

Canada's Best Employers for Diversity 2022

Methodology

Methodology – The Best Employers for Diversity 2022

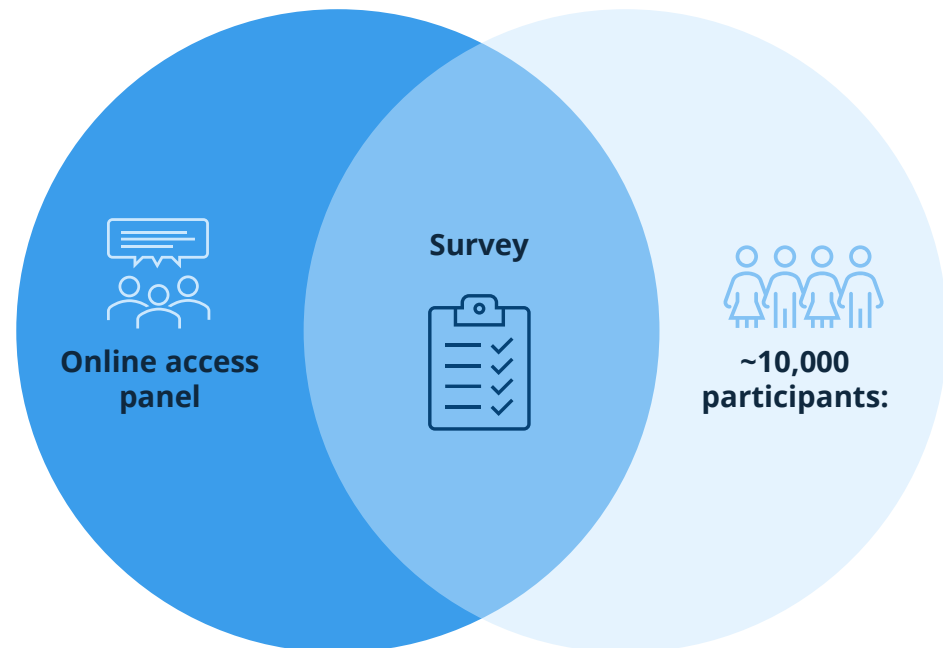
Summary

- The Best Employers for Diversity have been identified in an independent survey from a vast sample of ~**10,000 professionals** working for companies employing **at least 500 people** in their Canadian operations
- The survey was conducted using an online access panel, providing a representative sample of the Canadian workforce. Each employee was asked which firm or institution he or she works for in an open-ended question and with an autofill-option. The survey was conducted on companies **from all industry sectors** (Government Services excluded) employing more than 500 employees in Canada.
- In total the survey took an average of 8-10 minutes to complete and the survey period ran from Sep.-Oct. 2021
- The evaluation was based on four different criteria:
 - 1. Direct recommendations:** The employees were asked to give their opinion on a series of statements surrounding the topics of age, gender equality, ethnicity, disability, LGBTQ+ and general diversity concerning their own employer. The rate of agreement/disagreement regarding the statements was measured on a 5-point Likert scale. In order to take the opinions of diverse groups into account, the recommendations of women, elders, and ethnic minorities were weighted significantly higher than the recommendations from non-minority groups. In addition, a perception correction factor (comparison between recommendations from minorities vs. from non-minorities) was used to adjust the score in case the rating of diversity groups deviated strongly from non-diversity groups' ratings.
 - 2. Indirect recommendations:** Additionally, participants were given the chance to evaluate other employers in their respective industries that stand out either positively or negatively with regard to diversity. Only the recommendations of minority groups were considered.
 - 3. Diversity among top executives / board:** Based on extensive research an index was built based on the share of women who fill top executive or board positions. Statista researched this data for each company using publicly available company information (Dec. '21 to Feb '22). For around 10% of evaluated companies this data was not available/verifiable. Therefore, a mean score across all evaluated companies was used to not negatively affect companies with out sufficient information.
 - 4. Diversity Engagement Indicator:** Indicators of objective and publicly available diversity information (e.g. existence of a management position responsible for diversity, proactive communication of diverse company culture, published annual CSR and/or Diversity Report) were taken into account. Statista researched these indicators for each company using publicly available company information.

Online access panels are used to ensure complete anonymity for survey respondents

Methodology (1/4) - Basis

The survey was conducted using an online access panel, providing a representative sample of more than **10,000** employees working part- or full-time for companies and institutions employing more than 500 employees in Canada



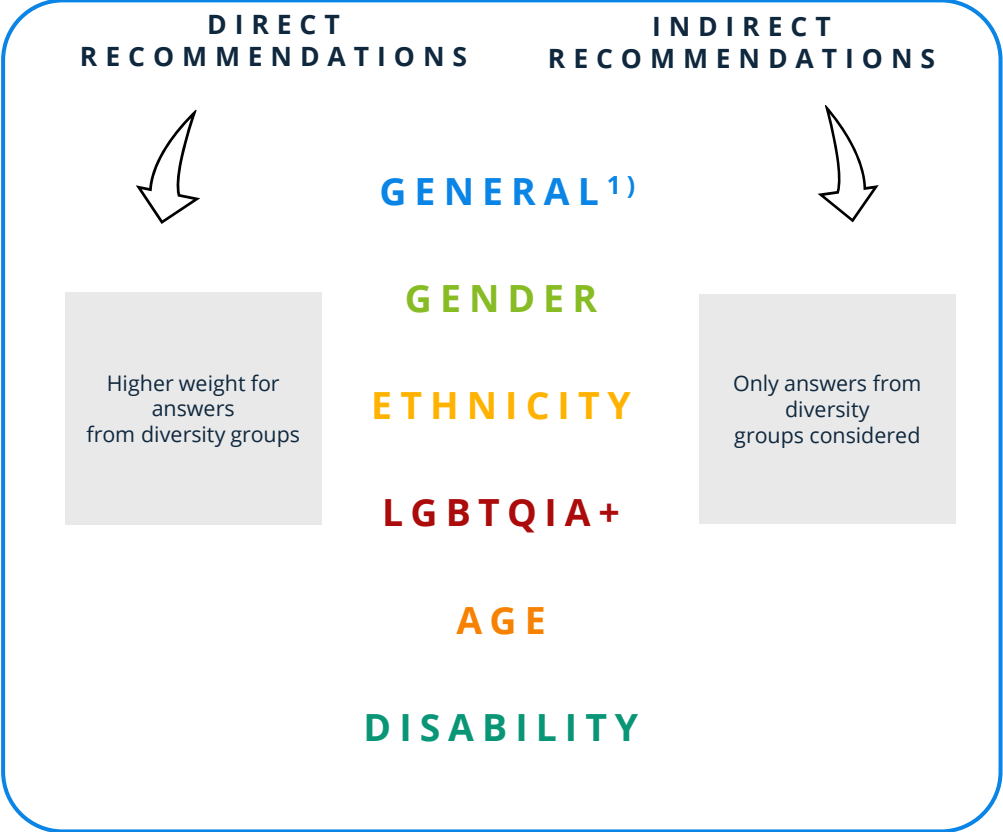
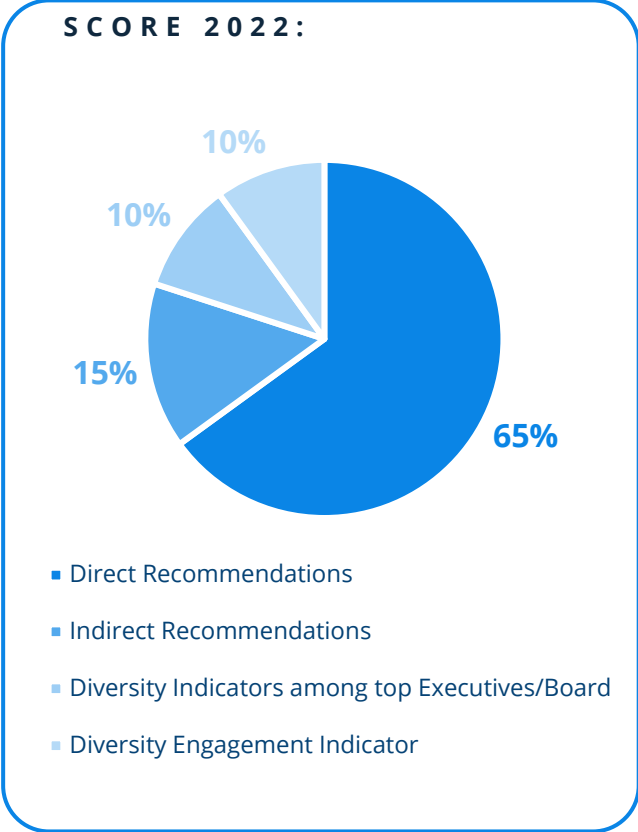
An online access panel is a sample group set up by a survey company and available for custom-built surveys. People register and agree to take part in online surveys.

Participants:

- ✓ **Full-time** (> 30 hours per week)
- ✓ **Part-time** (< 30 hours per week)
- ✗ **Unemployed**
- ✗ **Self-employed**
- ✗ **Company size >500 employees**

Scoring method utilizes internal perception, public perception, and a range of diversity KPIs

Methodology (2/4) – The four ranking criteria



1) PCF: Perception Correction Factor; In case the mean evaluations of diversity and non-diversity groups deviated from one another, the mean score for the respective dimension was adjusted in favour of diversity responses (max. of +/-5%).

Each Diversity Driver focuses on one specific aspect of corporate diversity

Methodology (3/4) – Example Driver Questions



GENERAL DIVERSITY

- This company respects individuals and values their differences
- This company provides an environment for the free and open expression of ideas, opinions and beliefs



GENDER

- Male and female workers doing the same job are paid the same salary
- Men and women have the same opportunities for advancement



ETHNICITY

- Male and female workers doing the same job are paid the same salary
- Men and women have the same opportunities for advancement



LGBTQIA+

- I would consider my workplace LGBTQ+-friendly
- At my workplace, sexual orientation or gender identity does not adversely affect career progression



AGE

- Management value the experience and know-how that older employees bring to the table
- Older employees receive the same training and promotional opportunities as younger colleagues



DISABILITY

- My employer is inclusive and has an accessible environment for all people with disabilities
- My employer encourages workplace adjustments and improvements to increase accessibility for those disabled

KPIs provide objective, observable criteria to add weight and substance to employee reviews

Methodology (4/4) - A closer look at Key Performance Indicators

DIVERSITY AMONG TOP EXECUTIVES / BOARD



- Many objective, diversity-related factors are sensitive and hence far more difficult to observe than others.
- A growing field of research finds a link between gender diversity in top management and overall diversity within organizations.⁽¹⁾
- Gender diversity in top leadership is used as a proxy for overall diversity within organizations.

MANAGEMENT POSITION FOR DIVERSITY



- Metric used to understand the level of priority that companies attribute to diversity-related topics
- Leadership positions with a stated goal related to diversity and inclusion fit this criteria. Many companies have even begun incorporating positions like “Chief Diversity Officer” directly within their executive leadership teams to ensure that diverse employees have a voice at the highest levels.

PROACTIVE COMMUNICATION OF DIVERSITY



- The Proactive communication KPI is a tool to better understand how companies communicate diversity to prospective employees and to the wider public.
- This metric is an attempt to measure each company's willingness to promote the diversity efforts within their company and use diversity as a point of focus in their overall corporate strategy.

TANGIBLE DIVERSITY-RELATED INITIATIVES



- This metric attempts to measure the presence of concrete, diversity-focused initiatives throughout the organization.
- Many of the top companies in the space are implementing various trainings, resource groups, mentorship programs and more, with a specific focus on empowering employees from diverse backgrounds.

(1) GUPTA, A. (2018) *Women leaders and organizational diversity: their critical role in promoting diversity in organizations.*
https://www.researchgate.net/publication/329230364_Women_leaders_and_organizational_diversity_their_critical_role_in_promoting_diversity_in_organizations

Industries

Each employer grouped by industry

1. Construction, Oil & Gas Operations, Mining and Chemicals
2. Utilities
3. Engineering, Manufacturing
4. Automotive (Automotive and Suppliers)
5. Aerospace & Defense
6. Drugs & Biotechnology
7. Semiconductors, Electronics, Electrical Engineering, Technology Hardware & Equipment
8. Health Care Equipment & Services
9. Packaged Goods
10. Food, Soft Beverages, Alcohol & Tobacco
11. Transportation & Logistics
12. Banking & Financial Services
13. Insurance
14. Telecommunications Services, Cable Supplier
15. IT, Internet, Software & Services
16. Professional Services
17. Media & Advertising
18. Business Services & Supplies
19. Education
20. Healthcare & Social
21. Retail & Wholesale
22. Clothing, Shoes, Sports Equipment (Manufacturing and Retail)
23. Restaurants
24. Travel & Leisure