

---

**For Information**

---

**REPORT TITLE: 2022 We All Count Workforce Census**

**FROM: Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and Commissioner of Corporate Services**

---

**OBJECTIVE**

To provide the Diversity, Equity and Anti-Racism Committee with the results of the 2022 We All Count Workforce Census.

**REPORT HIGHLIGHTS**

- The 2022 Workforce Census survey was administered by external vendor, WorkTango, from October 5 to November 2, 2022
  - The 2022 organizational Workforce Census participation rate was 55.3%; approximately 5% higher than the 2020 census
  - Overall, favourable diversity, equity and inclusion (DEI) scores increased in comparison to the 2020 census
  - Key insights and considerations have been identified at both the organizational and departmental levels
  - The Region of Peel's five-year DEI Strategy and Action Plan will be completed in Q2 2023
  - Intentional DEI efforts must continue to have a deeper, lasting impact, to truly affect meaningful change, and create environments where inclusion is practiced, and everyone feels a sense of belonging
  - Ongoing updates on progress and initiatives to support DEI will be brought to the Diversity, Equity and Anti-Racism Committee
- 

**DISCUSSION**

**1. Background**

Diversity, equity and inclusion (DEI) is a priority at the Region of Peel. Data is needed to effectively plan, make informed decisions, and meaningfully affect change. In 2020, the Region of Peel administered its first workforce census to better understand the demographic makeup of the organization and how DEI can impact the employee experience. To support the continuous collection of data and benchmark any changes or progress over time, the 2022 We All Count Workforce Census (WFC) was administered. This confidential, online survey focused on collection of demographic data and employee sentiments related to diversity, equity, inclusion, health, safety and wellness at the Region of Peel.

The Region of Peel acquired an external vendor, WorkTango, to administer and analyze data for both the 2020 and 2022 the WFC. In 2022, the survey was administered over a four-week period from October 5 to November 2, 2022. The overall organizational participation rate for the 2022 WFC was 55.3%, an increase of 5% from the 2020 WFC (50.4%).

## 2022 We All Count Workforce Census

### a) Survey Overview

The WFC consisted of 46 questions and can be broken down as follows:

- Four (4) Diversity
- Six (6) Equity
- Eight (8) Inclusion
- Eight (8) Health, Safety and Wellness
- 15 Demographic
- Three (3) Ability Status
- Two (2) Accommodations

Sentiment questions were broken out into **four (4) factors**: Diversity, Equity, Inclusion and Health, Safety & Wellness.

- Questions were based on a five-point scale from “Strongly Disagree to Strongly Agree,” with the option of “Prefer not to Answer” for any question.
- Results were reported in terms of favourability.
- Where possible, trending was applied to questions that were asked in the 2020 WFC

## 2. Findings

Overall, organization-wide favourable scores for DEI experience increased in comparison to the 2020 WFC results, in all four factors of Diversity; Equity; Inclusion and Health, Safety and Wellness. Despite 2022 scores being higher than 2020, lower organization-wide favourable scores were found in respondents who identified as one or more of the following: non-binary, Indigenous, 2SLGBTQ+, persons with a disability.

Organization-wide favourability scores in all factors were:

- Diversity – 72% favourability, up 11% from 2020
- Inclusion – 70% favourability, up 15% from 2020
- Equity – 63% favourability, up 4% from 2020
- Health, Safety and Wellness – 74% favourability
  - This is a new factor for the 2022 WFC, but a 10 per cent increase from 2020 can be noted for questions related to discrimination and harassment which is now included in this factor.

***Below are some of the key insights that were identified in the findings.***

### a) Diversity

Organization-wide favourable inclusion scores were 15 per cent higher than 2020. While this certainly indicates progress, the same trend noted above is present here, with lower scores being seen for employees who identified as non-binary and/or 2SLGBTQ+, persons with disabilities and Indigenous. Specifically, these groups of respondents expressed less favourable sentiments toward feeling comfortable sharing different parts of their identity at work and feeling respected by people leaders and team members.

### b) Equity

Organization-wide scores indicated positive sentiments toward *people leaders having fair and reasonable expectations from team members, and access to learning and/or mentoring opportunities*. There was a slight decline in positive sentiments related to *equity in salary and benefits* across the organization.

## 2022 We All Count Workforce Census

Lower equity scores were found for those who identified as Black, Indigenous, or Person of Colour (BIPOC), persons with disabilities and caregivers, particularly in the areas of:

- *Growth and career advancement*
- *Access to learning opportunities*
- *Salary and benefits*
- *Job performance evaluations*

### c) Inclusion

Organization-wide favourable inclusion scores were 15 per cent higher than 2020. While this certainly indicates progress, the same trend noted above is present here, with lower scores being seen for employees who identified as non-binary and/or 2SLGBTQ+, persons with disabilities and Indigenous. Specifically, these groups of respondents expressed less favourable sentiments toward feeling comfortable sharing different parts of their identity at work and feeling respected by people leaders and team members.

### d) Health, Safety and Wellness

Organization-wide, *reports of harassment and discrimination* have decreased since 2020. However, when interpreting this finding, it is worthwhile to consider that a large number of employees have been working remotely since March 2020, and about 25 per cent of employees who experienced harassment and discrimination did not report it. Also of note, one in six employees who identified as having a disability reported experiencing discrimination versus one in 11 for those who do not have a disability.

The highest favourable scores were related to questions that assess *leaders and team creating a safe and welcoming environment*. However, for those who identify as Indigenous, non-binary, persons with disabilities and/or 2SLBTQ+, less favourable scores were reported, particularly towards *people leaders trying to create a safe and welcoming environment* and belief in *people leaders responding appropriately to reports of harassment and discrimination*.

## 3. Proposed Direction

Many initiatives to strengthen DEI in the organization have already been implemented since the 2020 WFC via the DEI Recommendations, which were divided into three phases. Phase One implementation was completed in December 2022 and included the following:

- Adding an Anti-Racism component to the Respectful Workplace Policy and Program
- Review of the investigations process to increase ease, comfort and safety of reporting and transparency for employees
- Development of an Inclusive Organizational Development Framework
  - This framework supports employees' ability to practice inclusion and demonstrate behaviours that respect diversity and inclusion
  - Introduction of Inclusion competency and DEI mandatory learning courses
- Promotion of the *Accessibility for Ontarians with Disabilities Act* refresher training to increase awareness and education of accessible and inclusive practices
- DEI Review of policies, processes and practices related to recruitment, promotion and pay
- Continued events organized by the Office of Culture and Inclusion to recognize, celebrate, and educate about various observances

## **2022 We All Count Workforce Census**

While only inferences can be made, it is possible that some of the above initiatives contributed to the increased favourable DEI sentiments in the organization.

The Region of Peel will continue to advance DEI within the organization. Tools and resources will be developed to support the organization, particularly people leaders, to facilitate increasing DEI knowledge, encourage introspection, reflection and conversations that are foundational to advancing DEI. Work has also commenced to include a focus on community with plans influence program and service delivery to include a DEI lens.

The Region of Peel is actively developing its five-year DEI Strategy, in partnership with external vendor KPMG. This strategy and accompanying Action Plan will be completed in Q1 2023. Data from the workforce census, as well as phases two and three of the DEI Recommendations, will be incorporated into the DEI Strategy and Action Plan. A measurement framework is also in development and will align to the DEI Strategy. Some of the work identified for 2023 includes:

- Further improving psychological health and well-being for employees through recommendations identified in the Psychological Health & Safety Framework
- Infrastructure that supports diversity and inclusion through partnerships with Real Property & Asset Management
- Implementation of the recommendations from the DEI review of policies and processes related to recruitment, pay and promotion
- Creation of Employee Resource Groups to increase opportunities for employee engagement and accountability
- Implementation of a pilot Supplier Diversity program, led by Procurement
- Identification of work and insights that should be brought forward to Council via the Diversity, Equity and Anti-Racism Committee

## **RISK CONSIDERATIONS**

Research shows that the benefits of diversity and inclusion in organizations can result in increased productivity, engagement and innovation. Results of the Region of Peel's second workforce census indicate an increase in favourability scores in Diversity, Equity, Inclusion and the harassment and discrimination subset of Health, Safety and Well-Being. Efforts to become a more diverse and inclusive workplace seem to be having a positive effect for organization culture. Results also indicate the continued gap in diverse representation at all levels of the organization, (leadership positions in particular) and that not all groups feel the same level of trust, safety and belonging in the workplace.

Intentional DEI efforts must continue in order to have a deeper, lasting impact, to truly affect meaningful change, and create environments where inclusion is practiced, and everyone feels a sense of belonging. The collection of data is integral to ensure informed decision-making and action planning that affects meaningful change. The Region of Peel will explore opportunities to collect similar data through new mechanisms.

Failure to advance DEI in an intentional way may result in loss of diverse and top talent, feelings of resentment or lack of safety, and continued inequities perpetuated through internal systems and practices. It is imperative that efforts to advance DEI continue and include a deep dive into the policies and practices that perpetuate systemic discrimination and barriers.

## **2022 We All Count Workforce Census**

### **CONCLUSION**

The Region of Peel has concluded its second workforce census. It is imperative that efforts to advance DEI continue in order to create a community, both internally and externally, that celebrates diversity, practices equity and inclusion and where everyone feels a sense of belonging.

### **APPENDICES**

Appendix I – 2022 Peel Region Workforce Census Survey Executive Summary

Appendix II – 2022 Peel Region Workforce Census Survey Organizational Report

---



---

Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and Commissioner of Corporate Services

*Authored By: Sharon Navarro, Specialist – Office of Culture & Inclusion*