

2022 We All Count! Workforce Census Results

Prepared for Region of Peel

April 6, 2023

worktango

8.2-11

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This document outlines the organizational findings from the 2022 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 wrong or right place to start.

Introduction

allow us to develop informed, evidence and inclusion in everything we do.

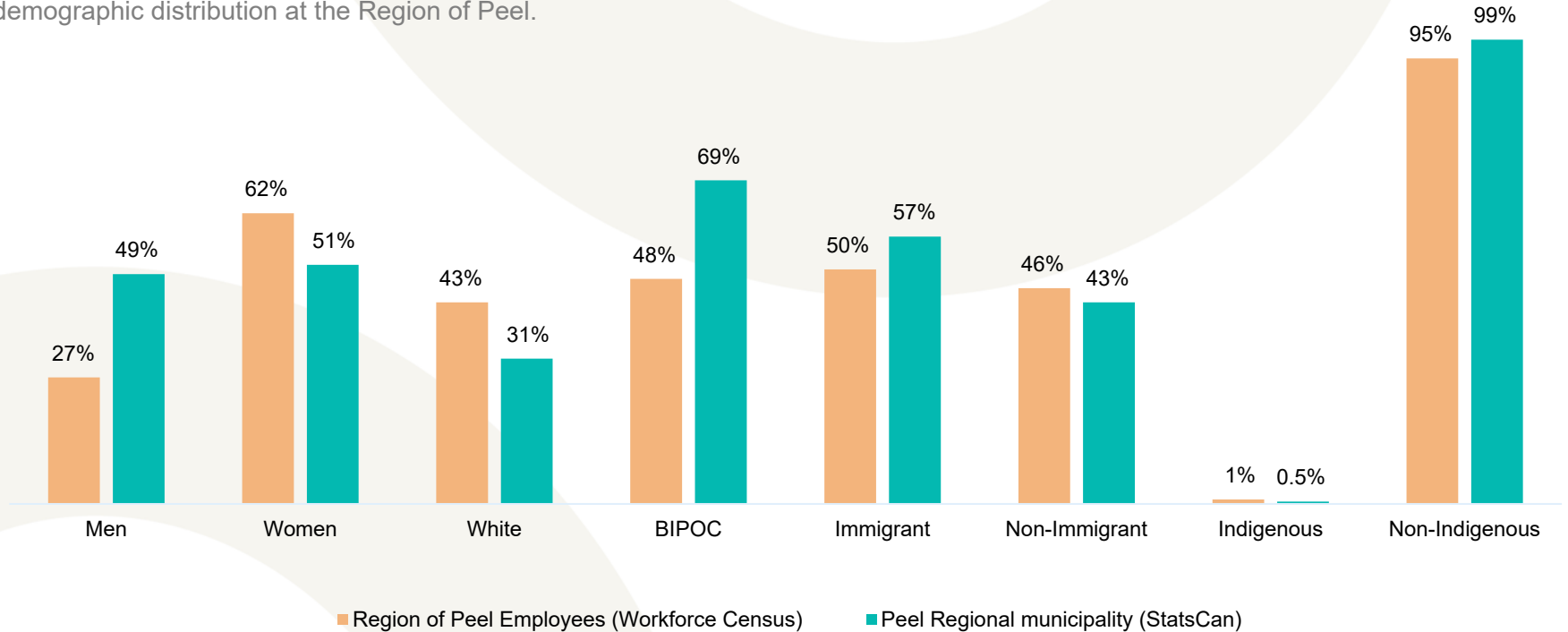
-based action planning to

Capturing this data will embed diversity, equity

Department	# of respondents	Response Rate (%)
Organization –wide	3366/6090	55%
Corporate Services	755/979	77%
Health Services	1451/3179	46%
Human Services	504/729	69%
Public Works	648/1192	54%
Prefer not to Answer	2724/6090	45%

8.2-13

Data was sourced from the StatsCan 2021 Census for the Peel Regional Municipality and compared to employee demographic distribution at the Region of Peel.



The representation of men, women, white, BIPOC, and immigrant employees at the Region of Peel significantly differs from the StatsCan data for the municipality of Peel.



Response Rates

55%

3366 out of 6090 employees responded

4

week survey duration (Oct 5 to Nov 2, 2022)



Methodology (Appendix I for Questions)

4

Diversity questions

6

Equity questions

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Inclusion questions

8

Health, Safety, and Wellness questions



Diversity Demographics (Appendix II for Diversity Demographic Definitions)

15

Demographic questions

3

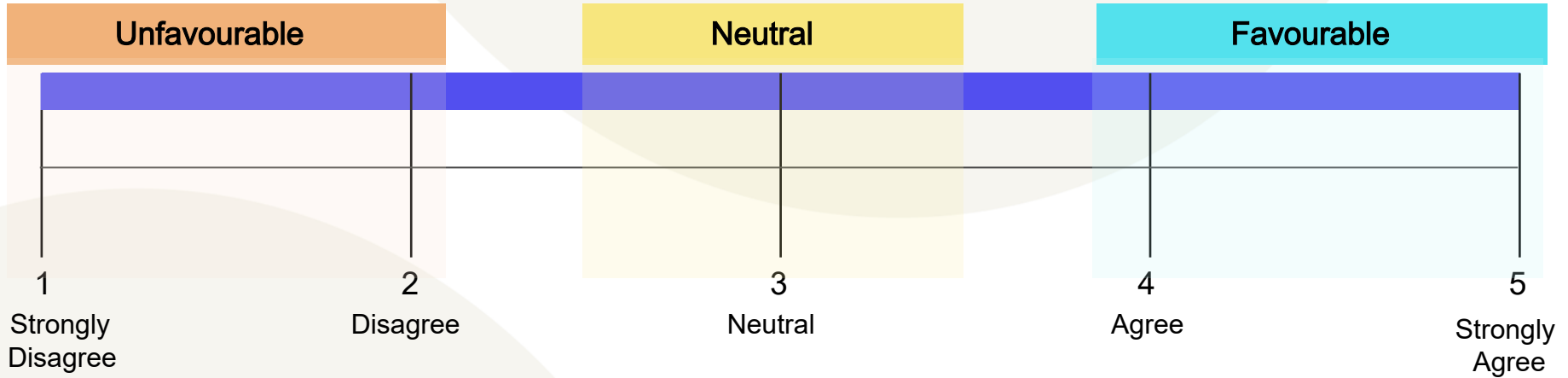
Ability Status questions

2

Accommodation questions

- *Trending compared to 2020 Workforce data is displayed, where available.
- DEI experience refers to employee perceptions about DEI and HSW in the organization
- A factor is a set of questions along a theme or topic, e.g. Diversity
- DEI factors refers to Diversity, Equity, and Inclusion
- HS&W factor refers to Health, Safety, and Wellness

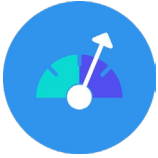
Interpreting the Data



Key Considerations for using the “top box” method

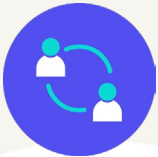
- Allows for differentiation between “agree” and “disagree” responses (i.e., audience can clearly understand the proportion of positive and negative sentiments)
- Visually presents both groupings of data (versus the average method of calculation which only displays one number and is subject to skews)
- Allows categories and questions to be stack ranked (i.e., ranked from most positive to least positive)
- For slides comparing demographic results, percentages shown reflect results in terms of % positive/favourable.
- Percentage differences of +/- 5% are considered significant differences

Key Insights



DEI experience favourable scores were higher compared to the 2020 survey

- Diversity factor (72%) – 11% higher than 2020.
- Equity factor (63%) – 4% higher than 2020.
- Inclusion factor (70%) – 15% higher than 2020.
- HS&W factor
 - > Harassment and Discrimination subset (74%) – 10% higher than 2020.
- For the 2022 survey, the Corporate Services department provided the highest favourable score for all 4 factors.



Reports of harassment and discrimination are lower than the 2020 survey

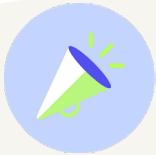
- Most respondents did not indicate facing any discrimination, nor harassment inside or outside the organization, with a marked decrease in reported incidents compared to the 2020 survey.
- 19% of employees reported witnessing other staff experience harassment, discrimination and/or micro aggressions/micro - assaults
- One in four employees who said that they experienced discrimination while working at [redacted] RoP reported the incidents.
- Almost 1 in 6 employees who identify as a person with disabilities indicated experiencing discrimination (versus 1 in 11 who do not identify as a person with disabilities); and only one in three reported the incident(s).

Key Insights



Employees identifying as Non-binary rated their DEI experience significantly less favourably than those with binary gender identities

- Employees identifying as Men and Women provided higher favourable scores for all 3 DEI factors and the Health, Safety, and Wellness index than those who have a Non-binary identity.
- Those identifying as Non-binary were much less likely to be comfortable sharing different aspects of who they are at work and were less favourable that the Region of Peel has a diverse workforce at all levels of the organization.



The DEI experience of those identifying as 2SLGBTQ+ was not always aligned with those identifying as heterosexuals

- Those identifying as 2SLGBTQ+ provided lower favourable scores than employees identifying as heterosexuals, especially in the Inclusion factor.
- Only 1 in 2 employees identifying as 2SLGBTQ+ reported a favourable sentiment towards the workload being evenly and fairly distributed among team members.



BIPOC employees expressed concerns with Diversity and Equity

- Employees who identified as BIPOC were less likely than those identifying as White employees to favourably rate their DEI experience, with Diversity and Equity factors scoring lowest among the four factors.
- Equity issues for BIPOC employees included feeling less favourable about opportunities for them to grow and advance in their careers.
- Employees who identified as White provided significantly more favourable scores on team diversity and believing that the workforce is diverse at all levels of the organization.

Key Insights



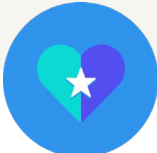
Indigenous employees had the lowest DEI scores

- People who identify as Indigenous represented 1% of respondents with the majority identifying as Women.
- Across all 4 factors favourable sentiments were 70% or below, with Equity at 55%.
- Only 4 in 10 People who identify as Indigenous had favourable sentiments towards feeling comfortable sharing who they are at work .



Persons identifying as having a disability experienced challenges in their DEI experience

- Scores for Equity, Inclusion, and HS&W factors from Persons who identify as having a disability were significantly lower than for those who identify as having no disability.
- Equity favourability scores were 16 percentage points lower for those individuals who identify with a disability compared to those that do not identify with a disability regarding opportunities to grow and advance careers; and 9 percentage points lower for perceiving the workload as evenly and fairly distributed among team members.



Newer Immigrants rated their DEI experience at the Region of Peel more favourably than non-immigrants

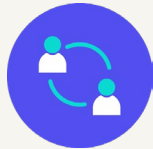
- For all 3 DEI factors as well as for the Health, Safety, and Wellness factor, Immigrants who have been in Canada for less than 5 years provided higher favourable scores than respondents born in Canada and for most other sub-populations.
- This group of newer immigrants were more likely to feel favourably that there is diversity in teams, that people leaders have fair and reasonable expectations of team members, and that their people leader treats all members of the team fairly and is responsive to their individual needs.

Key Insights



Favourable perceptions of the DEI experience tended to ebb and flow with age

- For all three DEI factors, employees in their 20's, 50's and 60's tended to have higher favourable scores than those in their 30's and 40's.
- The Health, Safety, and Wellness factor did not go through this cycle – favourable scores were consistent through ascending age brackets, though highest in the 61 - 64 age range.



People leaders' DEI experience was shaped by how they identify themselves

- People leaders who identified as BIPOC rated all 3 DEI factors lower than people leaders who identified as White with Equity having the largest gap (BIPOC 63% vs. 74% for Whites).
- People leaders who are caregivers provided less favourable Equity scores (68%) than those people leaders who are non - caregivers (77%).
- People leaders who identify as non - binary (1%) appeared to have a more negative perception of the DEI experience than those who identify as men or women.

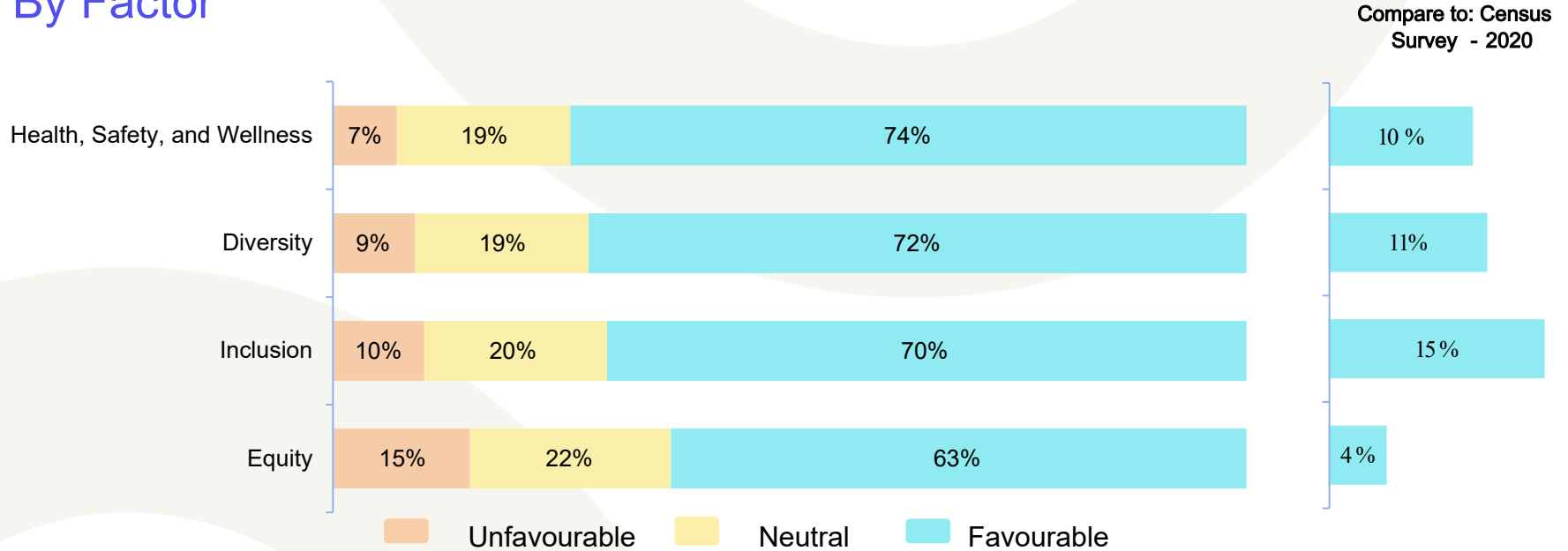


Caregivers found some aspects of the Equity factor to be challenging

- Caregivers made up about two - thirds of the Region of Peel's population with an even distribution of men and women.
- The Equity percent favourable scores for caregivers are 7 percentage points lower than for the non - caregivers group, notably around perceptions that workload is evenly and fairly distributed, that there are opportunities to grow and advance, and salary and benefits are similar to other employees.

Disclaimer: The Diversity, Equity and Inclusion factors include some questions from 2020; along with new questions in the 2022 Workforce Census. Some new, and previous questions from 2020 have also been aligned under the new Health, Safety and Wellness factor.

By Factor



Overall, employees showed favourable sentiments towards the factors addressed in this survey, with 1 in 5 employees responding neutrally to all 4 factors. There was an 11, 4, and 15 percentage point increase in Diversity, Equity and Inclusion scores, respectively, compared to 2020. Equity favourable scores were significantly lower than the other three factors.

By Top 5 Questions

Health, Safety, and Wellness

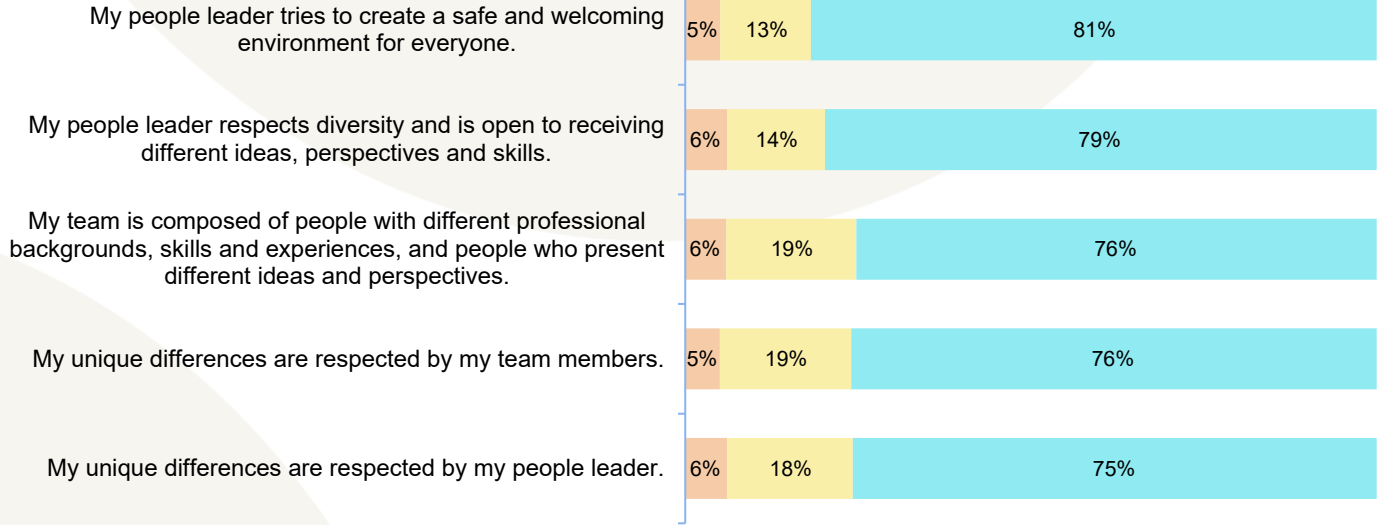
Diversity

Diversity

Inclusion

Inclusion

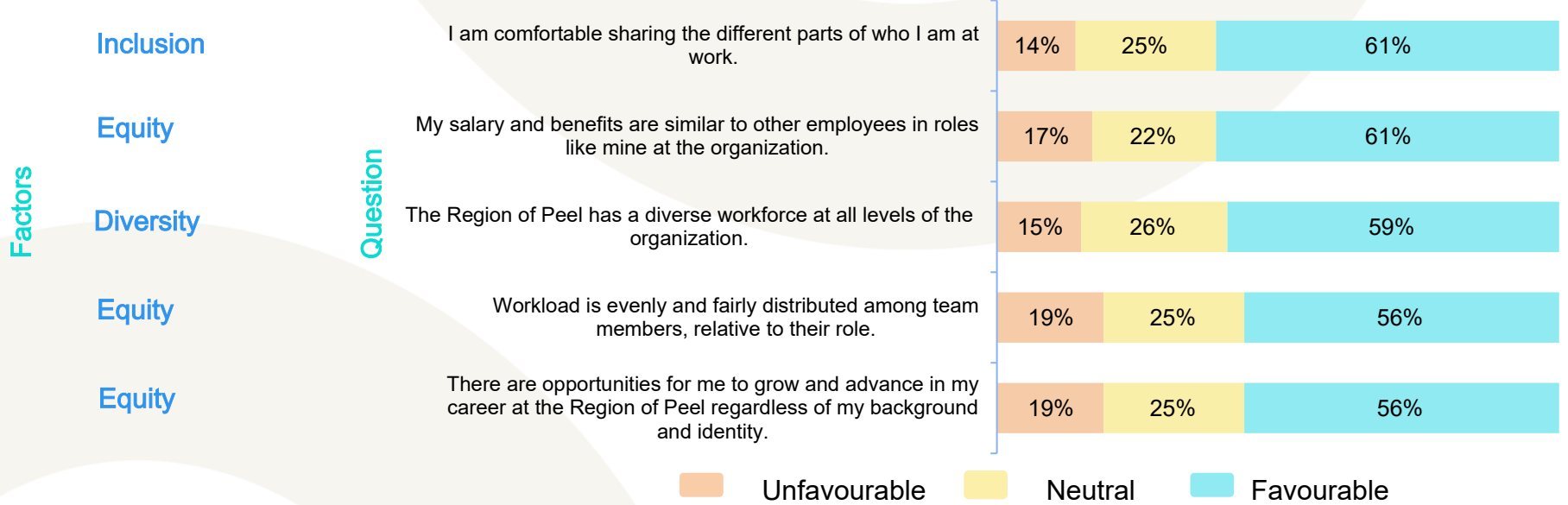
Question



Unfavourable Neutral Favourable

Highest scores were provided by respondents feeling respected in a safe, welcoming, and diverse work environment. People leaders were perceived as creating an environment that fosters inclusion.

By Bottom 5 Questions



Lowest favourable scores centered on opportunities for career advancement and an even and fair distribution of workload. This finding aligns with Equity being the lowest scoring factor across the organization.



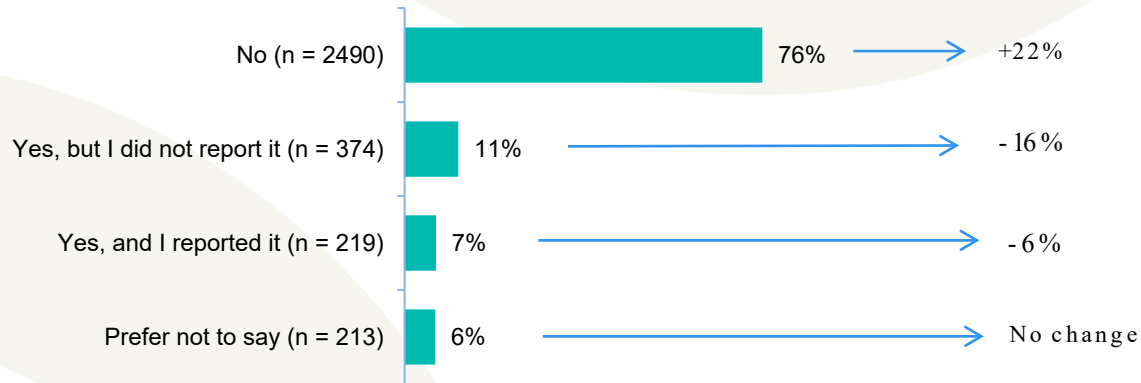
Safety Index

8.2-24

Health, Safety & Wellness Index

In the past 24 months working at the Region of Peel, **inside** the organization have you experienced harassment in the form of unwelcome comments or actions that were offensive, embarrassing or hurtful? (n = 3296)

Compared to:
2020 Census



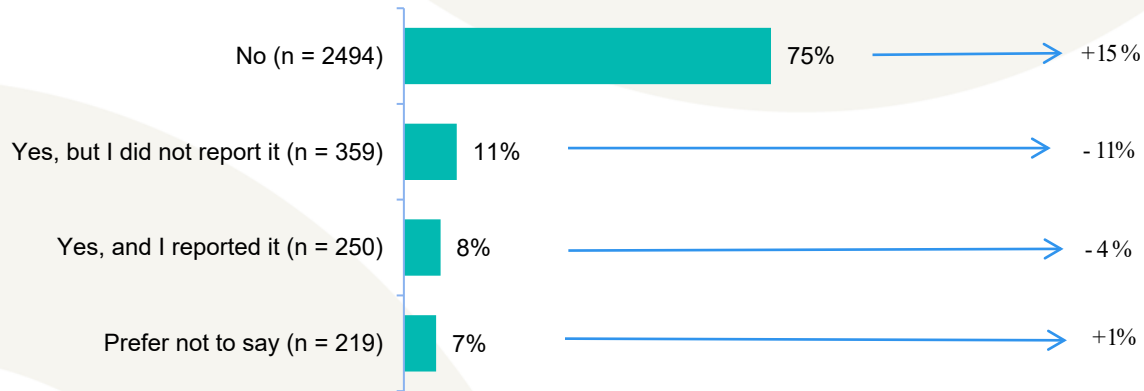
Eighteen percent of respondents have experienced some form of harassment inside the organization, of which seven percent reported it; a significant decrease in reported incidents since last measured in 2020. Seventy percent of respondents indicated not experiencing any harassment in the last 24 months

inside the organization, of which seven percent reported it; a significant decrease in reported incidents since last measured in 2020. Seventy percent of respondents indicated not experiencing any harassment in the last 24 months inside the organization.

Health, Safety & Wellness Index

In the past 24 months working at the Region of Peel, **outside** the organization have you experienced harassment in the form of unwelcome comments or actions that were offensive, embarrassing or hurtful? (n = 3322)

Compared to:
2020 Census

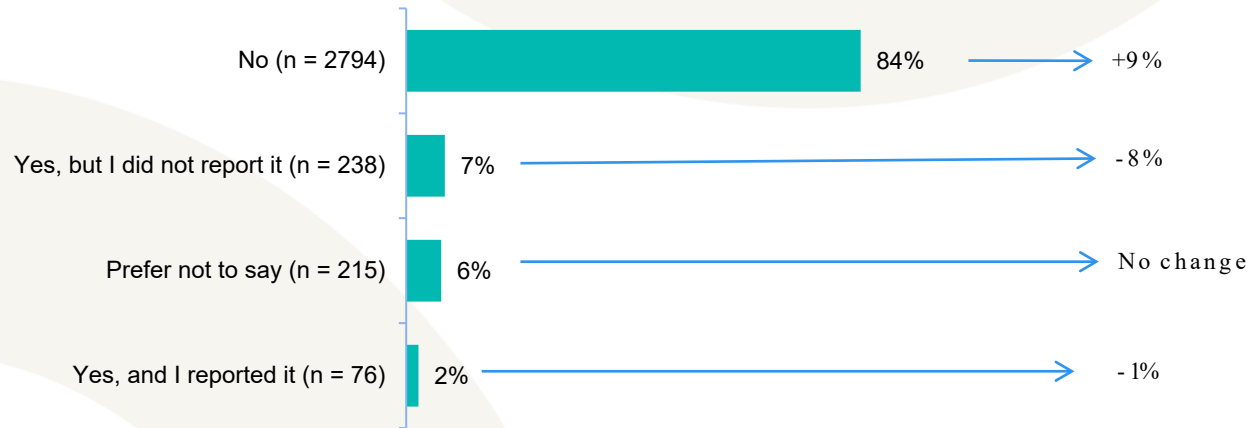


Nineteen percent of respondents indicated experiencing harassment **outside** the organization of which eight percent reported it; a significant decrease compared to the 2020 results. Seventy-five percent indicated they did not experience any harassment in the last 24 months **outside** the organization.

Health, Safety & Wellness Index (cont.)

In the past 24 months working at the Region of Peel, have you experienced discrimination (been treated negatively because of one or more parts of your identity, like gender, age, ethnicity, or sexual orientation)? (n = 3323)

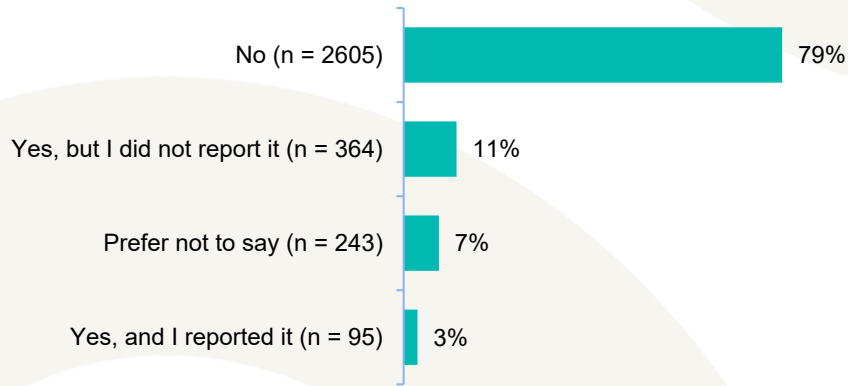
Compared to:
2020 Census



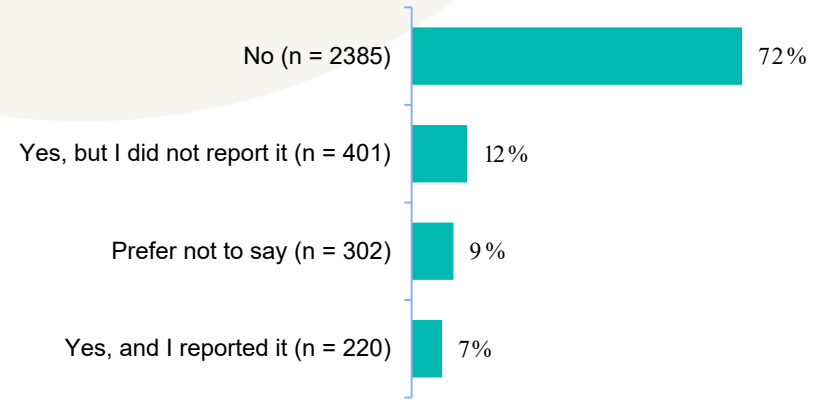
Nine percent of respondents indicated experiencing discrimination due to parts of their identity, of which two percent reported it; a significant decrease in incidents compared to the 2020 results. Eighty-four percent of respondents indicated they have not experienced discrimination due to parts of their identity in the past 24 months.

Health, Safety & Wellness Index (cont.)

In the past 24 months working at the Region of Peel, have you experienced micro-aggressions or micro-assaults at work? (n = 3307)



Have you witnessed other staff experience harassment, discrimination and/or micro-aggressions? (n = 3308)



Fourteen percent of respondents indicated directly experiencing micro-aggressions and/or micro-assaults at work, while 19% witnessed other staff experiencing it. The majority did not report the incident(s) in either situation.



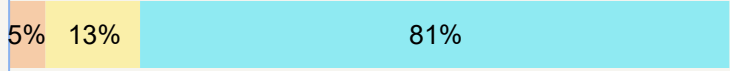
Results by Diversity Groups (for key demographics of marginalization)

8.2-29

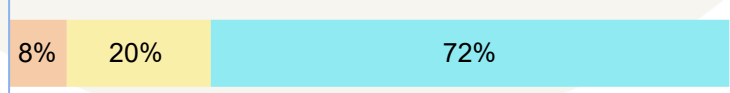
Note : HSW factor is new for the 2022 Workforce Census. Trending data is provided where available, based on similar questions from previous 2020 Workforce Census.

Compare to:
Census Survey - 2020

My people leader tries to create a safe and welcoming environment for everyone.



I am comfortable speaking up and standing up for others when I witness behaviour that is not respectful or inclusive.



My people leader responds appropriately if someone reports harassment or discrimination.



Health, Safety, and Wellness



Unfavourable Neutral Favourable

HS&W factor favourable scores are significantly higher compared to 2020. Employees expressed highly favourable sentiments towards people leaders creating a safe and welcoming environment, with a significant increase in favourable scores (when compared to 2020).

By Demographic

-5% Difference between non-binary (2.3% of respondents) and binary (88% of respondents)

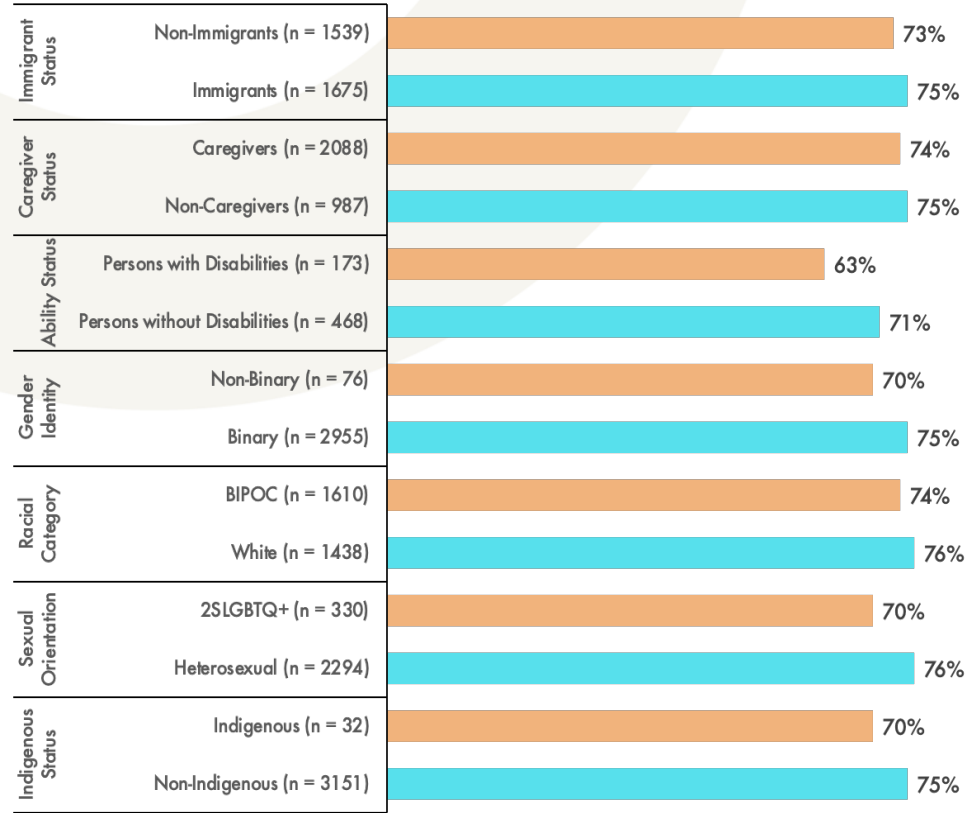
-5% Difference between Indigenous (1% of respondents) and non-Indigenous (99% of respondents)

-6% Difference between 2SLGBTQ+ (10% of respondents) and heterosexual (68% of respondents)

-8% Difference between persons with disabilities (5% of respondents) and persons without disabilities (14% of respondents)

People who identify as Indigenous, those who identify as non-binary, those who identify as persons with disabilities, and those who identify as 2SLGBTQ+ sub-populations were significantly less likely to provide favourable scores for the Health, Safety, and Wellness factor.

Employees who identify as persons with disabilities across all departments (except Corporate Services) provided less favourable scores than employees who identify as persons without disabilities.

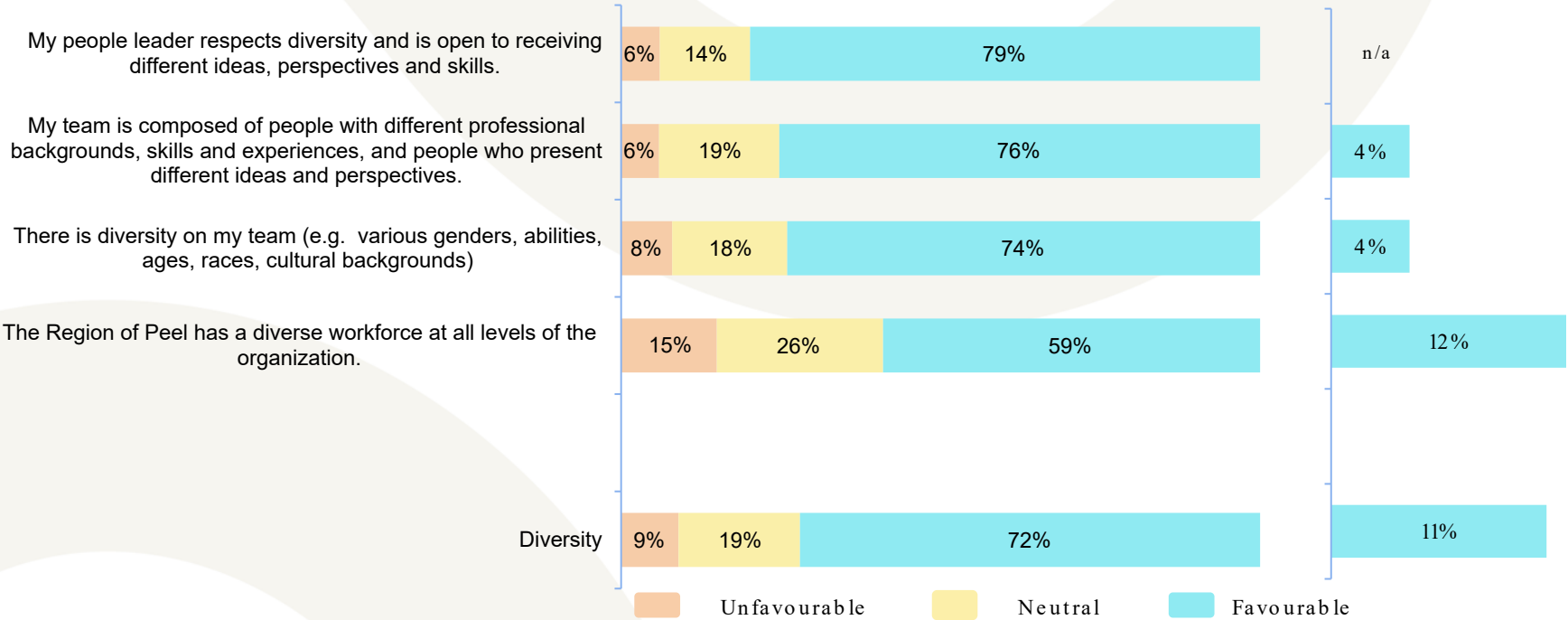


Orange bar: Marginalized population score (% Favourable)

Teal bar: Majority population score (% Favourable)

Note : Diversity factor from 2020 was based on a different set of questions, only 3 of which were part of the 2022 survey.

Compare to:
Census Survey - 2020



Diversity scores improved by 11 percentage points overall compared to the 2020 Census survey results. Though only 59% of respondents provided favourable scores for the Region of Peel being diverse at all levels of the organization in 2022, this question's scores have increased 12 percentage points since last measured in 2020.

By Demographic

- 6%

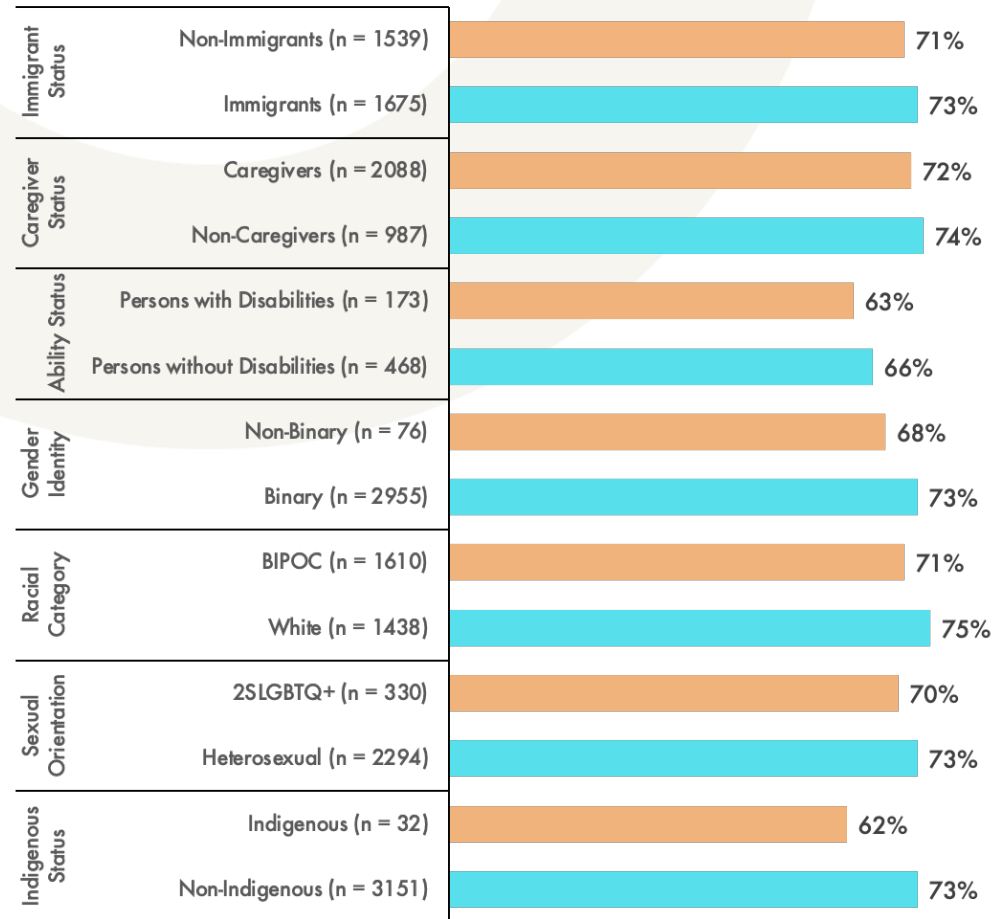
Difference between non-binary (2.3% of respondents) and binary (88% of respondents)

- 11%

Difference between Indigenous (1% of respondents) and non-Indigenous (99% of respondents)

People who identify as Indigenous and those identifying as non-binary were less likely to provide favourable scores for the diversity factor. These trends may possibly be occurring at the departmental level but the populations for both groups are too small to draw conclusions.

Conversely, Immigrants provided slightly more favourable scores than non-immigrants for Diversity-related topics. This was consistent across all departments (except Human Services where immigrants and non-immigrants provided the same favourable score).



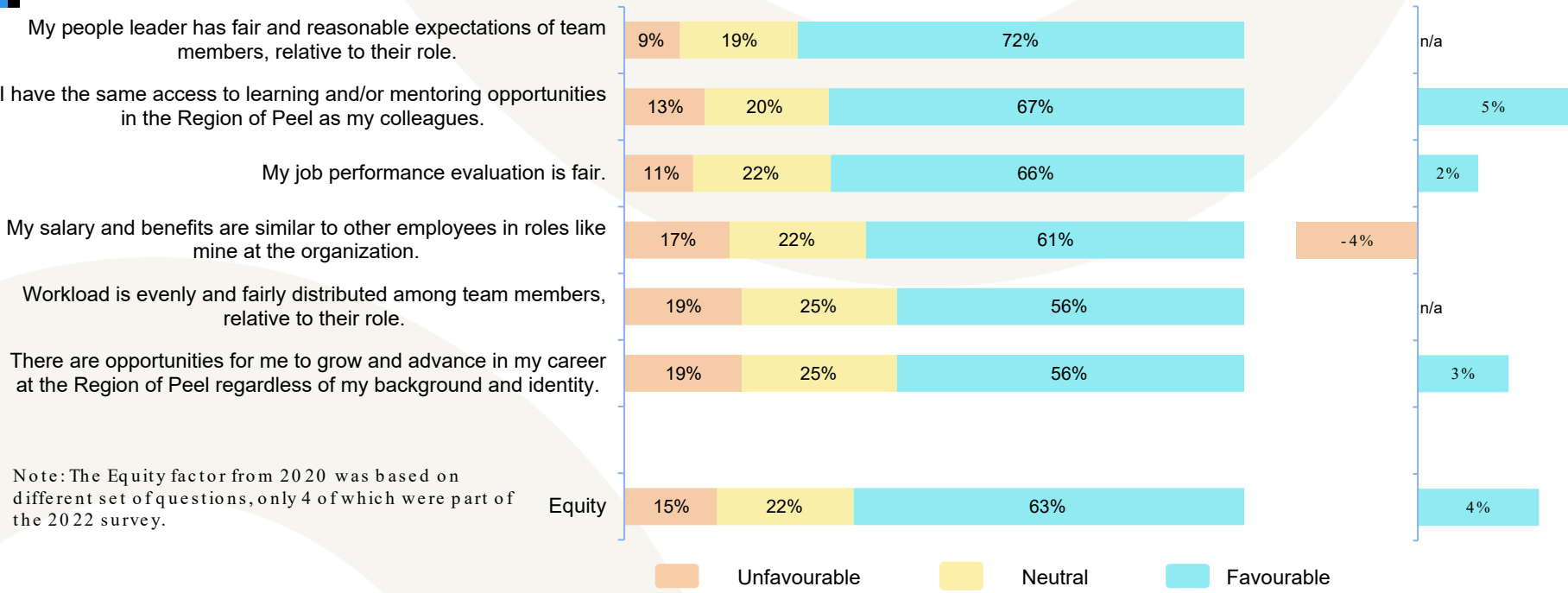
8.2-33

Marginalized population score
(% Favourable)

Majority population score
(% Favourable)

Note : Equity factor from 2020 was based on a different set of questions, only 4 of which were part of the 2022 survey.

Compare to:
Census Survey - 2020



Note: The Equity factor from 2020 was based on different set of questions, only 4 of which were part of the 2022 survey.

Equity favourable scores we're slightly higher compared to 2020. However, scores for salary and benefits equity across the organization fell by 4% percentage points.

By Demographic

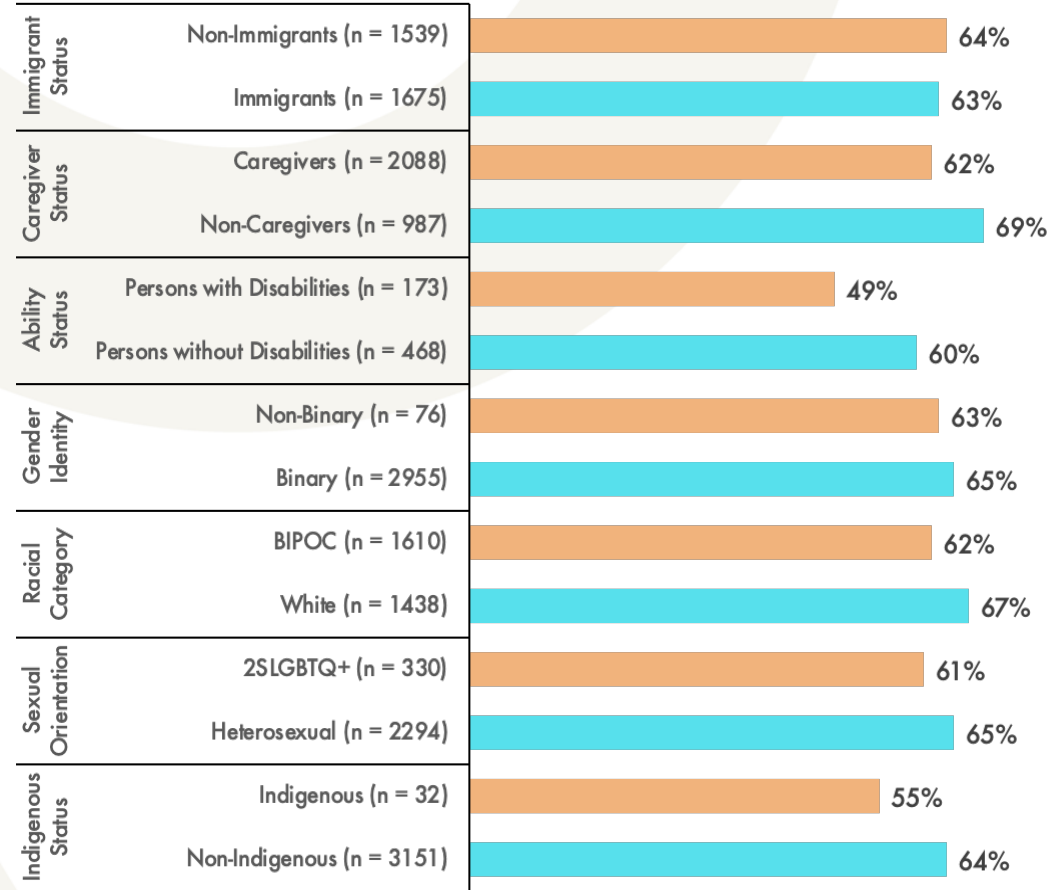
- 7% Difference between caregivers (62% of respondents) and non caregivers (29% of respondents)

- 9% Difference between Indigenous (1% of respondents) and non Indigenous (99% of respondents)

- 11% Difference between persons with disabilities (5% of respondents) and persons without disabilities (14% of respondents)

Employees who identify as persons with disabilities had the largest unfavourable difference in equity sentiment (11% less favourable than employees who identify as persons without disabilities). This finding was consistent across all departments.

Caregivers and Indigenous people sub-populations also provided significantly lower favourable scores to the Equity factor than non-caregivers and non-Indigenous people, respectively.



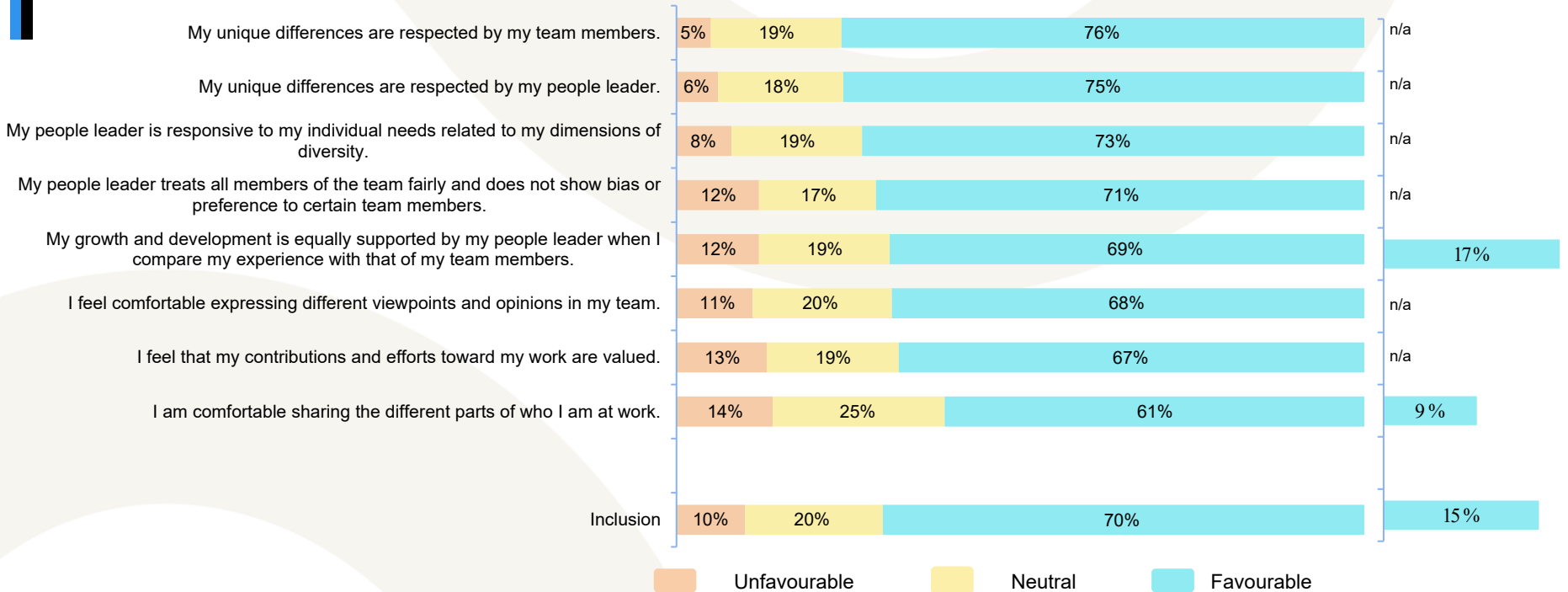
8.2-35

Marginalized population score (% Favourable)

Majority population score (% Favourable)

Note: The Inclusion factor from 2020 was based on a different set of questions, only 2 of which were part of the 2022 survey.

Compare to: Census Survey - 2020



Compared to 2020, Inclusion factor favourable scores increased 15 percentage points, with employee growth and development being equally supported by their people leader (up 17%) and employees being comfortable sharing the different parts of who they are at work (up 9%) showed substantial gains in favourable scores.



By Demographic

- 7%

Difference between non-binary (2.3% of respondents) and binary (88% of respondents)

- 10%

Difference between persons with disabilities (5% of respondents) and persons without disabilities (14% of respondents)

- 10%

Difference between Indigenous (1% of respondents) and non-Indigenous (99% of respondents)

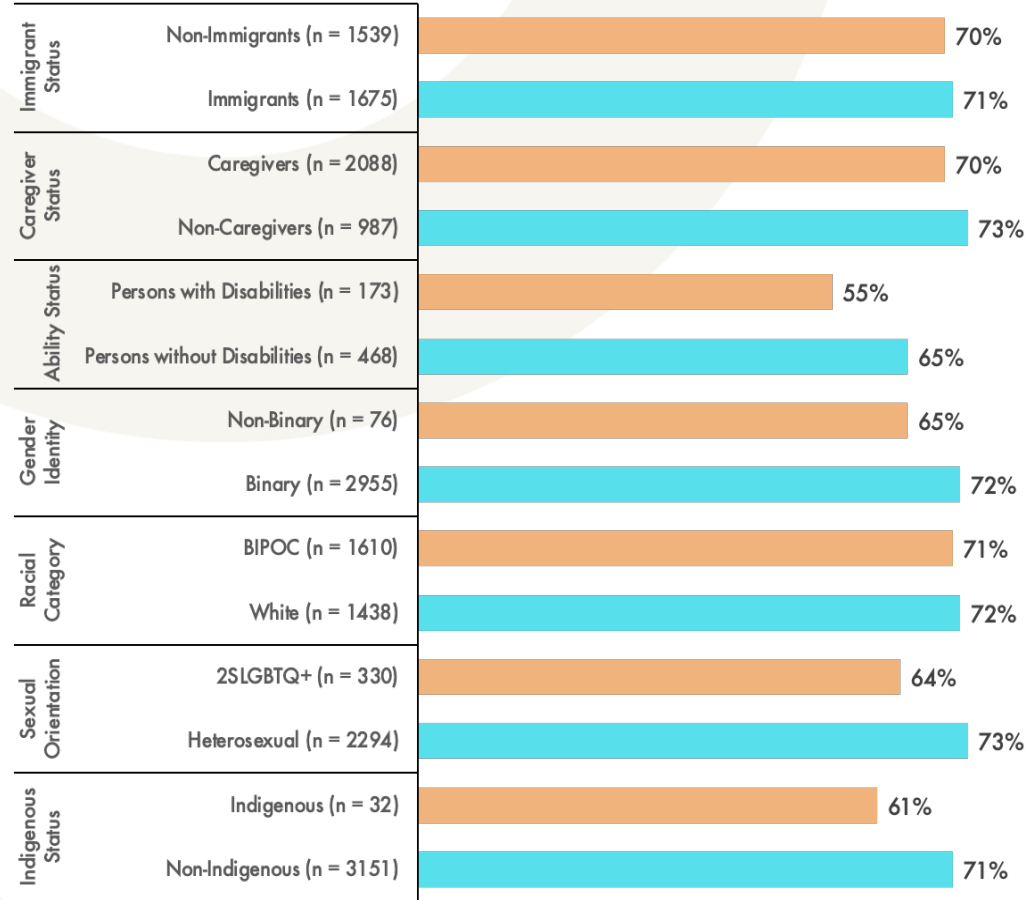
- 9%

Difference between 2SLGBTQ+ (10% of respondents) and heterosexual (68% of respondents)

Those who identify as persons with disabilities, those who identify as Indigenous, those identifying as 2SLGBTQ+ and those identifying as non-binary provided significantly less favourable scores of Inclusion-related statements than their counterparts.

Factor Results by Demographic

Appendix II



8.2-37

Marginalized population score (% Favourable)

Majority population score (% Favourable)



- I – Categorical Definitions and Question Listing
- II - Diversity Demographic Definitions
- III - Results by Question
- IV - Detailed Demographics

Categorical Definitions

Diversity

Diversity means difference. It refers to all 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 thought, perspective, 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 removing barriers that prevent some groups (including under - represented and marginalized groups) from participating fully.

Inclusion

Inclusion refers to feelings of belonging and safety. 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.

Health, Safety, and Wellness

A healthy and safe workplace is one that actively works to prevent harm to worker health, including in negligent, reckless, or intentional ways, and promoting psychological well - being. For the purpose of this survey, safety means feelings of trust where concerns can be brought forward, mistakes can be made and where individuals can express themselves freely, without negative consequences.

Diversity, Equity, Inclusion, and HS&W Questions

Diversity

- The Region of Peel has a diverse workforce at all levels of the organization.
- There is diversity on my team (e.g. various genders, abilities, ages, races, cultural backgrounds)
- My team is composed of people with different professional backgrounds, skills and experiences, and people who present different ideas and perspectives.
- My people leader respects diversity and is open to receiving different ideas, perspectives and skills.

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 employees in roles like mine at the organization.
- My job performance evaluation is fair.
- Workload is evenly and fairly distributed among team members, relative to their role.
- My people leader has fair and reasonable expectations of team members, relative to their role.

Inclusion

- My unique differences are respected by my people leader.
- My unique differences are respected by my team members.
- My growth and development is equally supported by my people leader when I compare my experience with that of my team members.

Diversity, Equity, Inclusion, and HS&W Questions

Inclusion (cont.)

- I am comfortable sharing the different parts of who I am at work.
- I feel that my contributions and efforts toward my work are valued.
- I feel comfortable expressing different viewpoints and opinions in my team.
- My people leader treats all members of the team fairly and does not show bias or preference to certain team members.
- My people leader is responsive to my individual needs related to my dimensions of diversity.

Health, Safety, and Wellness (HS&W)

- In the past 24 months working at the Region of Peel, outside the organization have you experienced harassment in the form of unwelcome comments or actions that were offensive, embarrassing or hurtful (e.g. inappropriate jokes, insults, rumours, hurtful gossip, being left out on purpose) while working with the public or clients?
- In the past 24 months working at the Region of Peel, inside the organization have you experienced harassment in the form of unwelcome comments or actions that were offensive, embarrassing or hurtful (e.g. bullying, inappropriate jokes, insults, rumours, hurtful gossip, being left out on purpose)?
- In the past 24 months working at the Region of Peel, have you experienced discrimination (been treated negatively because of one or more parts of your identity, like gender, age, ethnicity, or sexual orientation)?
- In the past 24 months working at the Region of Peel, have you experienced micro -aggressions or micro -assaults at work?
- My people leader responds appropriately if someone reports harassment or discrimination.
- My people leader tries to create a safe and welcoming environment for everyone.
- Have you witnessed other staff experience harassment, discrimination and/or micro -aggressions?
- I am comfortable speaking up and standing up for others when I witness behaviour that is not respectful or inclusive.

8.2-41

Demographic Definitions

Caregiver Status ("Caregiver")

Includes all respondents who disclosed their caregiver status and with disability and/or elderly person(s) did not select "No"; includes child(ren), person(s)

Ability Status Persons with a disability")

Includes all respondents who disclosed their disability status as "Yes"

Gender Identity ("Non - Binary")

Includes all respondents who disclosed their gender identity and or "No" (trans status); includes bigender, two spirit, gender fluid, non (gender identity) and "Yes" (trans status) did not select "Man" or "Woman" (gender identity) - binary, questioning, third gender, and other

(Immigrant)

Includes all respondents not born in Canada. May be sub - stratified by number of years in Canada.

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"

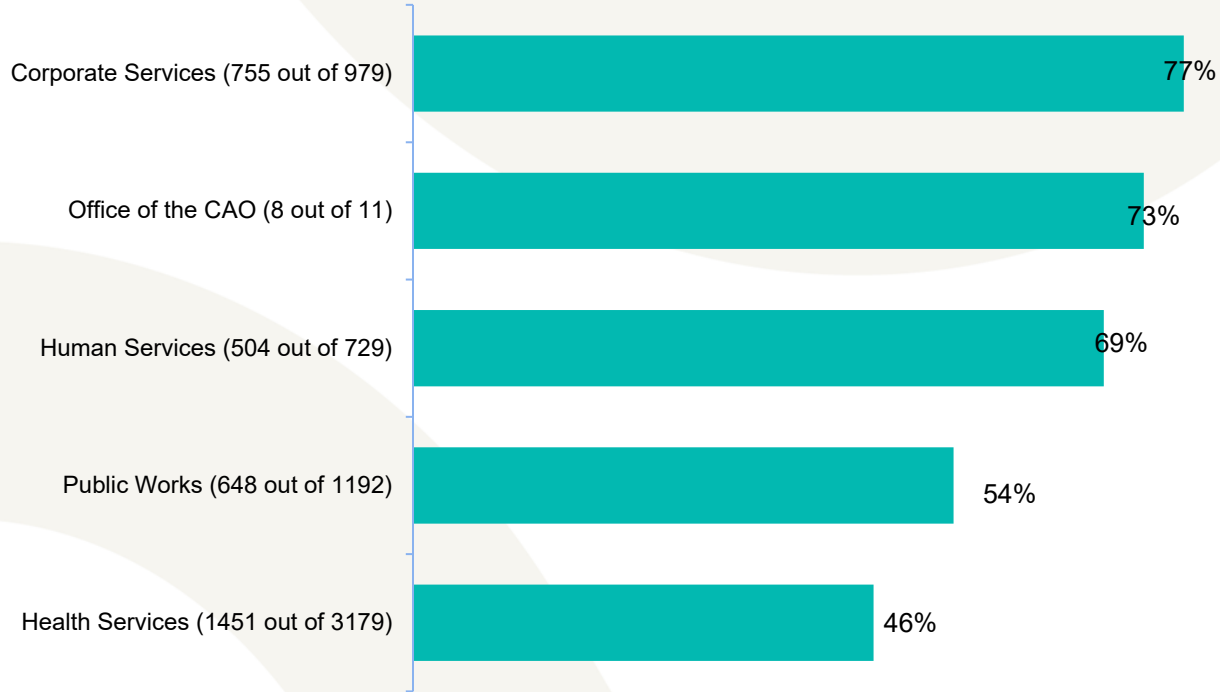
("BIPOC")

Includes all respondents who disclosed their racial category and did not select "White - European" or "White - North American"

Sexual Orientation ("2SLGBTQ+")

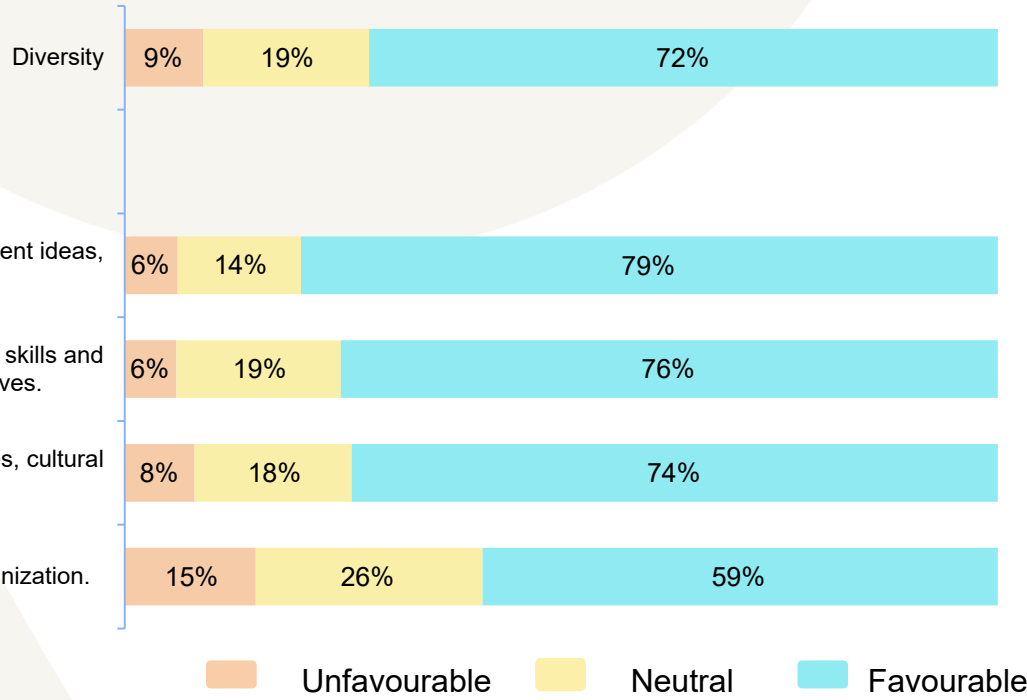
Includes all respondents who disclosed their sexual orientation and did not select "heterosexual"; includes asexual, bisexual, fluid, gay, lesbian, pansexual, queer, questioning, and other

Segmented Response Rates - Department



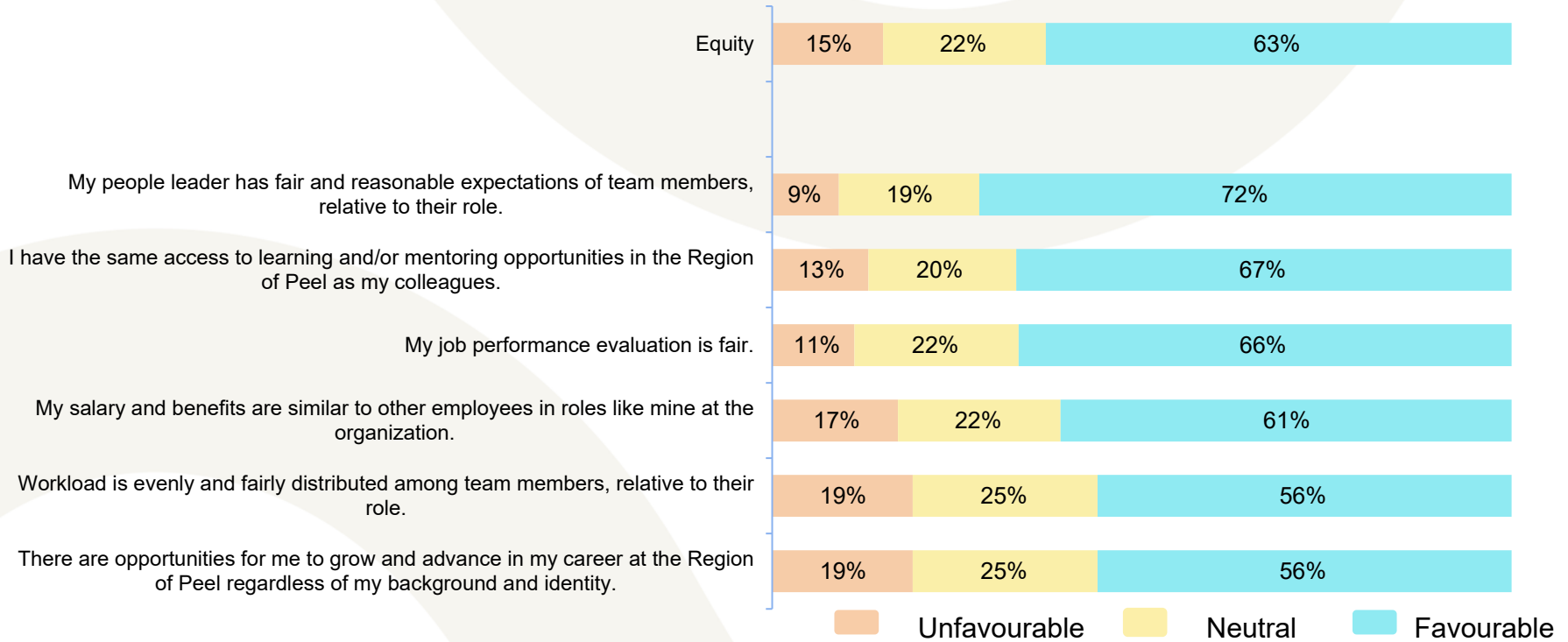
8.2-43

Results by Factor - Diversity



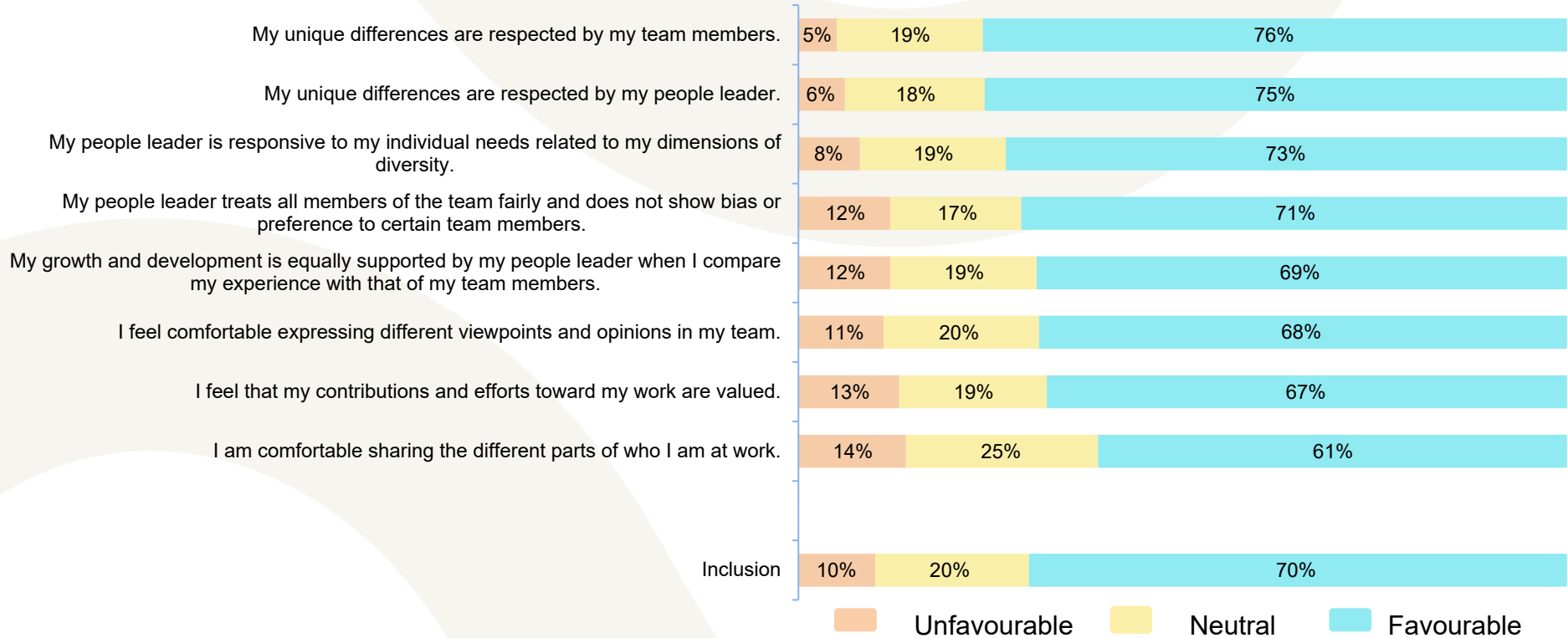
8.2-44

Results by Factor - Equity



8.2-45

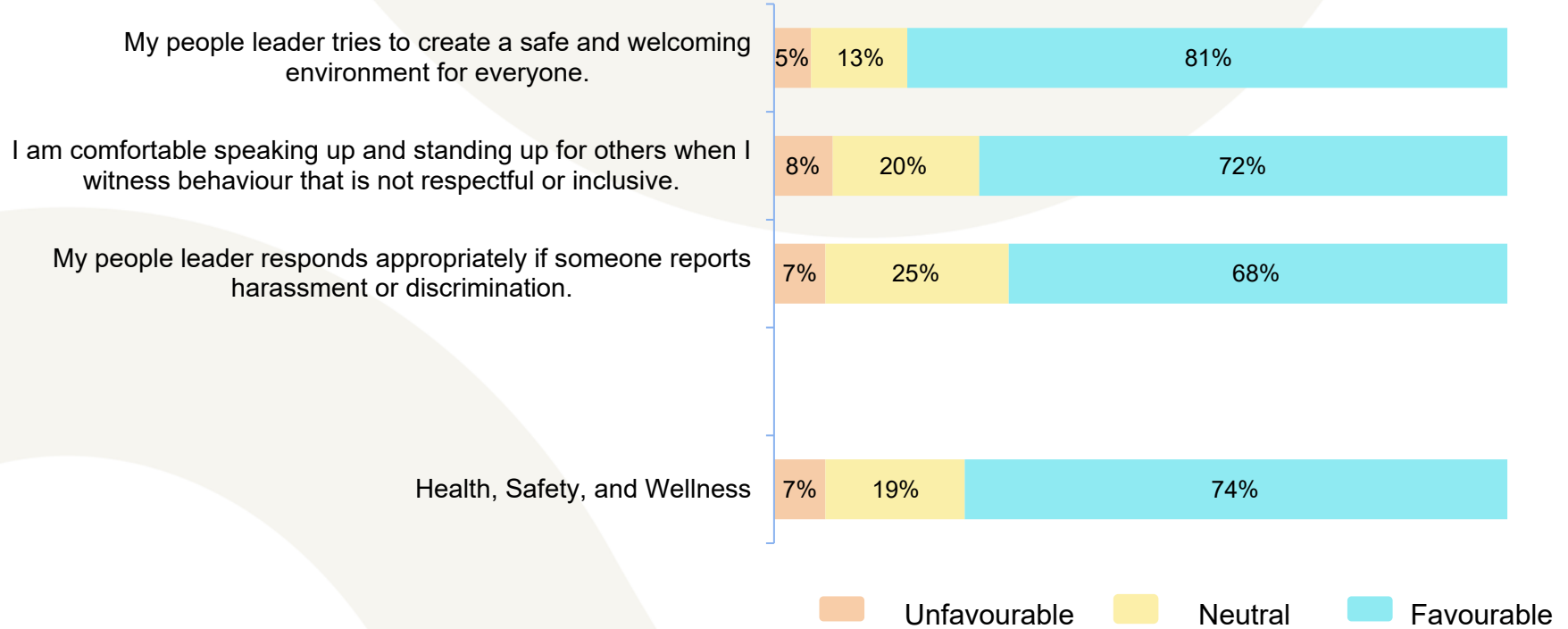
Results by Factor - Inclusion



8.2-46

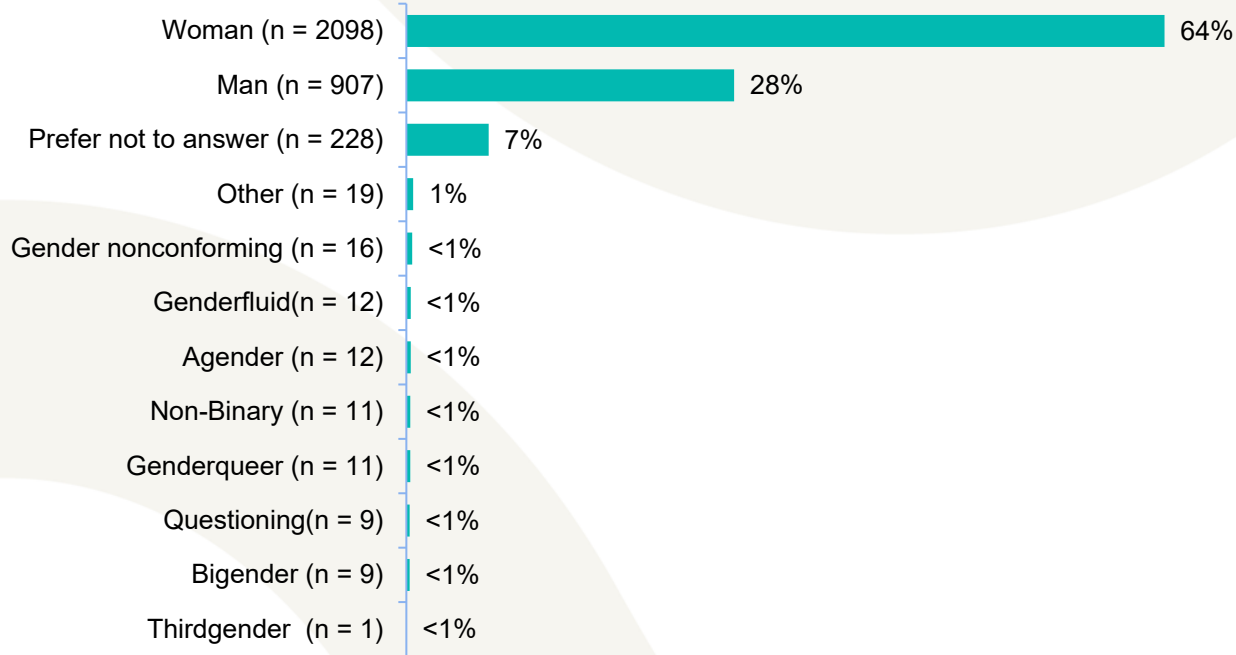
Unfavourable Neutral Favourable

Results by Factor – Health, Safety, and Wellness



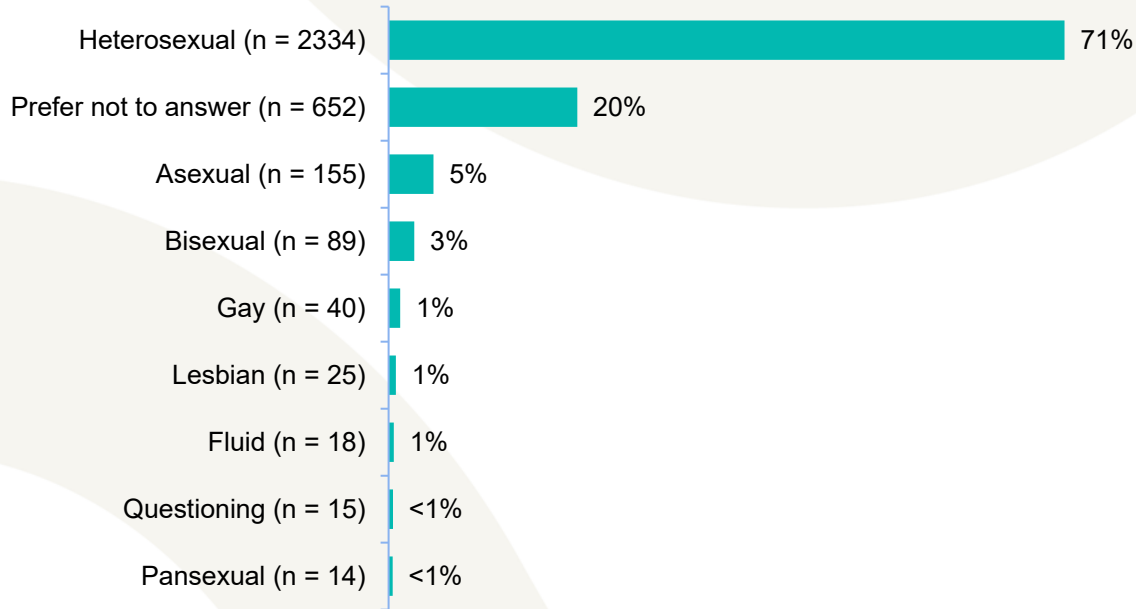
8.2-47

Detailed Demographics - Gender Identity



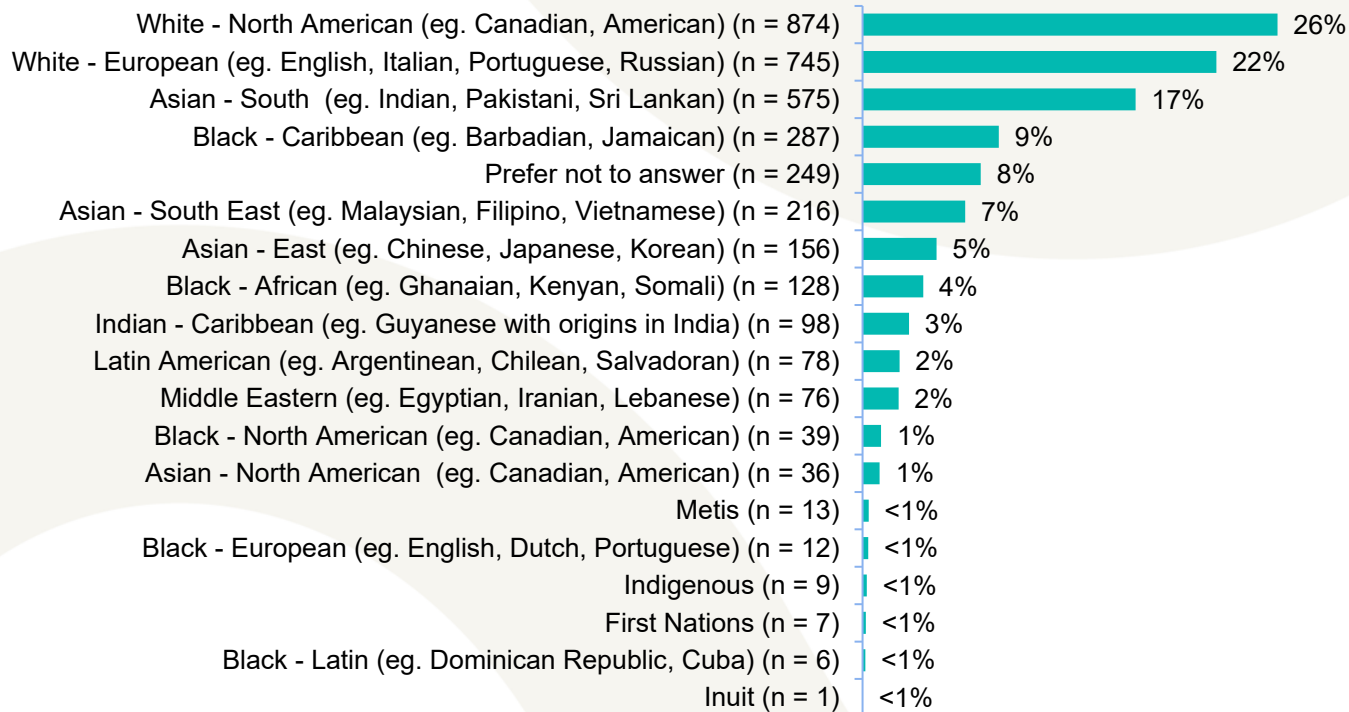
8.2-48

Detailed Demographics – Sexual Orientation



8.2-49

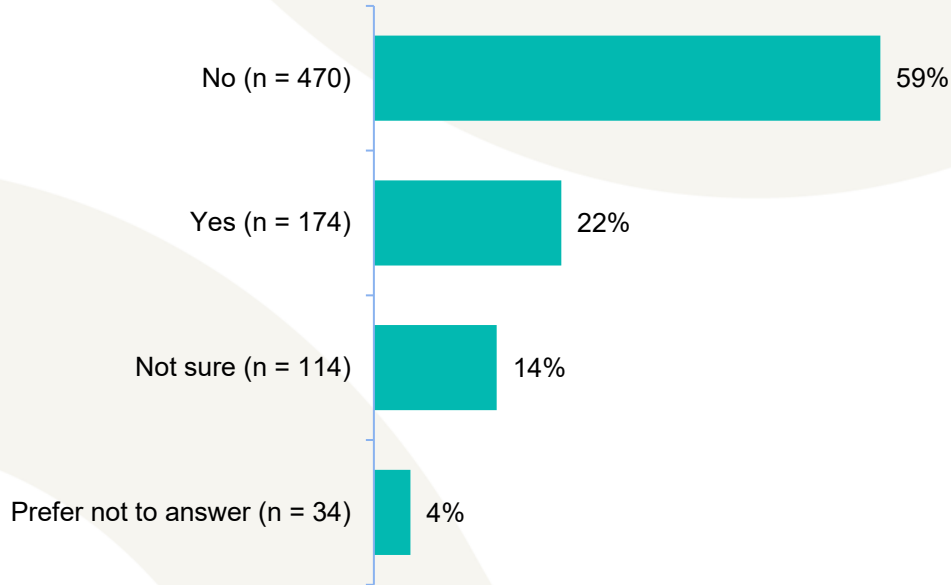
Detailed Demographics – Racial Background



8.2-50

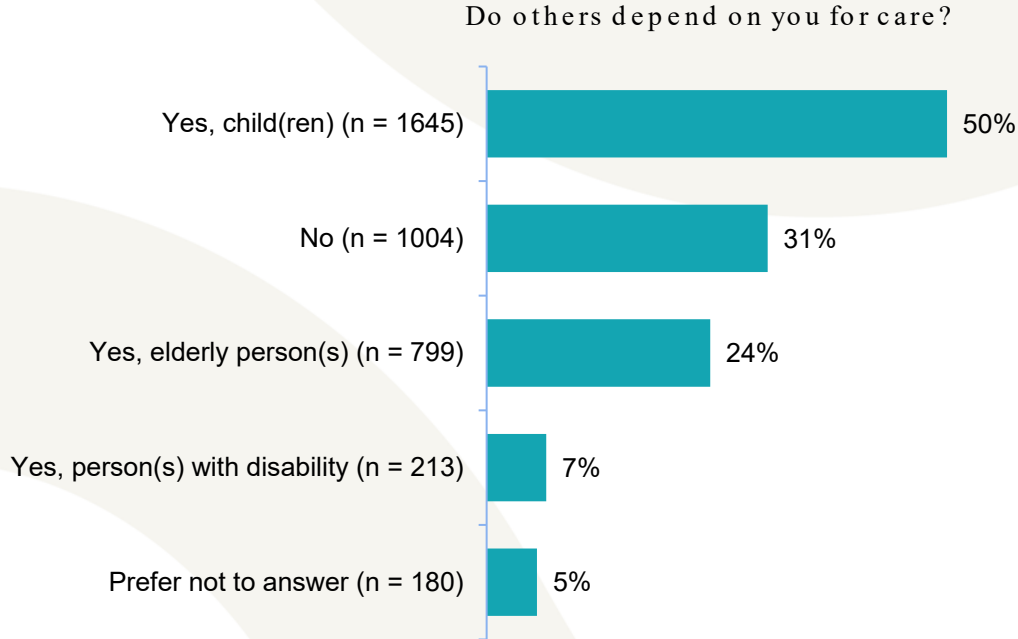
Detailed Demographics – Ability Status

Do you identify yourself as a person with a disability or disabilities?



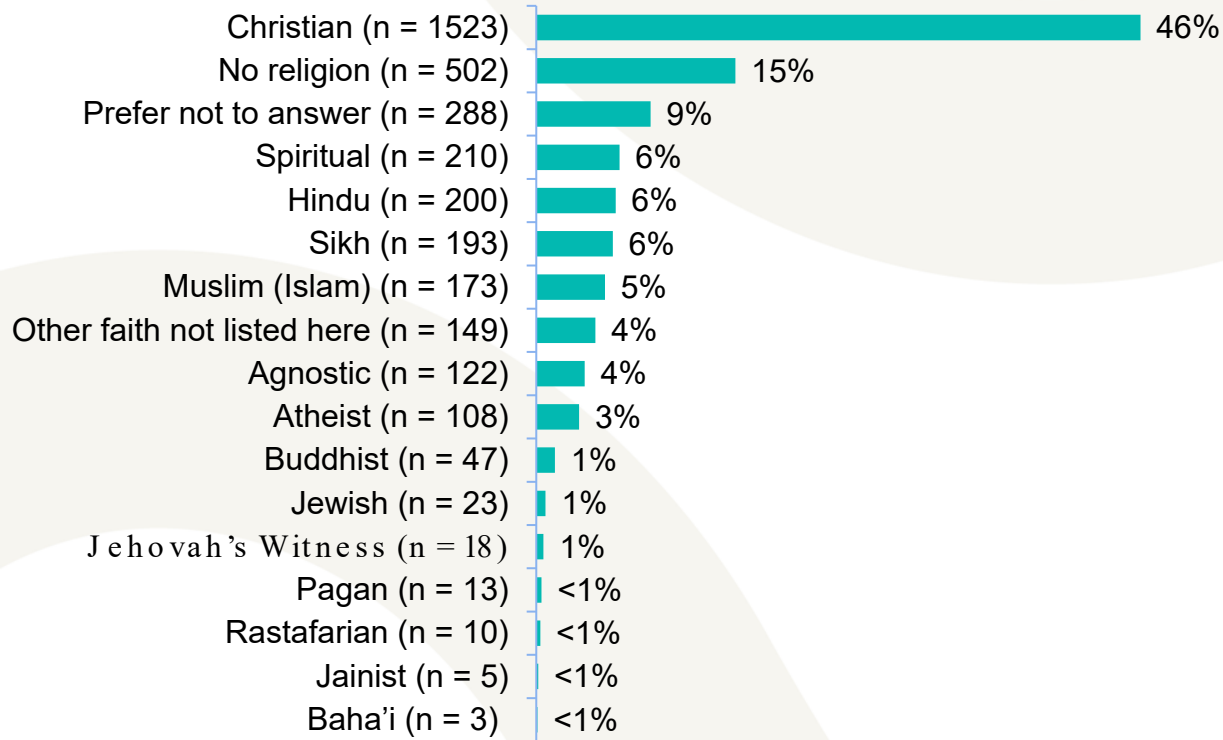
8.2-51

Detailed Demographics – Caregiver Status



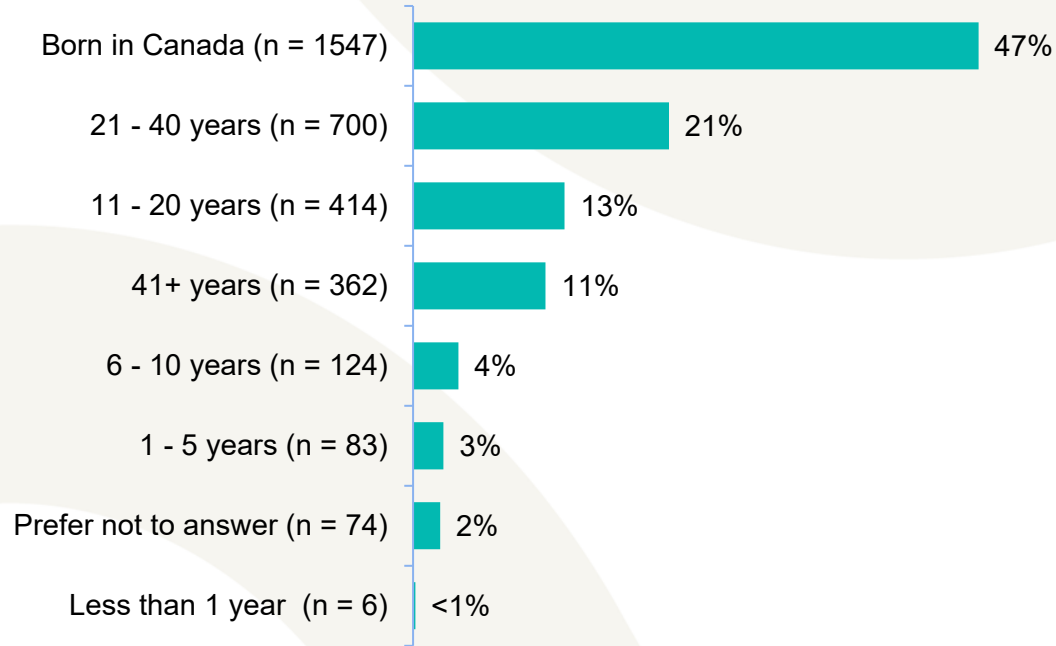
8.2-52

Detailed Demographics – Belief System



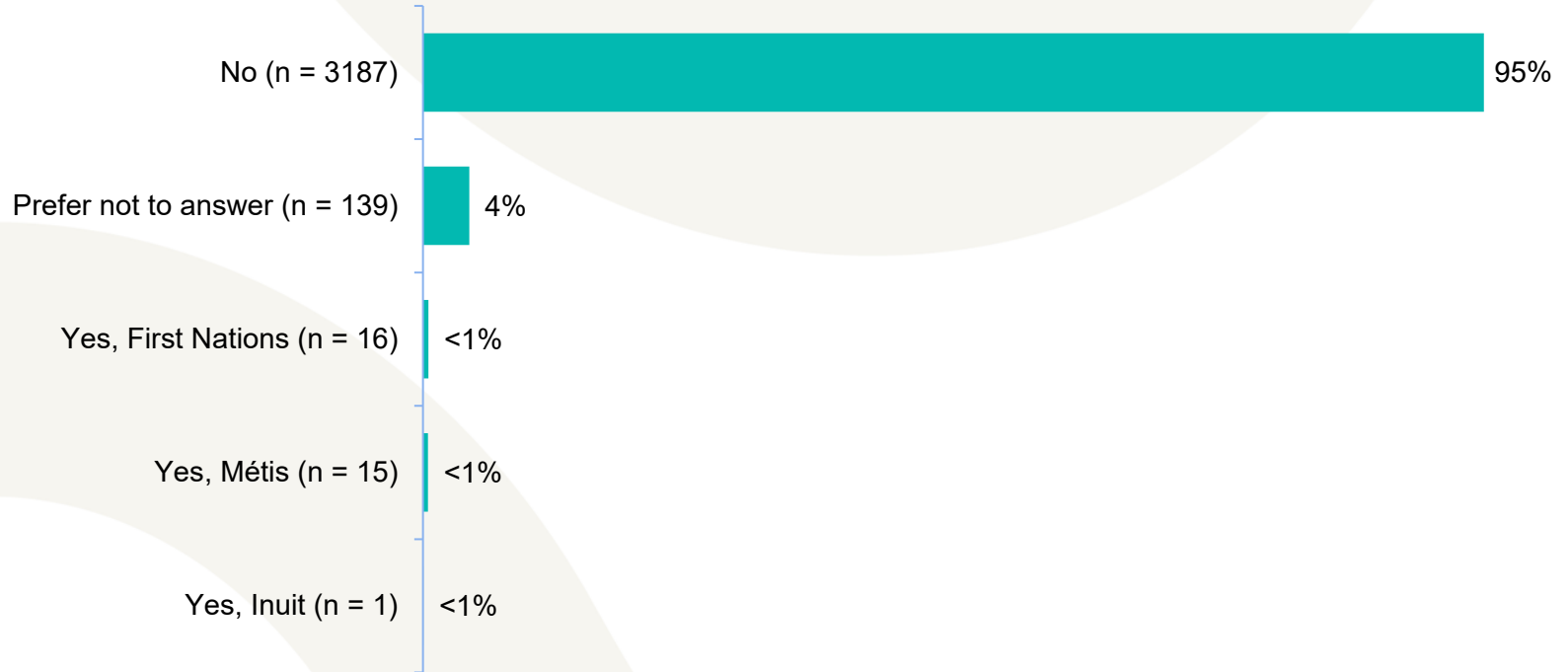
8.2-53

Detailed Demographics – Length of Time in Canada



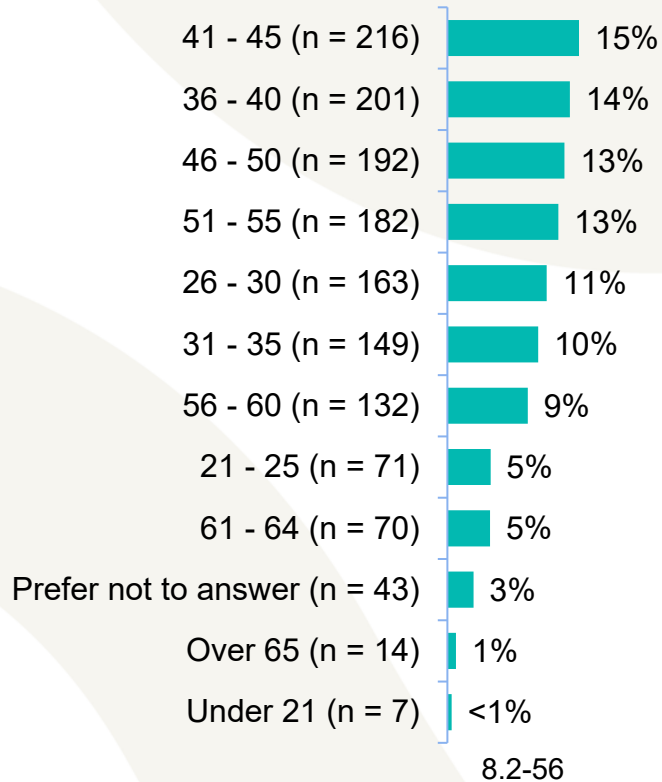
8.2-54

Detailed Demographics – Indigenous Status



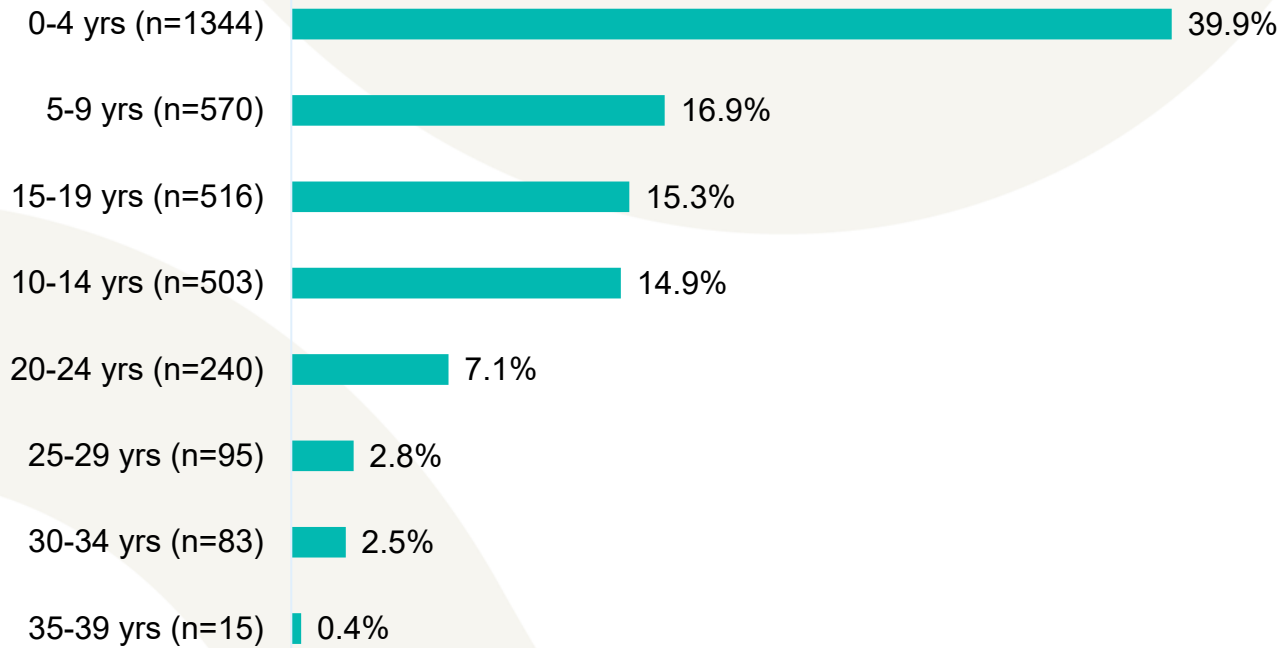
8.2-55

Detailed Demographics – Age Bracket



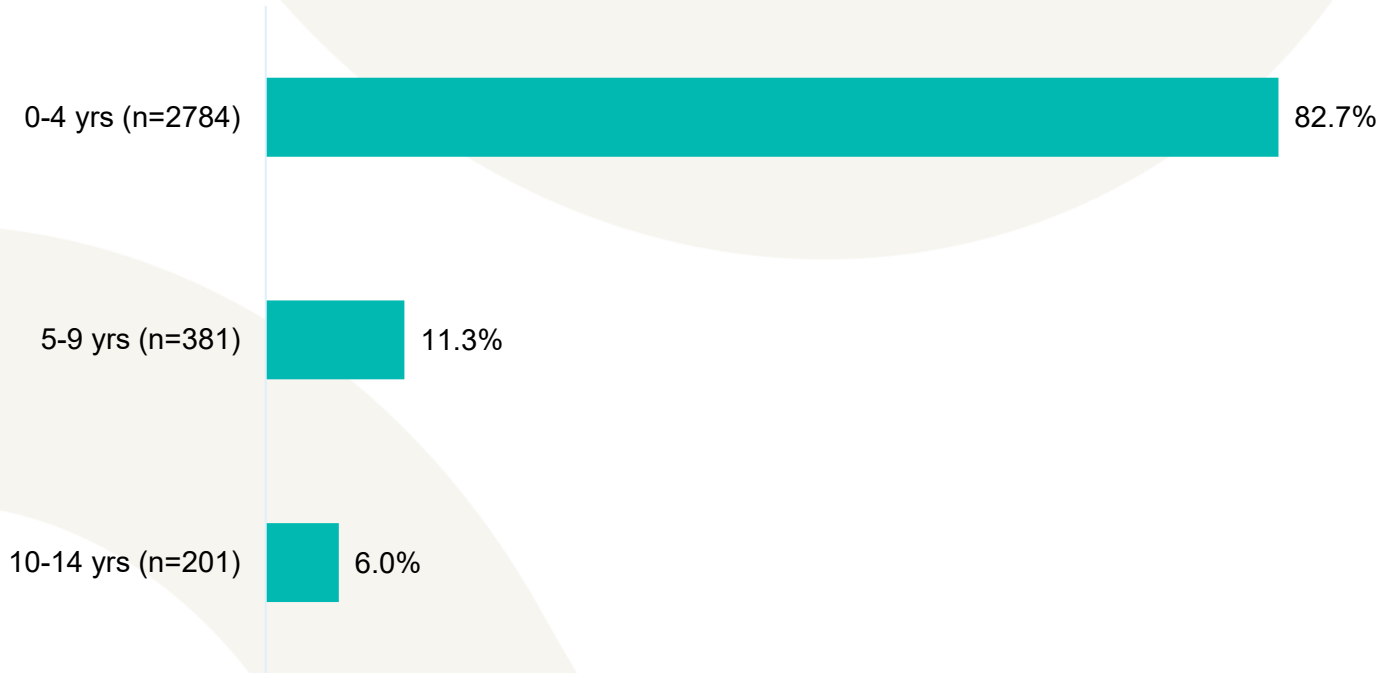
Detailed Demographics

– Length of Service at the Region of Peel



8.2-57

Detailed Demographics – Length of Service in Current Role



8.2-58

How to Interpret Heatmaps

Segmented Results – Caregiver Status

Unfavourable
(bottom end of
range of results)



Favourable
(top end of range of
results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Yes, caregiver	No, not a caregiver	Prefer not to answer	Unknown
Responses Count	2088	987	171	88	
Diversity	72	72	74	65	72
Equity	63	62	69	51	60
Health, Safety, and Wellness	74	74	75	62	73
Inclusion	70	70	73	57	69

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 6 respondents **Appendix II**

Segmented Results – Job Band

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

overall 7 8 9 10 12 Unknown | All Anonymized |

	overall	7	8	9	10	12	Unknown	All Anonymized
Responses Count	31	278	98	98	43	2764	16	
Diversity	72	86	74	73	77	67	72	70
Equity	63	69	66	72	71	74	62	79
Health, Safety, and Wellness	74	87	81	83	81	87	72	92
Inclusion	70	78	74	79	80	81	69	93

8.2-60

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

Segmented Results – Job Band Range

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

overall
Start
Top
Unknown
| All Anonymized |

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Start	Top	Unknown	All Anonymized
Responses Count	309	235	2764	20	
Diversity	72	73	76	72	75
Equity	63	68	71	62	69
Health, Safety, and Wellness	74	79	86	72	88
Inclusion	70	76	79	69	80

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

Segmented Results – Length of Service at Region of Peel

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

	overall	0 - 4 yrs	5 - 9 yrs	10 - 14 yrs	15 - 19 yrs	20 - 24 yrs	25 - 29 yrs	30 - 34 yrs	35 - 39 yrs
Responses Count	1332	567	497	510	238	94	83	15	
Diversity	72	77	70	69	68	70	67	66	86
Equity	63	68	63	59	58	58	63	58	83
Health, Safety, and Wellness	74	78	73	69	68	75	72	75	74
Inclusion	70	75	69	66	63	69	70	71	74

8.2-62

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

Segmented Results – Length of Service in Current Role

Appendix II

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	0 - 4 yrs	5 - 9 yrs	10 - 14 yrs
Responses Count	2755	378	200	
Diversity	72	73	70	66
Equity	63	64	59	58
Health, Safety, and Wellness	74	75	71	66
Inclusion	70	71	67	62

8.2-63



Segmented Results - Gender Identity

Unfavourable
(bottom end of
range of results)



Favourable
(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

Appendix II

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Man	Woman	Non - Binary	Prefer not to answer	Unknown
Responses Count	896	2059	76	215	86	
Diversity	72	77	71	68	62	68
Equity	63	68	63	63	50	63
Health, Safety, and Wellness	74	76	74	70	65	69
Inclusion	70	74	71	65	55	62



Segmented Results – Sexual Orientation

Unfavourable
(bottom end of
range of results)



Favourable
(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

Appendix II

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Heterosexual	2SLGBTQ+	Prefer not to answer	Unknown
Responses Count	2294	330	626	82	
Diversity	72	73	70	69	72
Equity	63	65	61	57	59
Health, Safety, and Wellness	74	76	70	70	69
Inclusion	70	73	64	65	62

8.2-65

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

Segmented Results – Racial Background

Unfavourable
(bottom end of
range of results)



Favourable
(top end of range of
results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	BIPOC	White	Prefer not to answer	Unknown
Responses Count	1610	1438	230	52	
Diversity	72	71	75	59	80
Equity	63	62	67	45	69
Health, Safety, and Wellness	74	74	76	61	76
Inclusion	70	71	72	52	72

8.2-66

Segmented Results – Ability Status

Unfavourable
(bottom end of
range of results)



Favourable
(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	No	Yes	Not sure	Prefer not to answer	Unknown
Responses Count	468	173	114	34	2544	
Diversity	72	66	63	58	68	75
Equity	63	60	49	51	44	66
Health, Safety, and Wellness	74	71	63	63	68	76
Inclusion	70	65	55	57	50	73

8.2-67

Segmented Results – Belief System

Unfavourable
(bottom end of
range of results)



Favourable
(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	Agnostic	Atheist	Buddhist	Christian	Hindu	Jehovah's Witness	Jewish	Muslim (Islam)	Sikh	Spiritual	Multiple Items Selected	No religion	Other	Prefer not to answer	Unknown	All Anonymized
Responses Count		80	85	32	1407	166	16	17	160	176	104	209	446	121	264	46	12
Diversity	72	76	72	72	74	75	87	78	71	72	67	66	73	70	62	70	65
Equity	63	73	69	64	65	63	79	82	60	62	64	56	68	56	50	62	44
Health, Safety, and Wellness	74	77	74	69	76	77	92	76	76	76	76	68	75	66	63	73	57
Inclusion	70	72	71	72	72	73	89	79	72	72	70	65	72	62	57	66	56

8.2-68

Segmented Results – Length of Time in Canada

Unfavourable
(bottom end of
range of results)



Favourable
(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	Born in Canada	Less than 1 year	1 - 5 years	6 - 10 years	11- 20 years	21 - 40 years	41+ years	Prefer not to answer	Unknown
Responses Count	1539	6	83	124	412	692	358	69	55	
Diversity	72	71	92	82	77	79	69	72	55	69
Equity	63	64	89	78	70	66	60	61	41	63
Health, Safety, and Wellness	74	73	100	82	81	75	74	74	55	73
Inclusion	70	70	96	80	75	73	69	69	50	66

8.2-69

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

Segmented Results – Indigenous Status

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	No	Yes, Indigenous	Prefer not to answer	Unknown
Responses Count	3151	32	123	24	
Diversity	72	73	62	58	76
Equity	63	64	55	43	65
Health, Safety, and Wellness	74	75	70	55	85
Inclusion	70	71	61	47	75

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

Segmented Results – Age Bracket

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Appendix II

	overall	Under 21	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	61 - 64	Over 65	Prefer not to answer	Unknown
Responses Count		9	112	297	323	435	525	473	503	321	165	55	101	24
Diversity	72	75	77	72	74	71	71	74	70	70	77	78	66	67
Equity	63	67	67	66	67	65	63	63	60	59	65	75	50	58
Health, Safety, and Wellness	74	65	75	74	74	76	74	75	72	71	79	80	66	62
Inclusion	70	75	72	70	73	73	70	72	69	66	72	81	52	61

8.2-71

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

Segmented Results – Caregiver Status

Appendix II

Unfavourable
(bottom end of
range of results)



Favourable
(top end of range of
results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Yes, caregiver	No, not a caregiver	Prefer not to answer	Unknown
	2088	987	171	88	
Diversity	72	72	74	65	72
Equity	63	62	69	51	60
Health, Safety, and Wellness	74	74	75	62	73
Inclusion	70	70	73	57	69

8.2-72

Segmented Results – People Leader by Age

Unfavourable
(bottom end of
range of results)



Favourable
(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	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	61 - 64	Prefer not to answer	All Anonymized
Responses Count		14	30	61	116	114	115	64	25	16	10
Diversity	74	75	78	71	68	75	74	81	83	77	70
Equity	69	74	68	66	65	70	75	69	78	48	75
Health, Safety, and Wellness	82	82	84	79	80	83	85	82	93	75	77
Inclusion	77	73	77	78	74	79	79	79	80	59	84

8.2-73

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

Segmented Results – People Leader by Ability

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	No	Yes	Unknown	All Anonymized
Responses Count	79	22	446	17	
Diversity	74	67	66	76	69
Equity	69	61	52	72	49
Health, Safety, and Wellness	82	78	71	84	75
Inclusion	77	71	59	80	60

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

Segmented Results – People Leader by Gender Identity

Unfavourable
(bottom end of range of results)



Favourable
(top end of range of results)

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Woman	Man	Non - Binary	Prefer not to answer	Unknown
Responses Count	335	197	8	18	7	
Diversity	74	72	80	61	65	64
Equity	69	70	70	60	36	68
Health, Safety, and Wellness	82	83	84	63	75	74
Inclusion	77	78	80	56	57	76



Segmented Results Caregiver Status

– People Leader by

Unfavourable
(bottom end of
range of results)



Favourable
(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

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

	overall	Yes, caregiver	No, not a caregiver	Prefer not to answer	Unknown
Responses Count	408	133	18	6	
Diversity	74	74	76	62	79
Equity	69	68	77	43	78
Health, Safety, and Wellness	82	82	84	67	83
Inclusion	77	77	81	59	77

8.2-76



Segmented Results Racial Background

– People Leader by

Unfavourable
(bottom end of
range of results)



Favourable
(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

Responses Count

Diversity

Equity

Health, Safety, and Wellness

Inclusion

overall
BIPOC
White
| All Anonymized |

	overall	BIPOC	White	All Anonymized
Responses Count	202	336	26	
Diversity	74	71	77	70
Equity	69	63	74	48
Health, Safety, and Wellness	82	81	84	71
Inclusion	77	75	80	64

8.2-77

Segmented Results – People Leader by Length of Time in Canada

Unfavourable
(bottom end of range of results)



Favourable
(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	Born in Canada	11- 20 years	21 - 40 years	41+ years	Prefer not to answer	All Anonymized
Responses Count	305	38	106	99	7	10	
Diversity	74	73	79	74	78	61	70
Equity	69	71	64	66	69	57	68
Health, Safety, and Wellness	82	84	79	82	81	67	77
Inclusion	77	78	77	77	77		67

8.2-78