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# 2021 Canadian Workplace Culture Report

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# Overview

In May 2021, The Canadian Workplace Culture Index set out to establish an index or benchmark of Canadian workplace culture. The CWCI worked with researchers at The Angus Reid Institute to collect Canadian's opinions about workplace culture and create the only index of Canadian workplace culture.

Using a modern conversational chat survey to collect responses, results were weighted independently to establish an overall index and six unique workplace attributes indices.

This report lays out select insights and results drawn from the research. This report does not represent the entirety of the data available.

*Please contact us for more at [info@cultureindex.io](mailto:info@cultureindex.io)*

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# Where does the data come from?



1000+ Employed Canadians,  
May 2021



Representative of the  
Canadian Population

**95%**  
Confidence

Repeatable 19 out of 20  
times

# Research Methodology

Developed by The Angus Reid Institute, the index is a uniquely Canadian benchmark created from Canadians attitudes about workplace culture.

## Methodology

The questionnaire was designed by Jennifer Reid, Chief Methodologist at Rival Technologies, and Angus Reid, CEO of the Angus Reid Forum, both of whom have dedicated their careers to market research.

## Analysis

Once the data was collected factor analysis was performed to simplify the complex dataset into core variables to create the index. Factor analysis is a statistical procedure that identifies the common variance amongst a set of observed variables (i.e., indicators), and creates a factor (i.e., index) comprised of that common variance.

## The Sample

The sample used for the benchmark data is a nationally representative group of panelists on the Angus Reid Forum. Over 1,000 Canadians with full time positions were included in the study. The sample was created using a balanced sample matrix of the Canadian population.

A randomized sample of Angus Reid Forum members are then selected to match this matrix. The selected community members receive an email invitation inviting them to complete the survey by clicking on a link to a secure online survey platform. In order to participate in the survey, these individuals must log in with their username and password confirming they are legitimate, unique individuals. The sample size was 1006 Canadians with results having a confidence level of 95% or repeatable 19 out of 20 times.



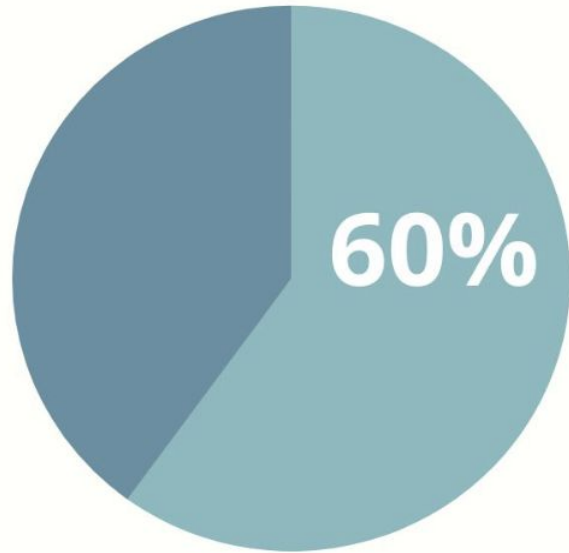
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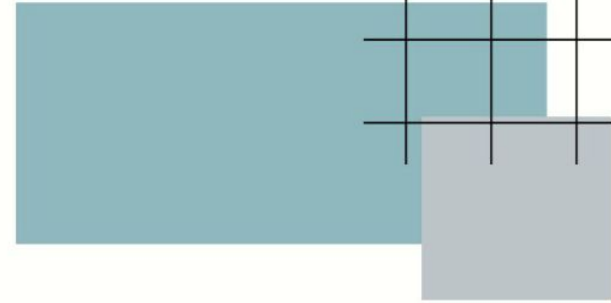
## Key Insights



# Loyalty is fleeting

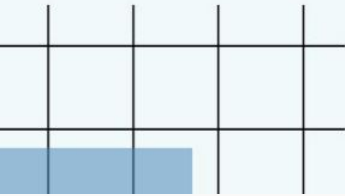


of Canadians say they'd leave their current job for the same position at another organization for a 10% raise





**More than 30%**  
**of Canadians believe that people**  
**get away with bullying at their**  
**organizations**



# Some employees don't see management making an effort

More than **36%** of Canadians agree that senior managers don't make an effort to listen to and check in with and connect with employees.





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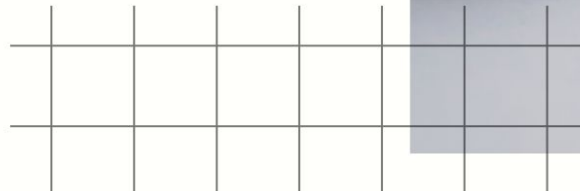
# Key Insights COVID

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# Racial Inequality Remains an Issue

BIPOC Canadians are **3x** more likely to state they have been let go from their company because of COVID-19



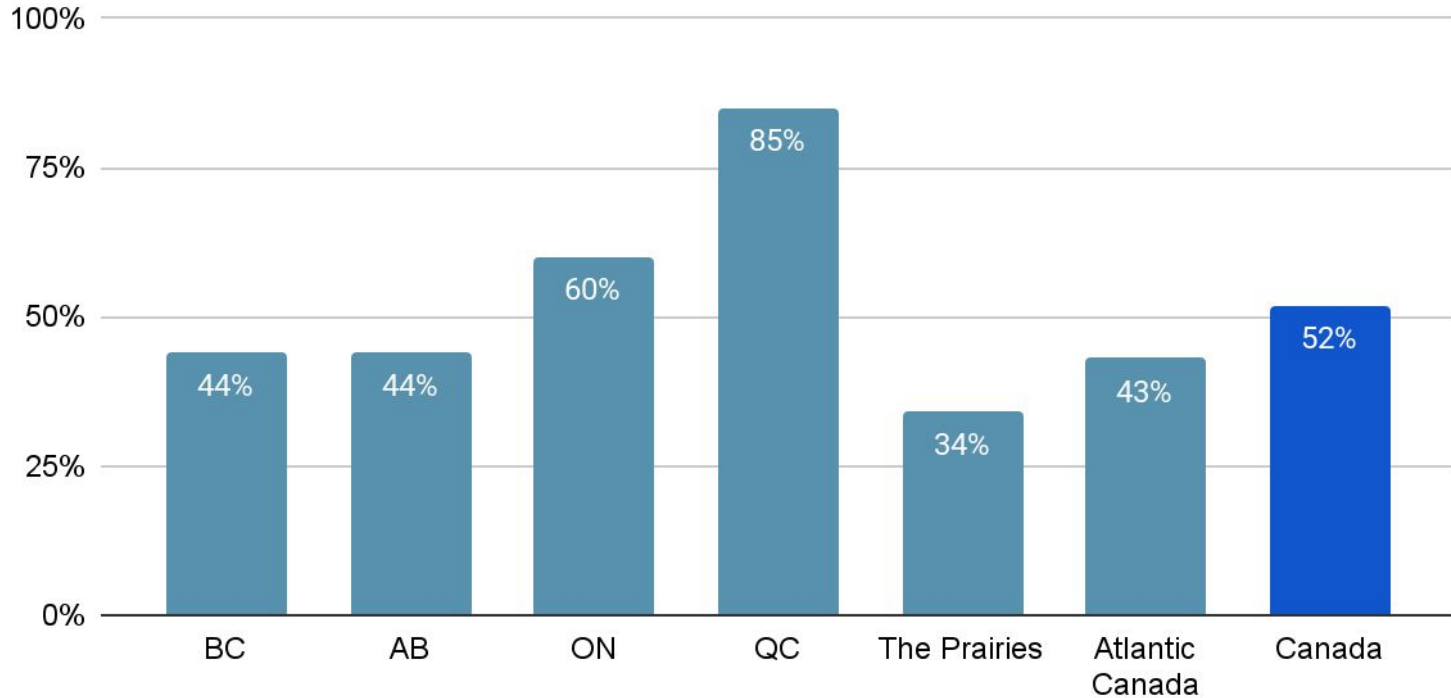
# Young Canadians impacted most heavily by COVID

Canadians under 25 years of age were more likely to have been let go from a company because of COVID than other age groups;

**2.5x** more likely than 25-34 year-olds;  
more than **7x** more likely than those 35 and older

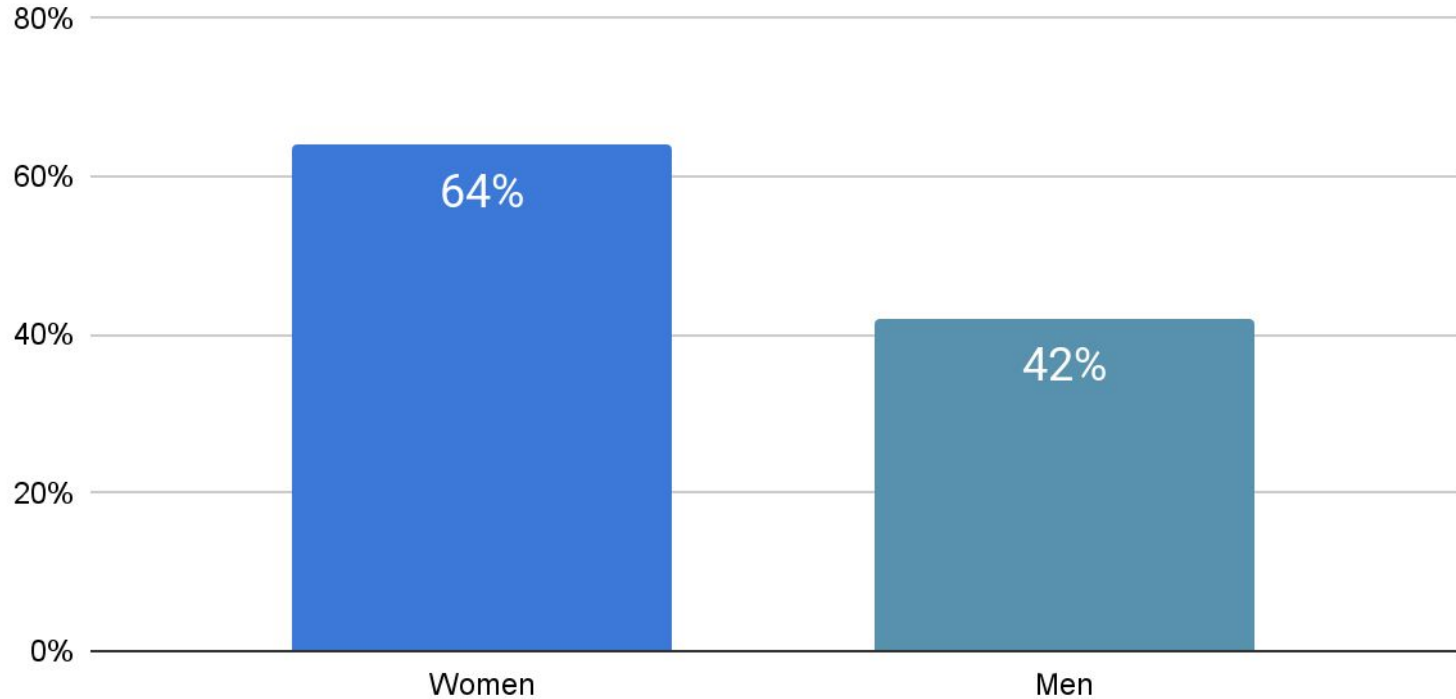


## I am working from home due to COVID when I was previously in an office.





## I am working from home due to COVID when I was previously in an office.



# Women and Men Comparisons

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# Women and Men Comparisons

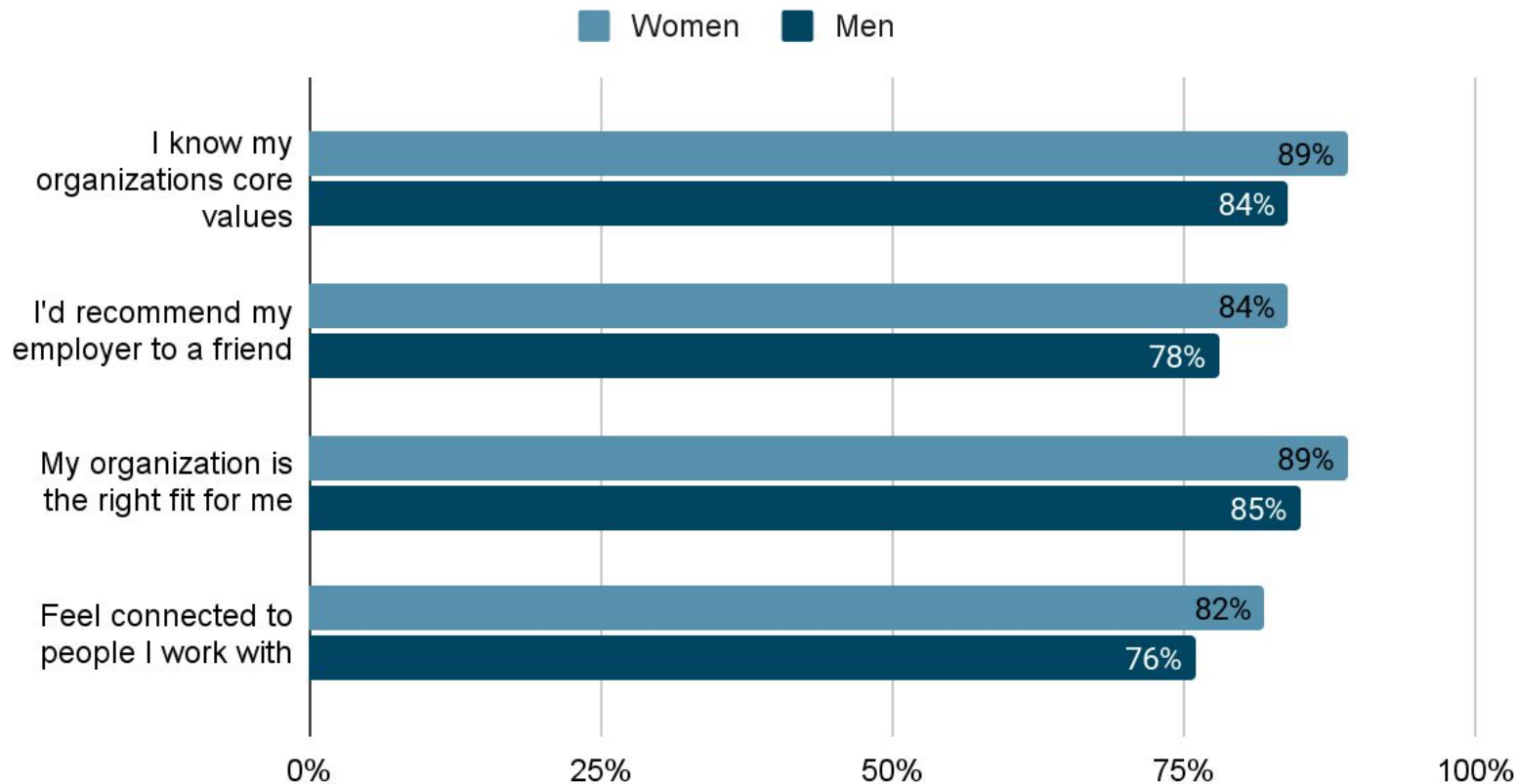
Women were more likely (84%) than men (78%) to recommend their employer to a friend and more likely (89%) to see their organization as the right fit for them than men (85%).

Women were more likely (89%) to know what their company's core values are than men (84%) and more likely (67%) to agree that their company has established traditions, programs, or events that contribute to a strong culture than men (59%). Women were also less likely (34%) to make complaints about the place where they work than men (40%).

Women were also more likely (70%) to agree that managers make an effort to listen to, check with, and connect with employees than men (63%). Additionally, women are more likely (82%) to agree that they feel connected to the community of people they work with than men (76%).

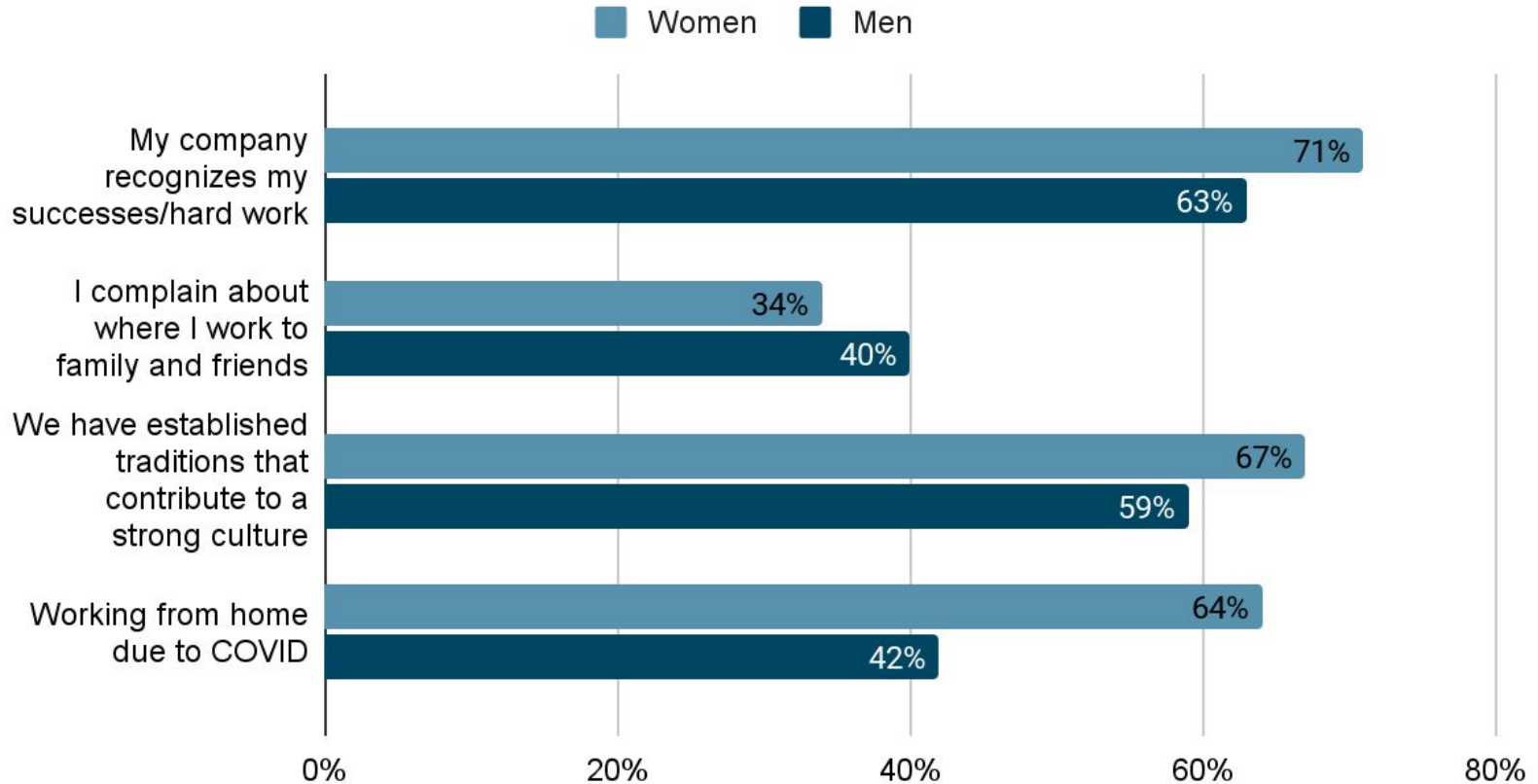
Women seem to be showing higher levels of job satisfaction than men across their responses. Additionally, men (37%) were more likely than women (29%) to agree that their company does not recognize their successes/hard work.

# Women report being more connected to people and culture





# Women complain less and feel recognized more



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## Provincial Comparisons

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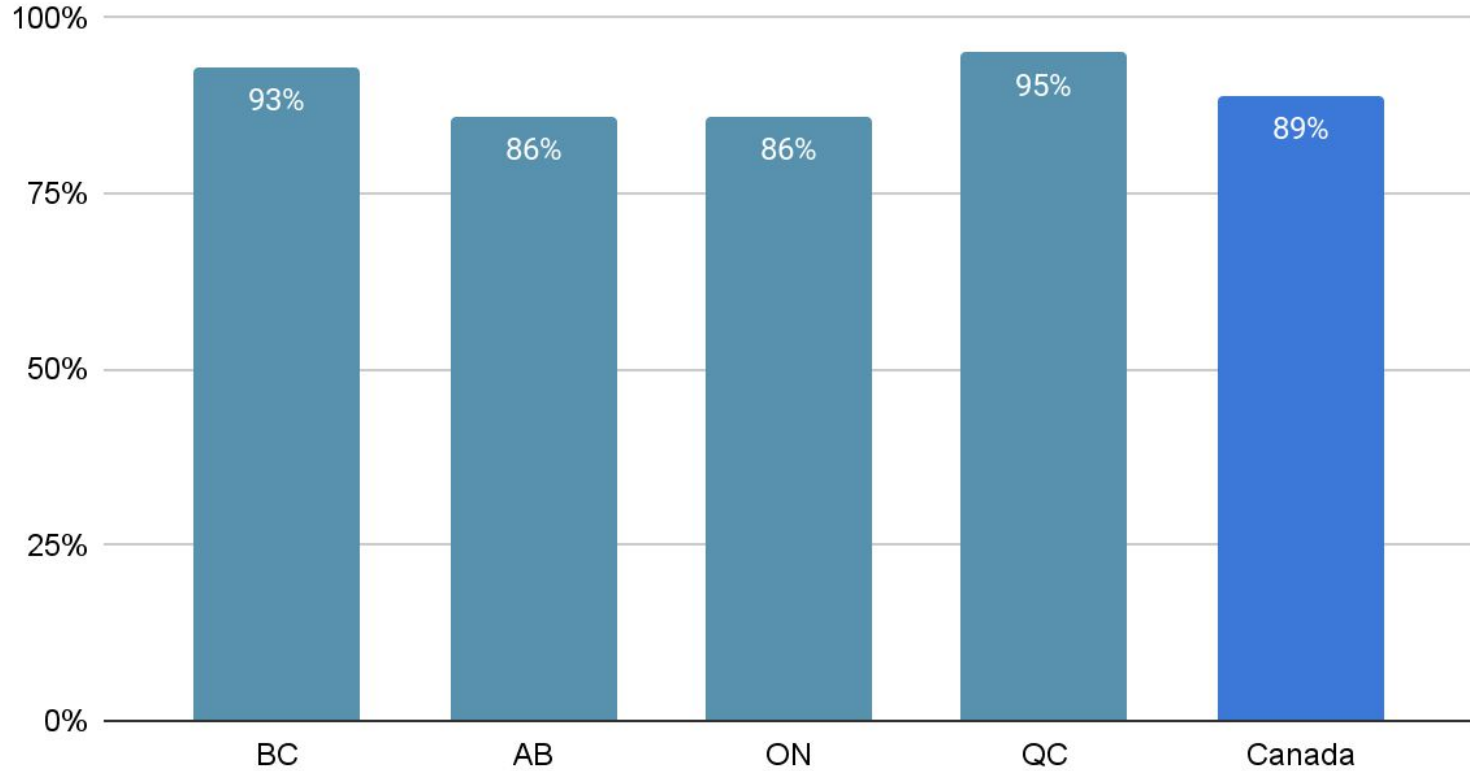
# Provincial Comparisons

Overall, Canadians like where they work (89%) and are happy with their job on an average day (86%). Canadians in Quebec (95%) and BC (93%) were most likely to agree with the statement “I like where I work” followed closely by The Prairies (91%) and Atlantic Canada (90%). Ontario and Alberta had strong scores with 86% of respondents agreeing that they like where they work. Canadians were more likely to agree that they like the people they work with more than they like where they work (94% versus 89%). This speaks to the importance of employee connection as a key driver of positive culture with more people liking those they work with than where they work.

Overall Canadians were least happy with their company fit in Quebec with 80% while BC led the way on company fit at 92%. The differences across Canada may speak more to the cultural nature of the province and it's people's relation to work. 4 in 5 Canadians would recommend their employer to a friend. This measure, often referred to as eNPS or Employee net promoter score, is often used as a single question to determine the health of employees within an organization.

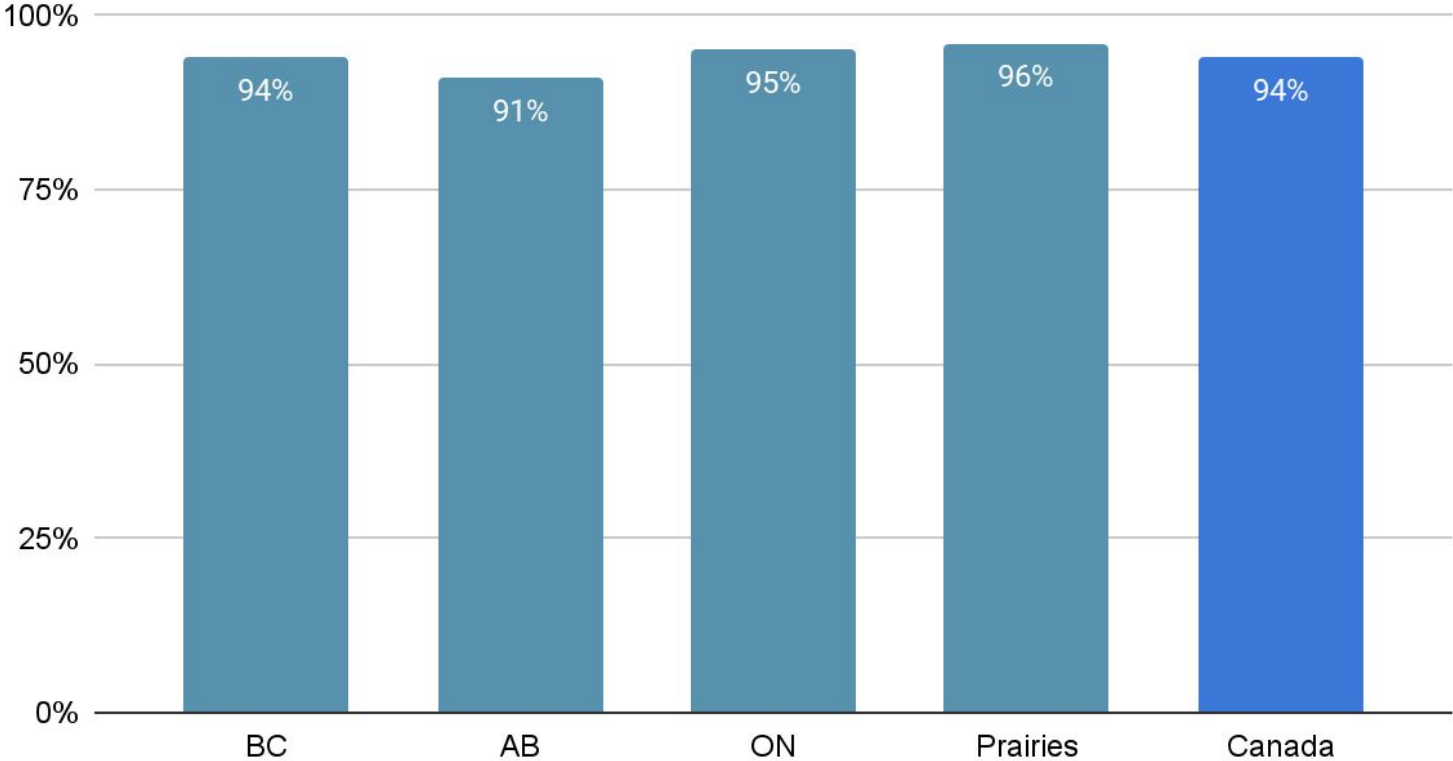
Across the country a full 3 in 5 Canadians surveyed said they would do the same. Considering the competitive climate for talent this insight raises some challenging realities for employers across the country. Nearly 2 of every 3 Albertans were willing to leave their roles for a 10% raise to do the same job at another company. While the situation looks to be more dire in The Prairies and Quebec.

## I like where I work.

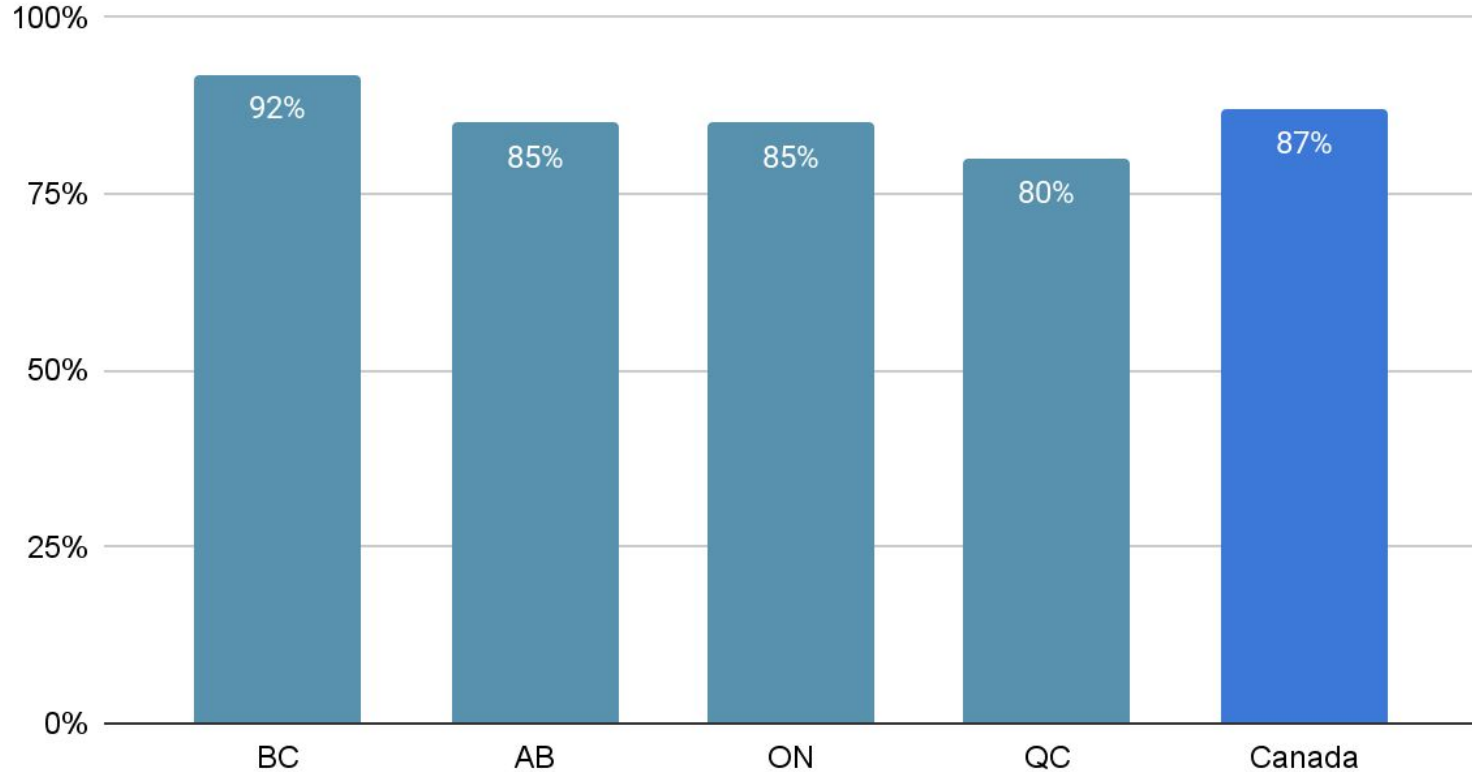




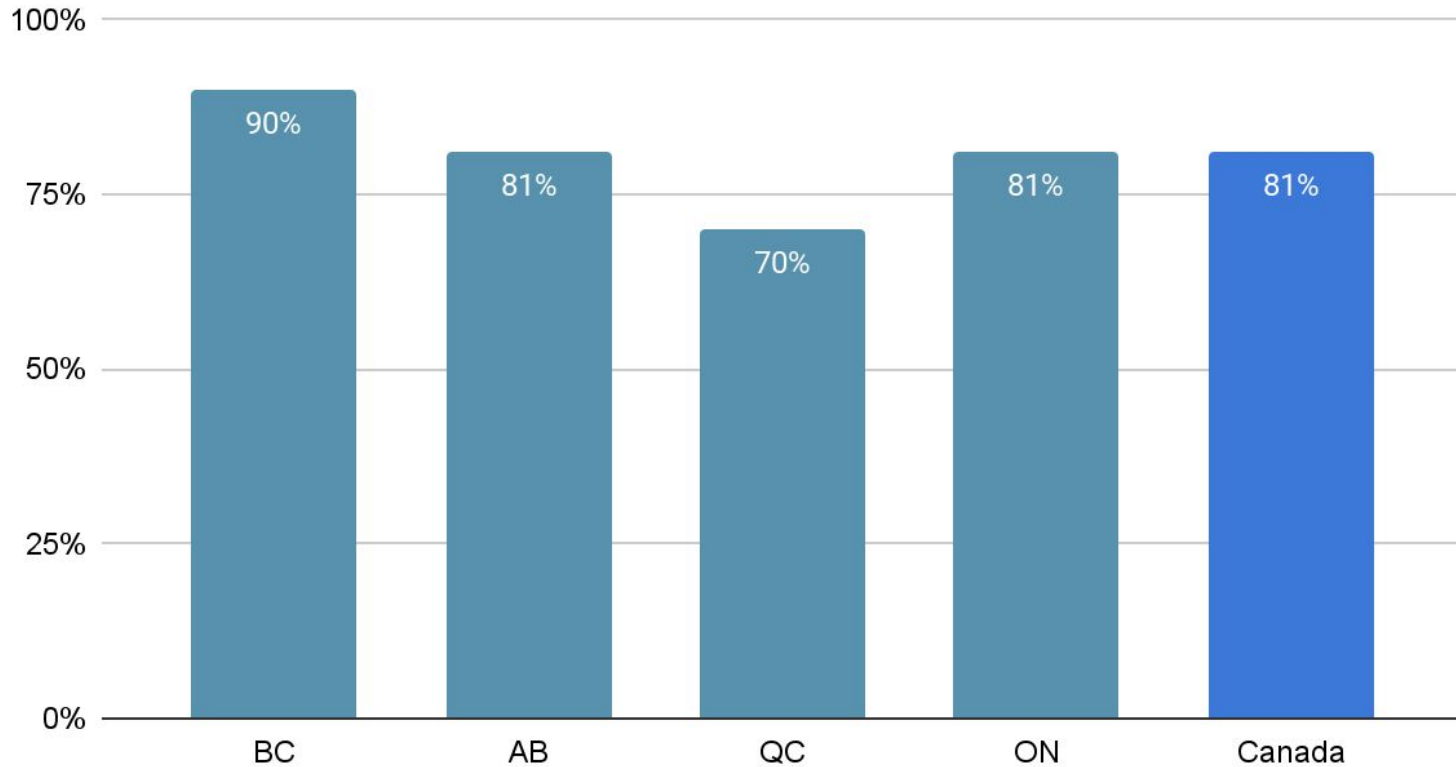
# I like the people I work with.



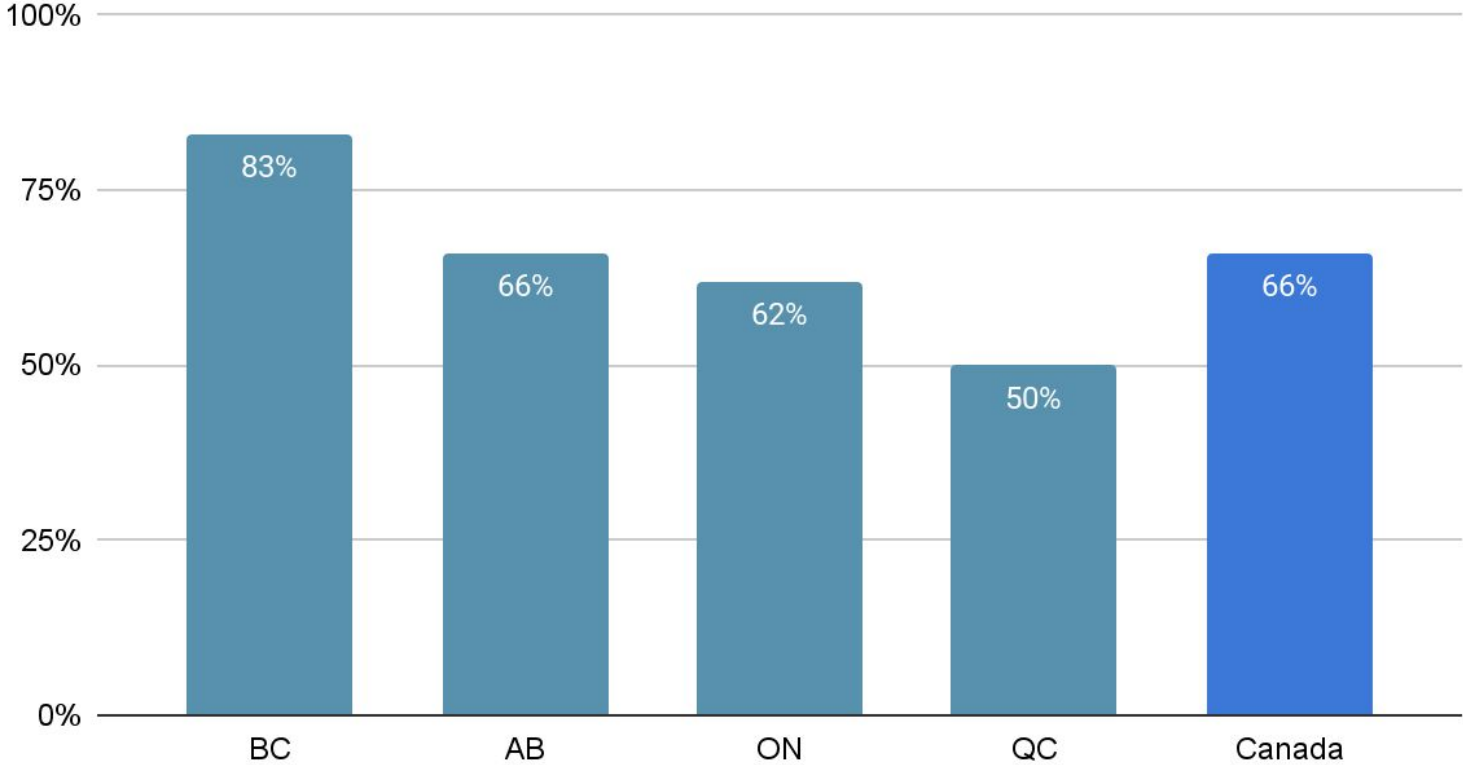
# My company is a good fit for me.



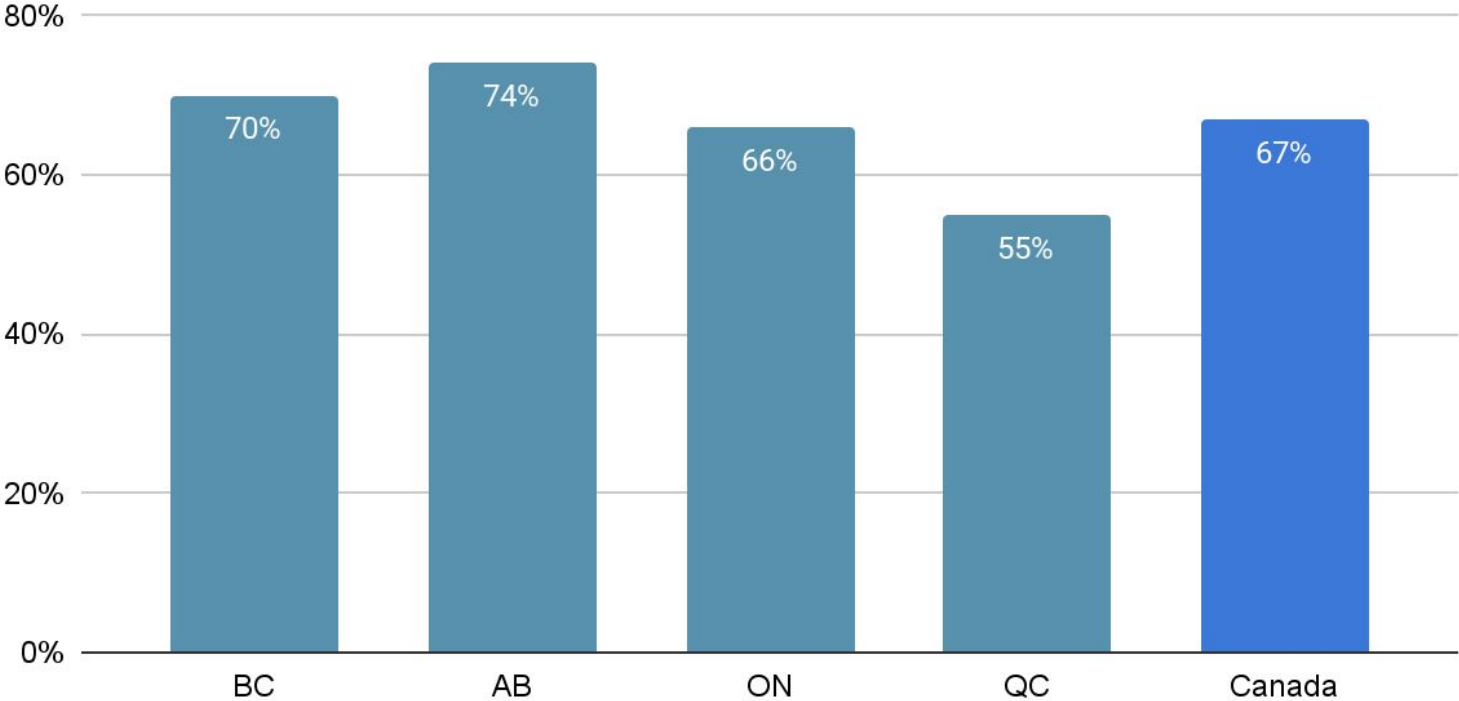
# I would recommend my employer to a friend.



# My company recognizes my success/hard work.

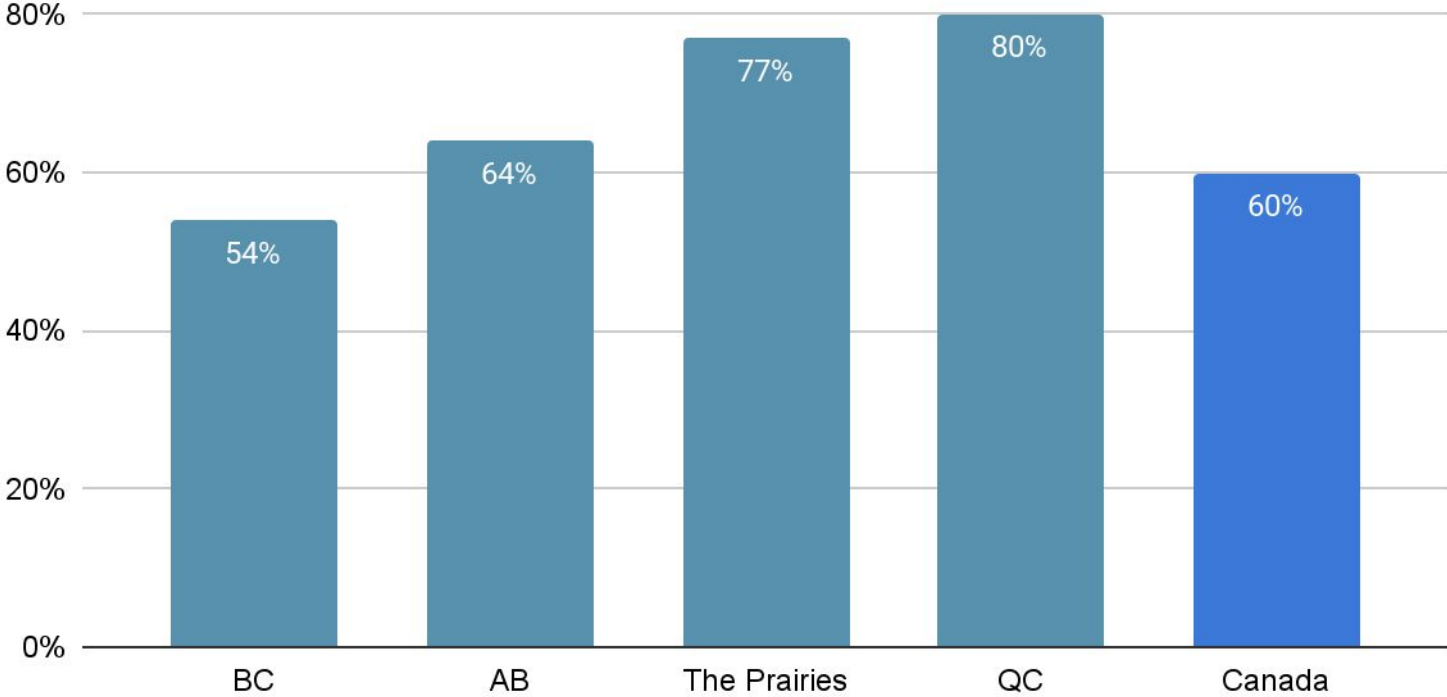


# All employees' needs are cared for at my company (not just some employees' needs).





# I would leave my job for the same one at another company for a 10% raise.



# Age Comparisons

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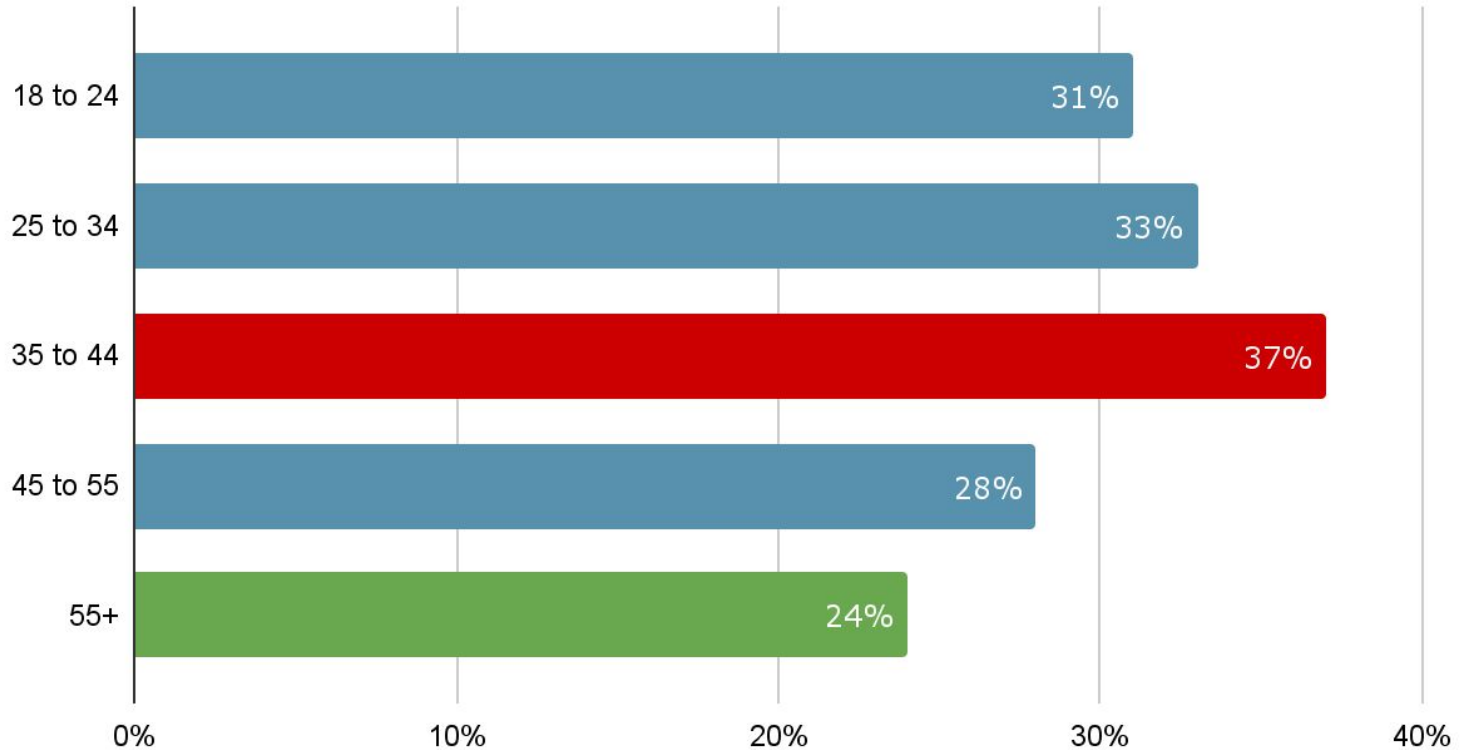
# Age Comparisons

Canadians of different ages showed markedly different responses around loyalty, management, and satisfaction. The most surprising result was the relatively negative responses from respondents 35-44. They were the most likely to agree that people get away with bullying at their company while also being the least likely group to agree that all employees' needs are care for (not just some).

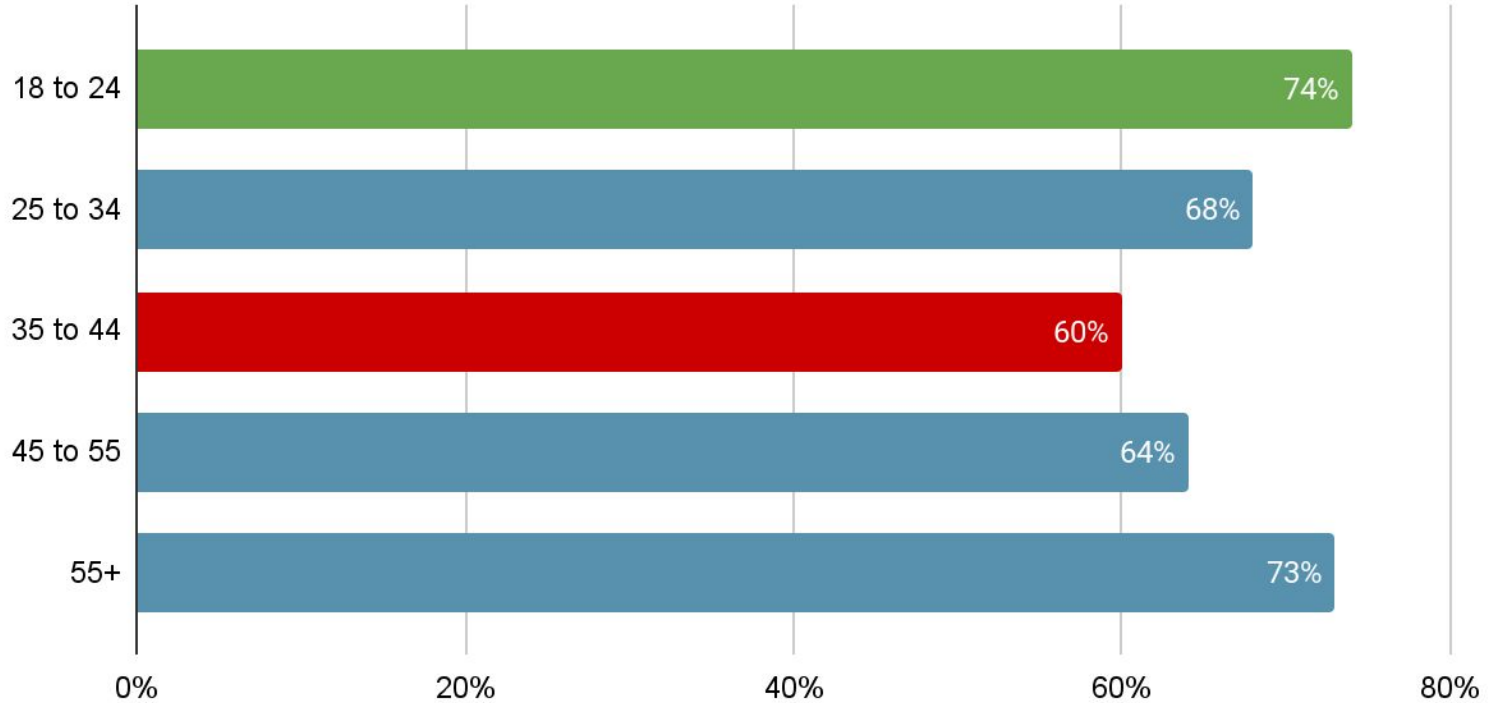
35-44 year olds were also least likely to agree that senior managers make an effort to listen to, check in with and connect with employees. While 18-24 year olds were the most likely to agree that senior managers make an effort to listen to, check in with and connect with employees. This may be related to higher levels of training and oversight experienced by younger employees based on work experience and the type of job.

The likelihood to complain to family and friends about where they work followed a straight line with the most complainants coming from the youngest Canadians and the least from the oldest. Additionally, this same trend was seen in regards to loyalty as younger Canadians were most likely to agree that they'd leave for a 10% raise while Canadians 45+ were least likely to leave for a 10% raise.

## People get away with bullying at my organization.

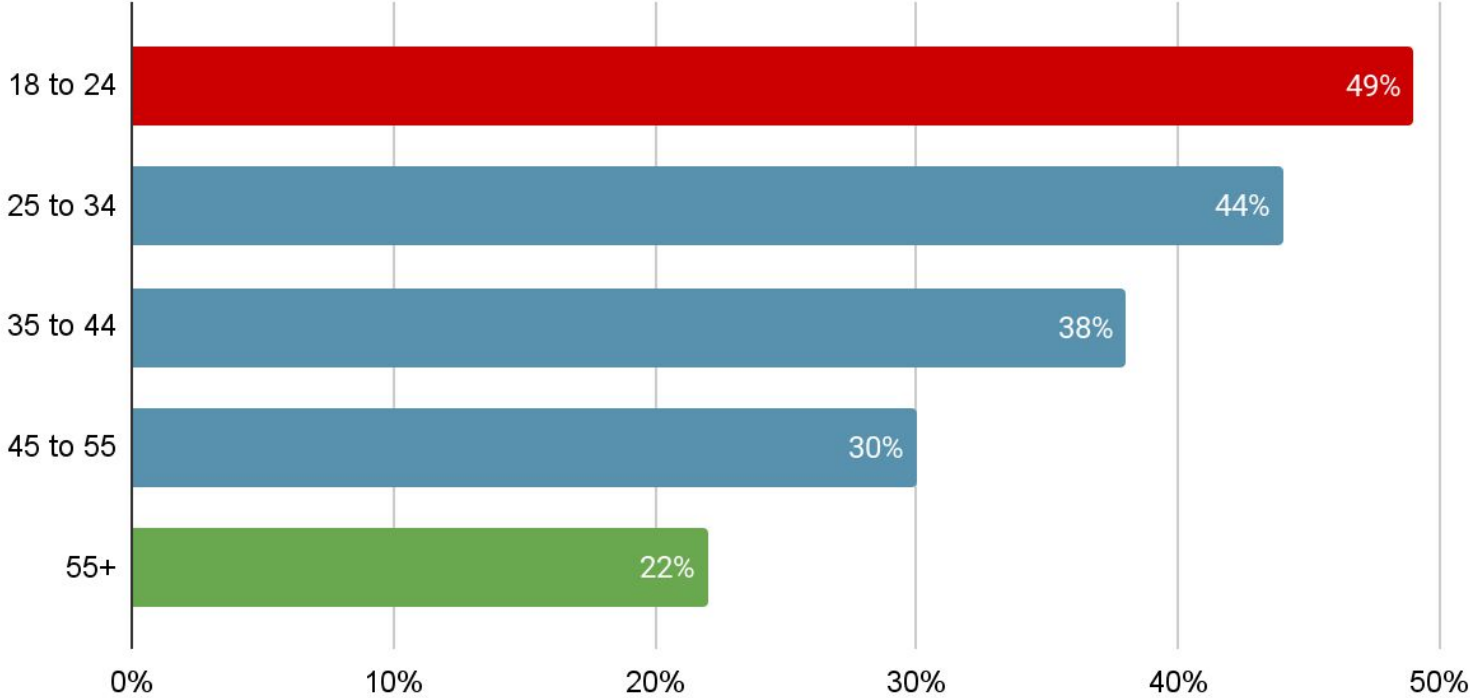


# All employees' needs are cared for at my company (not just some employees' needs).

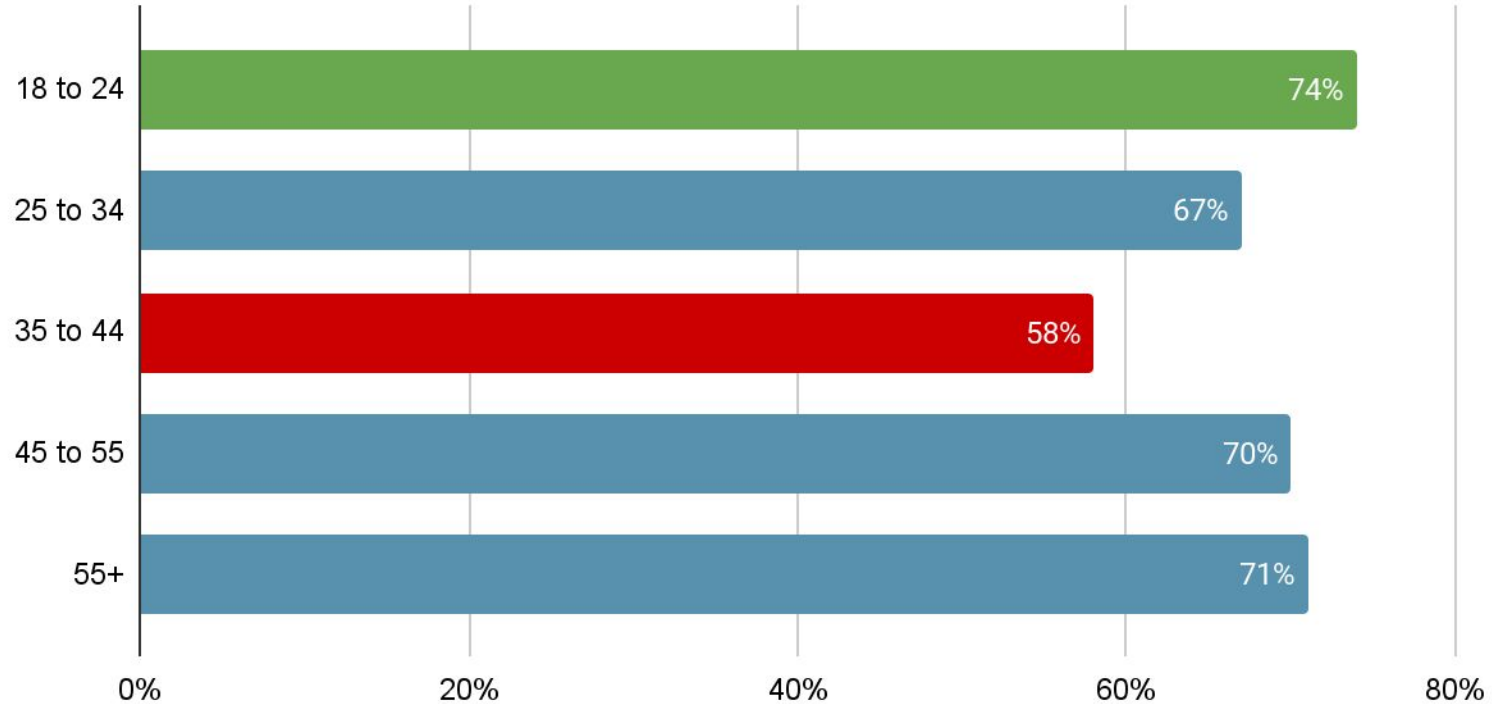




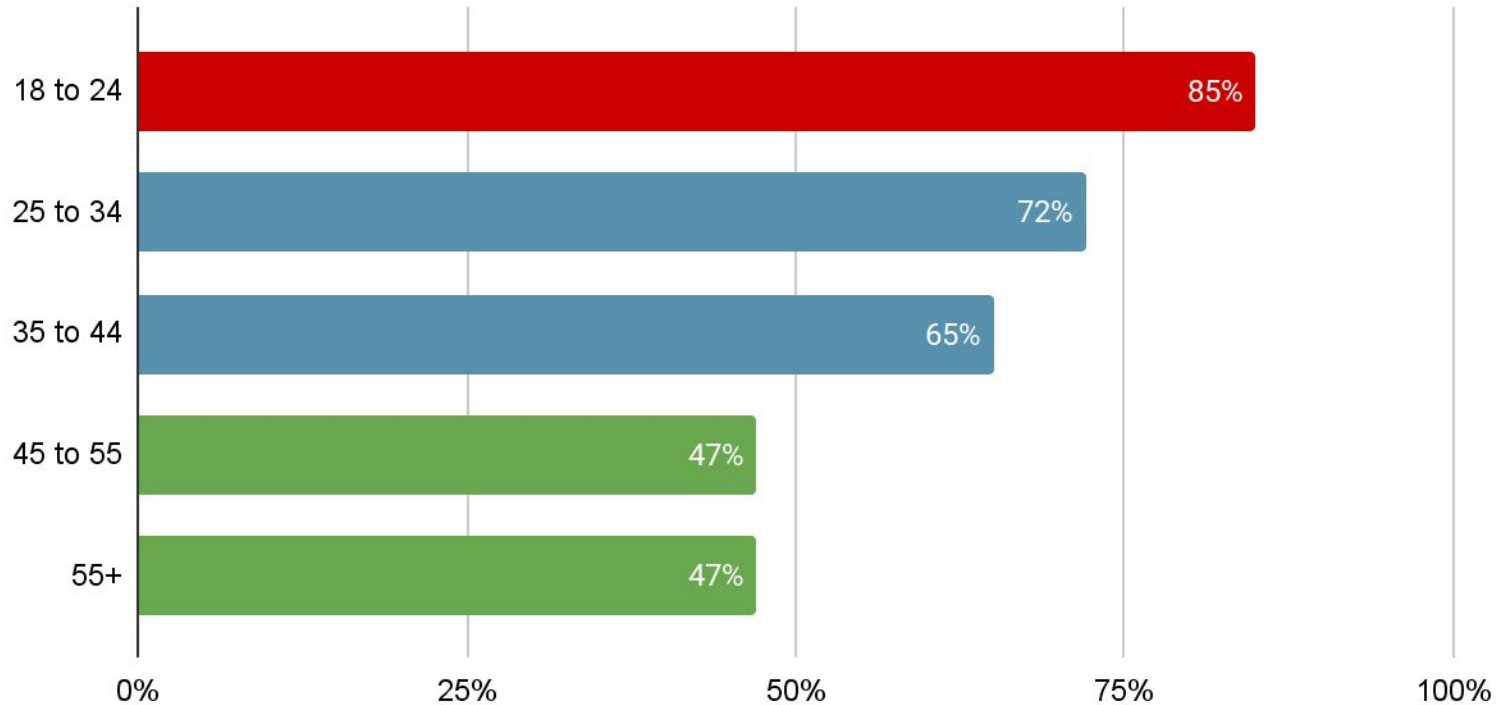
# I often make complaints to my friends and family about the place where I work.



## Senior managers make an effort to listen to, check in with and connect with employees.



# I would leave my job for the same one at another company for a 10% raise.



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## Key Insights Sector

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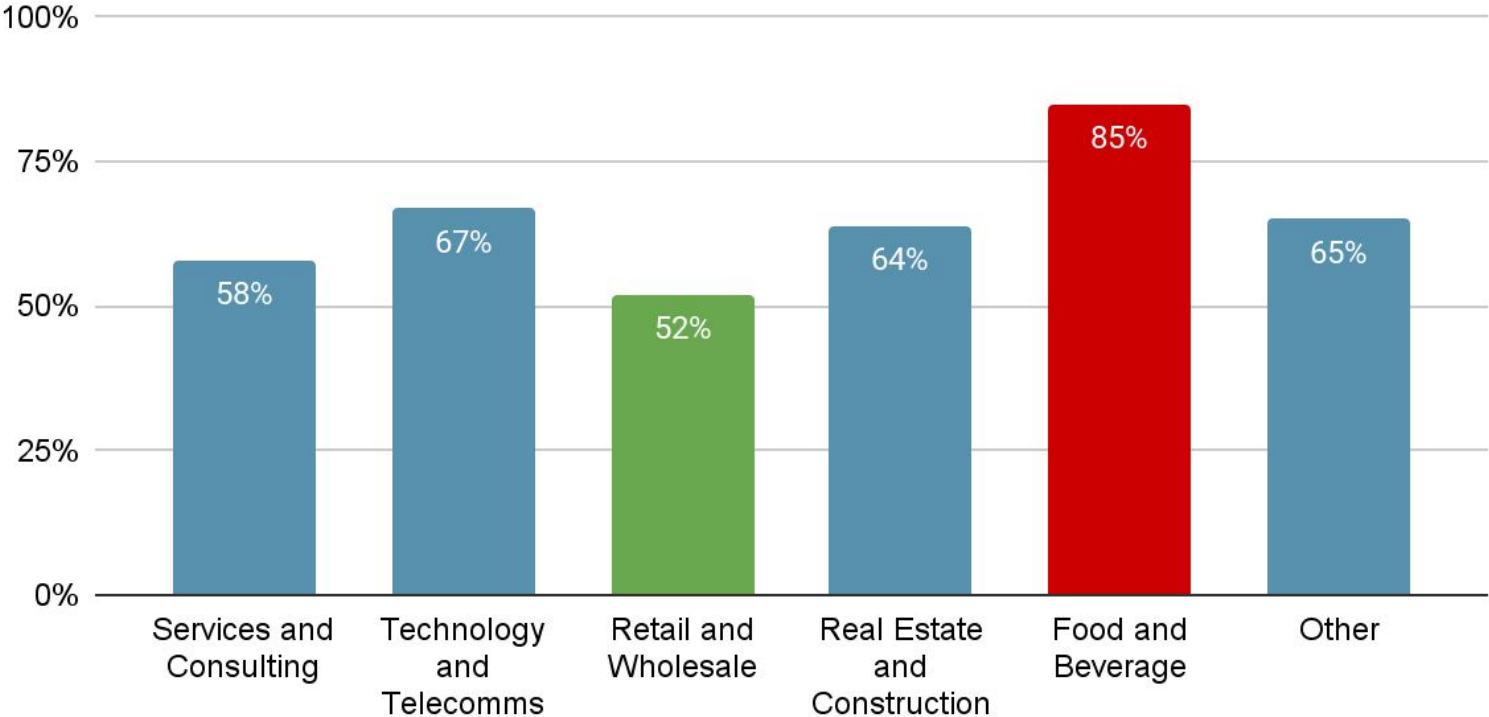
# Key Sector Insights

Employees in the Services & Consulting and Technology & Telecommunications sectors reported significantly higher scores across all workplace attributes. Real Estate & Construction also showed high scores across workplace attributes especially around leadership.

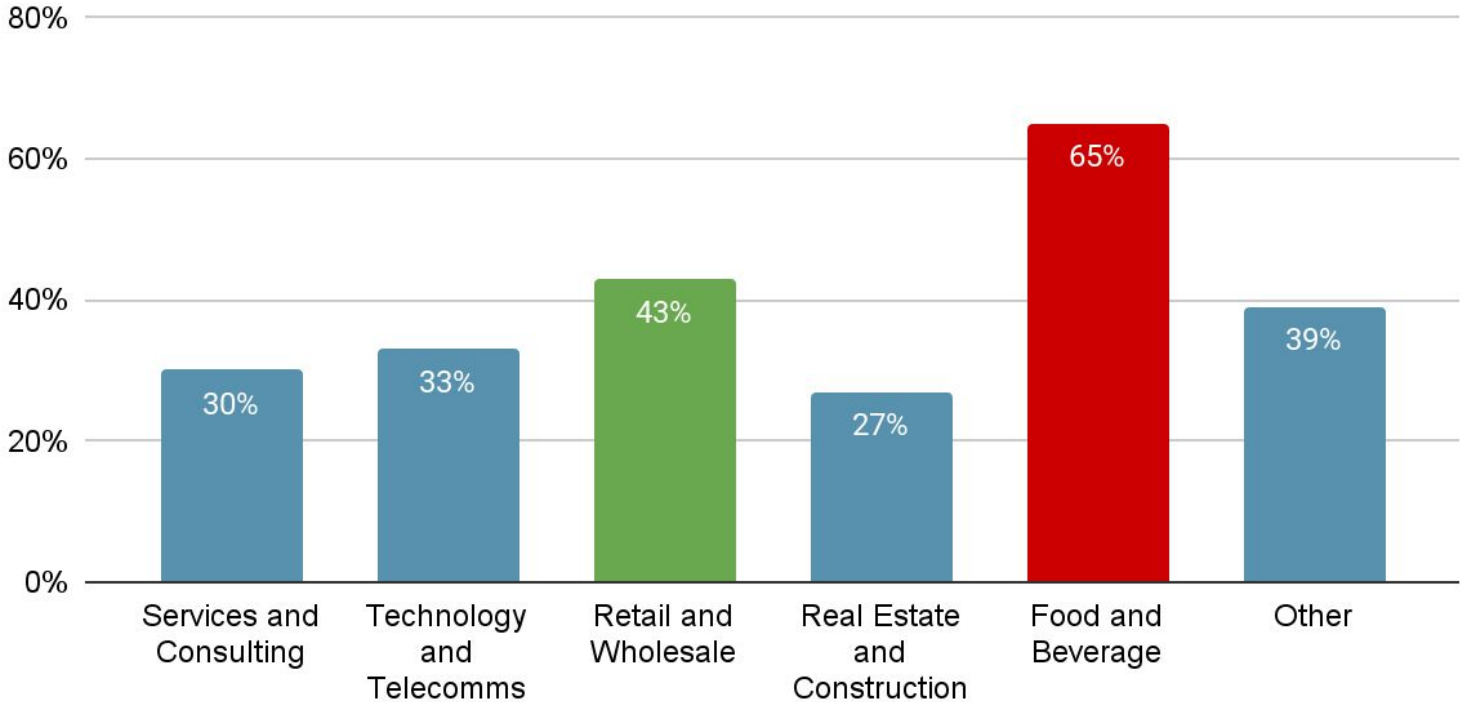
Employees in the Food & Beverage sector reported much lower scores across all workplace attributes. This may be impacted by the state of food and beverage employment as a result of the pandemic at the time of data collection. Retail & Wholesale employees had the second lowest scores.



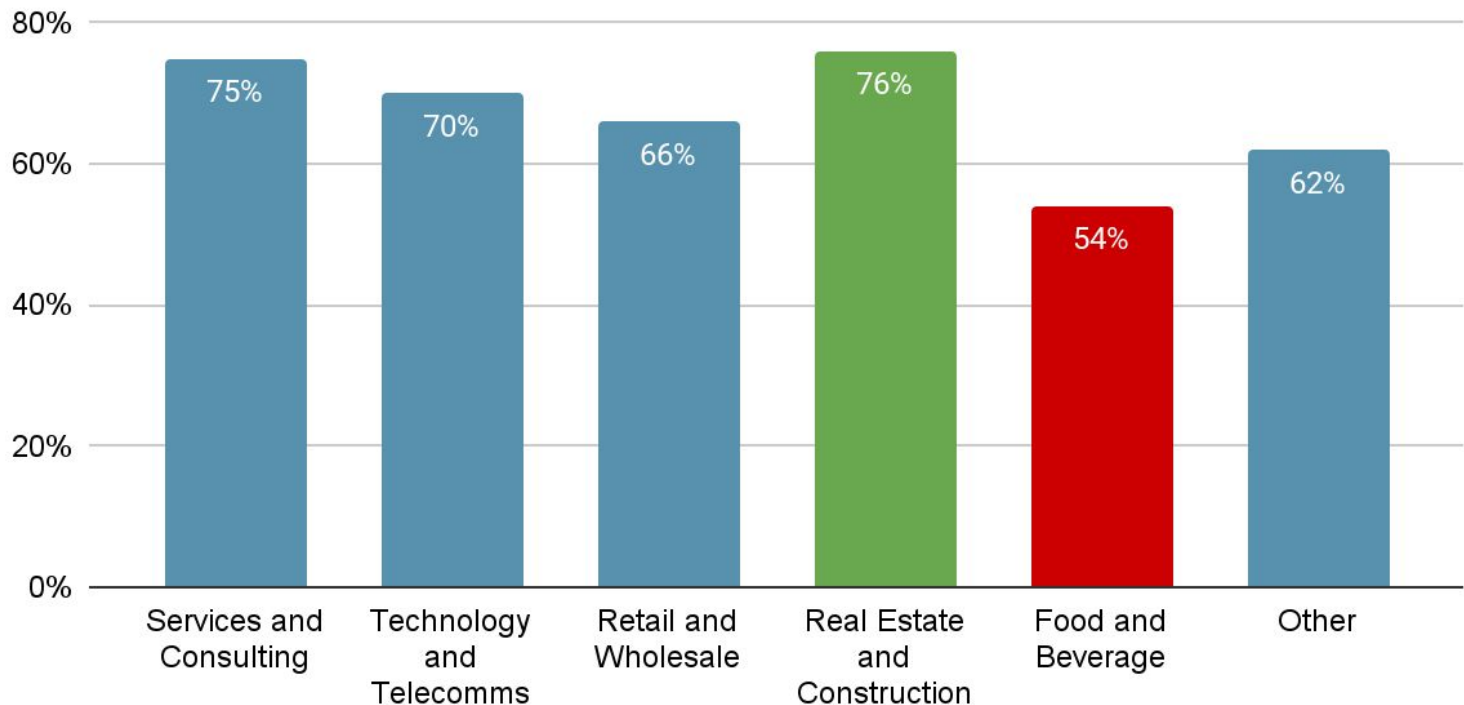
# Would leave your job for the same one at another company a 10% raise?



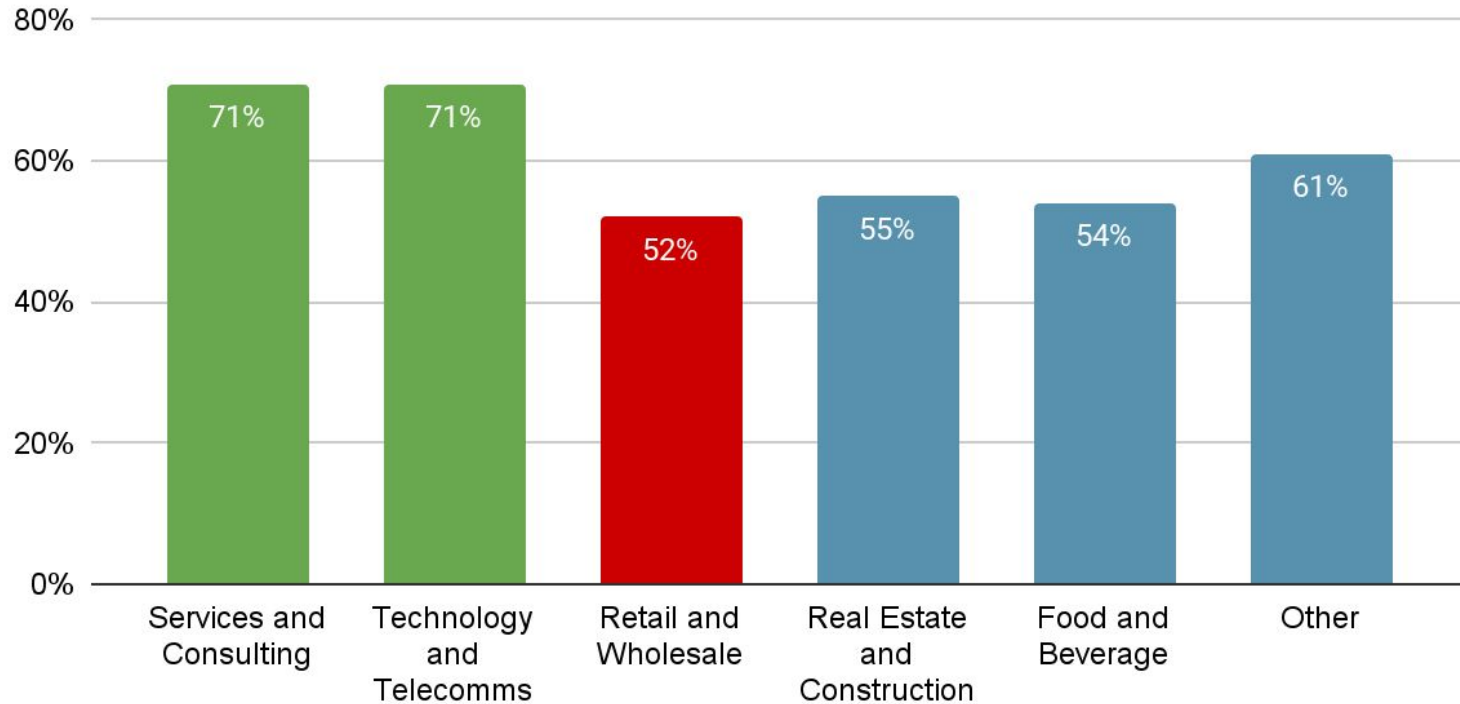
# I often make complaints to my friends and family about the place where I work.



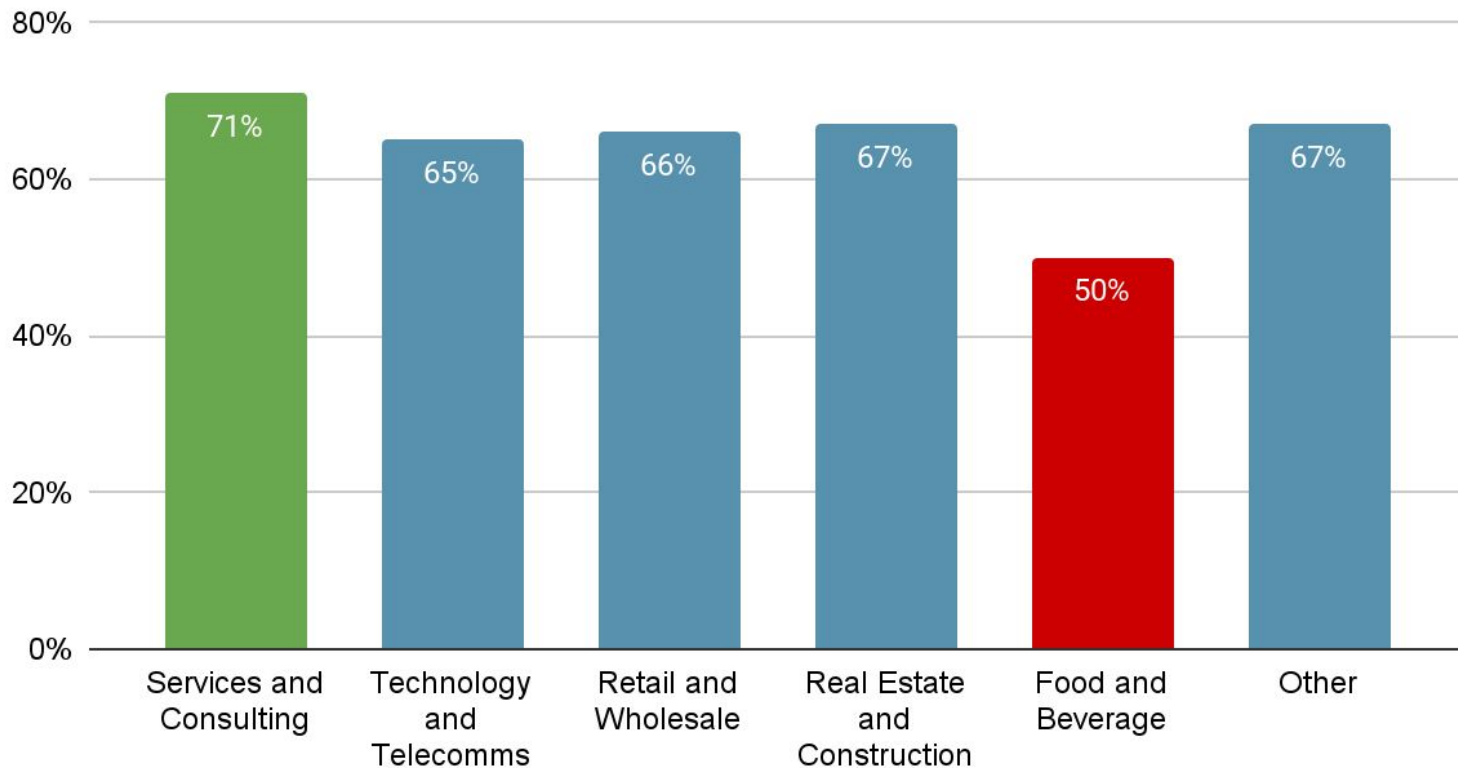
## Senior managers make an effort to listen to, check in with and connect with employees.



# My company has established traditions, programs or events that contribute to a strong culture.

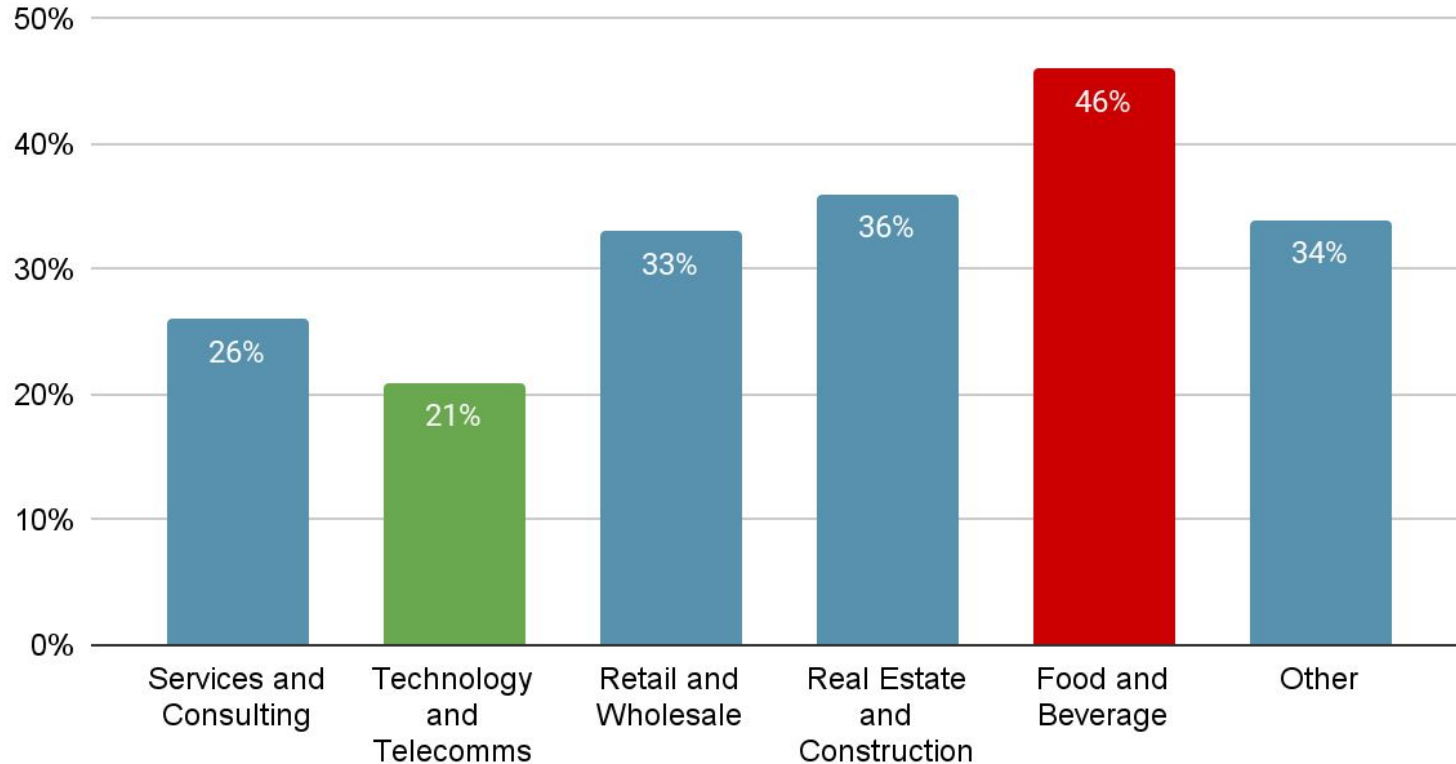


## My company recognizes my successes/hard work.

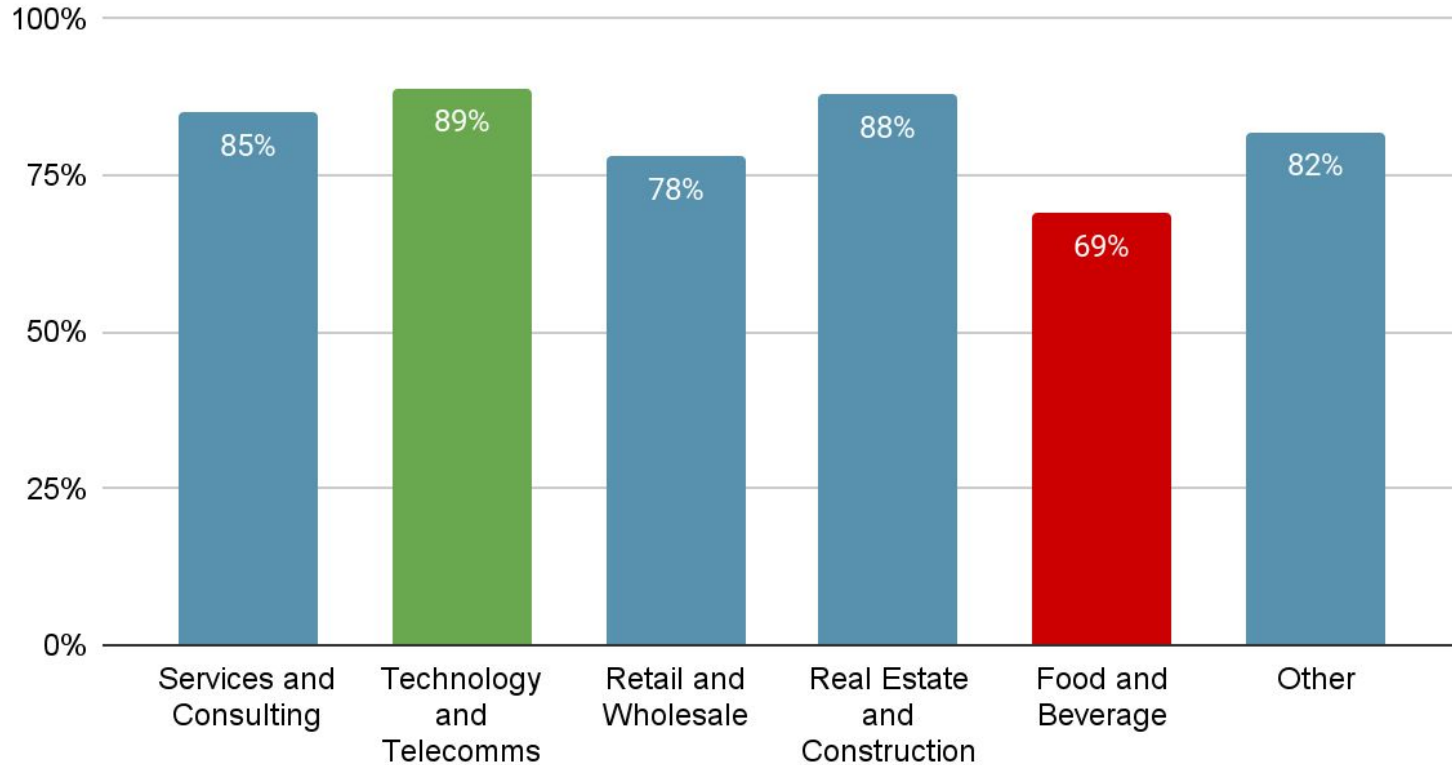




## People get away with bullying.



# Men and women are treated equally at my company.



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# The Canadian Workplace Culture Index Contacts

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