



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion

# National Diversity and Inclusion Benchmarking Study

Senior Leaders and Diversity Personnel

Dalhousie University in partnership with CCDI

February 2019

We respect the privacy of our clients and request they do the same. This document is private and confidential and not to be shared with anyone external to your organization.





## About the Canadian Centre for Diversity and Inclusion

The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to support those we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. CCDI believes that effectively managing diversity and inclusion, and human rights and equity is a strategic imperative for all Canadian organizations that wish to remain relevant and competitive.

CCDI's leadership came together from the corporate world. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Our Consulting, Measurement and Analytics, and Learning teams work together to develop various types of research, reports, and learning and development, so that Canadian employers can understand the demographic makeup of their organizations, plan for it and create inclusion.

CCDI is grateful for the support of our 200+ Employer Partners across Canada. For more information, contact:

Nyla Camille Guerrero  
Senior Director, Partner Relations  
1-416-968-6520 x 112  
[nyla.camille@ccdi.ca](mailto:nyla.camille@ccdi.ca)



## Project and partners

In 2017, Dalhousie University and CCDI formed a research partnership, with the commitment to collaborate on conducting a benchmarking study with the goal of capturing national data on the following:

- » Diversity and Inclusion practices in Canadian organizations.
- » The working relationships between Senior Leaders of organizations and their Diversity and Inclusion (D&I) managers.

This project is led by Dr. Eddy Ng (Dalhousie University) and his team comprising of Dr. Greg Sears (Carleton University) and Dr. Kara A. Arnold (Memorial University).

In June of 2018, CCDI launched two online surveys, for Senior Leaders and Diversity Personnel. The surveys aimed to capture the current state of D&I management, as well as attitudes and perceptions of D&I practices that are occurring at Canadian organizations. The online surveys were communicated publicly, and the survey remained open for six months. A total of 56 Senior Leader surveys and 168 Diversity Personnel surveys were submitted.

CCDI and Dalhousie University thank all survey participants for contributing to work that is aimed at improving D&I in Canadian organizations.

CCDI and Dalhousie also acknowledge funding from the Social Sciences and Humanities Research Council of Canada (SSHRC Insight Grant #435-2016-1227) and the F.C. Manning Chair in Economics and Business at Dalhousie University in support of this project.



## Contents

About the Canadian Centre for Diversity and Inclusion .....	2
Project and partners .....	3
Rationale.....	6
Results.....	6
About the study.....	10
The current state of D&I .....	10
Moving forward.....	10
Methodology.....	11
About the data .....	11
Presentation of the data .....	11
D&I: The view from above.....	13
Who are the Senior Leader Respondents? .....	13
Where are the Senior Leaders working? .....	14
Senior Leaders see the benefits of Employment Equity.....	19
Emphasis on diversity as a business strategy varies by Union Status, Sector and Gender...	20
D&I practices.....	23
Who are the Diversity Personnel? .....	23
Where are Diversity Personnel working? .....	24
Diversity strategies are becoming aligned with organization’s business strategies .....	26
CEOs/Senior Leaders are perceived as proactive towards D&I.....	27
More investment in D&I practices is required .....	28
Diversity strategies for hiring, promotion, and retainment practices are lacking .....	29
Investments in Diversity are better perceived by Diversity Personnel in the private/for-profit sector .....	31
Conclusion .....	33
Take-aways.....	34
Appendix A: CEO industry representation .....	36
Appendix B: Diversity Personnel industry representation .....	37

# Report summary



## Rationale

According to a 2006 Conference Board of Canada Report<sup>1</sup>, there is a growing awareness of the importance of D&I strategies. This commitment requires leadership buy-in that is supported by sound practices and policies which include active D&I communications and measurable objectives. Deloitte's 2012<sup>2</sup> and 2013<sup>3</sup> reports that examined D&I in relation to leadership and organization performance also indicate that Senior Leaders and Managers can affect the D&I climate within an organization by influencing attitudes, values, communications, plans and policies.

Keeping in mind the important role that Senior Leaders and Managers have in developing a D&I culture, the current study aimed to capture two things:

1. The attitudes and communication strategies of Senior Leaders in relation to D&I, and
2. The perceptions of Diversity Personnel in relation to D&I investments and strategies that are being implemented in their organizations.

The purpose of collecting this data is to provide a national benchmarking resource that aids Canadian organizations when they are assessing their D&I development.

## Results

This report presents the results of the two online surveys for Senior Leaders and Diversity Personnel. The surveys were made publicly available between June through November 2018. Senior Leaders and Diversity Personnel working at Canadian organizations were invited to participate. A total of 56 Senior Leader surveys and 168 Diversity Personnel surveys were analyzed.

### Senior Leaders' attitudes and commitment to D&I

The figure on the following page highlights findings from the Senior Leaders' survey. The vast majority of Senior Leaders (95%) believe that diversity is a business strategy that positively contributes to innovation, creativity and problem solving. Moreover, 100% of Senior Leaders believe that diverse viewpoints add value to their organizations. The vast majority (91%) also indicate that D&I is a mission that they value and are committed to.

---

<sup>1</sup> Sandra Parris, Allison P. Cowan and Nancy Huggett, "Conference Board of Canada Report on Priorities, Practices and Performance in Canadian Organizations." November 2006.

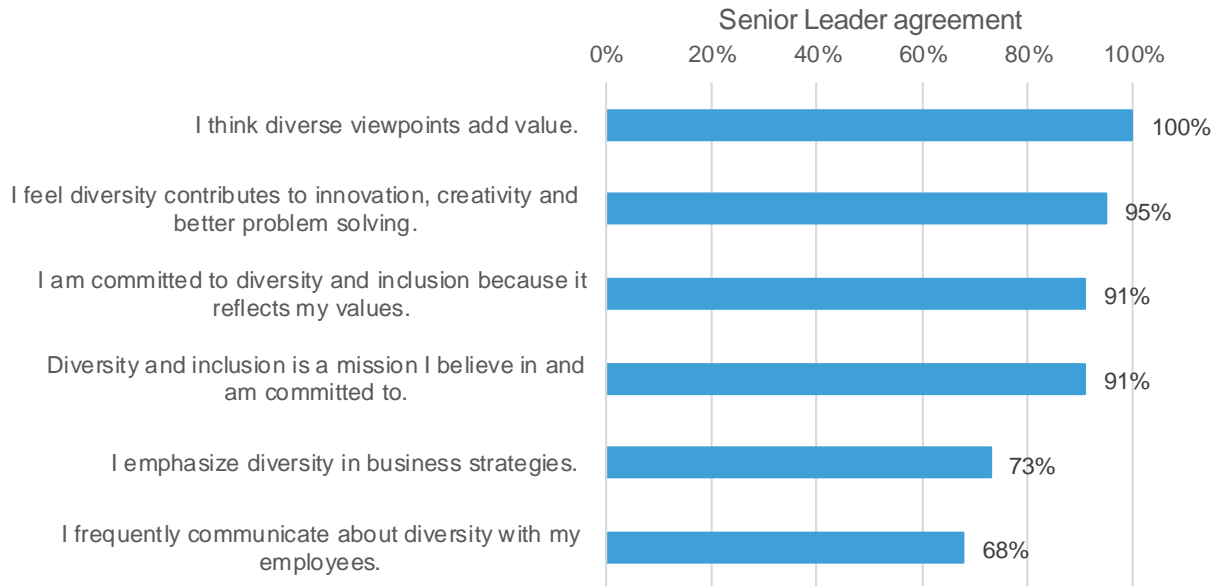
<sup>2</sup> "Inclusive leadership. Will a hug do?" Human Capital, Deloitte Australia Point of View. March 2012.

<sup>3</sup> Giam Swiegers and Karen Toohey, "Waiter, is that inclusion in my soup? A new recipe to improve business performance." Deloitte. May 2013.



Although Senior Leaders are committed to diversity as a business strategy, only 73% indicate that they emphasize D&I in their business strategies, and even less (68%) indicate that they frequently communicate about D&I to their employees.

These findings suggest that while Senior Leaders do see value in D&I as a business strategy, more communications and emphasis on enacting D&I strategies is necessary.



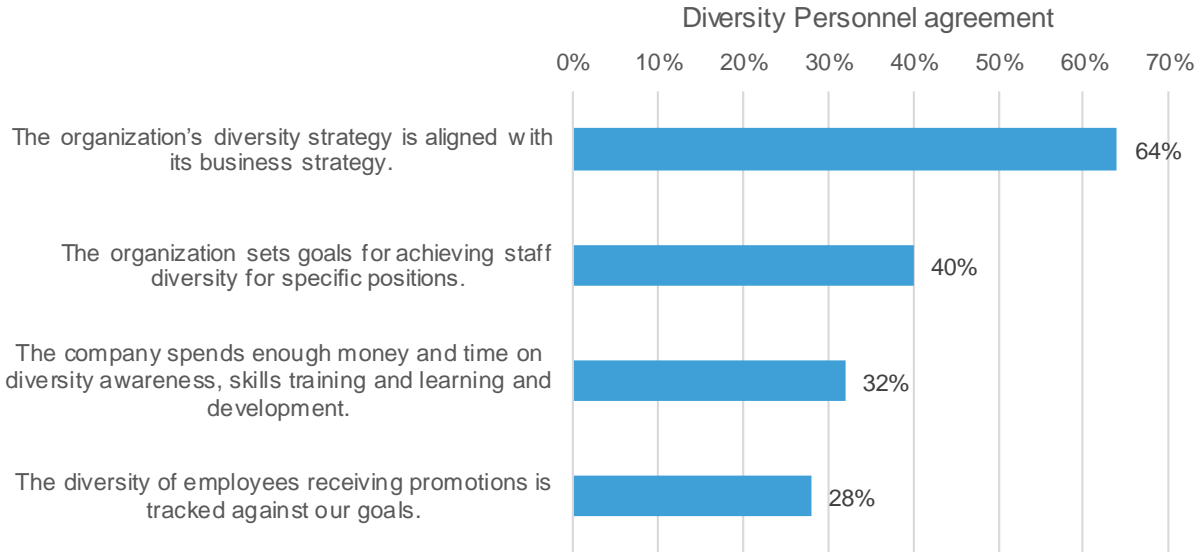
### Diversity Personnel’s assessment of D&I strategies at their organizations

The figure on the following page highlights that just under two-thirds of Respondents (64%), agreed or strongly agreed that their organization’s diversity strategy is aligned with its business strategy. This rating is lower (by 9%) than the ratings provided by Senior Leaders, who indicated that they emphasize diversity in business strategies. Also, just under a third (32%) of Diversity Personnel indicated that they were satisfied with the resources and time that their organization dedicates to diversity education and training. Diversity Personnel are more likely to implement a broader range of diversity practices when they perceive their senior leaders to be committed to diversity.<sup>4</sup>

When it comes to tracking diversity during hiring, promotion, and retainment processes, 40% of Diversity Personnel agreed or strongly agreed that their organization sets diversity goals for specific positions, and 28% agreed or strongly agreed that their organizations tracks the diversity of candidates that are receiving promotions.

---

<sup>4</sup> Ng, Eddy S., and Greg J. Sears. "Walking the Talk on Diversity: CEO Beliefs, Moral Values, and the Implementation of Workplace Diversity Practices." *Journal of Business Ethics* (2018): 1-14.



## Take-aways

Although the findings from the two surveys do not inform which D&I strategies are most impactful in increasing organizational performance, the results do provide a general overview that is useful when comparing an organization's D&I climate to that of other Canadian organizations. The results from these two surveys suggest that D&I is considered a business strategy by the overwhelming majority of Senior Leaders.

However, there appears to be a gap between the statement that it is a business strategy and more concrete indications of investment in D&I, such as the investment made in concurrent business goals like marketing, sales, and customer service. This would include investment from Senior Leadership through communication, as well as more investment in resources and time allocated to D&I.



# About the study



## About the study

### The current state of D&I

We know that Canada's population is becoming increasingly more diverse, and that this diversity is reflected in its workforce. We also know that a diverse workforce offers advantages to Canadian employers, who can access a range of skills, experiences, and perspectives that can contribute to their organization's success. Research has also shown that better perceptions of D&I among employees are linked to better organizational performance measures, including higher engagement among employees and lower rates of absenteeism.

Notably, Deloitte found that when Employees perceive that their organization is committed to D&I, they are also 80% more likely to state that the organization provides "great customer service, shares diverse ideas to develop innovative solutions, and works collaboratively to achieve their goals".<sup>5</sup> Other research has demonstrated that within businesses, Gender and Racial diversity can help companies to increase sales, attract a greater number of customers, possess a greater market share, and earn larger relative profits.<sup>6</sup> Finally, diverse teams understand customers' and clients' needs better than homogeneous organizations, which often fail to consider different perspectives.<sup>7</sup>

D&I policies are also vital for attracting, retaining, and engaging employees. If diverse candidates perceive a workplace as alienating – whether through company research or interviews – they are less likely to join that work environment.<sup>8</sup>

Likewise, employees who do not feel comfortable in their workplaces are more likely to take unnecessary absent days or leave their jobs, which can translate to high company costs. Lack of inclusion for employees with diverse needs can also lead to "presenteeism", where employees are physically present but are distracted by unaddressed physical or emotional issues. It is estimated that presenteeism and absenteeism contribute to \$6 billion in annual losses in Canada.<sup>9</sup>

### Moving forward

What we don't know is whether Canadian organizations are tapping in to the advantages of D&I. Over the last 30 years there has been a slow but growing interest from organizations to better understand the benefits of having a diverse and inclusive workforce. This interest is influenced

---

<sup>5</sup> Deloitte Australia, "Waiter, is that inclusion in my soup?: A new recipe to improve business performance", last modified April 16, 2015, <http://www.globaldiversityexchange.ca/waiter-is-that-inclusion-in-my-soup/>.

<sup>6</sup> Cedric Herring, "Does Diversity Pay?: Race, Gender, and the Business Case for diversity", *American Sociological Review* 74 (2009): 208.

<sup>7</sup> Bourke, Smith, Stockton and Wakefield, "From Diversity to inclusion".

<sup>8</sup> Ibid.

<sup>9</sup> Kathryn May, "'Presenteeism' worse than absenteeism? Thousands of public servants have mental health issues, expert says", *The National Post*, June 1, 2015, <http://news.nationalpost.com/news/canada/canadian-politics/presenteeism-worse-than-absenteeism-thousands-of-public-servants-have-mental-health-issues-expert-says>.



in part by Canadian Employment Equity legislation that requires federally regulated organizations to report on representation of traditionally under-represented groups, including Women, Aboriginal peoples, Persons with Disabilities, and Visible Minorities. With the growing interest in D&I as an organizational strategy, we set out to better understand the current state of D&I at Canadian organizations, specifically with regards to Senior Leader and Diversity Personnel attitudes and strategies.

This report provides insights from survey data obtained from Senior Leaders and D&I Personnel. The Senior Leader survey collected data on leaders' management of, and attitudes towards, D&I strategies in their organization. The Diversity Personnel survey collected data on D&I practices in organizations.

## Methodology

The surveys were made publicly available between June through to November 2018 and Senior Leaders and Diversity Personnel working at Canadian organizations were invited to participate.

A total of 56 Senior Leader surveys and 168 D&I Personnel surveys were analyzed. This report focuses on the responses that Senior Leaders provided regarding their attitude towards D&I approaches, as well as the responses that D&I Personnel provided regarding their agreement with, and satisfaction of, D&I practices in their organization. Findings are presented as response rates. Factors that may influence these rates, such as years of experience of the Respondent and the sector of their organization, are examined and discussed.

## About the data

A general aim of this report is to provide national benchmarking data on the D&I attitudes and practices at Canadian organizations. However, it is necessary to note that the data is derived from a small sample of Senior Leaders and Diversity Personnel. Importantly, survey participation was voluntary, and this may have introduced reporting bias, meaning it is plausible that individuals who completed the survey may be more attentive or have an interest regarding organizational approaches to D&I.

## Presentation of the data

The findings of the surveys are presented in two chapters. The “D&I: The view from above” chapter presents the findings of the Senior Leader survey and the “D&I practices” chapter provides the findings from the Diversity Personnel survey.

D&I: The view from above



## D&I: The view from above

### Who are the Senior Leader Respondents?

Table 1 shows that of the 56 Senior Leader Respondents, 48% identified as either a CEO, President, Senior Vice President or Vice President<sup>10</sup>.

Job title	Count	Percentage
CEO, Deputy CEO, President and CEO, or President	22	39%
Vice President or Senior Vice President	5	9%
Executive Director	6	11%
(Associate) Vice President People/Human Resources, Chief Human Resources Officer, or Head of Human Resources	12	21%
Miscellaneous titles <sup>11</sup>	11	20%
<b>Total</b>	<b>56</b>	<b>100%</b>

Table 1: Senior Leader job titles

Figure 1 below shows that 59% of Senior Leaders have been in their current role for less than 6 years. Figure 2<sup>12</sup> shows that nearly half of Senior Leaders (45%) identified as Women, 9% as Racialized, 7% as LGBTQ2sQ+, 5% as Indigenous, and 4% as Persons with Disabilities.

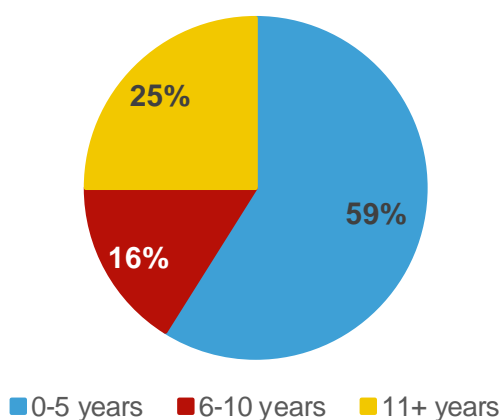


Figure 1: Senior Leader responses: How long have you been in your current role?

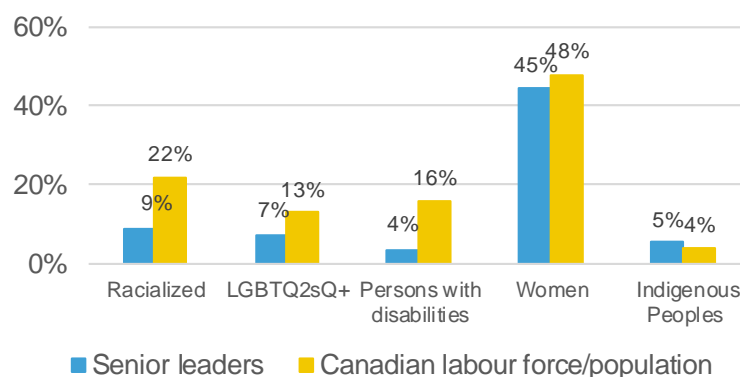


Figure 2: Comparison of Senior Leader responses: Are you a member of any of the following designated groups?, and Canadian labour force / population representation.

<sup>10</sup> Due to variation in the job titles that were reported, to maintain consistency, the remainder of the report refers to Senior Leader Respondents of all job titles as Senior Leaders.

<sup>11</sup> These titles include Board Chair, Deputy CAO, Chief Mission and Ethics Officer, Minister, Chief Marketing and Communications Officer, Co-Founder and COO, Corporate Director of HR, VP Operations, Associate Director of Teaching and Learning, or General Manager.

<sup>12</sup> Statistics Canada data from the 2016 census is used where available. EEA LMA is limited and was not used as a basis for comparison since it does not include the public and non-profit sectors.



The Senior Leader Respondent pool has lower representations of all designated groups shown in Figure 2, as compared to the Canadian labour force or population. The exception is Indigenous peoples, who are proportionally represented<sup>13</sup>. This finding is not surprising, as research has shown a persistent lack of proportional diversity in higher ranking roles across a variety of sectors in Canada.<sup>14</sup>

## Where are the Senior Leaders working?

Figure 4 below shows that the largest share of Senior Leaders work in the private, for-profit sector (41%). Of the identified industries, almost half (49%) are in Educational Services; Healthcare and Social Assistance; Professional, Scientific and Technical Services; or Public Administration (Figure 3)<sup>15</sup>.

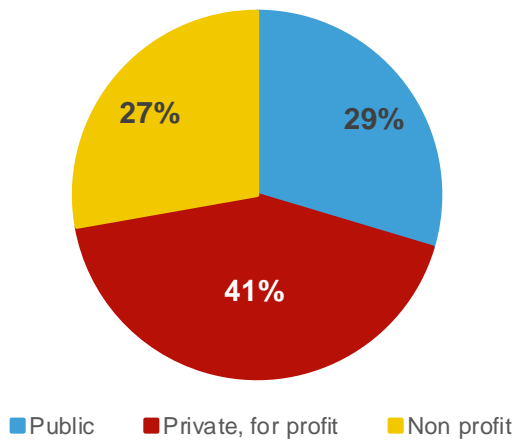


Figure 4: Senior Leader responses: In which sector does your company operate?

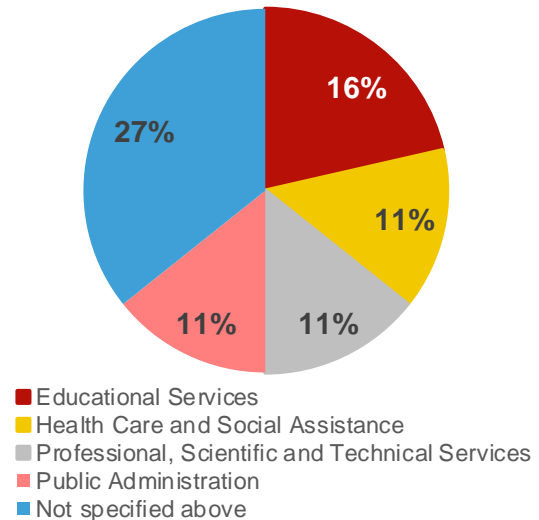


Figure 3: Top 5 industry sectors identified by Senior Leaders

<sup>13</sup> All comparative representation data comes from the 2016 Canadian census by Statistics Canada and is shown for the Canadian labour force, where available. There are a few exceptions: Person with a Disability data comes from the 2012 Canadian Survey on Disability (CSD). LGBTQ2sQ+ comparative data comes from the CROP & Fondation Jasmin Roy. (2017). The values, needs and realities of LGBT people in Canada in 2017, Retrieved from [https://issuu.com/philippeperreault9/docs/8927\\_rapport-sondage-lgbt-en/8](https://issuu.com/philippeperreault9/docs/8927_rapport-sondage-lgbt-en/8). The statistic reported is an estimation of the incidence of LGBT people who are 18+ years old in Canada. It is provided for the Canadian population.

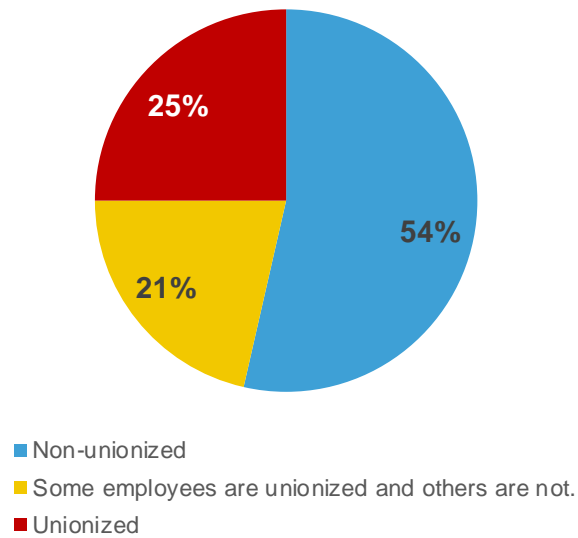
<sup>14</sup> "A mere 12 per cent of TSX publicly listed company directors are women, and visible minorities make up 4.5 per cent of FP500 company directors in Canada.", source: Jennifer Reynolds,

"Diversity is key to success in corporate Canada", The Globe and Mail, January 9, 2018, <https://www.theglobeandmail.com/report-on-business/careers/leadership-lab/diversity-is-key-to-success-in-corporate-canada/article33318899/>

<sup>15</sup> Other industries include: Workplace Management Resource; International Development; Immigrant settlement; Industry Association; Executive Coaching and Training; Environmental NGO; Gaming & retail United Church; Technology; Management Consulting; philanthropic services; Human/social services Technology Supplies and Services; Food Processing and Legal.



Figure 5 below shows that the majority of the Senior Leaders (54%) also work for non-unionized companies, whereas 21% work in a semi-unionized environment, and 25% work in unionized companies.



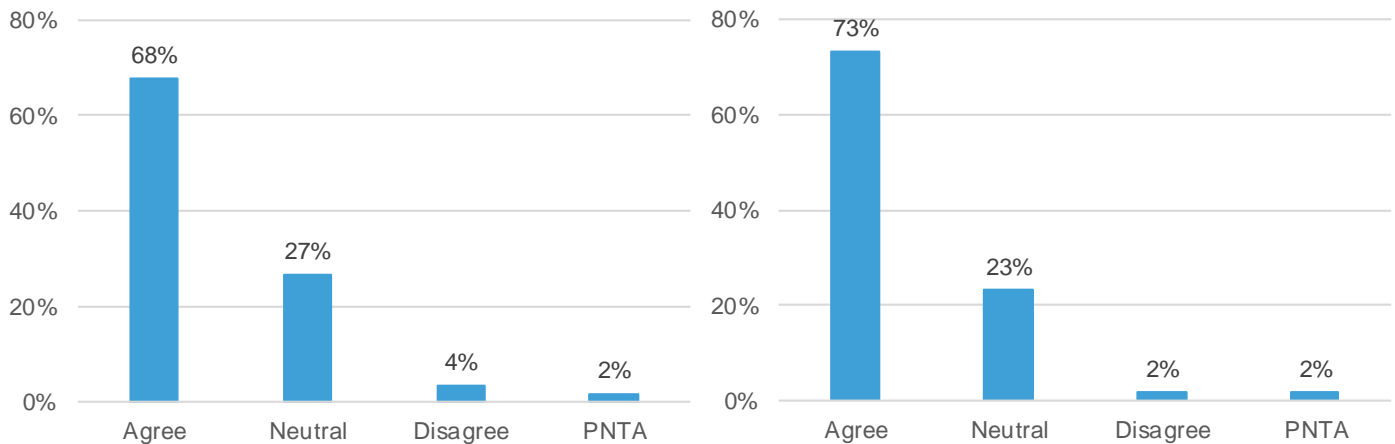
*Figure 5: Senior Leader responses: Is your organization unionized?*



## The majority of Senior Leaders are communicating about D&I

A case study of Sodexo in the Diversity Primer (2010)<sup>16</sup> highlights the importance of leadership's commitment to D&I. The Senior Vice President of Sodexo stated that, "I believe that leadership commitment and buy-in is a foundational prerequisite... At Sodexo, we have invested considerable time and resources in ensuring that we have the executive buy-in necessary for any culture change initiative." Leadership buy-in, expressed through emphasis and communication of D&I principles, ensures that the organization as a whole is committed to D&I from the top-down.

When Senior Leaders were asked if they are frequently communicating about diversity with their employees, 68% agreed<sup>17</sup> (Figure 6 below). Figure 7 below also shows that the vast majority (73%) agree or strongly agree that they emphasize diversity in business strategies.



*Figure 6: Senior Leader responses: I frequently communicate about diversity with my employees.*

*Figure 7: Senior Leader responses: I emphasize diversity in business strategies.*

<sup>16</sup> Diversity Best Practices. (2010) Diversity Primer. Retrieved from: [https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/diversity\\_primer\\_chapter\\_05.pdf](https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/diversity_primer_chapter_05.pdf)

<sup>17</sup> Agree refers to the answer options agree or strongly agree; neutral refers to the answer options slightly agree, neither agree or disagree, and slightly disagree; and disagree refers to the answer options disagree or strongly disagree. PNTA refers to Prefer not to answer and represents instances where the participant left the question blank.





## Senior Leaders are invested in D&I

When asked about their values and commitment to D&I, 91% of Senior Leaders responded positively to the statement “I am committed to diversity and inclusion because of my values” (Figure 8). At the same time, 91% of Senior Leaders stated that they agree or strongly agree that “Diversity is a mission I believe in and am committed to” (Figure 9).

These findings demonstrate that there is a strong belief among Senior Leaders that they are personally committed to and invested in D&I, as a reflection of their values.

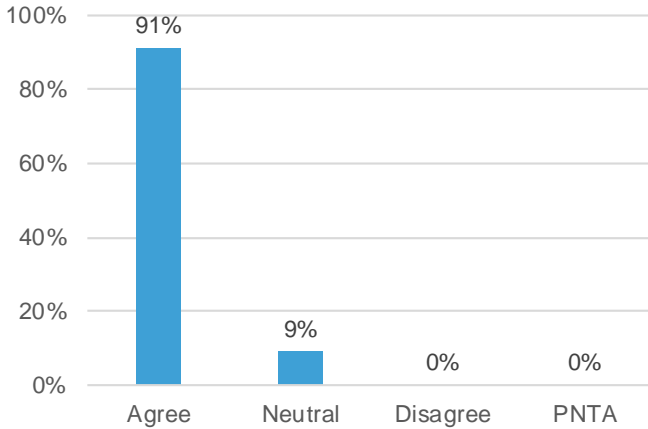


Figure 8: Senior Leader responses: I am committed to diversity and inclusion because it reflects my values.

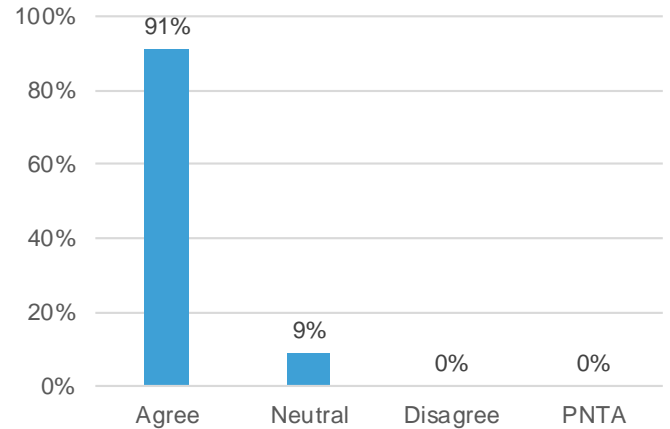


Figure 9: Senior Leader responses: Diversity and inclusion is a mission I believe in and am committed to.



## Diversity is considered a business strategy

Senior Leaders agree that diversity is a business strategy that positively contributes to their organization's performance. When asked whether they agree that diversity contributes to more innovation, creativity and enhanced problem solving, Figure 10 shows that 95% of Senior Leaders agreed or strongly agreed.

Similarly, as seen in Figure 11, 82% of Senior Leaders believe that diversity enhances marketing success in local and international contexts, and 100% of Senior Leaders agreed or strongly agreed that diverse viewpoints add value to their organizations (Figure 12).

These findings reveal that Senior Leaders in this survey are very aware of the benefits of diversity as related to the goals of their organizations.

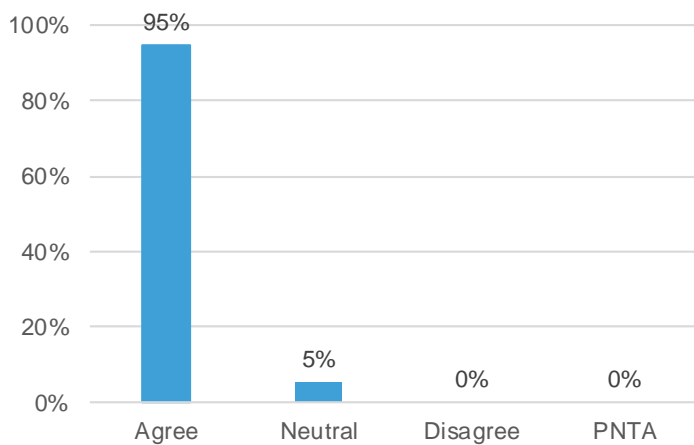


Figure 10: Senior Leader responses: I feel diversity contributes to innovation, creativity and better problem solving.

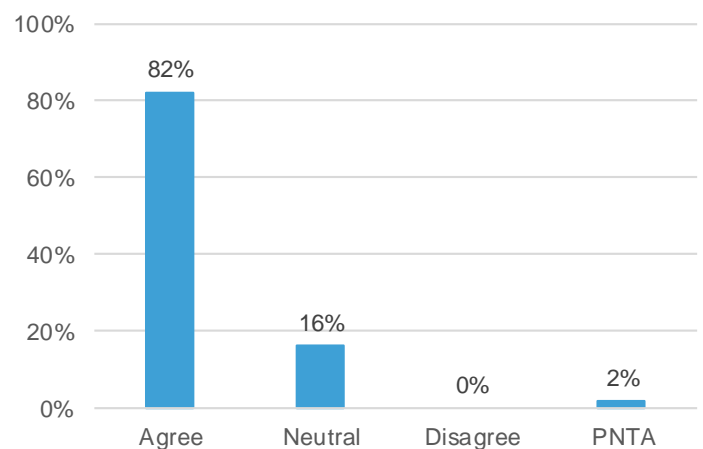


Figure 11: Senior Leaders responses: I feel diversity enhances firm marketing success at home and abroad.

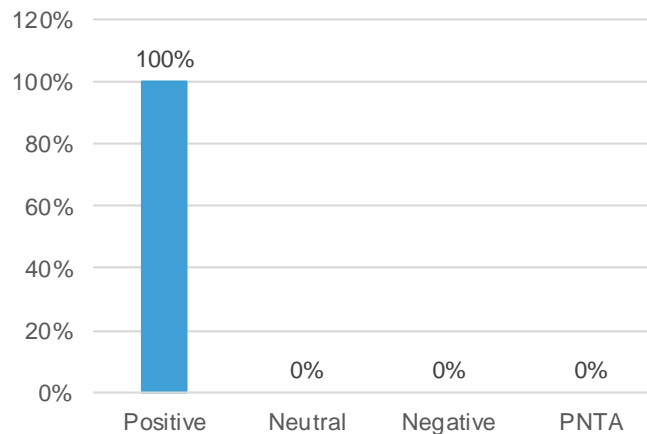


Figure 12: Senior Leader responses: I think diverse viewpoints add value.



## Senior Leaders see the benefits of Employment Equity

The majority of Senior Leaders disagree that compliance with the Employment Equity Act results in costs to their organization.

Specifically, more than half of Senior leaders (55%) responded negatively to the statement, “employment equity frequently operates as a quota system for filling jobs” (Figure 13).

At the same time, Figure 14 and Figure 15 show that 41% of leaders disagreed or strongly disagreed, with 43% feeling neutrally that, “employment equity frequently takes a lot of time, effort, money and paperwork for companies”, while 68% disagreed or strongly disagreed that “employment equity restricts the freedom a business has for making decisions”. These findings indicate that the majority of Senior leaders do not consider Employment Equity practices to be a hindrance or drain to their organization.

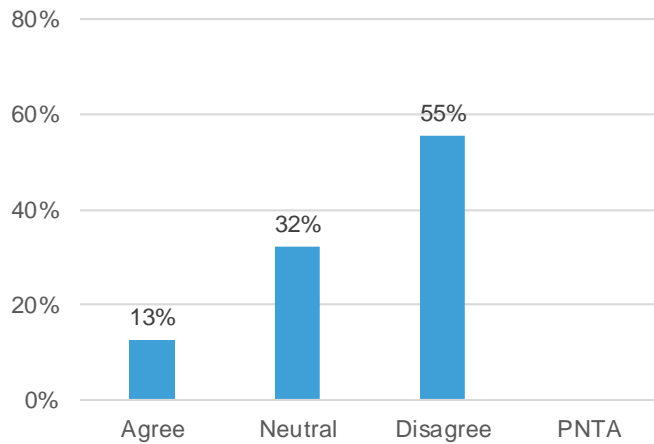


Figure 13: Senior Leader responses: Regardless of whether my organization has to comply with employment equity, employment equity frequently operates as a quota system for filling jobs.

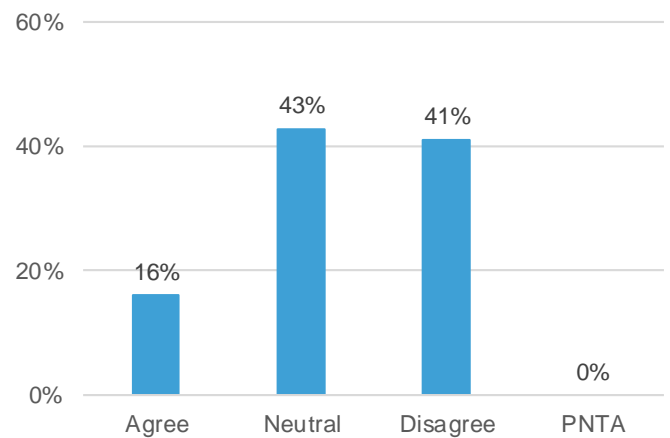


Figure 14: Senior Leader responses: Regardless of whether my organization has to comply with employment equity, employment equity frequently takes a lot of time, effort, money and paperwork for companies.

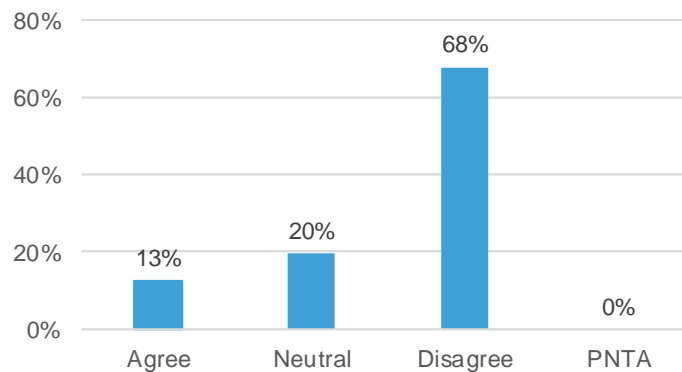


Figure 15: Senior Leader responses: Regardless of whether my organization has to comply with employment equity, I find employment equity restricts the freedom a business has for making decisions.



## Emphasis on diversity as a business strategy varies by Union Status, Sector and Gender

We examined whether leaders' responses to the following question, "I emphasize diversity in business strategies" vary according to Union Status affiliation, Sector, or Gender. We found that Senior Leaders of unionized and private/for-profit organizations had higher agreement rates (by margins of 14% and 23% respectively) compared to non-unionized and public organizations (Figure 16 and Figure 17). As seen in Figure 18 on page 21, we also found that there was no substantial difference between Genders (i.e. Woman vs. not being a Woman) on the rate of agreement.

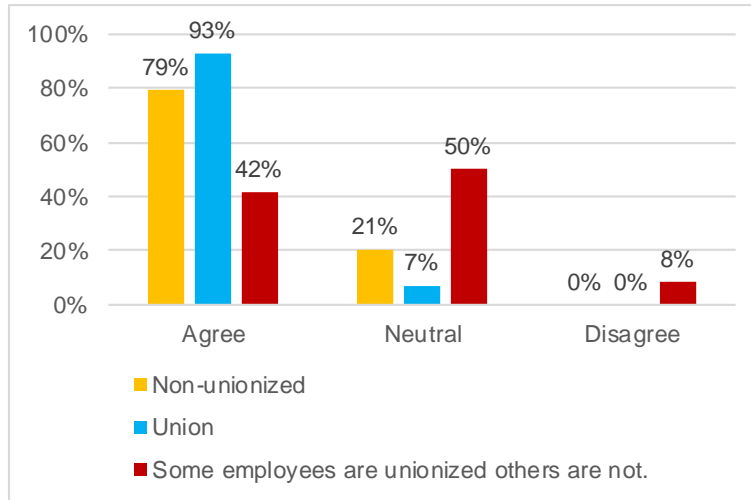


Figure 16: Comparison of Senior Leader responses from non-unionized, unionized and semi-unionized organizations: I emphasize diversity in business strategies.

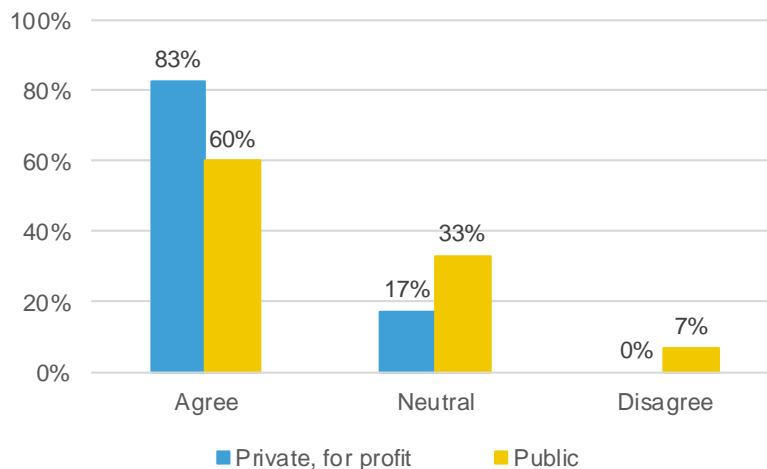
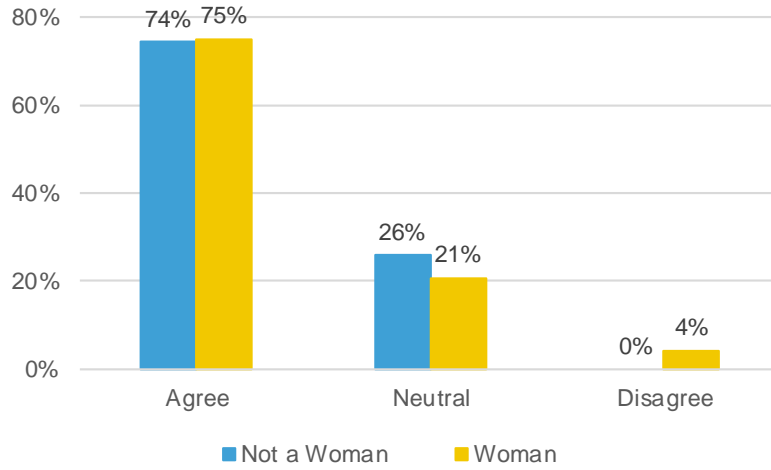


Figure 17: Comparison of Senior Leader responses from private, for profit and public organizations: I emphasize diversity in business strategies.



*Figure 18: Comparison of Women and Non-Women Senior Leaders' responses: I emphasize diversity in business strategies.*

D&I practices



## D&I practices

### Who are the Diversity Personnel?

Table 2 shows that of the 168 Diversity Personnel, the majority (not including the 'Other' category, at 35%) identified themselves as Middle Management, at 30%, followed by Senior Management, at 21%.

Role	Count	Percentage
Board member	1	1%
Senior Management	36	21%
Middle Management	51	30%
Supervisor	18	11%
Other	59	35%
PNTA	3	2%
<b>Total</b>	<b>168</b>	<b>100%</b>

Table 2: Diversity Personnel roles

**Error! Reference source not found.** shows that 76% of the Respondents have been in their current role for less than 6 years. **Error! Reference source not found.**<sup>18</sup> shows that 75% of the Diversity Personnel identified as Women, which is 27% higher than the representation of

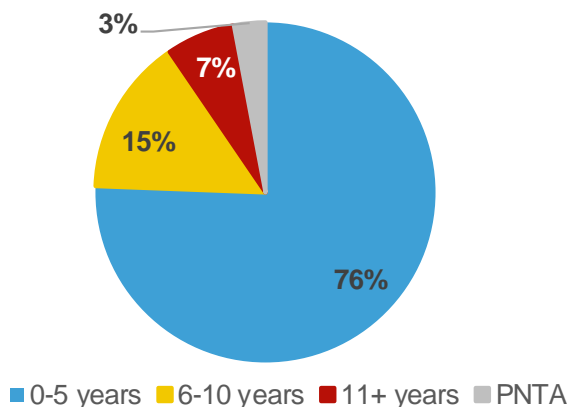


Figure 19: Diversity Personnel responses: How long have you been in your current role?

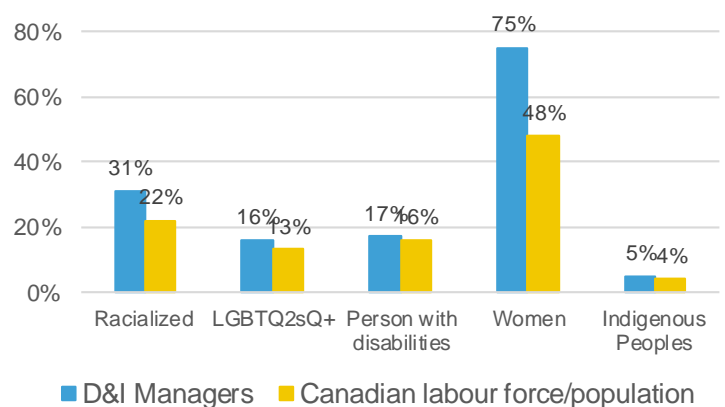


Figure 20: Comparison of Diversity Personnel responses: Are you a member of any of the following designated groups?, and Canadian labour force / population representation.

Women in the Canadian labour force, at 48%<sup>19</sup>.

<sup>18</sup> Statistics Canada data from the 2016 census is used where available. EEA LMA is limited and was not used as a basis for comparison since it does not include the public and non-profit sectors.

<sup>19</sup> All comparative representation data comes from the 2016 Canadian census by Statistics Canada and is for the Canadian labour force, where available. There are a few exceptions: Person with a disability data comes from the 2012 Canadian Survey on Disability (CSD). LGBTQ2sQ+ comparative data comes from the CROP & Fondation



Notably, 31% identified as Racialized, which is 9% higher than the representation of Visible Minorities in Canada’s labour force. In fact, higher representations for all designated groups were seen in this Respondent group, when compared to the Canadian labour force or population.

### Where are Diversity Personnel working?

Figure 21 below shows that the largest share of Diversity Personnel work in the Public Sector (49%). Of the identified industries, almost half (45%) are in Educational Services; Public Administration; Health Care and Social Assistance’ and Finance and Insurance (Figure 22).

Figure 23 shows that 41% reported belonging to organizations that were non-unionized, 33% had a union, and 24% work in semi-unionized environments.

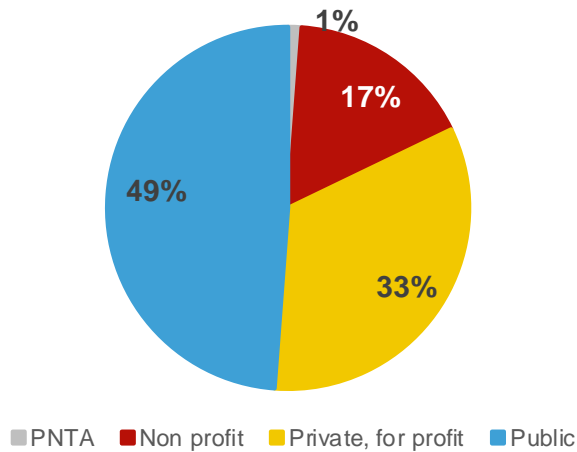


Figure 21: Diversity Personnel responses: In which sector does your company operate?

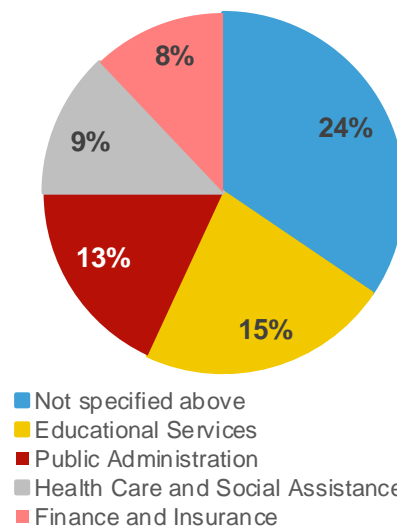


Figure 22: Top 5 industry sectors identified by Diversity Personnel

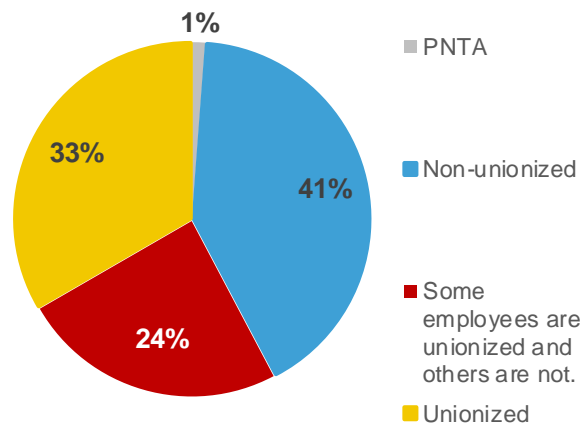
---

Jasmin Roy. (2017). The values, needs and realities of LGBT people in Canada in 2017, Retrieved from [https://issuu.com/philippeperreault9/docs/8927\\_rapport-sondage-lgbt-en/8](https://issuu.com/philippeperreault9/docs/8927_rapport-sondage-lgbt-en/8). The statistic reported is an estimation of the incidence of LGBT people who are 18+ years old in Canada.





Figure 23: Diversity Personnel responses: Is your organization unionized?





## Diversity strategies are becoming aligned with organization's business strategies

Figure 24, Figure 25 and Figure 26 below show that the majority of Diversity Personnel agreed or strongly agreed that their organization's diversity strategy is aligned with its business strategy (64%), that Senior Executives are participating in internal diversity committees (60%), and that diversity goals are included on the strategic human resource plan (63%).

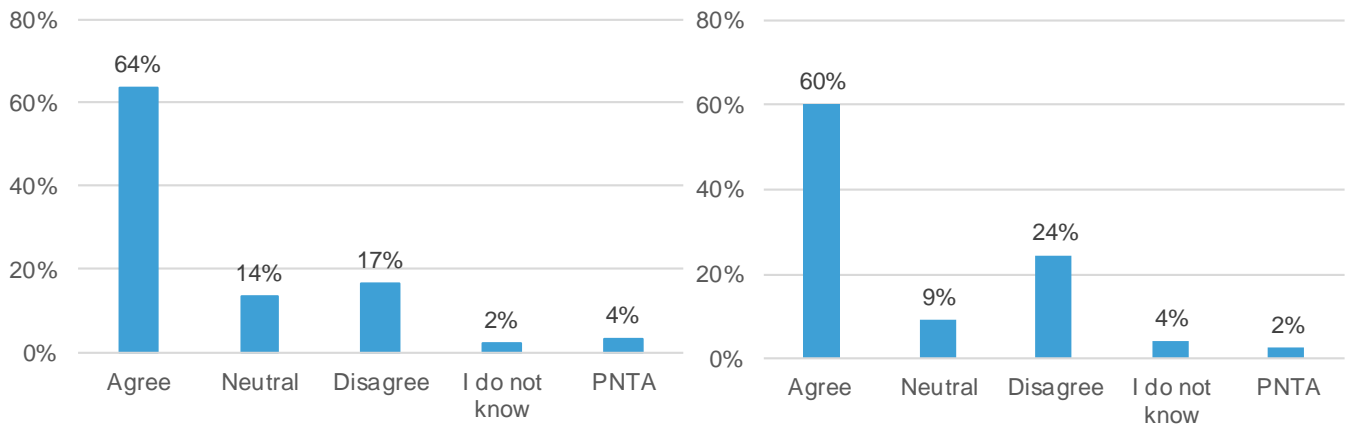


Figure 24: Diversity Personnel responses: The organization's diversity strategy is aligned with its business strategy.

Figure 25: Diversity Personnel responses: Senior executives participate on the internal diversity committee.

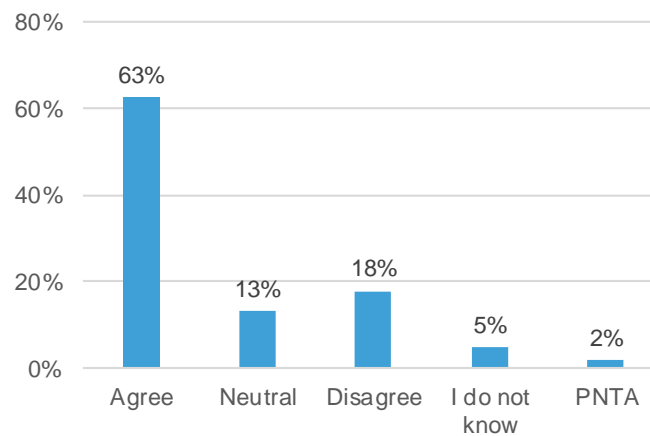


Figure 26: Diversity Personnel responses: Diversity goals are included in the strategic human resource plan.



## CEOs/Senior Leaders are perceived as proactive towards D&I

The majority of Diversity Personnel indicated that their CEO/Senior Leaders believe that their organizations' reputation in relation to its diversity profile is important (Figure 27)<sup>20</sup>, and that their CEO/Senior Leaders are proactive in their stance toward diversity, equity, and inclusion (Figure 28)<sup>21</sup>.

When Diversity Personnel were asked to rate their satisfaction of their executive leaders' stance toward diversity, equity, and inclusion, the majority (66%) indicated having a neutral opinion and only 27% indicated that they were satisfied<sup>22</sup> (Figure 29).

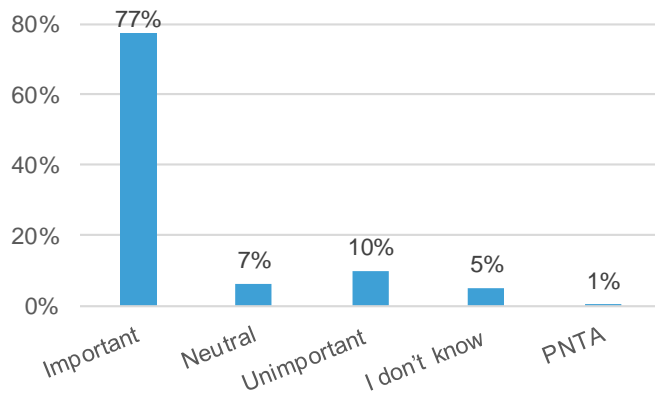


Figure 27: Diversity Personnel responses: How important does the CEO/Senior Leader consider your organization's reputation as an employer of choice for diverse groups?

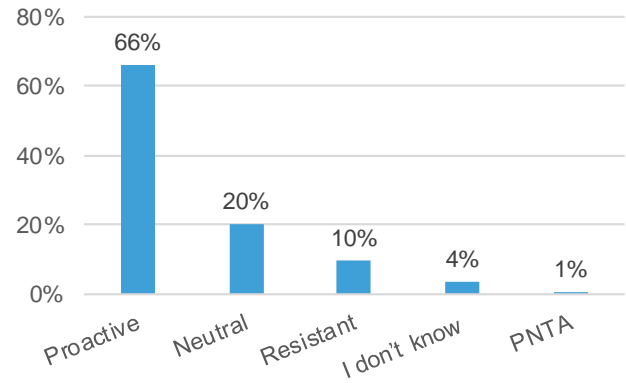


Figure 28: Diversity Personnel responses: Overall, how proactive would you rate your organization's CEO/Senior Leader in their stance toward diversity, equity and inclusion?

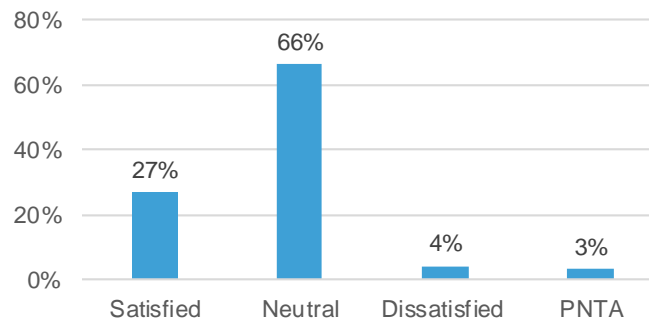


Figure 29: Diversity Personnel responses: Attitude of your executive team about diversity, equity and inclusion.

<sup>20</sup> Importance refers to the answer options extremely important and important; Unimportant refers to the answer options extremely unimportant and unimportant; and Neutral refers to the option neither important nor unimportant. For all questions, PNTA refers to Prefer not to answer and is added to represent blank responses.

<sup>21</sup> Proactive refers to the answer options extremely proactive and proactive; Resistant refers to the answer options extremely resistant and resistant.

<sup>22</sup> Satisfied refers to the answer option extremely satisfied; Dissatisfied refers to the answer option extremely dissatisfied; and Neutral refers to the options neutral, slightly satisfied and slightly dissatisfied.



## More investment in D&I practices is required

Although a majority of Diversity Personnel indicated that diversity strategies are aligning with business strategies, only about a third agreed or strongly agreed that their organization spends sufficient resources and time on diversity education and training (Figure 30), and only 15% agreed or strongly agreed that mentoring programs exist which focus on the advancement of underrepresented groups (Figure 31). When asked how satisfied they are with the amount of resources and/or budget that is provided to manage diversity, only 10% indicated that they are satisfied and 64% were of neutral opinion (Figure 32).

Interestingly, Figure 30 and Figure 31 show that a third of Diversity Personnel were 'neutral' when asked about D&I investments in terms of time, funding and programs at their organizations. Moreover, Figure 32 shows that just under two-thirds of Diversity Personnel were 'neutral' when asked about satisfaction with resources that are allocated for D&I practices at their organization. This may indicate that although their organizations' strategies focus on D&I, Diversity Personnel are perceiving that insufficient resources and time are allocated to it.

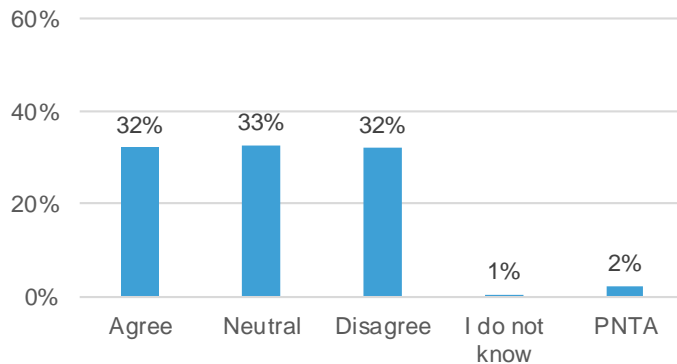


Figure 30: Diversity Personnel responses: The company spends enough money and time on diversity awareness, skills training and learning and development.

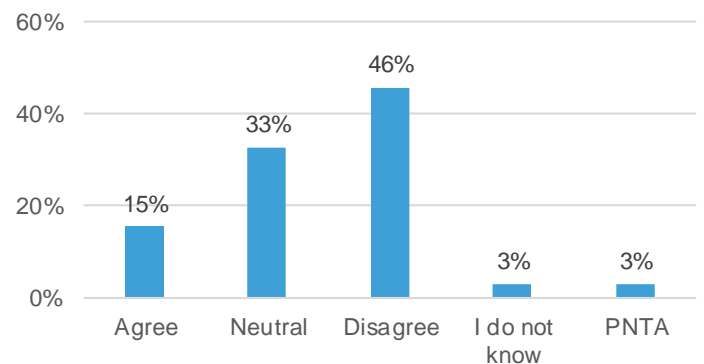


Figure 31: Diversity Personnel responses: There is a mentoring program in use here that identifies and prepares all underrepresented groups for promotion.

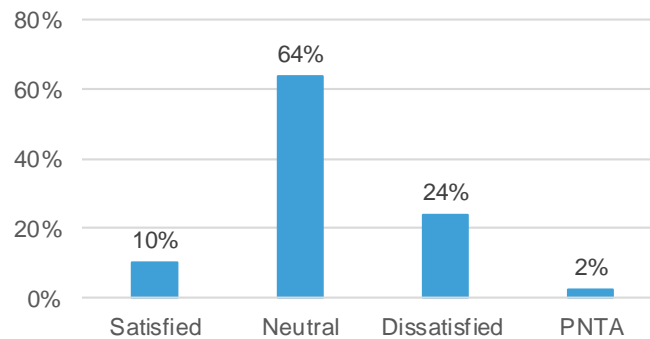


Figure 32: Diversity Personnel responses: Are you satisfied with the amount of resources and/or budget provided to manage diversity at your organization?



## Diversity strategies for hiring, promotion, and retention practices are lacking

The agreement among Diversity Personnel is similar when asked about whether their organization sets diversity goals for specific positions, and whether they track diversity among new hires (40% and 36% respectively, as shown in Figure 33 and Figure 34). However, the agreement rates are lower for strategies that monitor applicants' diversity (29%; Figure 35), strategies that track the diversity of candidates that are receiving promotions (28%; Figure 36), and strategies that track candidates who are being invited for interviews (21%; Figure 37).

These findings indicate that emphasis on strategies that monitor diversity during recruitment and hiring processes, as well as during promotion and retention processes, need to be further addressed.

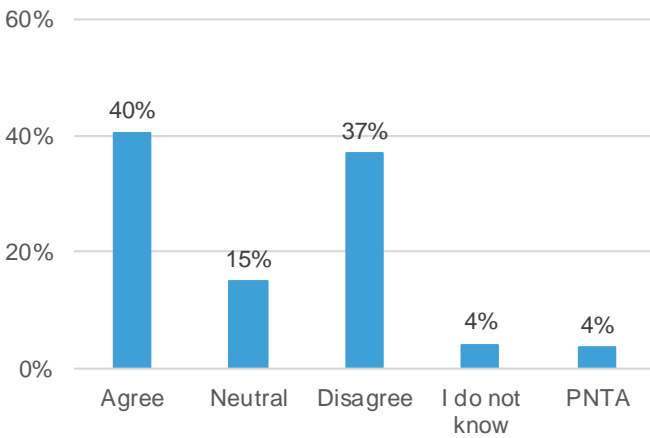


Figure 33: Diversity Personnel responses: The organization sets goals for achieving staff diversity for specific positions.

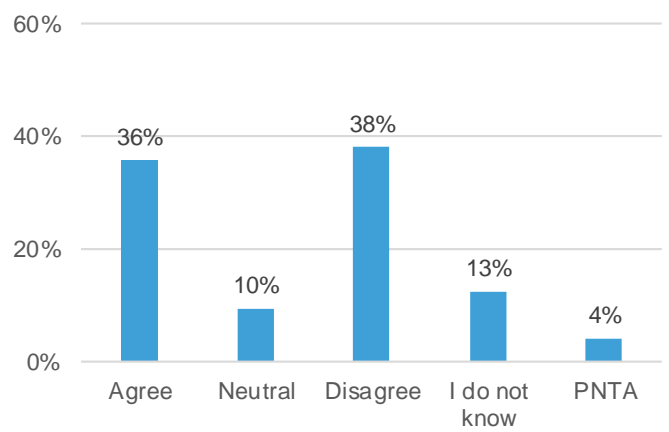


Figure 34: Diversity Personnel responses: Diversity among new hires is tracked against our goals.

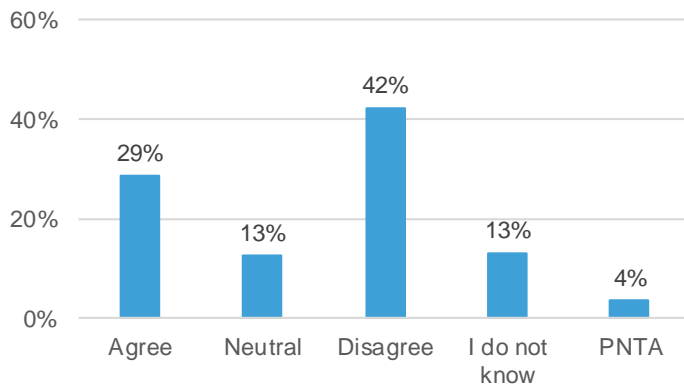


Figure 35: Diversity manager/personnel responses to the question: Applicant diversity is tracked/monitored against our goals.

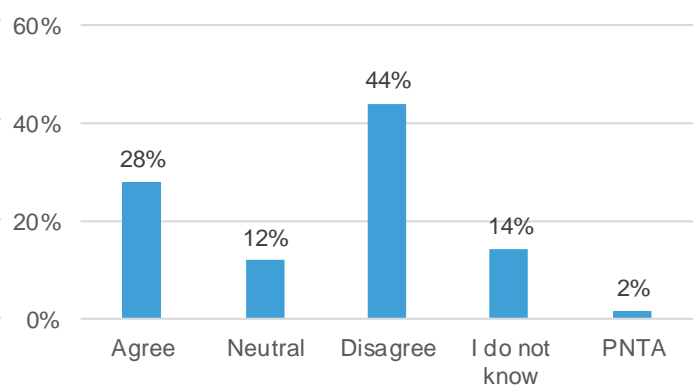
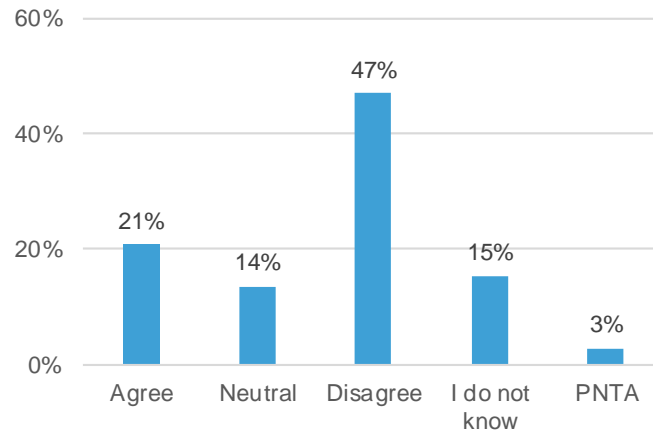


Figure 36: Diversity manager/personnel responses to the question: The diversity of employees receiving promotions is tracked against our goals.



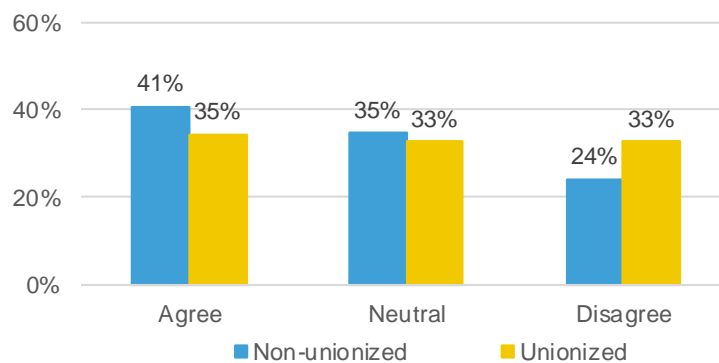
*Figure 37: Diversity Personnel responses: The diversity of candidates invited for interviews is tracked against our goals.*



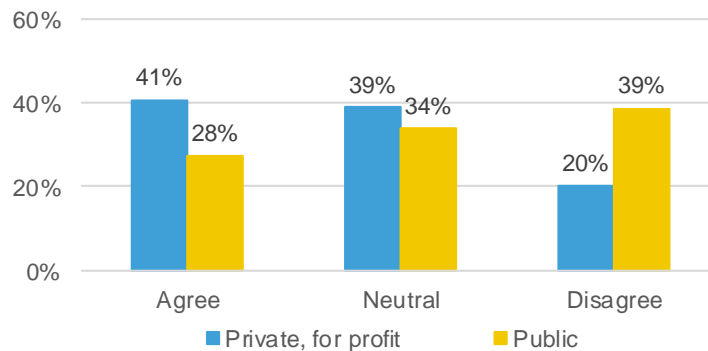
## Investments in Diversity are better perceived by Diversity Personnel in the private/for-profit sector

We examined whether Diversity Personnel's responses to the following question, "The company spends enough money and time on diversity awareness, skills training and learning and development" vary according to union status affiliation and sector type. We found that Diversity Personnel of non-unionized and private/for profit organizations had higher agreement rates (Figure 38 and Figure 39). Although there was only a slight difference (6%) in agreement rates between union and non-unionized organizations, there was a larger difference (13%) in agreement rates between private/for profit organizations and public-sector organizations.

Notably, Diversity Personnel from public sector organizations also had a higher disagreement rate to this question (19%), when compared to those from private/for profit organizations.



*Figure 38: Comparison of the response rates of Diversity Personnel from non-unionized and unionized organizations: The company spends enough money and time on diversity awareness, skills training and learning and development.*



*Figure 39: Comparison of the response rates of Diversity managers/personnel from private, for profit and public organizations: The company spends enough money and time on diversity awareness, skills training and learning and development.*

# Conclusion



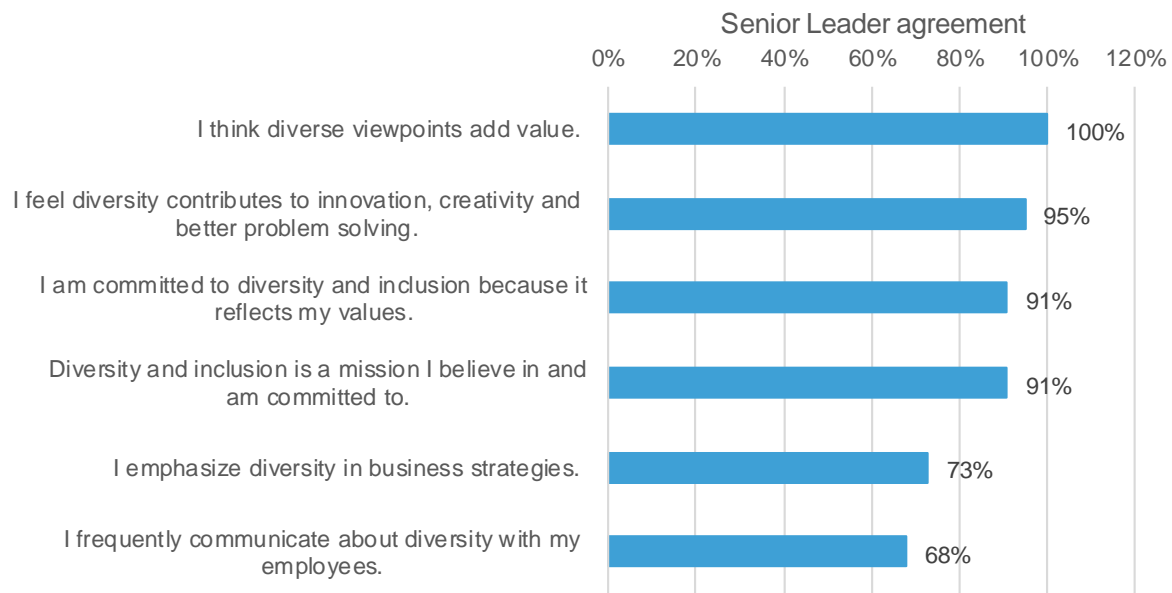


## Conclusion

Studies have shown that a diverse and inclusive workforce can bring skills, talent and experiences that contribute to an organization’s competitive advantage and overall success.<sup>23</sup> As Canada’s population is becoming more diverse, there has been growing interest among Canadian employers to tap into the benefits that a diverse and inclusive workforce can offer.

Findings from this study, displayed in the figure below, showed that the majority of Senior Leaders (95%) believe that diversity is a business strategy that positively contributes to innovation, creativity and problem solving. Further, 100% believe that diverse viewpoints add value to their organizations. However, although Senior Leaders are committed to diversity as a business strategy, only 73% indicate that they emphasize D&I in their business strategies, and even less (68%) indicate that they frequently communicate about D&I to their employees.

These findings suggest that while Senior Leaders see value in D&I as a business strategy, more communications and emphasis on enacting D&I strategies is warranted.



The figure on the following page highlights that just under two-thirds of Diversity Personnel (64%) agreed or strongly agreed that their organization’s diversity strategy is aligned with its

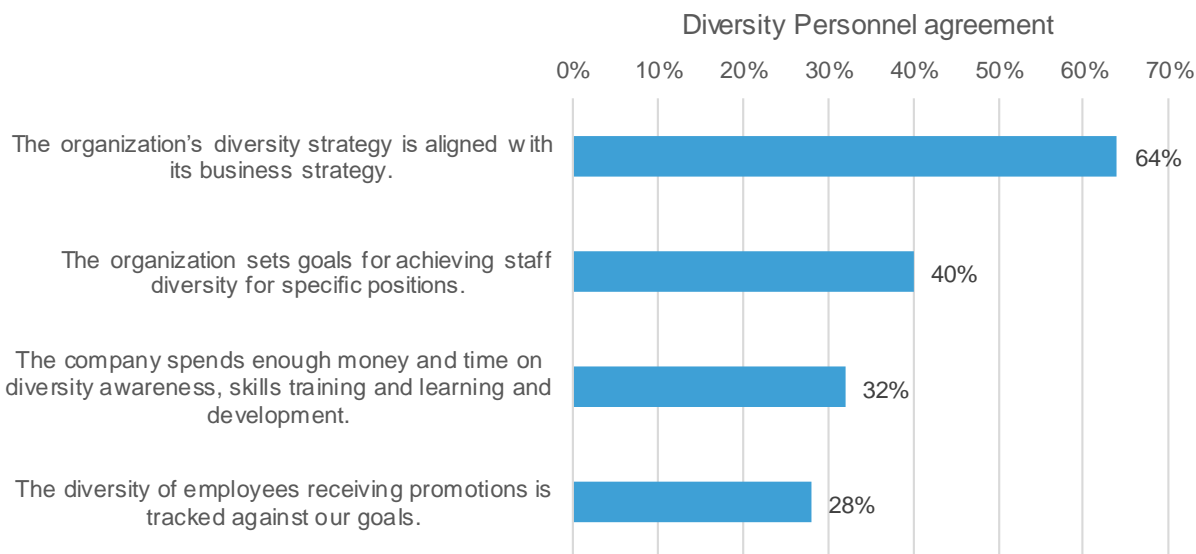
---

<sup>23</sup> Sandra Parris, Allison P. Cowan and Nancy Huggett, “Conference Board of Canada Report on Priorities, Practices and Performance in Canadian Organizations.” November 2006;  
Giam Swiegers and Karen Toohey, “Waiter, is that inclusion in my soup? A new recipe to improve business performance.” Deloitte. May 2013;  
“Inclusive leadership. Will a hug do?” Human Capital, Deloitte Australia Point of View. March 2012;  
Stacia Sherman Garr, Karen Shellenback, Jackie Scales, “Diversity and Inclusion in Canada. The current state.” Bersin by Deloitte. October 2014.



business strategy. This rating is lower (by 9%) than the ratings provided by Senior Leaders, who indicated that they emphasize diversity in business strategies.

Also, just under a third (32%) of Diversity Personnel indicated that they were satisfied with the resources and time that their organization dedicates to diversity education and training. When it comes to tracking diversity during hiring, promotion, and retainment processes, 40% of Diversity Personnel agreed or strongly agreed that their organization sets diversity goals for specific positions, and 28% agreed or strongly agreed that their organizations tracks the diversity of candidates that are receiving promotions.



## Take-aways

Although the findings from the two surveys do not inform which D&I strategies are most impactful in increasing organizational performance, the results do provide a general overview that is useful when comparing an organization's D&I climate to that of other Canadian organizations. The results suggest that D&I is considered a business strategy by the overwhelming majority of Senior Leaders. However, more investment in D&I as an organizational strategy, including investment from Senior Leadership through communication, as well as more investment in resources and time allocated to D&I, is required.

Canadian employers have an opportunity to maximize on their organizational performance by tapping in to the benefits that an equitable, diverse and inclusive workforce has to offer. Leaders are recognizing the benefits of D&I as a business strategy, but they have also been cautious to invest resources and time that specifically aim to maximize the D&I climate at their organizations. Now is the time to commit and invest in resources that include C-suite support.

# Appendices



## Appendix A: CEO industry representation

Industry sector	Count	Percentage
Not specified above	15	27%
Educational Services	9	16%
Health Care and Social Assistance	6	11%
Professional, Scientific and Technical Services	6	11%
Public Administration	5	9%
Arts, Entertainment and Recreation	3	5%
Finance and Insurance	2	4%
Manufacturing	2	4%
Retail Trade	2	4%
Accommodation and Food Services	1	2%
Construction	1	2%
Information and Cultural Industries	1	2%
Mining, Quarrying, and Oil and Gas Extraction	1	2%
Transportation and Warehousing	1	2%
Utilities	1	2%
<b>Total</b>	<b>56</b>	<b>100%</b>



## Appendix B: Diversity Personnel industry representation

Industry sector	Count	Percentage
Not specified above	40	24%
Educational Services	26	15%
Public Administration	21	13%
Health Care and Social Assistance	15	9%
Finance and Insurance	14	8%
Manufacturing	8	5%
Professional, Scientific and Technical Services	8	5%
Arts, Entertainment and Recreation	6	4%
Utilities	6	4%
Information and Cultural Industries	4	2%
Mining, Quarrying, and Oil and Gas Extraction	4	2%
Retail Trade	4	2%
Transportation and Warehousing	4	2%
Construction	3	2%
Agriculture, Forestry, Fishing and Hunting	2	1%
Management of Companies and Enterprises	1	1%
Real Estate and Rental and Leasing	1	1%
PNTA	1	1%
<b>Total</b>	<b>168</b>	<b>100%</b>

## Canadian Centre for Diversity and Inclusion (CCDI)

CCDI has a mission to help the organizations we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. Through the research, reports and toolkits we develop and our workshops, events and workplace consultations, we're helping Canadian employers understand their diversity, plan for it and create inclusion.

CCDI's leadership has a proven model that's cultivated trust as an impartial third party. Our expertise is focused on the topics of inclusion that are relevant in Canada now and the regional differences that shape diversity.

A charitable organization that thinks like a business, we have created a niche with our innovative research technology and data analysis that brings a deeper understanding of Canadian diversity demographics and mindsets at any given moment.

CCDI is grateful for the support of our over 200 Employer Partners across Canada.

## Contact us

Have questions about the benefits of becoming a CCDI Employer Partner, or any of our services? Please contact:

Nyla Camille Guerrero  
Senior Director, Partner Relations  
1-416-968-6520 x 112  
[nyla.camille@ccdi.ca](mailto:nyla.camille@ccdi.ca)

CCDI is grateful for the ongoing support of our Founding Partners.



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion

[www.ccdi.ca](http://www.ccdi.ca)