

Employment Equity Report 2025–2026

SHARED ACCOUNTABILITY IN ACTION

Human Rights and Equity Office



Queen's University recognizes its ongoing responsibility to address inequities within institutional structures. Guided by I-EDIAA principles embedded across its operations and strategic direction, this work aligns with both institutional priorities and federal obligations under the Employment Equity Act and the Federal Contractors Program. As a federal contractor, Queen's is required to demonstrate measurable progress toward equitable representation, supported by data-informed planning, targeted initiatives, and sustained institutional action through its
Employment Equity Plan

From Commitment to Action

In 2025-2026, Queen's continued its work to transform its commitment to employment equity into measurable institutional change. The [2025-2026 Employment Equity Plan](#), grounded in "Shared Accountability", reflects the needs and aspirations of employees and represents **a collaborative effort to build a more equitable and inclusive workforce.**



As in previous years, the Employment Equity Plan was developed and implemented by the Faculty and Staff Recruitment, Retention and Support (FSRRS) Sub-Council of UCARE, in collaboration with members of the Queen's community whose work directly supports the University's Employment Equity commitments.

FSRRS-UCARE Sub-Council brings together leaders from across the University:

- Office of the Principal
- Office of the Provost and Vice-Principal (Academic)
- Office of the Vice-Principal (Cultural, Equity and Inclusion)
- Office of Indigenous Initiatives
- Human Rights and Equity Office
- Human Resources
- Queen's University Faculty Association (QUFA)



I Count Queen's Equity Census

Strong data enables meaningful, measurable action

Equity data collection is foundational to advancing employment equity at Queen's. The [I Count Queen's Equity Census](#) is the primary tool for understanding workforce representation and identifying gaps across the University. Distributed to all new employees and accessible year-round, it enables consistent, data-informed planning and strengthens institutional decision-making. **This data directly informs the Employment Equity Plan, shaping priorities, guiding targeted action, and enabling the University to measure progress over time.**

Census participation

February 2025 – February 2026

High participation reflects
growing trust and
engagement across the
institution.



1,952 employees
invited



86% response rate



Exceeds FCP
requirement (80%)

Workforce Representation

Women		Racialized/ Visible Minorities		Indigenous Peoples		Persons with Disabilities		2SLGBTQI+	
2025	2026	2025	2026	2025	2026	2025	2026	2025	2026
57.2%	57.6%	18.2%	18.8%	1.9%	2.0%	6.3%	6.6%	6.5%	7.0%

Representation increased across all designated groups. This increase, alongside the high response rate to the I Count Queen’s Equity Census, contributes to a more complete and accurate demographic profile of the workforce. For additional insights and detailed workforce data, the new [Employment Equity Dashboard](#) provides expanded access to census results and representation data.

The 2025–2026 Employment Equity Plan achieved an overall 58% completion rate, with 11 out of 19 goals completed, 6 ongoing, and 2 paused.

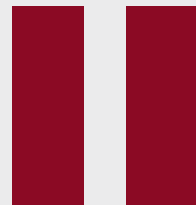
This represents a decrease from the 74% completion rate achieved in the 2024–2025 plan, reflecting a shift toward more complex, multi-year initiatives requiring sustained effort across planning cycles.

The following section outlines the goals that informed employment equity efforts during the 2025–2026 cycle, organized across three core areas:
recruitment, retention, and professional development.

Goals are classified as follows:



COMPLETE



PAUSED

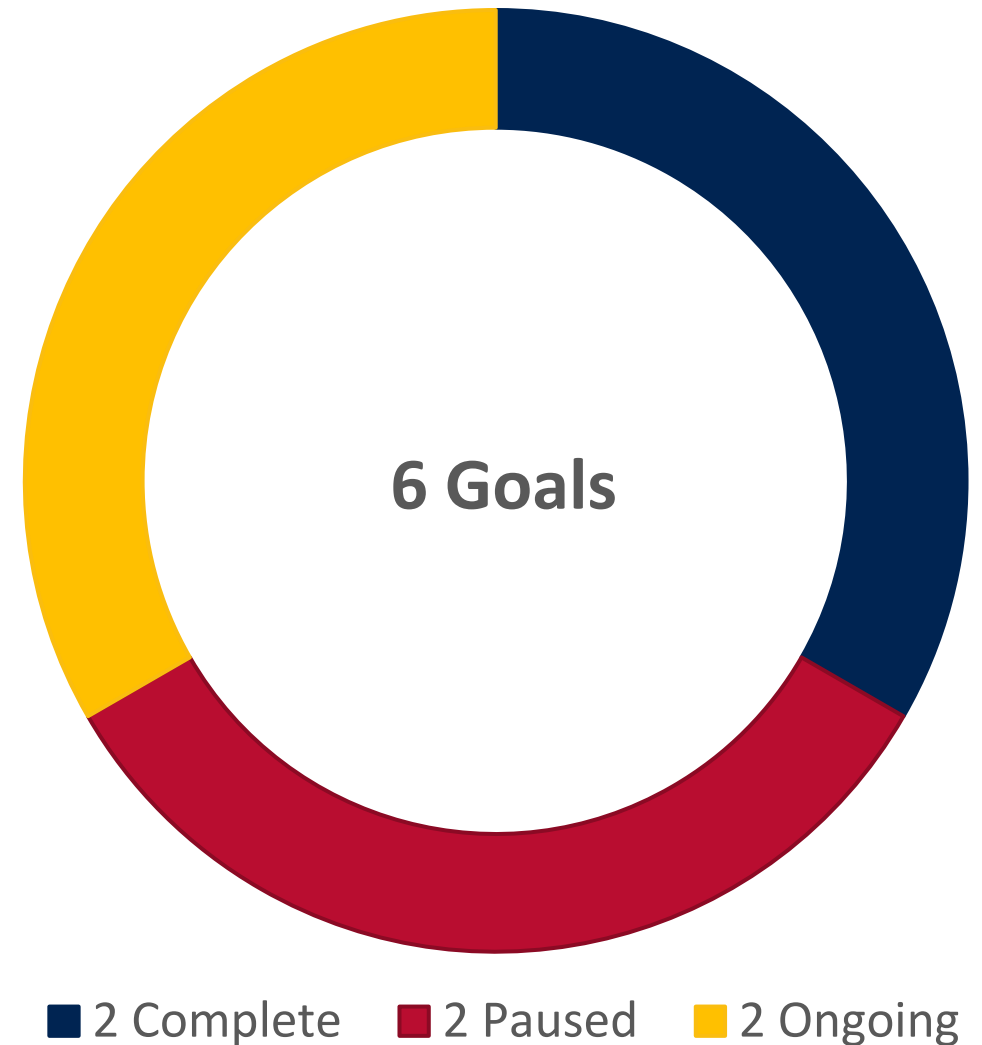


ONGOING

Recruitment

In recruitment, Queen's continued to strengthen equity-focused hiring practices, focusing on improving processes, enhancing training, and aligning recruitment tools with evolving legislative and institutional requirements.

While meaningful progress was achieved, several initiatives remain ongoing or were paused, reflecting the complexity of advancing systemic change in recruitment practices.



**COMPLETE**

GOAL # 1: Establish an Employment Equity Task Force to Advance FCP Goals.

The HREO developed the Terms of Reference outlining the mandate, guiding principles, and structure of the Task Force. The next phase will involve reviewing workforce data to identify priority goals. Implementation will continue in the next EE Plan cycle.



 Advancing into 2026–2027



GOAL # 2: Conduct pilot focus groups to assess equity considerations in the Recruitment Planner.

This work will be revisited in collaboration between the Human Rights and Equity Office and Human Resources to determine appropriate timing and approach.





GOAL # 3: Review the Employment Equity Representative Trainings

ONGOING

Training materials have been updated. Work will continue to strengthen the training through the development of renewed scenarios and best practice guidance.



👍 Carried forward to 2026–2027

**COMPLETE**

GOAL # 4: Explore a process for sharing candidate feedback with Human Resources

A **Notice of Notification** process was implemented in January 2026 as part of recruitment updates to meet the requirements of Bill 190.

For **continuing, term, and continuing-term staff positions** processed through CareerQ, departments are required to log all interviews and confirm how unsuccessful candidates will be notified before an offer letter is issued. For **casual, student, academic, and faculty positions**, a communication plan was implemented to inform the Queen's community of their obligations under Bill 190.

[Resources](#) were developed and shared on the HR Intranet, and information sessions were delivered to departmental administrators, leaders, and HR professionals to support compliance.



**Advancing into
2026-2027**



GOAL # 5: Update the National Occupational Classifications 2021 in PeopleSoft

Work was postponed due to competing priorities. A renewed implementation plan will be developed with new Human Resources Systems leadership.



 **Resuming in 2026-2027**

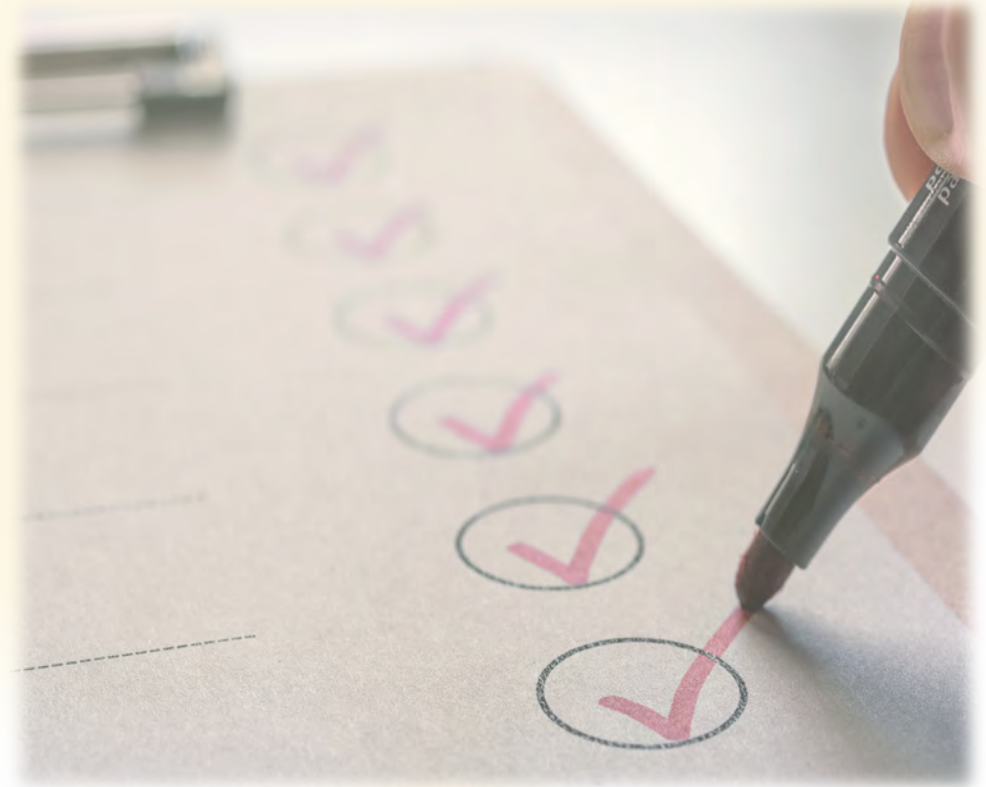


GOAL # 6: Develop an evaluation rubric template for faculty hiring.

ONGOING

An early draft of the evaluation rubric template is currently in development and aligned with anticipated updates to the standardized faculty advertising template.

Consultations will continue through the summer to support refinement and finalization of the rubric

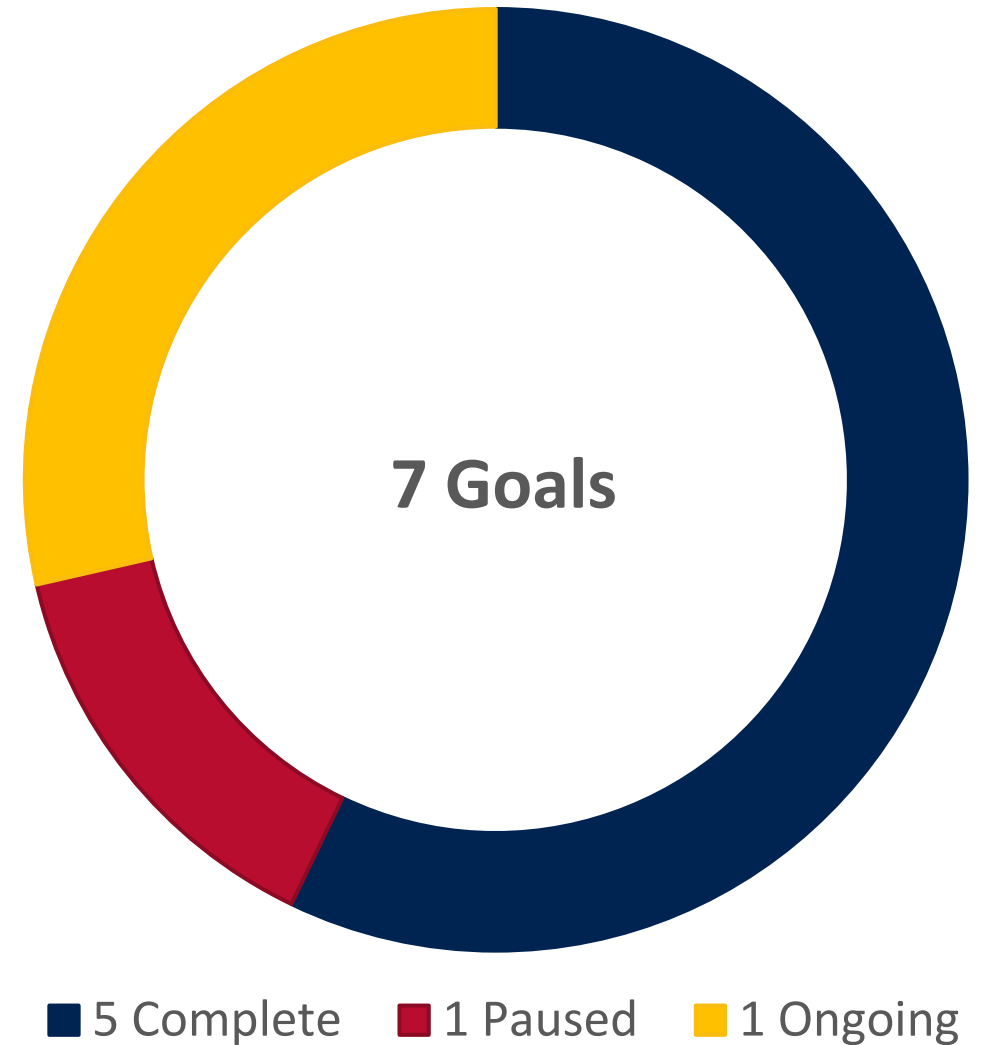


 Carried forward to
2026–2027

Retention

Retention efforts in 2025 - 2026 focused on strengthening employee experience, enhancing engagement, and building inclusive workplace practices.

Significant progress was made through the development of policies, programs, and engagement initiatives, although some work remains ongoing to further refine institutional approaches to employee retention and support.



**COMPLETE**

GOAL # 7: Develop and implement an ERG Leaders Time Release Policy communication plan.

A comprehensive communication plan was implemented, including approvals, targeted outreach, events, and internal communications across multiple platforms.

Following Senior Leadership Team approval, ERG Leads were notified on February 25 and invited to provide feedback until March 4. The policy was formally approved on April 24 and published on the Secretariat's website, with subsequent notification shared through the ERG Teams channel.

Ongoing engagement included updates at the ERG Gathering (June 17), meetings with HR Client Services (October 22), a [Gazette article](#) (November 10), and a memo to QMPG (November 11). The update was further reinforced through the QMPG newsletter in February 2026.



**COMPLETE**

GOAL # 8: Host an ERG showcase and drive to grow membership.

The [Office of the VPCEI](#) actively promoted the ERGs through several initiatives this year, including outreach at the new faculty orientation, a membership drive at the summer Principal's BBQ, and another drive at the Principal's Holiday Gathering. Engagement was strong at both events, reflecting growing interest and participation. Moving forward, VPCEI plans to continue this annual promotion at key gatherings to showcase the ERGs further and drive membership growth.



 **Advancing into 2026–2027**

**COMPLETE**

GOAL # 9: Support the creation of an ERG for persons with disabilities.

The HREO engaged the Queen's community and leveraged ERG events to assess interest in establishing an ERG for persons with disabilities. While limited interest was expressed at this time, the HREO remains open to supporting the creation of such a group should interest emerge in the future.

In parallel, the Accessibility, Community, and Equity (ACE) structure, developed within the University's Multi-Year Accessibility Plan, will include more than 50% representation from members of the disability community and provide a space for engagement on accessibility and inclusion.



**COMPLETE**

GOAL # 10: Develop an onboarding framework to act as a pilot that could be transferred to the university

The onboarding pilot framework has been developed, with implementation progressing in phases. As part of this work, HR has launched ([New to Queen's](#)) a self-guided onboarding e-module that provides an overview of the University, helping new employees better understand our community, culture, and values.

This resource aims to create a stronger sense of connection and belonging from day one, while offering a consistent onboarding experience across all departments.





GOAL # 11: Review the Exit Survey and Internal Transfer Survey processes

The review of the process has not yet been initiated by Human Resources due to competing priorities.



Resuming in 2026–2027

**COMPLETE**

GOAL # 12: Explore mechanisms for conducting Stay Surveys.

A prototype draft framework with clearly defined phases has been developed by Human Resources

Next steps would be a presentation with HREO and to contemplate an implementation plan.



 Advancing into 2026–2027



GOAL # 13: Increase Awareness and Understanding of Smudging Practices

ONGOING

The Office of Indigenous Initiatives expanded smudging locations and increased awareness across campus through engagement, education, and collaboration with campus partners.

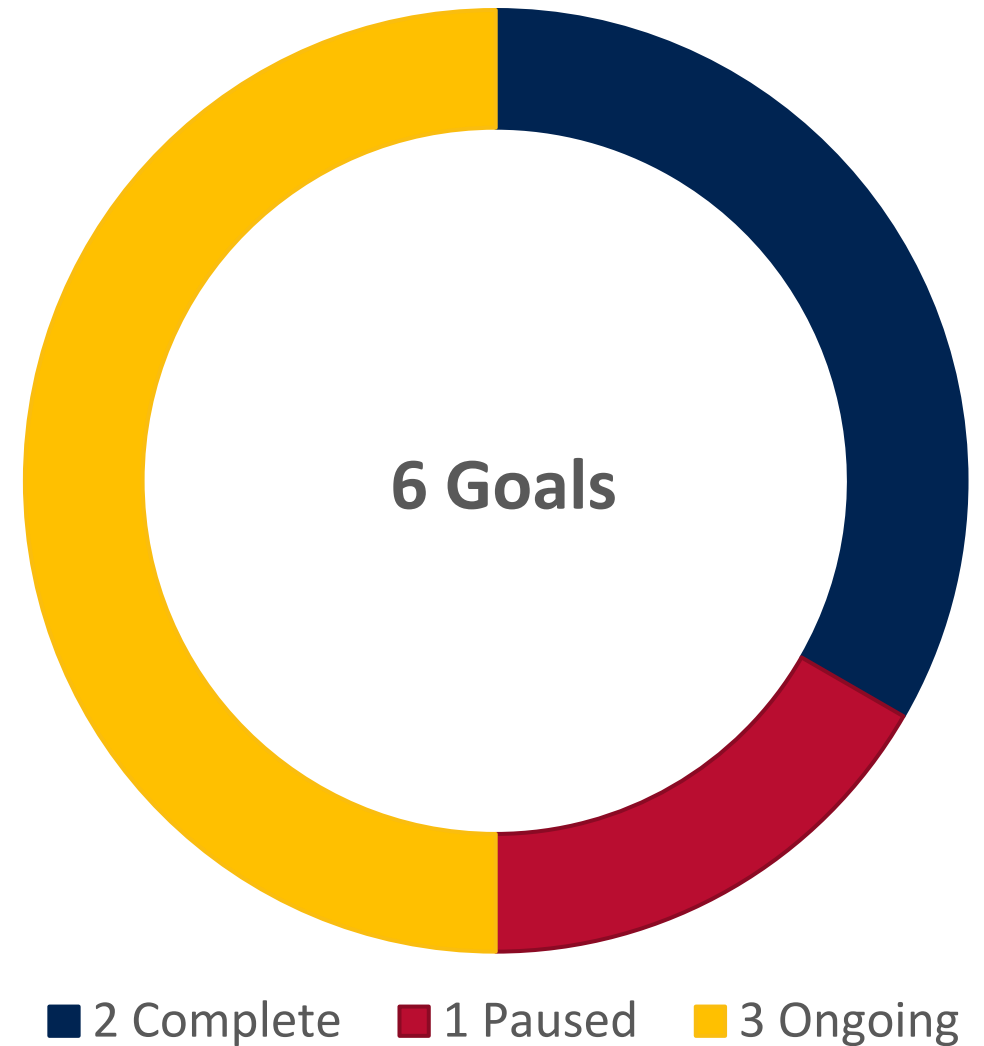


👍 Carried forward to 2026–2027

Professional Development

Professional development initiatives in 2025 - 2026 continued to support learning, awareness, and leadership accountability in equity-related areas.

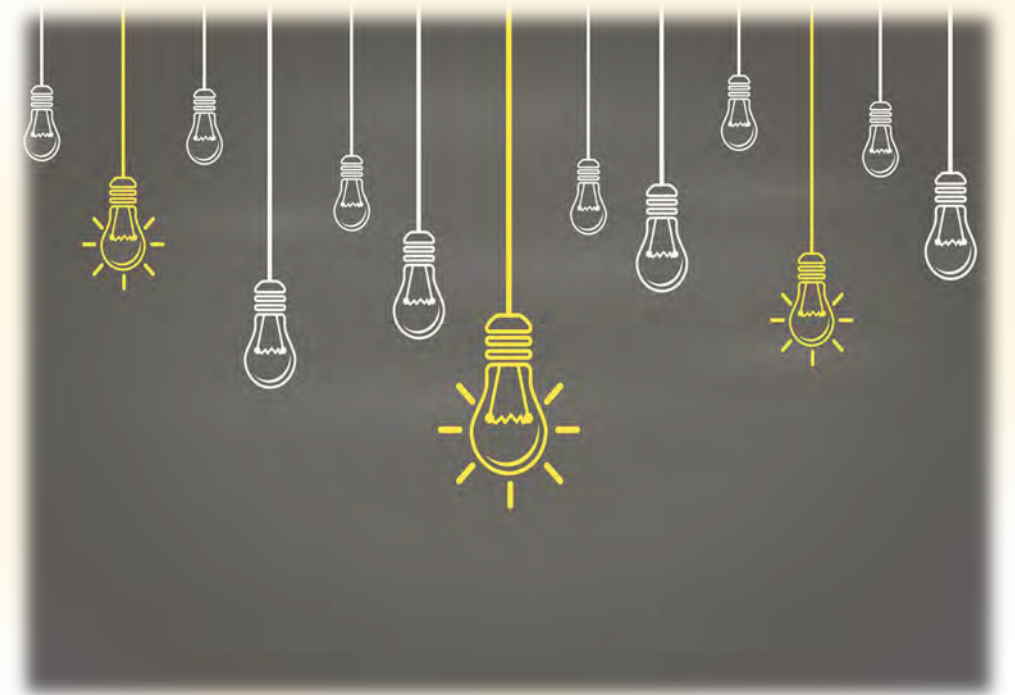
While important progress has been made in developing resources and integrating equity considerations into leadership programs, several initiatives remain ongoing or paused, reflecting longer-term development timelines.



**ONGOING**

GOAL # 14: Launch of the DEAP Tool for researchers, including an education plan

Initial conversations have begun between the HREO and the Office of the Vice-Principal (Research) to support alignment and strategic communication related to the launch of the DEAP Tool for researchers. This work also includes exploring connections with the Dimensions program to support broader awareness and engagement across the research community.



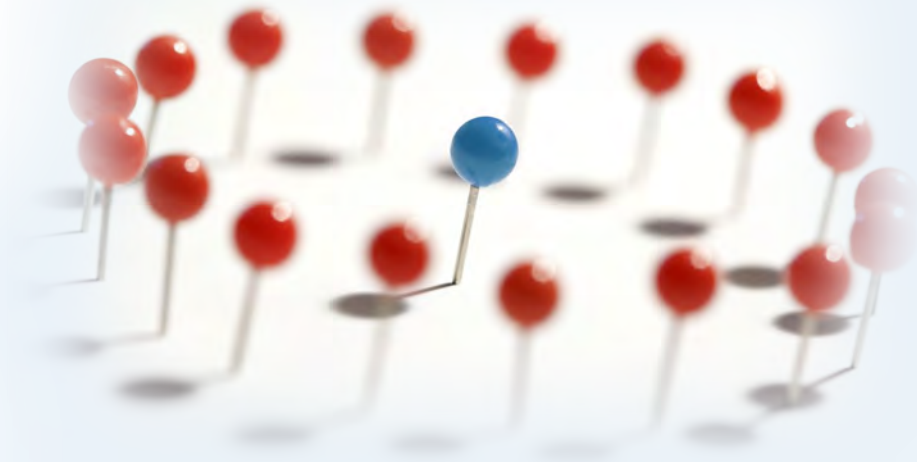
Carried forward to
2026-2027

**COMPLETE**

GOAL # 15: Create online modules on the new Harassment and Discrimination Policy.

In collaboration with the Office of Complaints and Investigations, the HREO developed online [Self-Guided Modules](#) to support understanding of the University's Harassment and Discrimination Prevention and Response Policy and its associated procedures.

The updated modules were launched in February and reflect revisions to the [Harassment and Discrimination Prevention and Response Policy](#), including language responding to the [anti-hate and anti-racism directive](#) issued by the Ontario Minister of Colleges and Universities.



**COMPLETE**

GOAL # 16: Include special considerations for ERG leaders in the Queen's Leadership Program

The [Exploring Leadership Program](#) application on the HR intranet and now includes the question: "Are you currently in a leadership role in a Queen's Employee Resource Group (ERG)?" Identified ERG leaders will be prioritized similarly to equity-based hiring considerations





GOAL # 17: Develop a performance evaluation rubric for QUFA members

Development of the performance evaluation rubric will resume following the completion of the Joint Working Group established under Letter of Agreement (LOA) #6's review and recommendations.



Resuming in 2026–2027



ONGOING

GOAL # 18: Finalize, promote and educate the University community on the Indigenous Cultural Leave Policy.

This policy is intended to support Indigenous employees at Queen's University with wellbeing and community connection.

Consultations for this policy will continue over the coming months.



👍 Carried forward to 2026–2027

**ONGOING**

GOAL # 14: Develop and implement an Indigenous engagement program for Employees.

This program will feature a 3-part online module to help expand learning on Indigenous histories, current realities and ways of knowing and being.

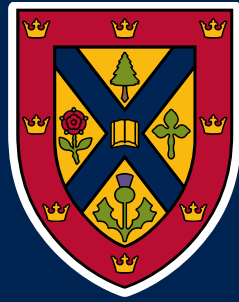
The Office of Indigenous Initiatives continues to work on this, with support from various units, with Part 1 being completed in the coming months.



Carried forward to
2026-2027

Looking ahead, the next phase of work will focus on strengthening implementation pathways and deepening engagement across the university community. As Queen's continues this work, Employment Equity **remains a shared responsibility** which should be embedded in institutional systems, supported by leadership, and sustained through ongoing commitment to meaningful and measurable change.

At Queen's, **Employment Equity** means removing systemic barriers and building a workforce that reflects our community. It strengthens excellence and requires shared responsibility at every level.



Queen's
UNIVERSITY