop, communicate and implement processes to monitor and report on EDIB workplan progress at both Corporate and BU level.</p> <p>MANAGEMENT RESPONSE Agreed.</p> <p>ACTION PLAN The EDIB team is finalizing an outline to guide the completion of the Business Unit Workplans, which will include a dedicated section on reporting. Beginning in 2026, there will be two formal reporting periods during any given year:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Due Date for Data Collection</th> <th>Report Sent to GM</th> </tr> </thead> <tbody> <tr> <td>June</td> <td>July</td> </tr> <tr> <td>December</td> <td>January</td> </tr> </tbody> </table> <p>This approach is intended to provide business units with sufficient time to complete targeted actions and</p>	Due Date for Data Collection	Report Sent to GM	June	July	December	January
Due Date for Data Collection	Report Sent to GM						
June	July						
December	January						

We were advised that most BUs are still developing their EDIB workplans and, as a result, have not yet considered progress reporting or been made fully aware of the reporting requirements.

The absence of regular monitoring, measurement, and reporting of EDIB workplan progress increases the risk that progress gaps go unnoticed, and correction actions are delayed. This lack of formal oversight could undermine accountability, contributes to uneven progress, and may slow The City's progress toward its EDIB strategy goals.

ensure General Managers have a clear understanding of the reporting period. The information will be provided as a corporate report. Initially, the corporate level reporting will have two measures:

1. Confirmation of work plan completion (and in subsequent years, a record of whether a workplan for the upcoming year has been reviewed and updated).
2. Participation rates in the Diversity Data Strategy. We are currently just reporting on participation rates. Due to the low numbers, we will continue to report only participation rates until we have a larger data set. Once the data set is large enough, we can provide a more detailed breakdown. Leveraging this data, when available, will empower leaders to make evidence-based decisions that address the distinct needs and experience of the workforce. Analysis of the data will assist the EDIB team and leaders identify gaps, measure progress and design targeted strategies that advance EDIB outcomes.

The Business Unit specific reporting will include:

3. Two EDIB goals identified within each unit's work plan. These goals are aligned with the corporate EDIB objectives and the Global Diversity Equity Inclusion Benchmark (GDEIB), which is reviewed biennially. Maintaining alignment with the GDEIB facilitates the ability to demonstrate

	<p>progress at a broader organizational level moving forward.</p> <p>The Business Units will be largely responsible for completing the actions and updating the report template. The EDIB team will follow up with business units to ensure they complete the plan. If business units choose to not complete their reporting documents, the report will be sent to the GM with a note that the business unit chose not to participate.</p> <p>LEAD Leader, EDIB, Human Resources</p> <p>SUPPORTED BY EDIB team Human Resources, Human Resources Partners, Business Unit EDIB Representative/Lead</p> <p>COMMITMENT DATE December 31, 2026</p>
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#5: Approval of workplan	
OBSERVATION	RECOMMENDATION
<p>EDIB consultants review the BU workplans to ensure alignment with the EDIB Framework and Strategy prior to approval by the BU's management team. Our review of three approved workplans suggested that the current EDIB team review focus primarily on aligning actions with the Corporate Areas of Focus, while giving less focus on key expectations around progress measurement and reporting. Specifically,</p> <ul style="list-style-type: none"> - 1 out of 3 approved plans has missing deadline or responsible parties for some action items, despite the EDIB Strategy 's expectation for clear timeline, outcomes and accountability in measuring progress. - 1 out of 3 approved plans did not define roles and responsibilities for biannual progress reporting to General Manager, and another 1 out of 3 of approved plans included only annual evaluation milestone, which does not meet the biannual reporting requirement. <p>Without defined deadlines, responsibilities, and measurable outcomes, it can be challenging to assess progress and ensure accountability. Undefined roles for monitoring and reporting the progress further</p>	<p>Leader, EDIB team, incorporate the requirements to have measurable and specific actions, responsible parties, timelines and monitoring and reporting roles and responsibilities document in the workplan prior to approval.</p> <p>MANAGEMENT RESPONSE Agreed.</p> <p>ACTION PLAN The EDIB team is finalizing the outline for the completion of the Business Unit Workplans. Each workplan will include:</p>

<p>increases risk that progress may go untracked, leading to gaps in accountability at the BU level. This risk is particularly heightened when a BU depends on the volunteer-based EDIB Committee to lead the work, given the potential for frequent turnover. Ultimately, this could undermine timely oversight and timely course corrections if needed and may slow the advancement of EDIB Strategy.</p>	<ul style="list-style-type: none"> • Clearly defined, measurable actions • Designated roles and responsibilities • Specific timelines for each action • Monitoring and reporting guidelines • Reporting mechanisms for progress updates <p>To promote accountability and reporting, each BU will be provided with a workplan template. That workplan will include sections for specific actions they will take to work towards the goals, who is responsible for completing the actions, timeline, and outcome impact.</p> <p>The Business Unit will be responsible for completing the actions and using the reporting mechanisms within the template. EDIB team will share the reports with the General Managers. This will enable monitoring of progress at a corporate level.</p> <p>LEAD Leader, EDIB, Human Resources</p> <p>SUPPORTED BY EDIB, Human Resources People Listening & Analytics, Human Resources Manager, Strategic Services, Human Resources Business Unit Representative /Lead for EDIB</p> <p>COMMITMENT DATE December 31, 2026</p>
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Acknowledgements

The City Auditor's Office conducts projects, including this audit, in conformance with the International Standards for the Professional Practice of Internal Auditing. The City Auditor's Office would like to thank the staff from the EDIB team and members from sampled business units for their cooperation and support during this audit.

Appendix

Steps on Our Journey

2011

- Introduced our first Diversity & Inclusion in the Workplace Framework and Action Plan

2011-2014

- Focused on enabling diversity by creating awareness

2015

- Shifted focus from diversity to inclusion through education, consulting and initiatives
- First annual Experience Inclusion event
- Began collecting demographic data through the Corporate Employee Survey (CES)
- The Calgary Aboriginal Urban Affairs Committee (CAUAC) received direction from Calgary City Council to determine which of the 94 Calls to Action from the Truth and Reconciliation Commission of Canada (2015) are actionable by Calgary's municipal government

2015-2016

- Began collecting disaggregated (diversity) data through the Corporate Employee survey in 2015. Introduced the Inclusion Index as a benchmark to the survey the next year

2016

- White Goose Flying Report was approved by City Council with 43 calls to action related to Truth & Reconciliation

2017

- The City added Inclusion as the 14th factor of a healthy workplace
- Inclusion was a key focus of the Resilient Calgary Strategy.

2019

- Gender, Equity, Diversity and Inclusion (GEDI) Strategy was approved in Council
- Global Diversity & Inclusion Benchmarking Assessment was conducted to determine The City's maturity score

2020

- Equity, Diversity and Inclusion (EDI) was identified as part of our corporate strategy and a top priority for the organization
- Anti-Racism Notice of Motion directed Administration to reevaluate City policies and practices to remove systemic barriers and address racism

2021

- Introduced Belonging with a focus on psychological safety
- Added "Belonging" to "Equity, Diversity, Inclusion and Belonging"
- Launched the Disaggregated Diversity Data Strategy Project

2022

- ELT appoints our first Equity, Diversity, Inclusion and Belonging Executive Sponsor

2023

- **Refreshed Equity, Diversity, Inclusion and Belonging in the Workplace Corporate Framework & Strategy**

Source: EDIB Corporate Framework and Strategy (October 2023)