



# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Chief Administrative Officer  
Report: 2022-A-24  
Date: December 13, 2022

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**Subject:**

**2022 Durham Region Employee Census**

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**Recommendation:**

That this report be received for information.

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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to provide an overview of the Durham Employee Census that was administered to all Regional staff from April to June 2022.

**2. Background**

- 2.1 An Employee Census helps public sector organizations understand the diversity of its workforce in relation to the community it serves. It can also provide insight into employees' sense of inclusion. The Region last completed an employee census in 2016.
- 2.2 An Employee Census focuses on assessing the representation of Indigenous Peoples and equity-deserving groups as these are the groups that experience persistent and systemic discrimination in the labour market. Collecting and analyzing data that identifies people on the basis of race, disability, sexual orientation, and other identities is encouraged by the Ontario Human Rights Commission.
- 2.3 Durham Region contracted with Turner Consulting Group to conduct the Employee Census with the goal of obtaining information in the following three areas:

1. Organizational information (e.g., employment status, department and division, and length of service, etc.),
  2. Demographic composition of staff (e.g. disability, religion/faith, age, racial identity, gender/gender identity, and sexual orientation), and
  3. Sense of inclusion of staff across the different departments and demographics.
- 2.4 Census data provides information needed to measure and understand the diversity of Regional staff and inform the design of programs, including employee attraction, recruitment and retention strategies, as well as learning and development to promote inclusion of all employees.
- 3. Previous Reports and Decisions**
- 3.1 N/A
- 4. Methodology**
- 4.1 The survey consisted of 27 questions and took respondents less than 10 minutes to complete. All employees were invited to complete the census which was available online and in paper form.
- 4.2 Participation was voluntary, anonymous, and confidential. The Region did not receive any raw demographic data. The consultants provided the Region with summary reports that did not include individual information.
- 4.3 The census questions were developed by the consultants with input from the CAO's office. Questions were then reviewed by internal collaborators to ensure they met the Region's requirements under the Municipal Freedom of Information and Protection of Privacy Act and were consistent with organizational priorities.
- 4.4 A Canadian service provider hosted the online census and captured respondent's data. The Region's Information Technology Division reviewed the security of provider's data storage system to ensure that it complied with the regional requirements.
- 4.5 A communication strategy was developed by the Region's Corporate Communications division to ensure that all employees were informed of the census and encouraged to participate using various communication tools (staff video, newsletter, screensaver, posters with QR codes, managers toolkit, etc.) before and after the launch of the census.
- 4.6 In departments where employees do not have regular access to computers (e.g., Long Term Care, Transit, Works, etc.), targeted strategies were developed such as:

- Distributing paper copies of the census to employees,
- Setting up kiosks at entrances of work locations with census laptops and having representatives on hand to answer employees' questions, and
- Including an accessible and downloadable paper copy on the Durham Employee Census website.

## 5. Results

- 5.1 An infographic summarizing the demographic results is attached as Appendix A. The full Durham Employee Census Report comprises Appendix B.
- 5.2 Of Durham Region's 4,367 permanent full-time and permanent part-time employees, 2,784 chose to participate in the census. This represents a response rate of 64% which provides a good overview of the diversity of Durham Region's workforce.
- 5.3 **Sense of inclusion at the Regional level vs team level:** Employees they were asked about the extent to which they feel included in the workplace as a Durham Region employee, as a member of their division, and as a member of their work team:

**Table 1. Sense of Inclusion. Employee Census. Regular Full-Time and Part-Time Employees.**

	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer
As a Durham Region employee	24%	23%	28%	16%	6%	1%
At the division level	24%	22%	26%	17%	10%	2%
At the team level	35%	23%	24%	12%	4%	1%

As Table 1 shows, employees reported feeling a greater sense of inclusion at the team level than at the Region or division level. Overall, 75% of survey respondents reported a positive sense of inclusion (i.e., 24% reported feeling included all of the time, 23% nearly all of the time, and 28% most of the time). Conversely, 22% reported negative feelings of inclusion (16% reported feeling included a few times and 6% never).

- 5.4 **Age:** The largest proportion of survey respondents were between the ages of 35 and 44 years (28%) and 45 to 54 years (27%). A smaller proportion are aged 55 years and over (20%), signifying that about 20% of Durham Region's workforce

may be eligible to retire in the coming decade. In terms of sense of inclusion, the census found lower scores among those in the youngest and oldest age groups.

- 5.5 **Disability:** The Employee Census asked employees to identify whether they are living with a disability, and if so, to specify the type of disability. As shown in Table 2, 21% of all survey respondents reported having a disability. A mental health disability was the most prevalent type of disability representing 11% of the Region's workforce. 88% of staff with a disability indicated their disability is not evident (invisible disability). Employees with disabilities report a lower sense of inclusion scores.

Table 2. Persons with Disabilities, Employee Census. Regular Full-Time and Part-Time Employees.		
	Survey Respondents	
	#	%
Person with a disability	563	21%
Visible disability	58	2%
Invisible disability	493	19%
Prefer not to answer	26	1%
Person without a disability	1,948	74%
Prefer not to answer	124	5%
Total	2,635	100%

- 5.6 **Indigenous and Racialized Identity:** The survey asked employees whether they identified as having North American Indigenous ancestry and to specify the race with which they identify, regardless of place of birth or ethnicity. Table 3 shows that racialized people are underrepresented in the Region's workforce—20% of survey respondents identified as racialized, compared with 27% of the region's residents.

Table 3. Racialized Population, Employee Census. Regular Full-Time and Part-Time Employees.			
	Survey Respondents		Durham Region (2016 Census) 12
	#	%	%

North American Indigenous	81	3%	2%
White/European	1,839	70%	81%
Racialized People	525	20%	27.1%
East Asian	67	3%	2.3%
South Asian / East Indian / Indo-Caribbean	177	7%	8.6%
Southeast Asian	68	3%	2.6%
Black / African	156	6%	8.0%
Non-White Latino or Hispanic	25	1%	1.0%
Non-White Middle Eastern, West Asian, or North African	23	1%	1.9%
Other and mixed racialized origin	106	4%	2.6%
Prefer not to answer	136	5%	—
<b>Total</b>	<b>2,623</b>	<b>100%</b>	<b>—</b>
* Percentages total to more than 100 owing to multiple responses.			

When it came to sense of inclusion, Indigenous peoples as well as racialized employees reported lower scores than White employees as shown in Table 4:

**Table 4. Sense of Inclusion, Indigenous and Racial Identity, Employee Census. Regular Full-Time and Part-Time Employees.**

<b>Racial Group</b>	<b>All of the time</b>	<b>Nearly all of the time</b>	<b>Most of the time</b>	<b>A few times</b>	<b>Never</b>	<b>I prefer not to answer</b>	<b>Total</b>
White Employees	46%	24%	19%	6%	3%	2%	1839
Racialized Employees	22%	19%	27%	22%	8%	3%	525
Indigenous Employees	26%	20%	15%	15%	14%	9%	79

- 5.7 **Gender / Gender Identity:** The Employee Census asked employees to indicate their gender identity. Sixty-two percent of survey respondents indicated that they identify as women and 27% of employees identify as men, while 1% identified as gender diverse. This largely reflects the types of jobs and the work conducted by the Region and the gender representation in certain jobs (e.g., high representation of women in social work or health care). While only a small number of survey respondents identified as gender diverse, a relatively high number reported a negative sense of inclusion (38%) compared to both men and women, at 12% and 8%, respectively.
- 5.8 **Sexual Orientation:** Employees were asked to identify their sexual orientation. The options were bisexual, gay, heterosexual/straight, lesbian, pansexual, queer, questioning, and Two- Spirit. If a survey respondent did not identify with one of these sexual orientations, employees were able to input an option of their choosing. Eighty-five percent of employees identified as heterosexual/straight, with 5% identifying as 2SLGBTQ+ and a relatively large proportion of employees chose not to answer this question (10%). At the Region, 2SLGBTQ+ employees do not report feeling as strong a sense of inclusion as their heterosexual colleagues, as shown in Table 5 below:

Table 5. Sense of Inclusion, Sexual Orientation. Employee Census. Regular Full-Time and Part-Time Employees.							
Sexual Orientation	All of the time	Nearly all the time	Most of the time	A few times	Never	I prefer not to answer	Total
Heterosexual/Straight	59%	18%	15%	4%	2%	2%	2210
Lesbian, Gay, Bisexual, Pansexual, Queer, Questioning, Two-Spirit	26%	18%	20%	18%	16%	3%	128

- 5.9 **Religion/Faith:** The census revealed that 47% of employees reported being affiliated with Christianity while 38% of survey respondents reported being atheist, agnostic, or having no religious affiliation. Seven percent of respondents indicated they identify with a non-Christian faith such as Buddhism, Hinduism, Indigenous spirituality, Islam, Judaism, or Sikhism. When asked whether they, as someone from their faith group, feel included in the Region's workplace, only 59% of those who identified with a non-Christian faith expressed feeling a positive sense of inclusion based on religion.

## 6. Recommendations and Next Steps

- 6.1 Through an analysis of the census datasets, the consultants provided the Region with 26 recommendations to address the findings (please see Appendix B for the full report and full list of recommendations). The CAO's office has identified the

following 4 recommendations as priorities and is mobilizing to address them as follows:

**Table 6. Current Status of Priority Recommendations.**

Priority Census Recommendation	Actions Underway to Address Recommendation
<p>Recommendation 1: It is recommended that the Region consult with employees in the Social Services (LTC and SSD), Health, and Transit departments to identify the factors that contribute to a lower overall sense of inclusion and to determine how these issues can be addressed.</p>	<ul style="list-style-type: none"> <li>• Implementation of department-specific DEI working groups with goals that include improving staff inclusion, service delivery to diverse clients, and embedding equity in departmental policies and practices.</li> <li>• Conducting focus groups with diverse staff in order to identify barriers and strategies. Focus groups to take place in early 2023.</li> </ul>
<p>Recommendation 4: Given that 11% of survey respondents reported that they have a mental health disability, it is recommended that the Region continue to educate employees about mental health, including reducing stigma around mental health, increasing supports to employees, and equipping managers to support and accommodate employees.</p>	<ul style="list-style-type: none"> <li>• CAO's office will work with Corporate Services to review current training offerings to ensure mental health is better understood and is appropriately accommodated.</li> </ul>
<p>Recommendation 17: It is recommended that the Region undertake a positive space campaign that includes delivering training and making resources available to assist managers, supervisors, and employees with creating safe and welcoming environments for those who identify as 2SLGBTQ+.</p>	<ul style="list-style-type: none"> <li>• Staff-led development of a positive space ambassadors program in progress; to include training, signage, and peer-led supports for staff.</li> </ul>
<p>Recommendation 25: It is recommended that Employee Resource Groups be created for Indigenous Peoples and members of the equity-seeking groups to provide input into Regional actions to create more diverse and inclusive work environments and to allow them to meet together in a safe space and support each other.</p>	<ul style="list-style-type: none"> <li>• CAO's office to leverage existing DEI Staff working groups to establish Employee Resource Groups/Affinity groups for staff from groups that experience systemic discrimination in the workplace.</li> </ul>

- 6.2 It is important for the Region to go beyond the census data to identify and address barriers to hiring, advancement, and inclusion that may be embedded within employment policies/practices and organizational culture. For this reason, the CAO's office will be conducting an Employment Systems Review, in partnership with the Human Resources Division, commencing in January 2023.
- 6.3 All of the recommendations from the Durham Employee Census and upcoming Employment Systems Review will form the basis of an equity-focused Action Plan to support the Region in serving the needs of a diverse Durham population through an engaged and skilled workforce.
- 6.4 While Federal employers are required to administer annual employment equity surveys, the Region will consider joining other public sector organizations and academic institutions in administering staff demographic surveys every 3-5 years. The 2022 Durham Employee Census can then serve as a baseline by which the Region measures employee representation across departments and whether we are making progress in fostering inclusive working environments.

## **7. Relationship to Strategic Plan**

- 7.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
- Goal 2: Community Vitality: To foster an exceptional quality of life with services that contribute to strong neighborhoods, vibrant and diverse communities, and influence our safety and well-being.
  - Goal 4: Social Investment: To ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind.

## **8. Conclusion**

- 8.1 The Durham Employee Census has provided the Region with much needed demographic and inclusion data about its workforce. This information, in conjunction with recent data releases from the 2019 Statistics Canada Population Census, will help identify and remove barriers within our employment policies and practices, focus our outreach recruitment efforts, and implement other measures to ensure the Region's workforce reflects the diversity of the population we serve.
- 8.2 The census will also help us better support staff in feeling included. This could mean creating positive and safe spaces for 2SLGBTQ+ employees, equipping managers to support employees with invisible disabilities, reducing bias in hiring, etc.
- 8.3 The Region will initiate an Employment Systems Review to identify systemic and attitudinal barriers. Recommendations from the employee census and the



Employment Systems Review will be addressed via an equity-focused Action Plan led by the CAO's office.

- 8.4 For additional information, contact: Allison Hector-Alexander, Director Diversity, Equity, and Inclusion at 905-668-7711, extension 3893.

## **9. Attachments**

Appendix A: Durham Employee Census Results Infographic

Appendix B: Durham Employee Census Final Report

Respectfully submitted,

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

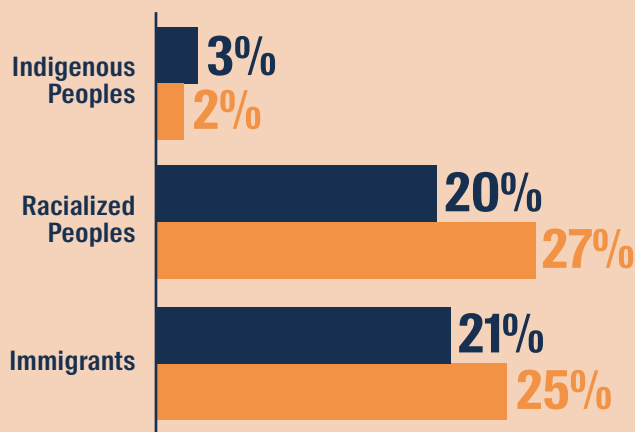
# DURHAM EMPLOYEE CENSUS RESULTS



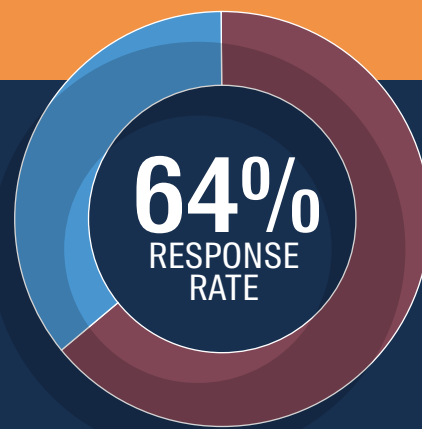
**Together  
we count**

Durham Region Employee Census

**2022**



■ Durham Workforce Census 2022 ■ Region of Durham (2016 Census)



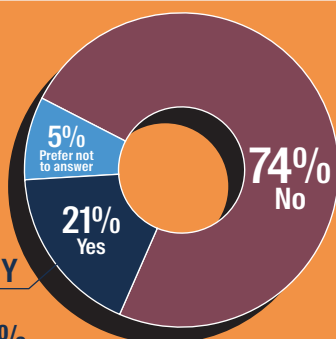
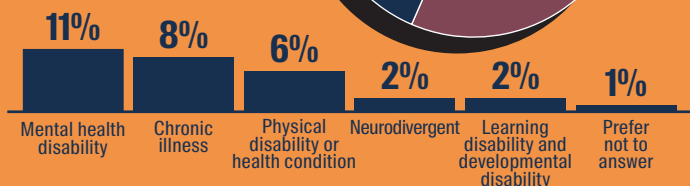
**RESPONSE RATE (Regular FT & PT)**

2,784 of Durham Region's  
4,367 regular full-time and part-time  
employees participated in the census

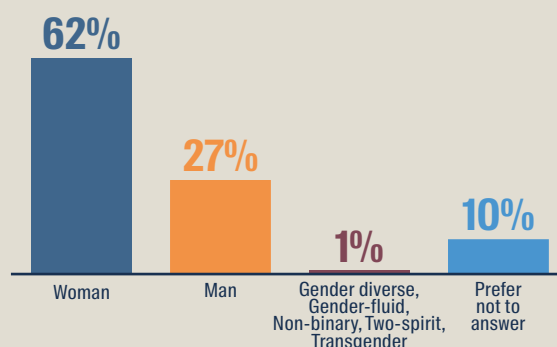
## DISABILITY

\* Employees were able to identify more than one type of disability

### TYPE OF DISABILITY

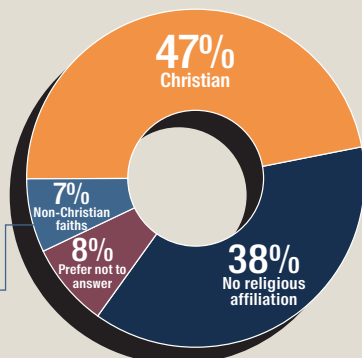
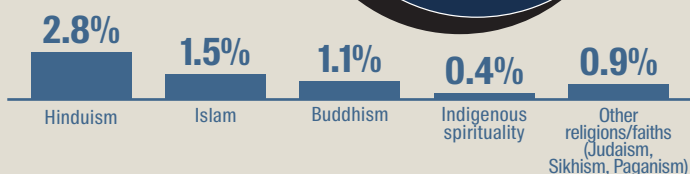


## GENDER IDENTITY

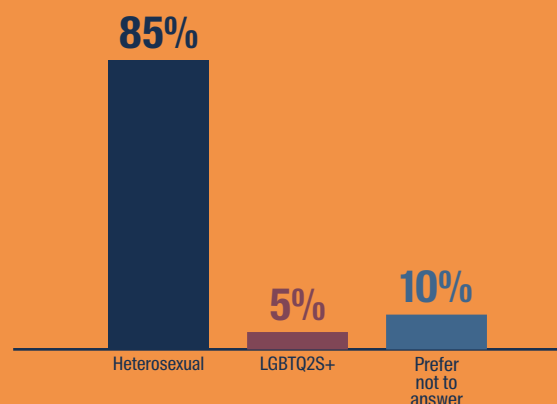


## RELIGION/FAITH

### NON-CHRISTIAN FAITHS



## SEXUAL ORIENTATION





# Durham Employee Census 2022



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## PART A: Introduction

### 1. Background

The Employee Census was designed to help the Regional Municipality of Durham (Durham Region, the Region) understand the diversity of its workforce in relation to the community served as well as employees' sense of inclusion. The census is aligned with the Region's commitment to provide an accessible, inclusive work environment that values the diversity of its staff and the community.

The Employee Census will provide the data to support evidence-informed decision making. By better understanding who its employees are, Durham Region will be able to identify gaps in representation, enabling it to create programs, priorities, and resources to help foster a more inclusive, respectful, and supportive environment for all employees. This data will help identify issues related to diversity and inclusion to guide the Region's work and will serve as a benchmark against which progress can be assessed.

Collecting and analyzing data that identifies people on the basis of race, disability, sexual orientation, and other identities is permitted, and in fact encouraged, by the Ontario *Human Rights Code* (the Code). The Ontario Human Rights Commission (OHRC) has "found that data collection can play a useful and often essential role in creating strong human rights and human resources strategies for organizations."<sup>1</sup> An Employee Census focuses on assessing the representation of Indigenous Peoples and the equity-seeking groups, as these are the groups that experience persistent and systemic discrimination in the labour market. These groups were identified by the 1984 Royal Commission on Equality in Employment as being women, racialized people (or visible minorities), Indigenous peoples, and persons with disabilities. More recently, members of the 2SLGBTQ+<sup>2</sup> communities have also been identified as groups that experience systemic barriers in employment. As such, these groups have also been identified as the groups designated for employment equity within many organizations.

The OHRC notes that collecting and analyzing workforce demographic data can be an effective and often essential tool for assessing whether people's rights under the Code are being, or might potentially be, infringed upon. Where underrepresentation exists or barriers to hiring and advancement have been identified, organizations have a duty to take

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<sup>1</sup> Ontario Human Rights Commission. Count me in! Collecting human rights-based data. Retrieved from <http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data>

<sup>2</sup> This is a shortened acronym that incorporates anatomical sex, sexual orientation, and gender identity and is meant to refer to the entire lesbian, gay, bisexual, trans, queer, questioning, intersex, pansexual, Two-Spirit, and asexual communities, otherwise referred to as LGBTQIP2SAA.

corrective action to make sure that the Code is not being breached and will not be breached in the future.<sup>3</sup>

The OHRC requires that the data be collected in a way that follows accepted data collection techniques and abides by privacy and other applicable legislation. The OHRC also requires that the data be collected for a purpose that is consistent with the Code, such as:<sup>4</sup>

- Monitoring and evaluating potential discrimination
- Identifying and removing systemic barriers
- Lessening or preventing disadvantage, and
- Promoting substantial equity for people identified by Code grounds.

Durham Region contracted with Turner Consulting Group in 2022 to conduct the Employee Census with the goal of answering the following questions:

- What is the current demographic makeup of Durham Region's employees?
  - What is the representation of employees in various demographic groups, including disability, religion/fait, age, racial identity, gender identity, and sexual orientation?
  - How does the diversity of the Durham Region workforce compare with that of the Region of Durham residents?
- What is the experience of inclusion among diverse Durham Region employees?

## 2. Why Do This Work?

When conducting an Employee Census, a key question that arises is, Why is it important to spend the organization's time and resources on this work? The ultimate goal of equity, diversity, and inclusion efforts is to create more equitable human resource policies and practices, a more diverse workforce, and a more inclusive organizational culture. A census is part of the assessment of how diverse the organization is in relation to the community it serves. By understanding the community, an organization can chart its course to becoming more representative of the community's diverse residents. An Employee Census examines the diversity of an organization and the outcomes of the organization's ability to hire, retain, and support employees from diverse communities. An Employment Systems Review

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<sup>3</sup> Ontario Human Rights Commission. Count me in! Collecting human rights-based data. Retrieved from <http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data/2-when-collecting-data-good-idea>

<sup>4</sup> Ontario Human Rights Commission. Count me in! Collecting human rights-based data. Retrieved from <http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data>

explores the employment policies and practices, organizational culture, and individual attitudes that produce those outcomes.

In the past, the argument for creating a diverse workforce was based on a moral imperative. In other words, ensuring that the organization's workforce reflected the external population was "the right thing to do." Today, organizations are recognizing that a diverse workforce offers the benefits of innovation, creativity, productivity, and better service to an increasingly diverse community. As such, undertaking an Employee Census is an investment in the future strength of the organization.

There is a growing body of literature that makes a compelling business case for creating a diverse workforce and an inclusive organizational culture for all employees. The literature suggests that addressing issues of equity, diversity, and inclusion helps the organization in the following ways:<sup>5</sup>

**Provide improved service to Durham residents.** As the region's population is becoming increasingly more diverse, a diverse workforce helps the organization understand and respond to the needs of the community.

Diversity at all levels of the organization allows Durham Region to be responsive to the needs of the community it serves in three areas of customer service:

- At the *strategy level*, where strategic decisions about organizational direction and service delivery are made,
- At the *design level*, where service design decisions are made, and
- At the *service level*, which is the point of contact between Durham Region and residents, clients, and service users.

**More effectively recruit and better engage top talent.** A census helps the Region to identify potential barriers to the hiring, advancement, and inclusion of employees from diverse communities, backgrounds, and identities and can aid in the creation of more equitable policies and practices. This information increases the transparency and consistency of recruitment practices and supports better management and treatment of all

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<sup>5</sup> Bourke, J. (2018, January 22). The diversity and inclusion revolution: Eight powerful truths. *Deloitte Review*, Issue 22. <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>

Schawbel, D. (2012, May 13). *How companies can benefit from inclusion*. Forbes. <https://www.forbes.com/sites/danschawbel/2012/05/13/how-companies-can-benefit-from-inclusion/?sh=56abce90223d>

Dixon-Fyle, S., Dolan, K., Hunt, V., & Prince, S. (2020, May 19). Diversity wins: How inclusion matters. McKinsey & Company. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

employees. All employees ultimately benefit from efforts to create a more inclusive organization which helps the organization attract and keep the best employees.

**Reduce employee engagement costs.** Diverse, equitable, and inclusive organizations often have healthier workplaces and thus experience reduced costs associated with unhealthy work environments, such as absenteeism, turnover, legal costs, and time needed to address harassment and discrimination complaints. People who work in unwelcoming workplaces that are not accepting of diversity are more likely to leave the organization, take extended leaves of absence, and retire early.

**Improve productivity.** Workplaces that are unwelcoming of people from diverse communities, backgrounds, and identities can be poisoned and unproductive. Organizations that treat employees fairly and with respect, and that create and support a work environment in which all employees feel valued and safe from harassment, are typically rewarded with increased morale, better performance, and higher productivity overall.

**Improve creativity and innovation as well as efficiency and effectiveness.**

Organizations that encourage and support workplace diversity are better able to attract and retain top talent from an increasingly diverse labour market. This increases the diversity of perspectives, approaches, knowledge, and skills within the organization, which can in turn boost the organization's creativity and innovation.

**Improve corporate image.** Employers that are known to have a commitment to diversity and inclusion have a more positive corporate image and are viewed more favourably by the public, including prospective employees.

### **3. The Employee Census**

#### **3.1 The Survey**

The Employee Census was created by Turner Consulting Group with input from the Diversity, Equity and Inclusion (DEI) Division. The survey was also reviewed by Human Resources, Access and Privacy Office, Strategic Initiatives, Corporate Communications, and Legal Services to ensure that it met the Region's requirements under the *Municipal Freedom of Information and Protection of Privacy Act* and was consistent with other organizational priorities. The DEI Staff Working Group also reviewed the survey and provided input into the strategy for administering the survey to get the best response rate.

The census questions focused on collecting data about the groups that experience systemic and persistent discrimination in the labour market and to assess the extent to which employees from diverse communities, backgrounds, and identities feel included in the workplace. The questions were designed to allow for a direct comparison of the composition of the Region's workforce to Statistics Canada's 2016 Census of Canada data and other relevant data sources.



Additional data on age, length of service, level in the organization, and type of position was collected to assist in the analysis of the demographic data and thus identify any barriers to inclusion experienced by the various groups within the organization.

The survey consisted of 27 questions and took respondents less than 10 minutes to complete.

The completion of the Employee Census was voluntary, and participants could choose not to participate in the census in its entirety. If they chose to participate in the census, they were able to opt out of answering any of the questions by selecting the response “I prefer not to answer.” Employees were also able to exit the survey at any time.

### **3.2 Privacy Protections**

A Canadian service provider (Simple Survey) was used to host the online census and capture the data. The Simple Survey platform encrypts all data in transit and provides a high level of security for the storage of the data on a Canadian server.<sup>6</sup> The Region’s Information Technology Division reviewed the security of Simple Survey’s data storage system to ensure that it complies with the Region’s requirements. Furthermore, only authorized employees from Turner Consulting Group have had access to the data through password-protected computers. No Durham Region employee had access to the database or to the individual responses.

Additional steps also have been taken to ensure that individual employees cannot be identified in this report. First, smaller work units were grouped with other units. Second, where fewer than 10 employees identified as belonging to a particular identity group, the data has been grouped with other categories.

### **3.3 Administration of the Survey**

A high survey response rate is critical to painting an accurate picture of the diversity of the workforce—the more employees who complete the survey, the more accurate the snapshot will be.

Key to a high survey response rate is the administration of the survey. The goal of the survey administration strategy is to ensure that all employees know about and are able to complete the survey. Critical to achieving this goal is a communication strategy that informs all employees about the census, addresses their concerns, and encourages them to participate in this important organizational initiative. As such, a communication strategy was developed by the Region’s Corporate Communications team to ensure that all

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<sup>6</sup> More information about the security of this data storage system is available at:  
<https://simplesurvey.com/canadian-hosted-survey-software/>

employees were informed about the census prior to its launch and could have their questions about the census answered.

Employees were informed of the census and encouraged to participate using various communication tools before and after the launch of the census.

The census went live on April 21, 2022. The census was announced through email communications to all employees from the Chief Administrative Officer (CAO) and a townhall meeting. The email included a link to the Durham Employee Census website, hosted by Turner Consulting Group, which provided further information on the census, answered frequently asked questions, and explained how employee privacy and confidentiality would be maintained. The online survey remained open until June 3, 2022, to give all employees, especially those who do shift work, the opportunity to complete the survey online.

Divisional Liaisons were identified and supported the successful completion of this work by:

- Providing input into the survey administration strategy to support a good response rate for their division
- Supporting the communication of the census project goals to employees in their area
- Helping identify project barriers by identifying employee concerns and recommending solutions to the census team, and
- Assisting in the development of strategies to engage employees in their areas.

In order to increase employees' comfort levels with completing the census, employees were given the option of completing the census online or on paper. In divisions where employees do not have regular access to computers (e.g., Long Term Care, Transit, etc.), targeted strategies were developed such as:

- Distributing paper copies of the census to employees,
- Setting up tables at entrances of work locations with paper surveys, census laptops, and having representatives on hand who could answer employees' questions, and
- Including an accessible and downloadable paper copy on the Durham Employee Census website. Employees were able to print and complete the survey and return it directly to the consultant by mail.

All managers were provided with a Manager's Toolkit, which contained the information they needed to administer the survey, answer staff questions, and support a high response rate among their work teams. Managers were asked to give employees 10 minutes to complete the survey during a scheduled meeting.

Employees who completed the census were also able to enter their names into an incentive draw to receive a Starbucks or Tim Horton's gift card. Their names and contact information were kept separate from their Employee Census data. The consultant randomly selected 25 individuals to receive a gift card. All gift cards were distributed by the consultant.

Completed paper surveys that were collected by managers or other Durham Region employees were delivered unopened to Turner Consulting Group by courier. The consultant was responsible for entering the data into the census database for analysis.

### **3.4 Analyzing the Data**

Preparation and analysis of the data occurred in three stages: data vetting, data entry, and data analysis.

Data vetting and recoding are important steps to ensure that the data collected through the census can be analyzed. Data vetting involved reviewing answers to the census questions and ensuring that the information provided was sufficiently accurate. If someone wrote in a response to a question that fit into one of the pre-established categories, it was recoded into the correct category. For example, if they wrote in "Catholic" in response to the question about faith or religion, it was categorized as Christian. In addition, where a person wrote an unrelated answer—for example, "human" in response to the question about race—this response was recoded to "I prefer not to answer."

The goal of the census was to identify areas of underrepresentation for Indigenous Peoples and the equity-seeking groups and any potential barriers to hiring and advancement. As such, areas of underrepresentation are identified and recommendations made for where the Region should focus its attention. The recommended actions have not been prioritized in this report. Instead, the Region should consider the recommendations, along with available resources, related activities, and strategies, in order to prioritize them and develop an implementation plan. So, while the consultant has analyzed the data to identify what the issues are and how they can be addressed, it is up to the Region to determine the specific actions to be taken and when these actions will be implemented.

The census also sought to assess the sense of inclusion felt by employees from diverse backgrounds based on various identities. These questions allowed survey respondents to select from three positive responses (I feel included all of the time; nearly all of the time; most of the time), and two negative responses (a few times; never). Survey respondents were also able to choose not to answer the question. Where some groups of employees had noticeably more positive or negative responses than other groups, this difference is identified and explored.

In our analysis, we also comment on the proportion of survey respondents who chose not to answer a particular question. These responses give potential insight into the perspectives of those with either marginalized or dominant identities. First, those with

marginalized identities may have chosen not to answer particular questions because of fear of disclosure. In this context, marginalized identities can include those with hidden identities, such as people who identify as 2SLGBTQ+, have a non-evident disability, identify as Indigenous, or practise a non-Christian religion. They may choose not to self-identify as belonging to a particular group out of fear that disclosure could have negative repercussions on their current and future job prospects within the organization.

In addition, employees may be part of the dominant group and may have misunderstandings about the purpose of the census (e.g., that they will lose their job if they don't identify with a marginalized identity). They may also feel offended that they are asked to indicate their race, gender identity, sexual orientation, and so on. As such, high rates of refusing to answer particular questions are noted, as this information provides the Region with insight as to where additional education about workplace equity, diversity, and inclusion may be needed.

### **3.5 Retaining the Data**

This survey represents a snapshot of the composition of the organization as of June 2022. The database will be retained by Turner Consulting Group for 1 year following the completion of this report. This will allow Durham Region to request any additional analyses of the data. At the end of the 1-year period, the database will be deleted.

Once data entry was completed, all paper surveys were shredded. Only electronic data is retained for this 1-year period.

## **4. Response Rate**

Section A of the Employee Census asked employees whether they wished to participate in the census. If they chose not to participate, employees were given the opportunity to share why.

While participating in the survey was voluntary, all employees were asked to complete this section of the census to allow Durham Region to determine the extent to which all employees received the census and were provided with the opportunity to complete it. This question also provides an opportunity to better understand why employees might have chosen not to participate in the census.

The response rate represents the number of employees who confirmed that they received the survey and chose to participate in the census by answering at least one question. The goal was to achieve a survey rate of 100%, meaning that all employees knew about and indicated that they had the opportunity to complete the survey, with a response rate goal of 80%.

The formula for calculating the response rate is as follows:

$$\text{Response rate} = \frac{\text{Number of employees that answered at least one census question}}{\text{Total number of Durham Region employees}} \times 100$$

The survey was administered to all 4,754 Durham Region employees active at the time the census was launched; 3,234 chose to participate by answering at least one question, giving a response rate of 68%. In addition, information about the census was shared with staff on short-term leaves, with 74 employees choosing to participate in the census. The survey was also administered to students that were hired during the census period; 72 students chose to participate in the census.

Of Durham Region's 4,367 permanent full-time and permanent part-time employees, 2,784 chose to participate in the census. This represents a response rate of 64%. While it is lower than the ideal of 80%, it provides a good overview of the diversity of Durham Region's workforce. The responses of students as well as the employees on leave are not included in the analysis of the data for all permanent employees, instead the diversity among these groups is examined at the end of this report.

The survey response varied by department, as summarized in Table 1.

<b>Table 1. Employee Census, Response Rate by Department.</b>			
<b>Department</b>	<b>Total Regular Employees (FT and PT)</b>	<b>Survey Respondents (Regular FT and PT)</b>	<b>Response Rate</b>
Chief Administrative Office	50	44	88%
Corporate Services Department	194	128	66%
Finance Department	174	110	63%
Health Department	700	454	65%
Planning and Economic Development Department	55	48	87%
Social Services - LTC and SSD Department	1,419	380	27%
Social Services Department	472	353	75%
Transit Department	471	129	27%
Works Department	832	347	42%
Don't know	--	46	--
Prefer not to answer	--	745	--
<b>TOTAL</b>	<b>4,367</b>	<b>2,784</b>	<b>64%</b>

Employees were able to indicate if they chose not to participate in the census; 120 identified that they preferred not to participate in the census. They were also able to share their reasons for not wanting to participate in the census. Only 39 of the 120 employees offered a reason for not participating in the census. The most frequently cited reasons were as follows:

- Don't feel that diversity should be a consideration when hiring (8)
- No real answer given (e.g., "no," "personal reasons," "not interested") (6)
- Feel the questions are too personal and don't feel comfortable sharing that information (4)
- Don't have the time to complete it (4)
- Nothing will change (3)
- Question the organization's motives for asking (2)
- Concerned about privacy (2).

Others shared several other reasons for not wanting to participate, including that they are a recent hire or are on leave.

This report focuses on Durham Region's permanent full-time and permanent part-time employees. The final section of the report includes an analysis of temporary, casual, and on-call employees, as well as students and those on short-term leaves.

An appendix is also included which provides a summary of the data for each department.

## PART B: Census Results

### 5. Sense of Inclusion

Following Section B of the census, which asked After employees responded to census questions about their employment status, length of service, and department, employees they were also then asked about the extent to which they feel included in the workplace as a Durham Region employee, as a member of their division, and as a member of their work team. Table 2 compares employees' sense of inclusion by department. Their sense of inclusion as a member of their by division and work team is provided by department work team is listed in Appendix A.

<b>Table 2. Sense of Inclusion. Employee Census. Regular Full-Time and Part-Time Employees.</b>							
	<b>All of the time</b>	<b>Nearly all of the time</b>	<b>Most of the time</b>	<b>A few times</b>	<b>Never</b>	<b>I prefer not to answer</b>	<b>TOTAL</b>
As a Durham Region employee	24%	23%	28%	16%	6%	1%	2,659
At the division level	24%	22%	26%	17%	10%	2%	2,659
At the team level	35%	23%	24%	12%	4%	1%	2,659

As Table 2 shows, employees reported feeling a greater sense of inclusion at the team level than at the Region or division level. While 75% reported a positive sense of inclusion as a Durham Region employee, and 72% at the division level, 82% reported a positive sense of inclusion at the team level.

Table 3 compares employees' sense of inclusion by department. The average sense of inclusion as a member of their division and work team is provided by department in the appendix.

Overall, 75% of survey respondents reported a positive sense of inclusion (i.e., 24% reported feeling included all of the time, 23% nearly all of the time, and 28% most of the time). Conversely, 22% reported negative feelings of inclusion (16% reported feeling included a few times and 6% never).

Employees' sense of inclusion varies by department, with employees in the Finance Department (95%), the Planning and Economic Development Department (94%), and the Chief Administrative Office (89%) reporting the most positive sense of inclusion.

**Table 3. Sense of Inclusion by Department, Employee Census. Regular Full-Time and Part-Time Employees.**

Department	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	TOTAL
Chief Administrative Office	39%	34%	16%	11%	0%	0%	44
Corporate Services Department	31%	28%	30%	6%	2%	3%	128
Finance Department	41%	29%	25%	5%	1%	0%	110
Health Department	21%	24%	27%	20%	7%	1%	454
Planning and Economic Development Department	27%	40%	27%	4%	0%	2%	48
Social Services Department - LTC and SSD Department	20%	17%	31%	22%	8%	1%	380
Social Services Department	30%	30%	29%	10%	1%	0%	353
Transit Department	27%	15%	29%	15%	12%	2%	129
Works Department	31%	20%	28%	13%	7%	1%	347
<b>TOTAL</b>	<b>24%</b>	<b>23%</b>	<b>28%</b>	<b>16%</b>	<b>6%</b>	<b>1%</b>	<b>2,183</b>

Three departments stand out with lower positive feelings of inclusion and higher negative feelings of inclusion. Thirty percent of survey respondents in the Social Services Department — LTC and SSD Department, 27% in the Health Department, and 27% in the Transit Department reported feeling included a few times or never.

The Employee Census also asked employees whether they feel included in the workplace based on their gender identity, race, sexual orientation, and so on. An analysis of their overall sense of inclusion is provided in the section that analyzes the response to each demographic question.

### Implications and Recommendations

It is clear that employees' sense of inclusion differs across departments, a variation that is likely based on several factors. This finding suggests that further consultation with employees may be needed to determine the factors that contribute to a low sense of inclusion and to develop relevant strategies to address the identified issues.

**Recommendation 1:** It is recommended that the Region consult with employees in the Social Services (LTC and SSD), Health, and Transit departments to identify the factors that contribute to a lower overall sense of inclusion and to determine how these issues can be addressed.



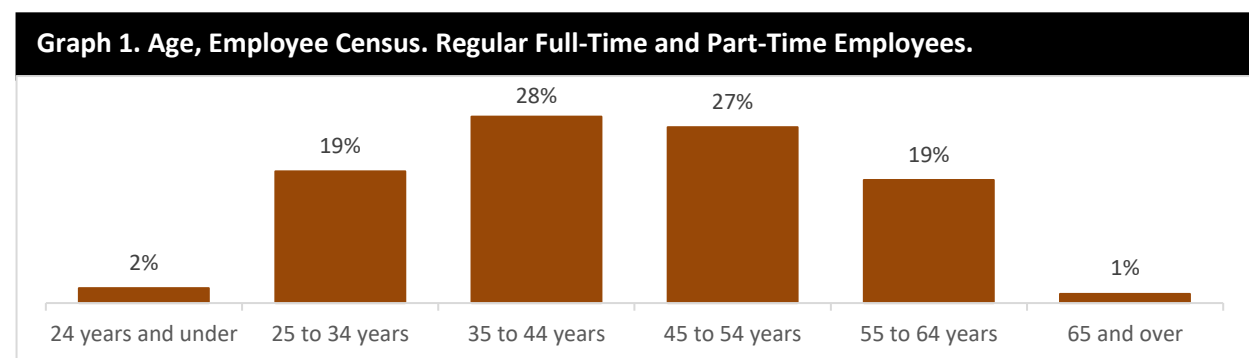
## 6. Demographic Overview

### 6.1 Age

The Employee Census asked employees to identify the age group they belong to.

Unlike the other demographic questions, age was not asked on the survey in order to review the representation of employees from the various age groups compared with the age profile of the population in the Region of Durham. Instead, age was asked to consider the feelings of inclusion among employees in the various age groups. Age was also used for additional analysis of data on Indigenous and racialized employees.

As Graph 1 shows, the largest proportion of survey respondents were between the ages of 35 and 44 years (28%) and 45 to 54 years (27%). A smaller proportion are aged 55 years and over (20%), signifying that about 20% of Durham Region's workforce may be eligible to retire in the coming decade. A similar proportion are under the age 35 years (21%).



Survey respondents were asked to what extent they, as someone of their age, feel included in the Region's workplace.

**Table 4. Sense of Inclusion, Age, Employee Census. Regular Full-Time and Part-Time Employees.**

Age Group	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	TOTAL
24 and under	15%	34%	30%	13%	7%	2%	61
25 to 34	22%	28%	28%	17%	5%	0%	512
35 to 44	30%	27%	26%	11%	5%	1%	747
45 to 54	30%	26%	28%	12%	3%	1%	713
55 to 64	27%	23%	29%	15%	4%	2%	493
65 and older	25%	11%	33%	22%	3%	6%	36
<b>TOTAL</b>	<b>24%</b>	<b>23%</b>	<b>28%</b>	<b>16%</b>	<b>6%</b>	<b>1%</b>	<b>2,635</b>

As Table 4 shows, those in the older and younger age groups were less likely to feel included in the workplace. While 16% of those aged 35 to 44 years and 45 to 54 years

reported feeling included a few times and never, this was the case for 20% of those 24 years and under, 22% of those aged 25 to 34 years, 19% of those aged 55 to 64 years, and 25% of those aged 65 years and older.

### **Implication and Recommendations**

With multiple generations in the workplace, the Region may need to consider training and supports to help employees work across intergenerational differences and strategies to create more positive feelings of inclusion among younger and older workers.

The Region may also wish to further explore the factors that contribute to a lower sense of inclusion among those in the younger age groups, such as precarious work, lack of opportunities for advancement, and so on, as well as among those in the older age groups.

**Recommendation 2:** It is recommended that the Region further explore the factors that contribute to a lower sense of inclusion among those in the younger and older age groups in order to consider strategies to increase their sense of inclusion.

## **6.2 Disability**

The Employee Census asked employees to identify whether they are living with a disability, and if so, to specify the type of disability.

The survey defined a person with a disability as someone living with a long-term or recurring physical, mental, sensory, psychiatric, or learning challenge. Examples of disabilities include:

- Chronic illness (including but not limited to heart disease, cancer, diabetes, stroke, arthritis)
- Neurodivergent (including but not limited to autism spectrum disorder, ADHD)
- Learning disability (including but not limited to dyslexia, non-verbal learning disabilities)
- Mental health disability (including but not limited to depression, bipolar, anxiety, post-traumatic stress disorder)
- Physical disability or health condition (including but not limited to blindness and visual impairment, deaf, deafened, or hard of hearing, speech difficulties, mobility issues, epilepsy, amputation, multiple sclerosis)
- Developmental disability (including but not limited to cerebral palsy, spina bifida)
- Any other disability affecting your ability to work and/or to perform activities of daily living.

As shown in Table 5, 21% of survey respondents reported having a disability, while 74% reported that they do not. Five percent chose not to answer this question.

<b>Table 5. Persons with Disabilities, Employee Census. Regular Full-Time and Part-Time Employees.</b>		
	Survey Respondents	
	#	%
<b>Person with a disability</b>	<b>563</b>	<b>21%</b>
Visible disability	58	2%
Invisible disability	493	19%
Prefer not to answer	26	1%
<b>Person without a disability</b>	<b>1,948</b>	<b>74%</b>
<b>Prefer not to answer</b>	<b>124</b>	<b>5%</b>
<b>TOTAL</b>	<b>2,635</b>	<b>100%</b>

The 2017 Canadian Survey on Disability (CSD) is a national survey of Canadians aged 15 years and over whose everyday activities are limited because of a long-term condition or health-related problem.<sup>7</sup> The CSD provides comprehensive data on persons with disabilities, including information on disability types and severity, employment profiles, income, education, and other disability-specific information. The CSD definition of disability includes anyone who reported being limited in their daily activities because of a long-term condition or health problem.<sup>8</sup> The CSD provides data at the national and provincial levels, but not at the regional level. As such, data specific to the prevalence of disability in the Durham Region population is not available.

The CSD found that 20% of Ontario's working-age population (25 to 64 years) reported having a disability.<sup>9</sup> As such, the proportion of survey respondents with a disability (21%) is comparable to the proportion within the provincial working-age population.

Employees who reported having a disability were asked to specify the type of disability.

<sup>7</sup> Note that 2016 Statistics Canada Census data on disability is not available, as this question is not asked in the Census. Instead, special surveys are conducted periodically to assess the extent to which Canadians experience disability.

<sup>8</sup> Morris, S., Fawcett, G., Brisebois, & Hughes, J. (2018, November 28). *A demographic, employment and income profile of Canadians with disabilities aged 15 years and over, 2017*. Statistics Canada. Retrieved from <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2018002-eng.htm>

<sup>9</sup> Statistics Canada. (2012). *Canadian Survey on Disability, 2012*. Retrieved from <http://www.statcan.gc.ca/pub/89-654-x/89-654-x2015001-eng.htm>

**Table 6. Persons with Disabilities, Employee Census. Regular Full-Time and Part-Time Employees.**

Type of Disability	Survey Respondents	
	#	%
Chronic illness	207	8%
Neurodivergent	60	2%
Learning disability and developmental disability	44	2%
Mental health disability	293	11%
Physical disability or health condition	159	6%
Prefer not to answer	31	1%
<b>Total reporting a disability</b>	<b>563</b>	<b>21%</b>
*Individual percentages add up to more than 21% owing to the ability to choose multiple responses.		

As Table 6 shows, the largest number of persons with disabilities indicated that they have a mental health disability, representing 11% of the Region's workforce, while those who indicated that they have a chronic illness represent 8% of the workforce. The remaining persons with disabilities indicated that they have a physical disability or health condition (6%), are neurodivergent (2%), or have a learning or developmental disability (2%).

Employees were also asked whether their disability was visible (evident) or invisible (non-evident). Of those who identified that they have a disability, 10% reported that they had a visible disability, while (88%) said they had an invisible disability. There were also 19 respondents who indicated that they have both visible and invisible disabilities.

Those who indicated that they have a disability were asked about the extent to which they feel included in the Region's workplace as someone with a disability.

**Table 7. Sense of Inclusion, Persons with Disabilities, Employee Census. Regular Full-Time and Part-Time Employees.**

Type of Disability	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	Total
Chronic illness	19%	22%	25%	20%	11%	2%	211
Neurodivergent	11%	10%	31%	26%	20%	2%	61
Learning and developmental disability	21%	14%	33%	16%	12%	5%	43
Mental health disability	16%	16%	26%	26%	13%	3%	307
Physical disability or health condition	23%	18%	25%	18%	13%	3%	169
<b>Total Persons with Disabilities</b>	<b>20%</b>	<b>18%</b>	<b>27%</b>	<b>21%</b>	<b>11%</b>	<b>3%</b>	<b>563</b>
<b>Total Survey Respondents</b>	<b>24%</b>	<b>23%</b>	<b>28%</b>	<b>16%</b>	<b>6%</b>	<b>1%</b>	<b>2,659</b>

Of the 563 persons with a disability who responded to this question, the majority (65%) reported feeling included in the Region's workforce all the time, nearly all the time, or most of the time. This proportion, however, represents a lower sense of inclusion than that reported by all survey respondents—75% reported positive feelings of inclusion as a Durham Region employee.

While 22% of employees reported that they feel included in the workplace a few times or never, 32% of employees with disabilities reported the same. This varied by type of disability: chronic illness, 31%; neurodivergence 46%; learning and developmental disabilities, 28%; mental health disabilities, 39%, and physical disability or health condition, 31%.

### Implications and Recommendations

With 21% of survey respondents reporting some type of disability, the Region must ensure that both managers and employees understand the Region's legal obligation to provide accommodation under the Ontario *Human Rights Code*. It is also important to ensure that unions are aware of their obligations, as they have a duty to assist in attempts to accommodate employees. Case law has made it clear that when an employee is unable to fulfill the duties of their position, the search for alternatives must be extensive, including, as a last resort, looking for accommodation outside the bargaining unit. The Supreme Court of Canada has held that a union has a duty to cooperate with an employer's accommodation attempts, even if it means going outside the terms of the collective agreement.<sup>10</sup>

In addition, with reports of mental health disability outnumbering physical disability, the Region may want to consider strengthening efforts to reduce stigma around mental health by increasing supports to employees, equipping managers to support employees, and creating a more welcoming and inclusive work environment for staff experiencing mental health disabilities.

In addition, given the larger proportion of employees with disabilities who report a lower sense of inclusion, addressing stigma and access to accommodation may help to increase the ability of employees with disabilities to participate in the work environment and feel welcomed and included. The organization may also wish to explore the sense of inclusion of employees with disabilities through an Employment Systems Review to identify and address other contributing factors.

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<sup>10</sup> Anand, G. (n.d.). *The boundaries of the duty to accommodate: How far does an employer have to go?* Canadian Association of Counsel to Employers. CACE 5th Annual Conference. Retrieved from [https://businessdocbox.com/Human\\_Resources/69589195-By-gita-anand-miller-thomson-llp-with-the-assistance-of-adrienne-campbell.html](https://businessdocbox.com/Human_Resources/69589195-By-gita-anand-miller-thomson-llp-with-the-assistance-of-adrienne-campbell.html)

**Recommendation 3:** It is recommended that the Region work with unions to ensure that protocols are in place to appropriately accommodate employees, which may mean accommodating employees across bargaining units and reviewing existing collective agreement language to reflect this obligation.

**Recommendation 4:** Given that 11% of survey respondents reported that they have a mental health disability, it is recommended that the Region continue to educate employees about mental health, including by reducing stigma around mental health, increasing supports to employees, and equipping managers to support and accommodate employees.

**Recommendation 5:** It is recommended that Regional resources and initiatives, such as the general wellness initiatives and Employee Assistance Program, be reviewed in light of this data to determine whether employees are finding them beneficial for addressing their disability-related needs.

**Recommendation 6:** Given that 88% of survey respondents indicated that they have a disability that is not evident, it is recommended that the Region continue to provide supervisors and managers with access to training to ensure that they are appropriately accommodating employees with disabilities and possess a clear understanding that disabilities may be invisible or not evident.

**Recommendation 7:** It is recommended that an Employment Systems Review be conducted by the Region to explore the factors that contribute to a low sense of inclusion among employees with disabilities.

### 6.3 Indigenous and Racialized Identity

The survey asked employees to specify the race with which they identify, regardless of place of birth or ethnicity.

Employees were also asked whether they identified as having North American Indigenous ancestry, and if so, to specify whether they have First Nation, Inuit, Metis, and/or other Indigenous ancestry.

Table 8 provides the responses with respect to Indigenous Identity, while Table 9 provides the responses in the categories of North American Indigenous, White/European, and racialized. Included in the racialized category are the specific racialized groups with which survey respondents identify.

<b>Table 8. Indigenous Identity, Employee Census. Regular Full-Time and Part-Time Employees.</b>			
	Survey Respondents		Durham Region (2016 Census) <sup>11</sup>
	#	%	%
<b>North American Indigenous peoples</b>	<b>81</b>	<b>3%</b>	<b>2%</b>
First Nation	40	1.5%	—
Metis	27	1%	—
Inuit and other Indigenous ancestry	2	0.1%	—
Prefer not to answer	10	0.4%	—
<b>No</b>	<b>2,476</b>	<b>94%</b>	—
<b>Prefer not to answer</b>	<b>72</b>	<b>3%</b>	—
<b>TOTAL</b>	<b>2,629</b>	<b>100%</b>	—

Compared with the 2016 Census data for Durham Region, Indigenous people are well represented in the Region's workforce—3% of employees who responded to the survey identified as Indigenous compared with 2% of Durham Region residents.

<b>Table 9. Racialized Population, Employee Census. Regular Full-Time and Part-Time Employees.</b>			
	Survey Respondents		Durham Region (2016 Census) <sup>12</sup>
	#	%	%
<b>North American Indigenous</b>	<b>81</b>	<b>3%</b>	<b>2%</b>
<b>White/European</b>	<b>1,839</b>	<b>70%</b>	<b>81%</b>
<b>Racialized People</b>	<b>525</b>	<b>20%</b>	<b>27.1%</b>
East Asian	67	3%	2.3%
South Asian / East Indian / Indo-Caribbean	177	7%	8.6%
Southeast Asian	68	3%	2.6%
Black / African	156	6%	8.0%
Non-White Latino or Hispanic	25	1%	1.0%
Non-White Middle Eastern, West Asian, or North African	23	1%	1.9%
<b>Other and mixed racialized origin</b>	<b>106</b>	<b>4%</b>	<b>2.6%</b>
<b>Prefer not to answer</b>	<b>136</b>	<b>5%</b>	—
<b>TOTAL</b>	<b>2,623</b>	<b>100%</b>	—

\* Percentages total to more than 100 owing to multiple responses.

Racialized people are underrepresented in the Region's workforce—20% of survey respondents identified as racialized, compared with 27% of the region's residents.

<sup>11</sup> Statistics Canada. (2016). *Community profile*.

<sup>12</sup> Statistics Canada. (2016). *Community profile*.

Employees were asked about the extent to which they feel included in Durham Region's workplace as someone of their Indigenous or racial identity.

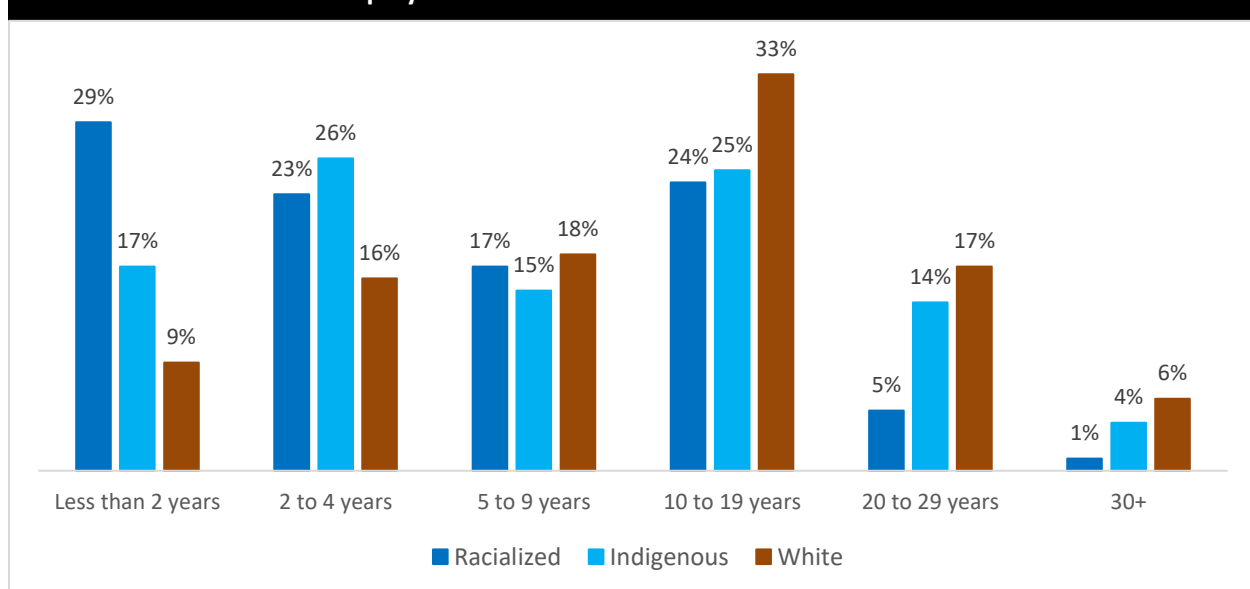
**Table 10. Sense of Inclusion, Indigenous and Racial Identity, Employee Census. Regular Full-Time and Part-Time Employees.**

Racial Group	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	Total
White Employees	46%	24%	19%	6%	3%	2%	1839
Racialized Employees	22%	19%	27%	22%	8%	3%	525
Indigenous Employees	26%	20%	15%	15%	14%	9%	79

Indigenous peoples reported slightly lower feelings of inclusion than White employees. Of the 83 Indigenous respondents, 46% reported high feelings of inclusion (i.e., all the time and nearly all the time) compared with 70% of all White employees. Conversely, 29% of Indigenous respondents reported low feelings of inclusion (i.e., a few times, 15%; never, 14%) compared with 19% of White employees. Racialized employees reported lower overall feelings of inclusion—41% reported feeling included all of the time or nearly all of the time, while 30% reported feeling include a few times or never.

The examination of the representation of racialized and Indigenous Peoples by years of service helps to identify changes in an organization's hiring practices.

**Graph 2. Years of Service. Indigenous, Racialized, and White Employees, Employee Census. Regular Full-Time and Part-Time Employees.**





Graph 2 shows, the proportion of racialized, Indigenous, and White employees by years of service. As it shows, a larger proportion of racialized and Indigenous employees have been employed with the region for under 5 years—52% of all racialized and 43% of Indigenous survey respondents report being employed by the Region for under 5 years, compared with only 25% of White survey respondents. By comparison, 56% of White survey respondents report being employed by the region for 10 years or more, compared with 30% of racialized and 43% of Indigenous employees.

This suggests that the Region has done a better job of hiring racialized and Indigenous employees in the past five years.

### Implications and Recommendations

As is the case throughout Ontario, in Durham Region, racialized people and Indigenous peoples represent two of the fastest growing populations.

As Table 11 shows, at the time of each Census of Canada, the racialized and Indigenous populations had grown at faster rates than the overall region population. This has resulted in the racialized and Indigenous population making up a larger proportion of the overall population at the time of each Census. Between 2006 and 2016, that population grew by 85% to over 173,000 people, representing 27% of the Durham Region population in 2016. During the same time, the overall Durham population grew by 14%.

<b>Table 11. Rate of Population Growth Racialized, Indigenous, and Total Durham Population. 2006, 2011, and 2016.</b>								
Year	Racialized Population			Indigenous Population			Durham Region	
	#	% of Durham Region	Rate of Growth Since 2006	#	% of Durham Region	Rate of Growth Since 2006	#	Rate of Growth Since 2006
2006	93,420	16.6%	—	6,570	1.2%	—	561,258	—
2011	124,250	20.4%	39.5%	8,905	1.5%	35.5%	608,124	8.4%
2016	173,330	27.1%	85.5%	12,535	2.0%	90.8%	639,495	13.9%

This trend is similar to what is occurring in communities throughout Canada. Statistics Canada projects that Canada's racialized population will continue to grow at a faster rate than the non-racialized population, fuelled primarily by immigration, which will result in racialized people representing a larger proportion of the Canadian population over the coming 15 years. Statistics Canada projects that in 2036, racialized people will make up between 35% and 40% of the Canadian population aged 15 to 64.<sup>13</sup>

<sup>13</sup> Morency, J., Malenfant, E.C., & MacIsaac, S. (2017, January 25). *Immigration and Diversity: Population projections for Canada and its religions, 2011 to 2036*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.pdf>

It is important to note that although the growth of the racialized population will be fuelled largely by immigration, a growing proportion of racialized people are Canadian-born. In 2011, about 31% of racialized people in Canada were born in this country.<sup>14</sup>

Similarly, the Indigenous population represented 1.2% of the Durham population in 2006. Since that time, the Indigenous population grew by 91%, representing 2% of the Durham population in 2016.

The data suggests that the Region ought to do more to increase the representation of racialized people in its workforce to better reflect the population it serves. Furthermore, if the Region is to increase the representation of racialized employees and maintain its representation of Indigenous peoples, the organization needs to ensure that it creates work environments that are inclusive, respectful, and responsive to the needs of people from diverse backgrounds.

**Recommendation 8:** It is recommended that the Region undertake targeted and measurable efforts to increase the representation of racialized people in its workforce.

**Recommendation 9:** Given that summer positions and internships are often an entry point into the regional workforce, it is recommended that the Region develop an internship program for Indigenous and racialized youth.

**Recommendation 10:** So that the Region can benefit from an increase in the representation of Indigenous and racialized employees, it is recommended that the Region also undertake targeted and evaluated efforts to create work environments that are inclusive, respectful, and responsive to the needs of people from diverse racial backgrounds.

**Recommendation 11:** It is recommended that the Region create an anti-racism policy, supported by appropriate training and a complaints process, to help foster an anti-racist work environment and to enable employees and managers to address issues when they do occur.

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<sup>14</sup> Statistics Canada. (2011). *Immigration and ethnocultural diversity in Canada*. <https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.cfm>

## 6.4 Immigration Status

Employees were also asked whether they were born in Canada, and if not, how long they have been in Canada.

Table 12. Immigration Status, Employee Census. Regular Full-Time and Part-Time Employees.			
	Survey Respondents		Durham Region (2016 Census) <sup>15</sup>
	#	%	%
<b>Immigrant</b>	<b>553</b>	<b>21%</b>	<b>24.6%</b>
Less than 1 year	2	0.4%	
1 to 5 years	36	7%	
5 to 10 years	35	6%	
11 to 20 years	111	20%	
20 to 30 years	132	24%	
30 years or more	227	41%	
Prefer not to answer	10	2%	
<b>Non-Immigrant</b>	<b>2025</b>	<b>77%</b>	<b>76%</b>
<b>Prefer not to answer</b>	<b>42</b>	<b>2%</b>	<b>—</b>
<b>TOTAL</b>	<b>2,620</b>	<b>100%</b>	<b>—</b>

While 25% of all residents of the region are immigrants, only 21% of all Durham Region employees were born outside the country.

In addition, the vast majority of the 553 survey respondents who were born outside the country indicated that they have been in Canada for 11 or more years (85%), with only 13% reporting that they have been in Canada for 10 or fewer years. As such, the Region could explore ways to provide employment opportunities for more newcomers to the country.

Employees were asked about the extent to which they feel included in the Region's workplace as someone of their immigration status.

Table 13. Sense of Inclusion, Immigrants, Employee Census. Regular Full-Time and Part-Time Employees.							
	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	Total
Immigrants	31%	21%	24%	14%	6%	4%	553
Total Survey Respondents	24%	23%	28%	16%	6%	1%	2,659

<sup>15</sup> Statistics Canada. (2016). *Community profile*.

Overall, the feelings of inclusion were similar for immigrants versus total survey respondents. Overall, 76% of immigrants reported positive feelings of inclusion compared with 75% of all employees. In addition, 20% of immigrants reported poor feelings of inclusion compared with 22% of all employees.

### Implications and Recommendations

The data suggests that the Region could do more to remove barriers in the hiring process in order to increase the representation of immigrants in its workforce.

**Recommendation 12:** It is recommended that the Region review its hiring policies and practices to identify and remove barriers to hiring people born outside of the country with a focus on newcomers.

**Recommendation 13:** It is recommended that the Region explore ways it could give newcomers opportunities to gain Canadian experience in their professions through mentoring programs such as through TRIEC's Mentoring Partnership.<sup>16</sup>

## 6.5 Gender / Gender Identity

The Employee Census asked employees to indicate their gender identity. Gender identity is a person's internal and individual experience of gender, which may not correspond to their biological sex assigned at birth.

As Table 14 shows, just under two-thirds of survey respondents indicated that they identify as women (62%), and a much smaller proportion identify as men (27%), while one percent identified as gender diverse. While the 2016 Census of Canada collected data on gender, it did not allow Canadians to identify a gender other than "woman" or "man." As such, no Census data is available on Canadians who identify as gender diverse.<sup>17</sup>

Table 14. Gender / Gender Identity, Employee Census. Regular Full-Time and Part-Time Employees.			
Gender	Survey Respondents		Durham Region (2016 Census) <sup>18</sup>
	#	%	%
Woman	1,633	62%	51%
Man	703	27%	49%
Gender diverse, Gender-fluid, Non-binary, Two-Spirit, Transgender	16	1%	—
Prefer not to answer	260	10%	
<b>TOTAL</b>	<b>2,612</b>	<b>100%</b>	

<sup>16</sup> <https://www.mentoringpartnership.ca/>

<sup>17</sup> The 2021 Census will be the first time that transgender Canadians are counted.

<sup>18</sup> Statistics Canada. (2016). *Community profile*.

The proportion of survey respondents who identify as women or men is quite different from the proportion of women and men in the Durham population. The population of Durham is almost evenly split in its gender representation, with women slightly outnumbering men (women, 51%; men, 49%). This largely reflects the types of jobs and the work conducted by the Region and the gender representation in certain jobs (e.g., high representation of women in social work or health care).

A small proportion of the survey respondents (1%) reported that they identify as gender diverse, gender fluid, non-binary, transgender, or Two-Spirit, with 10% preferring not to answer this question.

The Census of Canada asked a question about gender identity for the first time in 2021. The data shows that 0.3% of the population aged 15 and older identifies as transgender or non-binary.

A breakdown of the data by gender highlights the differences in representation by department. The proportion of employees who identified as gender diverse is not included in the follow table due to their small numbers.

<b>Table 15. Gender / Gender Identity, Employee Census. Regular Full-Time and Part-Time Employees.</b>			
<b>Department</b>	<b>Survey Respondents</b>	<b>Men</b>	<b>Women</b>
Chief Administrative Office	44	20%	73%
Corporate Services Department	128	23%	69%
Finance Department	110	35%	61%
Health Department	454	26%	66%
Planning and Economic Development Department	48	31%	60%
Social Services — LTC and SSD Department	380	8%	78%
Social Services Department	353	7%	86%
Durham Region Transit Department	129	58%	32%
Works Department	347	59%	29%
<b>TOTAL</b>	<b>2,183</b>	<b>27%</b>	<b>62%</b>

As Table 15 shows, the proportion of men and women employees varies across the organization. This difference reflects variations in the occupations held by men and women in the labour market. A number of departments consist primarily of women, such as the Social Services Department (86%), the Social Services — LTC and SSD Department (78%), and the Community Services Department (73%). Some departments have a better gender balance, such as the Finance Department and the Planning and Economic Development.

The Transit Department (32% women) and the Works Department (29% women) are male-dominated departments. While the low response rate to the survey by the Durham Region

Transit Department and the Works Department complicates this analysis, there are several reasons to pay attention to male-dominated workplaces with respect to how it affects female employees.

When male employees are a minority in a female-dominated workforce, they do not experience the same negative impacts that female employees do in a male-dominated workforce. The challenges faced by women include sexism, sexual harassment, and isolation in male-dominated environments. The challenges faced by women who work in male-dominated workplaces have been well documented and include the following:

- Societal expectations and beliefs about women’s leadership abilities<sup>19</sup>
- Pervasive stereotypes, such as that of the “caring mother”<sup>20</sup> or office housekeeper<sup>21</sup>
- Higher stress and anxiety compared with women working in other fields<sup>22</sup>
- Lack of mentoring and career development opportunities,<sup>23</sup> and
- Sexual harassment.<sup>24</sup>

Survey respondents were asked whether they, as someone of their gender/gender identity, feel included in the Region’s workplace.

<b>Table 16. Sense of Inclusion, Gender Identity, Employee Census. Regular Full-Time and Part-Time Employees.</b>							
<b>Gender Identity</b>	<b>All of the time</b>	<b>Nearly all of the time</b>	<b>Most of the time</b>	<b>A few times</b>	<b>Never</b>	<b>I prefer not to answer</b>	<b>Total</b>
Men	45%	21%	21%	8%	4%	1%	702
Women	46%	25%	20%	6%	2%	1%	1,633

<sup>19</sup> Catalyst, [Infographic: The Double-Bind Dilemma for Women in Leadership](#) (Catalyst, August 2, 2018); Mariela V. Campuzano, “Force and Inertia: A Systematic Review of Women’s Leadership in Male-Dominated Organizational Cultures in the United States,” *Human Resource Development Review* (2019): p. 2.

<sup>20</sup> Sarathchandra, D., Haltinner, K., Lichtenberg, N., & Tracy, H. (2018). ‘It’s Broader Than Just My Work Here’: Gender Variations in Accounts of Success Among Engineers in U.S. Academia. *Social Sciences*, 7(3).

<sup>21</sup> Berdahl, J. L., Cooper, M., Glick, P., Livingston, R. W., & Williams, J. C. (2018). [Work as a Masculinity Contest](#). *Journal of Social Issues*, 74(3), 431.

<sup>22</sup> Qian, Y., & Fan, W. (2019). [Men and Women at Work: Occupational Gender Composition and Affective Well-Being in the United States](#). *Journal of Happiness Studies*, 20, 2077–2099.

<sup>23</sup> Campuzano, M. V. (2019). [Force and Inertia: A Systematic Review of Women’s Leadership in Male-Dominated Organizational Cultures in the United States](#). *Human Resource Development Review*, 18(4), 437–469.

<sup>24</sup> Daley, L. P., Travis, D. J., & Shaffer, E. S. (2018). [Sexual Harassment in the Workplace: How Companies Can Prepare, Prevent, Respond, and Transform Their Culture](#). Catalyst.

Men and women reported similar rates of positive feelings of inclusion, with 86% of men and 91% of women reporting feeling a positive sense of inclusion.

While only a small number of survey respondents identified as gender diverse, it is important to note that a relatively high number reported a negative sense of inclusion (38%) compared to both men and women, at 12% and 8%, respectively.

### Implications and Recommendations

Given that some departments and divisions within these departments are male dominated, the Region should pay particular attention to the experiences of women in these areas to ensure they are not facing workplace harassment and discrimination.

**Recommendation 14:** It is recommended that strategies be developed to create a more welcoming and positive workplace for women at the Region, particularly in male-dominated departments, divisions, and occupations.

**Recommendation 15:** Although only a small number of employees identify as gender diverse, gender-fluid, non-binary, and Two-Spirit, or transgender it is recommended that the Region increase awareness within the workplace to ensure that an inclusive work environment is being created for all employees.

**Recommendation 16:** It is recommended that the Region review the availability of gender-inclusive washrooms and change rooms within its facilities and that it increase the number of such spaces to ensure that employees at all work locations can access them.

## 6.6 Sexual Orientation

The Employee Census asked employees to identify their sexual orientation. The options were bisexual, gay, heterosexual/straight, lesbian, pansexual, queer, questioning, and Two-Spirit. If a survey respondent did not identify with one of these sexual orientations, employees were able to write in their sexual orientation.

Table 17. Sexual Orientation, Employee Census. Regular Full-Time and Part-Time Employees.		
Sexual Orientation	Survey Respondents	
	#	%
Bisexual	59	2%
Gay	26	1%
Lesbian	17	1%
Pansexual	11	0.4%
Questioning	11	0.4%
Queer, Two-Spirit	12	0.5%
Heterosexual/Straight	2,213	85%
I prefer not to answer	265	10%
<b>TOTAL</b>	<b>2,614</b>	<b>100%</b>

Eighty-five percent of employees identified as heterosexual/straight, with 5% identifying as 2SLGBTQ+.

Notable is that a relatively large proportion of employees chose not to answer this question (10%).

The Census of Canada conducted by Statistics Canada does not ask questions about sexual orientation. As such, we must rely on other population surveys for an estimate of the 2SLGBTQ+ population. One estimate comes from the 2014 Canadian Community Health Survey (CCHS), which was the first Statistics Canada survey to include a question on sexual orientation.<sup>25</sup> It found that 3% of Canadians aged 18 to 59 self-identified as gay, lesbian, or bisexual (1.7% self-identified as gay or lesbian and 1.3% as bisexual).<sup>26</sup> This survey also employed a conservative approach to measuring sexual orientation, asking only whether a person was gay, lesbian, or bisexual. Therefore, it likely underestimates the representation of those who identify as 2SLGBTQ+.

Another estimate of the size of the 2SLGBTQ+ population comes from a 2012 Forum Research poll, which found that 5% of Canadians aged 18 and over identify as lesbian, gay, bisexual, or transgender.<sup>27</sup> Again, given the limited categories, this poll likely also underestimates the representation of those who identify as 2SLGBTQ+.

Using these estimates, survey respondents who identify as 2SLGBTQ+ appear to be well represented in the Region's workforce.

However, while they may appear to be well represented, 2SLGBTQ+ employees do not report feeling as strong a sense of inclusion as their heterosexual colleagues.

**Table 18. Sense of Inclusion, Sexual Orientation. Employee Census. Regular Full-Time and Part-Time Employees.**

Sexual Orientation	All of the time	Nearly all of the time	Most of the time	A few times	Never	I prefer not to answer	Total
Heterosexual/Straight	59%	18%	15%	4%	2%	2%	2210
Lesbian, Gay, Bisexual, Pansexual, Queer, Questioning, Two-Spirit	26%	18%	20%	18%	16%	3%	128

<sup>25</sup> This survey resulted in limited provincial estimates and does not provide estimates for cities.

<sup>26</sup> Statistics Canada. (2015). *Canadian Community Health Survey, 2014*. Retrieved from [https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08\\_203\\_2015](https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015)

<sup>27</sup> Forum Research Poll, 2012. Retrieved from <http://news.nationalpost.com/news/canada/the-true-north-lgbt-new-poll-reveals-landscape-of-gay-canada>



As Table 18 shows, while 92% of heterosexual survey respondents reported strong feelings of inclusion based on their sexual orientation, only 64% of those who identified as 2SLGBTQ+ reported feeling the same way.

In addition, those who identified as lesbian, gay, bisexual, pansexual, queer, questioning, or Two-Spirit were more likely to report negative feelings of inclusion—34% reported feeling included a few times or never compared with 6% of those who were heterosexual/straight.

### **Implications and Recommendations**

Given that those who identified as lesbian, gay, bisexual, pansexual, queer, questioning, or Two-Spirit were less likely to report positive feelings of inclusion and more likely to report negative feelings of inclusion based on their sexual orientation, the Region could do more to create more positive and inclusive workspaces for these employees.

Furthermore, given that the question on sexual orientation had one of the highest non-response rates (10%), there may be employees who either don't feel safe disclosing their identity or who are heterosexual and don't feel comfortable answering this question.

**Recommendation 17:** It is recommended that the Region undertake a positive space campaign that includes delivering training and making resources available to assist managers, supervisors, and employees with creating safe and welcoming environments for those who identify as 2SLGBTQ+.

**Recommendation 18:** It is recommended that the Region continue its involvement in Pride events for employees and that it fly the Progressive Pride Flag at facilities to foster a more positive environment for 2SLGBTQ+ employees.

## 6.7 Religion/Faith

The Employee Census asked employees to identify their faith, religion, or belief group.

Table 19. Religion, Employee Census. Regular Full-Time and Part-Time Employees.			
Religion/Faith Group	Survey Respondents		Region of Durham (2011 National Household Survey) <sup>28</sup>
	#	%	%
No religious affiliation (e.g., atheism, agnosticism, no religious affiliation, spiritual but not religious)	981	38%	25.3%
Christianity	1,237	47%	68%
Non-Christian faiths	172	7%	5.8%
Hinduism	74	2.8%	
Islam	39	1.5%	
Buddhism	30	1.1%	
Indigenous spirituality	10	0.4%	
Other religions/faiths (Judaism, Sikhism, Paganism)	23	0.9%	
Prefer not to answer	224	9%	—
<b>TOTAL</b>	<b>2,614</b>	<b>100%</b>	<b>100%</b>
* Percentages total to more than 100 owing to multiple responses.			

Compared with the religious diversity of Durham residents, a larger proportion of employees reported being atheist, agnostic, or having no religious affiliation (38% of survey respondents versus 25% of Durham residents). Less than half of employees (47%) reported being affiliated with Christianity, while about two-thirds (68%) of residents in Durham indicated that they were Christian. The proportion who indicated that they identify with a non-Christian faith such as Buddhism, Hinduism, Indigenous spirituality, Islam, Judaism, or Sikhism was similar among employees (7%) and the Durham community (6%).

It is important to note that the most current comparator data is from the 2011 National Household Survey and is therefore a decade old. As such, the Durham community is likely to have become even more religiously diverse since then. This trend toward increasing diversity, driven primarily by immigration, will continue for decades to come. While data specific to Durham is not available, Statistics Canada projections show that the proportion of people who report having no religion will increase to 35% in 2036, while those affiliated

<sup>28</sup> Statistics Canada. (2011). *Community profile*.

2011 National Household Survey data is used here, as religion is asked on the Canadian Census every 10 years. As such, data from the 2016 Census is not available. Note also that in 2011 the Government of Canada replaced the Census with a National Household Survey. The Census was reinstated for 2016.

with non-Christian religions could almost double by 2036 to between 13% and 16% of Canada's population.<sup>29</sup>

Survey respondents were asked whether they, as someone from their faith group, feel included in the Region's workplace.

<b>Table 20. Sense of Inclusion, Religion/Faith, Employee Census. Regular Full-Time and Part-Time Employees.</b>							
<b>Religious/Faith Group</b>	<b>All of the time</b>	<b>Nearly all of the time</b>	<b>Most of the time</b>	<b>A few times</b>	<b>Never</b>	<b>I prefer not to answer</b>	<b>Total</b>
No religious affiliation	43%	17%	16%	6%	4%	13%	981
Christian	41%	20%	20%	9%	7%	3%	1237
Non-Christian faith	29%	17%	13%	23%	15%	3%	172

Table 20 compares the feelings of inclusion among those who identified as Christian, non-Christian, atheist, agnostic, or no religious affiliation. Eighty-one percent of Christians reported strong positive feelings of inclusion (i.e., feeling included all the time, or nearly all the time) compared with 76% of those who identified with atheism, agnosticism, or no religion. Only 59% of those who identified with a non-Christian faith expressed feeling a positive sense of inclusion.

While 10% of those with no religious affiliation and 16% of those affiliated with Christianity reported feeling included only a few times or never, 38% of those affiliated with non-Christian faiths felt the same.

### Implications and Recommendations

In 2011,<sup>30</sup> most Canadians reported having some religious affiliation. However, over time, the Census shows that there have been dramatic changes to the religious affiliation reported as well as an increase in the proportion of the population that reports no religious affiliation. Immigration continues to gradually change the religious diversity within Canada. As the country of origin of immigrants has shifted, so too has the religious composition of the Canadian population.

The Census data shows that most residents of Durham are affiliated with Christianity (68%). The number of residents who are affiliated with other religions — including Islam, Hinduism, Sikhism, Buddhism, and Judaism — is growing. Collectively, these religious

<sup>29</sup> Morency, J., Malenfant, E.C., & MacIsaac. (2017, January 25). *Immigration and Diversity: Population projections for Canada and its regions, 2011 to 2036*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm>

<sup>30</sup> The Census asks questions on religion every 10 years. As such, the 2011 National Household Survey is the most recent data available.

groups account for more than 1 in 10 Canadians (11%) as of 2011, up from 4% in 1981.<sup>31</sup> In Durham, residents who reported an affiliation with Islam, Hinduism, Sikhism, Buddhism, or Judaism represented 6% of the population.

The Census also shows an increase in the number of people who reported that they have no religious affiliation. Before 1971, less than 1% of Canadians reported having no religious affiliation. In the 2011 National Household Survey, 25% of Durham residents reported having no religious affiliation. Those who reported having no religious affiliation are not necessarily absent of spiritual beliefs. Instead, they may not identify with a particular religious group. In fact, 80% of Canadians have said that they believe in God.<sup>32</sup>

Statistics Canada projects that by 2031, the number of people affiliated with a non-Christian religion will more than double. Based on these projections, by 2031, one-third of Canadians will be affiliated with a non-Christian religion. Muslims are expected to make up half of this group.

The growing number of employees who report being affiliated with non-Christian religions raises the need for the Region to ensure that religious accommodation is provided. Accommodation will need to go beyond the issue of giving days off for religious observance to also include dress, prayer space, and adjusting shifts.

**Recommendation 19:** It is recommended that the Region undertake initiatives to increase the sense of inclusion among employees affiliated with non-Christian religions.

**Recommendation 20:** Given the diversity of religions in the workplace, it is recommended that the Region ensure that managers are aware of their legal duty to provide religious accommodation to employees and what that entails (e.g., time off for religious observance, accommodation of dietary restrictions, shift scheduling, and scheduling of meetings).

**Recommendation 21:** It is recommended that the Region continue to offer multifaith prayer spaces and that the Region conduct a survey of employees to ensure that these spaces are located in areas that are accessible to the employees who need it and that the locations and procedures to access these spaces are communicated to new and existing employees.

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<sup>31</sup> Pew Research Center. (2013, June 27). *Canada's Changing Religious Landscape*. Retrieved from <http://www.pewforum.org/2013/06/27/canadas-changing-religious-landscape/>

<sup>32</sup> Baha, S.A. The Spirituality of Atheist and "No Religion" Individuals in the Millennial Generation: Developing New Research Approaches for a New Form of Spirituality. *The Arabutis Review*. Fall 2015. Vol. 6. No. 1.

## 7. Additional Analysis

This section analyzes the representation of Indigenous Peoples and members of the equity-seeking groups in attempts to identify any areas of overrepresentation and underrepresentation, and therefore, identify any issues that may require barrier removal or further exploration of barriers.

### 7.1 Management and Non-Management

This table compares the representation of employees in management and non-management positions.

<b>Table 21. Diversity in Management and Non-Management Positions. Employee Census. Regular Full-Time and Part-Time Employees.</b>		
	<b>Non-Management</b>	<b>Management</b>
Persons with disabilities	22%	13%
Indigenous Peoples	0.6%	0.8%
Racialized people	19%	17%
Immigrants	20%	19%
Women	61%	51%
2SLGBTQ+	5%	4%
Non-Christian Faiths	6%	7%

As the table shows for a number of groups, there is little difference in their representation among management and non-management employees. However, persons with disabilities represent 22% of those in non-management positions and 13% of those in management. The largest gap is in the representation of women, who comprise 61% of the Region's non-management workforce, but only 51% of those in management positions.

#### Implications and Recommendations

While a number of groups are well represented in management positions compared with their representation in non-management positions, the data does not tell us about their work experience and whether they feel included and are able to be themselves in these roles. For persons with disabilities, because this is an identity group that one can become part of due to age and the type of work, further examination of employee experiences and perspectives would identify whether there are barriers to the advancement of persons with disabilities into management positions and whether all persons with disabilities have access to the accommodations they need to be successful in their role.

The data does suggest that women face barriers to advancement at the Region. This also warrants further exploration.

**Recommendation 22:** It is recommended that the Region explore barriers to advancement and full inclusion in management positions for Indigenous Peoples and the equity-seeking groups through an Employment Systems Review.

## 7.2 Employees on Leave

Seventy-four employees also indicated that they were on leave.

Table 22. Diversity Among Employees on Leave. Employee Census.		
	Regular Full-Time and Part-Time	Employees on Leave
Persons with disabilities	21%	34%
Indigenous Peoples	3%	3%
Racialized people	20%	26%
Immigrants	21%	28%
Women	62%	69%
2SLGBTQ+	5%	8%
Non-Christian Faiths	7%	3%

As Table 22 shows, there is a great deal of diversity among employees who are on leave compared with that among active regular full-time and part-time employees. As the data shows, persons with disabilities and women represent a larger proportion of those on leave, which could reflect the types of leave taken such as medical/disability leave and maternity leaves. However, the data also shows that racialized people, immigrants, and 2SLGBTQ+ employees also have a higher representation among those on leave.

### Implications and Recommendations

**Recommendation 23:** It is recommended that the Region explore the factors contributing to the higher rates of leave taken among those from the equity-seeking groups.

## 7.3 Students

In addition, 72 students completed the census.

Table 23. Diversity Among Students. Employee Census.		
	Regular Full-Time and Part-Time	Students
Persons with disabilities	21%	13%
Indigenous Peoples	3%	0%
Racialized people	20%	26%
Immigrants	21%	10%
Women	62%	53%
2SLGBTQ+	5%	11%
Non-Christian Faiths	7%	14%

As Table 23 shows, racialized students, 2SLGBTQ+ students, and students from non-Christian faiths were well-represented among students. Conversely, students with disabilities, Indigenous students, immigrant students, and female students were not well represented relative to their representation among active regular full-time and part-time employees.

## 7.4 Temporary, Casual/On-Call and Job Sharers

In addition to the Region's regular full-time and part-time employees, 280 employees who completed the Employee Census indicated that they are temporary, casual/on-call, or a job sharer. Table 23 shows the diversity of these employees compared with their representation among regular full-time and part-time employees.

<b>Table 24. Diversity Among Temporary, Casual/On-Call, Job Sharers. Employee Census.</b>		
	<b>Regular Full-time and Part-time</b>	<b>Temporary, Casual and Job Sharers</b>
Persons with disabilities	21%	18%
Indigenous Peoples	3%	2%
Racialized people	20%	15%
Immigrants	21%	24%
Women	62%	69%
2SLGBTQ+	5%	8%
Non-Christian Faiths	7%	11%

As Table 24 shows, those who identified as immigrants, women, 2SLGBTQ+, and affiliated with non-Christian Faiths were slightly more likely to be employed in temporary, casual, and job-sharing positions than in regular full-time and part time positions.

### Implications and Recommendations

While some employees may choose temporary, casual, or job-sharing jobs for a number of reasons, others use it as an entry point to municipal jobs. However, there may be barriers to better paying and regular jobs, which provide benefits. As such, the Region should also explore whether these employees face any barriers to moving into the regular workforce.

**Recommendation 24:** It is recommended that the Region explore whether employees face any barriers to moving from temporary, casual, and job-sharing positions into regular positions.

### Additional Recommendations

**Recommendation 25:** It is recommended that Employee Resource Groups be created for Indigenous Peoples and members of the equity-seeking groups to provide input into

Regional actions to create more diverse and inclusive work environments and to allow them to meet together in a safe space and support each other.

**Recommendation 26:** It is recommended that Durham Region conduct an Employment Systems Review to identify any barriers to hiring, advancement, and inclusion for Indigenous Peoples and members of the equity seeking groups that are embedded in employment policies and practices, organizational culture, or individual attitudes.

## 8. Conclusion

The different communities that make up the Region of Durham are becoming increasingly diverse as the population ages and the country relies more heavily on immigration for population and labour market growth. To remain vibrant and growing, the Region must be welcoming and inclusive to residents from diverse communities, backgrounds, and identities. As a major employer and community partner in the region, Durham Region has a leadership role to play in the community, and through its hiring practices, in fostering inclusivity.

This Employee Census has been an important first step to understanding the diversity of the organization and employees' overall feelings of inclusion. It will be important for the organization to go beyond these numbers to identify and address any barriers to hiring, advancement, and inclusion that may be embedded within employment policies and practices, organizational culture, or individual attitudes. Conducting an Employment Systems Review would be a critical next step for the Region to continue its assessment of the issues faced by Indigenous Peoples and the equity groups and further develop its strategy to foster a more equitable, diverse, and inclusive workplace.

Also critical to these assessment efforts and to making the needed change is that this work be undertaken collaboratively with the Human Resources Division and other internal collaborators. In this way, the Region will be able to better understand existing policies and practices and build on current strengths to develop a truly inclusive organization.



Appendix A: Data by Department

	Durham Region Workforce (Regular FT/PT)	Departments								
		CAO's Office	Corporate Services	Finance	Health	Planning & Econ Dev	SSD LTC & SSD	SSD	Transit	Works
Response Rate										
Total	64%	90%	68%	63%	68%	83%	27%	76%	28%	42%
Sense of Inclusion										
As a Durham Region employee	3.4	4.0	3.7	4.2	3.5	4.1	3.2	3.9	3.9	3.6
At the divisional level	3.3	4.2	3.7	4.1	3.4	3.9	3.0	3.7	3.5	3.6
At the team level	3.7	4.4	4.0	4.5	3.8	4.2	3.6	4.2	3.5	3.9
Representation										
Persons with disabilities	21%	25%	25%	17%	23%	19%	23%	22%	19%	18%
Indigenous Peoples	3%	0	0	0	0	0	0	1%	1%	1%
Racialized people	20%	23%	13%	22%	19%	21%	23%	12%	27%	17%
Immigrants	21%	20%	18%	20%	15%	25%	26%	12%	28%	22%
Women	62%	73%	69%	61%	66%	60%	78%	86%	32%	29%
2SLGBTQ+	5%	9%	2%	4%	6%	10%	8%	5%	9%	2%
Non-Christian faiths	7%	2%	7%	8%	6%	10%	5%	5%	4%	10%