



PEOPLE & CULTURE STRATEGY

SickKids® | 2030

LEADERSHIP MESSAGE



A handwritten signature in black ink, appearing to read 'Ronald Cohn'.

Ronald Cohn
President & CEO



A handwritten signature in black ink, appearing to read 'Susan O'Dowd'.

Susan O'Dowd
Vice-President, Human Resources
and Commercial Services

In SickKids 2030, we affirmed that patient, family, and employee experiences are deeply connected and committed to making every day exceptional for our employees as we advance Precision Child Health. Building on our Staff Health and Well-being Strategy, the new SickKids People & Culture Strategy brings this commitment to life, grounded in staff voices and experiences.

You shared what makes you thrive and feel valued—inclusive teams, unique development opportunities, strong health and well-being supports, and competitive rewards.

While there is much to be proud of, you also told us where we need to do better. Staffing pressures, heavy workloads, and constant change create friction, while complexity, silos, and outdated processes and technology too often get in the way of meaningful work.

This strategy reflects our commitment to investing in our greatest asset—our people—to create an exceptional experience across the employee journey, to attract, develop, engage, and retain talent, and enable people to do their best work.

Exceptional experiences happen in everyday moments as much as big milestones. This work belongs to all of us—leaders, teams and individuals—working together to build psychological safety, foster belonging, simplify complexity, and practice civility and recognition as we co-design the future.

Great care starts with making SickKids the best place to work, grow and belong. Together, we're shaping the culture that powers SickKids 2030 and Precision Child Health—advancing our vision of **Healthier Children. A Better World.**

OUR VISION

We continuously strive to create exceptional employee experiences.

We work collaboratively across our teams and with others in the organization to ensure seamless, integrated experiences.

We cultivate an innovation and continuous improvement mindset in our teams.

We're bold in our approach and willing to redesign and co-create programs and services.

We aspire to build an inclusive, transparent, meaningful, efficient, supportive, engaging and empowering work environment.

We consider all our people - staff, physicians, scientists, leaders, volunteers, and learners.

We think broadly about experiences as milestones and activities that take place throughout the employee lifecycle.

OUR MISSION

We work as one results-driven team, dedicated to designing and delivering programs and services that foster an inclusive, safe, and supportive environment, where employees feel heard and valued, and that enhance overall well-being.

We're committed to co-creating standout human-centred experiences powered by optimization, design, and technology.

HOW WE GOT HERE



10

Internal HR workshops



150

Drop-in session participants



43

Participants across 8 workshops



4

Consultation sessions (RN Council, Bioethics, and Research Operations, Manager/Director Forum)



5300

Engagement survey responses



2919

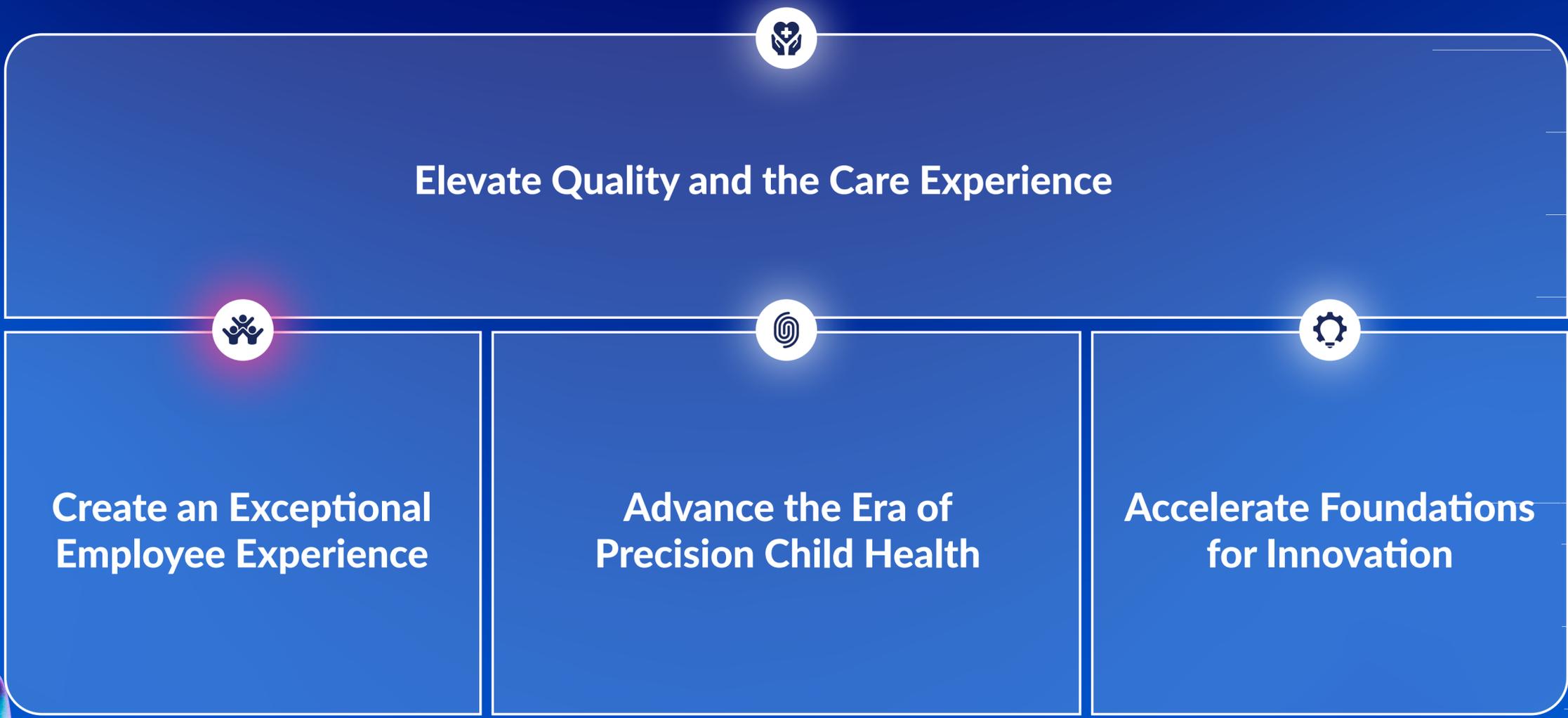
Staff comments reviewed

COMMUNITY INSPIRATION

“I am very proud to work at SK—and it’s the humans (at all levels) who work here that make this place special.”

“Orientation was great because of the personal touches. I remember the live presentations, humor, animations and welcoming personalities of all involved.”

“I am proud to be a SickKids employee, serving in a compassionate health-care setting that offers the best health services to children in need and extends support to their families. Working and growing in such a remarkable and inclusive environment, alongside incredible and amazing superiors and colleagues, is truly a privilege.”



ALIGNMENT TO SICKKIDS 2030

The SickKids People & Culture Strategy is our plan for how we will strive to Create an Exceptional Employee Experience.



Develop and Reward Diverse Talent

- Advance a people-first culture by supporting employees during the moments that matter most
- Facilitate transparency and equity in total rewards
- Foster growth and leadership with impactful learning and development programs



Cultivate Employee Health, Well-being, and Psychological Safety

- Embed a culture of well-being through psychological safety, recognition, and connection
- Enhance physical and mental health supports and tools to mitigate distress
- Strengthen safety, civility, and respect in the workplace



Strive for Balanced, Streamlined, Smarter Work

- Reduce unnecessary and manual work to increase time for meaningful contributions
- Leverage optimization and technology to streamline high-impact workflows



Ensure a Strong, Future-ready SickKids Team

- Deepen organizational trust and engagement through open, ongoing two-way communication between leadership and employees
- Build a diverse talent pipeline that meets evolving health-care demands

Key enablers

An equitable, diverse, and inclusive organization

Seamless data and technology

Sustainable funding and operations

As leaders in child health, we partner locally and globally to improve the health of children through the integration of care, research and education.

Compassion

Integrity

Collaboration

Inclusion

Innovation

Excellence



DEVELOP AND REWARD DIVERSE TALENT



Our objectives:

- Advance a people-first culture by supporting employees during the moments that matter most
- Facilitate transparency and equity in total rewards
- Foster growth and leadership with impactful learning and development programs

How can we ensure every employee feels supported, rewarded, and equipped to grow?

We'll reimagine the employee journey – from recruitment to retirement – to be transparent, equitable, and deeply human. We'll show up with empathy and clarity during critical moments, strengthening trust and creating an environment where people feel supported and can focus on doing their best work.

This means transparent pay practices, clear development pathways, and total rewards that truly reflect contributions, alongside continued investment

in leadership development and meaningful learning experiences that help people build confidence, grow their careers, and thrive over time.

By modernizing our total rewards and strengthening development and leadership opportunities, we'll ensure people feel valued and supported—making SickKids a place where diverse talent is recognized, nurtured, and inspired to stay and grow.



CULTIVATE EMPLOYEE HEALTH, WELL-BEING, AND PSYCHOLOGICAL SAFETY



Our objectives:

- Embed a culture of well-being through psychological safety, recognition and connection
- Enhance physical and mental health supports and tools to mitigate distress
- Strengthen safety, civility and respect in the workplace

How can we create a workplace where people feel healthy, safe, and supported—every day and especially when it matters most?

We'll strengthen the physical, mental, and emotional supports that help our employees navigate the everyday pressures of working in health care and the difficult moments of distress or trauma. This includes expanded access to mental-health resources, restorative spaces, and tailored supports for at-risk staff.

We'll foster safety, civility and respect by reducing barriers to accessing support, advancing workplace accessibility and inclusion, preventing workplace

violence, and promoting a shared sense responsibility for a safe, respectful environment.

Well-being will be further woven into the fabric of our culture—where leaders model psychological safety, employees are recognized in meaningful and authentic ways, and flexible work is balanced with building connection and a sense of belonging. By caring for employees with intention and addressing risks proactively, we'll build an environment where everyone feels protected, included and valued.



STRIVE FOR BALANCED, STREAMLINED, SMARTER WORK



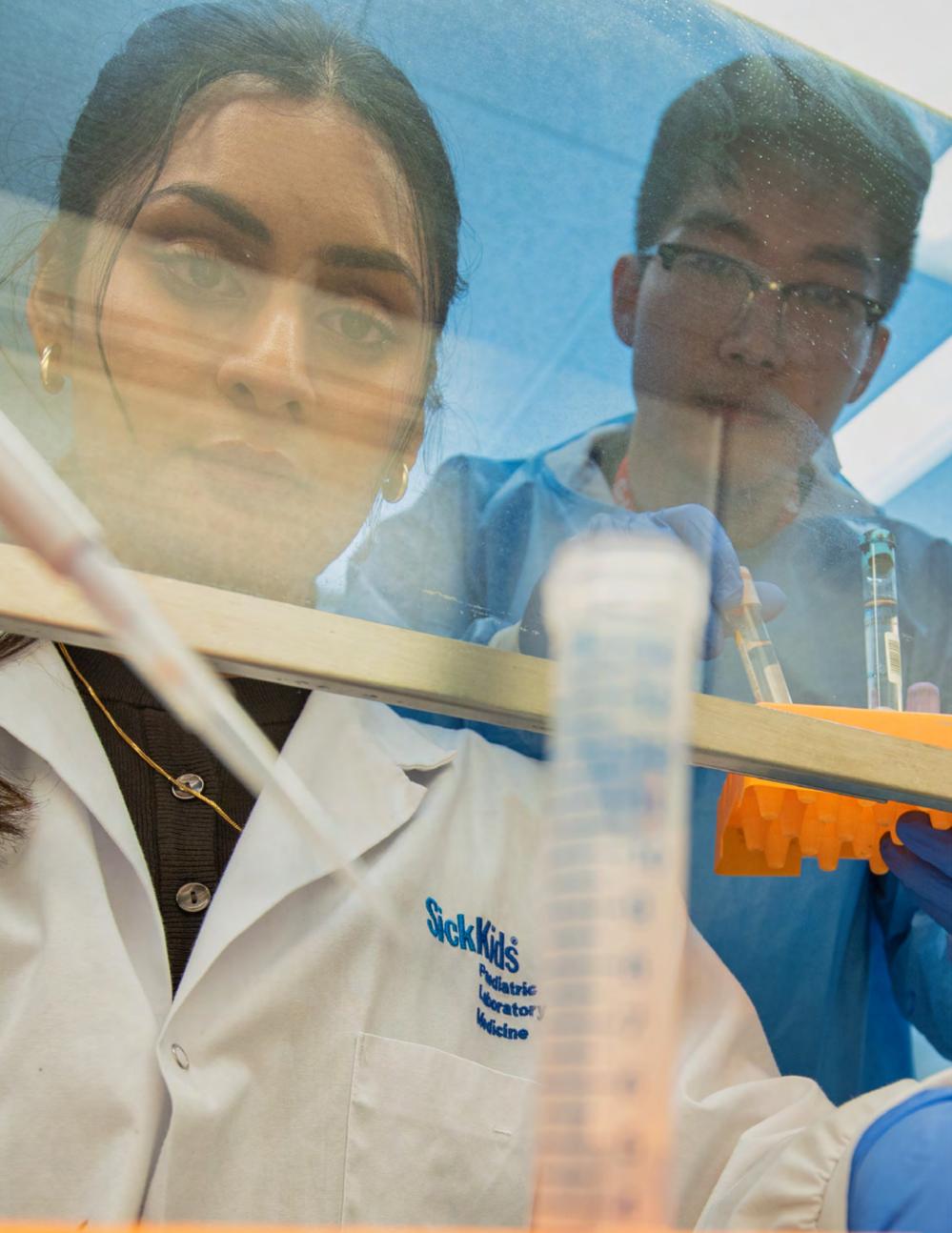
Our objectives:

- Reduce unnecessary and manual work to increase time for meaningful contributions
- Leverage optimization and technology to streamline high-impact workflows

How can we remove friction so people can focus on what matters most?

We'll remove the pebbles from your shoes by redesigning processes that slow you down by simplifying complexity, eliminating unnecessary work, reducing hand-offs and automating routine tasks. We're committed to streamlining how work gets done and leveraging technology to design intuitive, beginner-friendly experiences across the employee lifecycle, so employees spend less time troubleshooting and more time on meaningful, high-impact work.

Our goal is a work experience that's simple, intuitive, efficient and reliable. By optimizing workflows and leveraging technology, we'll free up time for what matters most: caring for patients, supporting colleagues and driving innovation.



ENSURE A STRONG, FUTURE-READY SICKKIDS TEAM



Our objectives:

- Deepen organizational trust and engagement through open, ongoing two-way communication between leadership and employees
- Build a diverse talent pipeline that meets evolving health-care demands

How can we prepare SickKids for the future while strengthening trust today?

We'll build a diverse pipeline of skilled, agile talent to meet the demands of tomorrow's health care. This means supporting leaders and employees with career progression, skills development and readiness for new ways of working so they are equipped for evolving needs and feel valued and recognized for their contributions. Through open, two-way communication between leadership and employees, we'll deepen trust, align priorities and ensure people feel heard, informed, and supported through change.

We'll foster an environment where employees know where to turn for support and have a meaningful voice in shaping the future of work at SickKids. By building clarity, connection, and resilience across the employee journey, we'll keep SickKids adaptable and ready for every challenge and opportunity that lies ahead.

WHAT WILL SUCCESS LOOK LIKE?

FROM 2025...

TO 2030



DEVELOP AND REWARD TALENT

Varied professional development opportunities, compensation and total rewards across roles, teams and stages of the employee lifecycle



A people-first experience with clear leadership pathways for growth and development and transparent, equitable rewards



CULTIVATE EMPLOYEE HEALTH

Health and well-being supports offered through numerous programs and approaches that are not yet fully embedded



A culture of well-being where people feel healthy, safe, supported and psychologically secure—every day



BALANCED, SMARTER WORK

Work shaped by manual processes, fragmented systems and competing demands, reducing capacity for meaningful contribution



Streamlined, human-centred work enabled by optimization and technology, driving high-impact work



STRONG AND FUTURE-READY

A workforce navigating constant change and recruitment and retention pressures, uncertain about what's ahead and seeking clearer, more transparent direction for the future



An engaged and prepared workforce grounded in open communication and diverse, sustainable talent pipelines, with the skills and capabilities to navigate the dynamic decade ahead