Ontario

Pay Equity Office

Business Plan 2023-26

Title: Pay Equity Office Business Plan 2023-26

Ce document est disponible en français.

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1. Mandate

The Pay Equity Office is a key partner in Ontario's employment and labour system which enables individuals to access the labour market and exchange their skills and talents at a fair rate of compensation. Our work focuses on women, work and gender gaps. We have a particular interest in helping women to achieve economic well-being through pay equity. We are also focused on gaining an understanding of gender inequality and discrimination so that this can be remedied.

The Pay Equity Commission (the Commission) was established by section 27 of the *Pay Equity Act*, R.S.O, 1990, c.P.7. Its purpose is to redress gender discrimination in the compensation of workers employed in female job classes in Ontario and to ensure 'equal pay for work of equal value'.

The Commission consists of two separate and independent bodies: The Pay Equity Office (PEO), headed by the Commissioner, and the Pay Equity Hearings Tribunal (the Tribunal), headed by the Chair. Both the Commissioner and the Chair are appointed by the Lieutenant Governor in Council.

Section 33 of the Act sets out the specific responsibilities of the PEO:

> (1) The Pay Equity Office is responsible for the enforcement of this act. R.S.O. 1990, c. P.7, s. 33 (1); 1993, c. 4, s. 20 (1).
>
> (2) Without limiting the generality of subsection (1), the Pay Equity Office,
>
> (a) may conduct research and produce papers concerning any aspect of pay equity and related subjects and make recommendations to the Minister in connection therewith;
>
> (b) may conduct public education programs and provide information concerning any aspect of pay equity and related subjects;
>
> (c) shall provide support services to the Hearings Tribunal;
>
> (d) shall conduct such studies as the Minister requires and make reports and recommendations in relation thereto;
>
> (e) shall conduct a study with respect to systemic gender discrimination in compensation for work performed, in sectors of the economy where employment has traditionally been predominantly female, by female job classes in establishments that have no appropriate male job classes for the purpose of comparison under section 5 and, within one year of the effective date, shall make reports and recommendations to the Minister in relation to redressing such discrimination;

The Minister of Labour, Immigration, Training and Skills Development represents the PEO and the Tribunal in Cabinet and its Committees, in the Legislative Assembly and before Committees of the Legislature.

The Minister is accountable to the Legislature for the PEO's and the Tribunal's fulfillment of their mandates, and their compliance with statutes and government administrative policies. The Minister is also responsible for the review and approval of their Business Plans and Annual Reports.

This Business Plan presents the planned activities and accompanying key performance indicators for the Pay Equity Office. It has been prepared in accordance with the Agencies and Appointments Directive and the Guide to Developing Business Plans for Provincial Agencies, June 2020.

2. Planned Activities

In our 2023-24 fiscal and programming year, the PEO will continue to carry out its core statutory mandate, as outlined above, of enforcing the act by monitoring and responding to complaints, and by offering public education and information programs, all guided by the renewed strategic plan.

2.1. Vision, Mission and Guiding Principles

In 2021-22, the PEO team carefully developed and adopted a new Vision, Mission, and Guiding Principles through an iterative, collaborative process.

Vision: Make the world a more equitable place for women to work, live, and thrive.

Mission: Closing the gender wage gap.

Guiding Principles:

Listen First
Seek first to understand and genuinely respect others' perspectives.

Serve with objectivity and empathy
Serve one another and the public with intent and awareness.

Welcome the new and different
Seek effective and innovative approaches to deliver our work.

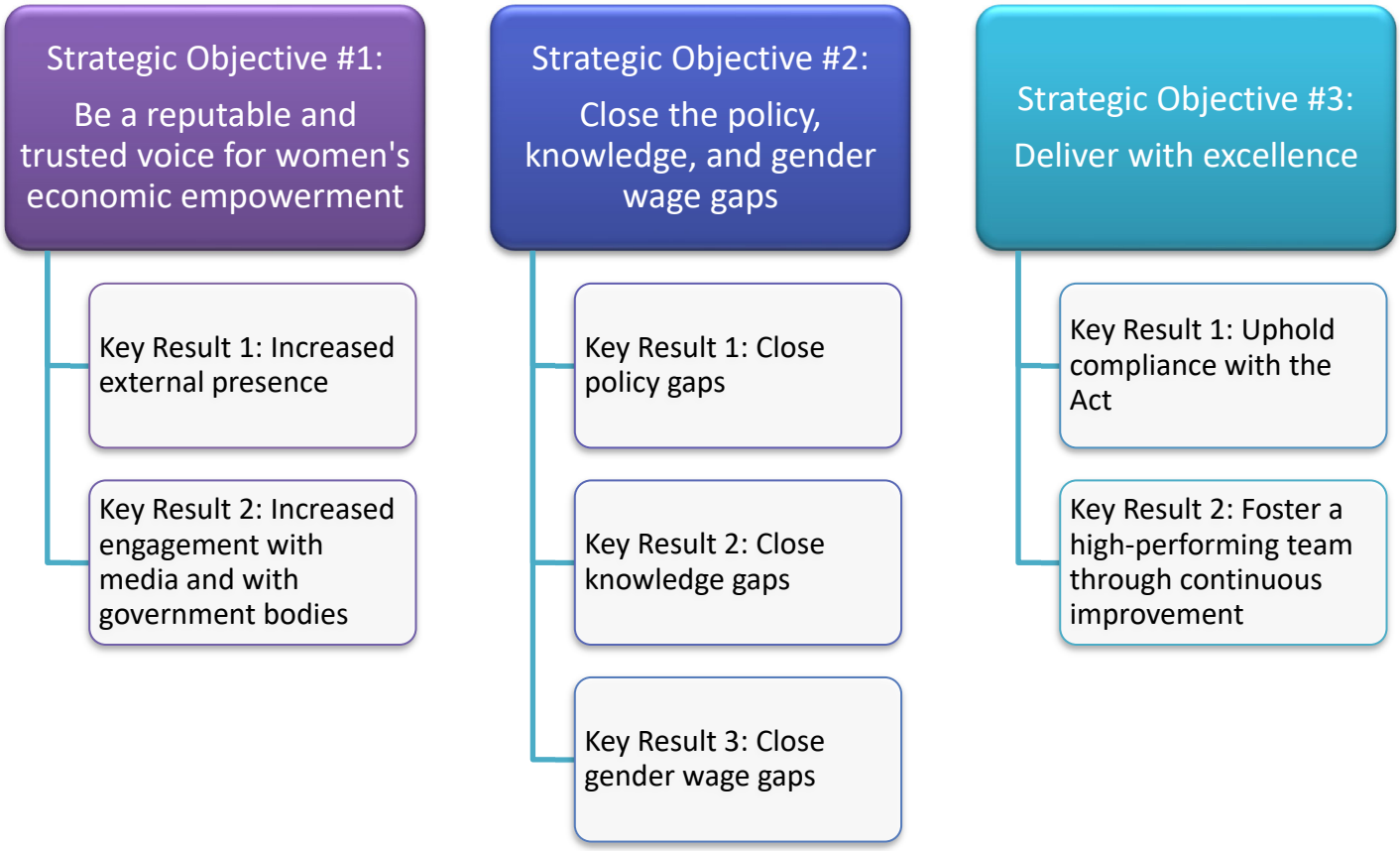
Grow together
We are resilient and overcome hurdles together while keeping our sights set on a better tomorrow.

Engage with passion
Our dedication to our mission is apparent to all.

Demonstrate leadership
We show others the way.

2.2. Strategic Objectives and Key Results

The PEO team defined three strategic objectives to guide its activities from 2021 to 2024. Defined key results for each objective help us know whether we've achieved our objectives.



3. Objectives, Key Results, and Performance Measures

In 2023-24, the PEO will report on achievements against its Objectives and Key Results (OKRs). The careful reader may note some modifications made to some targets as compared to the PEO's 2022-23 Business Plan. While it is generally advisable to maintain as much consistency from one year to the next in order to evaluate progress, it is equally advisable to revise measures to take into account lessons learned from experience and external changes that affect the PEO. The PEO has endeavoured to strike a careful balance between these two principles, and has made minor adjustments accompanied by footnoted explanations.

3.1. Strategic Objective #1: Be a reputable and trusted voice for women's economic empowerment (Effectiveness)

Key Result **Strategic Objective #1**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
1.Increased external presence	a) Public education events	♦ Number of events ♦	♦ 8 events	♦ 8 events	♦ 8 events
	b) Public addresses by Commissioner	♦ Number of addresses	♦ 8 addresses	♦ 8 addresses	♦ 8 addresses
	c) Establish a stakeholder engagement strategy with partnership metrics	♦ Number of partnerships ♦ Diversity of partnerships ♦ Effectiveness of partnerships	♦ Continue implementing strategy; evaluate effectiveness of the stakeholder engagement strategy	♦ Subject to results of previous year's evaluation, modify and/or continue implementation strategy	♦ Continue implementing strategy
	d) Optimize the use of digital channels (website, social media)	♦ Leverage full potential of website and additional digital channels ♦ Increase digital engagement	♦ Shift into continuous improvement mode	♦ Maintain continuous improvement mode	♦ Maintain continuous improvement mode
	e) Outbound thought leadership contributions across a diversity of publications and media	♦ Number of contributions ♦ Diversity of publications and media	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy

Key Result **Strategic Objective #1**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
2.Increased engagement with media and government bodies	a) Media relations	♦ Reputation with mainstream and niche media	♦ Issue at least four press releases ♦ Number of unsolicited media requests	♦ Issue at least four press releases ♦ Number of unsolicited media requests	♦ Issue at least four press releases ♦ Number of unsolicited media requests
	b) Collaborate with Ontario ministries, other Canadian jurisdictions, internationally	♦ Number of collaborations with other government bodies	♦ At least 3 government collaborations	♦ At least 3 government collaborations	♦ At least 3 government collaborations

3.2. Strategic Objective #2: Close the policy, knowledge, and gender wage gaps (Effectiveness)

Key Result **Strategic Objective #2**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
1. Policy gaps	a) Provide thought leadership to optimize policy, program, and legislative instruments to close the gender wage gap	♦ Number of requests for advice and/or submissions	♦ Seek out 3 request or submission opportunities	♦ Seek out 3 request or submission opportunities	♦ Seek out 3 request or submission opportunities
2. Knowledge gaps	a) Help HR professionals be equipped to comply with the Act	♦ Number of requests for training presentations ♦ Number of HR professionals reached	♦ At least 3 training sessions ♦ Evaluate appropriateness of measure for the strategic objective of connecting/influencing HR (including compensation) professionals[1]	♦ At least 3 training sessions	♦ At least 3 training sessions
	b) Partner with intermediaries serving small and micro businesses	♦ Number and reach of intermediary partners ♦ Meaningful, sustainable relationships maintained	♦ 3 new intermediary partners approached ♦ Review outreach strategy for intermediaries	♦ 3 new intermediary partners approached ♦ Previously established partnerships maintained	♦ 3 new intermediary partners approached ♦ Previously established partnerships maintained
	c) Promote deeper understanding of the factors causing persistence of the gender wage gap, and the most	♦ Engagement rate of PEO's informational resources (website, social media) ♦ Number of thought	♦ Steady increase in digital engagement rates, number/reach of partners ♦ Seek out 3 request opportunities	♦ Steady increase in digital engagement rates, number/reach of partners ♦ Seek out 3 request opportunities	♦ Steady increase in digital engagement rates, number/reach of partners ♦ Seek out 3 request opportunities

[1] As a result of programming changes made by the Human Resources Professionals Association in 2022, the PEO needs to revise its approach for outreach to human resource professionals.

Key Result **Strategic Objective #2**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
	effective tools and instruments to address the factors	leadership requests ♦ Partnership base			
3.Gender wage gaps	a) Adopt evidence-based approach to deliver legislated mandate, targeting sectors where research shows the highest potential for impact	♦ Design and implement new proactive compliance programs ♦ Number of businesses supported	♦ Steady increase in number of businesses reached ♦ Pilot one new proactive campaign using innovative evidence-based framework	♦ Steady increase in number of businesses reached ♦ Implement lessons learned from 23-24 pilot.	♦ Steady increase in number of businesses reached
	b) Order employers to comply with the Act as needed	♦ Ensure employers comply with PEO Orders	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT

3.3. Strategic Objective #3: Deliver with excellence (Effectiveness and Efficiency)

Key Result **Strategic Objective #3**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
1. Uphold compliance with the Act	a) Investigate and resolve complaints under the Act	♦ Timeliness of complaint resolutions ♦ Correctness of decisions and Orders	♦ Review case management practices, procedures, and tools for resolving complaints ♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law	♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law	♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law
	b) Design new proactive compliance programs based on behavioural insights	♦ Results of proactive compliance programs	♦ Establish baseline and targets based on pilot results of new proactive compliance campaign[2]	*TBD based on results of 23-24 proactive compliance campaign*	*TBD based on results of 23-24 proactive compliance campaign*
2. Foster a high-performing team through continuous improvement	a) Invest in ongoing professional development	♦ Team and individual learning plans	♦ All staff have learning plans ♦ All staff complete planned learning activities	♦ All staff have learning plans ♦ All staff complete planned learning activities	♦ All staff have learning plans ♦ All staff complete planned learning activities
	b) Demonstrate commitment to Guiding Principles	♦ Incorporate as a performance commitment in all staff performance plans	♦ 100% of staff performance plans include commitment to PEO Guiding Principles	♦ 100% of staff performance plans include commitment to PEO Guiding Principles	♦ 100% of staff performance plans include commitment to PEO Guiding Principles
	c) Demonstrate commitment to equity and inclusion in the workplace	♦ Incorporate as a performance commitment in all staff performance plans	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Evaluate 22-23 plan ♦ Incorporate promising	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Continue implementation of	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Continue implementation of

[2] As this Business Plan must be submitted by December 31 each year, the results of the PEO's 2022-23 pilot were not yet available.

Key Result **Strategic Objective #3**	**Activity/ies**	**Measure**	**2023–24 Target**	**2024–25 Target**	**2025–26 Target**
			practices from 22-23 plan in the collaborative development of a renewed anti-racism action plan tailored to PEO	PEO anti-racism action plan	PEO anti-racism action plan

4. Financial and Human Resources

4.1. Three-Year Budget

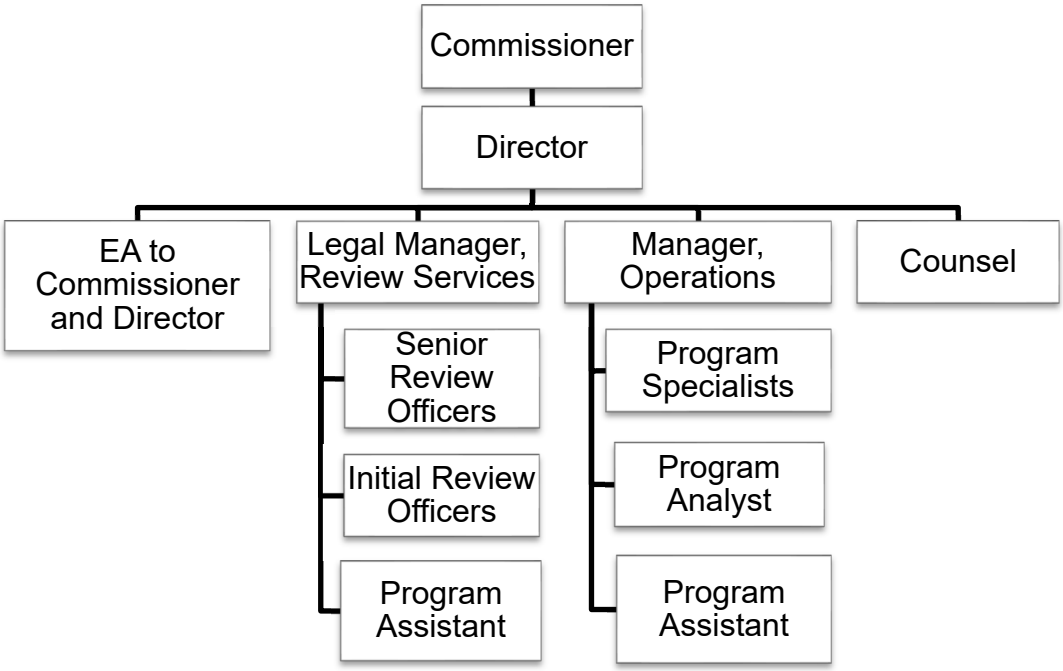
The PEO's annual operating budget is part of the Ministry of Labour, Immigration, Training and Skills Development's Estimates and reports quarterly on its expenditures and planned commitments. The table below represents preliminary multi-year budgets for the PEO (and does not reflect decisions made by Treasury Board/Management Board of Cabinet as part of the 2023-24 Strategic Planning Process).

Standard Account	2023-24[3] Preliminary Planning Base	2024-25 Preliminary Planning Base	2025-26 Preliminary Planning Base
Salaries & Wages	2,215.3	2,215.3	2,215.3
Benefits	246.5	246.5	246.5
ODOE: Transportation & Communication	42.8	42.8	42.8
Services (Including Lease)	308.0	308.0	308.0
Supplies & Equipment	20.0	20.0	20.0
Total ODOE	**370.8**	**370.8**	**370.8**
Grand Total	**2,832.6**	**2,832.6**	**2,832.6**

[3] The figures in this table are provided on a preliminary basis by MLITSD. Since the deadline for agency business plans is earlier than Treasury Board's annual budget planning cycle, the figures in this table should be checked against Ontario's *Expenditure Estimates*.

4.2. Human Resources

The PEO consists of 23[4] Full Time Equivalents (FTEs). The Commissioner is the sole Order-in-Council appointee.



[4] This figure is provided annually by the Ministry.