



wom·en /'wimin/

We use the term “women” inclusively and welcome all people who identify as such.

Strategic Plan

<https://www.uhn.ca/corporate/AboutUHN/UHNWomen>



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A Message from Our Leadership

It is our pleasure to share the first strategic plan for UHNWomen. This plan describes our vision, mission, values, and strategic goals, as well as the initiatives we will pursue to achieve these goals.

Women in our workplace experience unique gender-based challenges and a broad range of inequities. These experiences impact us all and compromise our organization's ability to achieve our goals – related to our performance as a hospital organization, but also in how we empower and elevate each member of our UHN family.

This strategic plan was developed with input from a broad range of UHN team members, as well as with the guidance and direction from our interdisciplinary UHNWomen Steering Committee. Throughout the strategic planning process, we heard about the opportunities to help empower and uplift our workforce.

We aspire to be an employer of choice that champions and elevates women to achieve success. Our five strategic goals – *Enable Leadership Development*, *Champion Culture Transformation*, *Promote Values-Driven Practices*, *Enhance Infrastructure & Resources*, and *Advocate for Equitable Policies* – showcase our focus areas and actions for the coming years. Our plan is responsive, flexible and driven by passion for change.

As the Executive Co-Sponsors, we are excited to share our multi-year strategic vision and priorities for UHNWomen. We look forward to seeing the outcomes of our work over the coming years.

Catherine Wang
Executive Co-Sponsor

Brian Hodges
Executive Co-Sponsor

Sheila O'Brien
Executive Co-Sponsor

Our Story

Our Story

About UHN Women

UHNWomen was founded on International's Women Day in 2018 by three early career women at TeamUHN. Their dream was to create a program to help empower and further uplift TeamUHN and *A Healthier World*.

The initial employee-led program hosted International Women's Day panel events for two consecutive years (2018 & 2019) in partnership with JLABS, Johnson & Johnson's incubator. Both events were sold out in attendance and focused on women's challenges faced through various life stages, the value of mentorship, and unconscious bias experiences in academia, clinic, commercialization process, and business operations.

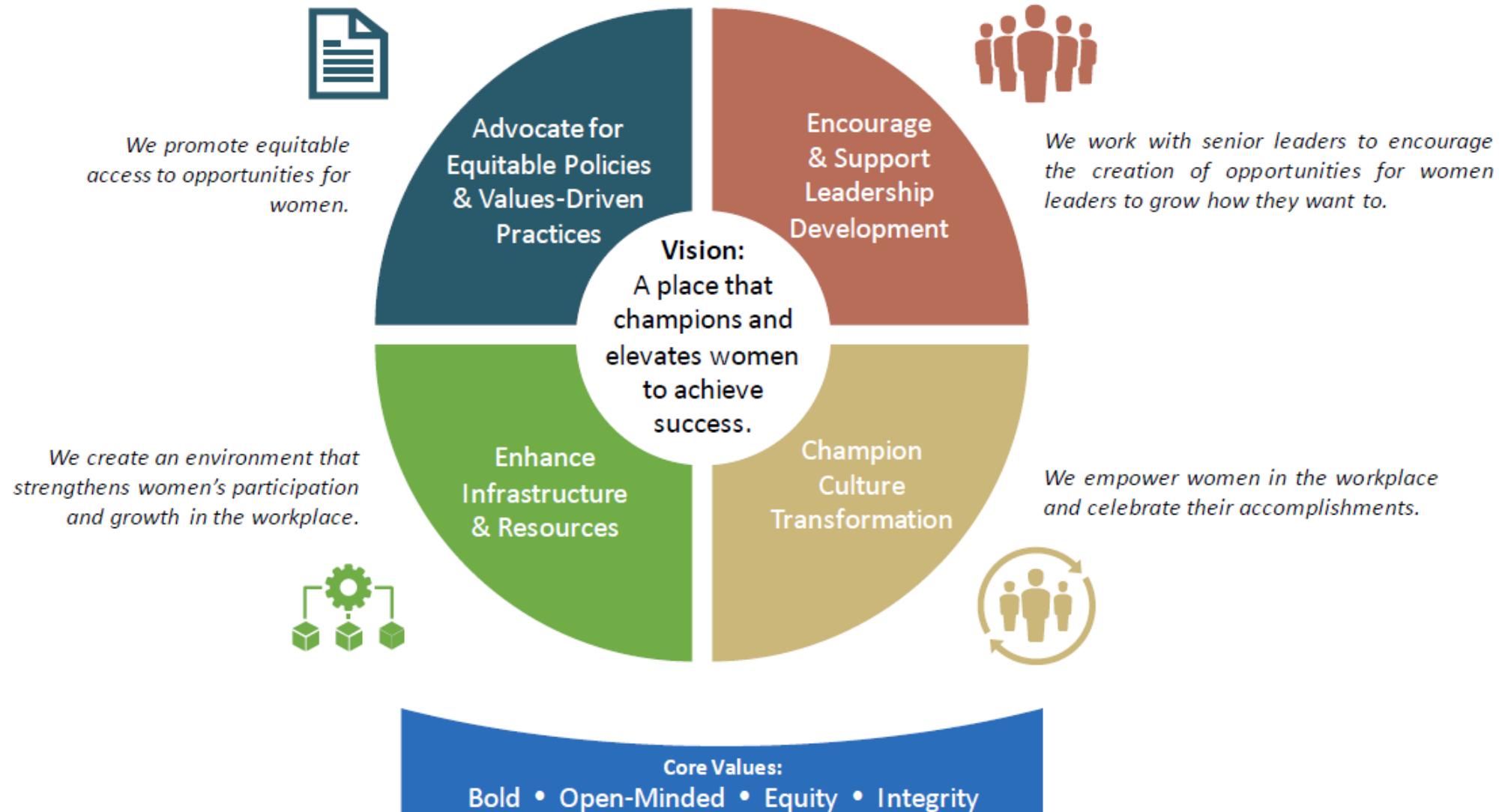
With the development of UHNWomen, we embrace the principles of inclusivity and intersectionality. We understand that true progress cannot be made unless all are welcome to learn and teach, and we recognize that UHNWomen needs the power of all to make meaningful change.

We are committed to supporting a great experience for everyone, regardless of role or position. We are committed to changing those negative experiences that impact us all and compromise organizational outcomes – not only in terms of well-being, but also performance. Imagine what we could achieve in a world where no one was held back by inherent bias or prejudice.

Our Strategic Framework

Our Strategic Framework

Mission: To promote equitable and inclusive opportunities for women to lead, grow and achieve professional fulfillment in their careers and lives.



Our Vision, Mission, and Values

Our **vision** is: A place that champions and elevates women to achieve success.

Our **mission** is: To promote equitable and inclusive opportunities for women to lead, grow and achieve professional fulfillment in their careers and lives.

Our work is ground by four core **values**:

Bold	We are committed to being courageous and to not being afraid of speaking up and taking actions that will shape a better future for our workforce.
Open-Minded	We are committed to being responsive to our changing environment, as well as willing to take smart risks and learn from our experiences.
Equity	We are committed to enabling people with different strengths, interests and cultural backgrounds to grow, succeed and be themselves in the workplace.
Integrity	We are committed to being honest, transparent, ethical and fair, and to act in a trustworthy manner that adheres to our words.

Our Strategic Initiatives

and Measures of Success



SD 1 – Encourage and Support Leadership Development

We understand the power of women in our workforce and want to empower each other to lead, drive and take an active role in transforming how we serve our patients, perform research and scholarly activities, and support our communities.

For UHNWomen, this means we will:


- Advocate for and promote leadership development, mentorship, coaching and sponsorship opportunities for women in our workforce;
- Support establishment of clear career pathways and growth opportunities aligned to women's personal and professional goals; and
- Actively support the development of under-represented and/or intersectional women leaders.

Expected Outcome

- More women in leadership roles, both as UHN broadly and within specific groups and teams, particularly in areas where women are underrepresented.
- More women participating in leadership development trainings and mentoring, coaching and sponsorship opportunities.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1	Year 2	Year 3	
Encourage and Support Leadership Development 	Advocate for and promote leadership development, mentorship, coaching and sponsorship opportunities for women in our workforce.	1A. Planning the UHN Working Moms Mentorship Program. 1B. Formalize partnership between UHNWomen and Women Who Lead. 1C. Plan for the UHNWomen-specific communication channel (including social media plan, celebration and amplify the “small” and large achievements of women).	1D. Implement & evaluate the UHN Working Moms Mentorship Program. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHN Women news, and leadership and mentorship events and activities, successes and accomplishments.	1F. Use learnings from UHN Working Moms Mentorship Program to develop an overall UHNWomen Leadership Mentorship Program.	<ul style="list-style-type: none"> • Staff experience (measured through survey) • Objective measures of women in leadership roles within the organization • Post-event/ workshop surveys for participants to share their experience • 3rd party organization-wide impact assessment
	Support establishment of clear career pathways and growth opportunities aligned to women’s personal and professional goals.		1G. Inform and advocate for the enhancement of the UPP process at UHN to support women in career planning that includes tools for leadership assessment. 1H. Create meaningful partnerships with existing professional educational programs to promote and enhance leadership development workshops; specifically for women.		
	Actively support the development of under-represented and/or intersectional women leaders.	1I. Engage with experts in anti-racism and other intersectional components to identify best practice and approach for UHN in mentoring under-represented groups.	1J. Execute lessons learned to: (1) improve UHN Working Moms Mentorship Program, (2) development overall UHNWomen Leadership Mentorship Program and (3) execute any net-new initiatives identified.		



SD 2 – Champion Culture Transformation

We believe that an uplifted culture that inspires and generates interpersonal and organizational support, openness, resources and partnerships, is key to collectively elevating all, particularly women, in the workplace.

For UHNWomen, this means we will:


- Establish a culture within UHNWomen that celebrates the success and accomplishments of our workforce, and amplifies the voices of women at UHN;
- Provide training and education to enable allyship, collectively elevate women and reflect a no tolerance view on discriminatory behaviours and bias in the workplace; and
- Collect data and report on the status of women within the workplace to drive change across the organization and within teams.

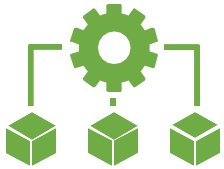
Expected Outcome

- Greater number of women feeling engaged, respected, empowered and fulfilled in their jobs and roles.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1	Year 2	Year 3	
Champion Culture Transformation 	Establish a culture within UHNWomen that celebrates the success and accomplishments of our workforce, and amplifies the voices of women at UHN.	2A. Develop plan to execute micro and macro events to allow for a broad group of women and allies to network (including learners/students) and also highlight intersectionality. 2B. Develop a plan to launch an annual UHNWomen Incubator event.	2C. Establish and support local teams of UHNWomen to drive local action in their areas (Women@LMP, Women@Digital, Women@Research, etc.). 2D. Execute micro and macro events, including those that increase the visibility of women mentors/leaders that represent diverse backgrounds. 2E. Host annual UHNWomen Incubator events that promote and support the implementation of grassroots initiatives brought forward by individuals, local groups and teams at UHN. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHNWomen news, and leadership and mentorship events and activities, successes and accomplishments.		<ul style="list-style-type: none"> EES survey results Rate of female employee attrition Attendance rate for education forums/seminars The creation and use of a toolkit for addressing barriers in career progression, and reporting inequitable practices in operational areas
	Provide training and education to enable allyship, collectively elevate women and reflect a no tolerance view on discriminatory behaviours and bias in the workplace.	2F. Leverage the plans for enterprise wide anti-racism training to further emphasize the intersectionality. 2G. Explore opportunities for training to reference UHNWomen where appropriate.	2H. Continuous identify and promote training and education resources that promote inclusive, equitable and respectful practices for all at UHN. 2I. Promote inclusive and respectful practices that can be incorporated into the day-to-day work of Team UHN (e.g., including pronouns in email signatures, asking patients their pronouns at the start of appointments).		
	Collect data and report on the status of women within the workplace to drive change across the organization and within teams.	2K. Establish key outcomes and associated measures of success for the UHNWomen Strategy.	2L. Identify high impact areas by understanding demographic data across UHN.		



SD 3 – Enhance Infrastructure & Resources

We know our teams spend a lot of their time at work, where the physical environment and resources available influence their well-being and work productivity. We want to create a physical environment that is free of barriers and implement a variety of resources that strengthen women's participation in the workplace.

For UHNWomen, this means we will:

- Advocate for buildings, facilities and common spaces that remove physical barriers and enable women to be supported in the workplace;
- Raise awareness on available resources to support our workforce with family planning, including maternal, paternal, parental and adoption leave, return to work and childcare support; and
- Enable a work environment that prioritizes employee well-being and allows women to be successful both personally and professionally.

Expected Outcome

- More women in our workforce feeling supported in balancing their careers and personal/family priorities.

Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):

Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1	Year 2	Year 3	
Enhance Infrastructure & Resources	Advocate for buildings, facilities and common spaces that remove physical barriers and enable women to be supported in the workplace.	3A. Construct and open bookable Lactation Rooms at all UHN clinical sites.	3B. Identify and implement improvements to make our physical work environment more inclusive and welcoming to women (e.g. women-specific workwear/scrubs, feminine sanitary supplies in washroom facilities).		<ul style="list-style-type: none">Annual employee satisfaction surveyMeasurement of access to policies (e.g. click rates)Indicators on attrition for women and parents
	Raise awareness on available resources to support our workforce with family planning, including maternal, paternal, parental and adoption leave, return to work and childcare support.		3C. Advocate for and promote people strategies that provide greater flexibility in work schedule and work locations (e.g. work from home, hours, etc.). 1D. Implement & evaluate the UHN Working Moms Mentorship Program. 1E. Create a UHNWomen-specific communication channel used to announce, amongst other things, UHN Women news, and leadership and mentorship events and activities, successes and accomplishments.		
	Enable a work environment that prioritizes employee well-being and allows women to be successful both personally and professionally.		3D. Provide staff with support and options for short-term, last-minute solutions (e.g. for childcare, elder care, fertility planning, and other life needs).	3E. Develop a Child Support program to support Women in the organization with young children	



SD 4 – Advocate for Equitable Policies & Values-Driven Practices

We believe that equity in the workplace means everyone is treated with dignity and respect, and that transparency and accountability are at the core of everything we do. Ultimately, we believe that when we get this right, our full workforce will have equitable access to opportunities.

For UHNWomen, this means we will:

- Advocate for equitable recruitment and retention practices that support advancement of women into leadership roles;
- Advocate for gender pay equity policies that recognize employees in a fair and equitable manner; and
- Follow an evidence-based framework for designing and enhancing clinical program areas to ensure focus on equity related issues for women.

Expected Outcome


- Refreshed organizational policies that promote equity for women.


Our Strategic Initiatives

To achieve our strategic directions, we will focus on the following strategic initiatives (actions):


Strategic Direction	Strategic Initiatives				Measures of Success
	Goal	Year 1	Year 2	Year 3	
Advocate for Equitable Policies & Values-Driven Practices	Advocate for equitable recruitment and retention practices that support advancement of women into leadership roles.	<p>4A. Explore the barriers and systems that limit leadership and self-driven growth opportunities for women, especially those with intersectionality.</p> <p>4B. Promote meeting limitations and guidelines to limit number of meeting during 'quiet hours', and length of meetings.</p>	<p>4D. Advocate for 360 feedback and exit-interviews when switching departments or roles in order to promote opportunities for culture shifts and removal of barriers.</p> <p>4E. Advocate for updates existing policies and practices within UHN that ensure regular performance review and promotion cycles are not disrupted due to maternity, paternity, parental and adoption leave.</p>		<ul style="list-style-type: none"> Measuring the backgrounds of people who are being recruited (e.g.: ethno-cultural background, gender, etc.) Current state vs. future state assessment of women in leadership roles % of adherence to the policy against organizational components Feedback survey results from patients, families, and caregivers on experiences Health indicators on gender-related care outcomes
	Advocate for gender pay equity policies that recognize employees in a fair and equitable manner.	4G. Advocate for a Pay Equity Review that includes review based on gender.	4H. Support the development of plan to address learnings from Pay Equity Review (including evaluation plan).		
	Follow an evidence-based framework for designing and enhancing clinical program areas to ensure focus on equity related issues for women.	<p>4J. Engage with experts in equity related issues for women (including areas of intersectionality) to understand critical pain points and opportunities for improvement.</p> <p>4K. Align this work to the Women's Health Program, led by Dr. Moira Kapral.</p>	4L. Develop a data strategy to safely collect, govern, and use health data to understand diversity of our communities (various internal and patient groups), and leverage it in planning.	4M. Promote the framework across the organization using change management techniques, including assignment of specific accountability measures and incentives.	

UHN Gender Equality Initiatives 2022–2025

Strategic Direction		
	Goal	Achievements and Measures of Success
<div>Encourage and Support Leadership Development</div> <div></div>	Advocate for and promote leadership development, mentorship, coaching and sponsorship opportunities for women in our workforce.	<div>Launching UHNWomen from grassroots idea to UHN-wide program</div> <ul style="list-style-type: none">Founded UHNWomen on International Women’s Day followed by annual panel events that tackled mentorship, unconscious bias, women’s career stages, menopause and other topics that affect women’s participation in and contribution to the workforce. Ongoing
	Support establishment of clear career pathways and growth opportunities aligned to women’s personal and professional goals.	<div>Building community and leadership capacity</div> <ul style="list-style-type: none">Established partnership with UHN Women's Health Program is an interdisciplinary program that focuses on promoting excellence in research, education, and clinical care in women's health, and supporting the advancement of women in medicine.Established the working Moms Mentorship Program which pairs expectant, new and experienced mothers for one-to-one mentoring and runs virtual panels.Learnings from UHN Working Moms Mentorship Program being scaled up into a gender-wide sponsorship model. Ongoing
	Actively support the development of under-represented and/or intersectional women leaders.	<div>Supporting women scientist leaders</div> <ul style="list-style-type: none">Implemented measures to address the underrepresentation of the four federally designated groups, including women, in the Canada Research Chairs program. As of 2025, UHN had reached gender parity at the Tier 1 (outstanding researchers) and Tier 2 (exceptional emerging researchers) levels. (See Appendix 1. Canada Research Chair data.) Ongoing

Strategic Direction		
	Goal	Achievements and Measures of Success
<div>Champion Culture Transformation</div> 	Establish a culture within UHNWomen that celebrates the success and accomplishments of our workforce, and amplifies the voices of women at UHN.	<p>Building a culture that celebrates the success and accomplishments of our workforce</p> <ul style="list-style-type: none">• Founded UHNWomen on International Women’s Day followed by annual panel events that tackled mentorship, unconscious bias, women’s career stages and other topics that affect women’s participation in and contribution to the workforce. The 2025 event focused on menopause to support inclusion of women at different life stages (Approximate number of attendees = 2,600). Ongoing• Hosted annual Incubator events starting in 2023 to fund grassroots gender-equity ideas across departments, from Women@Research to Women@Digital.• Organized a Wikipedia Edit-a-Thon in 2025, to create and expand 20 biographies of women in STEM to close the online visibility gap. #UHNWomen social channels amplified “small and large achievements,” creating a dedicated communications stream for success stories and opportunities. <p>Training, education and campaigns to support allyship and collectively elevate women</p> <ul style="list-style-type: none">• Promoted advocacy, training and education events led by UHN Women (e.g., Allyship, Intersectionality, Burnout), Indigenous Health Program (2 Spirited teaching and perspectives), 2SLGBTQIA+ Steering Committee (2SLGBTQIA+ Terminology, Trans Experience in Health Care), UHN Research (e.g., Integrating Gender in Research, Sex and Gender Analysis, Gender Analysis in Research, Gendered Ageism, Unconscious Bias Training, International Day of Women and Girls in Science) and other aligned programs (e.g., Sexual and Gender Diversity in Cancer Care) (Approx attendees: 12,846)• 2SLGBTQIA+ Steering Committee launched a PRIDE Pronoun Campaign and website to support the delivery of gender-affirming care and to respect the 2SLGBTQIA+ identities of our patients and colleagues.• Institution-wide change from use of the term “postdoctoral fellow” to “postdoctoral researcher” to move away from gendered terminology.• Accelerating women-centered research and training by launching a competitive Summer Studentship in 2022 through the UHN Women’s Health program; by 2024 it had funded 19 student projects spanning sex-specific sleep-apnea diagnostics to equitable tele-retina screening. The 2025 call offered \$6,000 stipends for three-month projects in women’s health sciences. Ongoing
	Provide training and education to enable allyship, collectively elevate women and reflect a no tolerance view on discriminatory behaviours and bias in the workplace.	

	<p>Collect data and report on the status of women within the workplace to drive change across the organization and within teams.</p>	<p>Leveraging data to drive change</p> <ul style="list-style-type: none"> Completion of Inclusion, Diversity, Equity and Accessibility survey by People and Culture (see Appendix 2. IDEAA Survey) In partnership with the Research Inclusion, Diversity, Equity and Accessibility (IDEA) Committee, UHNWomen kicked off an “Institutional History of IDEA” project to create a report that charts UHN’s equity journey from the early 1900s to present day. <p>Ongoing</p>
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Strategic Direction		
	Goal	Achievements and Measures of Success
<div>Enhance Infrastructure & Resources</div> 	Advocate for buildings, facilities and common spaces that remove physical barriers and enable women to be supported in the workplace.	<p>Supporting our workforce</p> <ul style="list-style-type: none"> Construction of open bookable Lactation Rooms at UHN sites. Ongoing Through several initiatives led by People and Culture, established strategies that provide greater flexibility in work schedule and work locations (e.g. work from home, hours, etc.) including a dedicated work from home website with established processes and procedures. Created the Working Moms Mentorship Program, which pairs expectant, new and experienced mothers for one-to- one mentoring and virtual panels; it sits at the centre of a broader Women-Who-Lead partnership. Evaluate lessons from Working Moms to scale up into a gender-wide sponsorship model for a Leadership Mentorship Program. <p>Ongoing</p> <p>Highlighting UHN Women news, leadership and mentorship activities</p> <ul style="list-style-type: none"> Created UHN Women and UHN Women’s Health websites to highlight activities and achievements. Created UHN Women Twitter account (>1000 followers) to bring visibility to initiatives, policies and achievements. Ongoing
	Raise awareness on available resources to support our workforce with family planning, including maternal, paternal, parental and adoption leave, return to work and childcare support.	
	Enable a work environment that prioritizes employee well- being and allows women to be successful both personally and professionally.	

Strategic Direction		
	Goal	Achievements and Measures of Success
Advocate for Equitable Policies & Values-Driven Practices	Advocate for equitable recruitment and retention practices that support advancement of women into leadership roles.	<p>Implementing practices and policy to promote gender pay equity</p> <ul style="list-style-type: none"> Established new salary ranges for scientist appointment categories to recognize the importance and uniqueness of our scientists and facilitate retention. This includes salary ranges for postdoctoral researchers based on specialized/marketable experience—making us a leader among Canadian research institutions with one of the highest total compensation for this position. Annual gender assessment within salary ranges to ensure equitable salaries. Ongoing <p>Supporting evidence-based practices to ensure focus on equity-related issues</p> <ul style="list-style-type: none"> Integration of features in EPIC, UHN’s electronic patient record system, to collect sexual orientation and gender identity (SOGI) demographic data. Established Women’s Health led by Dr. Moira Kapral to support the following research programs focused on addressing sex- and gender-based disparities (Ongoing): <ul style="list-style-type: none"> <i>Understanding how longstanding sex and gender disparities across diagnoses and specialties can be addressed at their root causes in ways that will help women across the health continuum.</i> <i>Research focus on bone health, given that over 80% of people with osteoporosis are women.</i> <i>Tackling inequities in cardiovascular disease.</i> <i>Optimizing person-centred care for women.</i> <i>Improving care for gynecological and breast cancers.</i> <i>Understanding the impact of sex and gender on kidney disease, lung disease, critical care, epilepsy, and other medical conditions. Improving care in pregnancy.</i> <p>Amplifying and advocating for equitable practice</p> <ul style="list-style-type: none"> Established UHN Women Twitter account and website to bring visibility to initiatives, policies and achievements. Ongoing
	Advocate for gender pay equity policies that recognize employees in a fair and equitable manner.	
	Follow an evidence-based framework for designing and enhancing clinical program areas to ensure focus on equity related issues for women.	



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2026-2031 Strategic Plan – Draft in progress

Appendix 1:

Canada Research Chair Equity Data

Canada Research Chairs at the University of Toronto and Affiliated Hospitals

Federally Designated Group	Percentage Rep June 2021	Percentage Rep March 2022	Percentage Rep July 2023	Percentage Rep July 2024	Percentage Rep July 2025	CRC National 2022 Targets	CRC National 2025 Targets	CRC National 2027 Targets	CRC National 2029 Targets
Indigenous Peoples	3.2%	3.0%	3.7%	3.7%	3.5%	1.5%	2.3%	3.5%	4.9%
Persons with Disabilities	6.1%	6.3%	5.9%	6.7%	8.5%	4.5%	5.3%	6.3%	7.5%
Racialized Minorities	26.2%	24.2%	30.0%	35.0%	38.1%	16.9%	17.5%	19.9%	22%
Women & Gender Minorities***	46.6%	44.4%	48.0%	50.0%	52.5%	33.0%	37.0%	44.0%	50.9%

* Representation (rep) is based on CRC program collected data

** In keeping with the Privacy Act if the number of chairholders who self-identify is less than five, the information is redacted to protect the privacy of chairholders

*** This group includes those who self-identify as women, trans, non-binary or Two-Spirit.

Appendix 2:

UHN Inclusion, Diversity, Equity and Accessibility & Anti-racism (IDEAA) Survey

Employment Equity Report

Workplace Equity Information Management System (WEIMS)



Identifies patterns of underrepresentation of the 4 designated groups in a workforce:

1. women
2. persons with disabilities
3. Indigenous persons
4. racialized individuals



Enables UHN to compare its internal representation with labour market availability data by:

- occupation
- designated group in the healthcare industry



Amplify UHN as a top employer, with employees representative of the diversity of its patients and communities served

Labour Market Analysis (LMA)



The share of designated group members with the requisite skills in the relevant labour market, by occupation and industry.



The workforce analysis

- compare internal representation data to external LMA
- identify patterns of designated groups' patterns of representation - *on par, under, over, exclusion, plateauing*.



Creating a representative workforce

- pay attention to other measures of inequity-concentration & precarious employment
- develop strategies to close the underrepresentation gap
- quantitative & qualitative goals; adverse impact analysis act of talent management systems; develop a corporate plan; accountability mechanisms; adequate resources; implement & monitor

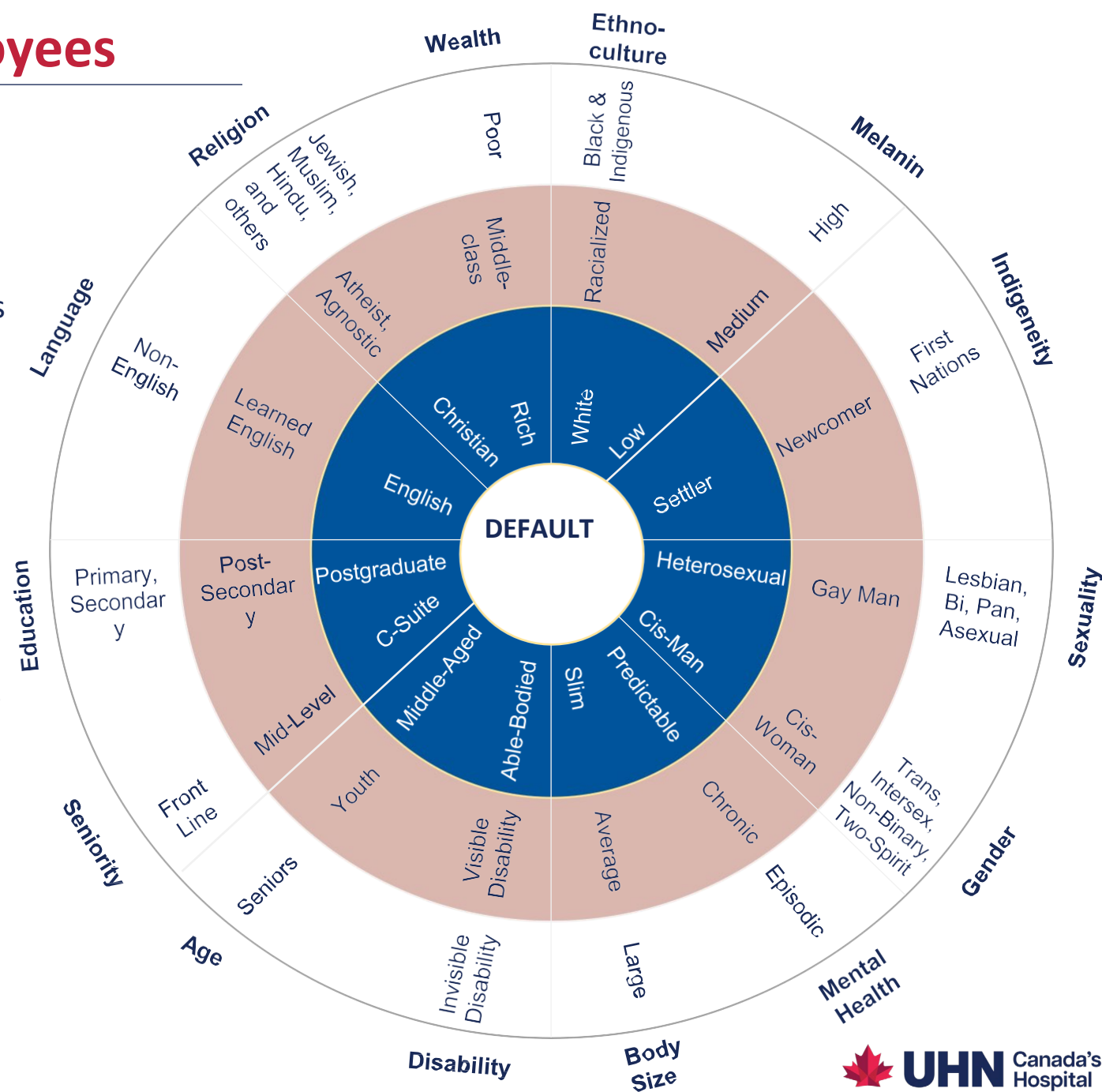
Shifting our understanding of employees

The Future of Healthcare is Inclusive

UHN has a strategic advantage of expanding from a focus on default patients and employees to include those in the margins and to mirror its patients and the communities in which it operates and serves.

One of the key measures of UHN’s effectiveness and success is embedding inclusion, diversity, equity, accessibility and antiracism (IDEAA) in its three major areas of operation - research, care, and education.

By proactively delivering health equity across all its operations, UHN will close the gap with respect to disparities and disadvantages in access, diagnosis, treatment and healthcare, UHN will be regarded as a best- in-class inclusive health care provider and will fuel growth through patient expansion.



IDEAA Survey Results

UHN IDEAA Workforce Analysis Report

Measures of Significance of Underrepresentation

Prevalence of Underrepresentation:

Prevalence is a measure of the number of occupational groups in which the designated group is underrepresented.

Utilization Rate:

The utilization rate measures how close the designated group is to full representation in the occupational group in which it is underrepresented.

Representation # / Availability # X 100 = the Utilization percentage.

A value of 80 percent or more signals virtual equivalence to full representation.

Designated Group Distribution - Highlights

Designated groups are 82.6 percent of the UHN workforce

- Executive Management: 60.7% are Women, and 23.0% are racialized.
- Middle Management: 68.5% are Women, 0.13% are Indigenous, and 27.7% are racialized.
- Leadership (Executive and Middle Managers): 68.0% are Women, 0.12% are Indigenous, 27.4% are racialized, and 9.3% are employees with disabilities.
- Professionals: 76.8% are Women, 0.4% are Indigenous, 19.3% are racialized, and 5.6% are employees with disabilities.
- Semi Professionals and Technicians: 68.4% are Women, 0.5% are Indigenous, 19.5% are racialized, and 3.6% are employees with disabilities.
- Supervisors: 66.9% are Women, 32.4% are racialized and 8.5% are employees with disabilities. There are no Indigenous employees in this group.

Women

- Prevalence is moderate to low: Women are underrepresented in 5 of 14 occupational groups.
- Utilization Rate is high: Exceeds 80% in 4 of 5 EEOGs[#]. The high utilization mitigates the measure of prevalence. Prevalence is equivalent to 1 of 5 EEOGs.

Indigenous Persons

- Prevalence is high: Indigenous persons are underrepresented in 10 of 14 EEOGs. There is zero representation in 8 of 14 EEOGs.
- Utilization rate is Low: Less than the 80% benchmark in all EEOGs in which they are underrepresented.

Racialized Persons

- Prevalence is high: Underrepresented in 11 of 14 EEOGs.
- Utilization rate is Low: Close to full representation (85.8%) in 1 of the 11 EEOGs.

Persons with Disabilities

- Prevalence is High: Underrepresentation in 10 of 13 EEOGs.
- Utilization Rate is Low: Close to full representation (80.0%) in 1 of 10 EEOGs in which there is underrepresentation.



*



71.7%

72.8%

2.1%

0.4%

31.6%

19.9%

9.1%

5.3%

*LMA – Labour Market Analysis; [#]EEOG - Employment Equity Occupational Groups