

EQUITY, DIVERSITY AND INCLUSION

2023 PROGRESS REPORT



MISSISSAUGA

Since the annual reports on the City's Equity, Diversity and Inclusion work were initiated in 2021, the work on EDI has grown exponentially. In order to understand the nature of this work it is important to recognize that the City has been/and continues to do its work to advance certain foundational objectives, namely:

- Establishing stable scaffolding for the EDI infrastructure to be built on so it is sustainable
- Working in a coordinated, collaborative and corporate wide manner so it is comprehensive
- Embedding EDI in a progressive manner into all major structures and practices so it is normalized
- Establishing various baselines from which to measure progress in the future so it is accountable
- Ultimately, becoming a truly equity producing anti-racist organization

The goal is for all EDI work at the City to be viewed and assessed through this lens.

Just like previous years, this report is organized in four themes: supporting change; supporting a culture of EDI learning and development; developing EDI policy and governance; identifying and addressing systemic barriers.

This framework has allowed us to organize and report on our work effectively and coherently. Under each theme the collective achievements of the entire EDI Community of Practice (a “collaborative” of key EDI Subject Matter Experts (SMEs) from across the corporation, namely, Strategic Communications and Initiatives, Human Resources, Heritage and Museums, Facilities and Property Management) is showcased as either:

- In progress (i.e. work that is time specific but long in duration)
- Ongoing (i.e. work that continues and is not limited by time) or
- Completed

This allows the reader to distinguish between one-time foundational projects; activities that are persistent and thus on going; and projects/activities that have been completed. Description of each theme is as follows:

Theme	Description
Supporting Change	Initiatives that support EDI grounded change in the Corporation
Supporting a Culture of Learning & Development	Learning tools; training; presentations; consultations that build divisional knowledge and skills to understand fundamental EDI principles and concepts and apply them to different lines of business
Developing EDI Policy & Governance	Activities that advance EDI through redesign of policy, program or service
Identifying and Addressing Systemic Barriers	Tools and resources that support staff in embedding EDI in their work in order to reduce systemic barriers

SUPPORTING CHANGE

Implementing “First Steps” (In progress)

The recommendations from the Black Caucus report to Council in 2022 are well on their way to being implemented:

- Black Caucus Alliance has been established as a formal organization
- A roadmap for implementation on recommendations from the report has been designed
- A reporting framework to monitor progress has been developed
- An update on the recommendations has been included in this progress report as a standing item

Employee Resource Groups (ERGs) (Ongoing)

Corporate announcement to launch five ERGs was made in early 2023. To complete this task, the following actions were taken:

- Developed operating guidelines
- Launched Employee Resource Group Webpage
- Identified a roster of Leadership Allies for each ERG to choose from

All five ERGs have now been established with Leadership Allies, Facilitators and Members. They are at different stages of development but all are now officially functional. They have been named by their members as:

- MiPride ERG
- Indigenous ERG
- Able @ Mississauga ERG
- Diversity and Multicultural ERG
- Black ERG

Candidate Experience Survey (Completed)

A new Candidate Experience Survey has been introduced through Success-Factors to gather candidate feedback on their experience, specifically focusing on equity, diversity, and inclusion. Feedback gathered will support our efforts in achieving an inclusive and equitable candidate recruitment experience.

EDI Strategic Partnerships (Ongoing)

Established new partnerships with equity-deserving organizations in order to attract, hire, and retain talent as part of the City's commitment to creating a diverse workforce that reflects the communities we serve. New partnerships in 2023 include, Rise in STEM, Say Somaali and She Immigrated.

EDI Webpages (Completed)

EDI webpages on Inside Mississauga (the internal employee internet site) and the external page have now been launched to provide a centralized resource to both employees and residents on EDI and its progress at the City.

Workplace Psychological Health and Safety (WPHS) webpages have been launched under Health and Wellness on Inside Mississauga to provide information and resources to leaders and employees.

Developing EDI Plans (Ongoing)

Talent Management (Human Resources) and EDI Strategic Lead (Strategic Communications and Initiatives) continue to work with individual Divisions to develop customized EDI Plans suited to individual lines of business. In 2023, EDI Plans were developed for Recreation & Culture, Animal Services and Transit.

Accessible Facilities, Services and Public Spaces (Ongoing)

Accessibility continues to be improved at City facilities, in City services and public spaces through targeted renovations to remove existing built environment barriers. The most notable improvements in 2023 are:

- **Hazel McCallion Central Library:** Accessible kiosks (self-checkout, automated book return system and hold pick up), accessible workstations on all floors equipped with assistive technology and height-adjustable desks
- **Malton Youth Hub:** Accessible entrances, washrooms, elevator and path of travel, universal washroom and barrier free gender neutral washroom
- **Paul Coffey Arena:** New accessible lift
- **Tomken Twin Arena:** New sliding doors at the main entrance and arena entrances
- **Churchill Meadows Community Garden:** New accessible path leading to the accessible garden bed
- **Vimy Park:** Increased accessibility and entrance space for local events and commemorative ceremonies by improving walkways, site furnishing, lighting and connections to the cenotaph
- **The Credit Woodlands:** Included accessibility enhancements as a part of the Tactical Urbanism project
- **Playgrounds:** Improving accessibility with changes that include rubber surfacing, accessible swing sets, ground-level play components, and paved access routes

Accessible Transportation

MiWay continues to provide a transportation system that ensures its services and operations are accessible to everyone. Notable accessibility improvements:

- Introduced Enhanced Bus Shelters which incorporate enclosed heated areas and the provision of digital schedule information
- Continued to create accessible landing pads and connections to sidewalks
- Performed an accessibility review of best practices to update infrastructure standards leading to the upgrade of bus stops, shelters, bus pads and sidewalk connections

Culture & Events

- Bilingual signage for community and cultural events
- Introduced translation apps on staff phones to assist with communication where English may be a second language
- Introduced show advisories on the eVenue site for patrons to view prior to purchasing an event ticket
- Included accessibility requirements for new public art installations
- Hosted events during National AccessAbility Week (May 28-June 3) including an adaptive Fresh Air Fitness event, Movie Night at Celebration Square with accommodation options (captioning and assistive listening devices) as well as several library workshops focused on developing accessible documents
- Hosted Ontario ParaSport Games

Treaty Relationships (Ongoing)

- Partnered with the Mississaugas of the Credit First Nations on our Second annual National Indigenous Peoples Day
- Partnered with the Mississauga Nation on hosting Miichi Zagiig, We Are All United Pow Wow at Celebration Square

DEVELOPING POLICY & GOVERNANCE

Combating Racism Discrimination Hatred Advisory Committee (CRDHAC) (In progress)

The inaugural CRDH Advisory Committee of Council was established for the duration of the current Council term. Staff supported the Committee to go through a robust work planning session that will define its work for the term of Council.

A review of the City's Asset Naming Policies through an EDI Lens (In progress)

A review to develop new commemoration and recognition policies for the City of Mississauga with an equity, diversity and inclusion perspective is nearing completion. Following activities have been completed:

- Comparative research
- Extensive community engagement
- Draft of policy guiding principles and rationale
- Draft of policy framework and process changes
- Recommendations
- Final report to Council (Q1 2024)

Recognizing Dates and Events at the City of Mississauga (Ongoing)

A centralized and coordinated process for recognizing dates and events, including planning events and developing consistent branding has been rolled out. The process allows for changes as and when required.

Employee Equity Advisory Committee (EEAC) (Ongoing)

As a permanent EDI governance and accountability mechanism made up of employees from across the organization, EEAC continues to be operational. 2021-2023 accomplishments of EEAC are as follows:

- Reviewed and revised actions from *Workforce Diversity and Inclusion Strategy*
- Reviewed and commented on equity disclaimer in City of Mississauga job postings
- Drafted corporate EDI Governance structure
- Commented on various communication plans for City initiatives
- Acted as a conduit for employee issues to the Corporation
- Participated on the *City Asset Naming Interim EDI Working Group* to facilitate ongoing development/requests for Naming during Council directed moratorium and until the new process has been established
- Reviewed and commented on *Employee Resource Group (ERG) Concept Paper*
- Drafted Operating Guidelines and other relevant materials for ERGs (SOPs/FAQs/Communication Plan)
- Presented ERG concept and related materials to Divisional Leadership Teams, Unions, EXLT, LT and employees
- Drafted ERG facilitator application form
- Consulted on key Corporate initiatives: *MFES EDI Strategy; Quiet Room Guidelines; Psychological Health and Safety Strategy; Leadership Succession Planning Framework*
- Participated in KPMG focus group on Recruitment practices
- Participated in KMPG focus group on *Respectful Workplace* and *Workplace Violence* policies review

Workplace Psychological Health and Safety Strategy (In progress)

This strategy (2022-2025) is working to continue to advance psychological health and safety in our workplace.

Highlights of some 2023 accomplishments are as follows:

- Completed the Working Mind training for leaders
- Monthly learning series/Toolbox Talks (employees and leaders) – featuring one of 13 psychosocial factors to support psychological health and safety in the workplace.
- Launched Workplace Psychological Health and Safety webpages
- Developed division specific Workplace Psychological Health and Safety plans
- Developed organization-wide critical incident response framework
- Facilitated health promotion activities that support positive mental health for employees
- Harm Reduction and Naloxone Administration Training for Security and Transit Enforcement teams

Launch of Multi-Year Accessibility Plan (In progress)

Launched in early 2023, this five-year plan builds on the success of the previous plans, outlining new and continued initiatives to meet and exceed the City's legislated obligations to identify, prevent and remove barriers for people with disabilities. For example:

- Implemented a targeted outreach strategy for recruiting people with disabilities by continuing partnerships with Discover Ability and Ready, Willing and Able that support the employment of people with disabilities
- Continued to integrate accessibility in the implementation of Hurontario Light Rail Transit (LRT)
- Continued to implement the City's Facility Accessibility Design Standards in all building project designs including new construction, additions, renovations and capital replacements
- Continued to enhance the accessibility of new and redeveloped parks and playgrounds
- Included accessible pedestrian signals when installing new traffic signals or replacing existing traffic signals
- Improved accessibility of bus stops and ensured sidewalk connections
- Provided accessible parking, pathways and entrances into all City facilities

Place-making (Ongoing)

The City continues to focus on "place-making" by returning Indigeneity to the City, which bears an Anishinaabe name, by:

- Bringing the REDress project to Mississauga to raise awareness of Missing and Murdered Indigenous Peoples
- Supporting Mississauga Arts Council in their Indigenous Artist Initiative which saw new reflections of Indigenous culture and teachings on display in the City
- Supporting Museums in their roll out of the Moccasin Identifier program to all Recreation and Culture camps City-wide

Indigenous Relations and Policy implications (Ongoing)

- Led Indigenous engagement on a variety of critical policy pieces for the City including the Official Plan, Future Directions, Asset Naming
- Began creation of the City's first Archaeological Management Plan which has the most robust level of Indigenous inclusion and collaboration for this type of plan in Ontario

SUPPORTING A CULTURE OF EDI LEARNING & DEVELOPMENT

Equity Alerts (Completed)

Equity Alerts, as a progressive learning tool, were introduced to the City in 2021 with the aim to establish a shared foundation of EDI learning. Equity Alerts introduced employees to key EDI concepts from most basic to more complex and were always meant to be the first step in the City's EDI journey. The last Equity Alert was published in December 2023. It will now be replaced by a new initiative, Equity Talks (see below) in 2024. In total 30 Equity Alerts were released between 2021 and 2023. (For a complete list of Equity Alert Topics see Appendix I).

Launch of Equity Talks (Ongoing)

Beginning in January 2024, the City's Equity, Diversity and Inclusion (EDI) Community of Practice will launch its monthly EDI conversation forum called Equity Talks, which will be hosted on Inside Mississauga.

Equity Talks is a successor to Equity Alerts and a reflection of how the Equity Alerts have helped the City to grow and mature on EDI concepts and realities in our workplace and, by extension, our society. It is a conversation forum where members of the EDI Community of Practice (SMEs) from across the corporation and some senior leaders share their collective knowledge, expertise and insights on how to understand and incorporate an equity perspective and mindset to the work we do across the City.

The main goal of Equity Talks is to shed light on EDI topics, trends and resources to help the organization gain insight into how these EDI topics impact and relate to our roles within the organization. They are intended to raise the individual and collective knowledge of City staff on matters relating to EDI.

Equity Café (Ongoing)

Facilitated by EDI minded leaders, Equity Cafés provide an opportunity to connect diverse employee voices from various divisions to further their learning process by meeting virtually on a monthly basis to collectively unpack information outlined in Equity Alerts and its successor Equity Talks.

EDI Speakers (Ongoing)

2023 Speakers included:

- Mental Health: Gray Matter Health speaking engagement “Alphabet Soup & Cultivating Safe Spaces for Thriving” (January 2023)
- Emancipation Day: Natasha Henry-Dixon (August)
- International Women’s Day: Women in Leadership Panel Discussion (March)
- National Indigenous Heritage Month: Sarain Fox (June)
- Pride Month: Vivek Shraya (early July)

Foundational EDI Instructor Led Training (Ongoing)

Jointly Talent Management and EDI Strategic Lead deliver training on understanding the fundamentals of EDI thinking and how it applies to City practices. This includes understanding the difference between equity and equality; understanding different levels of privilege; unconscious bias; micro-aggressions and other key concepts.

Foundational EDI Practices eLearning (Completed)

Launched an e-learning module available to all employees as optional learning discussing the following:

- Explain important terms surrounding diversity, equity, and inclusion (DEI)
- Describe the need for EDI in Canadian workplaces
- Explain the various dimensions of diversity and how they shape attitudes and behaviours
- Apply tools and resources to practice allyship in the workplace
- Respond skilfully and with confidence when you witness discriminatory behaviour
- Explain the value of developing diversity, equity, and inclusion competencies as an individual and an organization

Talent Management Knowledge Hub (Ongoing)

Talent Management Knowledge Hub webpage was implemented for all employees providing various learning resources including topics on equity, diversity and inclusion, workplace mental health and psychological health and safety.

Job Required Leader Curriculum (In Progress)

Components of a mandatory job required learning curriculum were implemented, based on growing today's leaders and preparing them for future challenges. The curriculum consists of a blended approach to learning with a combination of self-directed eLearning and traditional instructor-led learning. Launched learning includes:

- **Truth and Reconciliation Deep Dive Learning for Leaders**
Five eLearning courses that provide a greater awareness and understanding of Indigenous Peoples
- **EDI Hiring Manager Certification Module**
An eLearning course that provides hiring managers with a greater understanding of equity, diversity and inclusion (EDI) as it applies to the recruitment process

Legislated Learning for All Employees (Completed)

Implemented a more robust mandatory Legislated Learning Curriculum for all employees:

- Accessibility for Ontarians with Disabilities (eLearning)
- Respectful Workplace: Part 1 (eLearning)
- Workplace Violence: Part 2 (eLearning)
- Indigenous Cultural Awareness (eLearning)

Accessible Training Courses (Completed)

Workshops were held on the creation of accessible Word Documents for staff and public at four different library locations.

Truth and Reconciliation Calls to Action (Ongoing)

To build greater awareness about the culture and history of the Mississaugas of the Credit First Nation within the territory, the City has taken the following steps:

- Hired City's first Indigenous Relations Liaison between the City and the community
- Supported the growing friendship between the Mississaugas of the Credit and the City by coordinating MFES in attending the MCFN Pow Wow to bring better awareness to fire safety in the community
- Continue to support the Indigenous Network, Eagle Spirits of the Great Water, Aboriginal Legal Services along with ally organizations such as Heritage Mississauga and Riverwood Conservancy in their programming

EDI Presentations (Ongoing)

Presentations on City of Mississauga's EDI values, principles, structure and actions were made to the following audiences:

- PRO Conference (Ontario based conference of Recreation workers)
- Recreation and Culture Division Leadership Team
- Anti Black Racism-Systemic Discrimination Collective (a community based network of Peel Region)
- Digital Strategy and Experience team
- International Women's Day
- City Community Engagement practitioners 'regroup'
- Active Transportation team
- Liveable Cities Forum: From Intention to Implementation - Equity, Diversity and Inclusion Fishbowl 2.0
- Parks Forestry & Environment: Two Way Committee
- TMMP Fall Divisional Meeting

EDI Consultations (Ongoing)

Subject matter experts engaged in focused discussions and offered critical advice to staff/divisions on how to integrate EDI considerations into key corporate plans and policies. For example:

- Future Directions Plans: Culture/Recreation/Library/Parks Forestry and Environment
- Use of language other than English in libraries
- Relationship between staff and racialized youth
- Behavior of public towards racialized staff
- Leader Learning Design Think Tank
- Gender neutral washrooms for City Hall
- Leadership Pathway Program
- Cooksville Sustainable Neighborhood Action Plan
- Fireworks By-Law
- Places of worship and parking
- Green Development Standard
- Multi-Faith Prayer Room Guideline
- Use of inclusive language in programming
- Safe Spaces program
- Vision Zero
- Accessibility SME engaged on the creation of accessible corporate plans and budgets
- Accessibility Advisory Committee (AAC) was consulted on key corporate initiatives, for example, Vision Zero Pedestrian Head Start Signals, Micro-mobility program development, 2024 Future Directions Plans for Community Services and redevelopment of South Commons Community Centre and Library.

IDENTIFYING AND ADDRESSING SYSTEMIC BARRIERS

Anti Racism Anti Oppression Strategy (ARAO) (NEW - In progress)

A comprehensive statement of work has been written to develop the City of Mississauga's first corporate wide Anti Racism Anti Oppression Strategy. The ARAO Strategy is envisaged as a progressive corporate Strategy that moves the City towards becoming a leading organization on anti-racism and anti-oppression. It will include and consolidate all the current EDI practices and projects, produce a six year action plan from 2024-2030, develop key performance indicators to measure progress, and produce an Equity Lens tool and an Equitable Community Engagement Charter and Implementation Plan.

This Strategy will address all four key areas of work that define any municipality:

- As an employer
- As a policy maker
- As a service provider
- As a purchaser of goods and services

Corporate wide Employee Engagement & Demographic Survey Action Planning (Completed)

2023 focussed on the action planning component of the survey:

- Leaders action planning orientation sessions were offered that integrated psychosocial factors and workplace psychological health and safety factors
- Launched a Leader toolkit that included resources for workplace psychological health and safety
- Orientation for HR Business Partners on psychological health and safety to support business units with action planning
- Team action plans were completed by December, 2023

Leadership Pathway Program (LPP) (In progress)

Launched the City's Leadership Pathway Program (LPP) which is a succession planning process used to select highly qualified, ready-now leaders that will positively impact employee engagement, through a self-nomination process. Every two years, full time, permanent, non-union employees will be invited to self-nominate to a specific leadership level, via a posting. All nominations are reviewed by Selection Committees for each leadership level. This new program aims to offer employees more transparency and to minimize affinity bias by inviting employees to self-nominate.

Inclusive Recruitment Toolkits (Completed)

Integrated EDI learning toolkits and guides into the recruitment process in order to ensure the psychological safety of candidates. The toolkits include an inclusive job posting guide, candidate interview essentials toolkits, inclusive interview checklist and an EDI question bank.

Accessibility Audits (Ongoing)

An Accessibility Classification System for City facilities to measure the various levels of accessibility has been proposed while accessibility audits continue to be conducted to ensure barrier-free work environments (for the public and employees).

Respectful Workplace and Workplace Violence Policy Reviews (In progress)

The City of Mississauga engaged KPMG to conduct a review of its Respectful Workplace and Workplace Violence Policies and the related Employee Guides using an equity, diversity and inclusion lens as well as a psychological health and safety lens.

KPMG's recommendations leveraged information gathered from stakeholder consultations, benchmarking and a comprehensive review of current policies, forms and procedures.

WHAT'S NEXT FOR 2024?

- Anti Racism Anti Oppression Strategy (2024-2030) will be developed and a communication strategy implemented
- EDI Dashboard to be launched. In order to build staff capacity to use 'evidence' to plan and design service so that the needs of those most vulnerable in society can be addressed, an EDI dashboard template has been developed based on 2016 census data. However, 2021 census data will be migrated into the current template in 2024
- City Asset Naming Policy Review Final report will go to Council for approval in Q1 2024
- Implementation status of Black Caucus Report "First Steps" will be reported to Council in Q1 2024
- EDI will continue to be embedded in key corporate policies and programs
- EDI consultations with divisions/programs and policy staff/Leadership Teams will continue
- Equity Talks will be launched January 15th 2024
- EDI Fundamentals training will continue to be delivered upon request
- External Career Webpage will be launched in spring 2024. This external career webpage will reinforce the City's commitment to inclusion and equity
- International Credentials Assessment/Verification process for job applicants to be launched in fall 2024
- Instructor-led learning modules for employees on creating accessible documents and accessible presentations will continue to be implemented
- Self-directed learning module for employees on mental health and workplace psychological health and safety will be developed and implemented by end of Q2
- Integration of psychological health and safety into our health and safety commitment statement will be completed by end of June 2024
- Recommendations from KPMG's review of the Respectful Workplace and Workplace Violence Policies will begin implementation in early 2024
- Additional components of the Leader Job Required Learning curriculum will be launched by end of 2024
- An EDI Learning Plan to be developed that will offer optional EDI learning to all employees by the end of 2024
- Annual status update report to the City's Multi-Year Accessibility Plan will be going to Council May 22, 2024
- Continue to meet the City's obligations under the AODA
- Launch updated Accessible Design Standards for facilities and public spaces Q4
- The City of Mississauga Reconciliation Plan will be launched by the end of 2024
- Missing and Murdered Indigenous Peoples Awareness (May, 2024)
- National Indigenous Peoples Day Celebration (June, 2024)
- National Day of Truth and Reconciliation (September, 2024)

AWARDS

- Urban Innovation Award UTM
- Bloomberg Harvard selection for City Leadership Initiative

APPENDIX I

Complete list of Equity Alert Topics (2021-2023)



APPENDIX I

2021	Equity Alert Topic	Brief Description
April	Equity, Diversity and Inclusion	General definitions of Equity, Diversity and Inclusion and its importance to the City of Mississauga. There is also an introduction to the Workforce Diversity and Inclusion Strategy.
May	Unconscious Bias	What Unconscious bias is how it impacts our decisions in the workplace.
June	Land Acknowledgement	Recognizing Indigenous Peoples were the first people on this land. Why we do it? How we do it?
July	Racism	What racism looks like; anti- Asian Hate, anti- Muslim Hate, anti-Black racism and anti-Indigenous racism.
August	Micro-Aggressions	What micro-aggressions are, what they look like in the workplace, how to eliminate micro-aggressions.
September	Residential Schools	An overview of what and why residential schools existed.
October	Systemic Barriers	Definition of what systemic barriers are, how they exist for marginalized groups.
November	What is Anti-Oppression?	Definition of anti-oppression, who oppressed groups are and what it looks like in the workplace.
December	Power and Privilege	Definitions of power and privilege and examples of how they have historically existed in the workplace for many decades.

2022	Equity Alert Topic	Brief Description
January	Allyship	What it means to be an ally in the workplace for equity deserving groups.
February	Cultural Competency	What cultural competence is and how to build cultural competency.
March	Mental Health	What mental illness can look like and how inequities impact mental health.
April	PRIDE & Homophobia	What 2SLGBTQ+ means, the challenges members of this group face, how to include them in the workplace and eliminating homophobia.
May	Disability/Accessibility	What it means to have a disability, challenges that exist and how we accommodate disabilities.
June	Women in the Workplace and the Me Too Movement	An overview of the experience of this equity deserving group in the workplace.
August	The Good Bad Binary	An overview of how life is not binary and we must be conscious of this in the workplace.
September	The Indian Act	Helping Canadians make reconciliation with Indigenous Peoples a reality.
October	The Myth of Meritocracy	Why meritocracy is a myth and how we can move forward focusing on knowledge, skills abilities rather than biases, power and privilege.
November	Newcomer Experience in Canada	An overview of promises to newcomers and the reality of the systemic barriers that they experience.
December	Equity Alerts Reflection	Reflecting on the past 12 Equity Alert topics of 2022.

APPENDIX I continued

2023	Equity Alert Topic	Brief Description
January	Psychological Safety	An overview of our Psychological Health & Safety Strategy in the Workplace.
February	Emancipation Day	Reflecting on the significance of Slavery Abolition Act of 1833 coming into effect in 1834 across the British Empire including Canada.
March	Menopause	An overview of menopause and perimenopause and its potential impact in the workplace.
April	Belonging at Work	An overview of the actions that can be taken to create a more inclusive work environment.
May	2SLGBTQ+ Identities in the Workplace	An overview of the experience of 2SLGBTQ+ identities in the workplace.
June	Anti- Asian Hate	What anti- Asian Hate looks like and how to prevent it.
July	Anti- Muslim Hate	What anti- Muslim Hate looks like and how to prevent it.
August	Anti- Black Racism	What anti-Black Racism is and how to prevent it.
September	Increasing your Indigenous awareness	An outline of the ways by which we as individuals and an organization can support Indigenous Peoples.
October	White Saviour	An overview of what performative EDI actions are and the concept of being a 'White Saviour'.
November	Working beyond Tokenism	What tokenism is, how it can exist in a workplace; how to be authentic in hiring and promotion processes to avoid tokenism.
December	Equity Alerts in Reflection	Reflecting on the history of Equity Alerts 2021-2023 and heralding the new iteration of equity discussions, namely, Equity Talks.