

# Workforce Diversity and Inclusion Employee Survey Results

Accessibility Advisory Committee

September 20, 2021

# Background

- Recommendation 2.2 of the Workforce Diversity and Inclusion Strategy
- Gain a better understanding of demographics of employees and their perceptions of the City as a diverse and inclusive employer
- Conducted October 16 – November 22, 2020
- Open to all employees (full and part time)

# Questions

- Promoted through regular internal communications channels.
- The data should not be considered fully conclusive or representative of the diversity at the City of Mississauga.
- However, the data do provide a strong baseline about diversity and perceptions of inclusivity at the City.

# Response Rates

- 47% overall response rate
- Union vs non-union: 44% vs 48%
- Part-Time vs Full Time: 20.8% vs 69%

## Responses Rates continued...

### Leadership:

- Of the 478 leadership employees, 431 completed the survey (**90% response rate**);
- Of the 264 employees identified as High Potential (HiPo), 237 responded (**89% response rate**).

**Comparison:** Brampton (28%) pre-COVID, and Region of Peel (50%) during COVID

## Familiarity with Diversity and Inclusion

- 35% of respondents were familiar with the Diversity and Inclusion Strategy, including 52% of leadership
- 44% were somewhat familiar
- 15% were not familiar

# Demographics

# Age

- 47% of employees is aged 30 to 49 with 50% identifying as racialized.
- 13% of employees are 20 to 29 with 17% identifying as racialized.
- 33% of employees are 50 to 69 with only 0.6% identifying as racialized.



## Age continued...

- Majority of leaders, 55% in the 30 to 49 age group, including 68% of High Potentials
- 44% of leaders in the 30 to 69 age group, including 33% of High Potentials
- Talent pipeline is younger and more diverse

# Gender

- 50% of employees identify as men compared to 44% of women.
- Men comprise 58% of leadership positions compared to 41% for women
- Men occupy 53% of High Potential positions compared to 46% of women

# Race and Ethnicity

- 29% of employees identify as racialized compared to 43% from Census data
- Those identifying as 'White' represent the majority of respondents at 58%
- Mississauga has work to do increase racial diversity of employees

## Race and Ethnicity continued....

- Only 17% of leaders identify as racialized, compared to 76% who do not
- Those identifying as 'White' occupy 78% of leadership positions
- 28% of High Potentials identify as racialized, compared to 69% identifying as 'White'

# Immigration Status

- 35% of respondents say they immigrated to Canada compared to 55% from Census Data
- 76% of leaders and 68% of High Potentials are born in Canada
- City's demographic composition does not match Census data

# Indigenous Identity

- 93% of respondents do not identify as Indigenous compared to 99% from Census data
- Many reasons for under-reporting of Indigenous identity
- More work needs to be done in this area

# Sexual Orientation

- Only 8.6% of respondents identify as LGBTQ+
- 11% preferred not to answer the question
- Of those who identified as LGBTQ+, 41% said they were not comfortable disclosing their sexual identity at work and 18% chose not to answer
- More work needs to be done in this area

# Disability

- 7% of respondents identified as having a disability
  - 22% cited mental or emotional health
  - 15% cited chronic health conditions
  - 15% have mobility limitations
  - 10% have a learning disability
  - 8% have a visual impairment



# Religion

- 44% of respondents are affiliated with a religious or spiritual group
  - 75% of these identify as Christian
  - 8% as Muslim
  - 4% as Sikh
  - 3.6% as Hindu

# Family Status

- 51% of respondents care for a dependent
- The type of dependent was not clarified
- Majority of respondents are caring for at least one other person, on top of their career

# Perceptions of Diversity and Inclusivity

# Departmental

- Overall, 73% of respondents agreed with the statement that, “My workplace is committed to diversity and inclusion.”
- This was consistent across the 5 departments

# Equity Deserving

- However, when we look at the responses of equity deserving groups, the number drops significantly
- In particular, only 53% of gender non-conforming, 53% identified as Indigenous, 56% identified as Black, and 66% of persons with a disability agreed with the statement

# Key Takeaways and Next Steps

## Key Takeaways (Demographics)

- Equity-deserving groups within the corporation are under-represented when compared to the available labour pool in the City of Mississauga, based on 2016 Statistics Canada Census data for Mississauga, and particularly under-represented in positions of leadership

## Key Takeaways (Demographics)

- The 30-49 age cohort makes up 47% of the City's workforce.
- Among employees aged 30-49, there is a higher proportion of racialized employees than other age-based cohorts in the City.
  - 50% racialized and 43% are women.
  - This suggests that the City is well situated to develop a more representative talent pipeline.



## Key Takeaways (Demographics)

- The High Potential (HiPo) talent pool is comprised of predominantly White employees.
- Only 28% of the HiPo pool is racialized.
  - Although, the majority are in the 30-49 cohort, the HiPo pool does not reflect the diversity of this cohort
  - Suggests there may be systemic barriers for racialized employees in gaining access to the HiPo talent pool.
- Women comprise 46% of the HiPo pool and 41% of leadership positions.

# Key Takeaways (Inclusion)

- While employees in the aggregate believe Mississauga is committed to diversity and inclusion, the data tells a different story when it is disaggregated by race and ethnicity, whether an employee immigrated to Canada or was born here, sexual orientation, Indigenous identity, and disability.
- Not every employee feels the corporation is as committed to diversity and inclusion at the same level.

## Key Takeaways (Inclusion)

- The response rate from our leadership (90.2%) and HiPo (89.8%) employees was higher than the City average, indicating affinity and support for EDI initiatives.
- Familiarity with the Strategy suggests more work needs to be done to educate and inform employees about the City's equity, diversity and inclusion efforts and the Strategy in general.

# Using the Data

- Identify current gaps and areas for improvement within the WD&I Strategy where under-representation of equity-seeking groups may exist and working to develop strategies to address these gaps and barriers.
- Review in totality EDI work to date and assess next steps, including those that may be outside of the Strategy, including strategic partnerships
- Build a sustainable plan for the D&I Survey moving forward, in conjunction with the Human Resources Employee Satisfaction Survey plan

# Using the Data

- Engage in conversations with leadership and departmental teams throughout the corporation about what the data means
- Use the results to analyze the actions taken to date on the Diversity and Inclusion Strategy and assess what actions need to be taken in the short, medium, and long-term as a result of this data. Strategic Initiatives and Human Resources will work together to form the work plan for the next 1 to 3 years (*Recommendation 4.1*)

# Using the Data

- Define our future goals as an organization regarding equity, diversity and inclusion
- Review the survey data and engage with the newly created Employee Equity Advisory Committee to seek their input, feedback, and guidance
- Report back to LT before the end of 2021 with a revised EDI work plan and strategy based on the data collected through this Survey.

# Using the Data: Actions to Date

- Departmental and Divisional reports shared with Leadership
- Report to Council
- HR needs assessment of D&I training and Learning Plan development
- HR review of hiring and promotional process
- HR D&I lens on succession planning to remove bias

## Using the Data: Actions to Date

- Partnerships: ONYX, Achev, Ready, Willing & Able
- SI Employee Equity Advisory Committee
- Monthly Equity Alerts to all staff
- Hired HR D&I Consultant and SI D&I Strategic Leader
- Developing an EDI asset inventory across the City



**Thank You**  
Questions?