



# Diversity, Equity, and Inclusion RESEARCH

**March 2023**

***British Columbia and Yukon***

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# Methodology

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<b>Survey Type</b>	Online
<b>Survey Length</b>	9 min
<b>Screeners</b>	Human Resources Professionals
<b># Completed Surveys</b>	230
<b>Dates of Interviews</b>	Jan-Feb 2023

*Notes:*

*Tables show significant differences between groups.*

*Numbers highlighted in red show indicate values significantly higher than at least one other group.*

*Numbers highlighted in blue show indicate values significantly lower than at least one other group.*

*An (\*) indicates a small sample size (<30).*

*Red arrows/red bold font indicate selected responses with large, significant differences between groups for a given response.*

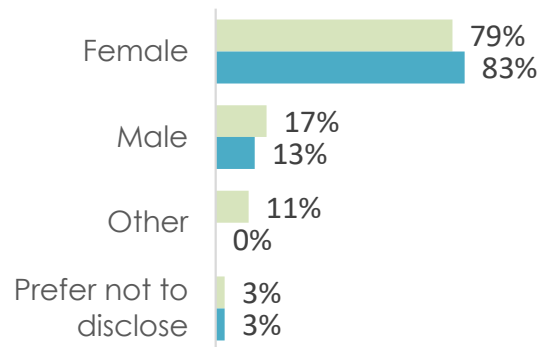
*Not all significant differences are highlighted.*

*This report is designed to highlight selected insights from the research. Full data tables are available in the topline reports.*

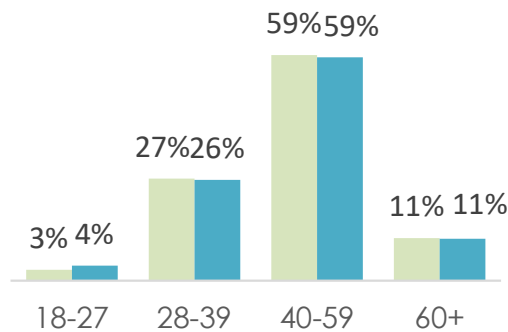
# Demographics

*BC and Yukon have similar age, gender, work location, and HR role distributions as other Canadian regions, but are more likely to have HR professionals who learned English as a second language, or are lgbtqia2s+.*

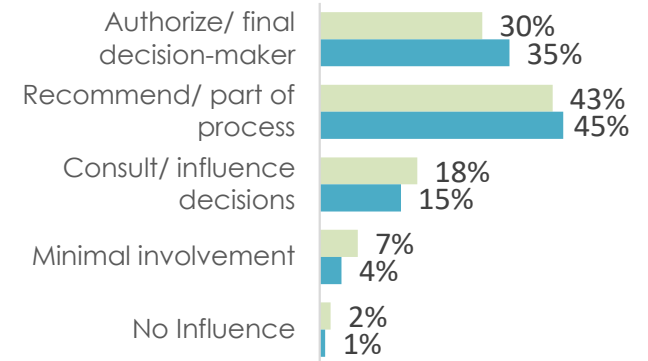
## Gender



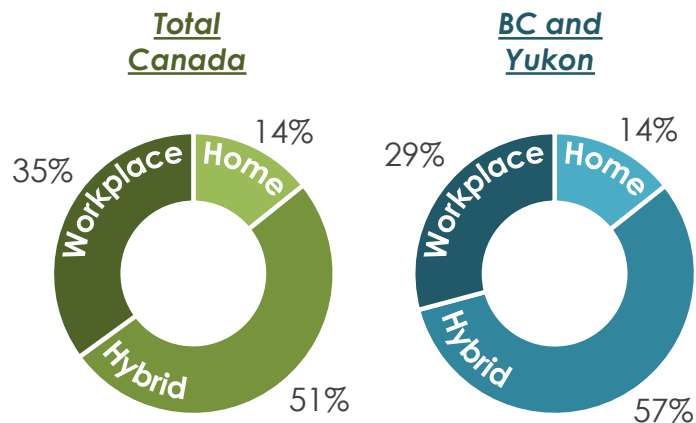
## Age



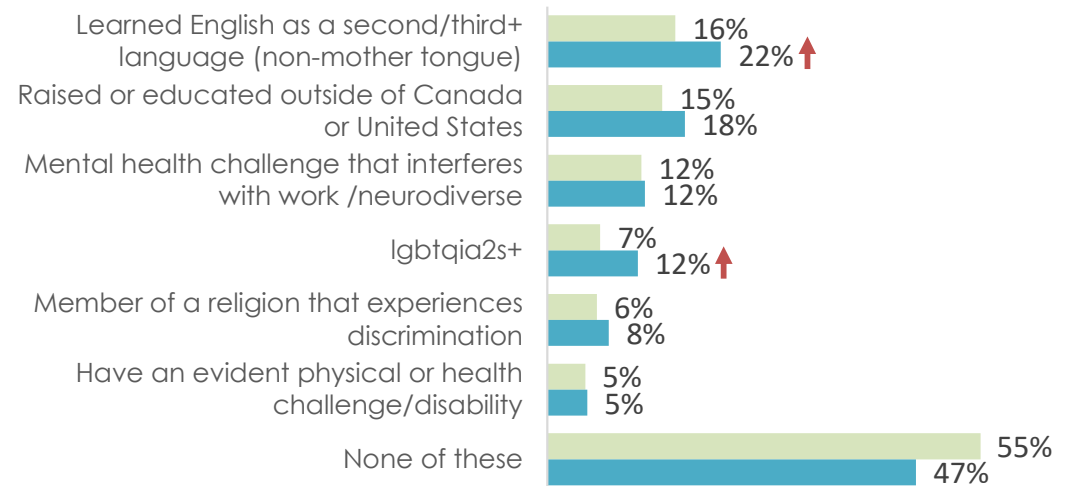
## Role in HR



## Work Location



## Characteristics



↑ Significantly higher than more than 2 other regions  
 ↓ Significantly lower than more than 2 other regions

■ Total Canada (n=1328)  
 ■ BC and Yukon (n=230)

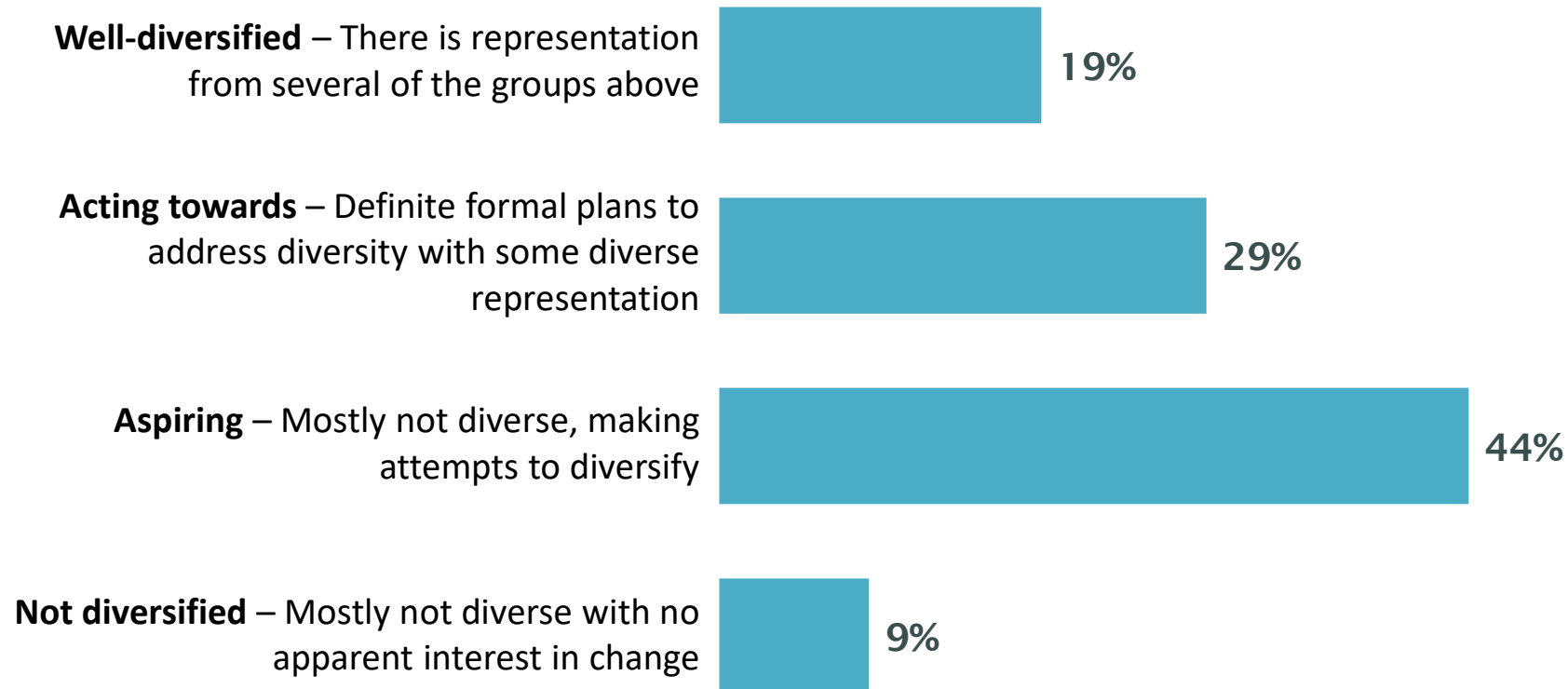
# SENIOR LEADERSHIP STRUCTURE:

## Diversity in senior leadership

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- Among the HR professionals surveyed in BC and Yukon, only 19% describe the senior leadership of their organization as *Well-diversified*; the majority describe their senior leadership as *Acting towards* (29%) or *Aspiring* (44%); this is in line with other Canadian regions

### Senior Leadership



# INSIGHTS

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# INSIGHTS:

## British Columbia and Yukon

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- **Getting Employees Involved:** *HR professionals in BC and Yukon are more likely than in the rest of Canada to say that the key to implementing an effective DEI strategy is to create diversity and inclusivity committees/taskforces/networks/affinity groups/safe space to discuss experiences, as well as formal diversity and inclusivity /unconscious bias training/management programs for all employees including senior management; they are also more likely to celebrate cultural occasions in order to retain talent from marginalized communities*
- **The Value of DEI:** *HR professionals in BC and Yukon are more likely to cite a number of benefits of a fully inclusive work environment, including doing the right thing, employee morale and loyalty, improved collaboration, and better decision making; however, HR professionals in BC and Yukon are less likely to think the HR department is accountable for enacting DEI plans in a meaningful way*
- **Diverse Leadership:** *lgbtqia2s+ and/or gender and sexually diverse individuals are more likely to be represented in senior leadership in BC and Yukon*

# WHY DEI?

## Part I: The **UPSIDE** of Investing in DEI

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### What is the **VALUE** of DEI?

By showing the organizational benefits of DEI, HR professionals can prove it is key to a healthy workplace culture.

*HR professionals in BC and Yukon say the benefits of inclusiveness include:*

**85%**

Better workplace culture

**74%**

Doing the right thing/being authentic in the workplace

**73%**

Employee morale and loyalty



Position inclusiveness as a **core competency** to make it a priority, and less vulnerable to budget cuts



# WHY DEI?

## Part II: The **DOWNSIDE** of Ignoring DEI

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### What is the **COST** of ignoring DEI?

Management may be surprised to learn that the greatest threat of ignoring DEI is not to reputation, but to core competencies and access to talent

*HR professionals in BC and Yukon say the threats of not addressing DEI include:*

**73%**

The risk of homogeneity – group think

**59%**

Losing good current employees

**57%**

Losing access to the best new talent



Remind management that ignoring DEI can mean losing access to the **skillsets** of existing and prospective employees

# BEST PRACTICES

## How to Implement an Effective DEI Strategy

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What **STEPS**  
should HR tell  
their company to  
take?

HR professionals at diversified  
companies believe DEI should be  
reflected throughout the  
organization

*HR professionals at **more diversified**  
companies in BC and Yukon suggest:*

Senior leadership support  
in backing the initiative

**80%**

Diversity/inclusivity/bias  
training/mgmt programs  
(for employees and management)

**77%**

Hiring new talent from  
diverse communities

**68%**



Having a game plan backed by senior leadership is key for  
implementation

# BEST PRACTICES

## Effecting Change

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### What really makes a **DIFFERENCE?**

HR professionals who need real change believe it is key that senior leadership become more diverse, either through hiring or promotion

*HR professionals at **less diversified** companies in BC and Yukon suggest:*

56%

Hiring diverse talent at senior levels

56%

Promoting diverse talent to senior levels

49%

Diversity, anti racism training



**Real change starts at the top;** for companies looking to increase diversity, senior leadership is the most effective place to start

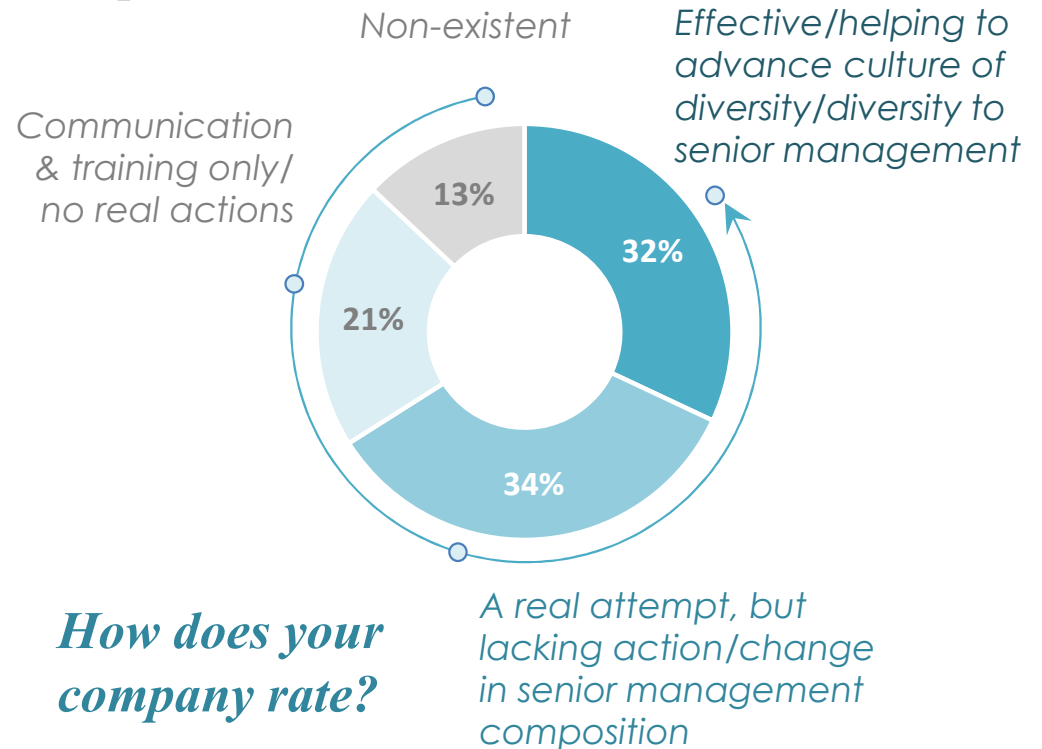
# BEST PRACTICES

## How to Signal Real Change

How do you  
show that DEI  
programs are  
**AUTHENTIC?**

Communication and training  
aren't enough; assembling a  
diverse senior management  
team shows real action

*HR professionals in BC and Yukon rate their  
DEI plans:*



***How does your  
company rate?***



**Talk is cheap;** without diversity represented in senior management, other efforts may be interpreted as lacking or disingenuous

# ROLE OF LEADERSHIP:

## Accountability

### Who is **ACCOUNTABLE** for DEI?

While most HR professionals say senior leadership is ultimately responsible for DEI, many also see their own department, and other employees, as playing a key role

*HR professionals in BC and Yukon suggest the following are accountable for DEI:*

80%

Senior Leadership  
(Including Chief Diversity Officer or equivalent)

55%

HR department overall

47%

Employees/staff



**The buck stops here;** senior leadership plays a key role in enacting DEI plans, but many HR professionals believe accountability extends to all company employees

# RETENTION:

## Retaining Talent

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### The **RIGHT WAY** to Retain Talent

When trying to retain talent from marginalized communities, what are the most diverse companies doing differently? An emphasis on celebrating with employees, training, and flexibility

*Aside from exit interviews, HR professionals at **more diversified** companies in BC and Yukon suggest:*

**66%**

Celebrate cultural occasions

**58%**

Investing in training

**54%**

Flexibility/sensitivity to needs in terms of work hours



**A wise investment;** recognizing cultural occasions, investing in training, and being flexible are smart ways to keep valued employees

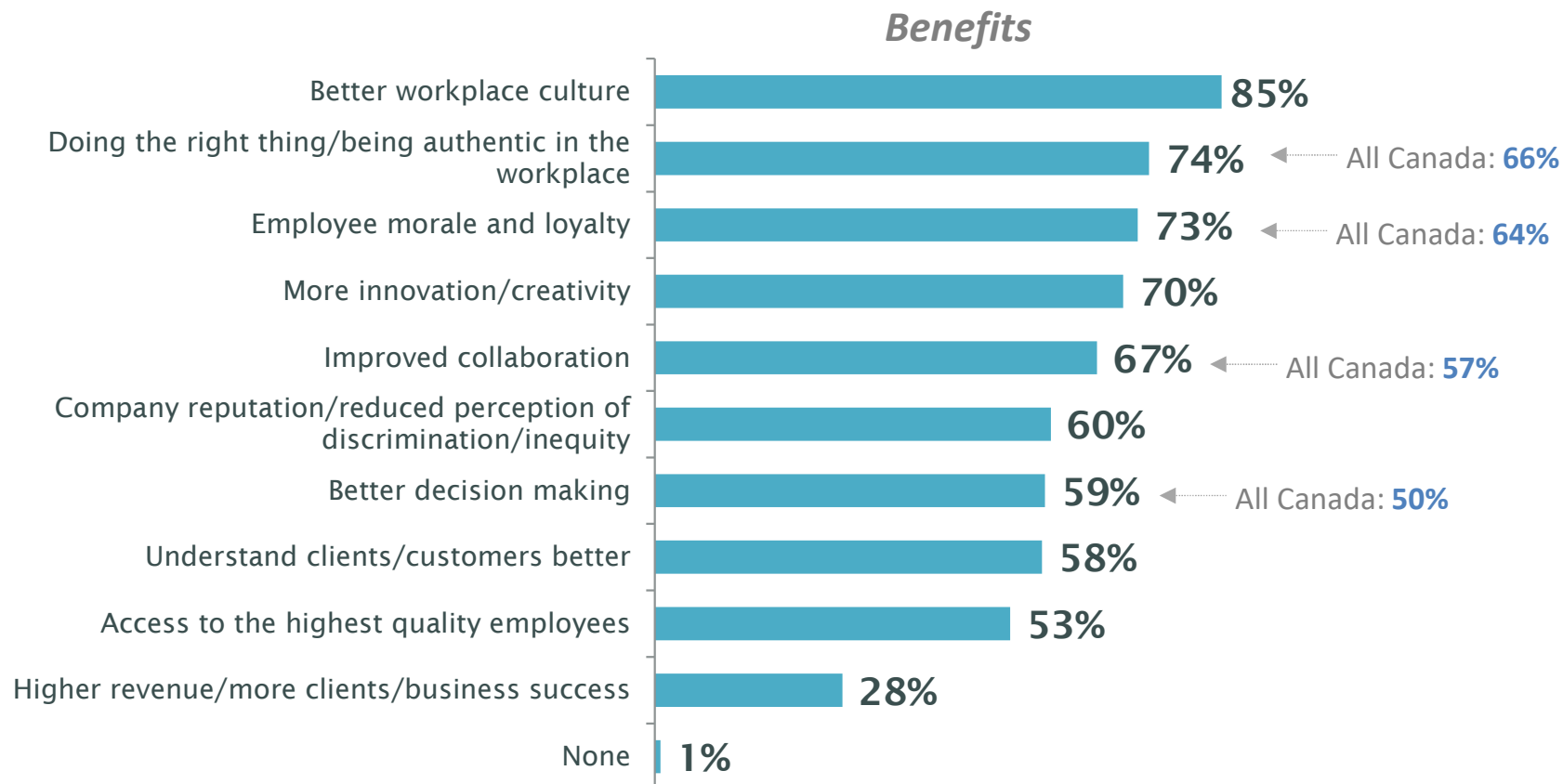
# BENEFITS OF DEI

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# BENEFITS OF DEI:

## Organizational Benefits

- Almost all HR professionals in BC and Yukon cite at least one organizational benefit of working in a fully inclusive work environment; the top benefit is a better workplace culture, as is true for Canada overall

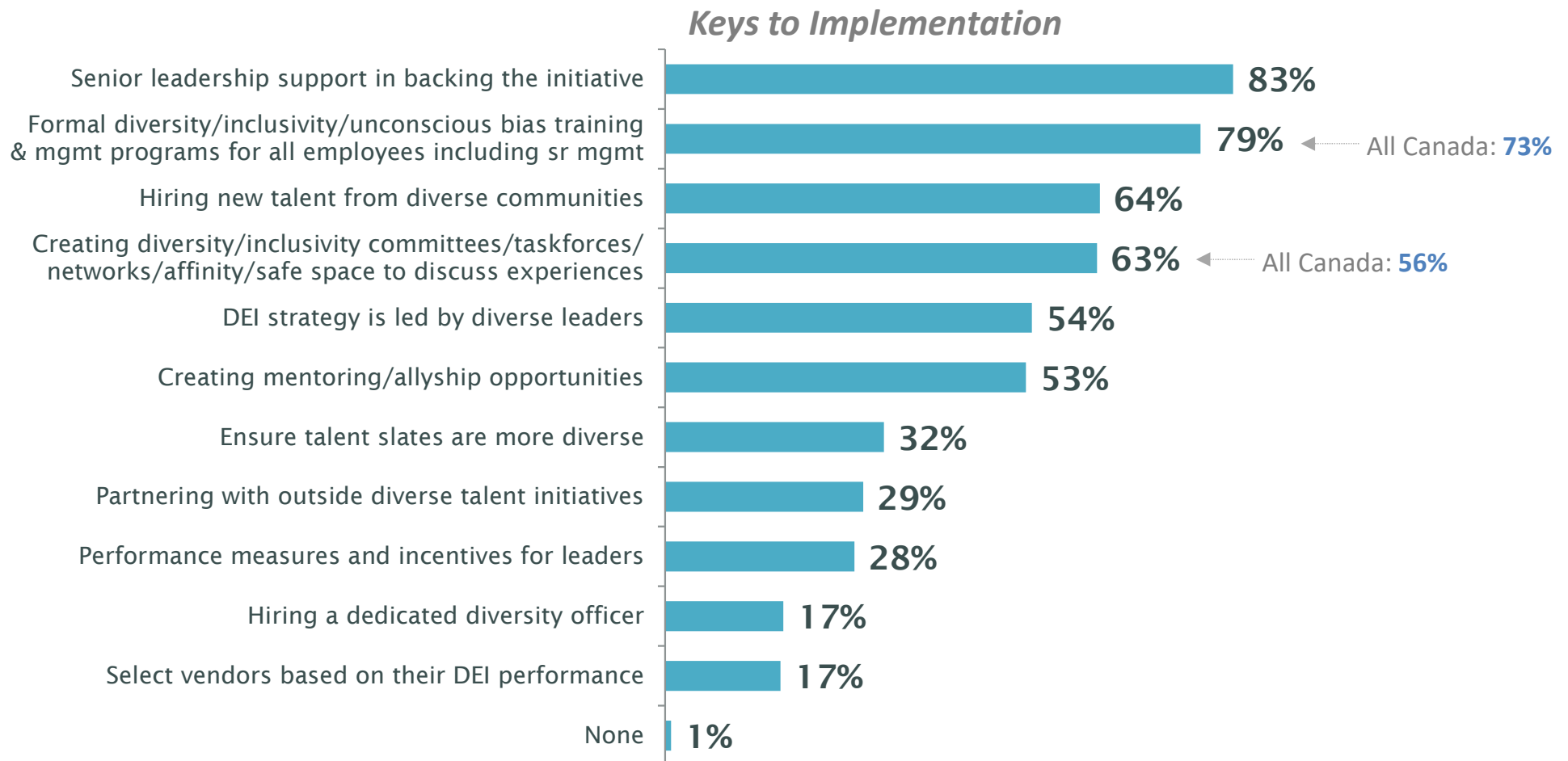




# BENEFITS OF DEI: Best Practices

## Keys to Implementation

- *Almost all HR professionals in BC and Yukon cite at least one key tactic to implementing an effective DEI strategy*
- *Those in BC and Yukon are more likely to say diversity training and taskforces are key to implementation*

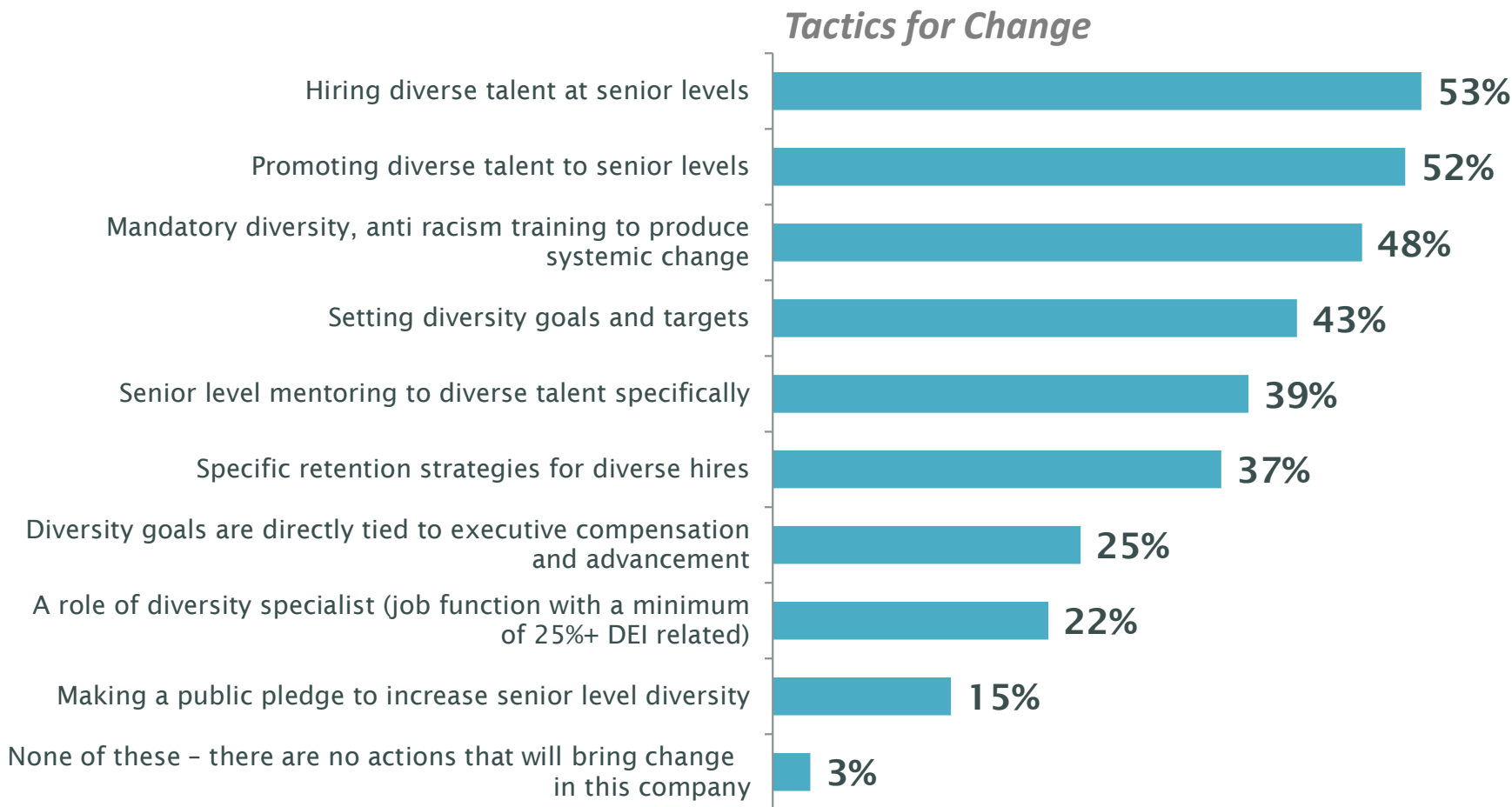


11. Which of the following steps are most important for an organization to implement an effective DEI (diversity equity and inclusion) strategy (even if your organization is not using them)?

# BENEFITS OF DEI: Best Practices

## Strategies for Bringing Change

- Hiring and promoting diverse talent to senior levels are most commonly viewed as likely to bring change by HR professionals in BC and Yukon*

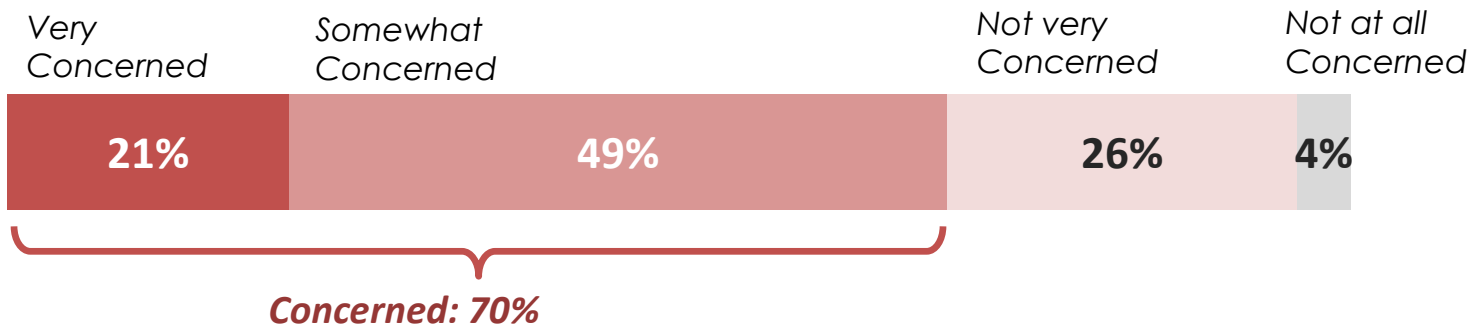


# BENEFITS OF DEI:

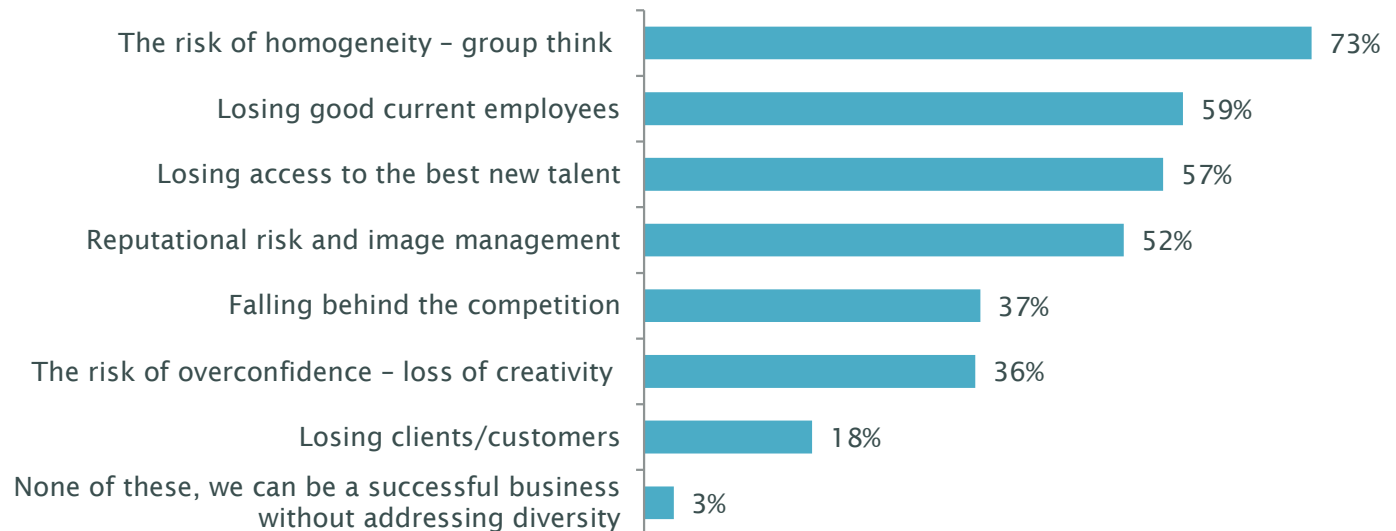
## Perceived Threats of Failing to Address DEI

- Among those whose leadership is less diversified, there is significant concern about the lack of diversity: overall, levels of concern in BC and Yukon are in line with other regions

### Concern over lack of diversity in senior leadership



### Perceived threats



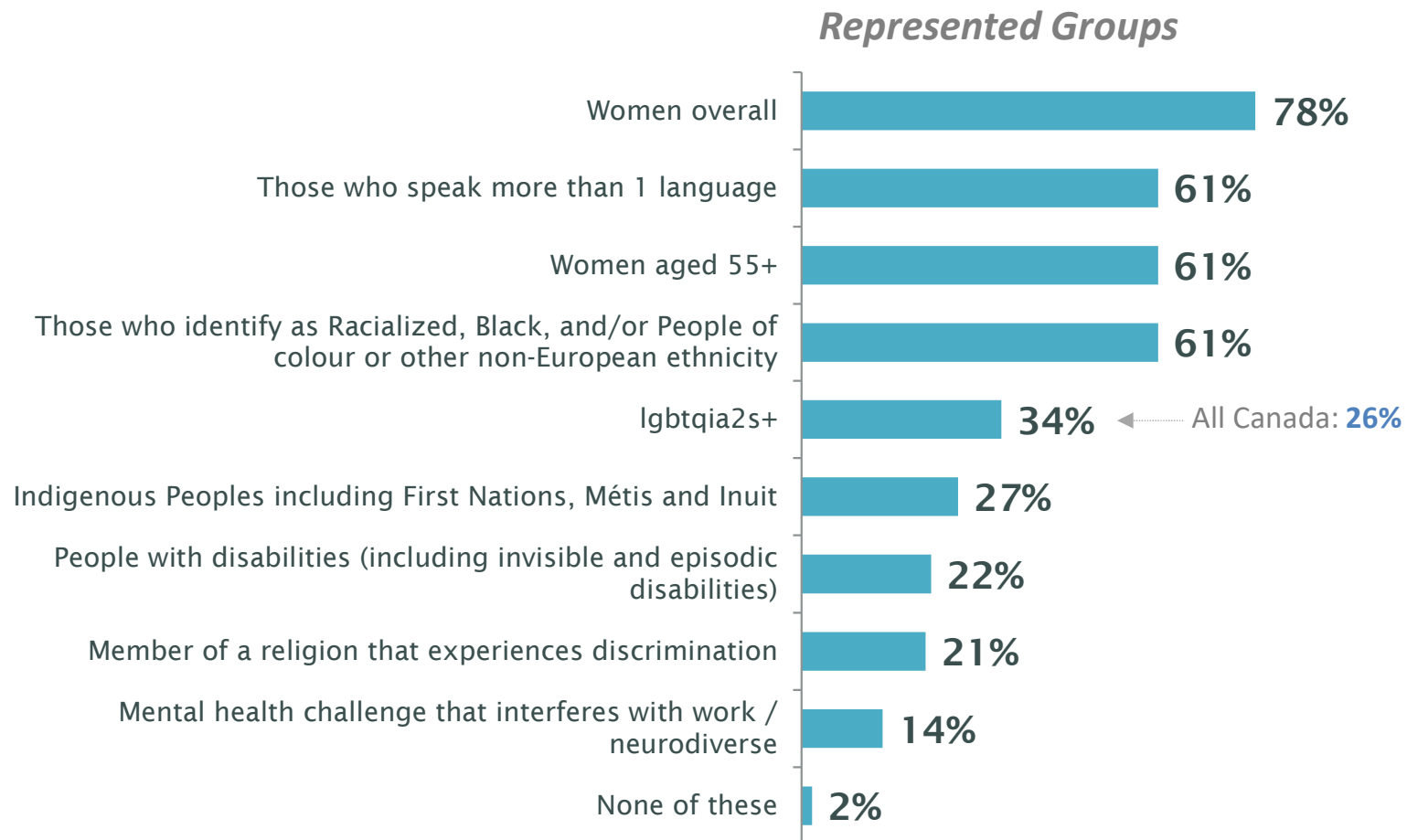
# ROLE OF LEADERSHIP

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# ROLE OF LEADERSHIP

## Makeup of organization

- Among those at companies with Acting towards or Well-diversified senior leadership, most say women are represented in senior leadership
- Those in BC and Yukon are more likely to lgbtqia2s+ and/or gender and sexually diverse individuals are represented



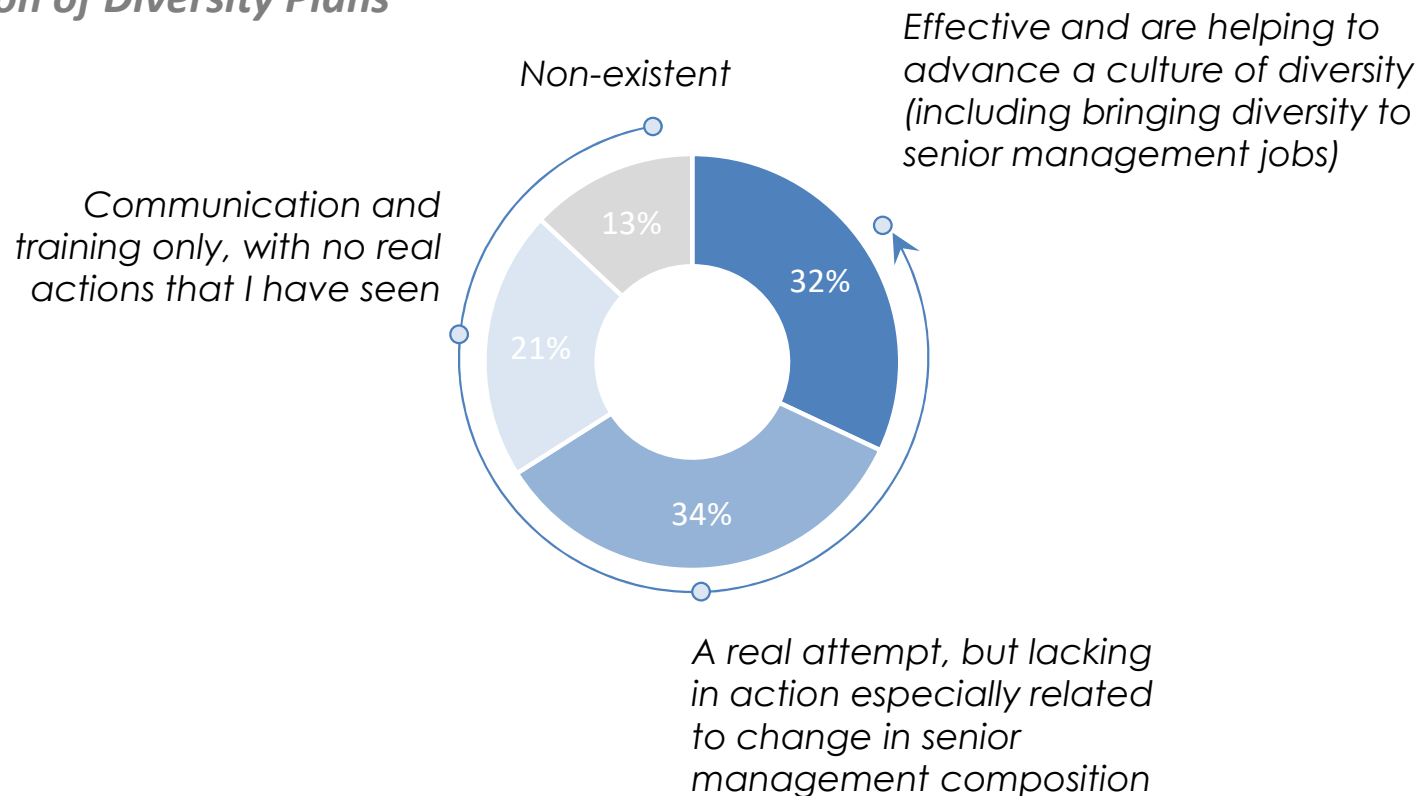
# ROLE OF LEADERSHIP:

## Current State of Engagement

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- *Most HR professionals say their organization's diversity plans are either effective or a real attempt*
- *As in other Canadian regions, those in more diversified companies in BC and Yukon are much more likely to agree that their organization's diversity plans are at least a real attempt*

### *Perception of Diversity Plans*



7. Would you say that your organization's diversity plans are....

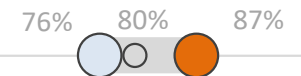
# ROLE OF LEADERSHIP:

## Accountability for DEI

- *As in other Canadian regions, in BC and Yukon, senior leadership is most likely to be seen as accountable for DEI plans, regardless of diversity of senior leadership*
- *HR professionals in BC and Yukon are less likely than in other regions to say the HR department overall*

### Accountable for DEI

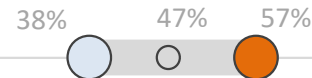
Senior Leadership (Including Chief Diversity Officer or equivalent)



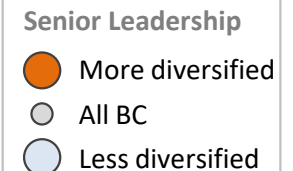
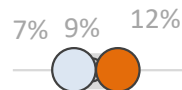
HR department overall



Employees/staff



Clients/customers



# RECRUITMENT

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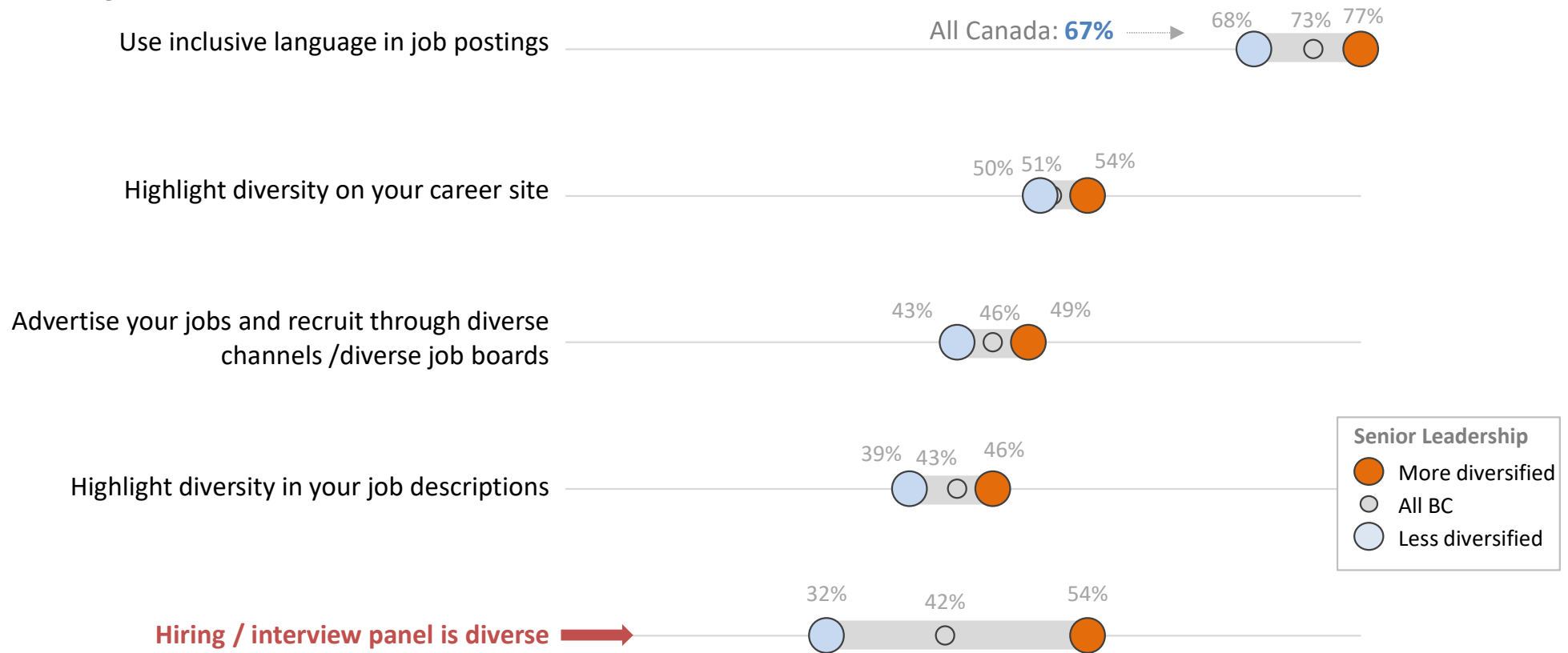


# RECRUITMENT:

## Attracting a Diverse Candidate Pool: Top 5

- *Using inclusive language in job postings is the top tactic for attracting all available talent*
- *Those in more diverse companies are much more likely to say hiring/interview panel is diverse*

### Tactics for Recruitment

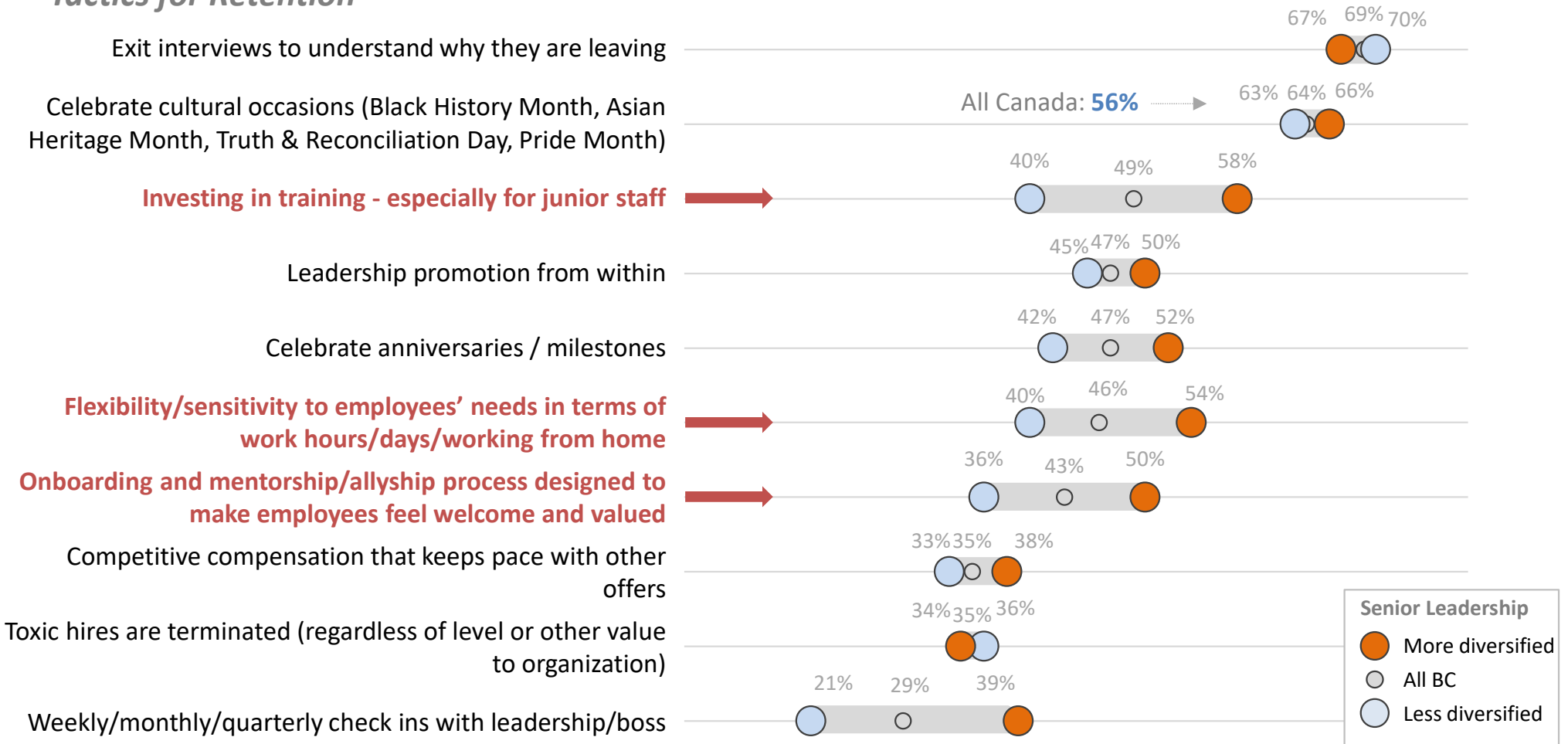


# RETENTION:

## Retaining Talent from Marginalized Communities

- To retain talent from marginalized communities, those at more diversified companies in BC and Yukon are more likely to suggest investing in training, especially for junior staff

### Tactics for Retention



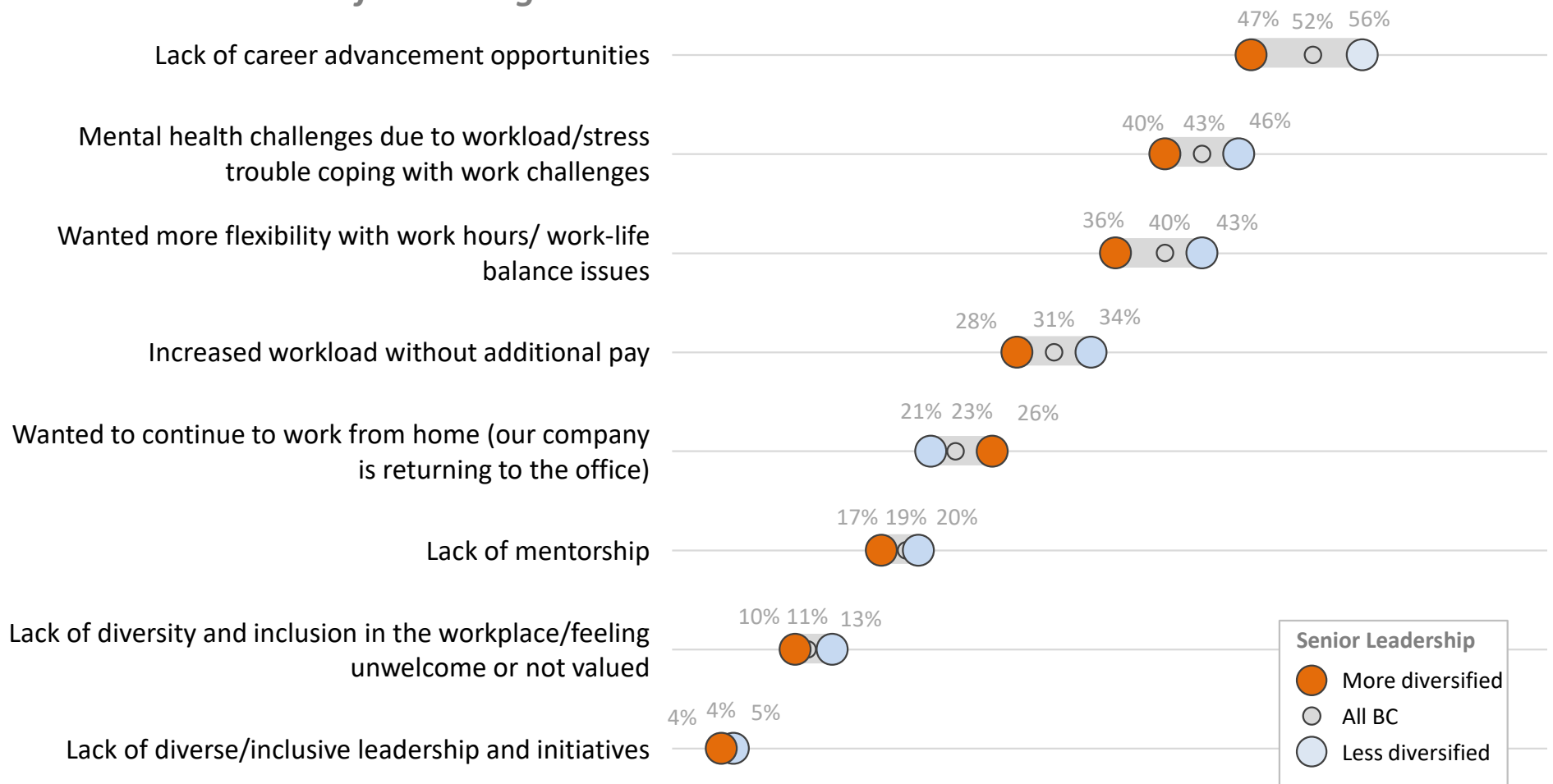
14. Which of the following is your organization doing to retain talent specifically from traditionally marginalized communities?

# RETENTION:

## Reasons for Leaving

- A lack of career advancement opportunities is the top reason for preventable loss of employees*

### Preventable Reasons for Leaving



15. As far as you know have employees left your organization for any of the following reasons over the past 12 months?

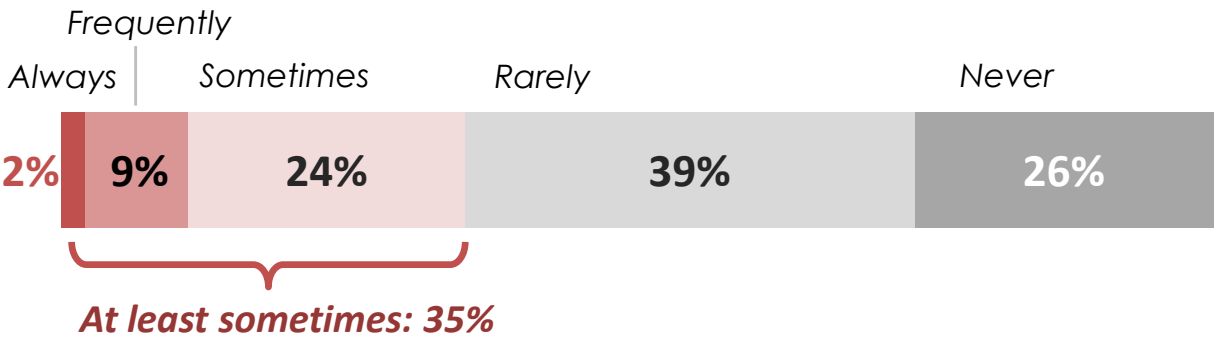
# CORPORATE CULTURE

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# CORPORATE CULTURE: Engagement

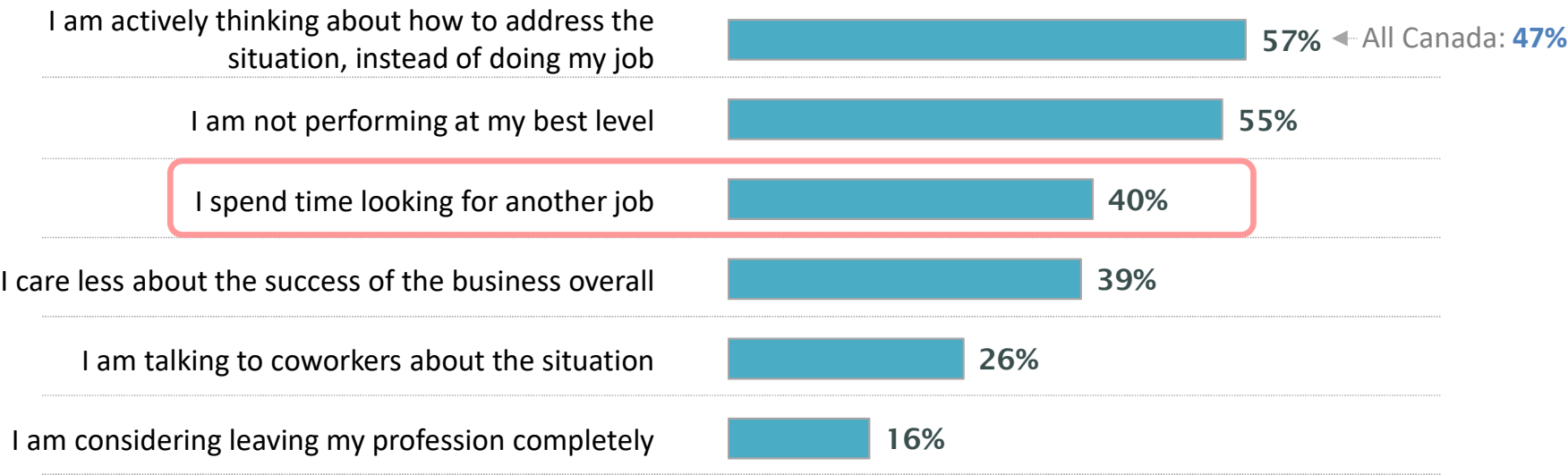
## Discrimination in the Workplace

### Frequency of Feeling Disengaged



- HR professionals in BC and Yukon are most likely to say that feeling disengaged means they are actively thinking about how to address the situation, instead of doing their job, and that they do not perform at their best level

### Reactions to Feeling Disengaged



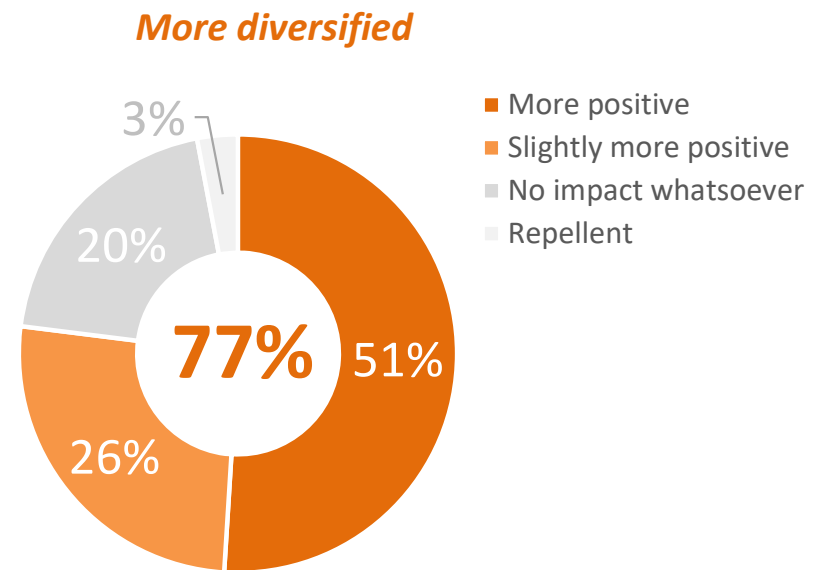
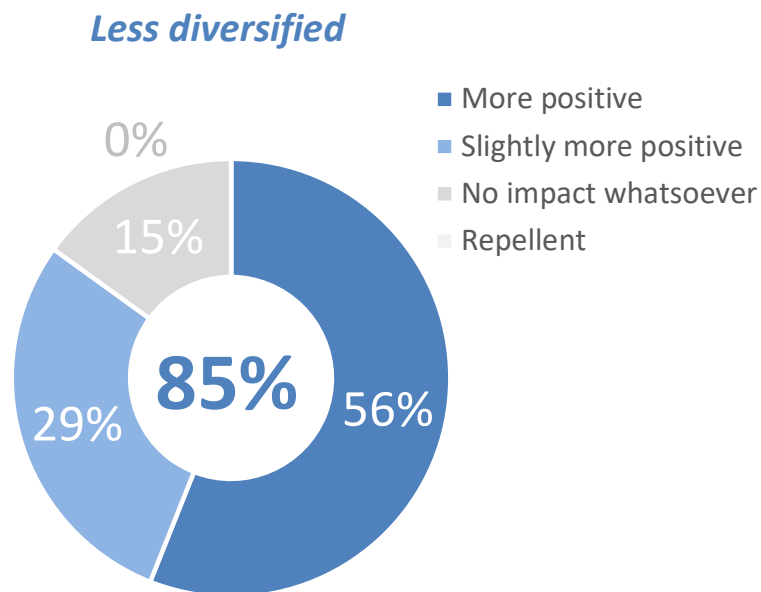
16. How often are you personally less engaged at work due to either institutional, interpersonal, structural and/or internalized systems of discrimination?  
17. When you are less engaged at work due to discriminatory action/policies, how does this manifest at your job?

# CORPORATE CULTURE: Engagement

## Impact on Sentiment of DEI Efforts

- *Most HR professionals would feel more or slightly more positively about their job and working in HR if their company made significant efforts to increase DEI*

### *Sentimental Impact of Company Efforts to Increase DEI*



20. Thinking about the answer you gave above, what impact would it have on your sentiments if the company you worked for was making significant efforts in increasing Diversity, Equity and Inclusion?

# CORPORATE CULTURE:

## Retaining Key People

- Most HR professionals in BC and Yukon agree that key people tend to stay with the organization

*Key people tend to stay with the organization...?*

