

Equity, Diversity, Inclusion (EDI) & Cultural Competency Plan



Developed in collaboration with:



Thrive Group
Centre of Excellence

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Introduction

Thrive Group strives to plan and deliver services in a culturally and psychologically safe, equitable and inclusive space that is geared to the needs of people in the regions served and the staff that we employ. This Equity Diversity and Inclusion plan reflects the commitment to increasing our knowledge of the cultural differences of our persons served (clients and residents), families, employees, volunteers and community partners. The organization is committed to building an environment in which people are respected, valued and supported with a sense of belonging. We believe by embracing diversity we will empower our employees to build an inclusive, vibrant and innovative organization. Ensuring we are responsive to all individuals whom we serve and employ regardless of race, culture, language, age, ability, gender, sexual orientation, spiritual beliefs or socioeconomic status.

Thrive Group's Equity, Diversity and Inclusion (EDI) Competency Plan is developed with consideration of our persons served, employees and other stakeholders. Thrive Group's EDI efforts will be concentrated on three key domains:

- Indigenous Cultural Safety
- Positive Spaces
- Anti-Racism, Black Health.

Definitions

Cultural Competence can be defined as the ability of an organization to be reflective of the community it serves, to be culturally accommodating and equitable towards staff and volunteers, and to provide services that are appropriate for people of diverse backgrounds.

Equity is defined as the removal of systemic barriers (e.g., unconscious bias, discrimination, racism, sexism, ableism, homophobia, etc.), enabling all individuals to have equitable opportunity to access and benefit from the program;

Diversity is about the variety of unique dimensions, identities, qualities and characteristics individuals possess along with other identity factors; and

Inclusion is defined as the practice of ensuring that all individuals are valued and respected for their contributions and are supported equitably in a psychologically safe environment.

Our Vision for Equity Diversity and Inclusion (EDI)



EDI Vision

We THRIVE on our ability to be inclusive, equitable and diverse in a welcoming and safe environment where everyone has a voice and will be heard. Collaborative learning and reflection helps us to grow in a culture where compassionate people connect heart to heart.

This EDI vision was developed in 2023 by our EDI Council to guide the work and initiatives across all Thrive Group organizations. Our goal is to be an organization that promotes a feeling of belonging for our persons served, employees and other stakeholders. We believe that to achieve this goal, the work of the Council cannot be solely the work of the EDI Council, but rather be woven into the fabric of the existing structures within Thrive.

We are delighted to collaborate with the Thrive Group Centre of Excellence (COE) as a research, innovation and evaluation partner as we work together to amplify the work of the EDI Council in the following areas:



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Research & Evaluation: Building frameworks and metrics to measure outcomes (e.g., staff belonging, resident/client equity experience) and strengthening socio-demographic data collection.

Education & Capacity Building: Co-designing EDI learning modules, mentorship models, and allyship training using innovative adult-learning approaches.

Workforce Sustainability: Positioning EDI as a workforce strategy, directly linking inclusivity and belonging to staff well-being, retention, and recruitment.

Community Engagement & Partnerships: Supporting partnerships with Indigenous, Francophone, and 2SLGBTQ+ communities, and helping identify funding opportunities.

Knowledge Translation: Documenting and sharing Thrive Group's EDI journey through case studies, toolkits, and publications so it becomes a model across the sector.

The Council, in addition to the development of an EDI Vision, have established four commitment statements. These commitment statements act as guiding principles towards realizing our EDI Vision. The following outlines Thrive Group's Four Commitments:

Wellness

Thrive Group is dedicated to becoming the leader in employee wellness, research and, innovation. Every Thrive Group location has a wellness program in place with elements that reflect the unique needs of that space and team.

Education/Learning

As partner organizations, Thrive Group offers continuous learning and access to EDI education opportunities that reflect the full diversity of those we serve and employ, in alignment with our funding and regulatory bodies.

Community Engagement and Partnerships

Thrive Group is intentional in its commitment to recognizing the history of our communities, building of partnerships, acknowledgment of the lands we occupy and gratitude for the contributions of all who have a connection and vested interest.

Mentorship

Thrive Group is dedicated to guiding and supporting team members to build trusting relationships that are honest and transparent. Ensuring a feeling of welcome and belonging while acknowledging that all persons have something to teach and learn.

EDI Council

Thrive Group has developed an EDI Council as part of our ongoing commitment to ensuring EDI is interwoven throughout all aspects of Thrive Group. As outlined in the Council's Terms of Reference, ***Thrive Group is committed to continuing to build an organizational culture that welcomes and celebrates diversity and inclusion. To this end the Thrive Group Equity, Diversity and Inclusion Council has been formed from a cross-representation of staff and leadership from across the Thrive Group of organizations.*** Full Council mandate and their roles and functions can be found in Appendix 1, Terms of Reference for more details.

Cultural Competence

Cultural Competence is the ability of an organization to be reflective of the community it serves, to be culturally accommodating and equitable towards staff and volunteers, and to provide services that are appropriate for people of diverse backgrounds. The effort to achieve cultural competence is ongoing and should be evident in the policies, standards, practices, and attitudes of Thrive Group. The development of this plan takes into consideration the diversity of our stakeholders in the following areas:

Culture - Thrive Group recognizes the diverse cultures and customs of our stakeholders and strives to understand the behaviors, beliefs and values of those we serve, their families and our employees in the provision of our care and services.

Age - Thrive Group member organizations look at the needs of the age group for which each service or program is designed and ensures neutral and descriptive terms are used

Gender – Thrive Group recognizes the individuality of those we serve and supports health equity through gender affirming care for all persons including transgender, non-binary, Two-Spirit, gender diverse and gender-neutral communities.

Sexual Orientation – the agency recognizes the needs of the 2SLGBTQ+ population and ensures that programs meet their needs in a psychologically safe environment.

Ethnicity, Race and Language - Thrive Group recognizes that communication is a pillar of service provision. Cultural norms vary and Thrive Group acknowledges that ideas, customs and social behaviour can be specific to particular people and all are to be respected.

Socioeconomic Status and Income – High numbers of Ontarians, live in poverty. Thrive Group recognizes the need to make accommodations where able to support the persons served and its employees.

Spiritual Beliefs – people subscribe to many belief systems and follow diverse paths. Thrive Group is cognizant of spiritual diversity in the development of its EDI Competency Plan.

Aligning with Thrive Group Values

The values of Thrive Group are the pillars upon which we built the Equity Diversity and Inclusion Competency plan.

Teamwork is essential for our success. We believe we are more effective together than individually. We require our collective knowledge and skills to accomplish great things. Our employees and volunteers are expected to work in collaboration with each other, our clients, residents and family members. By building strong and effective partnerships with our community and funders we believe we can build more accessible and cohesive systems for all.

Honesty and transparency are fundamental in building relationships with our clients and residents, families, partners, funders, and community. We are trustworthy and ethical in all our dealings and hold our employees and volunteers to the highest standards of conduct. We value open, honest and direct communication and encourage regular feedback from our employees, volunteers, clients, residents and stakeholders.

Respect is required in all our interactions. We respect the privacy and dignity of our clients and residents and will provide them with support and services that allow them to live as safely and independently as possible. We value and celebrate the diversity of our clients, residents and colleagues. We respect the environments within which we work and will strive to maintain them to the highest standards possible.

Innovation and progressive approaches to care are essential in meeting the current and growing needs of our clients and residents. We are committed to continuous learning and development and encourage our employees and volunteers to strive to be the best that they can be. We are committed to learning new approaches and open to researching and implementing the best and most promising practices to ensure we remain the leader in the field of human services.

Versatility ensures our ability to adapt and change to meet the growing demands with limited resources. We are committed to building services and systems that are responsive, timely and cost-efficient. We will remain solution-focused and will provide our clients, residents and stakeholders with demonstrated value without compromising quality of service. We will build a culture of responsibility and accountability across all organizational systems.

Excellence is a fundamental requirement in all we do. We are committed to building a leading- edge organization that attracts and retains a highly qualified and engaged workforce. Through the expertise and

commitment of our employees we will subsequently develop high quality programs, services and systems that are held in the highest regard across the wider health and social service sector.

Aligning with Ontario Health and Ontario Health Teams

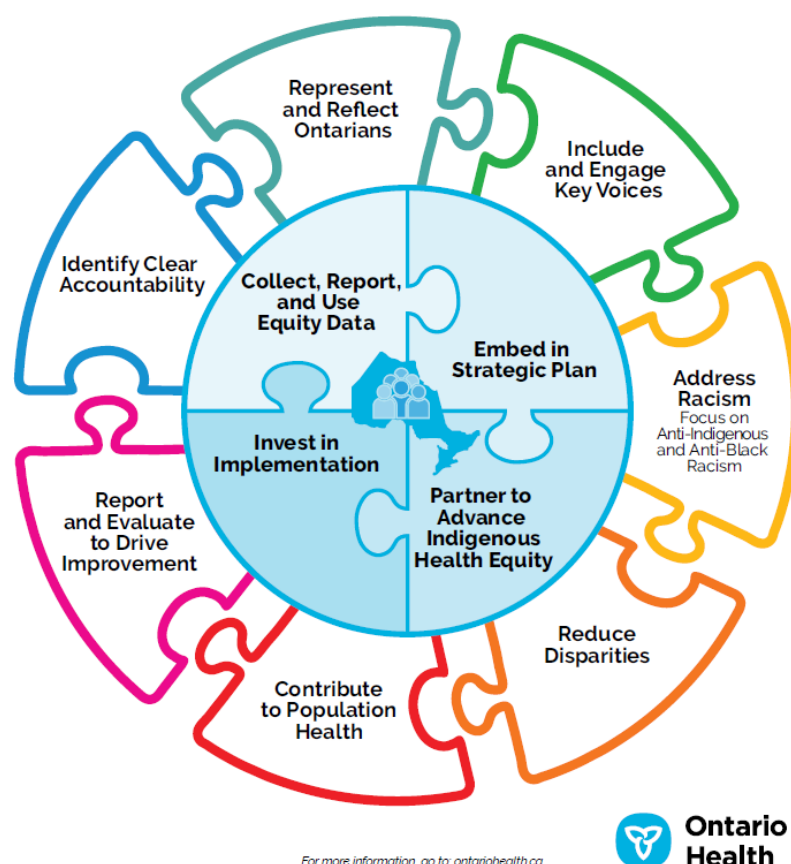
As the healthcare system in Ontario evolves and transforms, Thrive Group continues to work in partnership with the changing climate and structures in an engaged and proactive way. We are active members of several Ontario Health Teams as promoted by Ontario Health. We have worked to ensure alignment of our EDI Competency Plan with the frameworks provided by these health systems and teams.

Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework

With a focus on addressing anti-Indigenous and anti-Black racism

11 Areas of Action

-  **Collect, Report, and Use Equity Data**
Set up systems and supports to collect, analyze, and use equity data to report findings and inform future decisions
-  **Embed in Strategic Plan**
Ensure efforts to address equity, inclusion, diversity, anti-Indigenous and anti-Black racism are at the highest priority for the organization
-  **Partner to Advance Indigenous Health Equity**
Recognize that strong relationships with Indigenous leadership and communities - founded on respect, reciprocity, and open communication — are critical in ensuring that the new health care system in Ontario reflects and addresses the needs of Indigenous peoples.
-  **Invest in Implementation**
Apply the financial and people resources needed for success and ongoing sustainability
-  **Identify Clear Accountability**
Establish and assign "who" is responsible for "what"
-  **Represent and Reflect Ontarians**
Strive for all levels of the organization to reflect the communities served
-  **Include and Engage Key Voices**
Listen to the staff and communities and include their ideas and feedback into the design, delivery and evaluation of programs and services
-  **Address Racism** Focus on Anti-Indigenous and Anti-Black Racism
Identify and address discriminatory practices and procedures in all forms and all levels using targeted approaches
-  **Reduce Disparities**
Use data and best practices to establish standards, identify disparities and implement corrective action through a focus on access, experience and outcomes for the population
-  **Contribute to Population Health**
Work with other arms of government and agencies in planning services to improve the health of the population
-  **Report and Evaluate to Drive Improvement**
Publish Framework metrics publicly with all reports including an equity analysis



For more information, go to: ontariohealth.ca



Thrive Group is part of the Greater Hamilton Health Network (GHNN) OHT as well as the Burlington OHT (BOHT). Both OHTs have position statements surrounding Gender Affirming Care which Thrive Group has adopted for the applicable communities. The statement below highlights Thrive Group's recognition of Gender Affirming Care:

Thrive Group recognizes the right to receive gender-affirming care for all. We stand in support of our local Two-Spirit, transgender, non-binary, and gender diverse communities. This commitment recognizes the individuality of those we serve and supports our dedication to health equity. Equitable access to gender-affirming care means the right to receive care that is safe, sensitive to, and fully accepting of the individual's self-described identity. Thrive Group is committed to supporting increased capacity for gender-affirming care, which includes encouraging its healthcare professionals to enhance their knowledge, awareness and level of care.

Human Resources and Organizational Policies and Processes

Becoming a culturally competent employer goes far beyond hiring people from diverse backgrounds; it includes continually assessing structures, policies, and procedures and our ability to be culturally inclusive, and engages culturally diverse people in all aspects of the organization. A culturally competent organization is one where employees understand, appreciate and respect differences in beliefs, values and practices. Not only does cultural competence and diversity result in better workplaces but it is cited as a competitive advantage. Engaging diverse talent will help inject new ideas, challenge stagnant mindsets, support innovation, improve problem-solving, create greater agility and flexibility and enhance awareness of/and responsiveness to resident and client needs.

Thrive Group has a number of policies and programs in place across all Thrive Group organizations as we continually strive to be a culturally competent employer. As we develop, review and revise HR Policies, Procedures and Practices, the wording of such will be screened for inclusive language and cultural sensitivity. For operational policies, organizational leaders will undertake to modify or change any policy or practice which can be improved to be more inclusive and engaging to a diverse workforce.

Thrive Group aims to:

- Apply best practices in HR policy development to ensure equity, inclusivity and cultural sensitivity.
- Conduct research to establish best employer approaches to diversity and integrate these approaches to Thrive Group HR practices.
- Ensure that laws governing Human Rights, Employment Equity, Employment Standards, Canadian Multiculturalism Act, Canadian Charter of Rights and Freedoms, Accessibility for Ontarians with Disabilities Act, and other legislations applicable to diversity and cultural competency are adhered to within HR policies, procedures and practices.

Recruitment

Recruitment efforts are one of a number of ways of developing a culturally competent organization. Thrive Group is an inclusive employer and will always uphold equality and fairness in our recruiting practices. Often, by focusing on traditional approaches to recruitment and screening we fail to reach diverse populations. Thrive Group continuously reviews and revises current recruitment practices of member organizations to:

- Ensure that recruitment efforts are marketed to a diverse pool of potential employees, volunteers and students, including Board Members.
- Create an interview environment that strives to meet accommodation requests, reflects diversity, and is aware of cultural preferences and differences.
- Train hiring managers on interview techniques for diverse candidates.
- Regularly assess community demographics to ensure staffing demographics reflect the community we serve and adjust through recruitment practices where appropriate.
- Include on-boarding and New Employee orientation training, and EDI training as part of the Orientation Program and throughout employment.

Workplace Violence Prevention Policy and Program

Thrive Group is committed to providing and maintaining a respectful, healthy and safe work environment that is free of any form of discrimination, workplace harassment, sexual harassment, or violence. Thrive

Group's Workplace Violence Prevention (WVP) policy and program seeks to provide all employees, volunteers, students and contractors with the information they need to identify discrimination, workplace harassment, sexual harassment and violence, and outline the process on how to report such incidents.

The WVP policy and program includes all employees and is inclusive of volunteers, students and contractors, and outlines expectations for our clients, residents, families and other visitors, and how concerns will be addressed. The program includes identifying risks and hazards related to WVP, provides training to employees and leaders, includes investigation training, debrief opportunities, tracking of workplace violence incidences to identify patterns that need to be addressed, and how to prevent future incidences from occurring.

Accessible Employment

Thrive Group is committed to fostering a culture of dignity, independence, integration and equal opportunity for all employees. The *Accessible Employment* policy outlines the various resources and supports that Thrive Group provides to job applicants and employees to ensure accessible and barrier-free work-place practices.

This policy is also intended to meet the requirements of the [Integrated Accessibility Standards, Ontario Regulation 191/11](#) for the Employment Standard set forth under the [Accessibility for Ontarians with Disabilities Act, 2005](#). (AODA)

Accessible Customer Service Policy

Thrive Group is committed to providing exceptional customer service to customers, funders, stakeholders and the wider community. This means not just meeting, but exceeding the expectations of our customers, including those with a disability. The Accessible Customer Service policy and handbook supports all staff, volunteers, and students of Thrive Group with a set of policies and processes to guide the provision of accessible customer service to all customers. The policy and handbook provides information in recognizing and responding to the needs of customers with disabilities in a way that respects dignity, independence, integration and equal opportunities.

Thrive Group has also developed an Accessibility Plan and each organization has their own accessibility action plan which identifies barriers to accessibility, and strategies to put in place to reduce and hopefully eliminate such barriers.

Return to Work and Accommodation Policy

Thrive Group recognizes that our employees are critical to achieving our mission, and we are committed to providing a safe and healthy workplace where all employees feel valued for their contribution.

The Return to Work and Accommodation policy is designed for employees who have been off work due to work-related and non-work related injuries or illness, or who have a disability that requires workplace accommodation. This policy aims to provide a healthy and safe work environment for all employees in a manner that is best suited for each employee's needs; facilitate early and safe return to work plans for employees who have been off due to work-related and non-work-related injury/illness, and accommodate employees with disabilities so they can successfully fulfill the essential duties of their job. The HR team, the employee, and their leader work together collaboratively to ensure suitable accommodation plans for employees, which are reviewed as needed and reassessed if an employee changes job and/or locations.

EDI Initiatives

Honouring and Supporting Traditional Practices

As part of our commitment to reconciliation and cultural safety, we recognize the importance of honouring and supporting traditional practices, ceremonies, and ways of knowing. We acknowledge that these practices hold deep spiritual, cultural, and healing significance for many Indigenous Peoples and other equity-deserving communities.

Our organization is committed to creating space—physically, spiritually, and organizationally—for traditional practices to be welcomed, respected, and meaningfully integrated into our work. This includes supporting the use of traditional medicines, smudging and other ceremonies, and the involvement of Elders and Knowledge Keepers in culturally relevant ways.

We recognize that supporting traditional practices requires more than permission—it requires humility, respect, and active engagement. As we continue our learning journey, we will seek guidance from Indigenous partners and communities to ensure our policies, spaces, and services reflect this commitment with integrity and care.

Education

As part of our continued commitment to equity, diversity, and inclusion, we recognize that education is not a one-time activity, but a sustained and evolving process that underpins meaningful cultural transformation. Our organization is dedicated to fostering a workplace where all individuals feel a true sense of belonging—where civility, respect, and allyship are not only expected, but actively cultivated and modelled.

We understand that achieving equity requires both structural change and personal reflection. To this end, we continue to build learning and development opportunities into the fabric of our organizational culture. These efforts include focused education on anti-racism, unconscious bias, inclusive leadership, and psychological safety, with a strong emphasis on creating safe and respectful environments for all.

A cornerstone of our current efforts has been our leadership team and Board of Director's participation in Indigenous Cultural Safety training. This marks an essential step in our journey toward reconciliation and in deepening our collective understanding of the historical and ongoing impacts of colonialism on Indigenous peoples. It also reinforces our commitment to engaging in respectful and informed relationships with Indigenous partners and communities.

As we move forward, we will continue to invest in learning opportunities that support our team to recognize and challenge systemic inequities, build inclusive practices, and strengthen interpersonal and organizational accountability. By prioritizing education that uplifts the principles of belonging, civility, and allyship, we aim to ensure that our organization not only reflects the diversity of the communities we serve, but also actively works to be a safe, inclusive, and empowering space for all.

Positive Spaces

In June 2025, Thrive Group implemented Pride month flag stickers on the doors and windows to our offices and buildings. At Thrive Group, we are proud to stand as allies, advocates, and partners in building a healthcare environment where everyone feels seen, respected, and safe. This is part of our ongoing commitment to equity, diversity, and inclusion in all that we do. By displaying this symbol, we are making a clear and visible statement:
Everyone is welcome here.
Everyone deserves to feel safe here.
Everyone belongs here.



French Language Services – Idlewyld Manor

Thrive group realizes the opportunity to lead positive change in the quality of life of LTC residents by improving access to equitable and quality care. We also realize the significant role that language and culture play in quality care, resident safety, health and wellbeing and how these factors will play an increasingly important part in equitable access to long-term care as the population is aging.

In recognition of the absence of long-term care services in French in all of Central Southwestern Ontario (except for one Long-Term Care Home designated to serve Francophones - Foyer Richelieu in Welland), Thrive Group was inspired to lead the development of an organizational culture that will support French language services designation at Idlewyld Manor to increase equity.

Idlewyld Manor created a preparedness plan using evidence-based “Implementing the Optimal model of Long-Term Care for Francophones”, to help prepare for a French-language service designation.

Socio-demographic Data Collection

Given that there is a mounting body of evidence demonstrating social and demographic factors such as language, race, gender identity etc. play a role in the health outcomes achieved throughout the healthcare system, Thrive Group is committed to measuring and reducing health and employment disparities for our clients, residents, family and staff. We are proud to be partnered in research with McMaster University as we work to develop best practices related to the collection of socio-demographic information for our stakeholders.

Measuring and Monitoring Progress, Review and Revision

Great Places to Work (GPTW) Survey and Certification

Thrive Group is committed to regularly reaching out to employees to hear about their experiences in the workplace. This includes an open-door policy at all levels of leadership, regular supervision meetings, as well as an annual employee survey through the Great Place to Work Institute. This survey is confidential and anonymous and measures how we are doing in the areas of Respect, Fairness, Pride, Camaraderie, Managerial Index and Communication. Thrive Group has been fortunate enough to meet the threshold to receive GPTW certification. What makes this extra special is two thirds of our score is based solely on employee feedback.

Employees rate their experience based on a series of statements in this survey that align with several of the areas of cultural competency, diversity and inclusion. These statements include whether they feel people at Thrive Group are treated fairly regardless of their race or ethnicity, gender, age, and sexual orientation. Thrive Group consistently sees positive response rates scoring 80% and higher in response to these statements however, we will continue to monitor in the years ahead. This data is being reviewed and analyzed annually by the EDI Council members as we endeavor to reduce inequities and promote feelings of belonging etc.

Onboarding Surveys and Exit Interviews

At Thrive Group we want to know about employees' experience in the workplace from when they apply to a position to us, right through to when they move on to other endeavours. The employee onboarding experience is a critical one, as successful onboarding gives the employee a sense of belonging to the organization right from the start, helps them to learn the job quickly, and become a great performer in their position. After six months of employment, all new employees receive an onboarding survey so we can understand what went well, and what we need to improve upon as we bring new employees into the organization.

At the other end of the employment relationship, when employees decide to leave the organization, we again want to hear from them about their experience. We want to know what they enjoyed about working here, what/where we could have done better, and any other feedback that would be helpful for us to know to ensure all employees have positive experiences at work. Where possible, exit interviews are completed by an HR team member via phone, face to face, or email. Any concerning trends are brought forward to the Senior Leadership table for discussion.

Resident and Client Experience

We are always seeking feedback from residents and clients about their experience or how we can improve our care and services. Opportunities for input into care and services are obtained through admission process, care conferences, service planning meetings, experience surveys, Residents' Council, Family Council, Quality Council, Client and Caregiver Quality Council, directly through feedback and the complaints process. Experience surveys are being adapted to help inform our understanding of the resident experience as it relates to the various facets of equity, diversity and inclusion. All feedback is reviewed, analyzed and followed up accordingly.

Thrive Group's EDI Council and Senior Leadership, in the development of this plan, are committed to the

ongoing monitoring of the outcomes, the annual review and revision of the overall plan to ensure we are continuously working toward our EDI Vision in our ability to be inclusive, equitable and diverse in a welcoming and safe environment where everyone has a voice and will be heard. Collaborative learning and reflection help us to grow in a culture where compassionate people connect heart to heart.

References

Ontario Human Rights Code

PSHSA Interpretation Services: <http://www.phsa.ca/health-professionals/professional-resources/language-services/interpreting#Eligibility--and--coverage>

The Accessibility for Ontarians with Disabilities Act (2005)

The Canadian Charter of Rights and Freedoms (1982)

The Canadian Human Rights Act (1981)

The Canadian Multiculturalism Act (1970).

Appendix 1: Thrive Group EDI Council Terms of Reference

Purpose:

Thrive Group is committed to continuing to build an organizational culture that welcomes and celebrates diversity and inclusion. To this end the Thrive Group Equity, Diversity and Inclusivity Council has been formed from a cross-representation of staff and leadership from across the Thrive Group of organizations.

Council Mandate:

The mandate of the Council is to:

Assist leaders and staff to build and strengthen inclusive workplaces across all Thrive Group locations and programs where everyone feels supported and valued. To this end the Council will:

- Promote awareness, educate, and transfer knowledge to internal stakeholders, including staff, students, volunteers, and third-party contractors, about EDI principles and best practices;
- Research, organize, and make recommendations to implement programs and projects to highlight and empower the spirit of EDI across the Thrive Group community;
- Provide support to respective staff and leadership teams to research, analyze and make recommendations for revision to existing Policies and Procedures to reflect fundamental EDI principles;
- Remain current regarding EDI matters and best practices and act as the internal body of EDI champions.

Roles and Functions:

- In consultation with, and approved by the Senior Leadership Team, the Council will develop a Thrive EDI vision and annual Action Plan to identify EDI goals and objectives of the Council.
- Council members will actively participate in all EDI education and Initiatives that are made available to Thrive Group and encourage all Thrive Group employees to participate as well.
- In order to remain true to our Thrive values it is expected that all Council members will demonstrate respect, good listening, and an open mind in the course of our work together.
- Human Rights, Complaints, Performance Management and other HR functions, will not be part of the Council's mandate.

Terms of Membership:

- Chairs - Member of the Executive Leadership Team
- Co-Chair - Member of the EDI Council
- Minute Taker – Member of the EDI Council (appointed)
- Members are required to attend a minimum of 75% of scheduled number of meetings per year
- Members will commit to serve for a two-year term and remain an active employee of the organization during their tenure on the EDI Council

Selection of Membership:

- Membership of the EDI Council is open to all employees of Thrive Group organizations.
- Initially, members are selected by the Selection Committee of the Council
- Future Selection Committee members will be made up of both leadership and front-line staff on the Council which will be selected by Co-Chairs of the Council

- The Council shall be made up of a minimum of 12 and no more than 15 members
- Membership shall be representative of levels of leadership and employees across the Thrive Group organizations.
- Members must have been employed by a Thrive Group organization for at least three months and have successfully passed the probationary period.
- Members must be in good standing with the organization.
- Members must be active full-time or part-time permanent employees of any Thrive Group organization.
- Members must commit to a 2-year term renewable for a second term of 1 - 2 years.
- The Executive Leader representative will have a non-fixed term which may be extended beyond three years.
- Members will be required to get prior approval from the Co-chairs of the Council for any Council business to be conducted out of regular Council time.

Conduct and Structure of Meetings:

- An Executive Leader will be appointed as Chair by the organization.
- The Co-Chair will be a member of the Council and will be nominated by the Chair and voted on by the EDI Council
- The Council will meet at a minimum six times/year
- Agendas will comprise of business arising from last meetings, matters brought forward to the Secretary by members of the Council between meetings and distributed one week in advance of the Council Meeting
- Council Members will decide it may be necessary to strike a sub-committee
- A quorum of members will be required for decision making purposes
- The Council will operate on a consensus decision-making structure. Where consensus cannot be reached a recommendation will be put forth to Senior Leadership.
- The Council will report to the CEO and provide the Senior Leadership Team with regular updates as a standing agenda item on the Senior Leadership Agenda.
- Where high level decisions are being made, the Chair (Co-Chairs) reserves the right to **consult with the Executive Leadership or Thrive Group prior to adoption by the Council**

Communication (Information Sharing):

- The attendance, action and discussion topics of the Council and sub-committees will be kept in written record
- All documents of the Council will remain the property of Thrive Group and be stored on the Common Drive to be accessible by Council members and members of the Thrive Group leadership team.
- The Chair (Co-Chairs) or other members as appropriate, will provide regular updates to the Senior Leadership and Leadership Team meetings on a regular basis.
- Council members will communicate with each other between meetings by using a Group email account set-up specifically for use by Council members.
- Updates on Council business will be provided to the wider organization through the Thrive Alive newsletter and through other means as needed.

These Terms of Reference are subject to Executive Leadership review and approval and will be reviewed and updated annually.