TOGETHER TOWARDS INCLUSION

Equity, Diversity And Inclusion
Action Plan
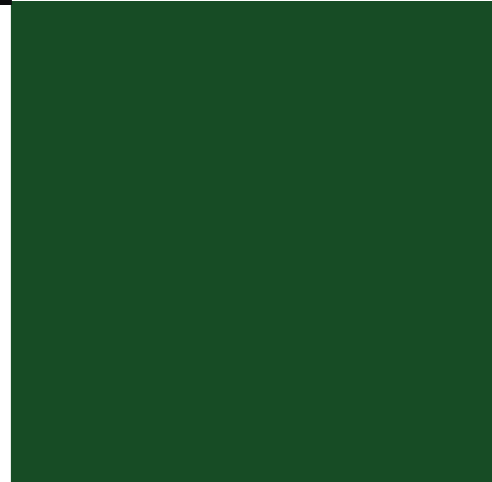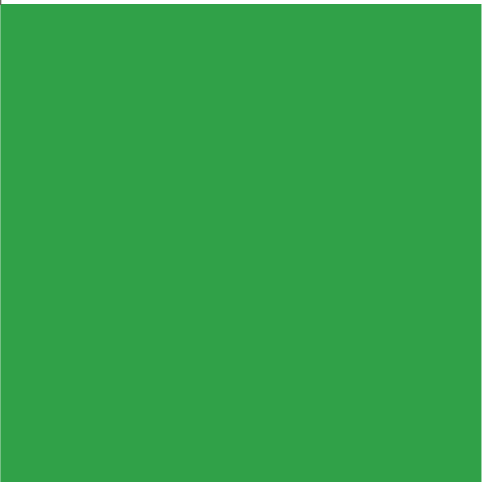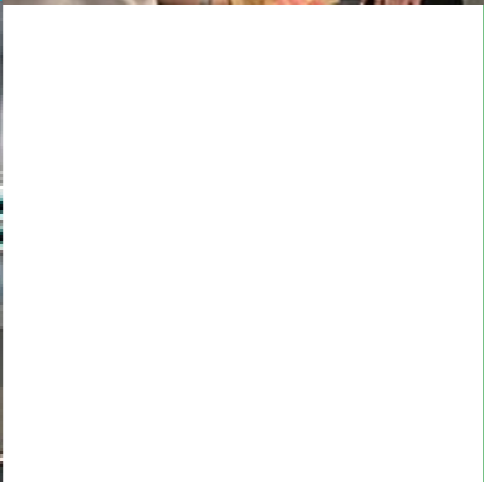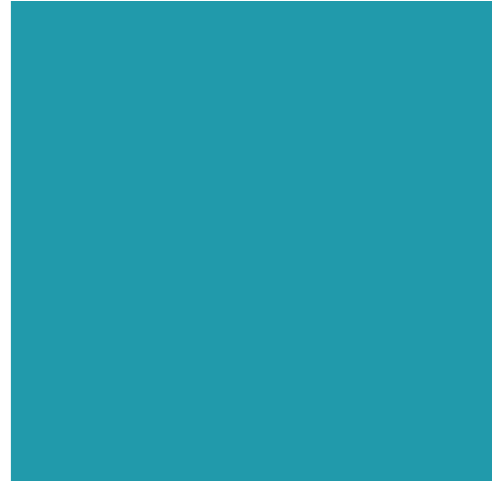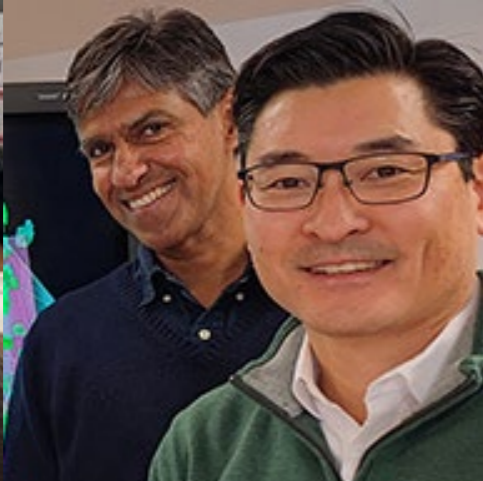
2022-2025

MAIN CONTRIBUTORS

HUMAN RESOURCES AND EQUITY, DIVERSITY AND INCLUSION COMMITTEE
of the RI-MUHC Board of Directors
Members
Anne Mezei - Chair and Board of Directors' member
Caroline Dubé – Member and Human Resources Director at the MUHC
Gloria Tannenbaum, PhD – Member
Sonia Rea, CPHR - Observer
Diego Herrera, Ph. D. – Observer
Sabrina Shahidi, CPHR- Secretary

EQUITY, DIVERSITY AND INCLUSION ADVISORY COMMITTEE
Members
Myriam Beauchamp, PhD

Julia Burnier, PhD

Brett Burstein, PhD

Annabel Wing-Yan Fan

Jini John

Irina Kudrina, MD

Lisandra Lannes

Haidee Smith Lefebvre, PhD

David Lessard, PhD

Alexandra Kindrat, PhD

Augusto Montezano, Ph D

Nitika Pai, PhD

Shiva Shahiri

André Simard

Diego Herrera, Ph. D. – Chair

INSTITUTIONAL LEADERSHIP TEAM
Rhian M. Touyz, MBBCh, MSc (Med), PhD, FRCP, FRSE, FMedSci, FCAHS
Executive Director and Chief Scientific Officer,
Research Institute of the McGill University Health Centre (RI-MUHC)

Gilbert Tordjman, CPA
Chief Operating and Development Officer

THANKS TO
Catherine Jalbert, M.A., trad. a.
Human Resources Procedures Specialist

Claudia Bernard, CPHR
Human Resources Supervisor

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Context analysis

The RI-MUHC is the research arm of the McGill University Health Centre (MUHC), a university hospital centre that brings together six teaching hospitals in Montreal and is affiliated with the Faculty of Medicine and Health Sciences of McGill University. The Faculty is involved in education and research; the MUHC provides general, complex, emergency and specialized care; and the RI-MUHC is dedicated to advancing interdisciplinary research in biomedical and healthcare fields.

The RI-MUHC is home to 472 fundamental, clinical and evaluative scientists; 1,250 students and postdoctoral fellows; and 1,271 research and administrative staff. The activities of the RI-MUHC are structured into eight research programs and twelve administrative divisions.

This plan is intended to benefit all members of the RI-MUHC, including affiliated staff, employees, students, research personnel and participants in research projects. McGill University researchers and students are affiliated members who are not employees of the Institute. Given their contribution to the work environment as users of its facilities or employers of research personnel, these affiliated staff members will also benefit from and participate in the activities of this plan.

This plan implements the RI-MUHC's Equity, Diversity and Inclusion (EDI) Policy. Through this policy, the RI-MUHC is committed "to fostering an inclusive, equitable and accessible workplace and research space, where representation exists throughout the organization and every member feels valued, respected and supported to reach their full potential" (p. 2). It also contributes to the implementation of the Policy for the Prevention of Psychological, Sexual and Discriminatory Harassment in the Workplace and Research Space (available on the Institute's internal portal).

At the RI-MUHC, we prioritize **six equity-seeking groups (ESGs):** women, people living with a disability, Indigenous people, members of visible minorities or racialized groups, members of ethnic minorities and the 2SLGBTQIA+ community.

Within this framework, and in order to consult its members on the climate of institutional inclusion and the priorities for improving it, the RI-MUHC carried out several activities:

1) A consultation on EDI through the World Café modality (Lör, Weinhardt and Sieber, 2020) with the participation of 70 members of the Institute's community (January 2021).

2) An EDI survey of 309 staff members paid by the operational budget (technical and administrative staff, research staff, students and postdoctoral fellows) in March and April 2021[1].

3) An internal survey on staff diversity as part of an equal employment opportunity program (Federal Contractors Program) conducted among 80% of paid staff (report submitted in May 2021).

4) A workplace climate survey conducted by the Brain Repair and Integrative Neuroscience Research Program, BRAIN (April 2022).

5) Joint focus groups between the RI-MUHC and the MUHC (May 2022).

These consultations gathered input from staff members, students, post-docs and affiliated researchers. These consultations were conducted in accordance with the confidentiality principles and protocols approved by the MUHC Applied Ethics Centre.

1 The MUHC Board of Directors' Action Committee on Inclusion, Diversity and Equity (C-AIDE) publicly presented the results of this survey on September 23, 2022. A summary of the report is available at: A decisive step towards making the MUHC a better institution | McGill University Health Centre

These five consultation processes have identified five areas of systemic barriers to EDI:

1. Forms of discrimination experienced and opportunities to address them

22.8% of respondents to the EDI survey conducted in April 2021 have experienced issues related to discrimination. 11% consider that their psychological well-being has been negatively affected by comments, behaviours and/or attitudes of other members of the RI-MUHC. In the focus groups conducted, a secure reporting system, a dedicated harassment hotline and institutional mechanisms to address complaints without going through immediate superiors were suggested as mechanisms to denounce and report discrimination within the RI-MUHC. Participants suggested a "listening service for all those who need support in EDI matters" (Focus group participant. April 2021) and "A system of reporting is needed - before it's reported to the HR. Litigation is not always an option. Recipients need to be protected" (Focus group participant, April 2021).

4. Training and educational tools to ensure an equitable, diverse and inclusive work environment

Members pointed to the need for improved staff recruitment practices, and hiring, support, retention and promotion opportunities for ESGs. One focus group participant asserted that better tools and resources to promote these themes are needed, so that people can use when they have a question or need (Focus Group Participant. April 2021).

In the BRAIN Program survey, 39.1% of respondents expressed interest in attending workshops on EDI, 23.4% would like to participate in film evenings on the subject, 50% are open to visiting schools in disadvantaged areas to promote neuroscience and 62.5% would like to participate in mentoring programs for disadvantaged groups.

2. Representation of ESGs members and the need for role models from these groups

The same survey indicates that there is a need to have a greater representation of members of ESGs in decision-making and research positions. One participant suggests that: "These diverse people and backgrounds should be included in conversations, and not just included in the sense of having a seat at the table. But that they have an equal voice so that they [...] are part of the decision-making process. They are part of the change, [...] and it's just not, it's not a figure" (Focus group participant. April 2021).

In the BRAIN program survey, 68% of respondents identified the need for increasing the presence of women mentors and the diversification of candidates to ensure the representation of women and racialized groups. Similarly, 61.1% referred to the need to integrate people from less privileged social classes and to create listening groups for 2SLGBTQIA+ people.

3. Knowledge about ESGs and mechanisms to make them visible

Participants in the survey conducted in April 2021 highlighted a lack of knowledge about underrepresented groups. 8% identified with the expression: "Colleagues who don't know enough about my reality to engage in healthy discussions about prejudice or discrimination challenge my sense of belonging". The lack of visibility of ESGs was also highlighted by survey participants: "Seeing so little of under-represented groups progressing as senior researchers at the RI-MUHC creates the feeling that these groups face more barriers to success, or that their achievements are not celebrated".

> To sum up, members of ESGs need spaces for dialogue, mutual understanding and visibility, as well as mechanisms to access decision-making positions.
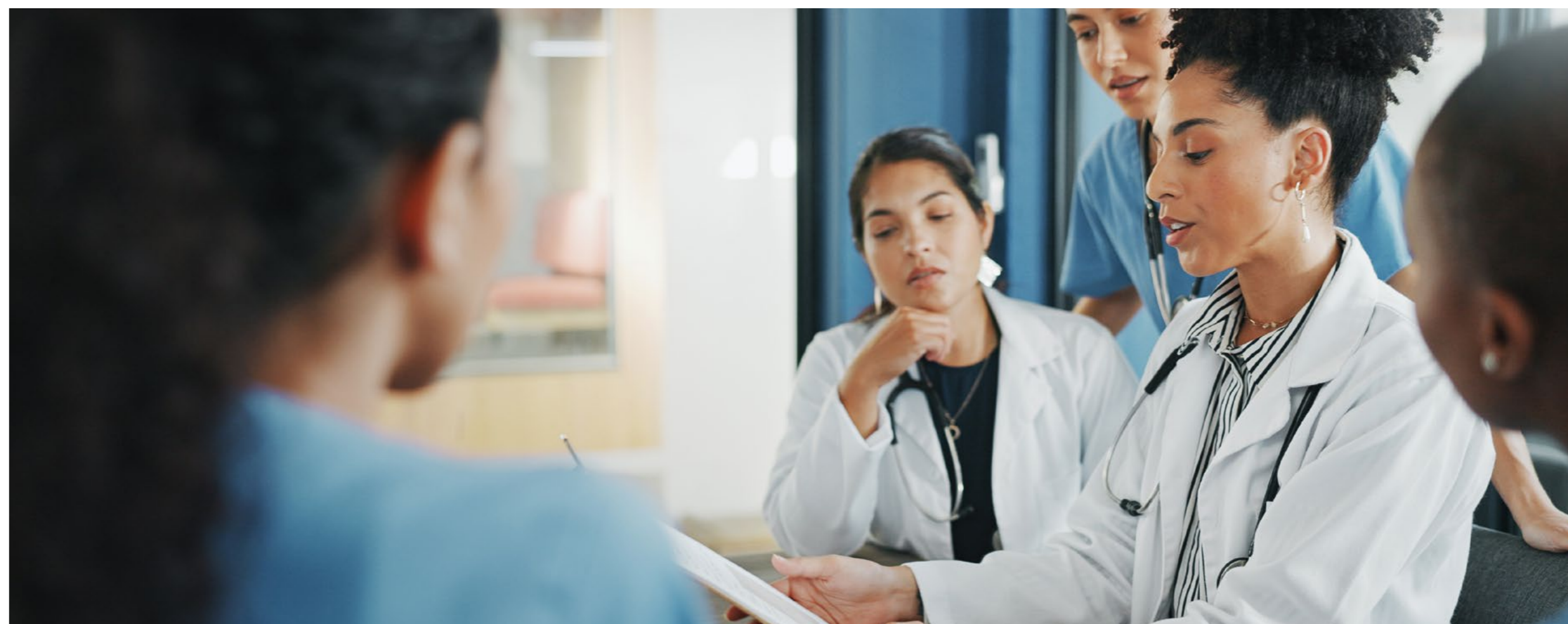
5. Policies for the recognition, institutional support and well-being of staff members and the RI-MUHC community

Consultation participants agreed on the need for institutional recognition of the efforts of RI-MUHC members to improve EDI.

> These kind of initiatives are often led by members of ESGs, which creates an additional burden for them.

According to the 2021 survey, "the time invested in EDI initiatives and related mentoring must be recognized when considering promotions, awards and resource allocation". Similarly, the creation of specific funds (scholarships, grants, etc.) for members of under-represented groups was raised by several participants: "funds for students, post-doctoral fellows and early-career researchers who belong to under-represented minorities are needed". The creation of an EDI position was also highlighted as a strategy to ensure sustainable results in this area. Similarly, the need for a "written policy", action guidelines, and principles with clear standards and precise objectives are necessary to move forward and to ensure sustainable results in EDI. Some participants mentioned the importance of aligning these policies with McGill's EDI Strategic Plan and programs such as Athena Swan. Some suggested that actions towards and commitment to EDI should be part of the criteria for career promotion within the RI-MUHC.

> In short, participants in the consultation asked for conditions to carry out EDI work and that the efforts that this work entails be recognized.
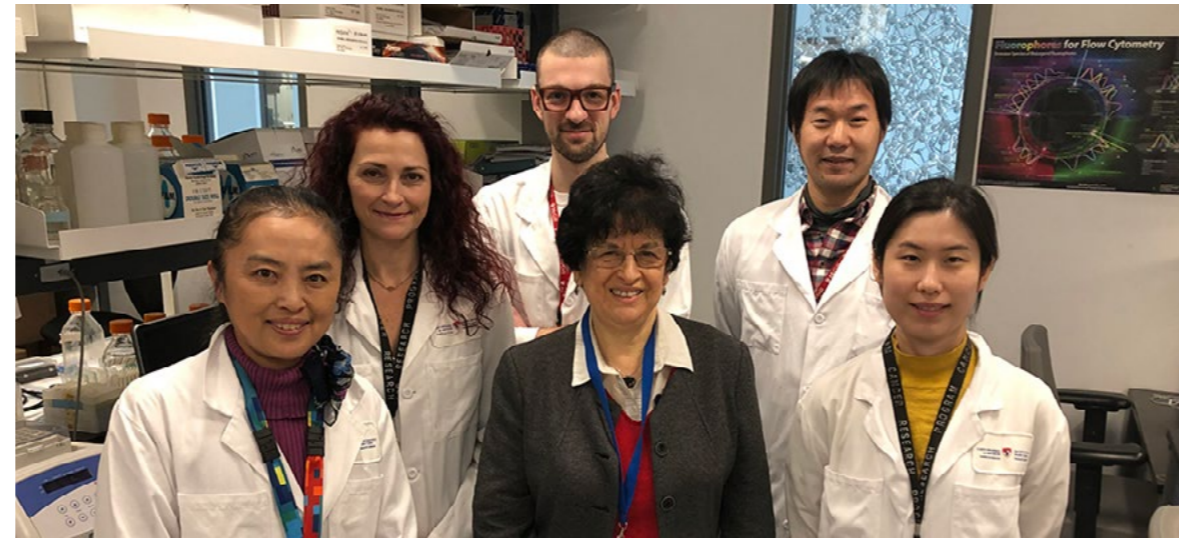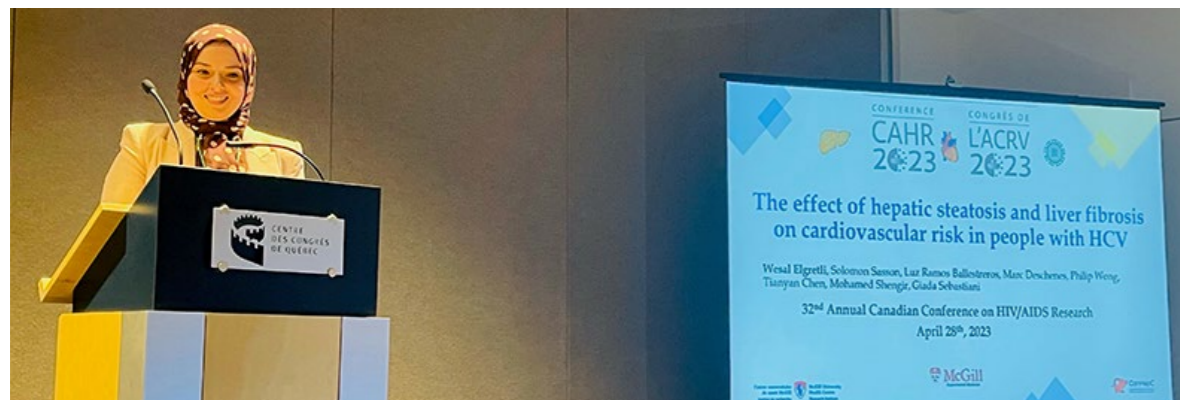
The consultation conducted in January 2021 under the World Café modality identified five priorities that are currently guiding the institutional EDI policy of the RI-MUHC:

1/ Develop diversity at all levels of the organization

2/ Gather and analyze concrete statistics on diversity

3/ Improve awareness and education on equity, diversity and inclusion

4/ Incorporate the principles of equity, diversity and inclusion into the hiring process

5/ Create an organizational culture of inclusion and belonging

A five-member committee (the HR-EDI Committee) at the Board level was created to advance the implementation of the policy. It has promoted, discussed and approved this Action Plan. In addition, the BRAIN Research Program has created an EDI committee, and other research programs are considering similar actions. Following an open call to the entire institutional community, an EDI Advisory Committee was created in February 2023 to provide guidance on the implementation and monitoring of this Action Plan (see Annex 3).

On the basis of the demographic information and the climate of inclusion reflected by this context analysis (see summary in Annex 2), this plan has identified specific recruitment or inclusion targets for the six prioritized ESGs:

■ **TABLE 1**
Synthesis of the EDI Action Plan Objectives and Demographic Targets per Equity Seeking Group

Equity-Seeking Group	Objective and Target
Women	Maintain representation and improve inclusion. Improve representation in managerial positions.
Indigenous people	Increase representation in senior management.
Visible minorities (racialized groups)	Improve inclusion and tackle racism.
People with disabilities	Increase recruitment or self-identification in senior managerial positions. Collect data about self-identification in other managerial positions.
2SLGBTQIA+ people	Create data on inclusion and representation in managerial positions.
Ethnic minorities	Create data on inclusion and representation in managerial positions.

Governance of the EDI Action Plan
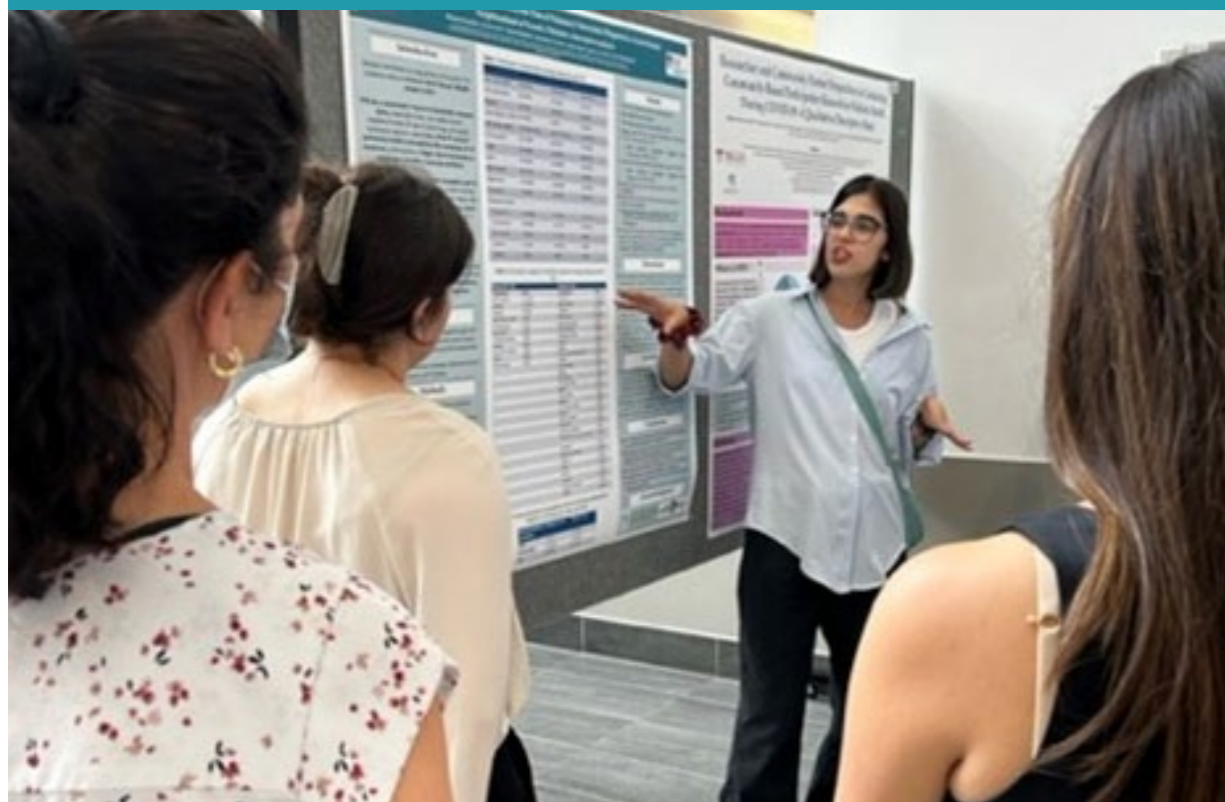
EDI is currently a transversal approach of the RI-MUHC strategic plan. Achieving the objectives of this EDI Action Plan is a shared responsibility of all members of the RI-MUHC under the leadership of its Executive Director and Chief Scientist, supported by the administrative divisions as well as the research programs and centres. The strategic approaches, implementation and monitoring of the plan will be the responsibility of the RI-MUHC's Equity, Diversity and Inclusion Specialist, with the guidance and support of the Human Resources and Health, Safety and Environment Division.

This team will ensure compliance with strategic approaches and consistency between objectives and the implementation of actions presented. The EDI Specialist will chair the EDI Advisory Committee, a participatory body representative of the institutional diversity. The Advisory Committee supports and guides the implementation and monitoring of this Action Plan, and provides advice and recommendations on EDI matters to the Institute's management and to the HR-EDI Committee of the Board of Directors (See Annex 3 for EDI Committees Terms of Reference).

The EDI Specialist will work directly in the implementation and monitoring of this Action Plan. To this end, they will mobilize institutional players, establish strategic links between the various bodies and committees, and present progress reports to Executive Management and Operations and to the two appointed committees. They will facilitate the connection of the RI-MUHC with other specialists or bodies responsible for advancing EDI in similar institutions and in health research.

> While this plan is solely the responsibility of the RI-MUHC, in keeping with our institutional affiliations, it will be implemented in coordination with the McGill University Health Centre and McGill University.

MUHC EDI team will be in constant communication with the MUHC EDI Committee, and will also establish strategic synergies with McGill University's equity initiatives, its Faculty of Medicine's Office of Social Responsibility and Community Engagement, the Montreal Neurological Institute and the BRAIN EDI Committee. The Institute will strengthen its work in partnership with organizations specializing in EDI (including the Canadian Centre for Diversity and Inclusion-CCDI, Indigenous Works, Egale Canada and others) and will establish other strategic alliances to ensure the achievement of this Action Plan's objectives.

In terms of resources for staff members, the Human Resources and Environmental and Health and Safety Division has created an institutional website with key definitions, policies, events, partners and resources on EDI. A section on EDI tools and training has also been created on the Institute's internal portal. Since April 2022, at the Institute's request, the group insurance plan includes gender affirmation coverage to support the transition processes of employees who need it. Following the revision of the pay equity policy in the fall of 2022, the RI-MUHC meets its legal obligations in terms of pay equity for all staff and ensures that pay equity is maintained. Furthermore, at the hiring time, all employees must complete a self-identification survey. In the employee exit survey, 8 of the 37 questions deal with EDI-related aspects. These answers are confidential. If authorized by the employee, the Human Resources and Environmental and Health and Safety Division sends the results of these interviews to supervisors to ensure that the causes of employee turnover are addressed. Analysis of this data informs human resources performance indicators and helps identify improvement areas.
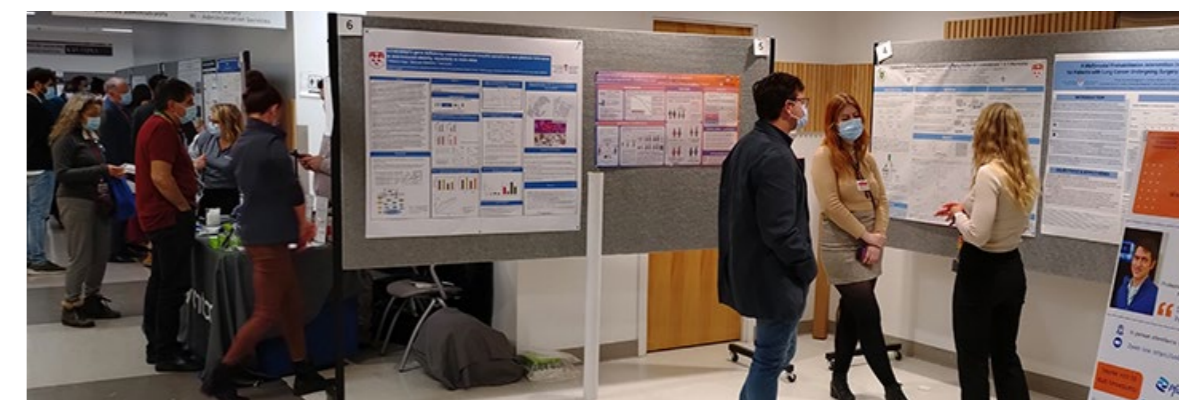
In addition to helping reinforce the implementation of EDI principles promoted by the FRQS, this plan will contribute to the effective participation of the RI-MUHC in the *Commission des droits de la personne et des droits de la jeunesse*'s voluntary Equal Employment Opportunity Program. It will also contribute to the continuity of RI-MUHC's commitments to the Federal Contractors Program and to the academic excellence achieved through equitable, diverse and inclusive university environments as promoted by Canada's three research councils.

List of objectives

This EDI Action Plan will contribute in three ways to strengthening the mission of the RI-MUHC:

1) By strengthening the **demographic representativeness** of its workforce and ensuring equitable and inclusive conditions for the success of all its members, the RI-MUHC will be a work and research space conducive to the growth and capacity development of all its personnel, including students.

2) The RI-MUHC will strengthen its **capacity for innovation** by creating dialogues, recognition mechanisms and visibility spaces that foster demographic and cognitive diversity, as well as diversity of experience in research, teaching and administration.

3) Working closely with ESGs within and outside the RI-MUHC (through partnerships and patient associations) will ensure that research is able to understand and create **solutions adapted** to the needs of Canada's diverse population, and to make a long-term commitment to prevention and appropriate treatments to ensure their well-being.

Main objective

This Action Plan aims to strengthen the Institute's leadership and organizational culture as a world-class centre of research excellence that is representative, inclusive and able to respond to the challenges of Canadian diversity. This plan also aims to ensure that every member of the RI-MUHC community feels valued, respected and supported in developing their full potential, and to make the RI-MUHC a space free from discriminatory practices and harassment.

To achieve this objective, the plan will be implemented using an approach of co-creation, inclusive leadership, communication and transparency.

Specific objectives

Based on the context analysis presented and the priorities outlined, the EDI Action Plan has established four objectives, each with actions and indicators:

1/ Create and maintain an inclusive work climate at the RI-MUHC

This objective responds to members' needs in terms of diversified recruitment; safe listening spaces; promotion, recognition and employment equity mechanisms; strengthening and disseminating mechanisms to manage problematic situations (harassment, discrimination, conflict, lack of accessibility, etc.); and institutional policies recognizing commitment of the RI-MUHC members to EDI-related actions.

2/ Strengthen the EDI-related skills of members of the RI-MUHC

This objective addresses the need for different levels of training (general and specialized), educational and interactive tools, and institutional guides (for decision-making, lifelong learning and mentoring) adapted to different audiences.

3/ Communicating and celebrating institutional diversity

This objective responds to the need to better understand the diversity of RI-MUHC members, to share success stories, to establish dialogues between ESGs and to facilitate the professional development of the RI-MUHC members in the official language of their choice. While respecting confidentiality and in keeping with

the visions of ESG members, this objective will be achieved through awareness-raising actions that facilitate visibility, recognition, identification of barriers and opportunities for collaboration for members of ESGs at the Institute. A working group on bilingualism and its influence on the work climate will also be created.

4/ Document and innovate on EDI organizational and research best practices

This objective addresses the need for knowledge-exchange spaces, mechanisms for documenting best practices and EDI innovations among administrative and research staff, and the creation of partnerships with ESGs from outside the Institute.

This plan aims to position the RI-MUHC as a centre of innovation in EDI knowledge creation in an institution that specializes in biomedical sciences and health care, including clinical research. To this end, the plan includes actions to deepen, systematize and raise the profile of innovations that support EDI among ESGs.
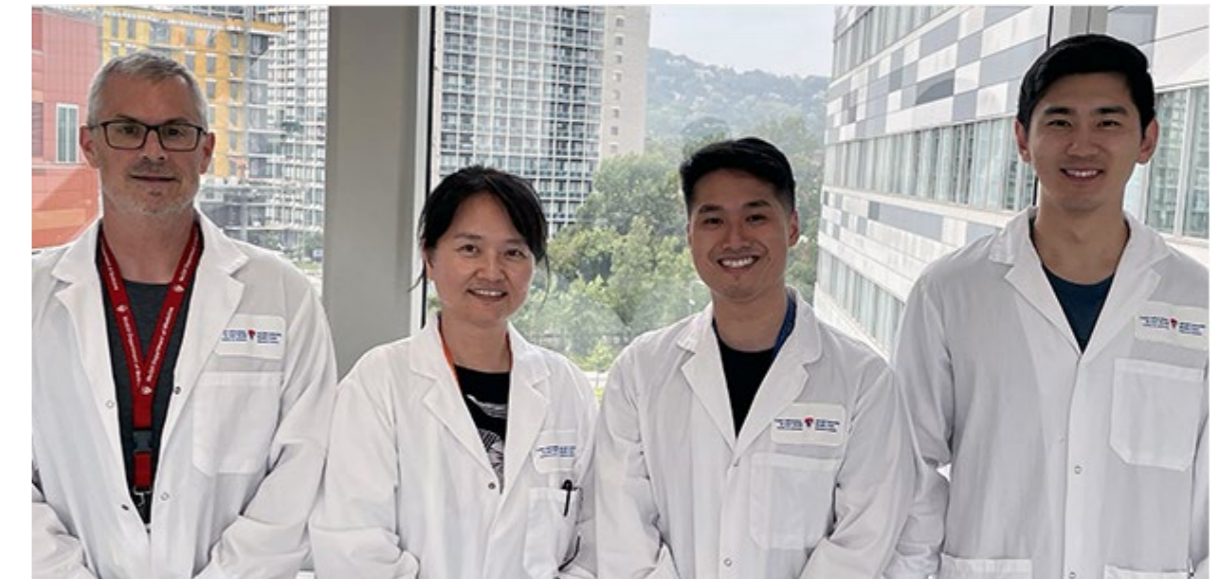
Proposals for concrete actions to achieve objectives

TABLE 2
RI-MUHC Equity, Diversity and Inclusion Action Plan 2022-2025

Actions	Timeline (Fiscal years and their quarters)										Indicators and targets (if applicable)
	Year 1 2022-23		Year 2 2023-24				Year 3 2024-25				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Objective 1: Create and maintain an inclusive work climate at the RI-MUHC											
1.1 Baseline • Update existing data	■	■	■	■							1. A baseline of staff demographics is constructed and disseminated
• Strengthen institutional self-identification mechanisms (in coordination with an HR reporting system)	■	■			■		■	■			
• Conduct new surveys on employee demographic diversity					■	■	■	■	■	■	
• Document the career paths of members of ESGs and the barriers they face to institutional integration					■	■	■	■	■	■	2. Stories about the institutional integration of ESGs members are created and disseminated
1.2 Diversified recruitment • Establish and monitor partnerships with agencies, organizations or media specializing in ESGs	■	■	■	■	■	■	■	■	■	■	3. Percentage of RI-MUHC staff who self-identify as members of under-represented groups. Targets will be set according to current staff composition. (See quantitative targets and qualitative objectives on page 6 and in the Baseline in Annex 2)
• Reinforce the creation of inclusive job offers	■	■	■	■	■	■	■	■	■	■	
• Promote employment equity policies (recruitment, compensation, promotion, etc.) aimed at eliminating the barriers faced by members of ESGs in employment and research	■	■	■	■	■	■	■	■	■	■	4. Percentage of members of senior management positions at the RI-MUHC who self-identify as members of ESGs (See targets in Annex 2)
• Invite members of ESGs to apply for decision-making positions.	■	■	■	■	■	■	■	■	■	■	

Actions	Timeline (Fiscal years and their quarters)										Indicators and targets (if applicable)
	Year 1 2022-23		Year 2 2023-24				Year 3 2024-25				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Objective 1: Create and maintain an inclusive work climate at the RI-MUHC

Actions	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Indicators and targets
1.3 **Fairness, recognition and work climate** • Review employment conditions and compensation policies to identify and address inequities • Strengthen mechanisms to identify and address non-visible disabilities, mental health needs, work-life balance and other staff well-being issue. • Strengthen or create mechanisms for handling complaints about discrimination, harassment and lack of equity	■	■	■	■	■	■	■	■	■	■	5. An employment equity and accessibility program implemented and evaluated annually 6. A recognition program for members of ESGs and staff committed to EDI is implemented and evaluated 7. Percentage of users of listening and complaint management spaces or channels satisfied with the quality of the channels (80%) 8. Percentage of participants satisfied with the quality of channels and exchanges (75%) 9. Percentage of employees satisfied with compensation, implementation of wellness policies and benefits offered by the RI-MUHC (80%)
• Integrate EDI efforts into staff promotion and in the evaluation of research quality criteria (recognition policies, endorsement of the <u>San Francisco Declaration on the Inclusive Evaluation of Research</u>, etc.)	■	■	■	■	■	■	■				
• Create integral mechanisms of recognition (awards, stories of change, resources, allocation of time to lead initiatives, etc.) and institutional visibility that stimulate the efforts and impact of ESGs members at the RI-MUHC	■	■	■	■							
• Create and monitor channels or listening spaces (including reporting systems, for example) on the work climate for members of ESGs. • Create or support networks of employees and researchers who belong to ESGs.	■	■	■	■	■	■	■				
1.4 **Accessibility** • Evaluate the technological accessibility and infrastructure needs, and the logistic adaptations required to ensure employees' full development	■	■									10. Number of initiatives put in place to make spaces and technologies accessible
• Implement accessibility investments or adjustments			■	■	■	■	■	■	■	■	

Actions	Timeline (Fiscal years and their quarters)										Indicators and targets (if applicable)
	Year 1 2022-23		Year 2 2023-24				Year 3 2024-25				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Objective 2: Strengthen Institute members' skills in equity, diversity and inclusion and in its application

Actions	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Indicators and targets
2.1 Basic training • Organize EDI awareness training as part of the onboarding of new Institute members	■	■	■	■	■	■	■	■	■	■	
• Organize webinars, workshops and discussion sessions on EDI in personnel management and research (unconscious bias, benefits of EDI, good practices and monitoring-evaluation mechanisms)	■	■	■	■	■	■	■	■	■	■	
• Create a MOOC (massive open online course) on EDI for all members of the RI-MUHC		■	■	■							
2.2 Advanced training • Organize in-depth sessions (conferences, exchanges of experience, summer schools, learning series) on EDI in personnel management and research (recruitment and team composition, SGBA+, participative research, inclusive leadership, etc.)			■	■	■	■	■	■	■	■	11. Percentage of participants in training, technical support and mentoring activities satisfied with the quality of training and support received (80%) 12. Number of RI-MUHC members enrolled in the MOOC about EDI and in training activities 13. Percentage of EDI tool users satisfied with the quality and usefulness of the material distributed (80%) 14. Number of institutional guides and educational tools on EDI produced and disseminated through institutional channels
2.3 Institutional guides and educational tools on EDI • Create and disseminate institutional guides, self-assessment tools, best practice guides, methodological guides and other material to guide the RI-MUHC members in integrating EDI		■	■	■	■	■	■	■	■	■	
2.4 Technical support for research staff and division managers • In integrating EDI practices into their teams • In integrating EDI practices into their projects and programs	■	■	■	■	■	■	■	■	■	■	
2.5 Mentoring programs • Create and strengthen mentoring programs for members of the Institute's ESGs (administration and research)		■	■	■	■	■	■	■	■	■	

Actions	Timeline (Fiscal years and their quarters)										Indicators and targets (if applicable)
	Year 1 2022-23		**Year 2** 2023-24				**Year 3** 2024-25				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Objective 3: Communicate and celebrate institutional diversity											
3.1 Organize **participatory dialogues** (panels, forums, installations, etc.) or campaigns to contribute to the visibility and recognition of ESGs	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	15. Percentage of participants in recognition and visibility activities satisfied with the quality of awareness campaigns (80%)
3.2 Document successful **change initiatives** and EDI **best practices** so that they can be replicated.			▓	▓	▓	▓	▓	▓	▓	▓	
3.3 Strengthen the EDI website, portal and other **institutional media**	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	16. Number and type of EDI content produced, updated and distributed 17. Number of EDI-related media users
3.4 Ensure the transversal character of **EDI** (through inclusive language, diversified representation, etc.) in the Institute's various media		▓	▓	▓	▓	▓	▓	▓	▓	▓	
3.5 Create and implement a work plan on bilingualism and institutional climate This activity will be carried out in compliance with current legislation and with employees' right to communicate in the official language of their preference			▓	▓	▓	▓	▓	▓	▓	▓	18. A bilingualism and climate work plan implemented and evaluated annually
Objective 4: Document and innovate in EDI research and organizational best practices											
4.1 Create a **multi-sectoral** EDI **community of practice**			▓	▓	▓	▓	▓	▓	▓	▓	19. Percentage of participants in knowledge exchange activities satisfied with the quality and usefulness of exchanges in advancing EDI (80%)
4.2 Document innovations and lessons learned on EDI approaches in an institution dedicated to health research			▓	▓	▓	▓	▓	▓	▓	▓	20. Number of publications (case studies, success stories, best practices) on lessons learned (One publication per year)

Action Plan Monitoring and Evaluation Strategy

The cultural transformations proposed by this plan require an institutional self-reflexive and flexible approach, capable of adapting to the needs and obstacles inherent in a long-term process.
A participatory approach to the monitoring and evaluation of results will ensure that this objective is achieved. To this end, our monitoring plan will be implemented in four stages:
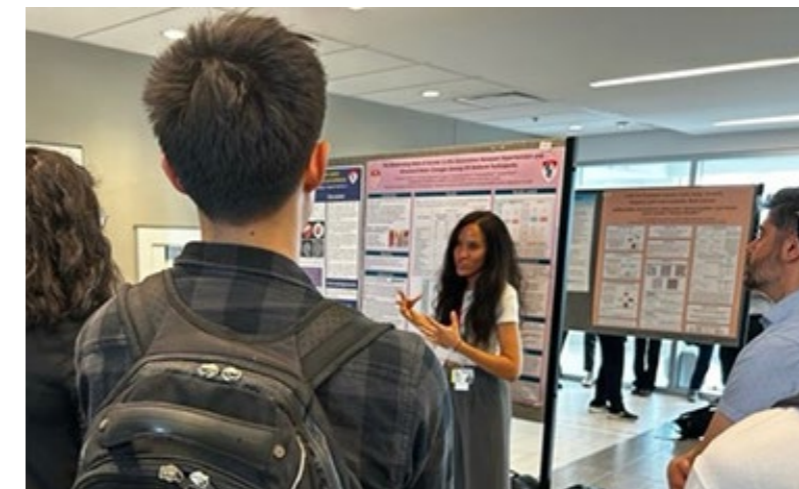
1. Dissemination and validation of the Action Plan

(October 2022 - March 2023)

The plan was presented to members of the advisory and decision-making committees for research and administration. It was also presented to the Institute's divisions, programs and publics, in order to enrich it and identifying mobilizing allies and key success factors.

2. Creation and implementation of participatory monitoring and evaluation activities

At the end of Year 1, anonymous surveys, focus groups and panels will be used to measure progress and make recommendations to ensure the quality of the actions carried out.

3. Dissemination of the results of annual monitoring and evaluation activities

The Institute's annual report, EDI Advisory Committee reports, website and institutional portal will regularly communicate the EDI Action Plan results to the RI-MUHC community.

4. Discussion and implementation of adjustments

The EDI Advisory Committee will analyze the results of the annual evaluations and implement any necessary adjustments. These will be discussed by the Human Resources and Equity, Diversity and Inclusion (HR-EDI) Committee.

Annexes

Annex 1 KEY DEFINITIONS

At the RI-MUHC, we understand **equity** as the fair and appropriate treatment of individuals and groups according to their needs, experiences and abilities. We promote a distribution of resources and opportunities that ensures that equity-seeking groups have the same conditions for participation and success, and overcome the systemic barriers they face. In the world of research, these measures aim to eliminate systemic barriers and prejudices so that all people have the same opportunities to express their ideas, contribute to innovation through their methods and analyses, and benefit from infrastructures, programs and resources (SSHRC, 2022).

We promote research that ethically integrates marginalized groups to address their needs in accordance with their priorities and visions, to create research that is representative of their reality, and to mobilize knowledge built with and for these groups in an accessible way. This is why the RI-MUHC adheres to visions that see equity as the continuous process of removing barriers to the equal participation of the designated groups, which will not occur without enforceable and systemic intervention (Henry et al., 2017, p. 11).

> Equity is the main orientation of our work on the accessibility of infrastructure, technology and knowledge

Diversity describes the presence of difference in a group of people. At the RI-MUHC, we understand diversity as the range of dimensions, qualities, and unique characteristics of human beings and identity differences (gender, race, sexuality, bodily capacity, ethnicity, religion, social status, etc.) present in any group of people. Diversity "calls us to appreciate both differences and interconnectedness, and to recognize and respond to systemic and institutionalized discrimination" (McGill University, 2020, p. 3). We work to promote both cognitive diversity, understood as different visions about a problem and its resolution, and demographic diversity, seen as identity differences in social groups (Thibodeau, 2018). Our institutional approach aims to understand the oppressive experiences that social groups have had because of their differences, with the aim of transforming these oppressive conditions.

Inclusion is the goal of our approach. It creates a sense of belonging, which emerges when teams engage the full potential of individuals, where innovation thrives and views, beliefs and values are integrated (Burnette, 2018). We see inclusion as creating a culture that promotes equity, and that celebrates, respects, accepts and values difference.

The RI-MUHC is committed to making conscious and equitable efforts to meet individual needs so that all members of the organization and research participants feel valued, respected and able to contribute to their full potential, in a stimulating environment free from discrimination and harassment.

> This vision of inclusion leads to transformations in organizational culture, the effects of which are felt at both individual and collective levels

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McGill University (2020). McGill_Strategic_EDI Plan_2020-20251.pdf. Accessed August 8, 2022.

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Mandate of the Human Resources and Equity, Diversity and Inclusion Committee (HR-EDI)

Mandate

The Human Resources and Equity, Diversity and Inclusion (HR-EDI) Committee is a sub-committee of the Institute's Board. The Committee is responsible to review and make recommendations to the Board on matters relating to human resources strategies, policies and programs and to ensure any risk mitigation that could affect the Institute in matters concerning workers and or partners. EDI is identified as a key priority for the Committee and therefore the EDI policy and Action Plan development and implementation will be reviewed and progress measured.

Functions

- Review HR policies and key programs and make recommendations to the Board on critical matters.
- Provide guidance on succession planning and performance management process for key positions as required.
- Recommend human resources indicators (HR dashboard) and review progress against targets.
- Report to the Board any major complaints (HR-related) that may have a material impact to the RI-MUHC.
- Advise on responses to policy initiatives.
- Ensure that the EDI Action Plan is in place and meets the requirements of the various stakeholders, including government agencies. Ensure progress of the implementation of the plan.
- Advise on equity aspects warranting attention to strategic, functional and operational plans and develop broad position statements to assist in this regard.
- May sponsor EDI events as required.
- Review EDI dashboard, monitor demographics data, and track EDI program progress.

This committee meets on a regular basis

Mandate of the Equity, Diversity and Inclusion Advisory Committee of the RI-MUHC

The Institute's EDI Advisory Committee is a participative body, representative of the diversity of the RI-MUHC. It promotes discussion and understanding of EDI obstacles and initiatives among Institute members, and addresses them at the institutional level. It provides advice and recommendations on EDI matters to the Institute's management and to the Human Resources and Equity, Diversity and Inclusion Committee of the Board of Directors, and will monitor these recommendations. The EDI Advisory Committee ensures that the EDI Policy and Action Plan are implemented, measured, monitored and communicated in a manner that is inclusive, relevant, adapted and representative of the reality of its members and the institutional context.

Eligibility

All members of the RI-MUHC or users of its research services are eligible. The EDI Advisory Committee is representative of the demographic diversity and of the different levels of work and affiliation (employees, researchers, students, postdoctoral fellows, research project participants, etc.) at the RI-MUHC.

Functions

- Provide advice to ensure that the objectives and monitoring/evaluation of the RI-MUHC EDI Action Plan are met;
- Contribute to the identification of institutional and systemic barriers to EDI;
- Recommend courses of action to deal with these obstacles in an appropriate and sustainable way;
- Advise on data collection, recruitment, retention, promotion and other activities that contribute to an inclusive work and research climate;
- Advise the RI-MUHC on EDI-related training, awareness, communication, monitoring-evaluation, systematization and research strategies, and contribute to their planning and implementation;
- Inform members of the RI-MUHC about EDI funding opportunities and support its participation in these opportunities and programs;
- Inform the Board of Directors and members of the RI-MUHC about EDI issues in the sector and advances in research in the field.

This committee meets on a regular basis