



Diversity, Equity, and Inclusion RESEARCH

March 2023

Saskatchewan

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Methodology

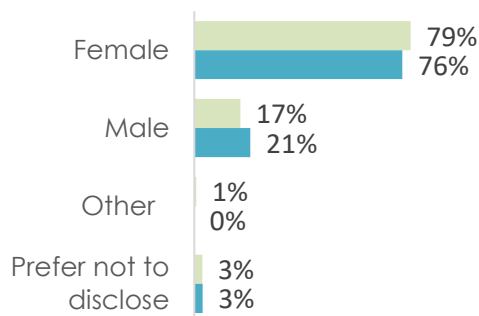
Survey Type	Online
Survey Length	9 min
Screeners	Human Resources Professionals
# Completed Surveys	97
Dates of Interviews	Jan-Feb 2023

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

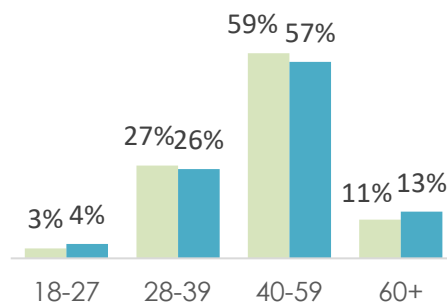
Demographics

Saskatchewan's age and gender distributions are in line with other regions of Canada, as well as role in HR; those in Saskatchewan are more likely than several other regions to work at the workplace, and are less likely to have learned English as a second or third language.

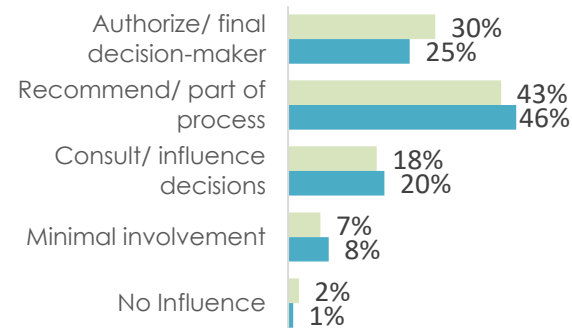
Gender



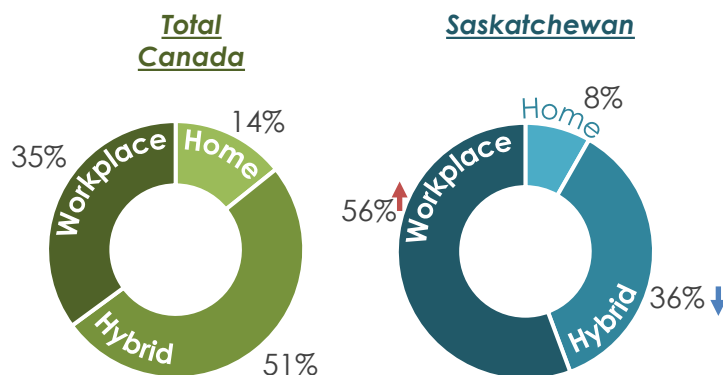
Age



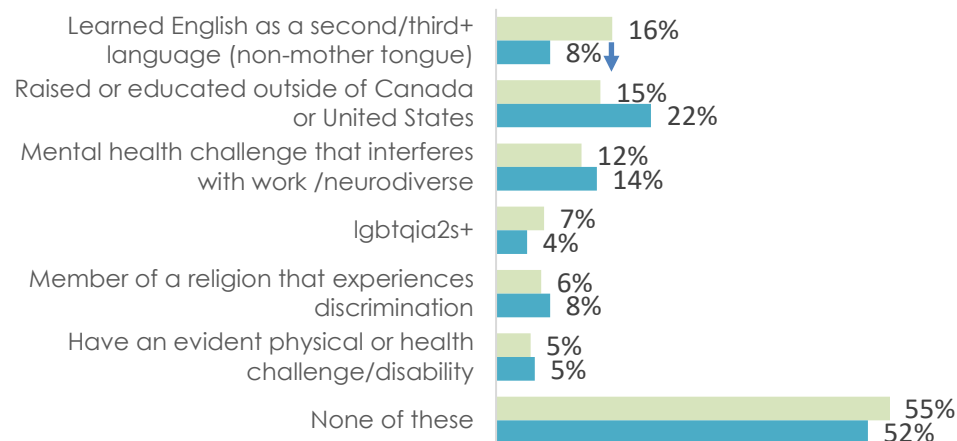
Role in HR



Work Location



Characteristics



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

■ Total Canada (n=1328)
 ■ Saskatchewan (n=97)

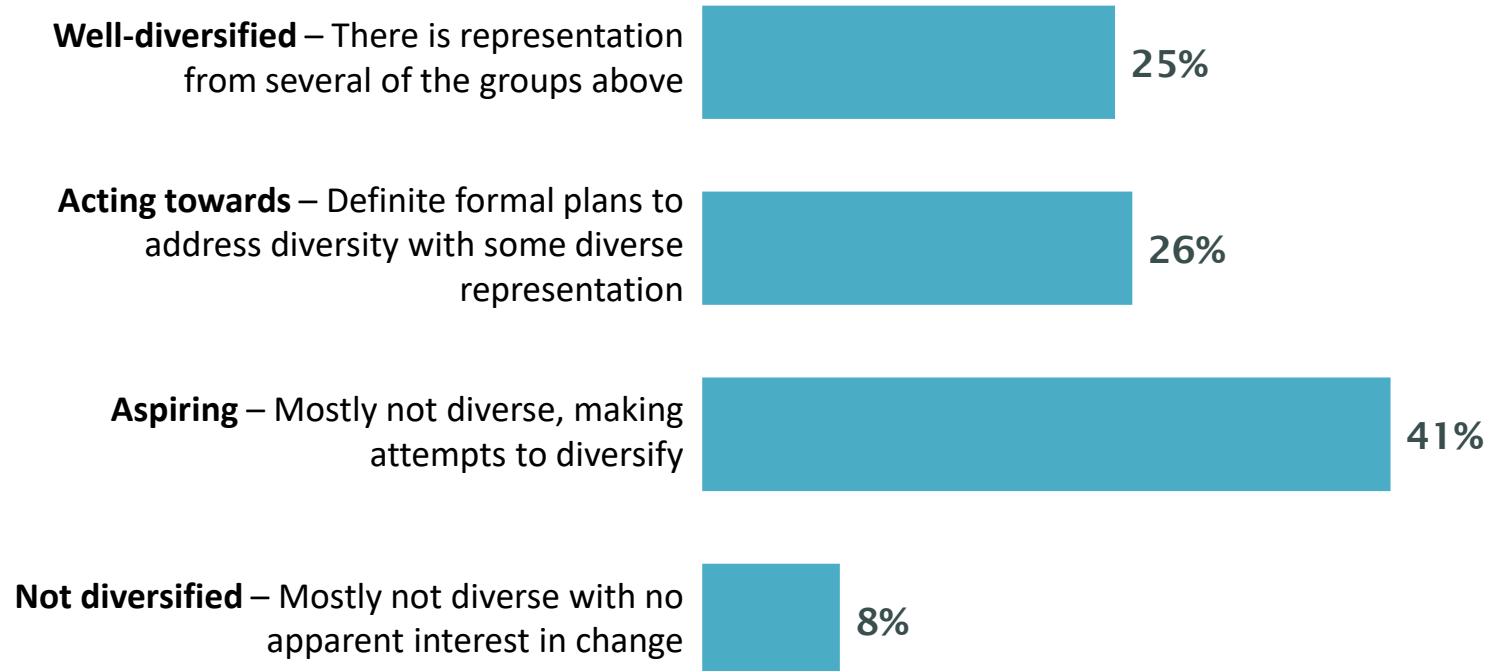


SENIOR LEADERSHIP STRUCTURE:

Diversity in senior leadership

- Among the HR professionals surveyed in Saskatchewan, only 25% describe the senior leadership of their organization as *Well-diversified*; the majority describe their senior leadership as *Acting towards* (26%) or *Aspiring* (41%); this is in line with other Canadian regions

Senior Leadership



INSIGHTS

INSIGHTS:

Saskatchewan

- **Talent in the Crosshairs:** *HR professionals in Saskatchewan at companies with less diversified senior leadership are more likely to be concerned that not addressing DEI could threaten their access to the best new talent; they are less likely to be concerned that it could threaten their creative and analytical competencies*
- **Diverse Leadership:** *Indigenous Peoples including First Nations, Métis and Inuit are more likely to be represented in senior leadership in Saskatchewan, while those who speak more than one language are less likely to be represented*
- **Recruitment Opportunities:** *When trying to ensure they are considering all available talent for a job, HR professionals in Saskatchewan are less likely to use inclusive language in job postings or to ensure the hiring/interview panel is diverse*

WHY DEI?

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

What is the **VALUE** of DEI?

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

HR professionals in Saskatchewan say the benefits of inclusiveness include:

76%

Better workplace culture

69%

Employee morale and loyalty

64%

More innovation/creativity



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

WHY DEI?

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

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

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

HR professionals in Saskatchewan say the threats of not addressing DEI include:

71%

Losing access to the best new talent

60%

The risk of homogeneity – group think

50%

Reputational risk and image management



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

BEST PRACTICES

How to Implement an Effective DEI Strategy

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

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

*HR professionals at **more diversified**
companies in Saskatchewan suggest:*

Senior leadership support
in backing the initiative

76%

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

73%

Hiring new talent from
diverse communities

67%



Having a game plan to implement a DEI strategy **helps HR professionals help their companies**

BEST PRACTICES

Effecting Change

What really makes a **DIFFERENCE?**

HR professionals who need real change believe it is key to set goals and ensure senior leadership is diverse

*HR professionals at **less diversified** companies in Saskatchewan suggest:*

54%

Setting diversity goals and targets

52%

Hiring diverse talent at senior levels

50%

Promoting diverse talent to senior levels



Real change starts at the top; for companies looking to increase diversity, setting diversity goals and ensuring diversity in senior leadership is the most effective place to start

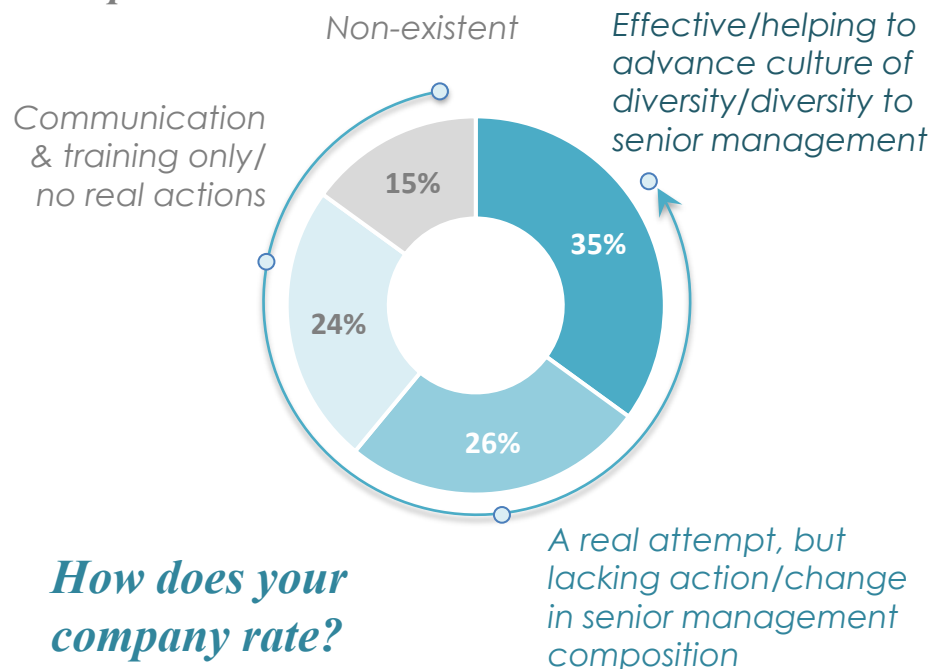
BEST PRACTICES

How to Signal Real Change

How do you
show that DEI
programs are
AUTHENTIC?

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

*HR professionals in Saskatchewan rate their
DEI plans:*



*How does your
company rate?*



Talk is cheap; if senior management isn't diverse, other efforts may be interpreted as lacking or disingenuous

ROLE OF LEADERSHIP:

Accountability

Who is **ACCOUNTABLE** for DEI?

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

HR professionals in Saskatchewan suggest the following are accountable for DEI:

79%

Senior Leadership
(Including Chief Diversity Officer or equivalent)

57%

HR department overall

44%

Employees/staff



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

RETENTION:

Retaining Talent

The **RIGHT WAY** to Retain Talent

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

*Aside from exit interviews, HR professionals at **more diversified** companies in Saskatchewan suggest:*

67%

Celebrate cultural occasions

57%

Leadership promotion from within

55%

Onboarding and mentorship/allyship process



A wise investment; recognizing cultural occasions, promoting from within, and providing mentorship are smart ways to keep valued employees

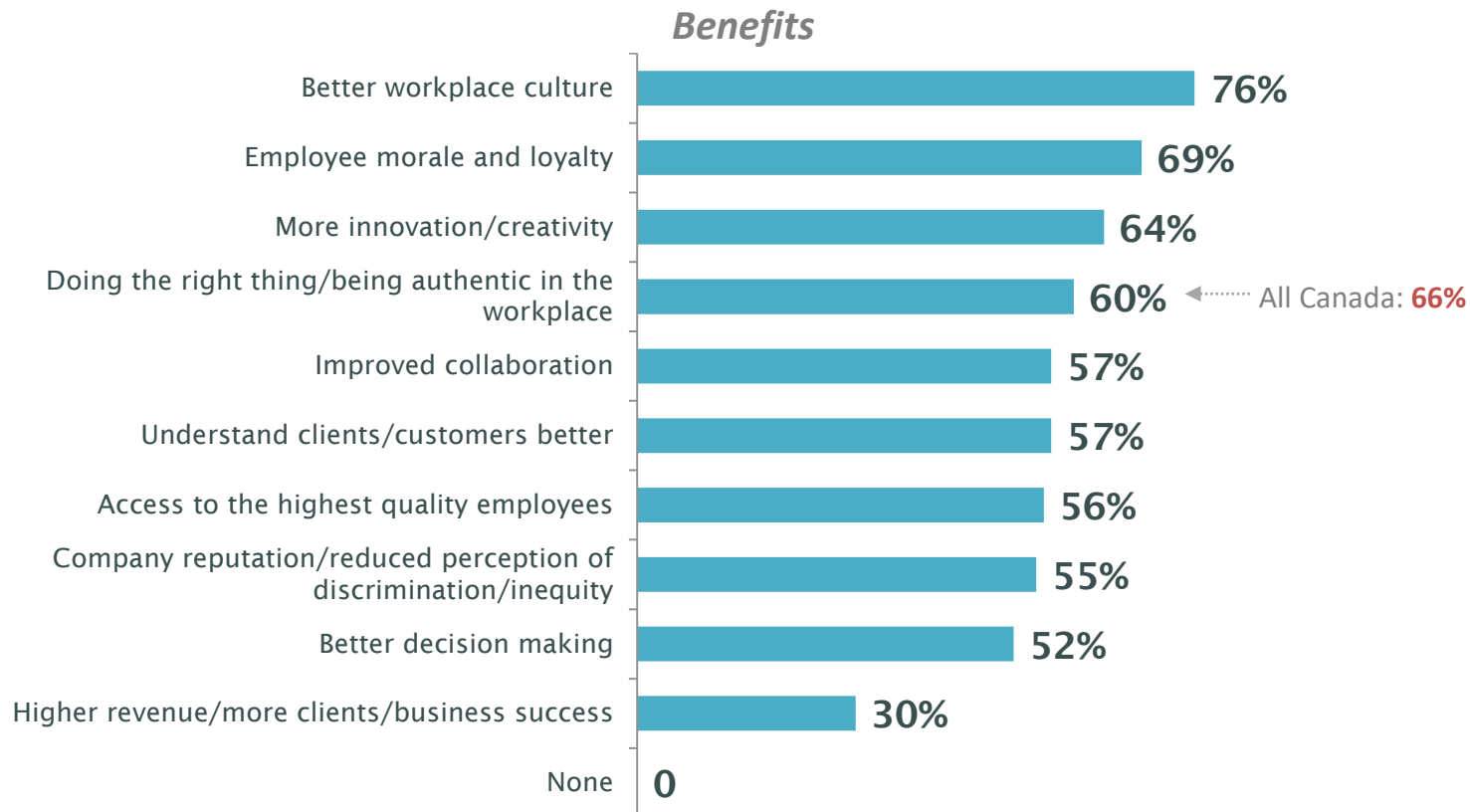
BENEFITS OF DEI



BENEFITS OF DEI:

Organizational Benefits

- All HR professionals surveyed in Saskatchewan cite at least one organizational benefit of working in a fully inclusive work environment; the top benefit is a better workplace culture, as is true for Canada overall*

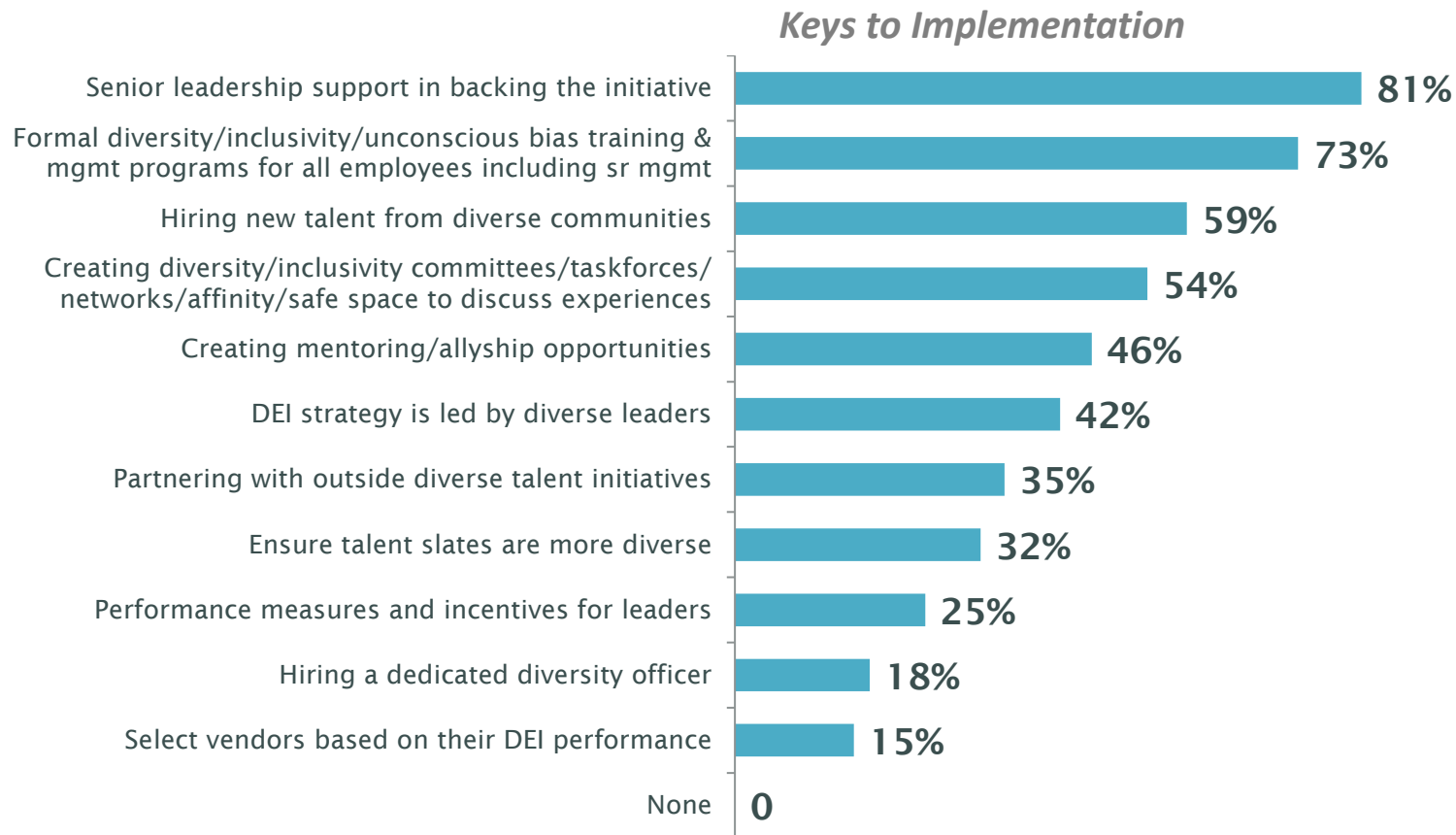




BENEFITS OF DEI: Best Practices

Keys to Implementation

- *All HR professionals surveyed in Saskatchewan cite at least one key tactic to implementing an effective DEI strategy*

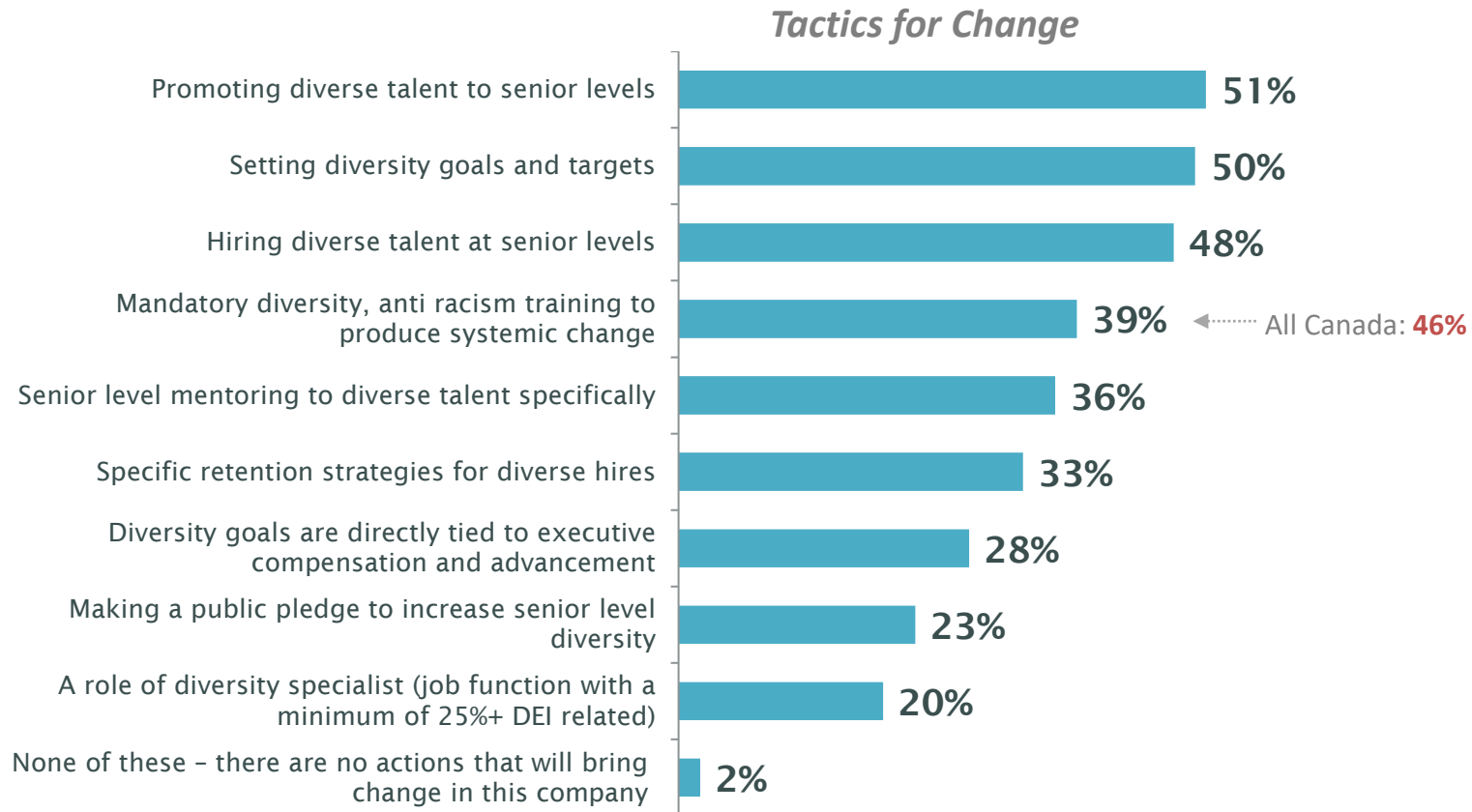




BENEFITS OF DEI: Best Practices

Strategies for Bringing Change

- Setting diversity goals and targets, and hiring and promoting diverse talent to senior levels, are most commonly viewed as likely to bring change by HR professionals in Saskatchewan



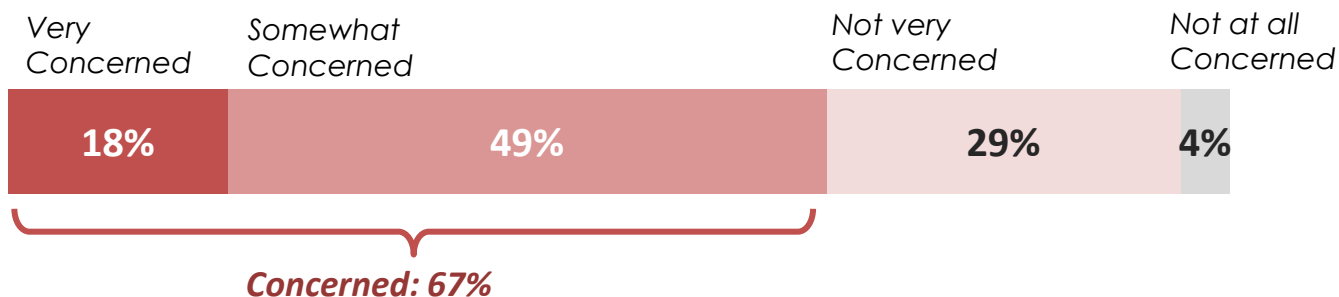


BENEFITS OF DEI:

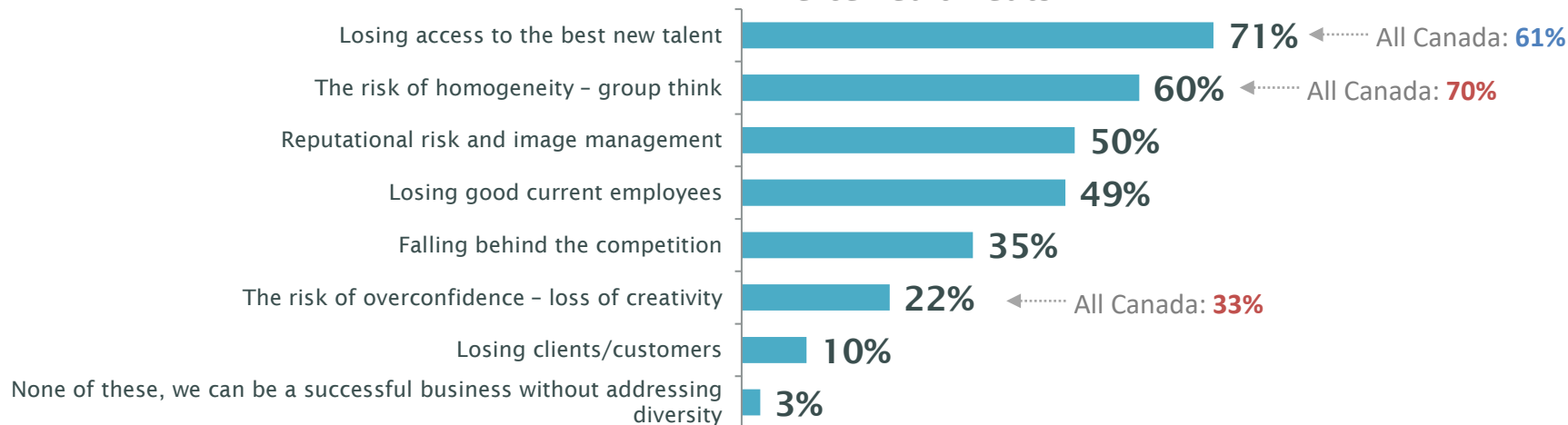
Perceived Threats of Failing to Address DEI

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

Concern over lack of diversity in senior leadership



Perceived threats



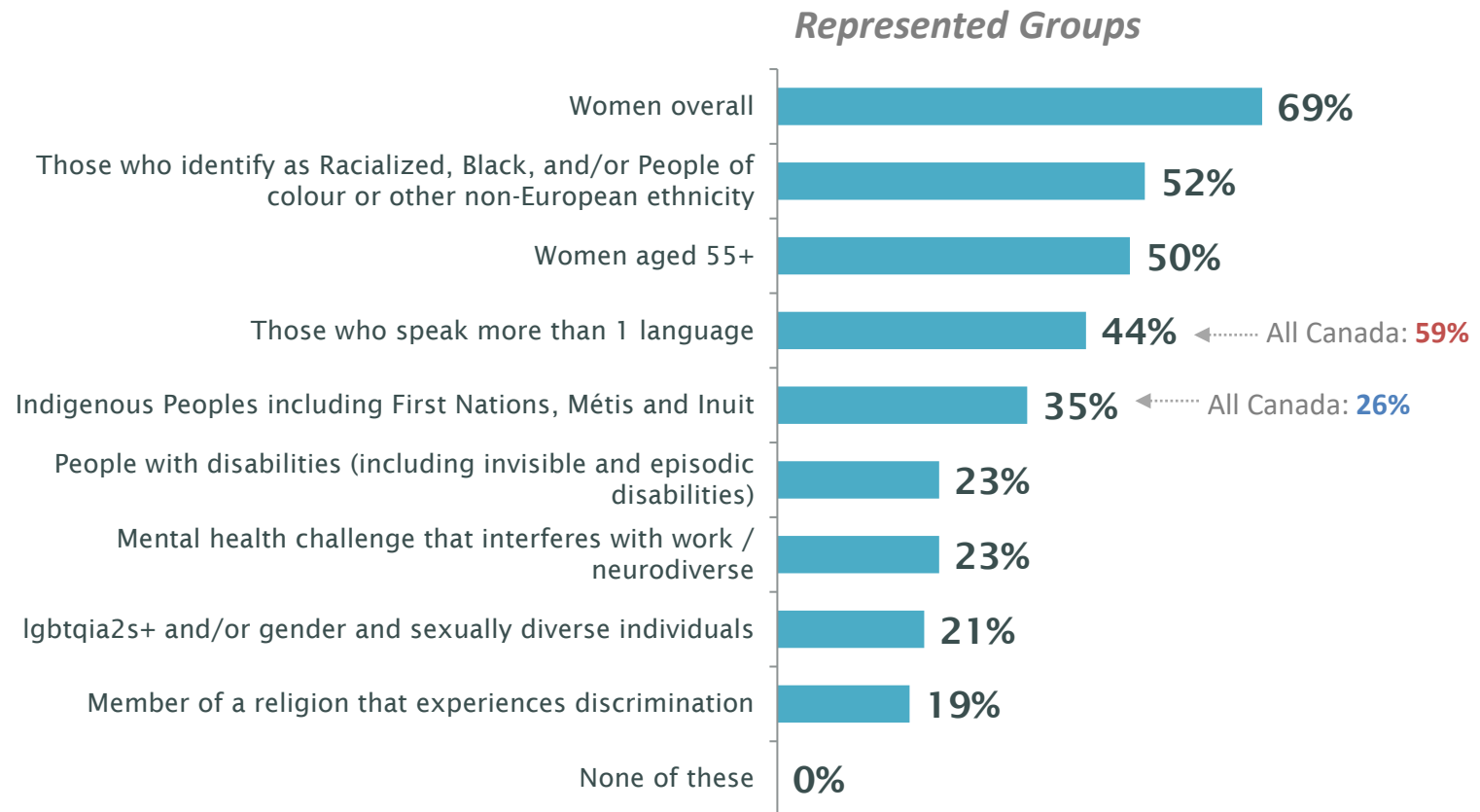
ROLE OF LEADERSHIP



ROLE OF LEADERSHIP

Makeup of organization

- Among those at companies with Acting towards or Well-diversified senior leadership, most say women are represented in senior leadership
- Those in Saskatchewan are more likely to say Indigenous Peoples including First Nations, Métis and Inuit are represented



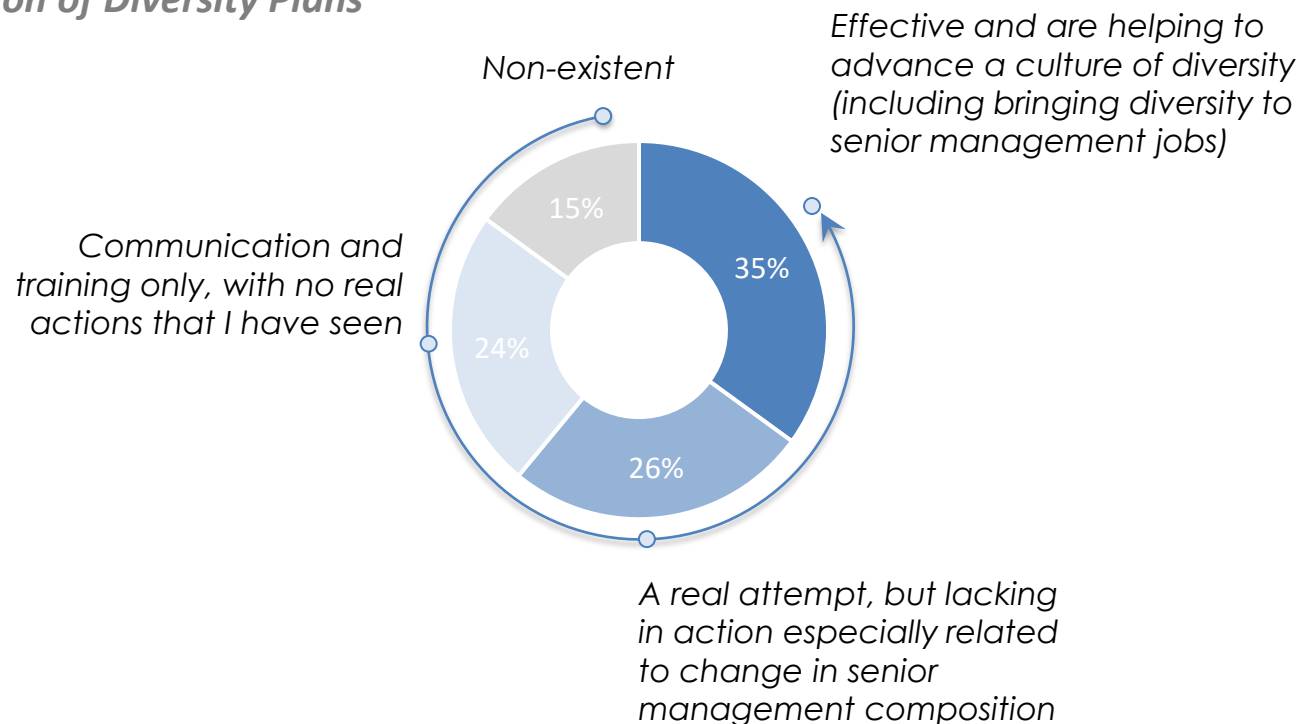


ROLE OF LEADERSHIP:

Current State of Engagement

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

Perception of Diversity Plans





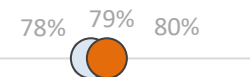
ROLE OF LEADERSHIP:

Accountability for DEI

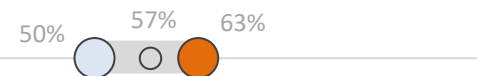
- *As in other Canadian regions, in Saskatchewan, senior leadership is most likely to be seen as accountable for DEI plans, regardless of diversity of senior leadership*
- *HR professionals in Saskatchewan are less likely than in other regions to say employees/staff are accountable*

Accountable for DEI

Senior Leadership (Including Chief Diversity Officer or equivalent)



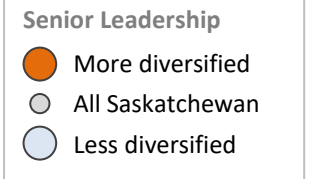
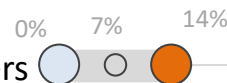
HR department overall



Employees/staff



Clients/customers



RECRUITMENT



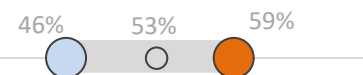
RECRUITMENT:

Attracting a Diverse Candidate Pool: Top 5

- *Using inclusive language in job postings, advertising jobs through diverse channels, and highlighting diversity on a career site are the top tactic for attracting all available talent*
- *Those in more diverse companies are much more likely to say hiring/interview panel is diverse*

Tactics for Recruitment

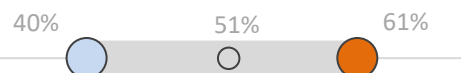
Advertise your jobs and recruit through diverse channels /diverse job boards



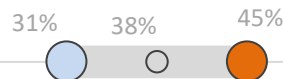
Use inclusive language in job postings



Highlight diversity on your career site



Highlight diversity in your job descriptions



Senior Leadership

- More diversified
- All Saskatchewan
- Less diversified

Hiring / interview panel is diverse





RECRUITMENT:

Retaining Talent from Marginalized Communities

- To retain talent from marginalized communities, those at more diversified companies in Saskatchewan are most likely to suggest celebrating cultural occasions

Tactics for Retention

Celebrate cultural occasions (Black History Month, Asian Heritage Month, Truth & Reconciliation Day, Pride Month)

Exit interviews to understand why they are leaving

Onboarding and mentorship/allyship process designed to make employees feel welcome and valued

Flexibility/sensitivity to employees' needs in terms of work hours/days/working from home

Celebrate anniversaries / milestones

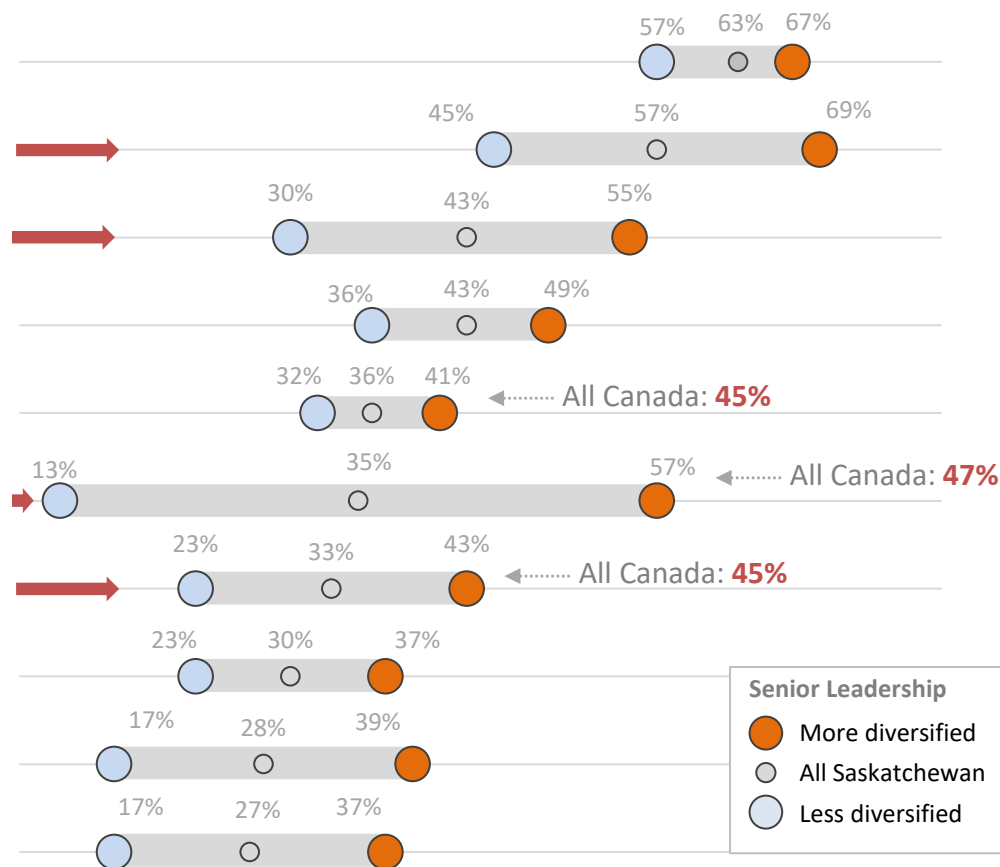
Leadership promotion from within

Investing in training - especially for junior staff

Competitive compensation that keeps pace with other offers

Toxic hires are terminated (regardless of level or other value to organization)

Weekly/monthly/quarterly check ins with leadership/boss



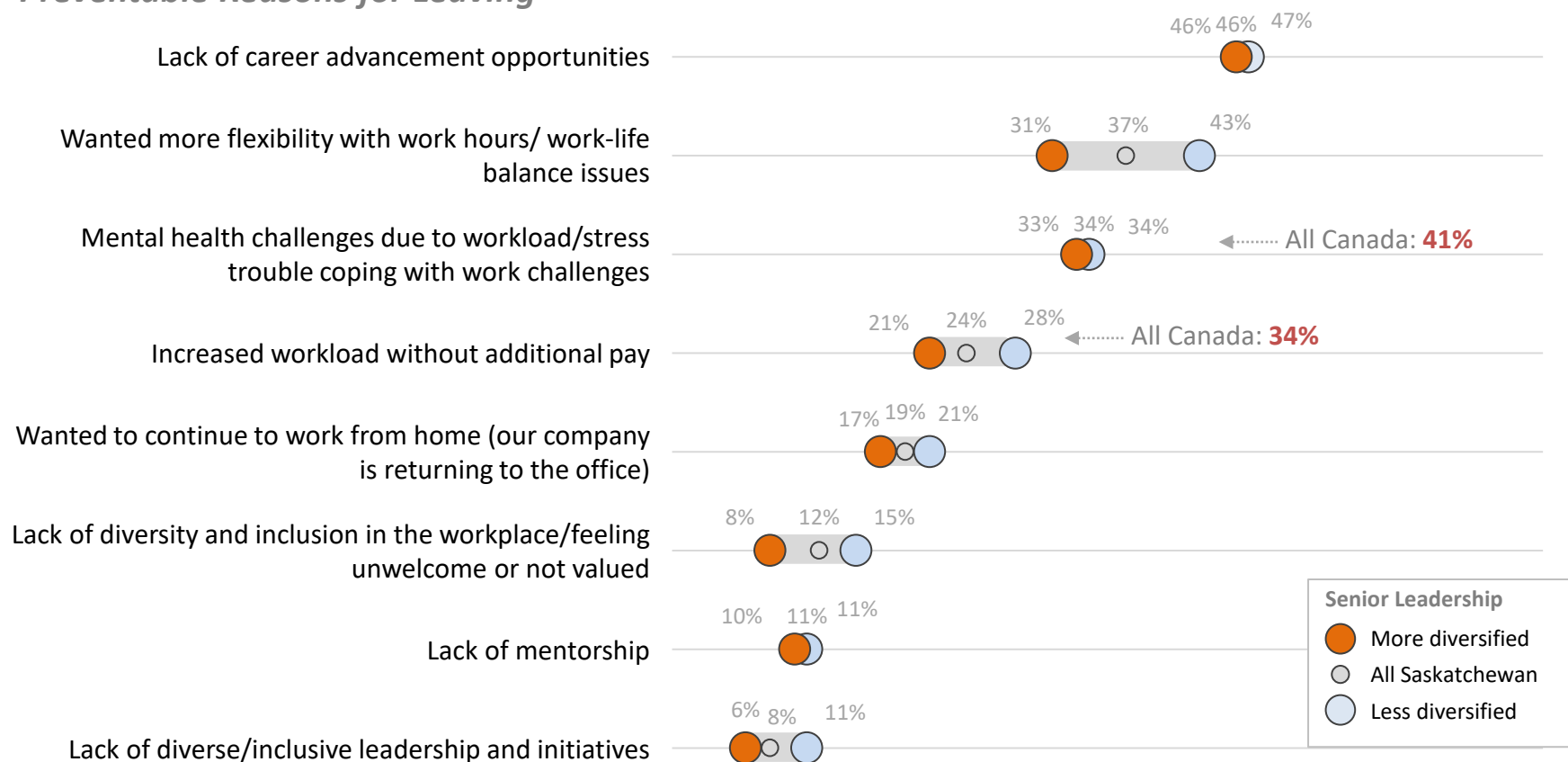


RETENTION:

Reasons for Leaving

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

Preventable Reasons for Leaving



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

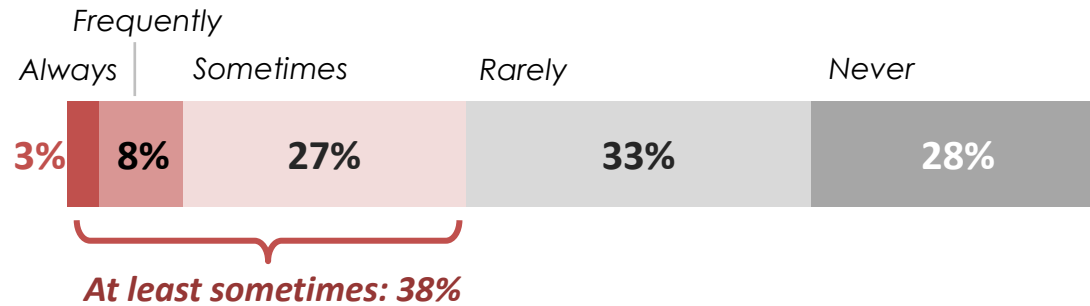
CORPORATE CULTURE



CORPORATE CULTURE: Engagement

Discrimination in the Workplace

Frequency of Feeling Disengaged



- *HR professionals in Saskatchewan are most likely to say that feeling disengaged means they are not performing at their best level*

Reactions to Feeling Disengaged



16. How often are you personally less engaged at work due to either institutional, interpersonal, structural and/or internalized systems of discrimination?

17. When you are less engaged at work due to discriminatory action/policies, how does this manifest at your job?

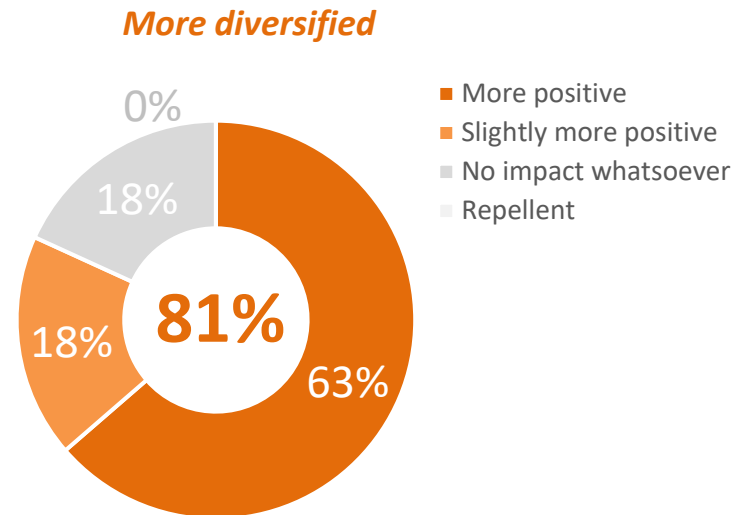
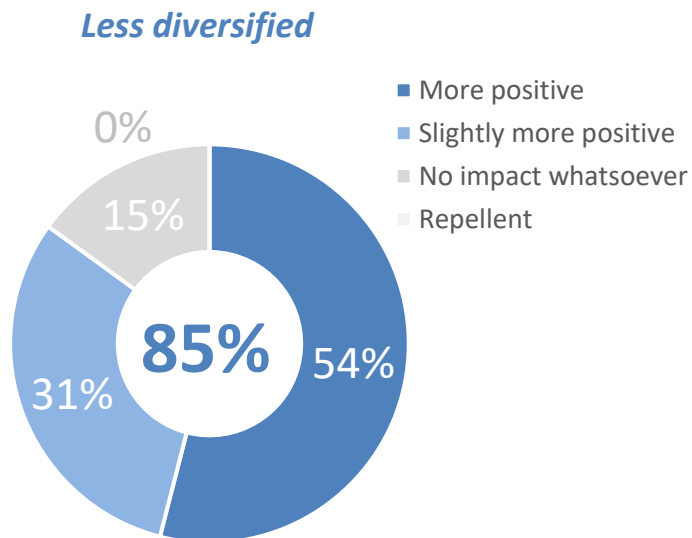


CORPORATE CULTURE: Engagement

Impact on Sentiment of DEI Efforts

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

Sentimental Impact of Company Efforts to Increase DEI



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



CORPORATE CULTURE:

Retaining Key People

- HR professionals at companies in Saskatchewan that are Well-diversified are more likely to agree that key people tend to stay with the organization

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

