



## Respect in the Workplace Training Sessions

### Follow-up: Employee Questions

June 2021

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*The following questions were submitted by employees during the recent Respect in the Workplace training sessions.*

**1. Who does the [Respectful Workplace Policy](#) apply to?**

OLG's Respectful Workplace Policy applies to all OLG employees, consultants, and contract staff. Visitors, guests and other third parties that OLG engages with are required to adhere to the rules and principles set out in the policy. If you feel that you have been treated in a way that contravenes our policy, we encourage you to bring it to the attention of your manager or HR Business Partner.

**2. How will OLG ensure that employees who submit a harassment claim to People and Culture (P&C) are protected and that their situations are not worsened?**

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation, is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

**3. What happens if I experience reprisal after filing a harassment claim in good faith?**

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel like they have been subject to any form of reprisal should come forward immediately.

**4. What is my responsibility if I know of an employee in another department/division who has experienced or is experiencing harassment?**

All employees who experience, witness, or otherwise become aware of workplace discrimination or harassment (including bullying or reprisal) must take appropriate steps to minimize, prevent, and otherwise deal with the workplace discrimination and harassment in accordance with the [Respectful Workplace Policy](#). This includes reporting all incidents of

workplace discrimination and harassment in accordance with the Complaint Resolution and Investigation Procedure.

**5. What happens after an external party completes its investigation report?**

Following the completion of an external party's investigation report, the HR Business Partner and/or the manager will review options and recommend an appropriate course of action taking into consideration all relevant factors, including the nature of the conduct. The HR Business Partner will inform the complainant and respondent (if an employee of OLG), in writing of the outcome of the investigation (summary of findings) and advise whether corrective action has been taken or will be taken as a result of the investigation. The details of any resulting corrective action being taken is not disclosed to any party to the investigation. The results of the investigation will not be disclosed further unless such disclosure is deemed necessary or otherwise required by law.

**6. How can an employee address offensive and inappropriate comments made by a senior leader that resulted in poor team morale?**

This incident should be shared with your HR Business Partner.

**7. How will OLG manage employees who make numerous baseless harassment claims?**

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

If it is determined that an employee (complainant or witness) knowingly made a false complaint and/or brought forward a complaint maliciously or in bad faith, appropriate corrective and disciplinary action will be taken.

**8. How does the [Respectful Workplace Policy](#) protect employees who fear that making a claim of harassment may limit their chances for future career growth opportunities?**

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

**9. What steps does P&C take to identify and source talent for areas of the business that may be under-represented?**

OLG's talent acquisition process ensures that proper skills and requirements for the roles are satisfied. To source required skillsets from under-represented populations, the Talent Acquisition process conducts the following:

- Running job postings through a gender decoder
- Posting on various Diversity & Inclusion job boards
- Sourcing skilled under-represented candidates via LinkedIn

As a part of OLG's [Equity Diversity and Inclusion \(ED&I\) Strategy](#), further mechanisms to source diverse candidates will be identified and implemented.

**10. What steps does OLG take to ensure hiring and promotions are completed without discrimination or bias?**

OLG is committed to ensuring its talent acquisition process is non-discriminatory and bias-free. Building a diverse talent pool by identifying and addressing potential bias and systemic barriers is a pillar to OLG's ED&I Strategy. Through the talent acquisition process, it is the ongoing goal of OLG to create a workforce at all levels that reflects the diversity of the province. We recognize that diversity at all levels is important to build a culture of innovation and excellence that will enable us to meet the needs of all the people of Ontario.

**11. How can we as an organization help Canadian immigrants and individuals from different cultural backgrounds adapt to our workplace?**

The Ontario Lottery and Gaming Corporation (OLG) is committed to ensuring an inclusive, diverse, and accessible workplace that is free from discrimination and harassment and where all employees are treated with respect and dignity.

To support OLG's diverse workforce, employees are required to abide by the [Respectful Workplace Policy](#) and work in alignment with the principles identified in the ED&I Strategy. Employees also have the opportunity to participate in several employee resource groups (ERGs), including the cultural diversity network group. Information on how to get involved with our ERGs is available on [InsideOLG](#). It is also included in our onboarding package for new employees.

**12. How does P&C validate that performance reviews are completed fairly by managers?**

OLG's performance review process includes a self-review, manager review and calibration. The calibration process helps to ensure that ratings are applied consistently and fairly enterprise wide. P&C involvement also ensures that employee ratings are based solely on performance and overall contributions to OLG during the previous fiscal year.

**13. Is P&C considering implementing 360-degree performance reviews?**

OLG continuously reviews its performance management program to look for opportunities that are consistent with best practices and that will improve and enhance how performance is evaluated. We recently transitioned performance management to a new platform, Workday, and will monitor progress while continuing to have conversations about whether integrating a 360-degree element will support our objectives.

**14. How would OLG handle an "equal pay for equal work" concern?**

OLG complies with legal requirements with respect to compensation. OLG's ability to adjust salaries is limited as we are subject to a moderation period under the *Protecting a Sustainable Public Sector for Future Generations Act* as well as the *Broader Public Sector Executive Compensation Act* which applies to executive compensation. A review of internal compensation policies is currently underway within these legislative constraints.

**15. Who can I contact with questions specific to the content of the Respect in the Workplace training?**

Employees are encouraged to speak to their manager or HR Business Partner on matters covered in the Respect in the Workplace training.

**16. What would you say to employees who view the training content as being great in theory but are reluctant to step forward because they have witnessed a colleague leave the organization after submitting a harassment claim?**

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

**17. Will a recorded version of this training be available?**

A recorded version of the [employee](#) and [people leader](#) training will be available in Workday for employee access.

**18. Will OLG be providing further unconscious bias training?**

P&C's Fiscal 2021-22 Training Catalogue, which will be released this fall, offers courses to assist employees in identifying their own personal biases and mechanisms on how to recognize them during decision-making processes. All people managers are required to take "Inclusive Leadership" and "Unconscious Bias" training as a part of the Management Experience Program.