



# City of Markham

## Staff Identity and Inclusion Survey

### Final Report 2024



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## Message from **CAO Andy Taylor**



On behalf of the City of Markham, I would like to thank all staff who participated in the 2024 Staff Identity and Inclusion Survey. By providing your honest and insightful feedback, you are helping us to understand the diverse communities, experiences, and perspectives within our workforce.

The following report outlines the information gathered in our survey. This information will help us ensure we continue to create a strong, diverse, and welcoming workplace for all. Thank you to Dr. Shaheen Azmi of Azmi Consulting, Metrics at Work, and the City of Markham staff, who led the project and helped us better understand who makes up our workforce.

A handwritten signature in black ink, appearing to read "W. A. Taylor". The signature is fluid and cursive, written in a professional style.

# Introduction

The City of Markham conducted its first ever Staff Identity and Inclusion Survey (SIIS, The Survey) with employees for an 8-week span from August 19 until October 14, 2024. The Survey provides an understanding of the City's staff demographics and the employee view of inclusivity. The survey aims to identify gaps and concerns, and support evidence-based actions for better representation, inclusion, and community service.

The Survey questions were divided into three categories:

**1. Demographics:** This asked about factors that can be linked to equity concerns in employment, including:

- Indigenous and racialized identity
- gender, gender identity
- disability
- sexual orientation
- religion

**2. Inclusion:** Helped to measure the staff's sense of feeling included in the City's workplace. It focused on the view of workplace inclusivity of equity deserving groups.

**3. Employment:** Inquired into staff location, status, and level.

In addition to the three categories of questions, staff had a chance to provide optional feedback. This provided the City of Markham with valuable data to help assess diversity and inclusivity at different employment locations, employment status and levels.

The 2024 Staff Identity and Inclusion Survey was identified in the "Markham's Diversity Action Plan 2022-27" as a recommendation under the Strategic Objective of 'Attracting, Developing, Promoting, and Retaining Diverse Talent.' Collecting the survey information supports Markham's commitment to high performance, diversity, equity, and inclusion.

Survey participation was voluntary and open to all City employees, including full-time, part-time, seasonal, and casual staff. Staff confidentiality was a top priority and was assured to protect employee identities. Survey responses were only shared with external contractors and reported in summary, with confidentiality and data suppression measures in place.

## Technical Notes:

- A disparity analysis was used in the evaluation process to compare the representation of equity-deserving groups in the City's population to their inclusion among staff. A 20% rule was applied, meaning a difference was considered significant if the groups representation among staff was 20% higher or lower than in the City's population.
- City staffing representation by identity group is compared to the representation of these groups in Markham's population based on the 2021 Census.
- Percentages presented in the Report may not add up to 100% due to rounding.
- Staff survey questions outlined in Appendix B.

# Results and findings

## Survey Return Rate

A total of 2635 surveys were made available to all City of Markham staff employed during the period. A total of 1563 were completed. The return rate was 59.32%, which is in the higher end of expected return rates for these types of surveys. The return rate reached in Markham provides enough responses to make statistically driven conclusions. The return rate is particularly impressive given that all employees including permanent, contract, and casual were included. Generally, when similar surveys are conducted, they only include permanent employees.



**Survey Return Rate** 60%

## Representation of Equity Deserving Groups

Overall, the City of Markham has a diverse workforce at all levels, including management. This generally mirrors the diversity of the residents of the City of Markham. However, there are some notable under-representations that the Survey has uncovered. Strategic and targeted measures may be considered to address these.

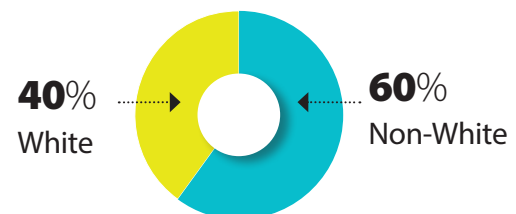
## Racial identity

Overall, the City of Markham staffing includes representation from all major racial groups that is for, the most part, representative of the City's population.

- 40% of participants identified as White
- 59.8% of participants identified as Non-White
- 30.1% of participants identified as East/South East Asian group. This makes them the largest racialized group of staff

**Key findings:** Of all racial groups only East/South East Asian and South Asian groups are significantly under-represented in the City's staffing and management compared to the City's population

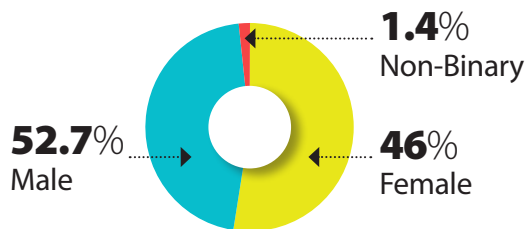
- 30.1% of participants identified as East/South East Asian, which compares to their 64.4% representation in the City's population
- The East/South East Asian group is represented in the City's staffing 54% below their representation in the City of Markham's population
- 11.8% of participants identified as South Asian, which compares to their 21.5% representation in the City's population
- The South Asian group is represented in the City's staffing 45% below their representation of the City of Markham's population



## Gender

- Men represent 52.7% of City Staff
- Women represent 46% of City staff
- Non-Binary staff represent 1.4% of City staff, which exceeds their representation in the City's population by 3.7 times

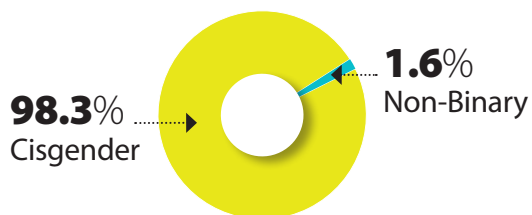
**Key findings:** Women are significantly under-represented in management at the City of Markham; their representation being about three-quarters of what would be proportional representation to their numbers in City staffing.



## Gender identity

- 98.3% of staff identified as cisgendered
- 1.6% of staff identified as transgendered or non-binary

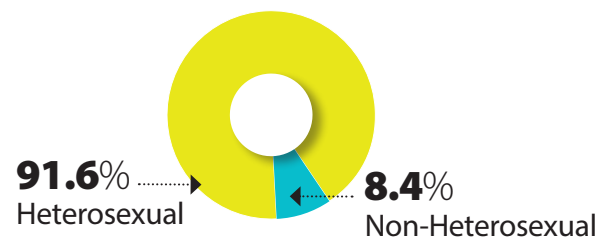
**Key findings:** The representation of both cisgendered staff and the combined group of transgendered and non-binary staff is in proportion to their numbers in the City of Markham's population.



## Sexual orientation

- 91.6% of staff identified as heterosexual
- 8.4% of staff identified as non-heterosexual, which exceeds their 2.7% representation in the City's population

**Key findings:** Non-heterosexual persons are more than proportionately represented in City staffing and are represented in management proportionate to their numbers in all City staff.

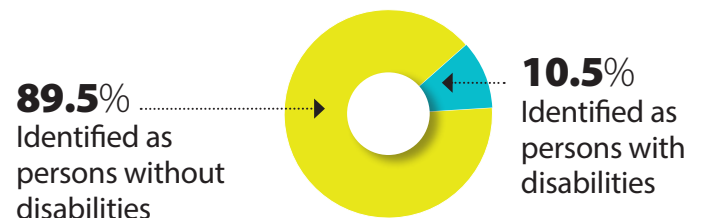


## Disability

- 89.5% of City staff identified as persons without disabilities
- 10.5% of City staff identified as persons with disabilities, which is less than their 22% representation of the City's population

**Key findings:** Staff with disabilities are represented in City staffing to about half their representation in the City's population.

- Persons with disabilities in management positions are represented proportionately to their numbers among all staff



## Religion/spiritual affiliation

Overall, City staffing includes representation from all groups identified in the 2021 Canadian Census of religion.

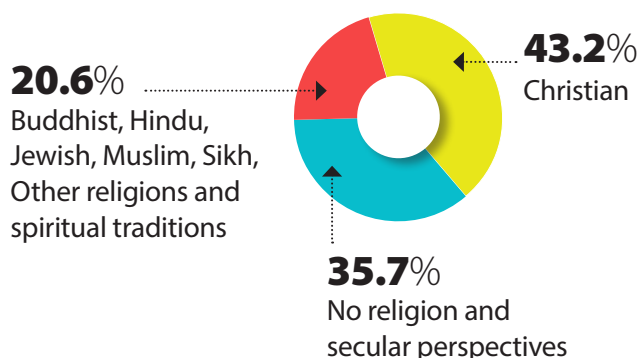
- 43.2% of participants selected Christian, making this the largest religious group in City of Markham staffing
- 35.7% of participants selected 'with no religion and secular perspectives', making this the second largest affiliation group in the religion category in City of Markham staffing
- 20.6% of City's staff is composed of the six main minority religious groups specified in the 2021 Census:

- Buddhist    ○ Hindu
- Jewish      ○ Muslim
- Sikh        ○ Other religions and spiritual traditions

This is just below the 24.16% that these groups makeup of the City's population.

**Key Findings:** Three minority religious groups are significantly under-represented in city staffing

- Buddhists are represented to 75% of their proportion in the City's population.
- Hindus are represented to 54.3% of their proportion in the City's population.
- Muslims are represented to 62% of their proportion in the City's population.
- Representation in Markham management of the religious/spiritual groups identified in the Survey is generally proportionate to their representation in all City staff



## Perception of Inclusion

The Survey results show that staff generally agree that the City of Markham provides an inclusive workplace for both themselves and for members of equity deserving groups. This strong sense of inclusion is shared by staff who identified as members of most equity deserving groups. However, a small number of staff from equity deserving groups disagree that the City provides an inclusive workplace.

Only transgender and non-binary staff and staff with disabilities had less than majority agreement that the City provides an inclusive workplace for them personally and for their groups. The Survey suggests the need for focused efforts to address these concerns.



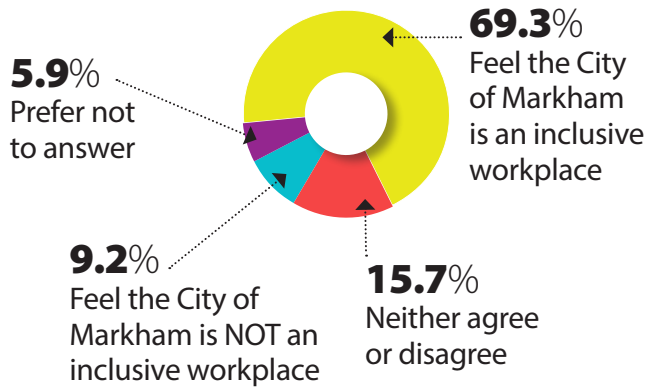
## Staff Sentiment

**70%** Agree/Strongly Agree that the City provides an inclusive workplace

### All staff

- The vast majority of City of Markham staff, almost 70% (69.3%), agree (Strongly agree/ Agree) that the City provides an inclusive workplace for them personally
- Only a small minority of City of Markham staff, 9.2% disagree (Strongly disagree/Disagree) that the City of Markham provides an inclusive workplace for them personally

**Key findings:** These rates of agreement that the City workplace feels inclusive for them personally is on the higher end of similar public service standards in Canada, which typically have a range of 50% to 70%



## Equity Deserving Groups

Majorities from Indigenous, racialized, women, non-heterosexual, and religious minority staff agree (Strongly agree/Agree) with the overall staff perception that the City of Markham provides an inclusive workplace for them personally.

The following Strongly Agree/Agree that the City of Markham provides an inclusive workplace for them personally:

- 72.2% of Indigenous staff
- 71.4% of racialized staff as a collective (Black, East/South East Asian, Latino/Latina/Latinex, Middle Eastern, South Asian, Multi-racial)
- 73.2% of females
- 63.5% of non-heterosexual staff
- 69.3% of all religious/spiritual minority groups identified in the Survey
- Only relatively small minorities from the equity deserving groups identified above don't agree (Strongly disagree/Disagree) that the City of Markham provides an inclusive workplace for them personally or for their groups. Members of these groups are more likely to disagree than their colleagues.

- Although only 9.1% of staff from six racialized groups (Black, East/South East Asian, Latino/Latina/Latinex, Middle Eastern, South Asian, Multi-racial) disagree (Strongly disagree/Disagree) that the City of Markham provides an inclusive workplace for racialized staff, they were 1.94 times more likely to disagree than White staff
- 9.9% of female staff disagree that that the City of Markham provides an inclusive workplace for females in general. They were 2.75 times more likely to disagree than male staff
- Only 18.8% of those who identified as non-heterosexual disagree that the City of Markham provides an inclusive workplace for 2SLGBTQIA+ staff. They are 5.37 times more likely than those who identified as heterosexual to disagree
- Only 10.8% of staff members from all religious minority groups (Buddhist, Hindu, Muslim, Sikh, Jewish, Traditional North American Indigenous Spirituality, and other religions and spiritual traditions) disagree that the City of Markham provides an inclusive workplace for religious minority staff. They are 3.72 times more likely than Christian staff to disagree
- Only 50% of transgender and non-binary staff agree (Strongly agree/agree) that the City of Markham provides an inclusive workplace for them personally
- Only 44% of staff with disabilities agree (Strongly agree/agree) that the City of Markham provides an inclusive workplace for them personally

**Key findings:** Attention should be given to address concerns of inclusivity coming from all equity deserving groups even though they come from minorities from most of these groups. Particular attention should be paid to significant concerns of inclusivity coming from transgender and non-binary staff and staff with disabilities.

## Appendix A - Glossary

**Diversity** - The presence of a wide range of human qualities and attributes within an individual, group or organization. (Ontario Human Rights Commission, Teaching Human Rights in Ontario, Appendix)

**Equity** - Fairness, justice, even-handedness. Recognizing differences within groups of individuals and using this understanding to achieve substantive equality in all aspects of a person's life. (Ontario Human Rights Commission, Teaching Human Rights in Ontario, Appendix)

**Equity deserving groups** – Historically disadvantaged groups in Canada seeking equity. These groups can include Indigenous people, racialized people, women, people with disabilities, and those in the 2SLGBTQIA+ community.

**Inclusion** - Appreciating and using our unique differences – strengths, talents, weaknesses and frailties – to show respect for the individual and ultimately create a dynamic multi-dimensional organization. (Ontario Human Rights Commission, Teaching Human Rights in Ontario, Appendix)

**Disability** – A complex issue that can be shaped by a person's body and mind and their society. The Federal Employment Equity Act states: 'a person with a disability is any person who has a long-term, reoccurring physical, mental, sensory, psychiatric, or learning impairment and who considers themselves to be disadvantaged in employment by reason of that impairment.'

**Gender/Gender identity** - A person's personal experience or feeling of gender, such as being a

woman, a man, both, neither, or in between. A person's gender identity may be the same as or different from their birth-assigned sex. Gender identity is fundamentally different from a person's sexual orientation. (Ontario Human Rights Commission, Policy on preventing discrimination because of gender identity and gender expression, April 2014)

**Indigenous Ancestry** - Indigenous ancestry refers to whether a person has ancestry associated with the Indigenous peoples of Canada, that is, First Nations (North American Indian), Métis, and/or Inuit. Aboriginal peoples (referred to as Indigenous peoples) of Canada are defined in the Constitution Act, 1982, Section 35 (2) as including the Indian, Inuit and Métis peoples of Canada.

**Race** – Race is a social idea commonly based on physical and cultural traits like skin colour, body shape, accent, name, clothing, beliefs, and more. It was once thought to be biologically based, but that idea is now disproven.

**Racialization** - The process of social construction of 'race' is called racialization. It is the process by which societies construct races as real, different and unequal in ways that matter to economic, political and social life.

**Religion and religious affiliation** - Religion is a professed system and confession of faith, including beliefs and observances or worship. A belief in a God or gods or a single supreme being or deity is not a requisite. Religion is not limited to

formal membership in a religious organization or group.

Religious affiliation refers to a person's self-identification as having a connection with any religious denomination, group, body, or other religiously defined community or system of belief.

**Sexual orientation** - An inherent or immutable enduring emotional, romantic or sexual attraction to other people. An individual's sexual orientation is independent of their gender identity. (Human Rights Campaign, Glossary of Terms)

**Visible minority** - A term employed in the Federal Employment Equity Act and by Statistics Canada to identify non-white racialized groups in Canada, but not including Indigenous people, who are distinctly termed in Canada's constitution. The Employment Equity Act defines 'visible minorities' as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

**2SLGBTQIA+ community** - An acronym with various historic formulations, adopted by the Government of Canada in August 2022, referring to key subgroups with minority sexual orientations and gender identities. It refers to Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, and others. The plus sign added to any acronym indicates the inclusion of identities not explicitly included in the acronym.

# Appendix B - Survey Questions

## Question 1: Racial/racialized identity

Race/racialization is a social construct related to individual physical and cultural features. Race related social constructs may be connected to differences among people based on features such as skin colour, body shape, accent or manner of speech, name, clothing, diet, beliefs and practices, leisure preferences, places of origin, and the like.

### How do you identify? (please indicate all that apply):

- Indigenous (First Nations, Métis, Inuit descent)
- White (European descent, e.g., British, French, Greek, Italian, Portuguese, Russian, Slovakian, etc.)
- Black (African, Afro-Caribbean, African-Canadian descent)
- East/South East Asian (eg. Chinese, Filipino, Korean, Japanese, Indonesian, Cambodian, Vietnamese, etc.)
- Latino/Latina/Latinx (eg. Latin American, Hispanic descent)
- Middle Eastern (eg. Arab, Iranian, Afghani, Turkish, Kurdish, etc.)
- South Asian (eg. Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean, etc.)
- Racial group is not identified. What is the group you identify with? (write in option)
  - Multiracial
  - Prefer not to answer

## Question 2: Gender

Gender is each person's internal and individual experience of being a woman, a man, both, neither, or anywhere along the gender spectrum.

### What is your gender?

- Female
- Male
- Non-Binary (Both male and female, neither, somewhere between the poles of the gender spectrum)
- Prefer not to answer

### Question 3: Gender Identity

A person's sense of gender being the same or different from their birth assigned sex.

### What is your gender identity?

- Cisgender (A person's sense of gender aligns with their birth-assigned sex)
- Transgender (A person's sense of gender does not align with their birth assigned sex)
- Non-binary (Both male and female, neither, somewhere between the poles of the gender spectrum)
- Prefer not to answer

### Question 4: Disability

According to the Federal Employment Equity Act: 'a person with a disability is any person who has a long-term, reoccurring physical, mental, sensory, psychiatric, or learning impairment and who considers themselves to be disadvantaged in employment by reason of that impairment.'

Do you identify as a person with a disability according to this definition?

- Yes
- No
- Prefer not to answer

### Question 5: Sexual Orientation

Sexual orientation is an inherent or immutable enduring emotional, romantic or sexual attraction to other people.

How do you identify in terms of sexual orientation?

- Heterosexual (a person who is sexually or romantically attracted exclusively to people of the other sex)
- Non-Heterosexual (Gay, Lesbian, Bisexual, Two-Spirited, Questioning, etc.)
- Prefer not to answer

### Question 6: Religion

Religion is a professed system and confession of faith, including both beliefs and observances or worship. Religion is not limited to formal membership in a religious organization or group.

How do you identify in terms of religion/spirituality?

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Traditional (North American Indigenous) spirituality
- Other religions and spiritual traditions
- No religion and secular perspectives
- Prefer not to answer

# Appendix B - Survey Questions

## A. Inclusion questions

Inclusion is the sense of feeling included and accommodated in a cultural setting such as in employment. The City of Markham is committed to ensuring that all people including people from equity deserving groups are and feel included in its workplace and service environment.

### Question 7: Personal sense of inclusion

I feel the City of Markham provides an inclusive workplace for me personally:

- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Prefer not to answer

### Question 8: Perception of inclusion of equity deserving groups

I feel the City of Markham provides an inclusive workplace for the following staff groups:

- All staff -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Racialized staff (Non-White staff who are not Indigenous) -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Indigenous staff (First Nation, Inuit, or Metis) -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Female -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Staff with disabilities -- Strongly Disagree, Disagree, Neither

Disagree Nor Agree, Agree, Strongly Agree

- 2SLGBTQIA+ (Staff members who are Two-Spirited, Lesbian, Gay, Bisexual, Transgendered, Questioning, Intersex, Asexual, Non-binary, etc.) -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Staff from marginalized religious groups (e.g. Muslims, Hindus, Sikhs, Jews, Buddhists, etc.) -- Strongly Disagree, Disagree, Neither Disagree Nor Agree, Agree, Strongly Agree
- Prefer not to answer

## B. Employment questions

### Question 9: Employment location

In what section or area of the City of Markham do you work?

- CAO's Office
- Fire and Emergency Services
- Community Services
- Markham Public Library
- Corporate Services
- Development Services
- Prefer not to answer

### Question 10: Employment level

What is your level of employment in the organization?

- Senior Managers, Directors, Commissioners, CAO (Senior Managers and above)
- Managers and Supervisors (including working supervisors)
- Staff without people reporting to them
- Prefer not to answer

### Question 11: Employment status

What is your employment status in the City of Markham?

- Permanent full-time
- Permanent part-time
- Contract (full-time or part-time)
- Seasonal (115)
- Seasonal (150)
- Casual (no set schedule, no guaranteed hours)
- Other (internships, camp staff, etc.)
- Prefer not to answer

## C. D: Any additional comments

**Question 12:** Do you have any additional comments regarding this Survey or the inclusiveness of employment at the City of Markham? Please tell us in the field below.

If no additional comments, please click "next".

***Produced by:***

**Azmi Consulting**

Contracted to assist in the development, implementation and analysis of the survey information.

**City of Markham**

A team of internal staff including an Advisory Group supported the survey process and oversaw the reporting of all findings.

**Metrics at Work**

Administered the Survey, employing both electronic and paper options, conducted standard data cleansing processes, and made responses available to Azmi Consulting for analysis and reporting.