



# Diversity, Inclusion and Accessibility at AGCO

A Report developed by KPMG for the AGCO

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# Introduction

In 2021, the Alcohol and Gaming Commission of Ontario (AGCO) undertook a review and assessment of its policies and practices through the lenses of Diversity, Inclusion and Accessibility (DI&A). The review was initiated in response to factors including: organizational DI&A goals defined in 2020; input from leadership team members and employees; and community attention on social inequities in light of the COVID-19 pandemic, the Black Lives Matter movement and Indigenous reconciliation. Further, the AGCO prioritized DI&A as part of its public pledge to the BlackNorth Initiative to end systemic anti-Black racism.

This document summarizes the observations and recommendations of the assessment, for the awareness of AGCO's employees and stakeholders, and to invite further dialogue in the spirit of continuous organizational improvement.





As a government agency that engages with Ontarians from every corner of the province, the AGCO is committed to exemplifying diversity, inclusion, and accessibility, and actively embodying anti-racism and equity in all facets of our business. The AGCO aims to be a leader in this space. The Board of Directors is committed to listening and learning, monitoring the agency’s progress towards meeting its goals, and remaining accountable for results.“

**Lalit Aggarwal, Chair, Board of Directors**

In October 2020, the AGCO identified, as part of its DI&A Plan, the following goals:

- Have a workforce reflective of Ontario’s demographic diversity;
- Build an inclusive workplace culture, free of discrimination and harassment;
- Deliver services in an accessible, culturally aware, relevant and responsive way.

The AGCO retained KPMG in February 2021 to: review its current organizational practices in context of the organization’s stated DI&A goals and in comparison to industry leading practices; to facilitate an internal consultation process; and to provide recommendations for the AGCO’s consideration in its development of an enterprise DI&A strategy and implementation approach.



# Key Findings

This section summarizes the organization's strengths and identifies opportunities for improvement, organized in six themes.

## External Relationships

The AGCO demonstrated an understanding of the importance of DI&A in relation to its external environment and how DI&A impacts talent attraction, partnerships and relationships with other organizations and clients, consumers and customers.

The AGCO would benefit from partnerships with, and/or sponsorships of, DI&A-focused organizations. The goal of such initiatives would help the AGCO to stay current with inclusion and diversity policy trends, attract diverse talent, live up to public commitments, and help enhance employer brand.



## Stories and Symbols

The AGCO demonstrated a willingness to integrate DI&A into organizational strategy and language, evidenced in external and internal communications, and articulation of organizational values and goals for DI&A.

Through an open internal consultation process, AGCO employees shared that internal communications related to DI&A have improved employee engagement and loyalty. These individuals expressed that the organizational culture and language are more inclusive currently than they were several years ago.



## Data Collection

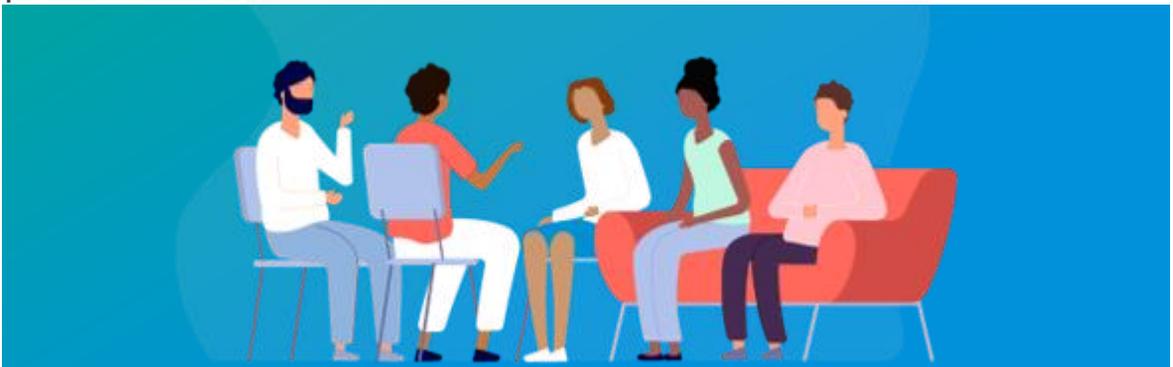
The AGCO currently uses quantitative and qualitative data collection methods to identify gaps in gender diversity only. The leading practice for employee diversity data collection is more fulsome, covering multiple aspects of self-identification: race, ethnic background, sexual orientation, gender and disability.

Multi-dimensional measurement of workforce diversity, conducted periodically, would provide a rich fact base to inform future design and evaluation of policies, practices and other aspects of the work environment.

Our assessment indicated that employees would be more comfortable in providing their self-identification data if they clearly understood the purpose of data collection and how the data would be used.

## Workspace Environment

Assessment of the AGCO's workspace environment identified opportunities to enhance cultural inclusivity and a shared sense of purpose. Areas of opportunity included workspace flexibility, workspace redesign, physical and geographic location flexibility, and accessibility. The AGCO is currently updating its Remote Work Arrangement Policy and integrating it into a Future of Work strategy.



## People Enablement

Employees acknowledged that goal setting and performance conversations happen consistently each year, and also identified opportunities for improvement.

Employees noted that the depth of feedback and performance conversations vary across managers. Additionally, there is an opportunity to include in performance discussions the topic of inclusive behaviours and how to incorporate these behaviours into role expectations.

## Policies and Processes

While there are policies and processes in place to address mental health and well-being, employees suggested that the related documentation could be more readily accessible to all.

# Conclusion

KPMG analyzed the opportunities for improvement and articulated 10 recommendations, summarized below. KPMG also provided a suggested approach for the AGCO’s consideration in developing an enterprise DI&A strategy and approach to adoption.



**1** Define the AGCO’s meaning of representation and increase diversity at management levels to set the tone from the top and demonstrate inclusivity. Then, define and integrate **DI&A into all roles** through DI&A competencies, succession planning and personal development plans.

1



Enhance **organizational accountability** by engaging all staff in DI&A activities and recognizing individuals for their contributions.

2



**3** Embed **DI&A-integrated key performance indicators (KPIs), targets, and/or competencies** into performance plans to gauge progress and provide insights to make informed decisions. Targets should be specific and answer the question “what do we want to accomplish, by when?”

3



Conduct **internal and external research on DI&A-related services & access barriers** preventing participation in AGCO’s services.

5



**4** Increase transparency with DI&A policies to improve the **employer brand** and expand **partnerships and network groups**.

4



Continue to expand and develop **DI&A-integrated education and training** to all employees.

6



Develop **recruiting and training procedures** with DI&A principles.

7



Conduct a thorough **equity review of policies and programs** and update, as necessary.

8



Establish periodic data gathering and reporting to track **representation, retention, and advancement rates**.

9



Enhance the AGCO's service strategy through a **DI&A lens**.

10

# Next Steps

The AGCO leadership team members have reviewed the recommendations and begun discussions to align their views on the relative priority of the recommendations and the approach to implementation.

The leadership team has expressed their recognition of the hard work that lies ahead as well as their excitement to take the steps needed to achieve the DI&A goals set out in 2020 and related public commitments.





At the AGCO, we recognize that sustainably integrating diversity, inclusion and accessibility into our operations strengthens our business, enhances our service to Ontarians, and enriches all of our relationships. We are committed to a culture of equity and belonging, where all identities are welcome and valued. As a public sector agency, we strive to deliver services in an accessible, culturally aware and responsive way. As an employer, we want our employees to bring their whole selves to work and to feel empowered to contribute to their full potential. I look forward to moving ahead with our commitments towards our diversity, inclusion, and accessibility goals.“

**Tom Mungham, Chief Executive Officer**





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**Let's do this.**