

Annex A

EXCOM Anti-Racism Sector Commitments

Common to All EXCOM Members

1. **Actively promote anti-racism**, communicate expectations and outcomes to generate positive change in the culture of IRCC.
2. **Proactively engage in dialogue** that normalizes discussions on racism and systemic barriers.
3. **Be accountable and transparent** through the collection, use and dissemination of disaggregated and race-based data, and reporting on progress and outcomes.
4. **Identify and address systemic discrimination and barriers** within all policies, programs, and initiatives.
5. **Ensure** that Black, Indigenous and racialized employees have **fair and equitable access** to career advancement and opportunities.
6. **Ensure representation** of Black, Indigenous and racialized employees in decision and policy-making bodies to include diverse perspectives in decision-making (including executive tables, advisory councils, occupational health committees and other horizontal committees).
7. **Support and strengthen diverse employee networks** to build a sense of belonging.
8. **Create safe workspaces** for all Black, Indigenous and racialized employees, and other marginalized groups, including those with intersecting identities, where they can be their authentic self and safely raise issues without fear of reprisal.
9. **Partner with external equity-seeking groups and organizations** to enrich our approach.
10. **Celebrate positive actions and contributions** that promote racial equity at IRCC, discourage actions that reflect or condone racist behaviour, and hold individuals accountable for harmful behaviour.

11. Demonstrate accountability through the inclusion of anti-racism commitments in the performance management agreements of leaders of all levels.
12. **Sustain our efforts to eliminate systemic racism** to ensure long-lasting change.

Deputy Minister's Office

Communications

- Highlight and celebrate actions taken to support a more inclusive and equitable environment for Black, Indigenous, and racialized employees and clients;
- Build in anti-racism efforts into all Performance Management Agreements;
- Level power imbalances between service providers by prioritizing suppliers owned by Black, Indigenous and racialized individuals and suppliers that promote the employment of Black, Indigenous and racialized individuals;
- Ensure that diverse perspectives are factored into the design of workflows and branch structure;
- Update the Branch's human resources practices to be more inclusive and designed with diversity in mind, especially as they relate to recruitment and retention;
- Promote awareness and empathy for Black, Indigenous Peoples and racialized groups through IRCC communications products, activities, and tactics;
- Monitor and assess racism and anti-racism within the media landscape; and
- Conduct public opinion research that supports and informs anti-racism engagement and initiatives.

Chief Audit Executive and Internal Audit and Accountability Branch

- Develop and implement a Diversity, Wellness & Inclusion Audit Framework;
- Assess risk for bias and disparate impacts on Black, Indigenous and racialized clients within all audits, and determine whether each audit requires a deeper dive into these issues;
- Partner with subject-matter experts to review internal audit processes, and assess whether the resulting audit recommendations could have bias and disproportionately impact on Black, Indigenous and racialized clients;
- Conduct a Maturity Assessment on Diversity, Wellness & Inclusion and provide recommendations if necessary;
- Using the Maturity Assessment model, analyze organizational progress and outcomes against the key performance indicators of the Departmental Anti-Racism Strategy (2021-2023);

- Include anti-racism, diversity and inclusion audit engagements in IRCC's multi-year Risk-Based Audit Plan; and
- Develop Anti-racism competency and capacity within the IAAB.

Office of Conflict Resolution

- Develop anti-racism competency and capacity within the OCR as the lead in the prevention, management, and resolution of workplace conflict;
- Develop a mechanism for tracking and reporting discriminatory and racist incidents that are reported to the OCR;
- Support managers and employees with tools to understand and discuss unconscious bias and racism; and
- Support managers and employees with alternative avenues to safely raise issues and create a safe workspace for Black, Indigenous and racialized employees.

Senior General Counsel

- Provision of training by Justice legal experts to IRCC officials on legal principles that are essential to tackling bias in decision making, including training on equality and anti-discrimination law (*Charter and Canadian Human Rights Act*), administrative law principles related to bias and procedural fairness and identifying and tackling bias in Artificial Intelligence.
- Provision of training by Justice legal experts to IRCC officials on laws applicable to human resources and staffing, such as the *Public Service Employment Act* and the *Employment Equity Act* to advance equity in staffing.
- Provision of dynamic anti-racism/personal bias identification sessions to Legal Services Unit staff; and
- Participation of Legal Services Unit in the IRCC Anti-Racism Advisory Board or Sub-committees on policy, programs or service delivery.

COVID-19 Response and Recovery Planning

Apply an equity lens to decisions regarding how we work post-pandemic (the future of the workplace), by committing to:

- Review the Reintegration Strategic Plan and the Reintegration Playbook, and amend the language to ensure that management considers the impact of their decisions as it relates to the diversity, equity and inclusion of the workforce affected.
- Incorporate diversity, equity and inclusion considerations requiring managers to assess impact and fairness as it relates to the "Location of Work Identification Tool", when making a determination for the

employees in their organisation. This will require management to consider all factors in the planning, decision and communication phases of this process.

Anti-Racism Task Force

- Advance racial equity for Black, Indigenous Peoples and racialized persons by coordinating the Department's Anti-racism Strategy;
- Recommend strategies to address systemic racism;
- Build internal leadership capacity and organizational competence in anti-racism;
- Institutionalize anti-racism within business strategy, policies, programs and practices to ensure longevity and sustainability of results;
- Create and lead internal and external anti-racism advisory boards
- Ensure alignment with federal anti-racism, equity, human rights organizations & legislation; and
- Collaborate with existing IRCC employee networks to build a sense of belonging.

Strategic and Program Policy and Chief Data Officer

- Develop a results-based reporting framework for the department's Anti-Racism Strategy, and identify an institutional mechanism to ensure its implementation;
- Develop a Data Map and a Data Plan for IRCC to leverage existing data sources collecting evidence to support anti-racism;
- Create data standards to augment IRCC disaggregated data assets in support of the departmental anti-racism initiative and in alignment with the government of Canada;
- Lead a systems review of programs and policies to identify systemic racism, barriers and disparate impacts on Black, Indigenous Peoples and racialized groups;
- Create an equity focal point in Strategic Policy and Planning Branch to:
 - Review policy and programs cycles to integrate anti-racism tools;
 - Promote intersectional anti-racism lens of GBA+ and participate in government wide discussions on the relationships between, and promotion of various equity lenses;
 - Collaborate and build on the work of the Anti-racism Task Force Policy sub-committee; and
 - Incorporate evolving GBA+ and anti-racism lens into IRCC's guidance on the development and deployment of artificial intelligence, advanced analytics, and automation to ensure that IRCC actively detects and addresses unintended bias in the administrative decision making process.
- Incorporate GBA+ and anti-racism lens as a guiding principle and objective in the design of Express Entry 2.0 in order to, identify and address barriers and

disparate impacts on Black and racialized groups within Canada's selection policy;

- Launch research initiatives to establish the current state of systemic racism in IRCC policy and programs; and
- Develop mitigation plans to reduce racial disparities based on the system review, research initiatives, and other external sources.

Operations

- Map available client race-related data to determine operations baseline and future data needs necessary to identify possible bias, systemic racism and barriers in programs and procedures;
- Support the review of all policies and programs to identify systemic racism, barriers in program and service delivery, and the disparate impacts on racialized groups;
- Implement mitigation plans to reduce racial disparities across programs and procedures based on the system review, data mapping, and external sources;
- Identify and address bias in decision-making and risk management including automation practices;
- Review and monitor analytical model building process to ensure that bias is not replicated or imitated in data gathering and analysis; and
- Include a racial analysis in the Risk-Based Planning process to identify bias and disparate impacts on racialized groups.

Settlement and Integration

- Map available race-based data to determine the baseline on policy and program delivery, and identify future data needs;
- Review programs and policies to identify systemic racism, barriers, and disparate impacts on Black, Indigenous Peoples and racialized groups;
- Develop and implement an anti-racism approach to the management of new grants, contributions and funding agreements based on the system review, data mapping and external sources;
- Develop and implement an engagement plan to ensure an anti-racism approach is effectively implemented in collaboration with fund recipients who deliver services to newcomer clients;
- Actively fund initiatives and activities promoting anti-racism, diversity and inclusion;
- Actively fund service provider organizations that are representative of Black, Indigenous Peoples and racialized persons at the executive and board of directors level and who lead through fair human resources practices;
- Integrate an anti-racism lens into the assessment of grants and contributions proposals; and
- Facilitate deeper connections between newcomers, Indigenous Peoples, and all Canadians through active citizenship.

Corporate Services

- Map available race-based data to determine organizational health baseline, and identify future data needs;
- Establish clear targets to increase the representation of Black, Indigenous and racialized employees within all levels of the organization through a) recruitment and b) promotion;

- Develop plans for targeted recruitment, retention, career development, and talent management of Black, Indigenous and racialized employees at all levels of the organization, including access to language training, mentorship and sponsorship programs;
- Ensure that hiring, talent and performance management processes are culturally sensitive and driven to remove barriers to appointment for Black, Indigenous and racialized groups;
- Include racial analysis in People Management Reporting & Monitoring (ex: PSES, pay cases, non-advertised appointments, language training, non-imperative appointments, etc.)
- Partner with Black, Indigenous and racialized communities to attract and retain new talent that reflects Canada's diversity;
- Include a racial equity lens within the development and implementation of the Inclusivity, Diversity and Official Languages Framework;
- Include a racial equity lens in change management to understand and address disparate impacts of change on Black, Indigenous, and racialized employees;
- Provide culturally sensitive mental health supports for Black, Indigenous and racialized employees;
- Prioritize the development and implementation of training activities that advance anti-racism and racial equity in IRCC workforce culture, policy, programs and practices; and
- Equip all IRCC employees with the tools and understanding to prevent incidences of racism, and respond to racism and micro-aggressions.

Chief Financial Officer and Comptroller

- Review policies to identify systemic racism, barriers, and disparate impacts on Black, Indigenous Peoples and racialized groups;
- Integrate an anti-racism lens into the provision of new procurement contracts;
- Implement procurement initiatives targeting organizations owned by Black, Indigenous Peoples and racialized persons or those promoting their employment to level the playing field;
- Support sectors in financial planning and management decisions to enable them to meet the Deputy Minister's commitments on Diversity and Inclusion; and
- Ensure that diverse perspectives are factored into the inclusive design of physical and virtual workspaces.

Chief Information Officer and Transformation and Digital Solutions

- Ensure that new digital solutions are developed and monitored for disparate impacts on Black, Indigenous, and racialized groups;
- Ensure that digital solutions take into account diverse realities and intersectionality by active inclusion of diverse representatives; and
- Review and monitor analytical model building process to ensure that bias is not replicated or imitated in data gathering and analysis.