



2020 We all Count!

Workforce Census

Organizational Results

WorkTango Inc.
January 2021



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Introduction

This document outlines the organizational findings from the 2020 workforce census. Interpreting data can be intimidating. You are encouraged to start your learning wherever you're most comfortable.

Let your curiosity guide you!
There's no right or wrong place to start.

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Introduction

Introduction

The We All Count workforce census was an anonymous, online survey that focused on the collection of demographic data and employee sentiments (feelings) about diversity, equity and inclusion at the Region of Peel.

Collecting this data is an essential first step to understanding the make-up of our organization and how representative our workforce is of the community we serve. Capturing this data will allow us to develop informed, evidence-based action planning to embed diversity, equity and inclusion in everything we do.

Conducting the Census

The Region of Peel (ROP)'s first workforce census was conducted over a four (4) week period from October 14 to November 11, 2020. It's important to note that this survey was conducted amidst the COVID-19 pandemic. As such, many employees from across the organization were involved in the pandemic response. This may have influenced staff participation rates within certain departments, as well as the responses to certain questions such as "I am included in decisions about my work".

The survey was conducted over a four (4) week period from October 14, 2020 to November 11, 2020.

Response Rate

Despite the pandemic, 50% of the organization participated in the survey. This overall response rate is consistent with other public service organizations for this kind of survey.

Participation Rates Across Departments

Organization Total	2998/5950	50.4%
Corporate Services	343/429	80.0%
D&IS	190/339	56.0%
Finance	131/192	68.2%
Health Services	1151/2967	38.8%
Human Services	493/825	59.8%
Public Works	596/1198	49.7%
Prefer not to Answer	34/5950	0.5%

Overview & Key Findings

Diversity, Equity, and Inclusion (DEI) Definitions

Diversity	Diversity means difference and refers to all of the characteristics that make up someone's identity. These differences can include a person's age, citizenship, cultural background, gender identity, religious beliefs, physical appearance, ability or disability, who they are attracted to, education, income, language skills, employment, marital status, and many other traits. Diversity also means difference in thoughts, perspectives, and values.
Equity	Equity means that to be fair to everyone, some people need to be treated differently to reach the same end goal. Equity means taking down barriers that stop some groups (including under-represented and marginalized groups) from participating fully.
Inclusion	If Diversity means difference, then Inclusion means making sure all those differences work well together. Inclusive places make every individual or group of people feel welcomed, respected, supported, and valued. An inclusive workplace celebrates difference, makes sure everyone can participate, and puts systems in place so that everyone can reach their full potential.

Key Findings: Gender Identity and Racial Category



Respondents Identifying as Non-Binary or Trans have a less positive DEI experience than respondents identifying as Gender Binary

- Respondents identifying as a Man (64%) or a Woman (62%) scored higher than respondents who identify as Non-Binary or Trans (42%), notably around Inclusion
- Non-Binary / Trans refers to respondents who did not select "Man" or "Woman" when self-identifying their gender identity (refer to page 51 in the Appendix for further definitions around terminology)



Respondents identifying as a Man have greater access to advancement opportunities

- Survey results found that respondents identifying as a Man move from role to role at faster rates than other gender identities
- Of the respondents identifying as a people leader, 27% identify as a Man, 21% as a Woman and 19% as Non-binary or Trans
- For Men or Women identifying themselves as people leaders, the roles that they identified themselves in were equal in proportion (i.e., supervisor, manager, director and commissioner roles)



Respondents identifying as Black or Indigenous Women have a significantly less positive DEI experience

- Respondents identifying as a Black or Indigenous Woman are significantly less positive around DEI compared to White Men and White Women; these groups reported incidents of internal harassment 25% more than White Men and experiences of discrimination 26% more than White Men
- 63% of all people leaders are White, and White Men and White Women have similar sentiment around DEI

Key Findings: Other Demographics



Black or Indigenous respondents have lower DEI sentiment compared to White respondents

- Indigenous employees represent 1% of survey respondents, Black employees represent 16% of respondents; of these populations, more than 2/3 of each racial category identify as a Woman
- Overall, Black or Indigenous respondents are 18% less positive about DEI than White respondents; these respondents feel least positive about seeing themselves reflected across all areas of ROP; in WorkTango's experience, Black and Indigenous respondents are typically the most marginalized employee groups by racial category within the broader industry and other organizations



LGBTQ2S+ respondents have a relatively similar DEI experience to heterosexual respondents

- LGBTQ2S+ employees represent 11% of respondents; the majority identify as Asexual (39%)
- LGBTQ2S+ respondents rate their overall DEI experience 3% lower than heterosexual respondents, with inclusion scoring lowest among the three categories



Respondents who are most comfortable communicating in a language other than English have similar access to advancement opportunities as respondents who are most comfortable communicating in English

- Employees who did not select English as a language they are most comfortable communicating in represent 6% of survey respondents and 72% identify as a Woman; overall DEI sentiment is consistent with respondents who are most comfortable communicating in English
- Both sets of respondents have similar access to leadership positions: respondents who are most comfortable communicating in English represent 23% of leadership positions compared to respondents who are most comfortable speaking a language other than English at 21% of leadership positions

Key Findings: Other Demographics



Caregivers feel less positively about having equal advancement opportunities at ROP

- Caregivers represent 73% of respondents, with an equal proportion of those respondents who identify as Men and Women
- Scores for caregivers are slightly lower than non-caregivers, notably for Equity scores which are 8% lower



Respondents identifying as having a disability have lower DEI sentiment compared to respondents not identifying as having a disability

- There are 8% of respondents who identify as having a disability, with an equal proportion of those respondents identifying as Men and Women
- Sentiment for these respondents is significantly lower (14%) compared to respondents who do not identify as having a disability. Inclusion scores are (>16% lower) around the topics: feeling comfortable sharing their identities at work, ROP responding appropriately if someone reports discrimination or harassment, and their unique differences being valued by ROP



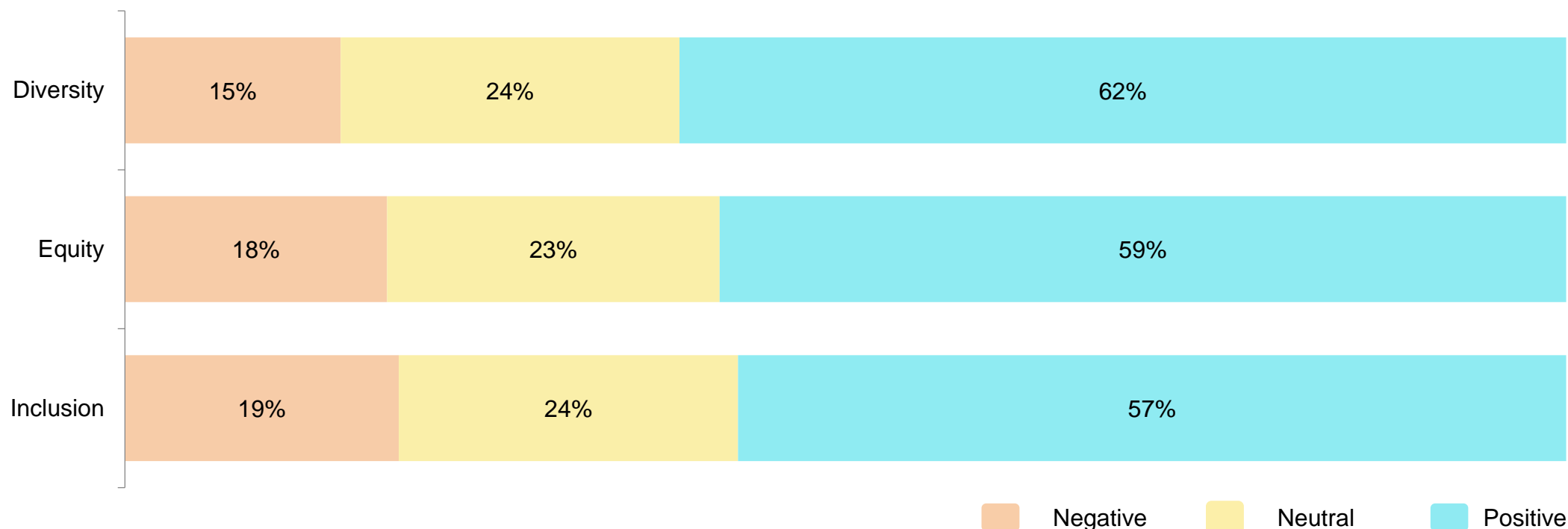
Newer immigrants have significantly higher DEI sentiment compared to immigrants who have been in Canada for >10 years and respondents who are born in Canada

- Around half (47%) of the ROP's respondent population identified themselves as immigrants/not born in Canada
- Immigrants who have been in Canada for 10 years or less have significantly higher scores (9%) compared to the other populations, notably around topics of believing that their people leaders understand the importance of diversity, having work tasks fairly divided amongst team members and feeling that ROP will respond appropriately if someone reports discrimination or harassment

Overall Findings: By Category

Highest scores for Diversity (similar to other organizations) and general alignment between DEI categories; note that questions and categories were scored on a 5-point rating scale, with negative (1 and 2 score), neutral (3 score) and positive (4 and 5 score) shown below

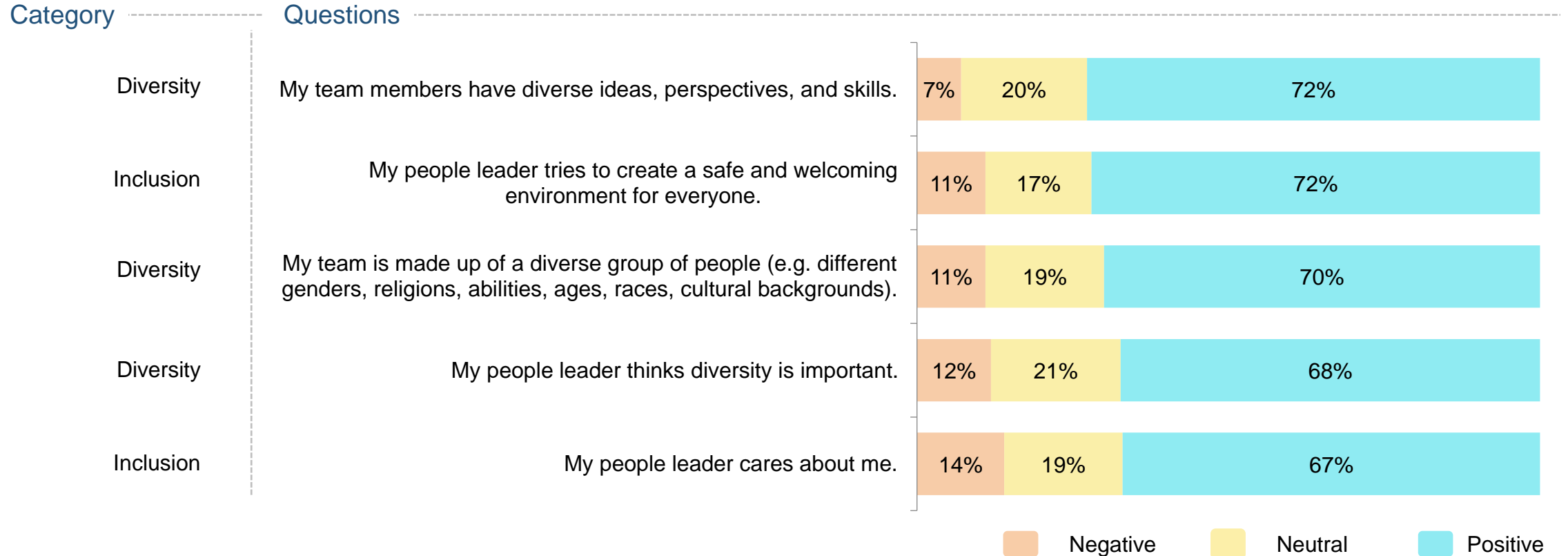
Category



Note: Diversity, Equity and Inclusion scores reflect the aggregate scores of the questions that comprise each category (five, five and seven questions respectively); for detailed scores by category or a listing of these questions, refer to the pages 49 and 53 to 55 in the Appendix

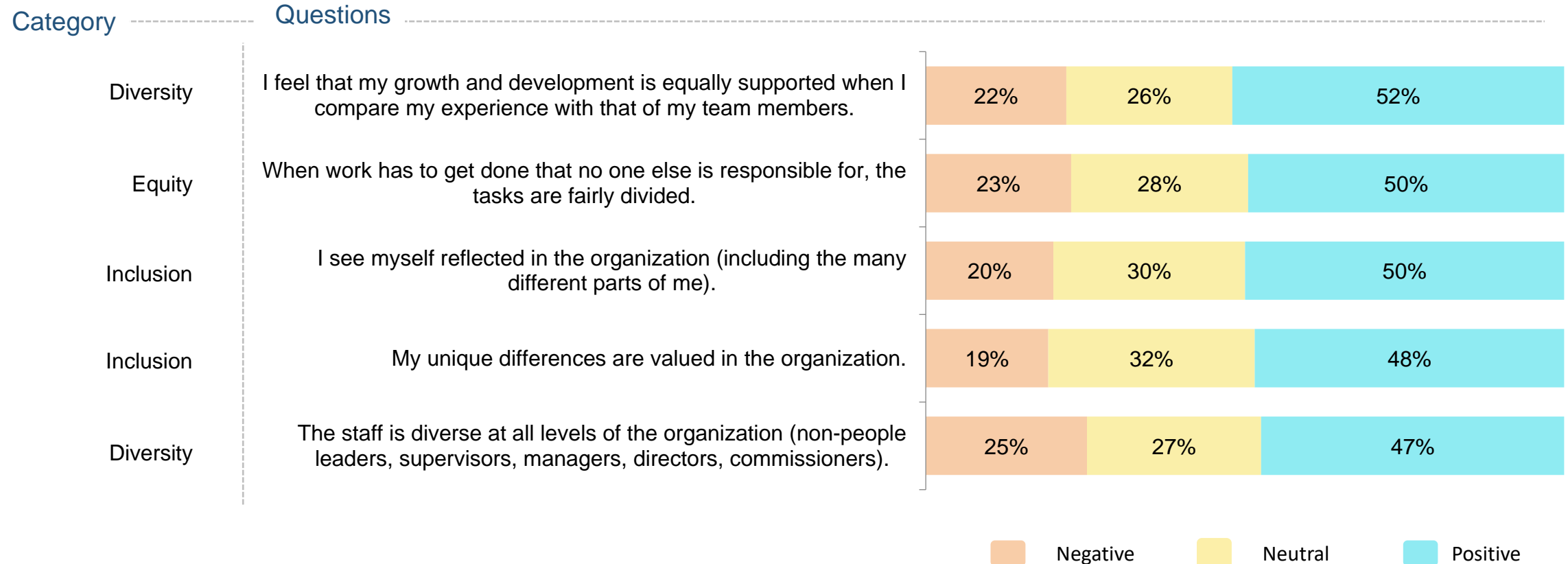
Overall Findings: Top Five Questions (% Positive)

Highest scores for DEI questions were related to respondents feeling that their environment is diverse and that people leaders are creating an environment that fosters Inclusion



Overall Findings: Bottom Five Questions (% Positive)

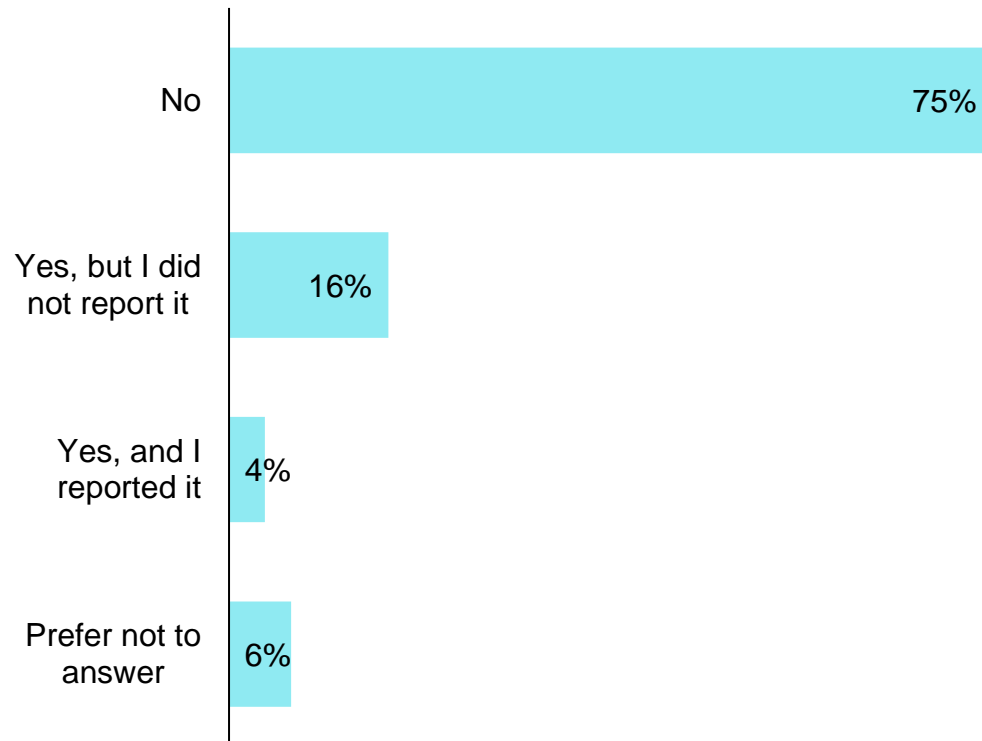
Despite respondents feeling positive about their team having diverse individuals and perspectives, fewer respondents perceive that there is diverse representation of employees at all levels in the organization and do not feel comfortable bringing their whole selves to work



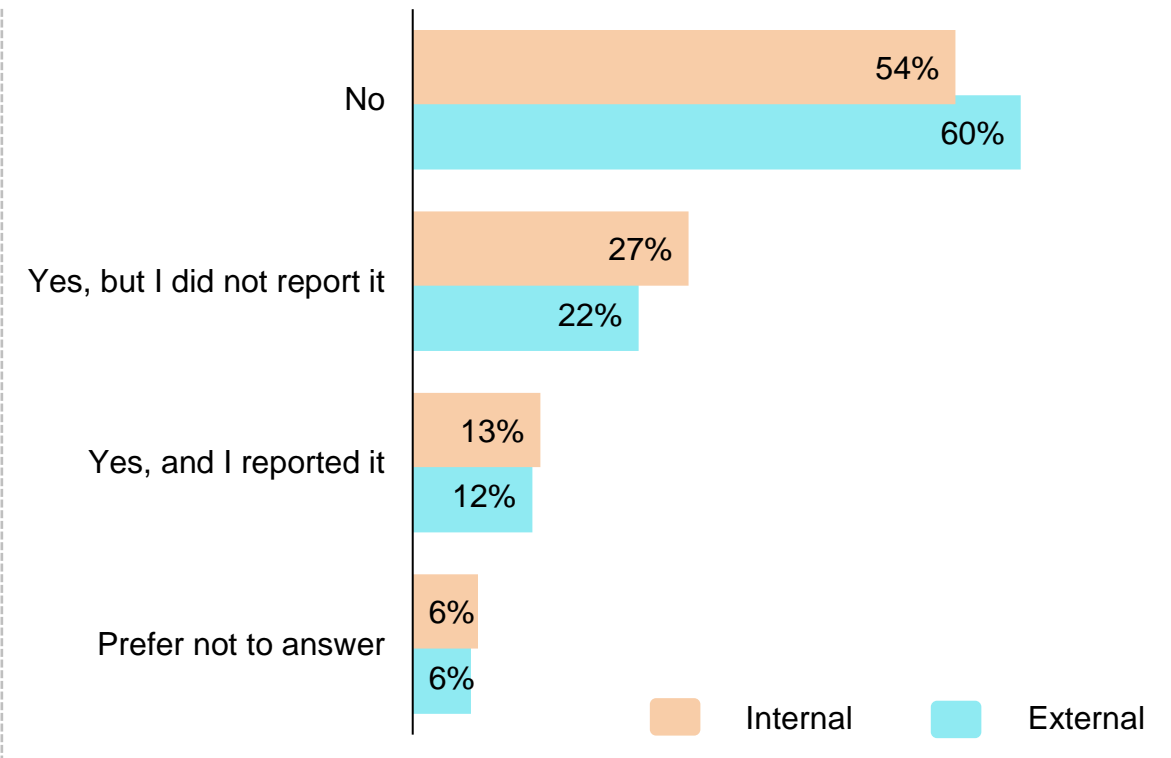
Overall Findings: Discrimination and Harassment

20% of respondents have experienced some form of discrimination. Of those respondents, 3/4 did not report the incident(s); furthermore, over 35% of respondents experienced some form of internal/external harassment yet only 1/3 reported those incident(s)

----- Respondents Experiencing Discrimination -----



----- Respondents Experiencing Internal and External Harassment -----



Note: Values have been rounded to whole percentages for the purposes of this analysis

“How is the Region of Peel doing a good job of building a diverse, equitable, and inclusive organization?” (1244 comments):

- Respondents acknowledge that ROP is placing high importance on DEI by conducting surveys and having the “courageous conversations” series
- Many respondents say that the organization is quite diverse as a workplace (based on race, gender and age)
- Some tenured respondents are noticing a shift towards more diverse representation compared to the past
- Training, discussions and an atmosphere of openness have been cited by respondents as a big change following the turn of the year (i.e., improved communication)
- Respondents generally feel supported to succeed, and that inclusivity extends almost universally in the organization



Overall Findings: Survey Respondent Comments

The following provides an overview of key themes from survey respondents for the question:

“What can the Region of Peel do better to build a more diverse, equitable, and inclusive organization?” (1165 comments):

Key Themes

- Continue to maintain open communication channels and be willing to have discussions around difficult topics like DEI; continue surveys as a mechanism for employees to provide feedback
- Improve diversity at leadership levels; respondents cite that there is good representation at the contributor level, but leadership is lacking in diversity (both on race and gender)
- Review and revise advancement mechanisms and career pathing for individuals so they have visibility into their career path and the competencies needed to advance in the organization
- Improve visibility from leadership for individual contributors; employees want to feel seen
- Promote opportunities for training and education around cultures and cultural events to celebrate diversity



“Is there anything else you'd like to tell us related to diversity, equity and inclusion at the Region of Peel?” (675 comments):

- Respondents are happy with the steps being taken to address DEI issues thus far and are proud to be a part of an organization that tackles these issues; they are hoping that the momentum will continue
- Improve integration between different age groups; senior respondents (by age) cite that they feel excluded
- Enforce consequences and policies around negative or discriminatory behaviour to ensure that ROP remains a healthy and respectful workplace for individuals of all backgrounds
- Introduce further training and education to further promote a culture that celebrates diversity, equity and inclusivity
- Ensure that inclusion is a theme promoted consistently across the organization; from leadership all the way down to front line workers and teams



Gender Identity, Racial Category and Leadership

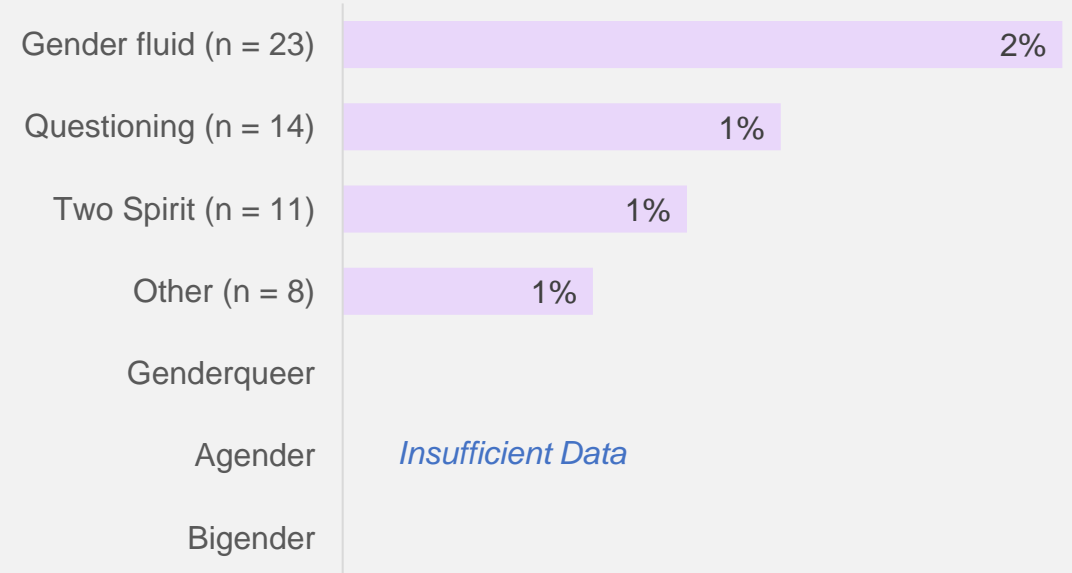
Understanding Employee Gender Identity

28% of respondents identify as a Man

70% of respondents identify as a Woman

1.5% of respondents identify as Non-Binary or Trans

Distribution of respondents who identify as Non-Binary or Trans



Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included

The Employee DEI Comparison by Gender Identity

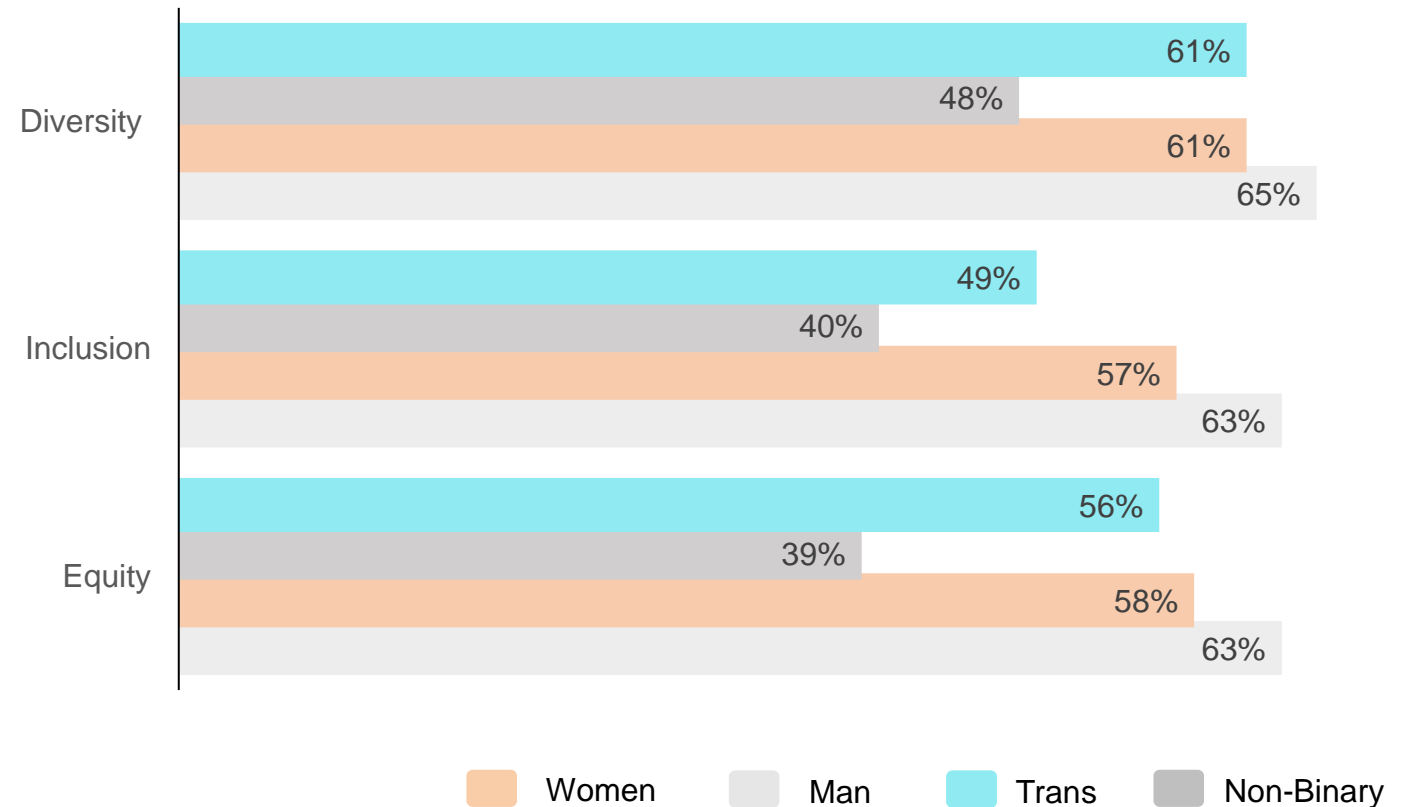
Respondents identifying as a **Man** have the **most positive** DEI score at **64%**

Respondents identifying as a **Woman** scored 6 points lower than Men with a score of **58%**. There was a notable difference in sentiment regarding the belief that the organization will respond the right way to reports of harassment or discrimination

Respondents identifying as **Non-Binary** have the **least positive** DEI sentiment score of **42%**, ranking **22% lower** than Men. **Non-Binary** respondents score most negative, notably those who identify as having **multiple genders** (score of **37%**)

The largest overall gap exists for Inclusion, where respondents do not feel that they are part of an inclusive environment in which they feel supported and valued. This is based on scores for Men compared to Women, Trans and Non-Binary respondents

Gender Identify DEI Comparison by Category



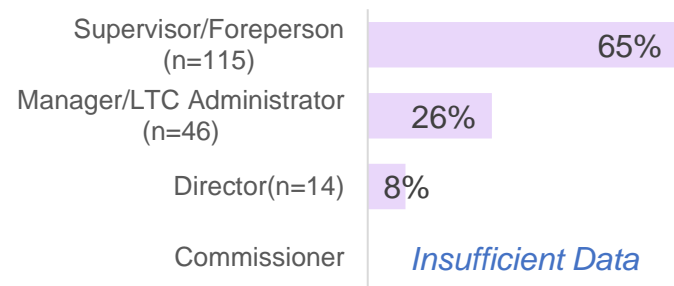
Understanding Gender & Leadership Opportunity

Overall respondents identifying as a Man have greater access to advancement opportunities, although respondents identifying as a Woman have similar distribution in leadership roles as respondents identifying as a Man

Respondents identifying as a Man

- 27%** of respondents identifying as a Man are people leaders
- 45%** of respondents identifying as a Man have worked at ROP for over 10 years
- 24%** of respondents identifying as a Man have been in their current role for more than 10 years

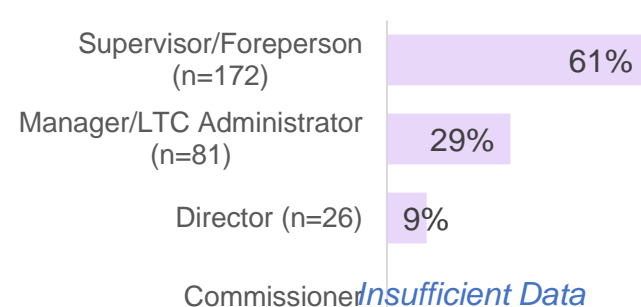
Distribution of Leadership Roles



Respondents identifying as a Woman

- 21%** of respondents identifying as a Woman are people leaders
- 53%** of respondents identifying as a Woman have worked at ROP for over 10 years
- 30%** of respondents identifying as a Woman have been in their current role for more than 10 years

Distribution of Leadership Roles



Respondents identifying as Non-Binary or Trans

- 19%** of respondents identifying as Non-Binary or Trans are people leaders
- 47%** of respondents identifying as Non-Binary or Trans have worked at ROP for over 10 years
- 32%** of respondents identifying as Non-Binary or Trans have been in their current role for more than 10 years

Insufficient data available to include distribution of roles

Understanding Gender, Racial Category, & Leadership

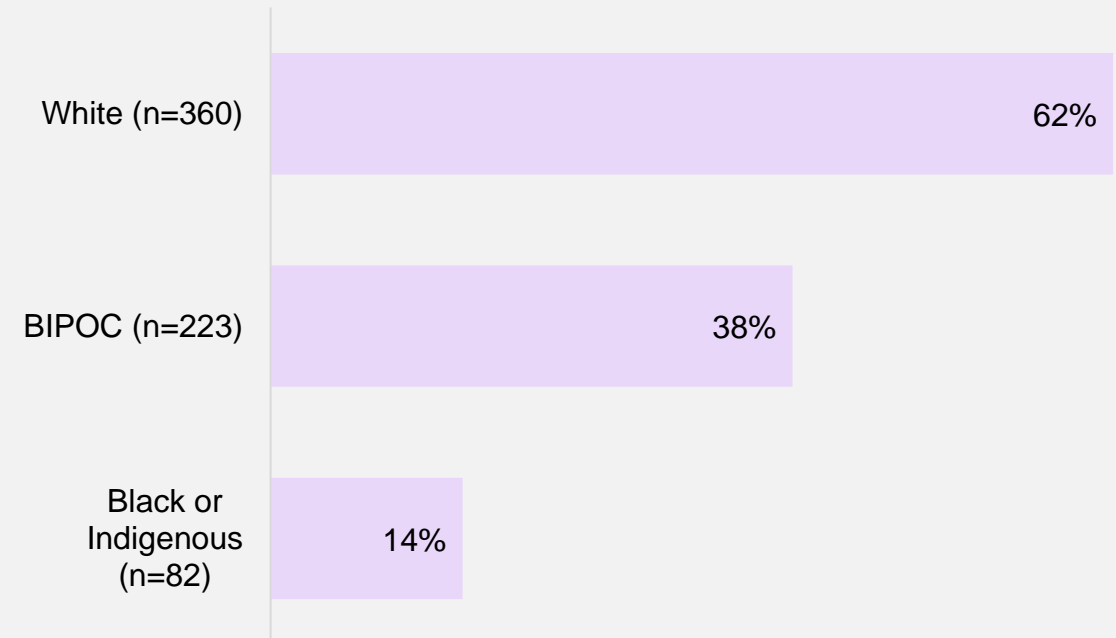
64% of people leaders identify as a Woman

63% of people leaders are White

54% of people leaders were born in Canada

2% of people leaders have been in Canada under 10 years

Racial category of people leaders



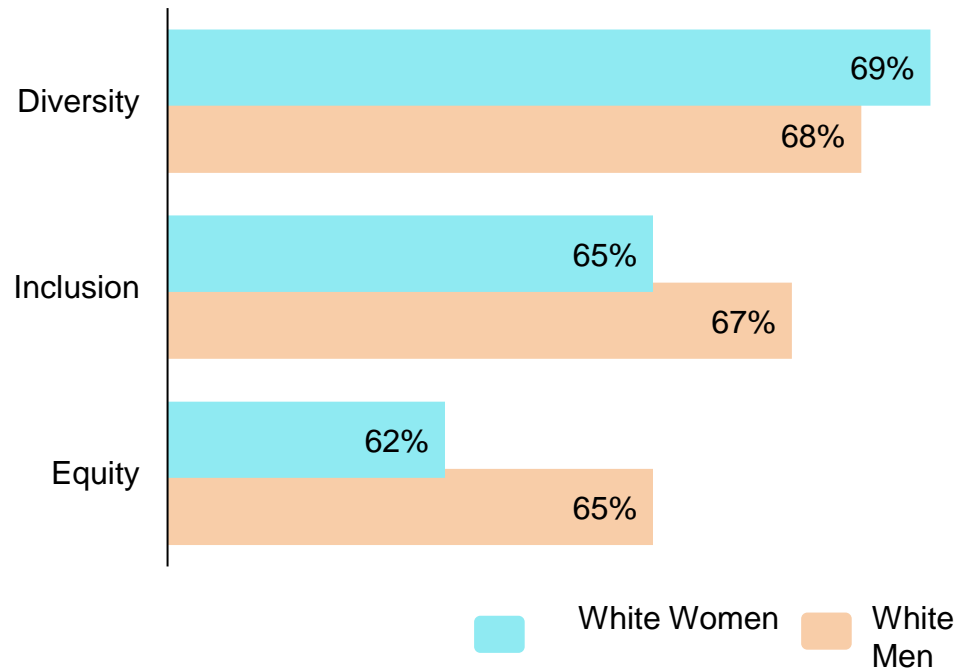
Note: BIPOC is inclusive of Black or Indigenous; for more details on the demographic breakdown of People Leaders please refer to page 51 in the Appendix

Understanding Gender Identity and Racial Category

Respondents identifying as a Black or Indigenous Woman have less positive sentiment than respondents identifying as a White Man or White Woman (21% lower than White Men). White Women have similar sentiments around DEI as White Men

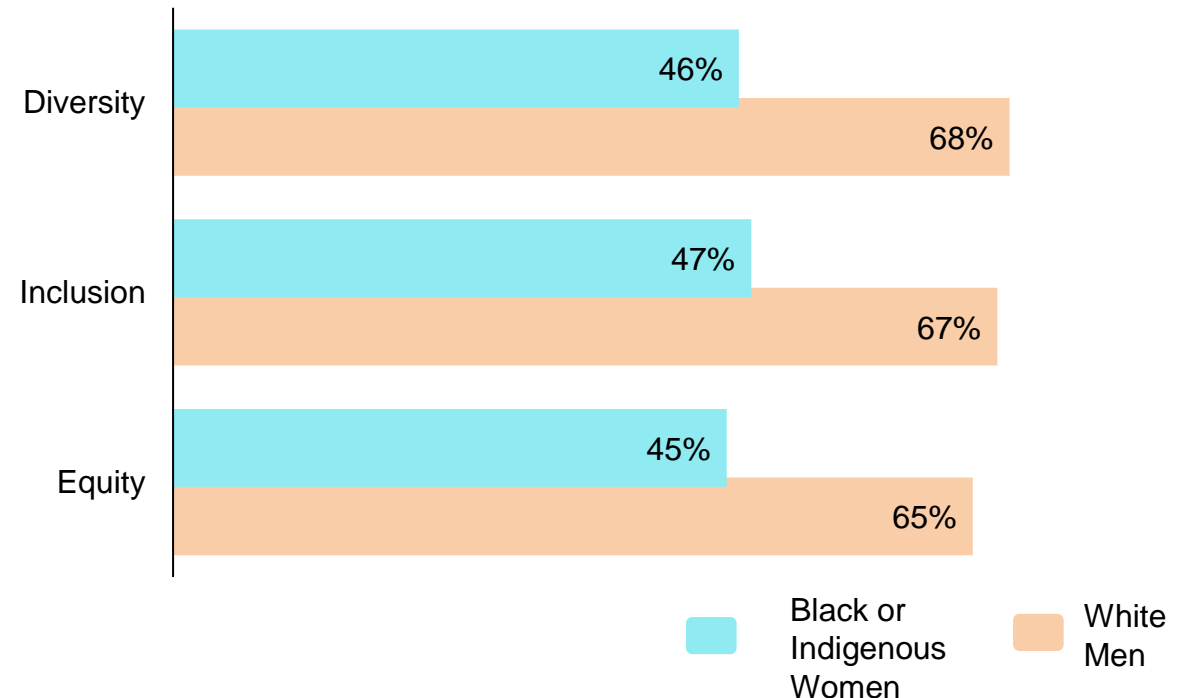
White Women respondents

55% of Women identify themselves as White



Black or Indigenous Women respondents

11% of respondents identify as a Black or Indigenous Woman



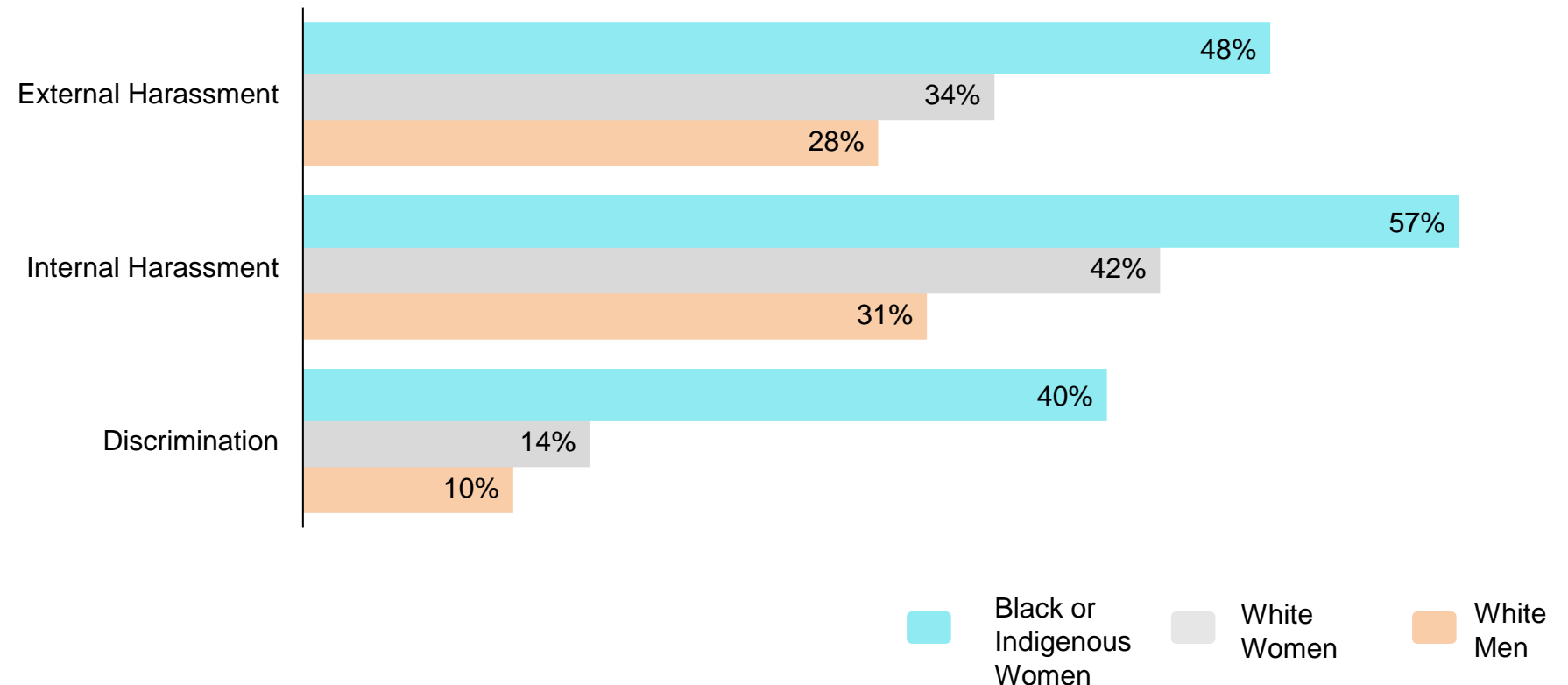
Understanding Gender Identity and Discrimination

While internal harassment is experienced more frequently relative to external harassment and discrimination, Black or Indigenous Women reported a greater number of experiences of internal harassment and discrimination than White Women or White Men

Discrimination and Harassment for White Women and Black or Indigenous Women Compared to White Men

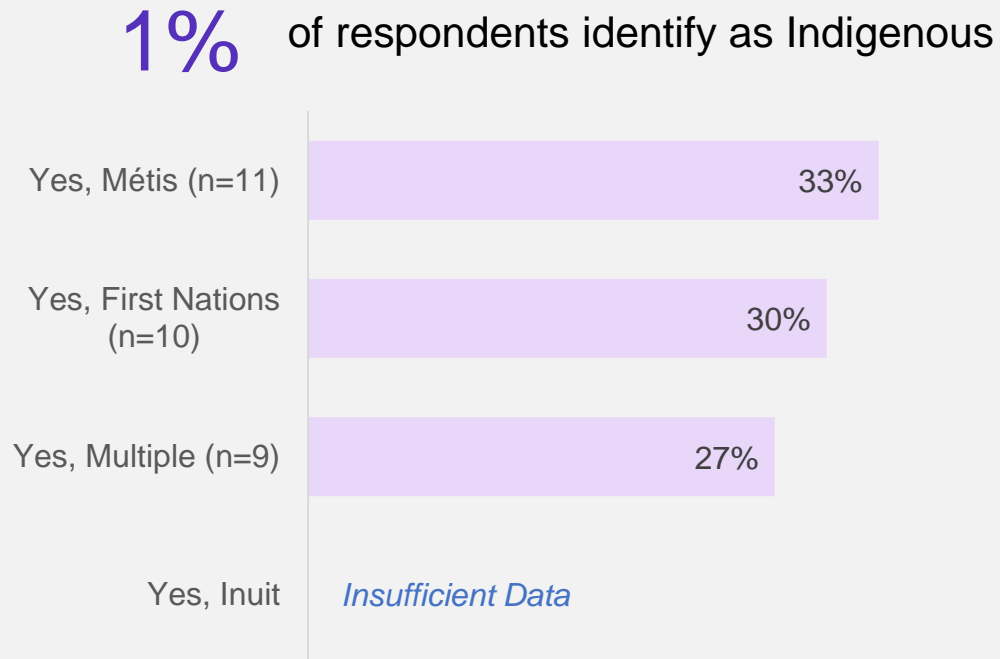
White Women reported experiences of internal harassment **11% more frequently** than White Men

Black or Indigenous Women reported experiences of internal harassment **26% more frequently**, external harassment **20% more frequently** and discrimination **30% more frequently** than White Men



Demographic Deep Dive

Demographic Deep-Dive: Indigenous respondents



75% Of Indigenous respondents identify as a **Woman**

1% of **Women** identify as Indigenous

1% of **Men** identify as Indigenous

63% of Indigenous respondents identify as **caregivers**

62% of Indigenous caregivers **have children**

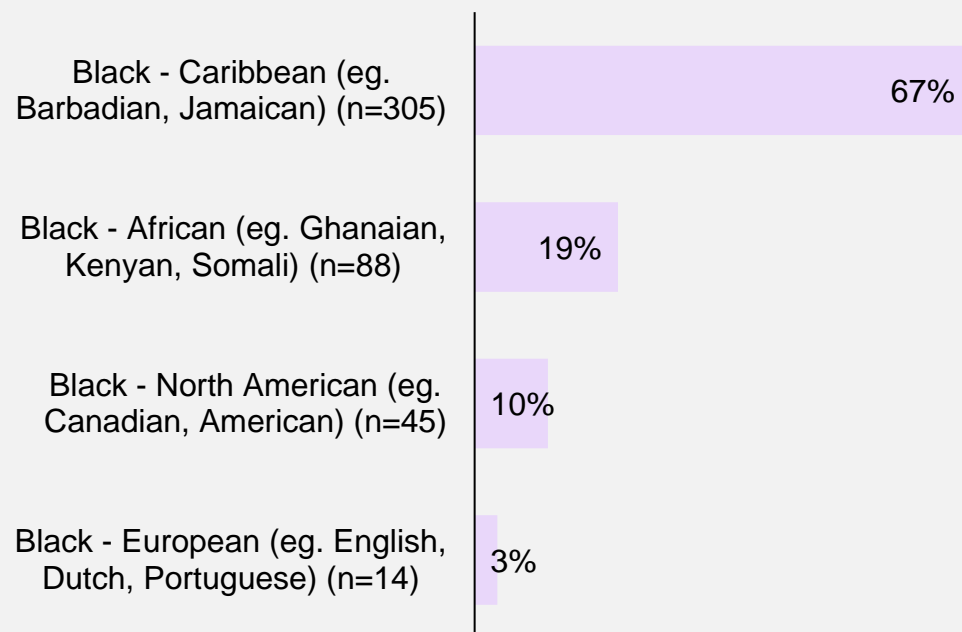
82% of Indigenous respondents have a **post-secondary education or higher**

1% of **People Leaders** identify as Indigenous

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

Demographic Deep-Dive: Black respondents

16% of respondents identify as Black



88% Of Black respondents identify as a **Woman**

20% of **Women** identify as Black

8% of **Men** identify as Black

85% of Black respondents identify as **caregivers**

81% of Black caregivers **have children**

84% of Black respondents have a **post-secondary education or higher**

16% of **People Leaders** identify as Black

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

Demographic Deep-Dive: South Asian respondents

14% of respondents identify as South Asian

Asian - South (eg. East Indian, Pakistani, Sri Lankan) (n=360)

58%

Asian - South East (eg. Malaysian, Filipino, Vietnamese) (n=136)

22%

Asian - East (eg. Chinese, Japanese, Korean) (n=105)

17%

Asian - North American (eg. Canadian, American) (n=16)

3%

67%

Of South Asian respondents identify as a **Woman**

13%

of **Women** identify as South Asian

14%

of **Men** identify as South Asian

82%

of South Asian respondents identify as **caregivers**

81%

of South Asian caregivers **have children**

91%

of South Asian respondents have a **post-secondary education or higher**

10%

of **People Leaders** identify as South Asian

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

The Racialized Employee DEI Experience

47% overall score for respondents identifying as Black or Indigenous

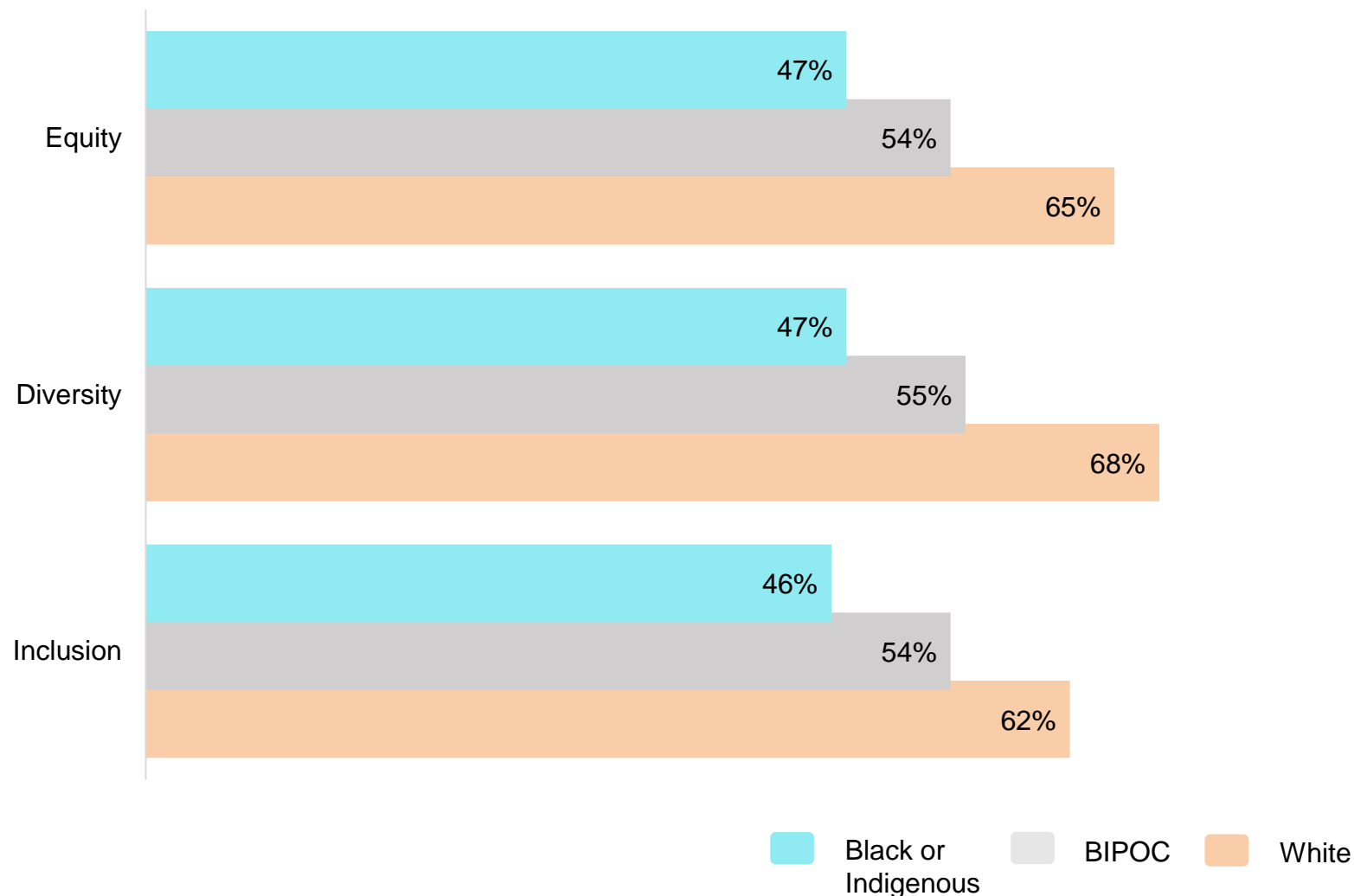
55% overall score for respondents identifying as BIPOC

-18% difference between Black or Indigenous and White scores



Significant opportunity exists to improve the Black and Indigenous experience in all areas of DEI; greatest differences exist for Diversity, as respondents do not feel that they see themselves reflected within the organization (same for BIPOC respondents)

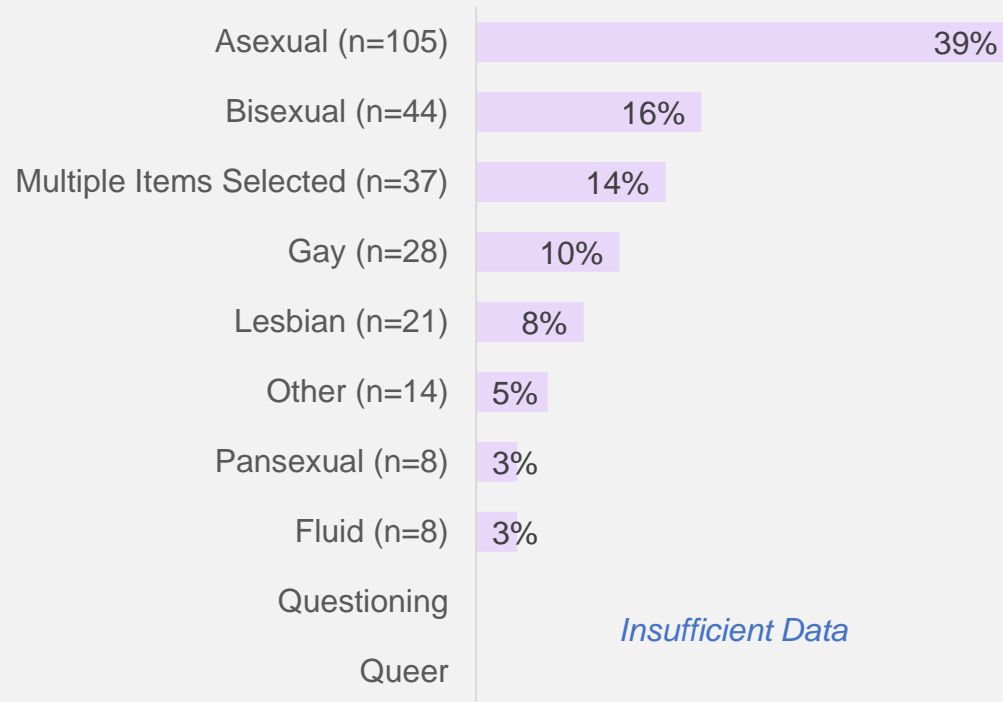
DEI Sentiment Comparison Between Black or Indigenous, BIPOC and White Respondents



Note: BIPOC scores are inclusive of respondents who identified as Black or Indigenous
Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

Demographic Deep-Dive: Sexual Orientation

11% of respondents identifying as LGBTQ2S+



9% of **Women** identify as LGBTQ2S+

60% of LGBTQ2S+ respondents identify as **caregivers**

81% of LGBTQ2S+ respondents have a **post-secondary education or higher**

13% of **Men** identify as LGBTQ2S+

45% of LGBTQ2S+ respondents **have children**

10% of **People Leaders** identify themselves as LGBTQ2S+

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

The LGBTQ2S+ Employee DEI Experience

58%

overall score for respondents identifying as LGBTQ2S+

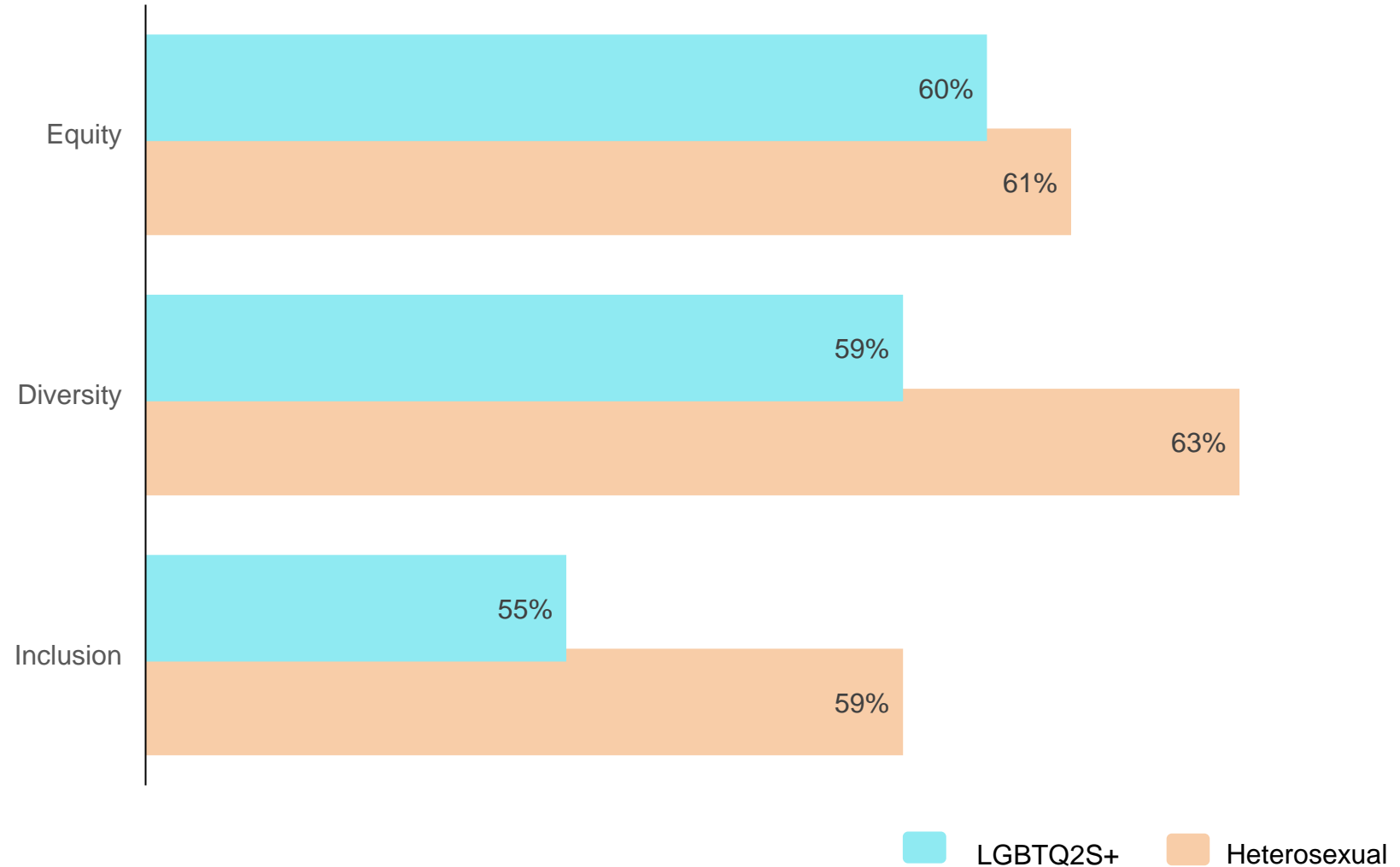
-3%

difference between LGBTQ2S+ and heterosexual scores



There is opportunity to improve Inclusion scores for LGBTQ2S+ respondents by supporting them to feel valued, comfortable, and included in decision-making

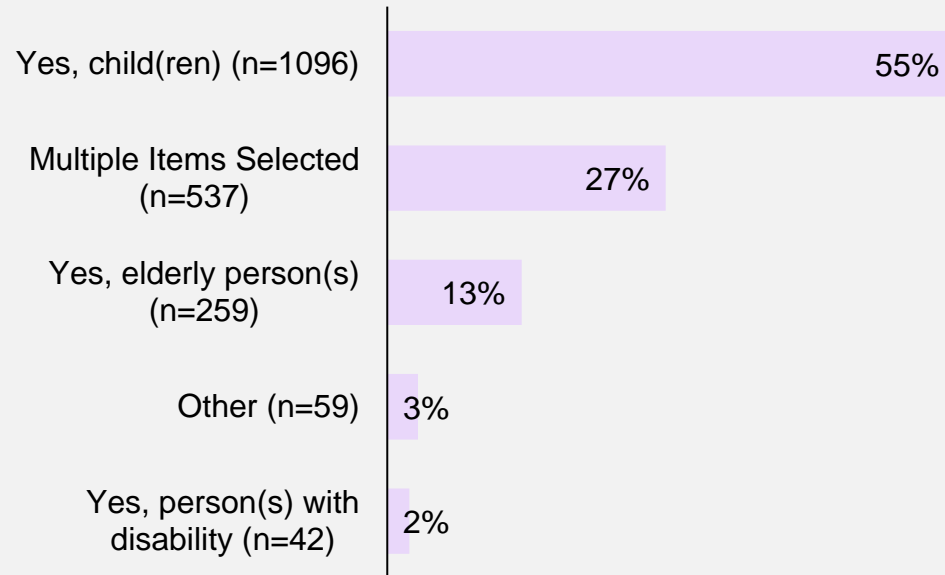
LGBTQ2S+ Compared to Heterosexual DEI by Category



Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

Demographic Deep-Dive: Caregivers

73% of respondents are caregivers



73% of **Women** identify as caregivers

73% of **Men** identify as caregivers

79% of **People Leaders** identify as caregivers

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included

The Caregiver Employee DEI Experience

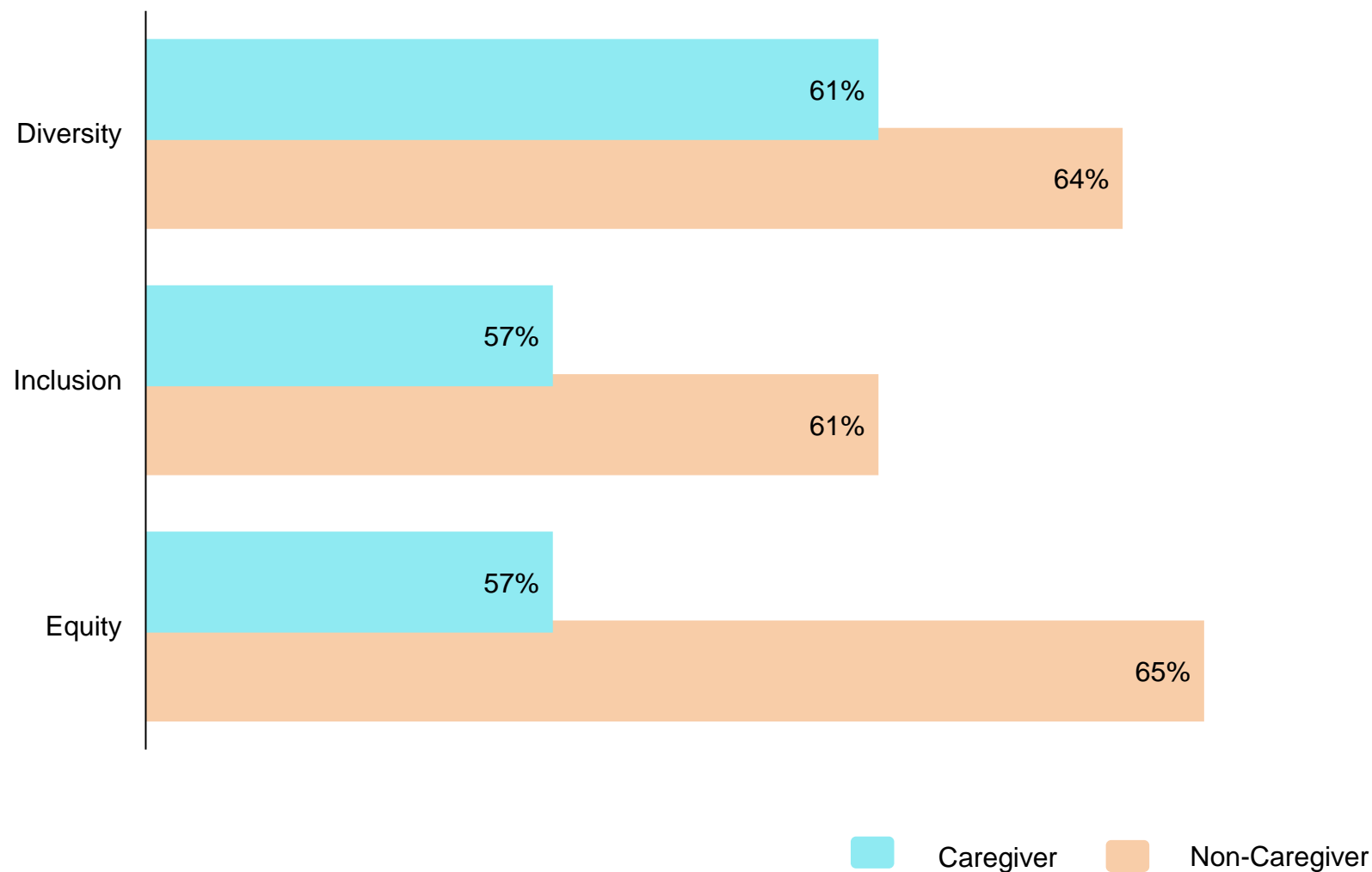
58% overall score for caregivers

-5% difference between caregivers and non-caregivers scores



There is opportunity to improve Equity scores for caregivers, specifically around providing caregivers with greater access to advancement opportunities

Caregivers Compared to Non-Caregivers DEI by Category

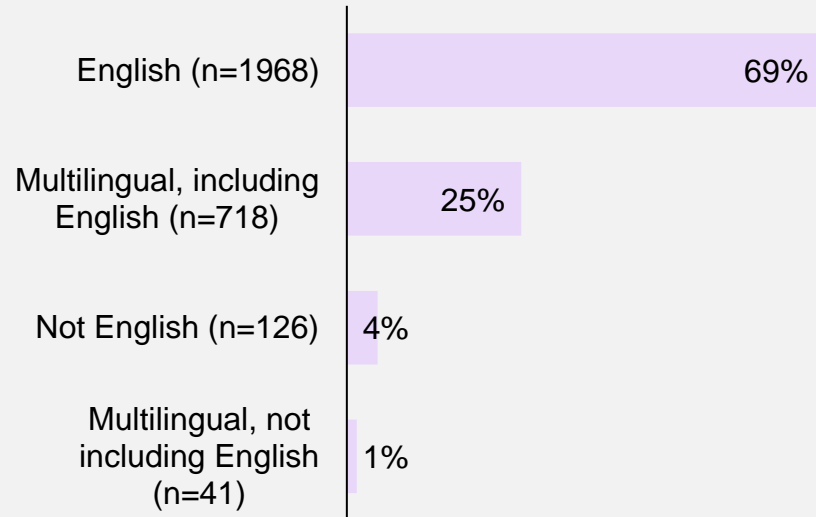


Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

6.2-38

Demographic Deep-Dive: Language

6% of respondents did not select English as the language they are most comfortable communicating in



72% of respondents who did not select English as a language they are most comfortable communicating in, identify as a **Woman**

24% of respondents who did not select English as a language they are most comfortable communicating in, identify as a **Man**

84% of respondents who did not select English as a language they are most comfortable communicating in, identify as **caregivers**

67% of respondents who did not select English as a language they are most comfortable communicating in, **have children**

87% of respondents who did not select English as a language they are most comfortable communicating in have received a **post-secondary education or higher**

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

The Employee DEI Experience by Language

60%

overall score for respondents who selected a language other than English as the language they are most comfortable communicating in

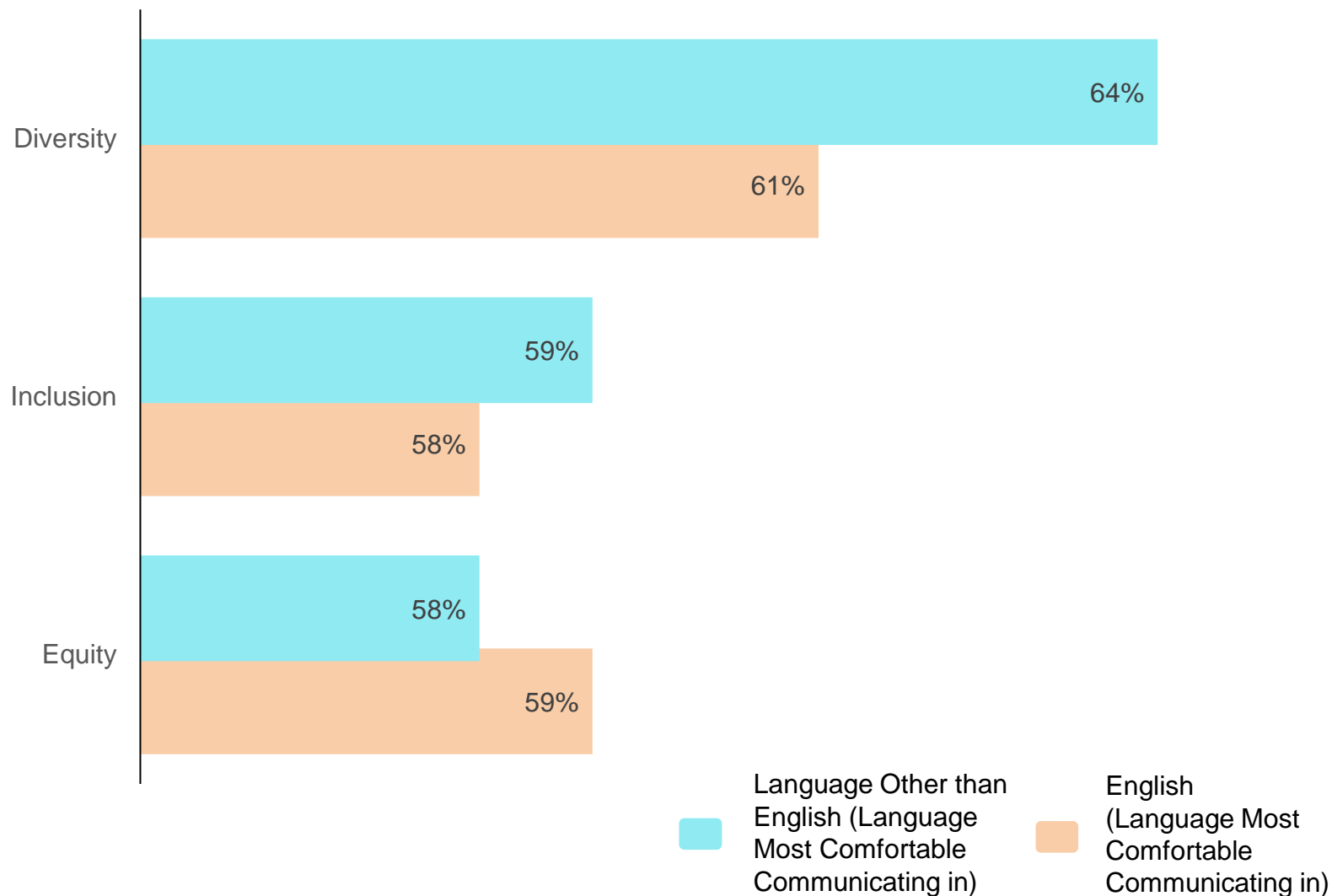
+1%

difference between respondents who are most comfortable communicating in English and most comfortable communicating in a language other than English



Diversity scores are slightly more positive for respondents that are most comfortable speaking in a language other than English, notably their perception of diverse employees across all levels of the organization

Most Comfortable Communicating in English Compared to Most Comfortable Communicating in a Language Other than English; DEI Comparison by Category

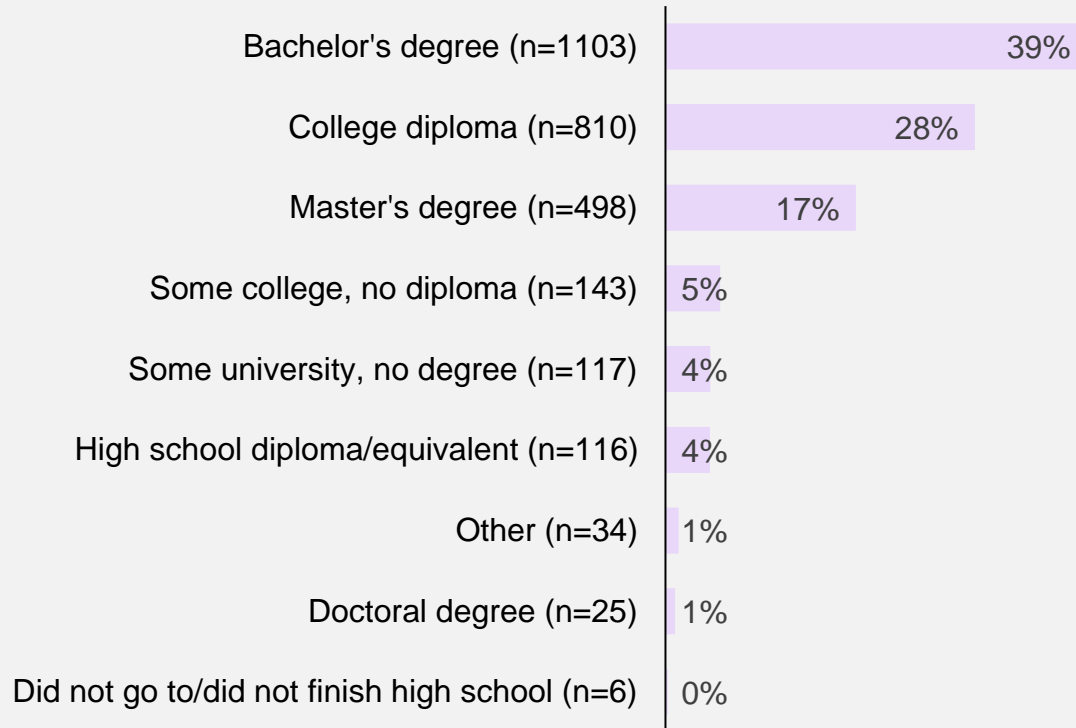


Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

6.2-40

Demographic Deep-Dive: Education

85% of respondents have received post-secondary education or higher



86% of **Women** received post-secondary education or higher

85% of **Men** received post-secondary education or higher

86% of **People Leaders** received a post-secondary education or above

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included

The Employee DEI Experience by Education Level

60%

overall score for respondents who completed post-secondary education or higher

+1%

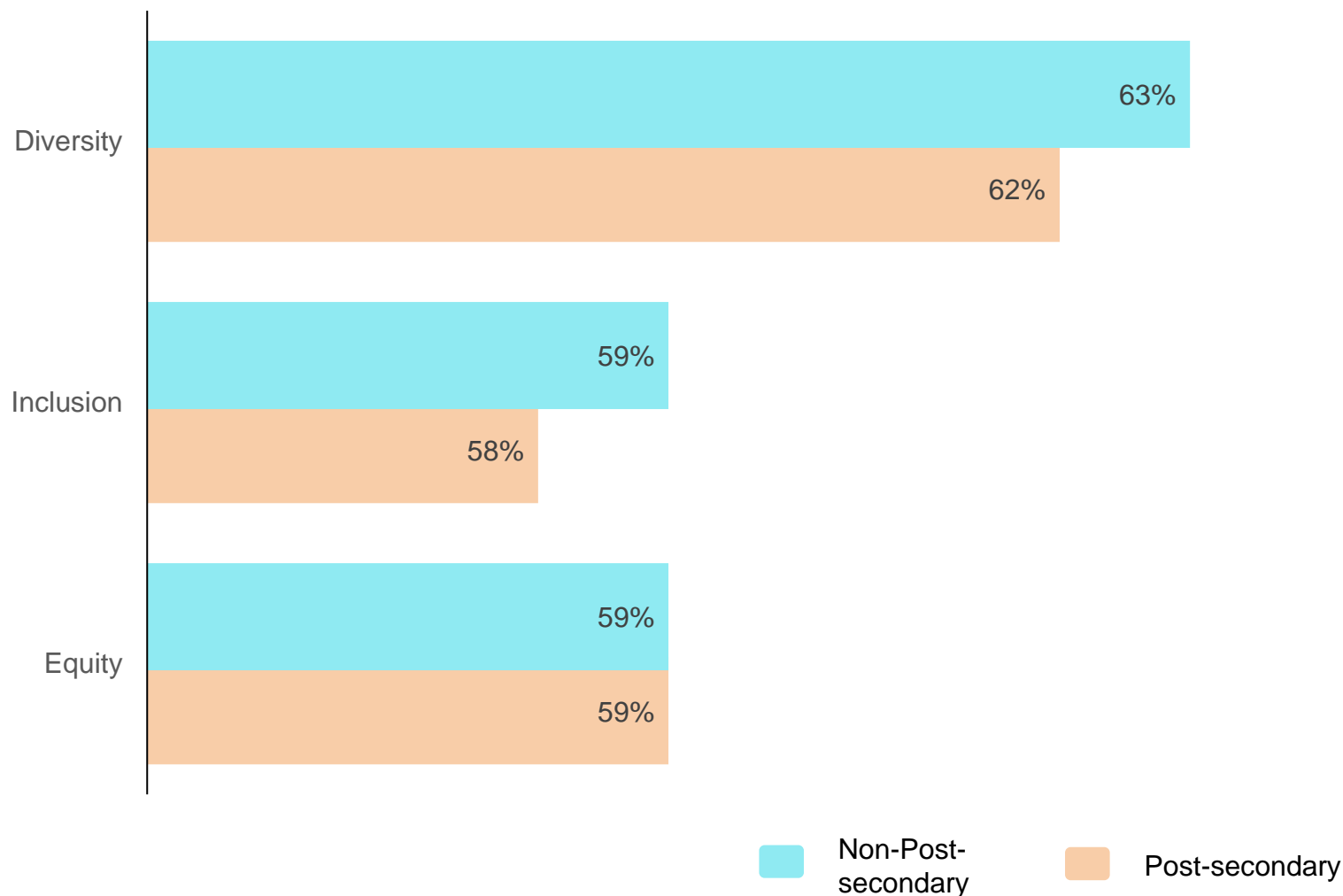
difference between post-secondary and non-post-secondary scores



Similar scores for respondents identifying obtaining post-secondary education compared to those not identifying completing post-secondary education

Appendix II - Region of Peel Workforce

Post-secondary Compared to Non-Post-secondary DEI Comparison by Category

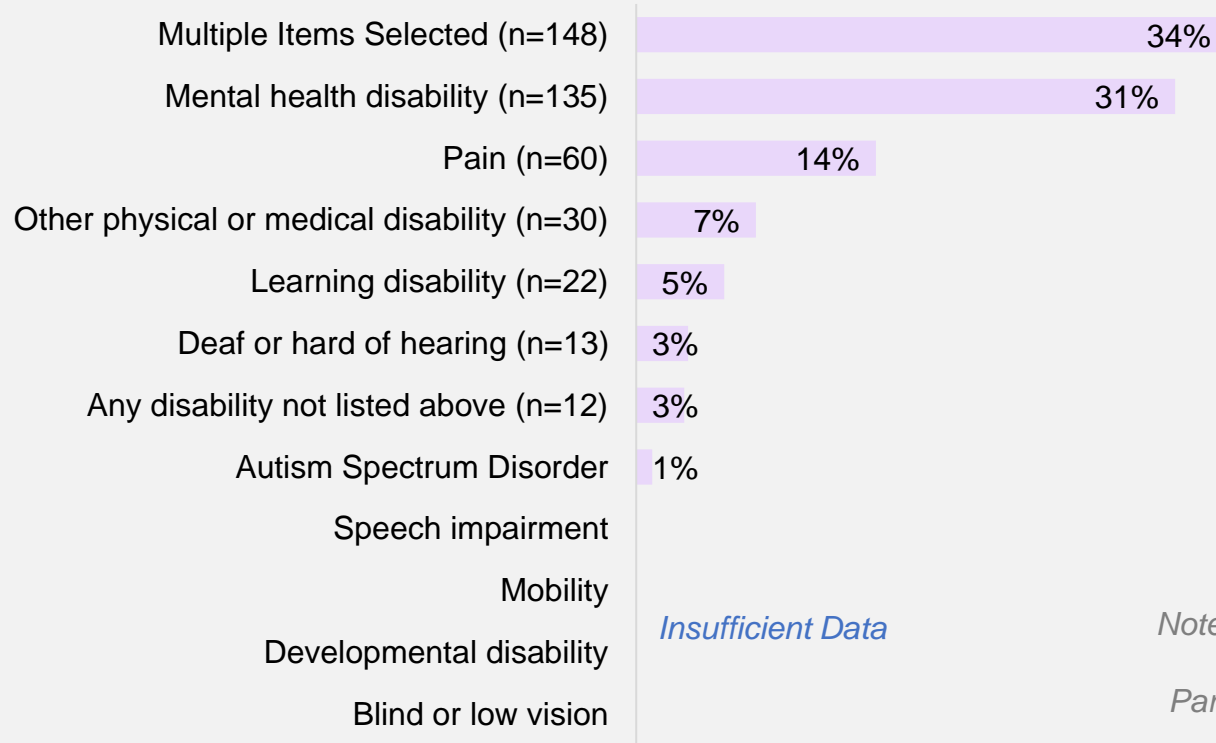


Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

6.2-42

Demographic Deep-Dive: Disability

8% of respondents identify as having a disability



Insufficient Data

9% of **Women** identify as having a disability

75% of respondents who identify as having a disability, identify as **caregivers**

86% of respondents who identify as having a disability, have a **post-secondary education or higher**

8% of **Men** identify as having a disability

51% of respondents who identify as having a disability, **have children**

7% of **People Leaders** identify as having a disability

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included; Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents

The Employee DEI Experience for respondents with/without a Disability

48%

overall score for respondents identifying themselves as having a disability

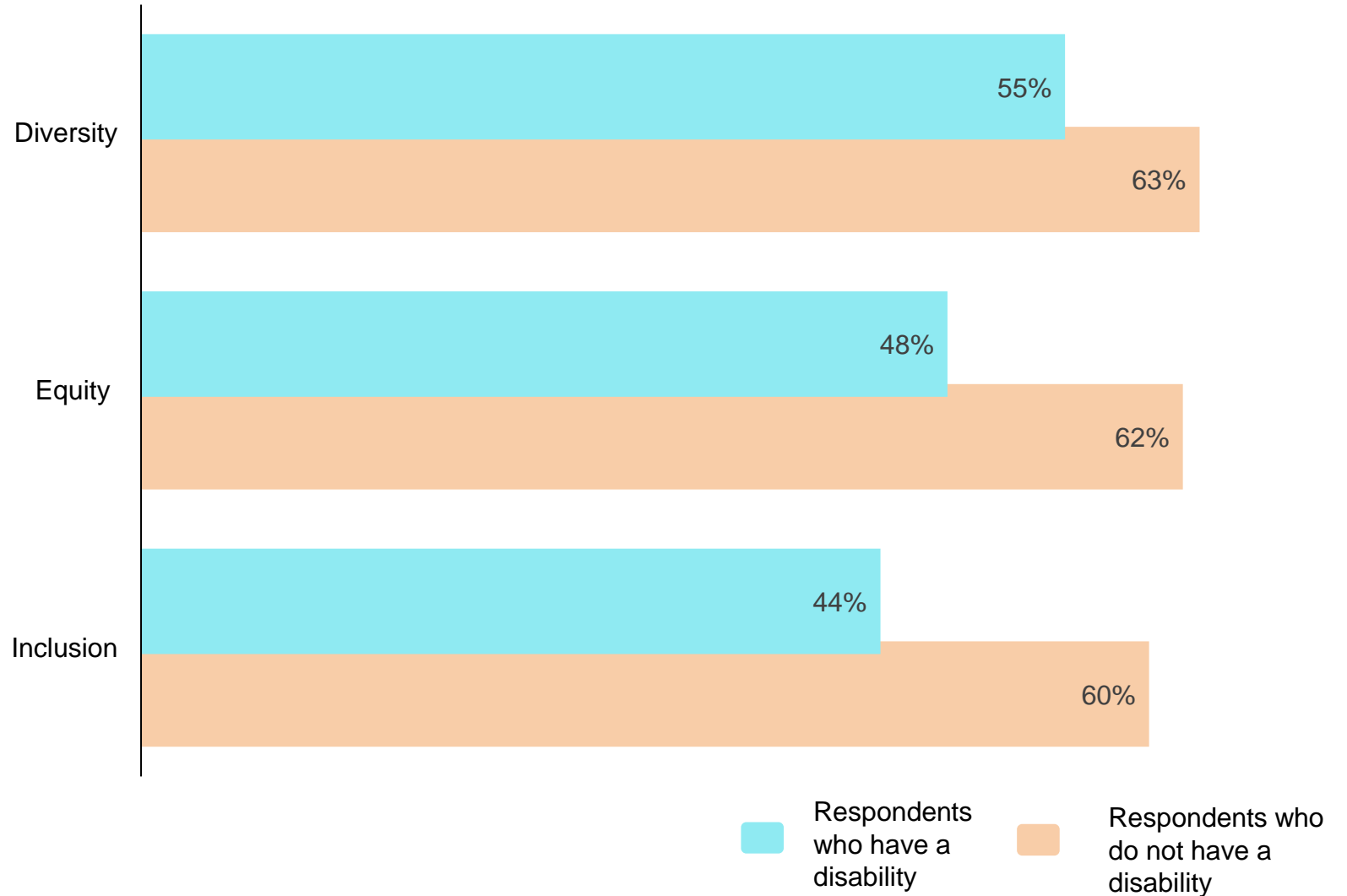
-14%

difference between scores for respondents identifying as having a disability and those who do not



There are opportunities to improve the DEI experience for respondents identifying as having a disability, notably by providing greater access to advancement opportunities and ROP creating a more inclusive culture

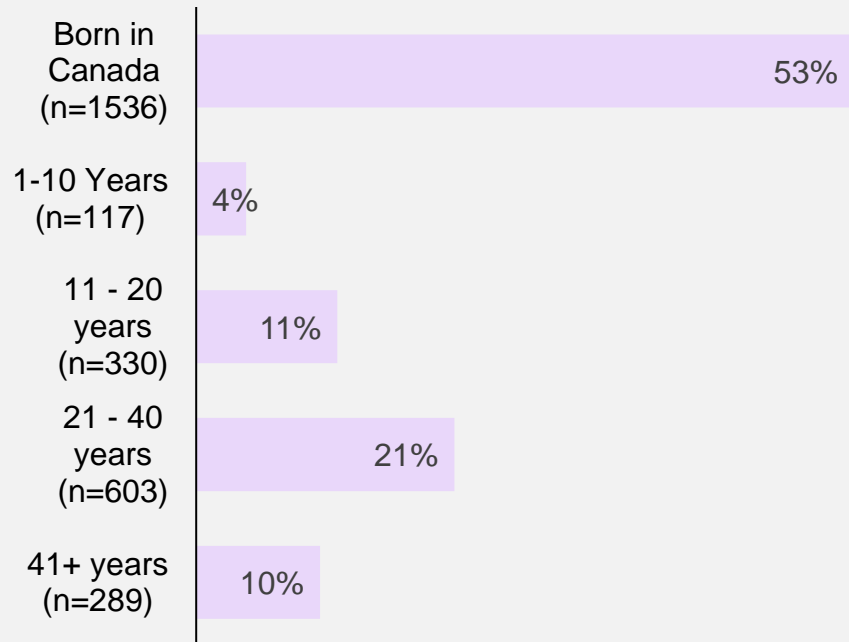
DEI Comparison by Category for Employees With/Without a Disability



Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown
6.2-44

Demographic Deep-Dive: Immigrants

47% of respondents were not born in Canada



45% of **Women** were not born in Canada

49% of **Men** were not born in Canada

45% of **People Leaders** were not born in Canada

Note: this demographic deep-dive reflects results from respondents who chose to respond to demographic questions, individuals that opted out of these questions are not included

The Immigrant Employee DEI Experience

69%

overall score for respondents identifying having spent 1-10 years in Canada

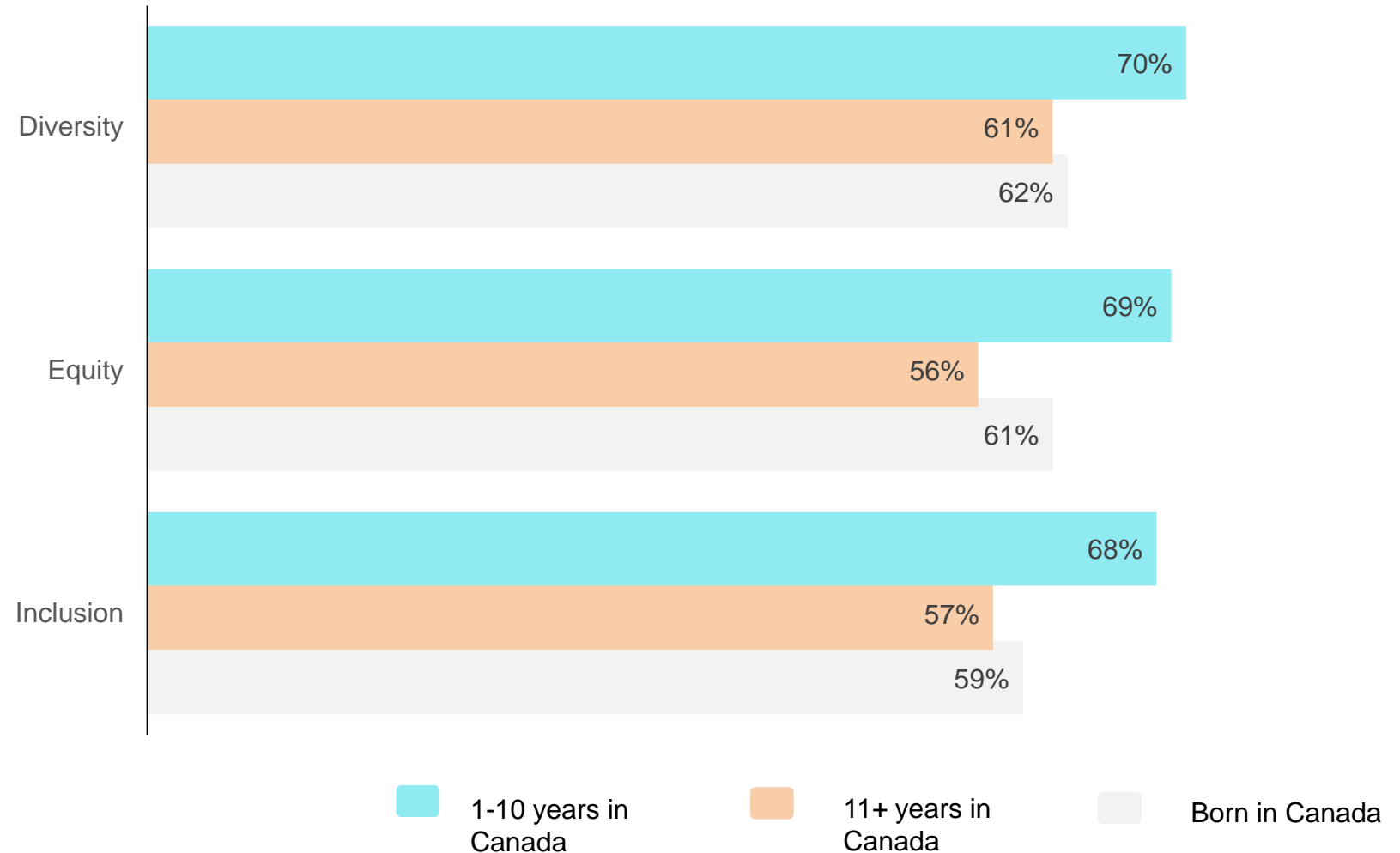
+9%

difference between respondents who have spent 1-10 years in Canada compared to respondents born in Canada



Significantly more positive experience across all categories for newcomers to Canada; scores lowest for immigrants who have been in Canada for 11+ years, notably for having access to advancement and learning opportunities

Born in Canada Compared to Immigrant DEI by Category



Note: Differences between scores reflect the average between the scores for Diversity, Equity, and Inclusion for the diversity demographic being shown

Next Steps

Next Steps

Action	Time frame
Share Workforce Census Department Results	March 2021
Analyze data from the Workforce Census and Courageous Conversations to develop DEI Recommendations	March/April 2021
Share DEI Recommendations and begin strategy development	May 2021

Appendix

Diversity, Equity, and Inclusion (DEI) Questions

The following DEI questions were asked to employees to better understand their employee experience

Diversity

- The staff is diverse at all levels of the organization (non-people leaders, supervisors, managers, directors, commissioners).
- I see myself reflected in the organization (including the many different parts of me).
- My team is made up of a diverse group of people (e.g. different genders, religions, abilities, ages, races, cultural backgrounds).
- My team members have diverse ideas, perspectives, and skills.
- My people leader thinks diversity is important.

Equity

- There are opportunities for me to grow and advance in my career at the Region of Peel regardless of my background and identity.
- I have the same access to learning and/or mentoring opportunities in the Region of Peel as my colleagues.
- My salary and benefits are similar to other respondents in roles like mine at the organization.
- My job performance evaluation is fair.
- When work has to get done that no one else is responsible for, the tasks are fairly divided.

Inclusion

- My unique differences are valued in the organization.
- I feel that my growth and development is equally supported when I compare my experience with that of my team members.
- I am comfortable sharing the different parts of who I am at work.
- My organization will respond in the right way if someone reports harassment or discrimination.
- My people leader tries to create a safe and welcoming environment for everyone.
- My people leader cares about me.
- I am included in decisions about my work.

Demographic Questions

The following questions were asked to respondents to understand their demographic information, which was used to assess DEI scores by attribute

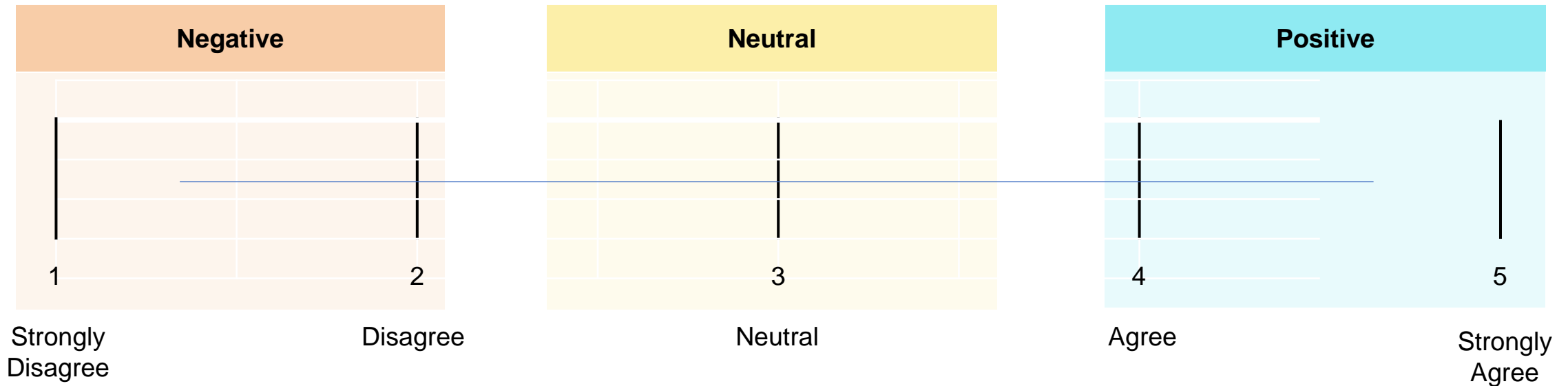
- Select your Division.
- Select the option that best describes your employment type.
- Are you a people leader?
- If you are a people leader, select your level. Select skip if not applicable.
- Are you a union employee?
- If you are not a union employee, what was your most recent annual Performance rating? Select skip if not applicable.
- How long have you worked for the Region of Peel?
- How long have you been working in your current role?
- What is your age bracket?
- How long have you lived in Canada?
- Are you First Nations, Métis, and/or Inuit? Select all that apply.
- Which of the following describes your racial background? Select all that apply.
- What languages are you most comfortable communicating in? Select all that apply.
- How do you describe your gender identity? Select all that apply.
- Do you identify as trans*?
- How do you describe who you are attracted to? Select all that apply.
- If you are part of the LGBTQ2S+ community, do you share this information with other people at work? Select skip if not applicable.
- Do others depend on you to take care of them? Select all that apply.
- What is your religion, faith, or belief system? Select all that apply.
- What is your highest level of education?
- Where did you complete your highest level of education?
- Do you identify yourself as a person with a disability or disabilities?
- If you identify as a person with a disability or disabilities, select all that apply. Select skip if not applicable.
- If you have a disability, do you need accommodations at work? Select all that apply. Select skip if not applicable.
- If you have a disability, how supported are you to get the accommodations you need at work? Select skip if not applicable.

Demographic Definitions: Diversity Populations

Diversity Population	Diversity Population Definition
Racial Category ("Black or Indigenous")	Includes all respondents who disclosed their racial category and selected "Black" (inclusive of "Black - African", "Black - Caribbean", "Black - European", "Black - North American"), "Indigenous", "First Nations", "Metis" or "Inuit"
("South Asian")	Includes all respondents who disclosed their racial category and selected "South Asian (e.g., East Indian, Pakistani and Sri Lankan)"
("BIPOC")	Includes all respondents who disclosed their racial category and <u>did not</u> select "White - European" or "White - North American"
Caregiver Status ("Caregiver")	Includes all respondents who disclosed their caregiver status and <u>did not</u> select "No"; includes child(ren), person(s) with disability and/or elderly person(s)
Disability Status ("Person with a Disability")	Includes all respondents who disclosed their disability status as "Yes"
Gender Identity ("Non-Binary and Trans")	Includes all respondents who disclosed their gender identity and trans status and <u>did not</u> select "Man" or "Woman" (gender identity) or "No" (trans status); includes bigender, two spirit, gender fluid, non-binary, questioning, third gender, and other (gender identity) and "Yes" (trans status)
Sexual Orientation ("LGBTQ2S+")	Includes all respondents who disclosed their sexual orientation and <u>did not</u> select "heterosexual"; includes asexual, bisexual, fluid, gay, lesbian, pansexual, queer, questioning, and other
Education Level ("Non-Post-secondary")	Includes all respondents who disclosed their highest level of education and <u>did not</u> select "college diploma", "Bachelor's degree", "Master's degree", "Doctoral degree"; includes did not go to high school/did not finish high school, high school diploma or equivalent, some college, no diploma, and other
Language ("Speaking a language other than English")	Includes all respondents who disclosed the language that they are most comfortable communicating in, and <u>did not</u> select "English"; includes all other languages and other
Immigrant Status ("Newcomer to Canada")	Includes all respondents who disclosed how long they have lived in Canada and selected 1-10 years

Interpreting the Data

Rating questions from 1-5 have been shown using a proportion of negative and positive responses (as a percentage of total results) below; this is known as the “top-box” or “distribution” method; for slides comparing demographic results, percentages shown reflect results in terms of % positive

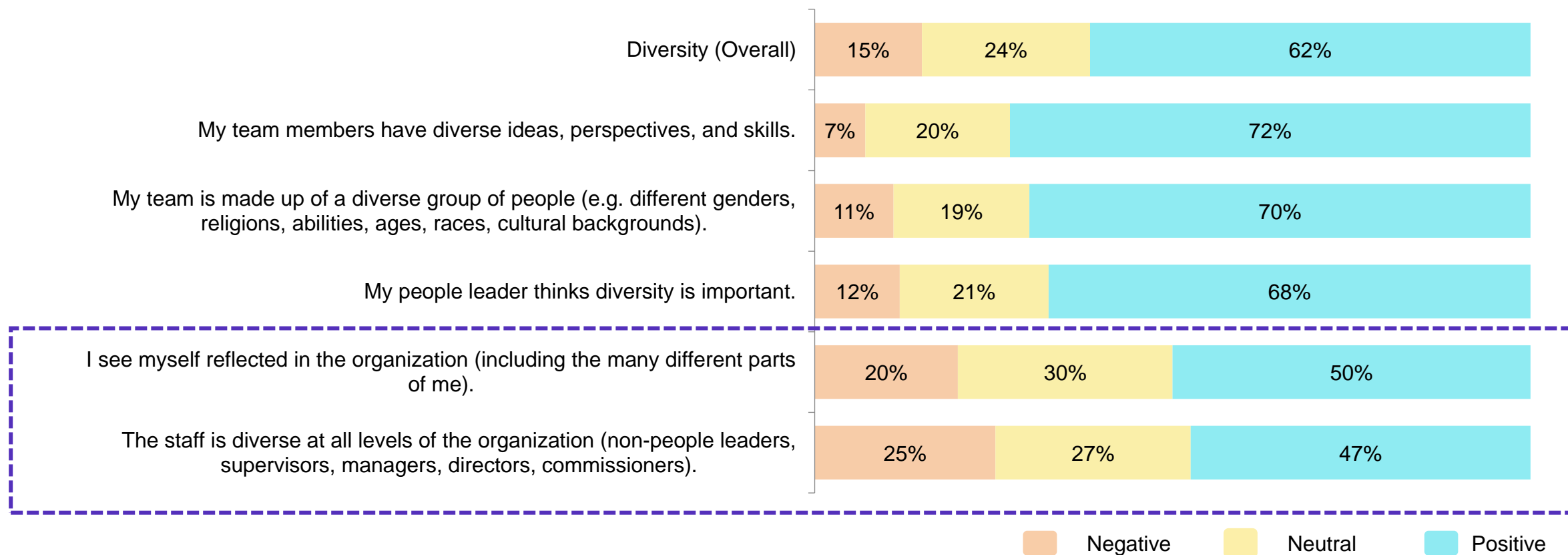


“Distribution” Method Rationale

- Allows for differentiation between “agree” and “disagree” responses (i.e., understanding the differences between positive and negative sentiment)
- Visually presents both groupings of data (versus the average method of calculation which only displays one number and is subject to skews)
- Is the most widely recognized used method of data aggregation in the organizational development (OD) and industrial psychology (IO) methodologies as a consistent measurement of engagement “score” or “experience”

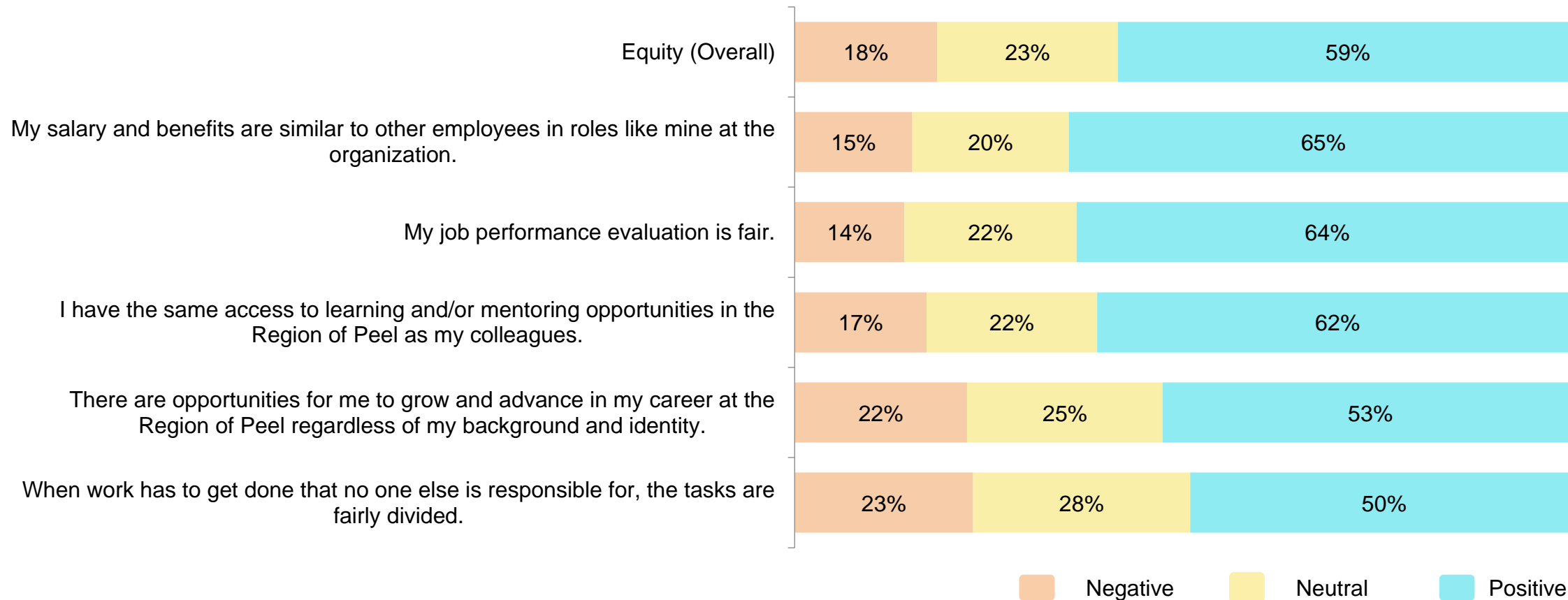
Results by Question: Diversity

Diversity scored the highest amongst categories (typical of other organizations). respondents feel that ROP facilitates Diversity, and that employees and people leaders are enabling a diverse environment through their attitudes and actions; however, the lowest scores among all questions also fall in the diversity category, notably for scores around feeling reflected in role across the organizations



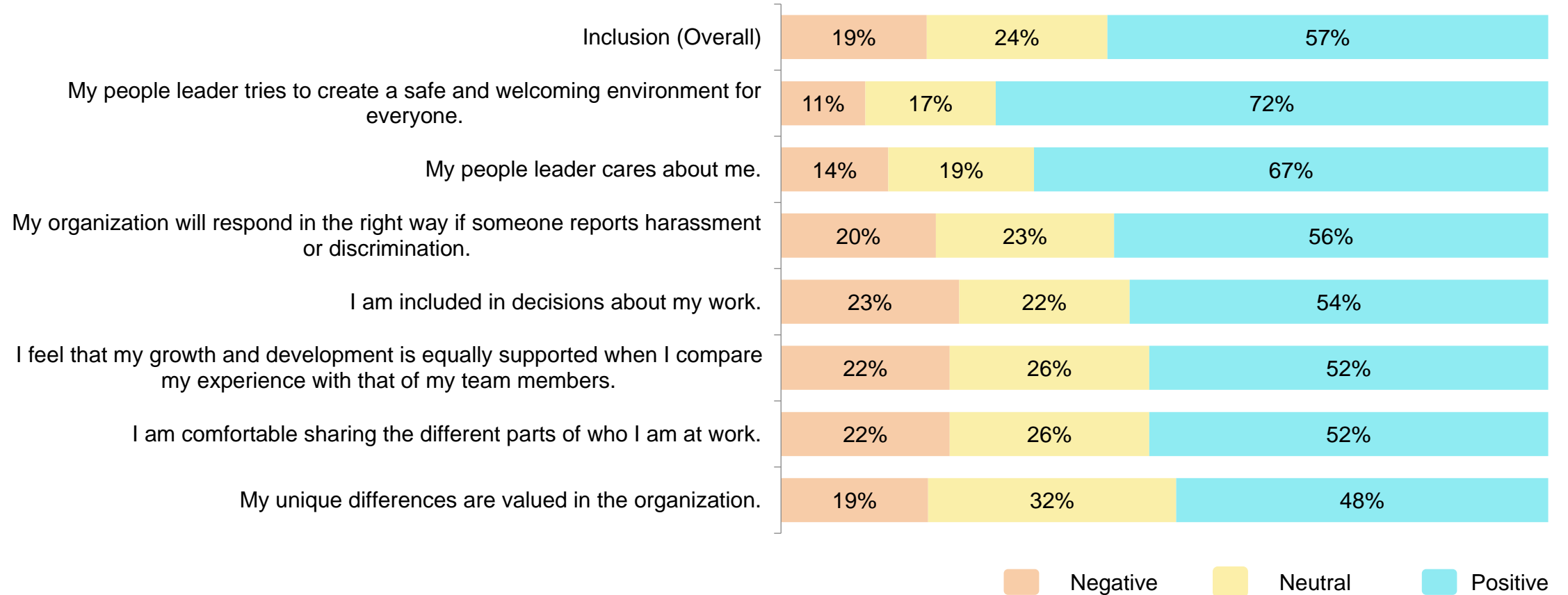
Results by Question: Equity

Opportunity to provide respondents with greater access to opportunity to support career growth; career growth-related questions in general typically yield lower scores in public sector organizations



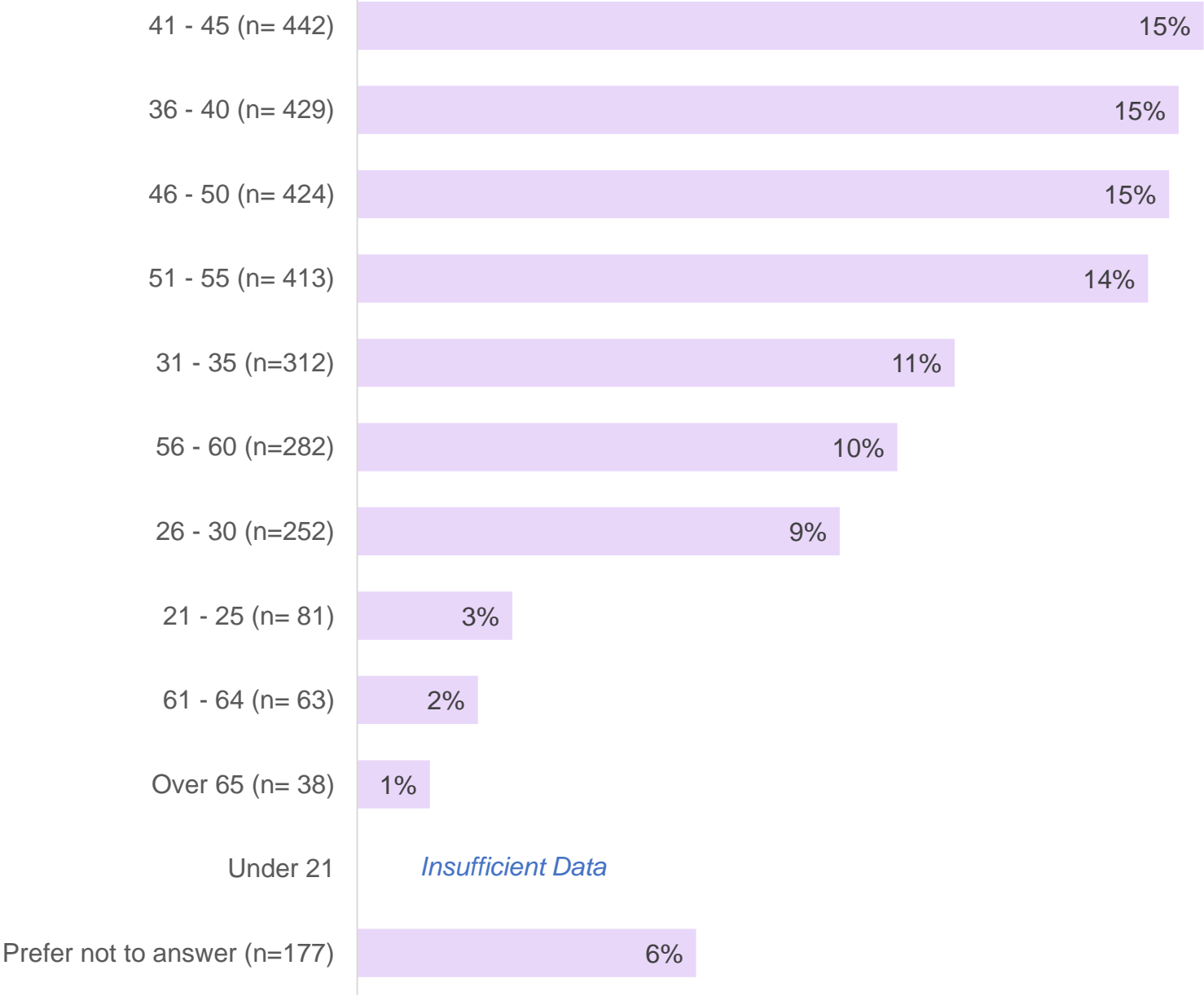
Results by Question: Inclusion

Lowest score for inclusion questions across all categories, notably for promoting inclusion through recognizing individual differences, creating an environment that supports authenticity and continuous development and growth of employees



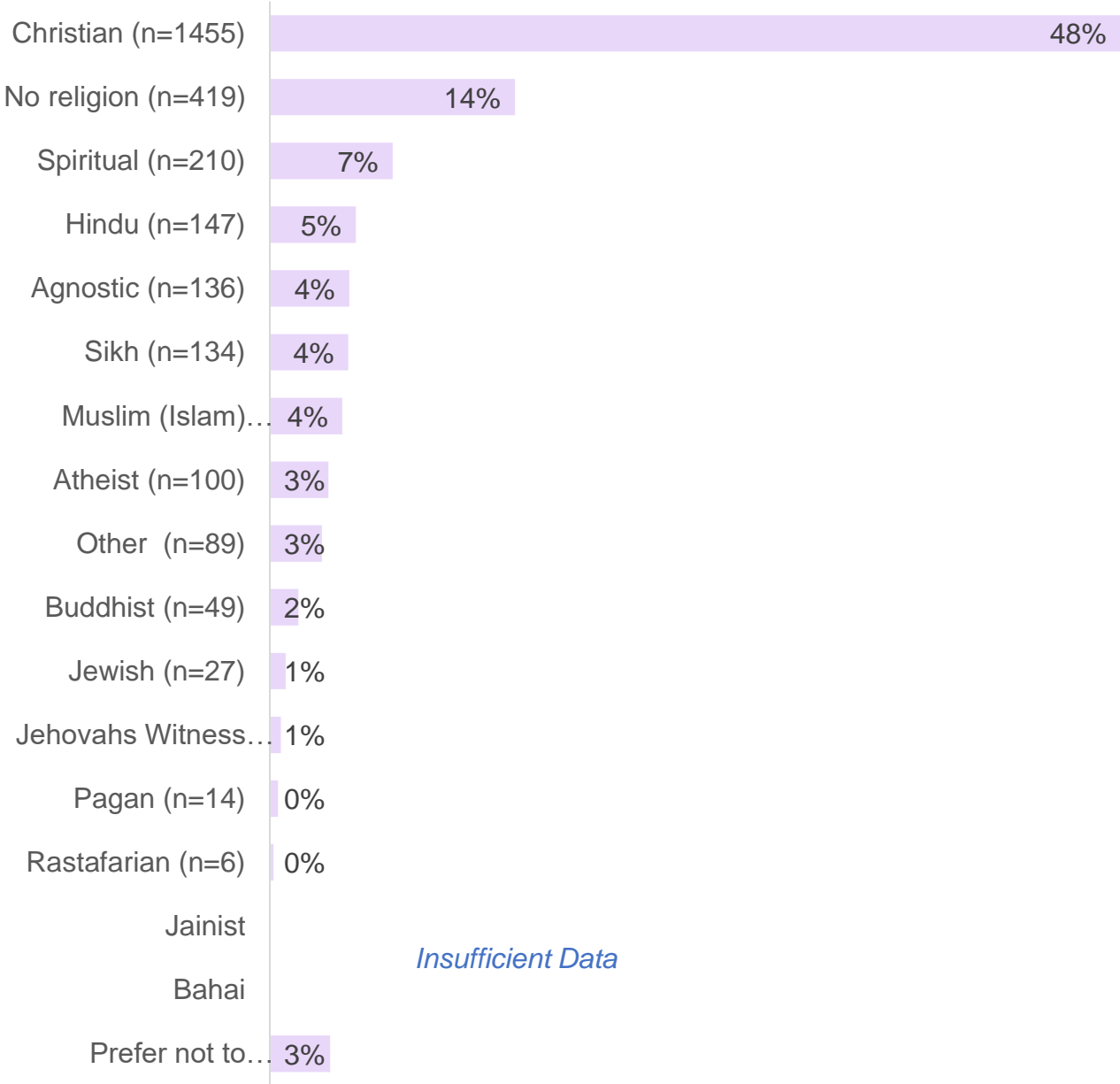
Supplementary Demographics: Age Bracket

Note: Percentages are based on the n-counts
selected relative to the total number of respondents



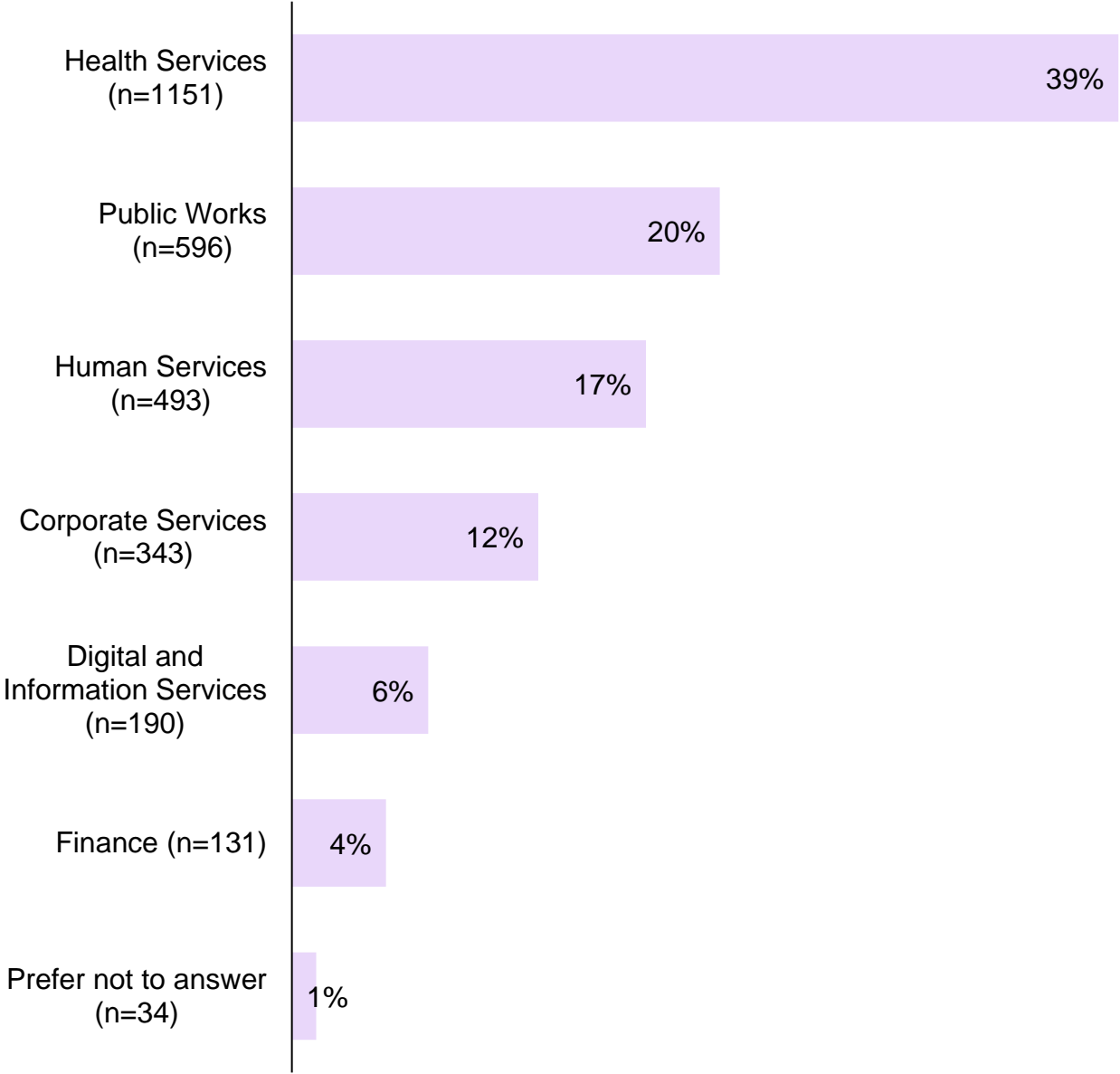
Supplementary Demographics: Belief System

Note: Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents



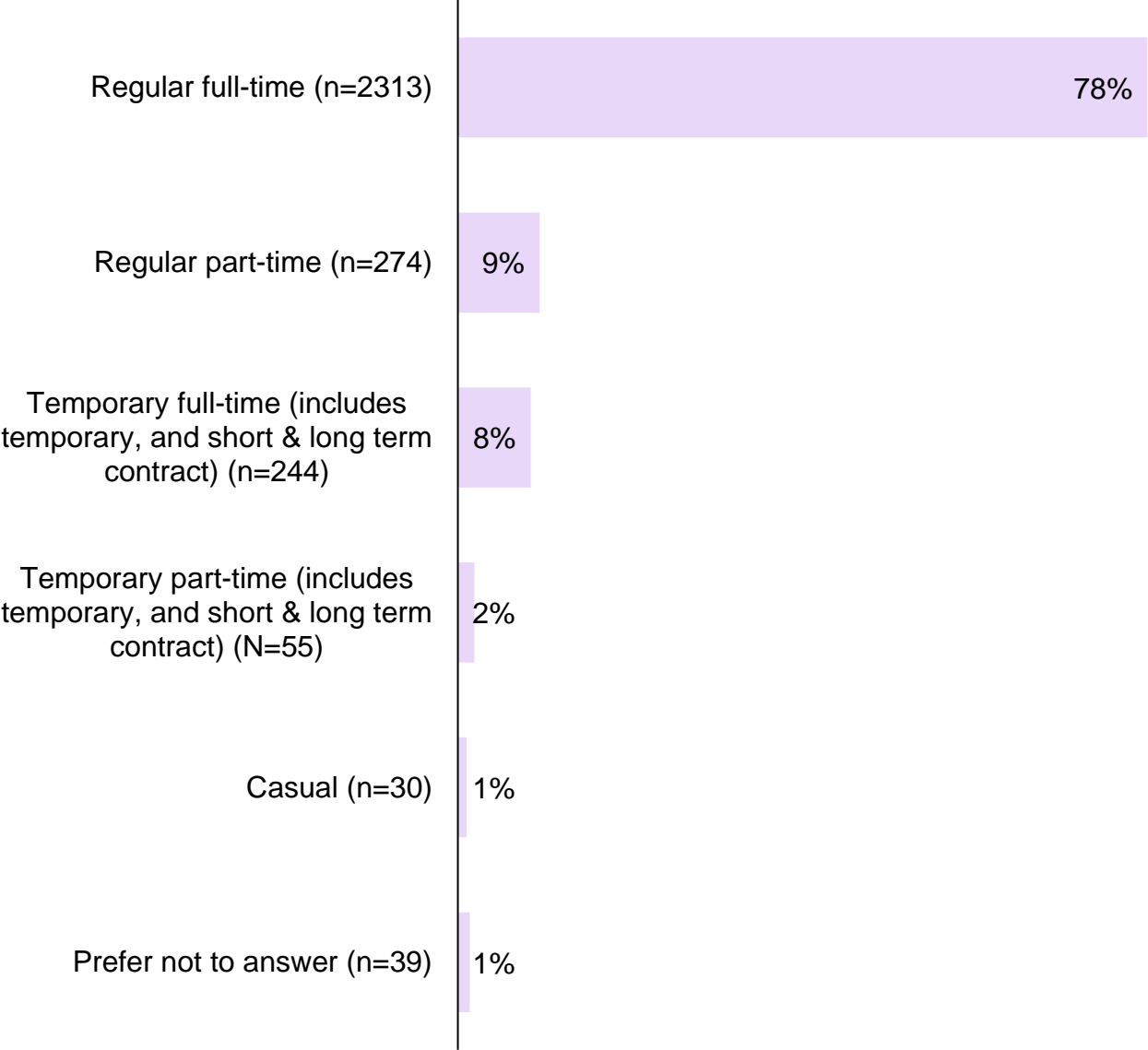
Supplementary Demographics: Department

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



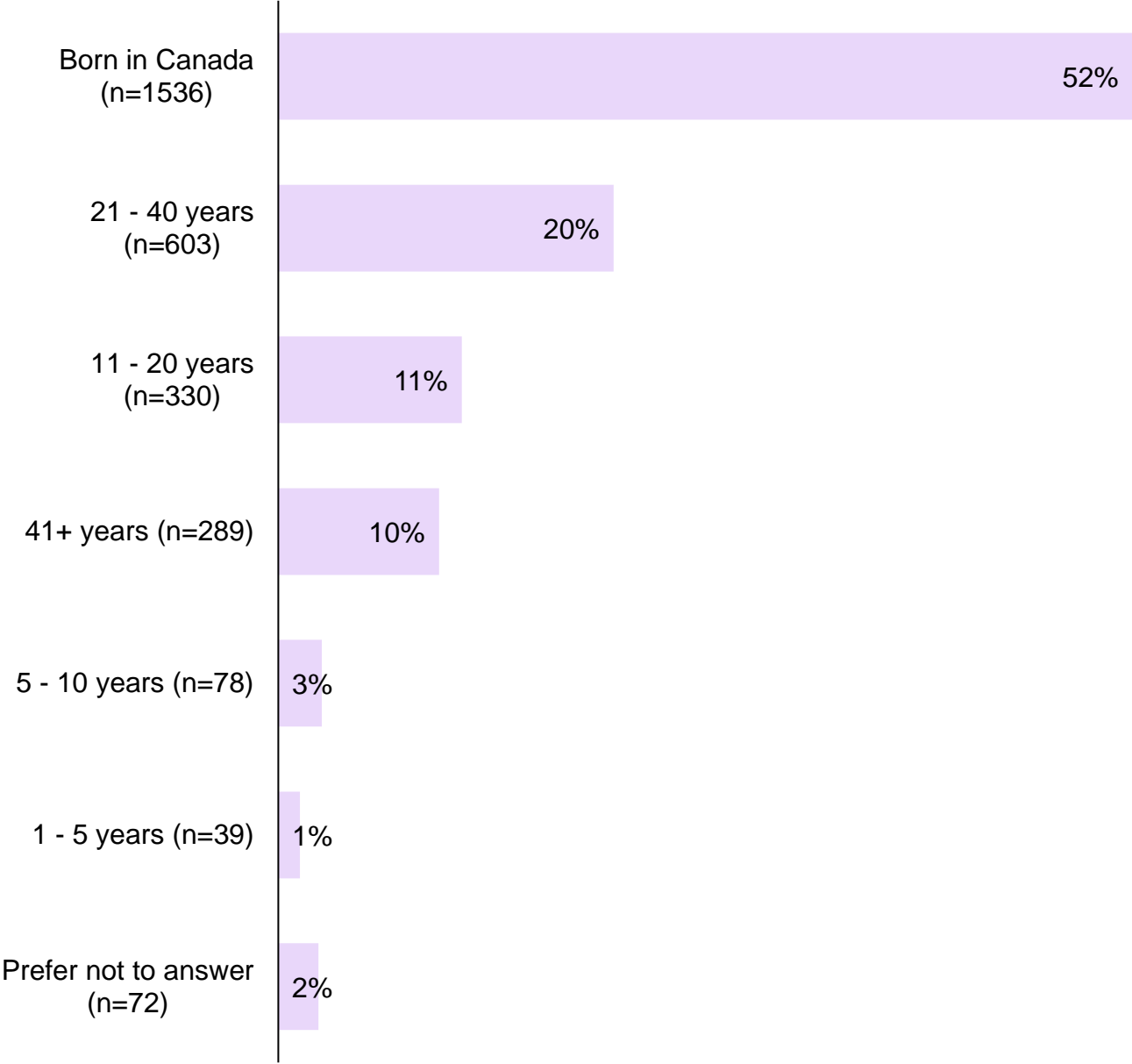
Supplementary Demographics: Employment Type

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



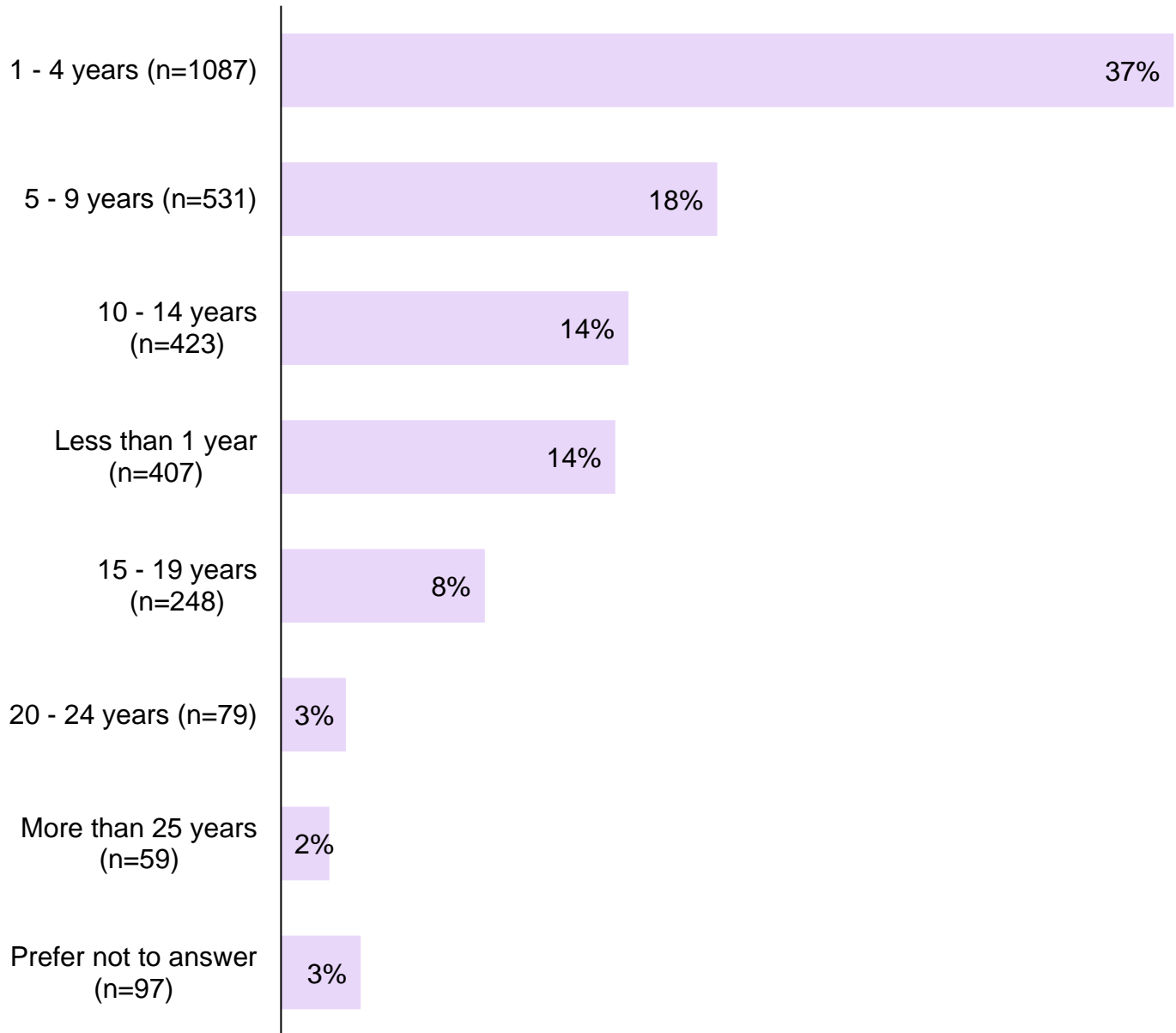
Supplementary Demographics: Length of Time in Canada

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



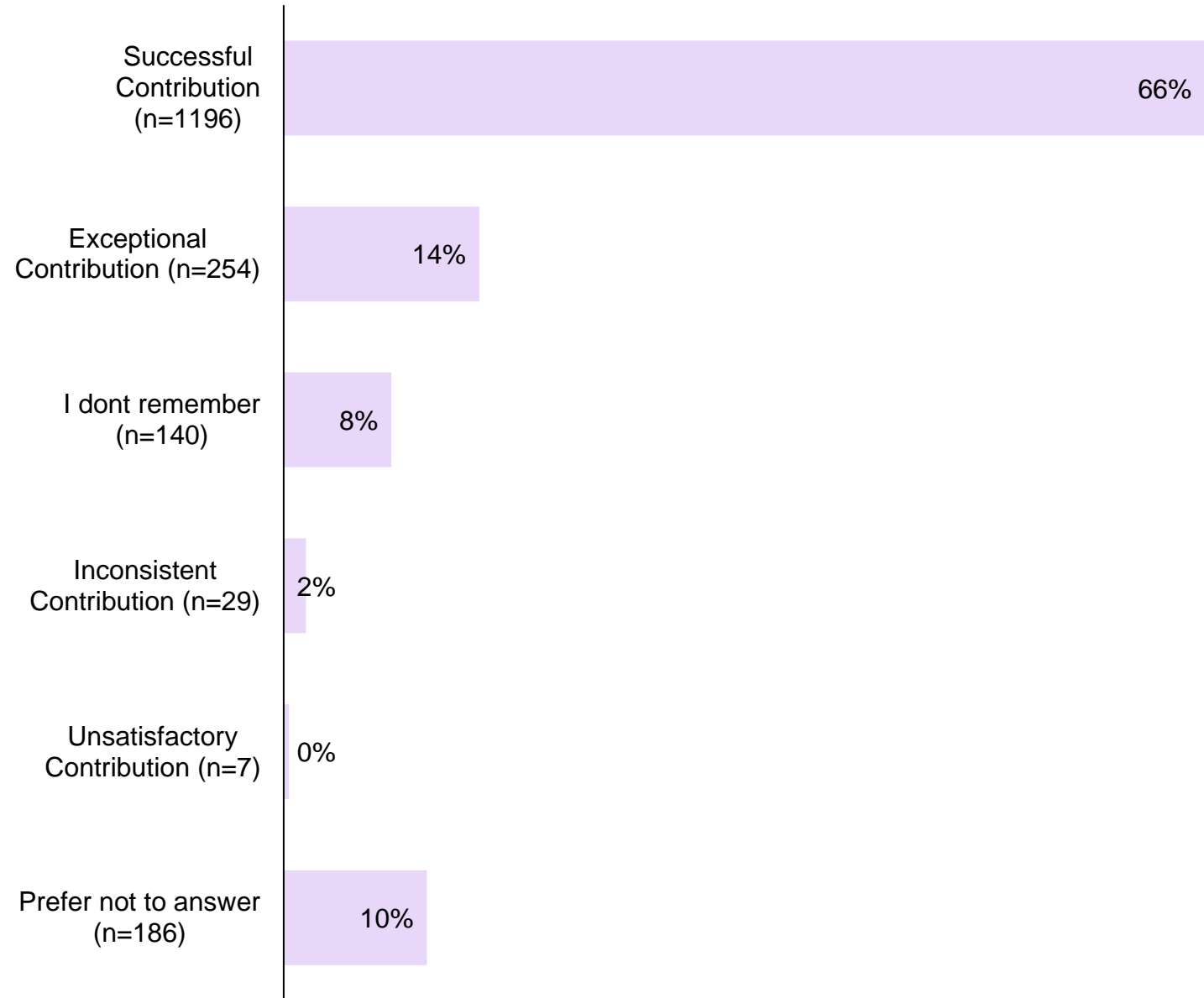
Supplementary Demographics: Length of Time in Current Role

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



Supplementary Demographics: Performance Rating

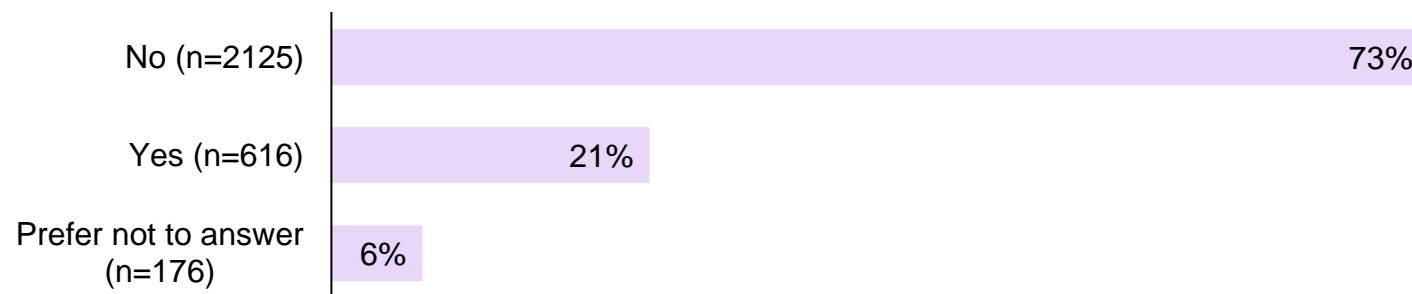
*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



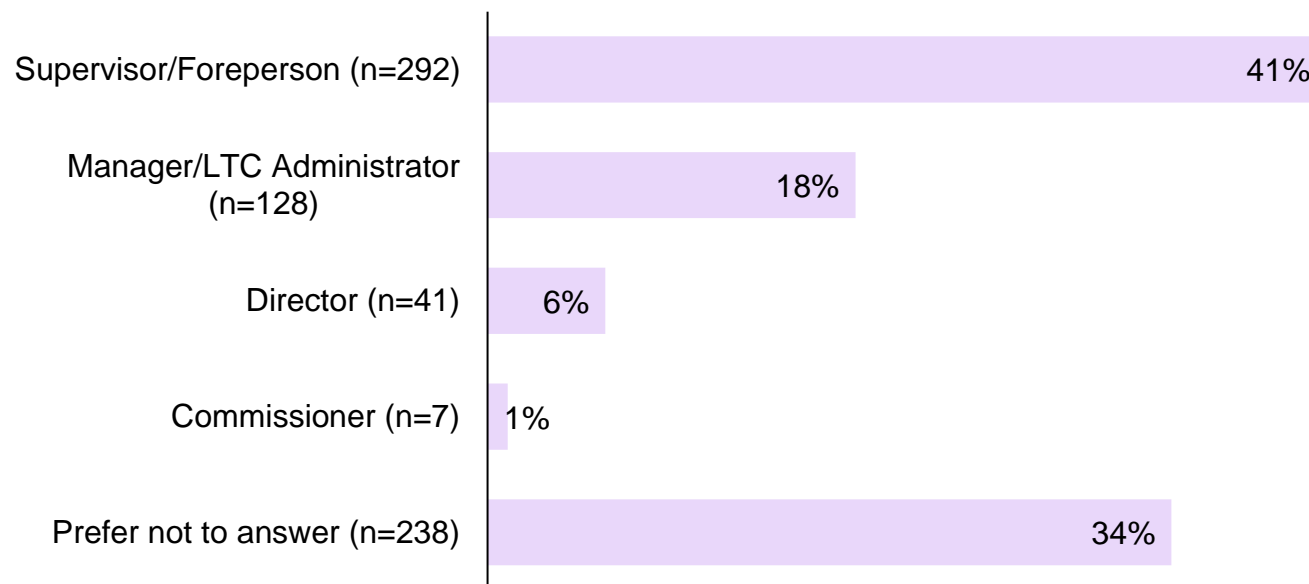
Supplementary Demographics: People Leader and Leader Job Level

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*

respondents Identifying as People Leaders

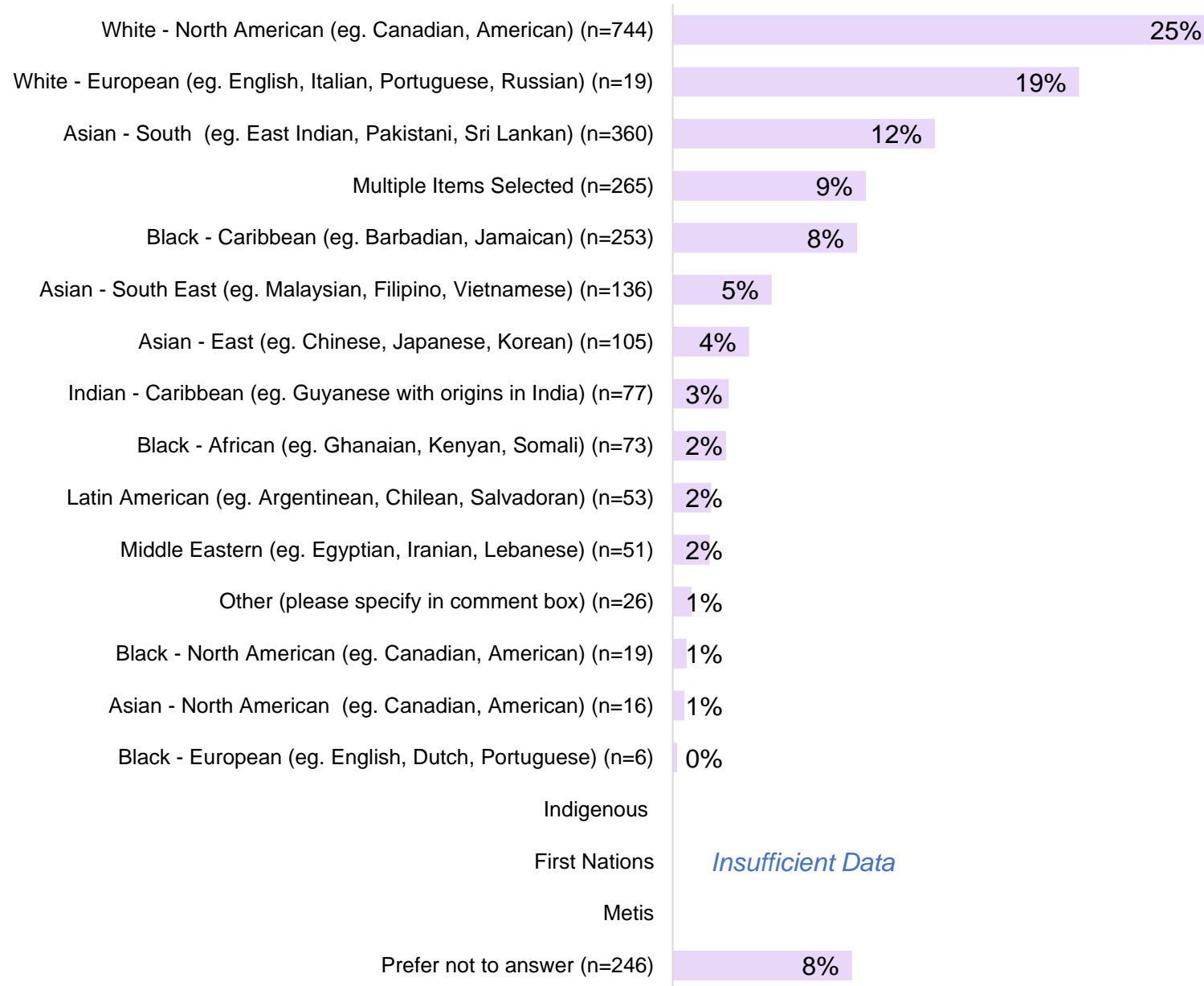


Leader Job Level



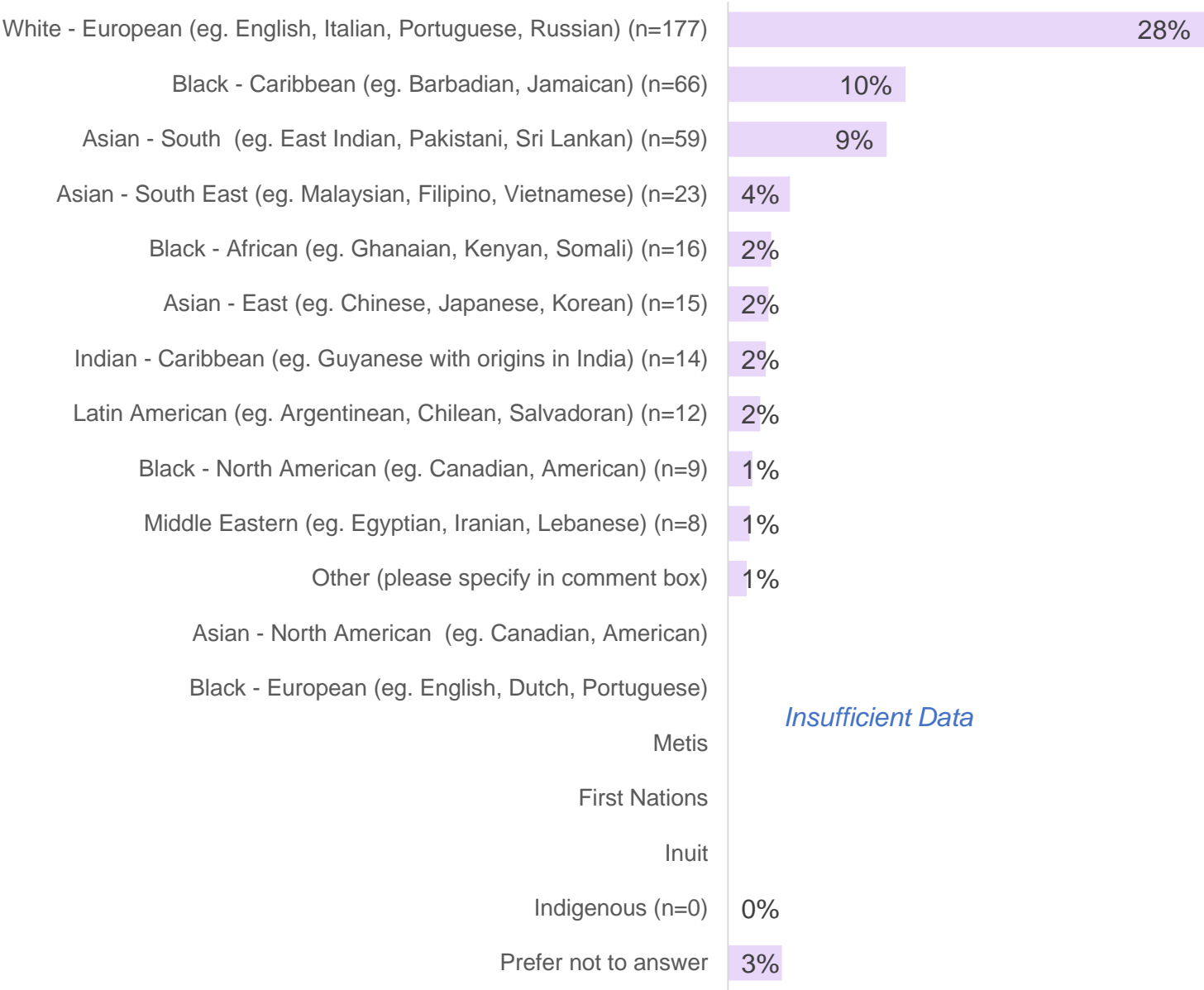
Supplementary Demographics: Racial Category

Note: Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents



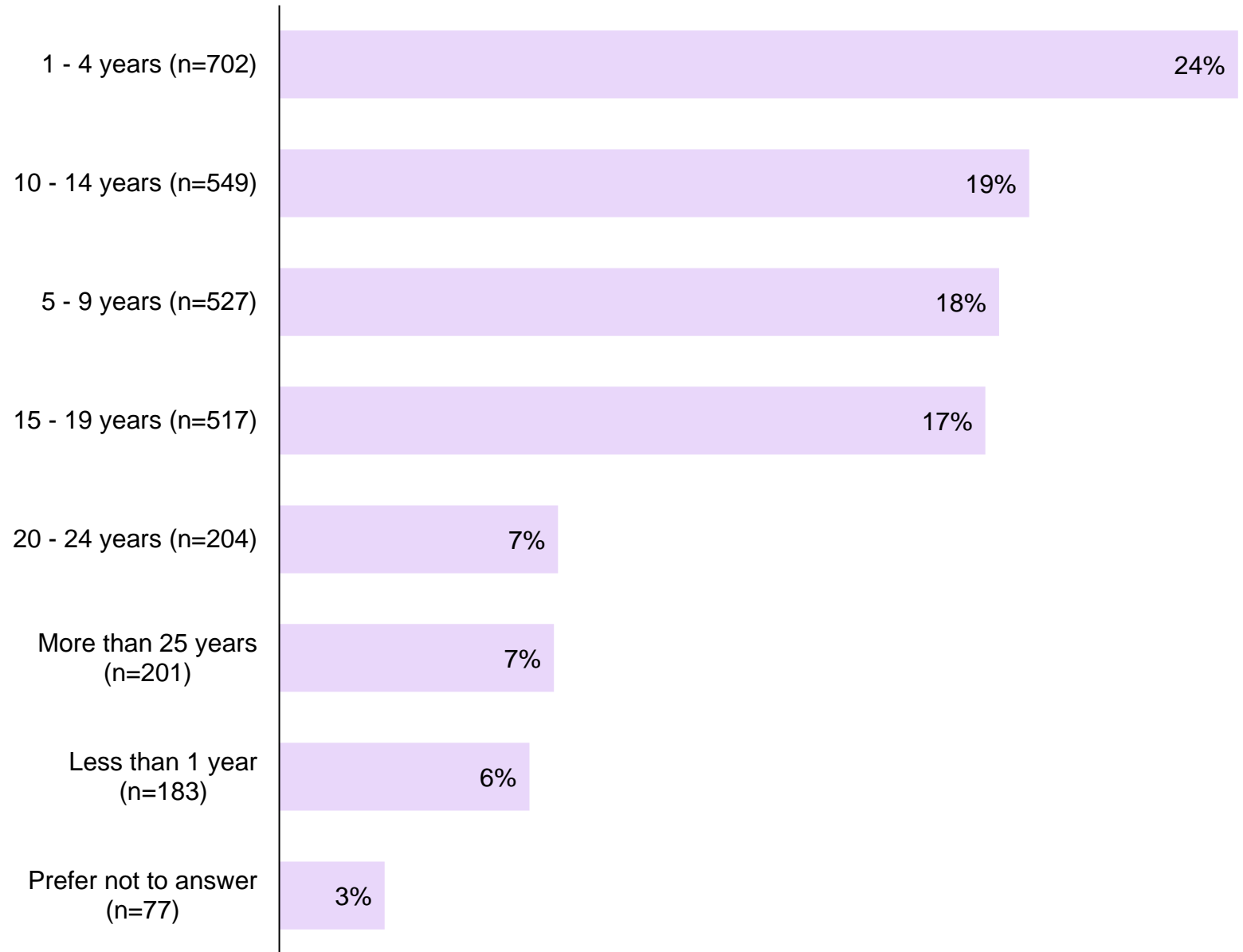
Supplementary Demographics: Racial Category (People Leaders)

Note: Participants were able to select all option(s) that applied to them; percentages are based on the n-counts selected relative to the total number of respondents



Supplementary Demographics: Tenure at ROP

*Note: Percentages are based on the n-counts
selected relative to the total number of respondents*



Demographics Compared to 2016 Census Results

2016 Census -----

2020 Census -----

Immigrants

52% of ROP's workforce are immigrants

47% of the organization's workforce are immigrants

Note: 2016 Census data sourced from Statistics Canada, for ROP

Demographics Compared to 2016 Census Results

Racial Category

2016 Census

62% of Peel Region's residents identify as **BIPOC**

15% identify as **South Asian**

15% identify as **Black**

9% identify as **Southeast Asian**

9% identify as **East Asian**

5% identify as **Middle Eastern**

3% identify as **Latin American**

2020 Census

41% of ROP's workforce identify as **BIPOC**

14% identify as **South Asian**

16% identify as **Black**

5% identify as **Southeast Asian**

0.4% identify as **East Asian**

2% identify as **Middle Eastern**

2% identify as **Latin American**

Indigenous Status

2016 Census

1% of Peel Region's residents identify as **Indigenous**

59% identify as **First Nation**

32% identify as **Metis**

3% identify as having **multiple Aboriginal Identities**

2% identify as **Inuit**

2020 Census

1% of ROP's workforce identify as **Indigenous**

34% identify as **First Nation**

13% identify as **Metis**

50% identify as having **multiple Aboriginal Identities**

3% identify as **Inuit**

Note: 2016 Census data sourced from Statistics Canada, for Peel Region

Results by Segment: Age Bracket



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	61 - 64	Prefer not to answer	All anonymized
Number of Responses	2998	81	252	312	429	442	424	413	282	63	259	41
Overall average	73	77	75	73	73	74	72	73	74	74	67	75
Diversity	75	77	74	74	74	75	74	75	77	76	71	77
Equity	72	77	76	73	72	73	71	71	73	71	64	74
Inclusion	72	77	74	71	73	73	71	72	73	74	66	73

Results by Segment: Belief System



Negative
(bottom end of
range of
results)

Positive (top
end of range of
results)

Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

	Overall average	Agnostic	Atheist	Buddhist	Catholic	Christian	Hindu	Jewish	Multiple Items Selected	Muslim (Islam)	No religion	Sikh	Spiritual	Other	Prefer not to answer	All anonymized
Number of Responses	2998	84	74	27	29	1344	118	17	208	117	368	115	102	72	301	22
Overall average	73	76	75	77	65	74	74	69	69	71	73	73	71	72	70	77
Diversity	75	76	75	74	71	76	74	69	71	71	75	73	72	75	73	81
Equity	72	78	78	77	61	73	72	69	69	72	74	71	71	70	68	75
Inclusion	72	74	73	78	64	73	75	69	68	71	72	73	70	71	69	76

Results by Segment: Caregiver Status



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	Multiple Items Selected	No	Yes, child(ren)	Yes, elderly person(s)	Yes, person(s) with disability	Other	Prefer not to answer
Number of Responses	2998	537	728	1096	259	42	59	277
Overall average	73	70	75	73	73	66	68	71
Diversity	75	73	76	75	75	73	69	73
Equity	72	69	76	73	72	62	69	69
Inclusion	72	69	74	73	72	65	66	70

Results by Segment: Department



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative
(bottom end of
range of
results)

Positive (top
end of range of
results)

	Overall average	Corporate Services	Digital and Information Services	Finance	Health Services	Human Services	Public Works	Prefer not to answer
Number of Responses	2998	343	190	131	1151	493	596	94
Overall average	73	74	77	77	71	71	74	69
Diversity	75	75	79	78	74	73	75	73
Equity	72	73	76	76	71	70	74	67
Inclusion	72	75	77	77	69	71	73	67

Results by Segment: Disability Type



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	Any disability not listed above	Deaf or hard of hearing	Learning disability (e.g. hyperactivity, dyslexia, ADHD)	Mental health disability (e.g. addiction, anxiety, depression, bipolar disorder)	Multiple Items Selected	Other physical or medical disability (e.g. epilepsy, diabetes, heart condition, kidney disease)	Pain (e.g. chronic aches or discomfort caused by illness, injury or condition)	Prefer not to answer	All anonymized
Number of Responses	2998	12	13	22	135	148	30	60	2567	11
Overall average	73	78	73	64	67	65	71	68	74	84
Diversity	75	77	78	69	69	69	73	72	75	89
Equity	72	79	71	64	67	64	70	66	73	82
Inclusion	72	77	71	59	65	63	71	66	73	81

Results by Segment: Education Level



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	Bachelor's degree	College diploma	Did not go to high school/did not finish high school	Doctoral degree	High school diploma or equivalent (e.g. homeschooling)	Master's degree	Some college, no diploma	Some university, no degree	Other	Prefer not to answer
Number of Responses	2998	1103	810	6	25	116	498	143	117	34	146
Overall average	73	73	72	68	75	78	72	72	71	77	68
Diversity	75	75	76	67	73	79	72	75	75	76	72
Equity	72	73	71	71	76	76	72	70	70	76	66
Inclusion	72	73	71	67	75	79	71	71	69	78	67

Results by Segment: Employment Type



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

Number of Responses

Overall average

Diversity

Equity

Inclusion

	Overall average	Casual	Regular full-time	Regular part-time	Temporary full-time (includes temporary, and short & long term contract)	Temporary part-time (includes temporary, and short & long term contract)	Prefer not to answer
	2998	30	2313	274	244	55	82
Overall average	73	72	72	76	76	73	67
Diversity	75	76	74	77	77	74	73
Equity	72	69	72	76	75	75	65
Inclusion	72	71	71	75	77	72	64

Results by Segment: Gender Identity



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative
(bottom end of
range of
results)

Positive (top
end of range of
results)

Number of Responses

	Overall average	Gender fluid	Man	Multiple Items Selected	Woman	Prefer not to answer	All anonymized
	2998	6	803	14	1983	169	23
Overall average	73	63	75	60	73	67	65
Diversity	75	62	76	63	74	71	70
Equity	72	64	74	57	72	64	62
Inclusion	72	63	74	61	72	66	64

Results by Segment: Indigenous Status



Negative

(bottom end of
range of
results)

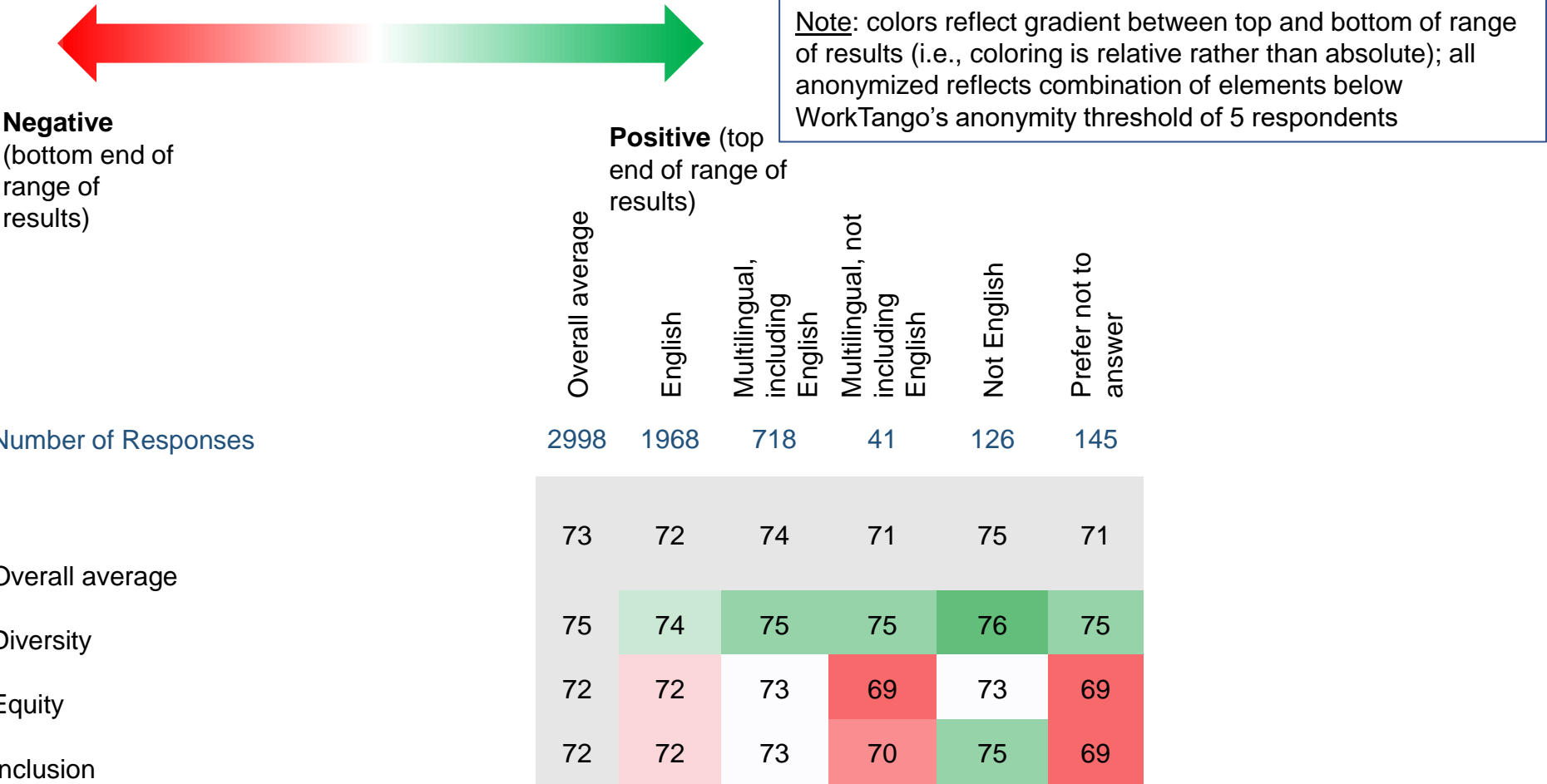
Positive (top

end of range of
results)

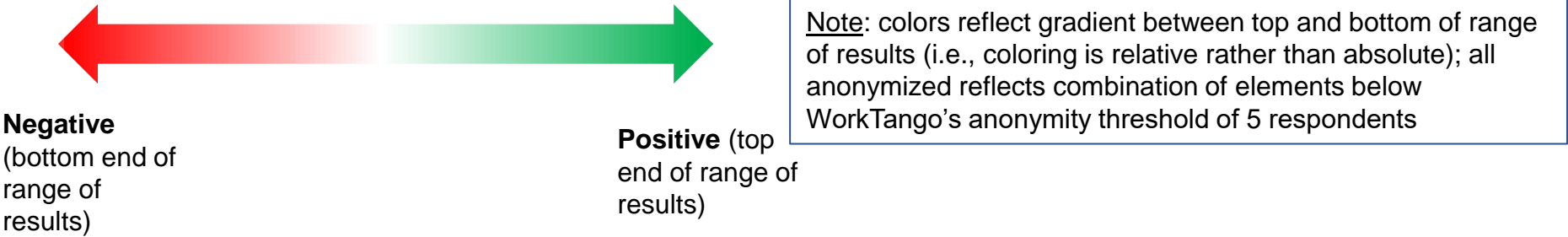
Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

	Overall average	No	Yes, Métis	Prefer not to answer	All anonymized
Number of Responses	2998	2695	16	271	16
Overall average	73	73	65	67	65
Diversity	75	75	72	71	67
Equity	72	73	62	65	64
Inclusion	72	72	62	66	65

Results by Segment: Languages



Results by Segment: Leader Job Level



	Overall average	Commissioner	Director	Manager/LTC Administrator	Supervisor/Foreperson	Prefer not to answer
Number of Responses	2998	7	41	128	292	2530
Overall average	73	76	77	78	76	72
Diversity	75	77	74	77	78	74
Equity	72	70	79	79	75	71
Inclusion	72	79	78	79	76	71

Results by Segment: Length of Time in Canada



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	1-10 Years	11 - 20 years	21 - 40 years	41+ years	Born in Canada	Prefer not to answer
Number of Responses	2998	117	330	603	289	1536	123
Overall average	73	80	74	72	71	73	64
Diversity	75	81	76	73	73	75	68
Equity	72	80	73	70	70	73	61
Inclusion	72	79	73	71	70	72	62

Results by Segment: People Leader



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango’s anonymity threshold of 5 respondents

	Overall average	No	Yes	Prefer not to answer
Number of Responses	2998	2125	616	257
Overall average	73	72	76	69
Diversity	75	74	77	72
Equity	72	72	76	68
Inclusion	72	71	76	67

Results by Segment: Performance Rating



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	Exceptional Contribution	I don't remember	Inconsistent Contribution	Successful Contribution	Unsatisfactory Contribution	Prefer not to answer
Number of Responses	2998	254	140	29	1196	7	1372
Overall average	73	77	72	60	74	52	71
Diversity	75	77	74	67	75	56	74
Equity	72	79	72	57	73	51	71
Inclusion	72	77	70	57	73	49	70

Results by Segment: Racial Background



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

Number of Responses

Overall average

Diversity

Equity

Inclusion

Overall average	Asian - East (eg. Chinese, Japanese, Korean)	Asian - North American (eg. Canadian, American)	Asian - South (eg. East Indian, Pakistani, Sri Lankan)	Asian - South East (eg. Malaysian, Filipino, Vietnamese)	Black - African (eg. Ghanaian, Kenyan, Somali)	Black - Caribbean (eg. Barbadian, Jamaican)	Black - European (eg. English, Dutch, Portuguese)	Black - North American (eg. Canadian, American)	Indian - Caribbean (eg. Guyanese with origins in India)	Latin American (eg. Argentinean, Chilean, Salvadoran)	Middle Eastern (eg. Egyptian, Iranian, Lebanese)	Multiple Items Selected	White - European (eg. English, Italian, Portuguese, Russian)	White - North American (eg. Canadian, American)	Other	Prefer not to answer	All anonymized
2998	105	16	360	136	73	253	6	19	77	53	51	265	558	744	26	246	10
73	77	75	73	73	66	66	68	64	74	65	72	71	76	76	63	67	64
75	77	73	73	76	65	66	68	66	74	70	74	73	79	78	64	70	66
72	76	78	72	72	67	66	69	65	73	62	72	72	75	75	64	65	63
72	77	74	73	73	65	66	68	63	75	64	71	69	75	75	60	65	63

Results by Segment: Sexual Orientation



Negative
(bottom end of
range of
results)

Positive (top
end of range of
results)

Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

	Overall average	Asexual	Bisexual	Fluid	Gay	Heterosexual	Lesbian	Multiple Items Selected	Pansexual	Other	Prefer not to answer	All anonymized
Number of Responses	2998	105	44	8	28	1968	21	37	8	14	759	6
Overall average	73	74	71	73	70	73	70	73	59	71	71	76
Diversity	75	76	73	74	69	75	69	73	60	76	74	79
Equity	72	73	75	70	71	73	73	74	59	69	69	70
Inclusion	72	72	66	74	70	73	69	72	58	70	70	77

Results by Segment: Tenure in Current Role



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango's anonymity threshold of 5 respondents

Negative

(bottom end of range of results)

Positive (top end of range of results)

	Overall average	Less than 1 year	1 - 4 years	5 - 9 years	10 - 14 years	15 - 19 years	20 - 24 years	More than 25 years	Prefer not to answer
Number of Responses	2998	407	1087	531	423	248	79	59	164
Overall average	73	78	75	72	69	68	68	70	66
Diversity	75	77	75	75	72	72	74	74	72
Equity	72	78	75	71	68	67	66	71	64
Inclusion	72	78	74	71	68	67	67	67	64

Results by Segment: Union respondents



Note: colors reflect gradient between top and bottom of range of results (i.e., coloring is relative rather than absolute); all anonymized reflects combination of elements below WorkTango’s anonymity threshold of 5 respondents

	Overall average	No	Yes	Prefer not to answer
Number of Responses	2998	1864	976	158
Overall average	73	75	70	66
Diversity	75	76	73	70
Equity	72	74	70	64
Inclusion	72	74	68	64