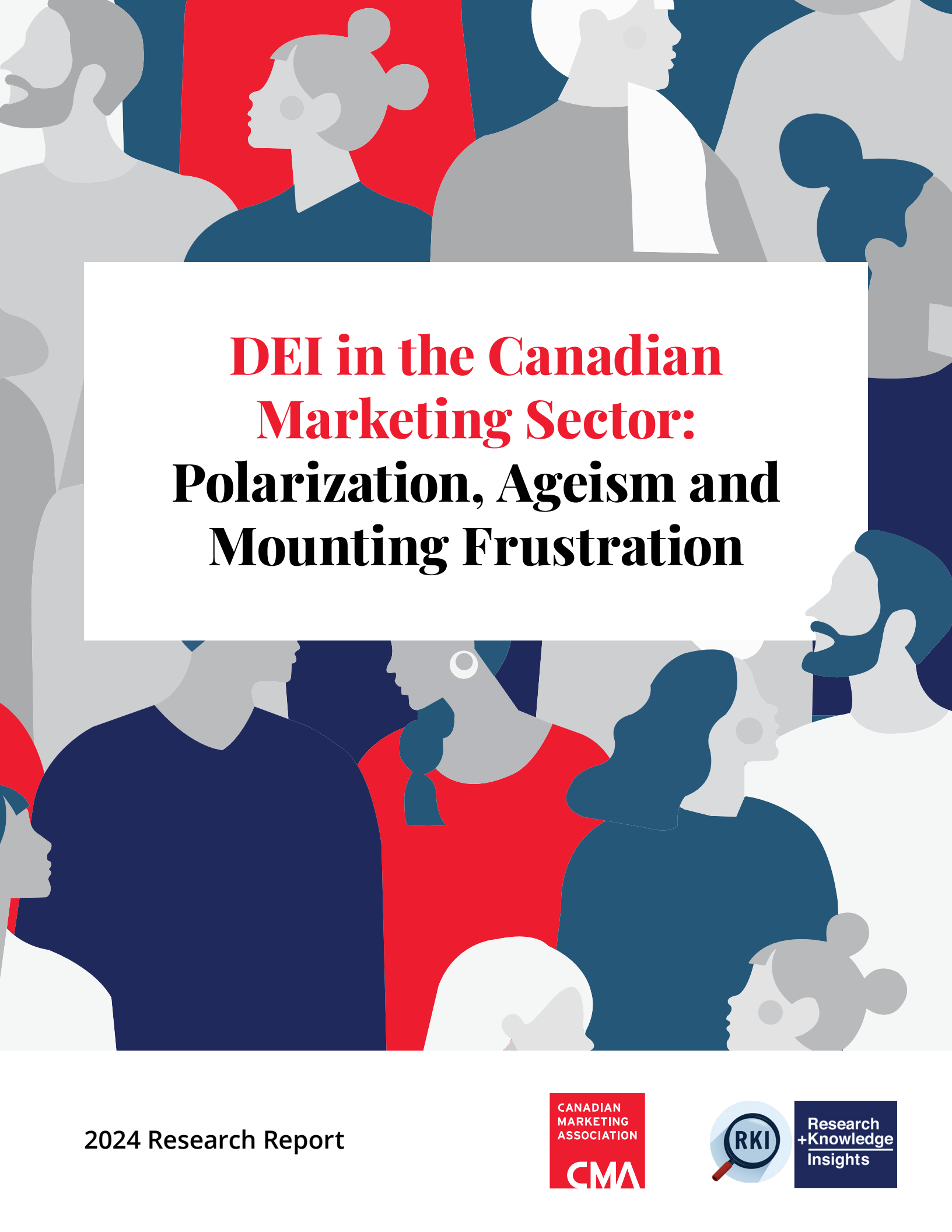




DEI in the Canadian Marketing Sector: Polarization, Ageism and Mounting Frustration

2024 Research Report



Executive Summary

This research, now in its fourth year, is one of several initiatives that the Canadian Marketing Association (CMA) is taking to fulfill its 2020 pledge to combat racism, discrimination and systemic barriers to inclusion in the marketing profession.

The 2024 report measures progress on topics raised previously, examines the impact of polarizing topics in the workplace, and delves more deeply into areas reported on in previous years, such as ageism, newcomers and intersectionality. It explores mounting frustrations about DEI efforts and progress—or lack thereof.

A critical finding in this year's report is how many of the indicators have remained stagnant. One striking ongoing theme in this research is the differential outcomes between organizations with and without well-diversified leadership teams. Those with well-diversified leadership see better retention, mentorship and rates of engagement for all employees.

Key findings include:

Marketers are experiencing polarization in the workplace, which has a negative outcome on employee engagement.

A large majority (73%) of marketers report that polarization is affecting how they behave at work. They are self-censoring more and socializing less. This is particularly pronounced among women, and in workplaces where senior leadership is not diversified.

Ageism and intersectionality are affecting marketers' careers, leading to more discrimination, microaggressions in the workplace, and a higher potential to experience barriers and job loss. However, a well-diversified leadership team can mitigate the impact.

More than a third (38%) of marketers say they have noticed that layoffs are more likely to affect certain groups—most notably women and men over 55—or have noticed that layoffs are not completely fair and equitable.

Discrimination and microaggressions continue to be issues. Almost half (47%) of marginalized women have experienced a microaggression at work, and are significantly more likely to agree they have to work harder to be treated equally (54% marginalized women vs. 40% marginalized men vs. 31% non-marginalized women and 16% non-marginalized men). However, much of this is improved in workplaces with a well-diversified leadership team.

Respondents are frustrated.

While there was more significant, continuous and genuine support for DEI initiatives in the open-ended comments, there was also an increase compared to previous years in comments about hiring on merit alone. Some respondents believe the pendulum has swung too far, and that DEI initiatives can have negative consequences.

Ignoring these issues lowers employee engagement.

Employee engagement takes a hit in organizations without well-diversified leadership, and employees are more likely to leave. While employees are leaving for many reasons, with two-thirds (64%) of marketers reporting preventable employee loss over the past 12 months, workplaces where senior leadership is not diversified lose more (74%). This is a marked contrast to the well-diversified teams, as only 49% of these workplaces report preventable employee loss.

Further, teams with diverse perspectives bring organizational benefits. Nearly all respondents (93%) believe that better ideas and solutions are derived from greater diversity of employees, and all (100%) marketers see the benefit of working with someone who was raised and educated in a different country with a different culture.

Steps can be taken to improve the polarization issue and build diversity. The good news is that many marketing leaders are already making an effort—but there is room for growth, particularly in hiring practices and leadership efforts.

A specific area for improvement is to make better use of diverse job search options, a tactic that has been on the decline. Since 2022, organizations are less likely to advertise jobs and recruit through diverse channels and diverse job boards (34% vs. 39%). Employers are also less likely to ensure the hiring/interview panel is diverse (32% vs. 38%), or to ask for diverse referrals (18% vs. 24%).

Table of Contents

Executive Summary	1
Introduction	4
Acknowledgements	4
Key Metrics: Diversity of Senior Leadership	6
Detailed Findings	7
The Rise of Polarization	7
Ageism, Intersectionality and the Buffer of Diversity	10
Workplace Experience: Are We All in the Same Boat?	12
Discriminatory Behaviour: Keeping Quiet to Keep the Peace	14
Engagement is a Casualty of Discrimination	16
Newcomers and the Emphasis on Canadian Experience	17
Frustration is Mounting	18
Retention and Invention: A Solid ROI	19
Steps Employers Can Take	24
Methodology	27
Organizational Characteristics	27
Participant Characteristics	27
Conversation Starters	30
About The Canadian Marketing Association	31
About Research + Knowledge = Insights	31

Introduction

Now in its fourth year, this report provides insights from the CMA's survey on diversity, equity and inclusion (DEI). As part of our broader commitment to take steps to combat racism and other types of discrimination in the marketing profession, we first launched the survey in 2020.

By identifying gaps and challenges faced by marketers from BIPOC and other marginalized communities, we aim to reduce barriers and identify opportunities to create safe, supportive and inclusive spaces for all. The need is real. Marketers are continuing to experience discrimination and microaggressions at work, and broader global polarization is creeping into workplaces. To reduce barriers we must understand them, and this research helps us do just that.

Acknowledgements

Thank you to the members of our DEI Committee for their assistance in developing the survey and interpreting the results:

- Patrick Bhang, RBC (Co-Chair)
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strategy

We also appreciate the following organizations for their support in making this research possible:

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A big thank-you to the following organizations, who deployed the survey with their networks through social or a newsletter:

Ad Standards - Canada
Aboriginal Peoples Television Network
Association of Canadian Advertisers
Association of Creative Communication Agencies
Black Talent Initiative
Confédération des organismes de personnes handicapées du Québec
Digital Advertising Alliance of Canada
Digital Marketing Sector Council
Grenier
Interactive Advertising Bureau of Canada
Marketing News Canada
People of Colour in Advertising & Marketing
Sponsorship Marketing Council Canada

Finally, thank you to our major sponsors at the CMA for their continued support of the association.

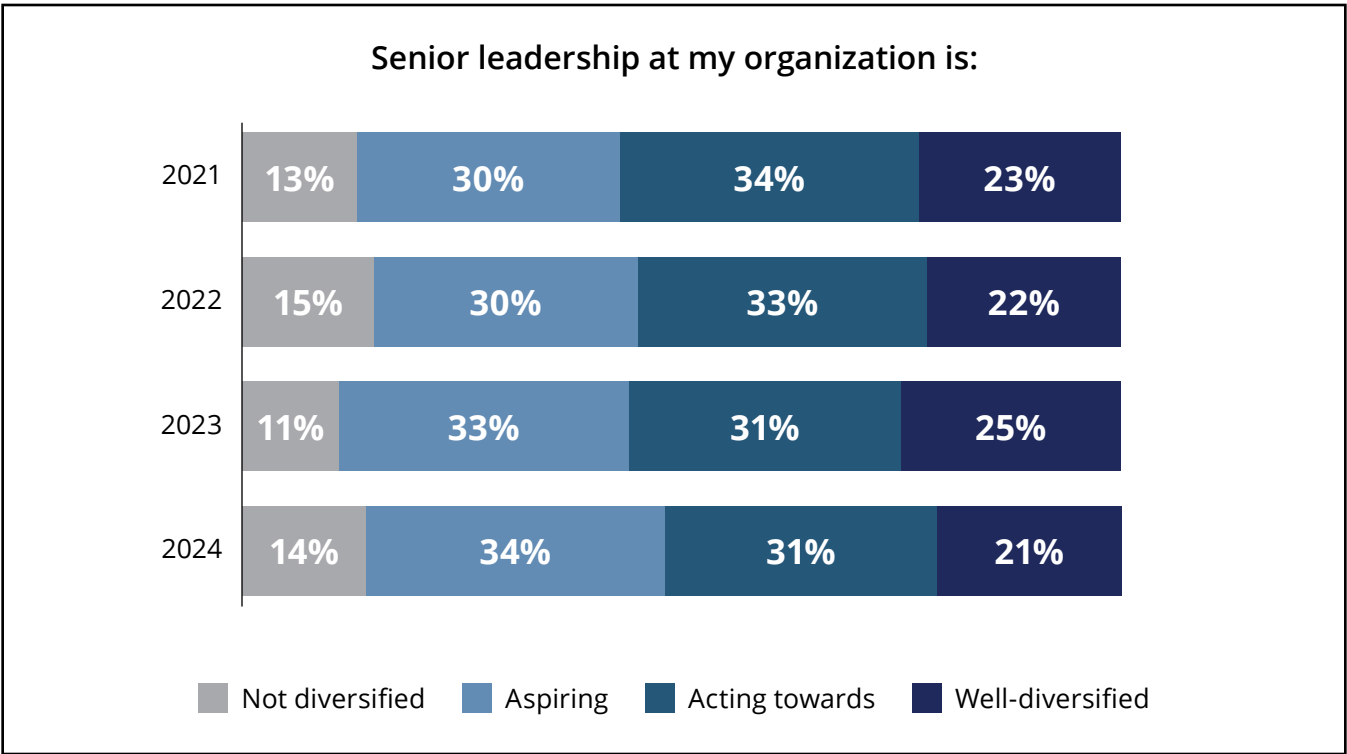


Key Metrics: Diversity of Senior Leadership

It’s critical to note that the needle on some of the issues hasn’t moved dramatically since we began this research four years ago, including on the level of diversity among industry leadership and staff.

As in our previous surveys, we asked respondents to describe the leadership of their organization when it comes to diversity such as: age, gender, ethnicity, race, religion, sexual orientation, physical conditions, cultural background, country of origin etc. Much of the report categorizes responses on these definitions. Diversity in senior and mid-level management has stayed generally stable—you could also say stagnant—since 2021.

Not diversified	Mostly not diverse with no apparent interest in change
Aspiring	Mostly not diverse, making attempts to diversify
Acting towards	Definite formal plans to address diversity with some diverse representation
Well-diversified	There is representation from several groups



Detailed Findings

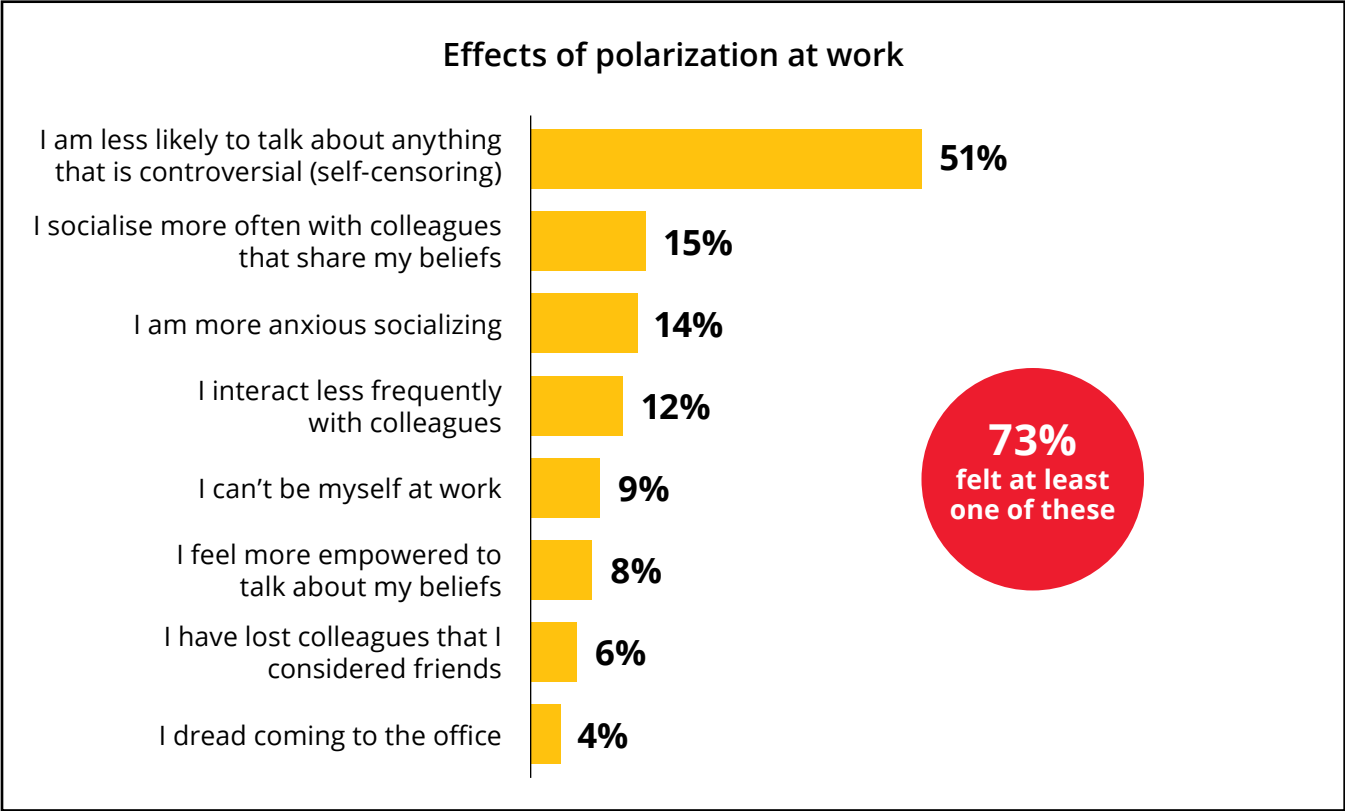
The Rise of Polarization

Polarization has an impact on marketers' experience at work, including their ability to feel they can speak and socialize freely.

We asked people to think about polarization in terms of *politics and news items, as well as values or beliefs that force people to take sides on issues without the possibility of a middle ground.*

Three-quarters (73%) of marketers say the rise of polarization has affected their work life. This has manifested in different ways, with the main consequence being self-censoring. Half of all respondents (51%) say that they are less likely to talk about anything that is controversial while in their workplace.

Other effects of polarization include less socializing or more anxiety about socializing, and less interaction with colleagues. These impacts are not nearly as pervasive as self-censoring, but they are twice as likely to occur in workplaces where senior leadership is not diversified, and much higher among women.



“

Sometimes the division, misinformation consumes my thoughts and I can't focus on the task at hand.”

Mid-level marketer, well-diversified organization, marginalized background

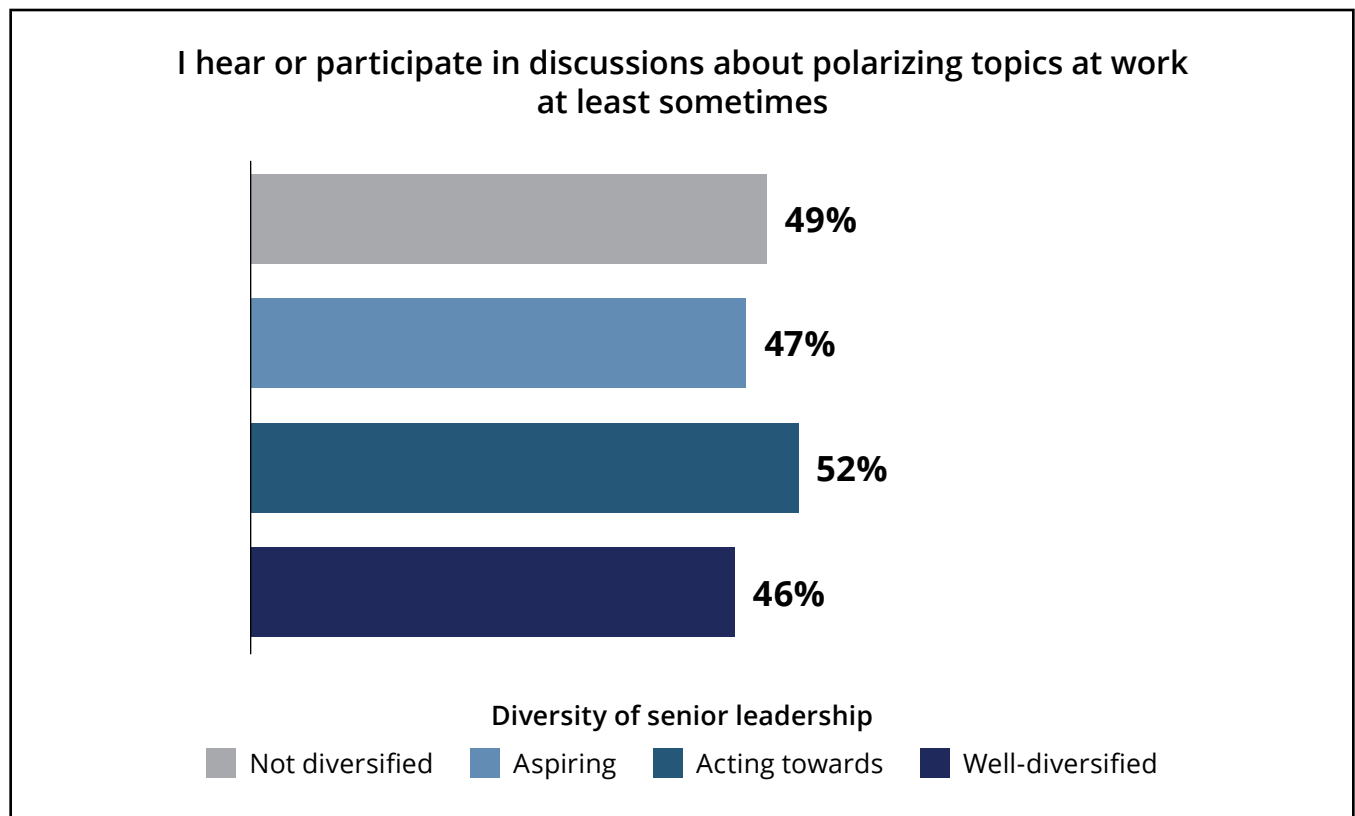
“

I'm just much more careful with my words. I often worry that I might say the wrong thing. It's very easy to offend someone these days. So I'm very aware of the weight of my words versus only a few years ago. ”

Senior level marketer, well-diversified agency, non-marginalized background, 59

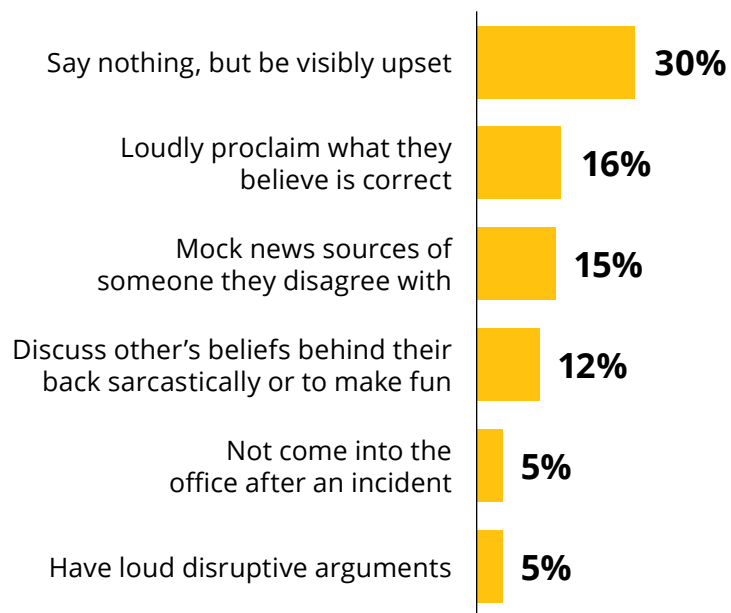
Conversations around polarizing topics are happening frequently, and elicit a reaction from those witnessing these discussions.

One-half (49%) of marketers say they hear or participate in discussions about polarizing topics at work at least sometimes, and half (49%) of marketers have seen people have a reaction as a result of a discussion about a polarizing topic.

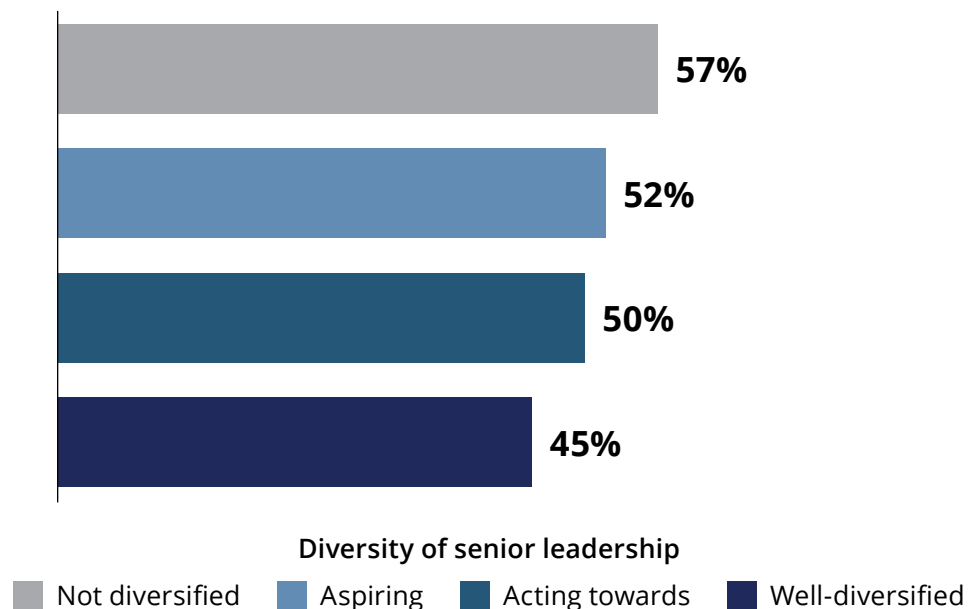


The most common reaction is saying nothing, but being visibly upset (30%). Only 5% have witnessed loud disruptive arguments. Those at organizations with well-diversified senior leadership are least likely to have witnessed any type of reaction, but it's still a significant number at 37%.

Due to discussions about polarizing topics, I have seen people do the following:



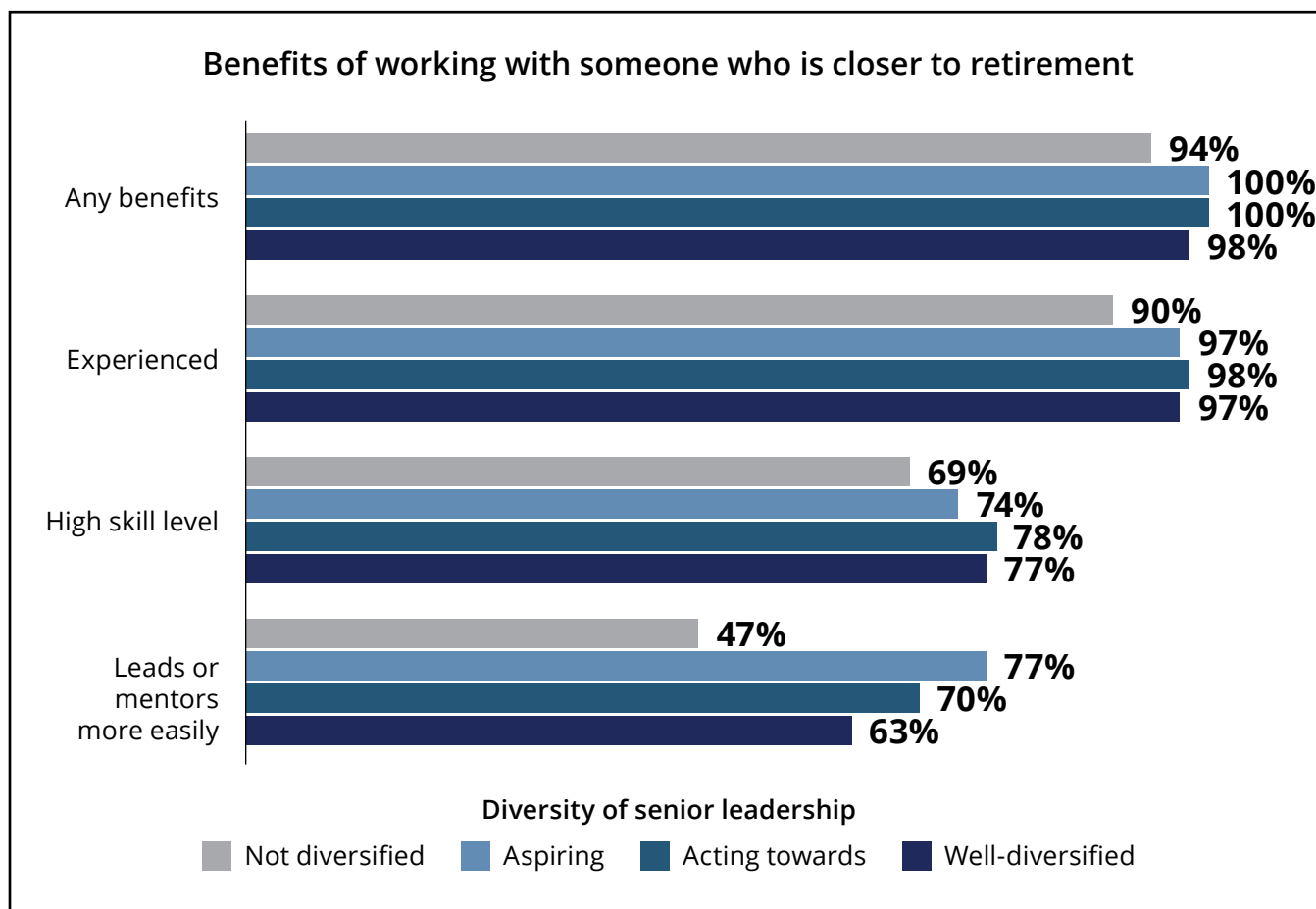
I am less likely to talk about anything that is controversial (self-censoring)



Ageism, Intersectionality and the Buffer of Diversity

Ageism is affecting marketers, and intersectionality can make matters worse. However, workplaces with a diversified leadership team can buffer this impact.

Virtually all (99%) respondents see the value of working with older employees. The top benefits of working with someone close to retirement include that they are experienced (96%), have a high skill level (75%), can lead or mentor more easily (67%), and are confident (66%). While two-thirds of overall respondents indicate that they see the value these employees bring in terms of leadership and mentoring, those in organizations whose senior leadership team is not diversified are less likely (47%) to recognize that value.



Most marketers consider an “older employee” to be, on average, more than 49 years of age. In workplaces where senior leadership is not diversified, the definition of “older” skews lower. In workplaces where senior leadership is well diversified, the majority of respondents see “older” as being over 50, while in organizations with poorly diversified senior leadership, it is under 50.

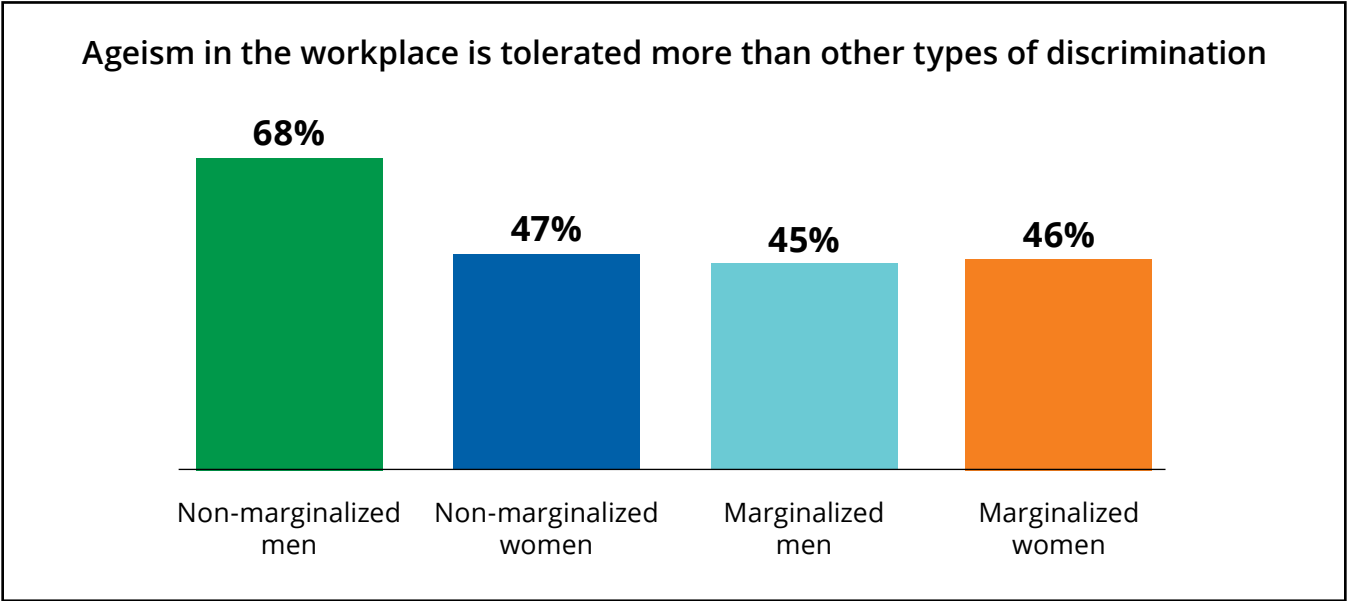
This affects “older” employees’ careers and workplace experience. As in 2023, more than a quarter (28%) of organizations with less diverse senior leadership are somewhat more likely to state that their company actively avoids putting older employees in front of clients.

“[There is a] tendency to not want me in client meetings because I am over 55 and have grey hair.”

Senior level marketer, aspiring agency

Age discrimination in the workplace is tolerated more than other forms of discrimination.

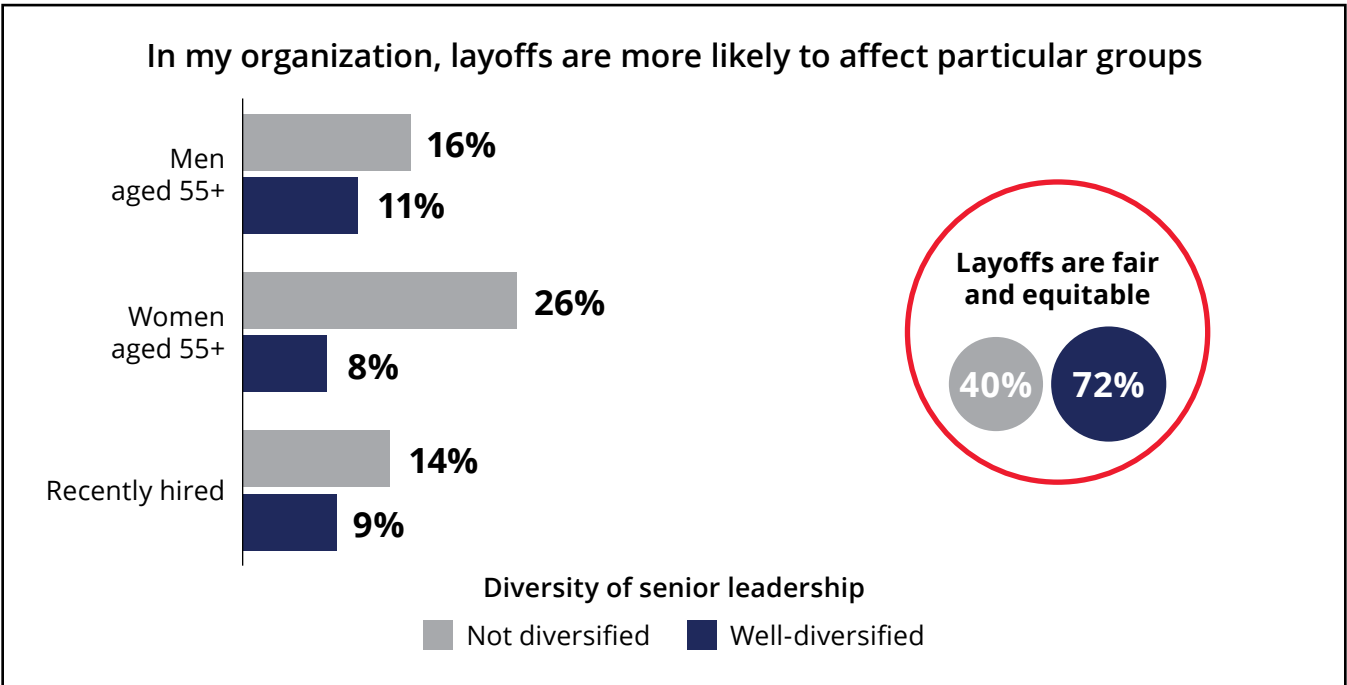
While nearly half of marketers agree with this statement, non-marginalized men are the group most likely to agree.



Ageism is increasingly problematic when it comes to job cuts.

Overall, 38% of marketers say they have noticed that layoffs are more likely to affect certain groups. While 15% say those most likely to be affected include those recently hired, the second two groups most likely to be identified are women aged 55+ (10%) and men aged 55+ (9%).

Those with no diversity at senior levels are far more likely to say that women aged 55+ are more likely to be affected by layoffs (26% vs. 8% in organizations whose senior leadership is well diversified).

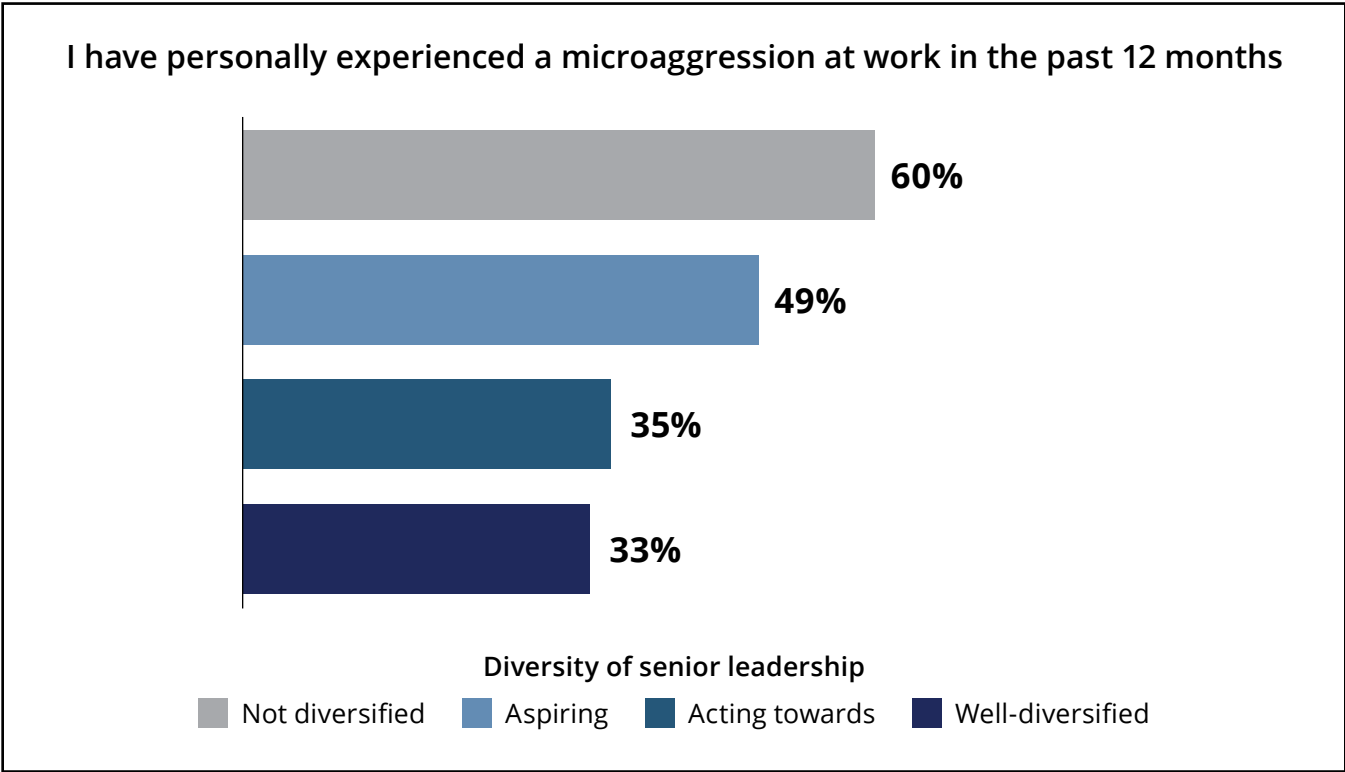


Older employees are seen to be “coasting toward retirement” by 20% of their colleagues. This perception is even more likely in workplaces where senior leadership is not diversified.

On the other end of the age scale, 80% of respondents agree with the statement “younger employees expect advancement even if their performance is standard.” This number stayed high across generations with 73% of Gen Z and 88% of Boomers agreeing.

Workplace Experience: Are We All in the Same Boat?

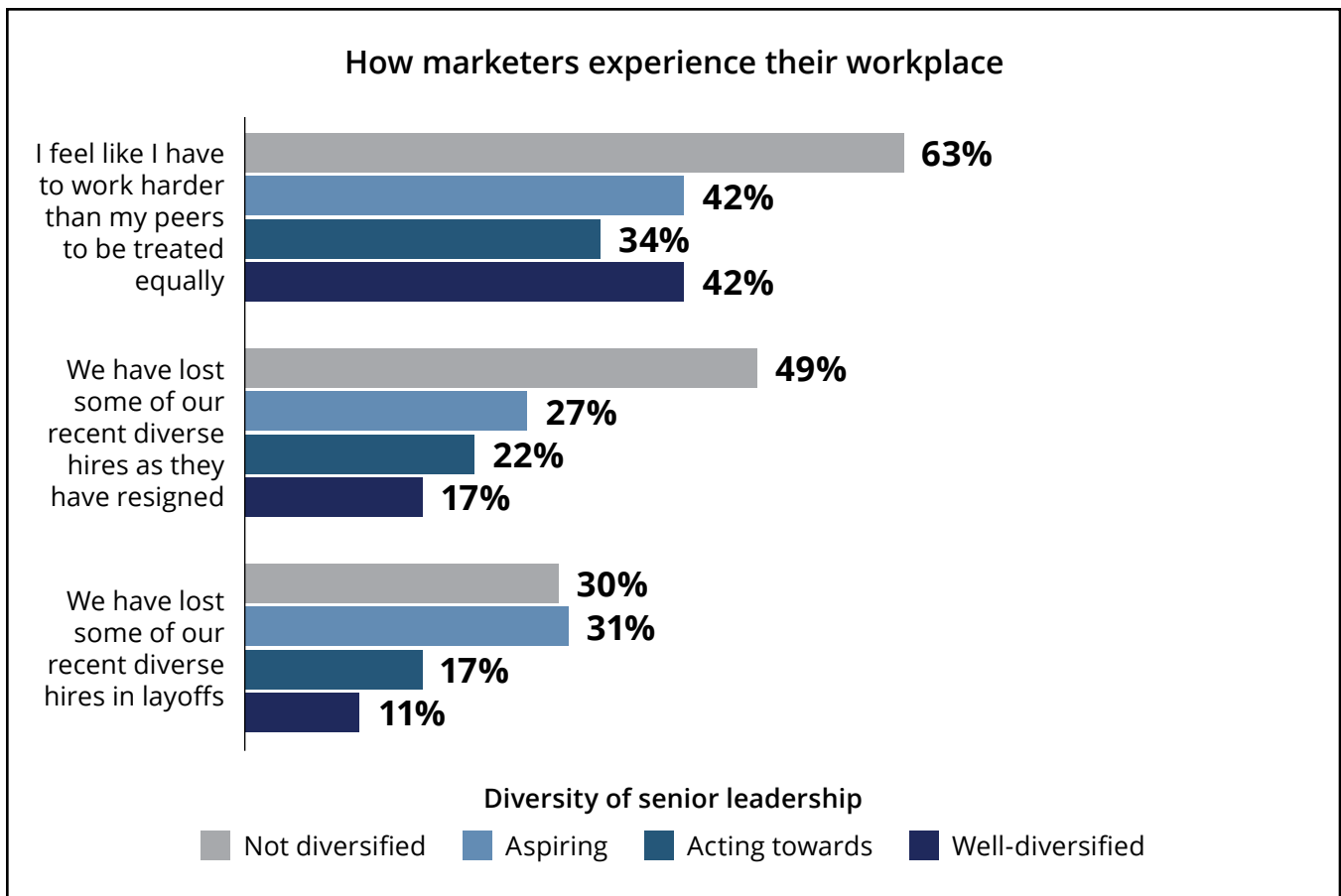
Organizations without diversified senior leadership have more ageism and in addition, **their employees are significantly more likely to have personally experienced a microaggression at work** (60% vs 33% in organizations with well-diversified senior leadership), a similar proportion to 2023 and 2022.



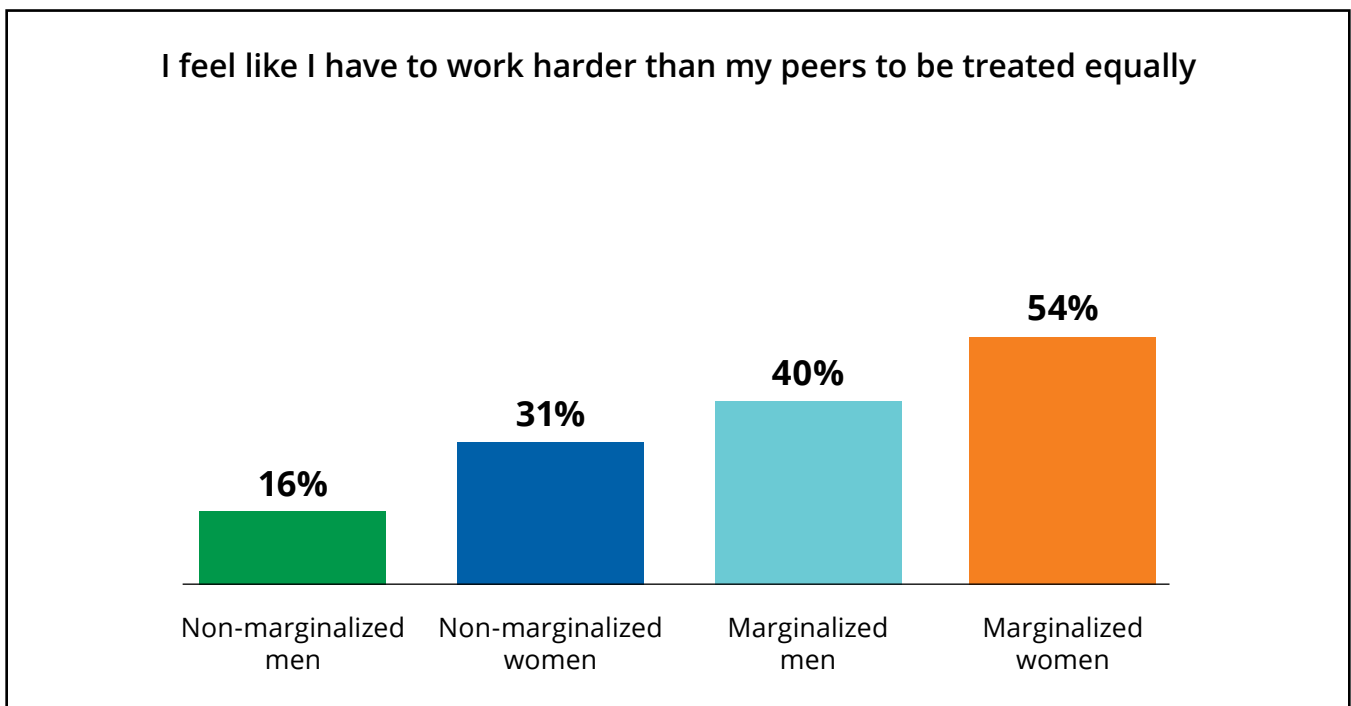
Marginalized women are especially likely (47%) to say they have experienced a microaggression at work.

“They don’t understand how you feel when you get comments like ‘here in Canada...’ or questions like ‘do you know what this word means’ (when it is a very basic word and you are the one using it.)”

Senior level marketer, non-diversified agency, marginalized background



Feeling the need to work harder to be treated equally is significantly higher among those working in organizations without senior leadership diversity (63% vs 42% in organizations with well-diversified leadership).



“

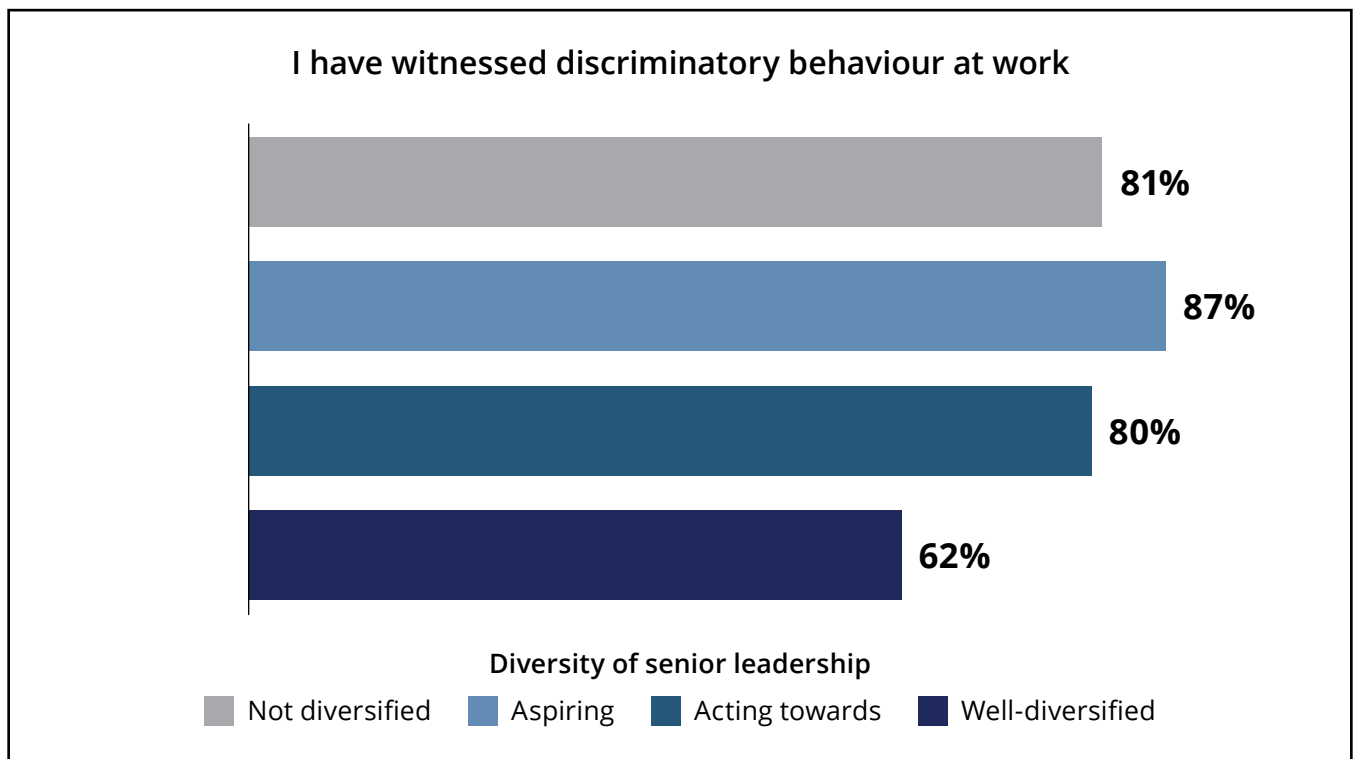
I am the only BIPOC member of the executive team. I feel as though I am constantly working hard to achieve the same level of respect & influence they have. They all have noticeably more ‘Executive Presence’ than I do when we walk into a room. I need to push Managers and Directors harder to get desired results whereas my white colleagues ask once and it gets done. This is not the case within my own dept so I know it’s not my leadership style.”

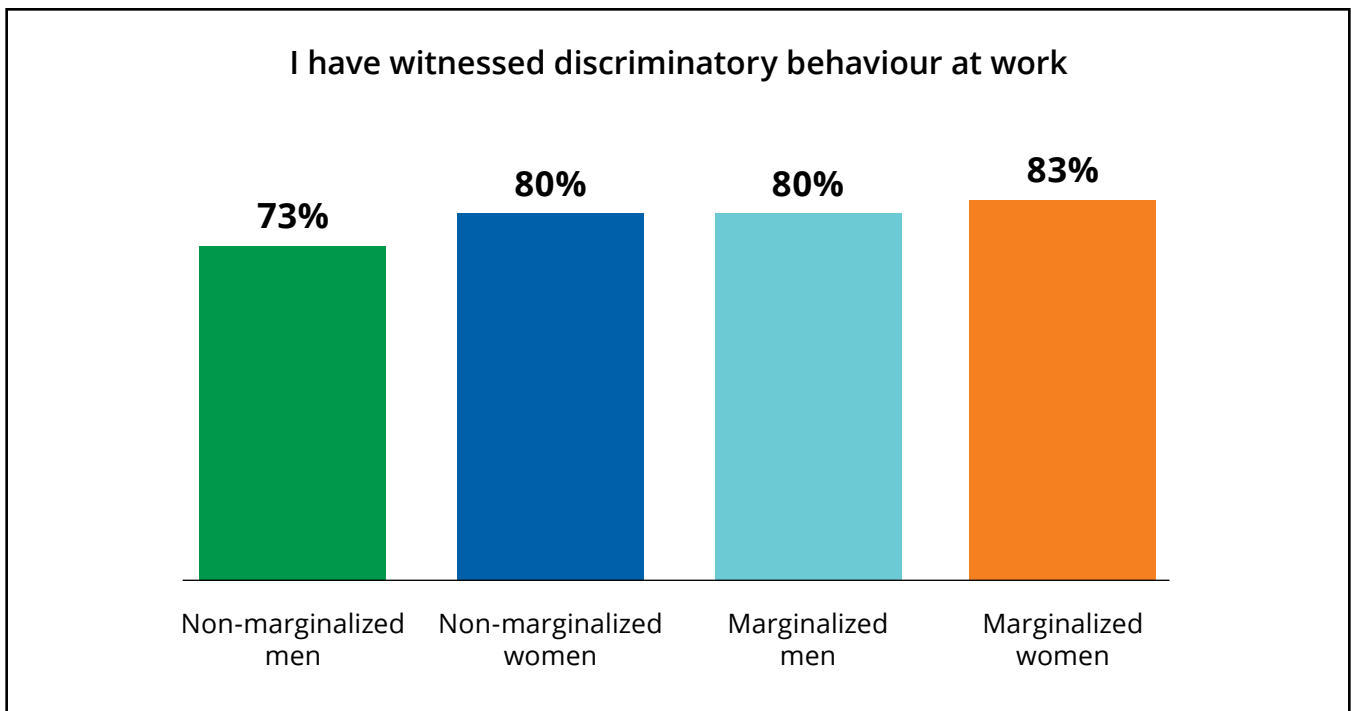
Senior level marketer, acting-towards agency, marginalized background

Discriminatory Behaviour: Keeping Quiet to Keep the Peace

Three-quarters of marketers have witnessed discriminatory behaviour, but many believe speaking up won’t lead to change and will result in awkwardness.

In workplaces where senior leadership is not diversified, the number one reason for not speaking up about discriminatory behaviour is a belief that nothing will change. Other reasons for not speaking up vary, but are more pronounced in workplaces where senior leadership is not diversified.

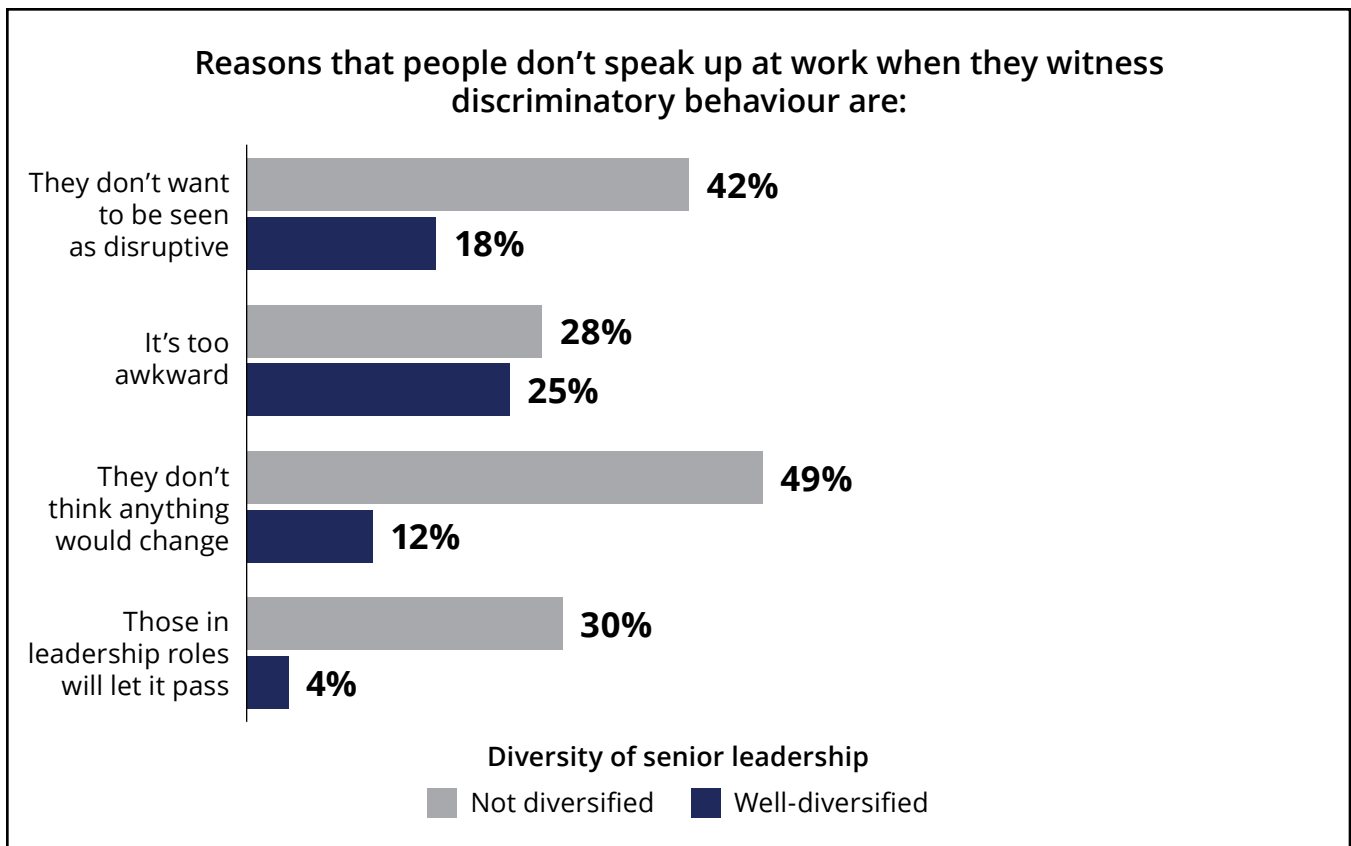




The top cited reasons for not speaking up when witnessing discriminatory behaviour are that respondents don't want to be seen as disruptive (35%), which is much more likely to be the case in workplaces lacking well-diversified leadership (42% of respondents in workplaces whose leadership is not diversified responded this way, compared to just 18% in workplaces where senior leadership is well diversified). Respondents state that it's "too awkward" (31%), and because they "don't think anything would change" (26%) as their primary reasons for not speaking up. Notably, the belief that nothing will change is the number one reason for not speaking up in workplaces whose leadership is not well diversified.

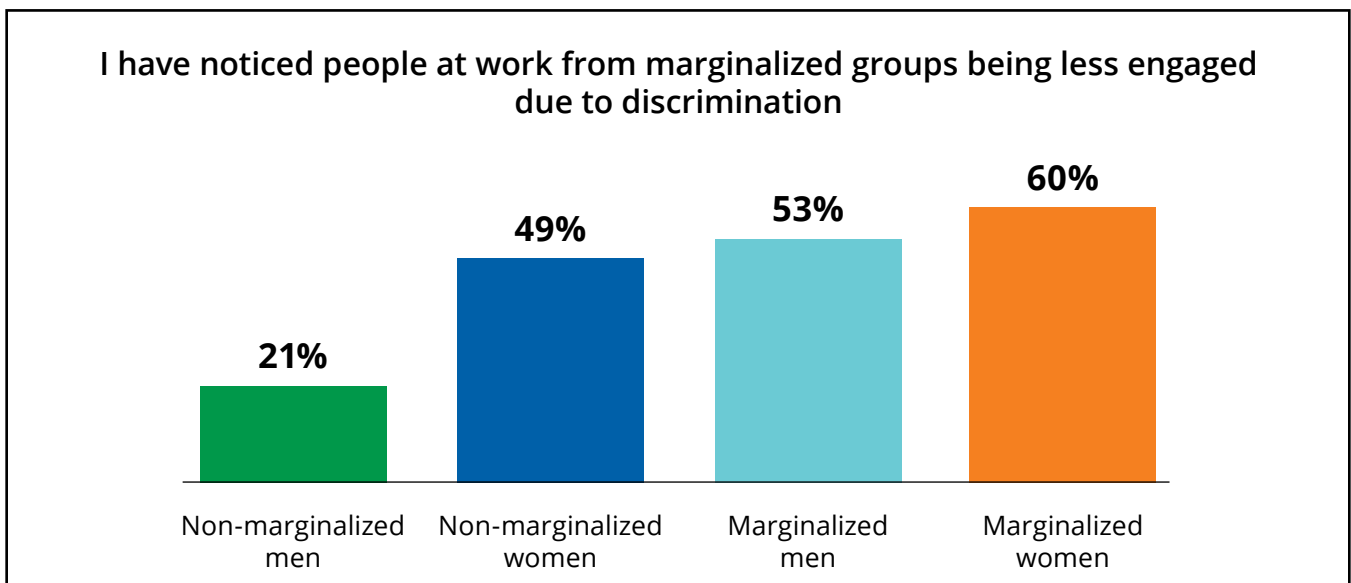
Workplaces where senior leadership is well diversified come out on top here—only 12% think nothing would change, while this jumps to 49% for those in workplaces whose senior leadership is not diversified.

In workplaces where senior leadership is not diversified, there is a sense that upper management won't do a lot to step in: 30% agree that those in leadership roles will let it pass. This is a marked difference from those in workplaces where senior leadership is well diversified, where just 4% agree with this statement.



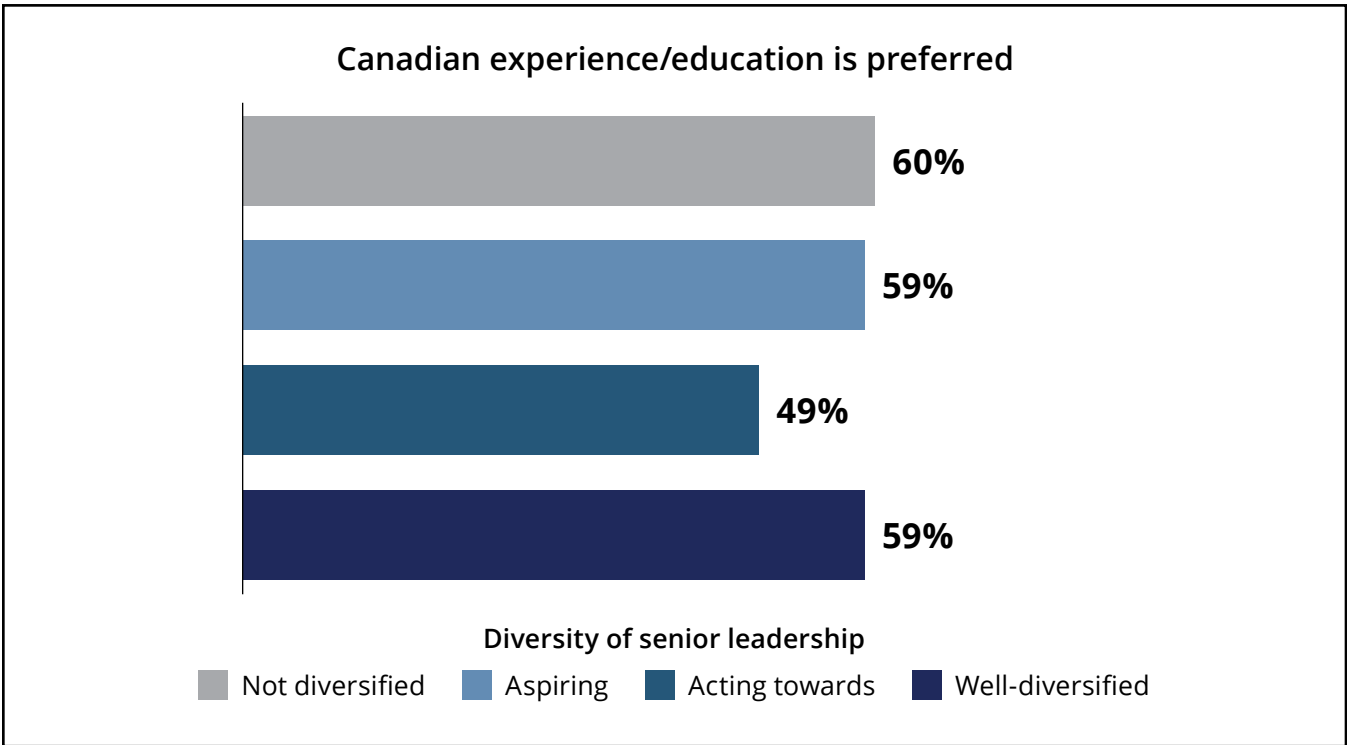
Engagement is a Casualty of Discrimination

Discrimination in the workplace is harming workplace engagement—a trend that has stayed stable over the years. One-half (49%) of marketers and, notably, 60% of marginalized women have noticed others being less engaged due to institutional, interpersonal, structural or internalized systems of discrimination. One-third (33%) of marketers have themselves been less engaged at work for the same reason. This is particularly true for women (37%), especially marginalized women (42%). Non-marginalized men are least likely to notice this engagement issue, with only a quarter reporting having witnessed this. This remains stable from 2023 findings.

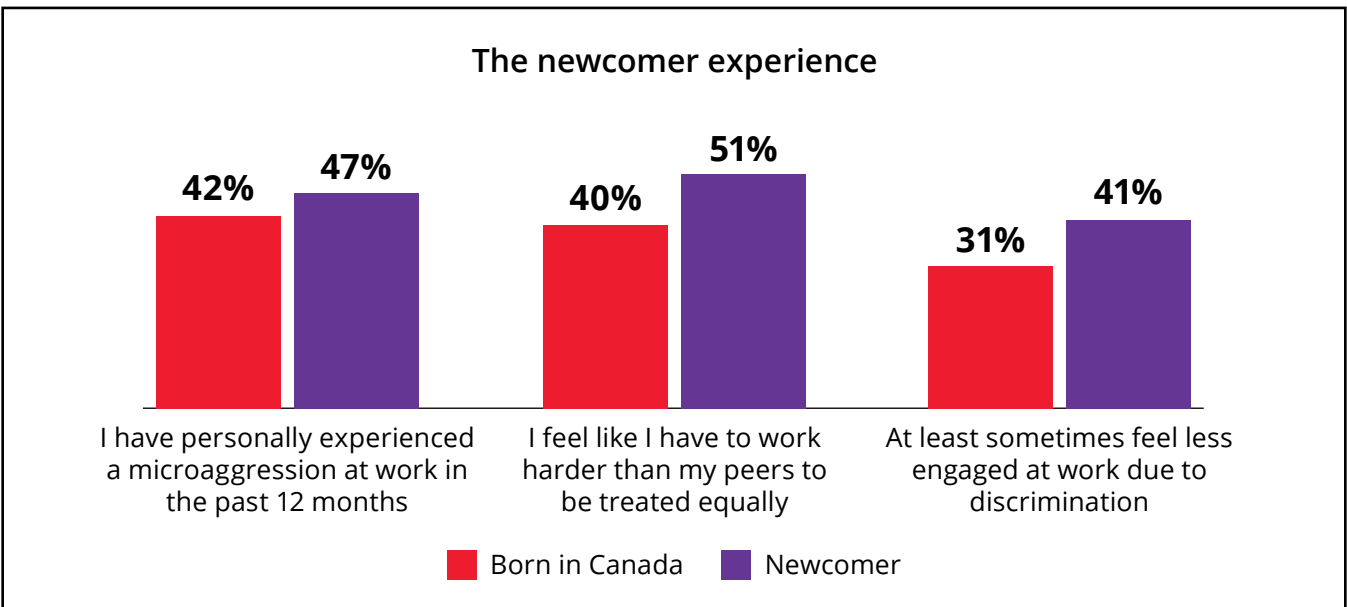


Newcomers and the Emphasis on Canadian Experience

Newcomers experience barriers to success in Canada. Of those who have been in Canada less than 10 years, a majority (62%) believe that employers prefer Canadian experience/education. Only half (51%) believe that employees who have been in Canada for five years or less are set up for success.

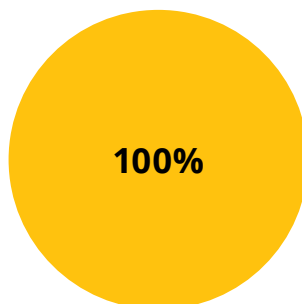


Newcomers are more likely to report that they personally feel less engaged at work due to discrimination than those born in Canada (41% vs. 31%), and are slightly more likely to say that they have personally experienced a microaggression at work in the past 12 months (47% vs. 42%). Half of newcomers (51%) feel they have to work harder than their peers to be treated equally (as compared to 40% of those born in Canada).



The irony of the challenges faced by newcomers to Canada is that all (100%) of marketers see the benefit of working with someone who was raised and educated in a different country with a different culture.

All marketers see the benefit of working with people from a different country/culture



Frustration is Mounting

There is more frustration in the write-in comments in this year's study compared to previous years.

While there was more significant, continuous and genuine support for DEI initiatives in the open-ended comments, there was also an increase compared to previous years in comments about hiring on merit alone. Some respondents believe the pendulum has swung too far, and that DEI initiatives can have negative consequences.

"Efforts should be made to ensure all are welcome in an organization but having performance measures/targets/specifically targeting under-represented minorities is discriminatory and divisive - people should be hired for (and based only on) their talent, and fit for the job. Anything else is bias, based on external factors a candidate has no control over."

— Senior level marketer, well-diversified organization, marginalized background

"Senior leadership is 100% part of the DEI description....to the point that if you are Caucasian anglophone...there is no representation. So not really diverse is it?"

— Senior level marketer, well-diversified organization, non-marginalized background

"DEI initiatives often have the side effect of reducing engagement by all employees, regardless of background. Employees from historically marginalized groups don't want to take on the burden of feeling forced to educate others while also not wanting to become visible tokens of progress. At the same time, employees from historically non-marginalized groups are taking a back seat, wanting to give space for other voices while at the same time are increasingly fearful of sharing their opinions. DEI risks becoming a lose-lose proposition and many studies are demonstrating the negative business impacts."

— Senior level marketer, well-diversified agency, marginalized background

Frustration on the lack of progress was also evident in the open-ended comments.

“In most agency environments I’ve seen, the main progress on diversity is moving from exclusively white men, to exclusively white men and women.”

— Senior level marketer, non-diversified agency, marginalized background

“I have yet to work in an organization where equality/inclusivity is anything more than lip service or something that’s done to check a box.”

— Mid-level marketer, non-diversified marketing support agency, non-marginalized background

“A lot of the middle and lower level team is very diverse in culture and gender representation, but upper mgmt is still mainly white/male.”

— Senior level marketer, acting towards agency, marginalized background

“It’s important that DEI/JEDI initiatives be deep and meaningful and not superficial ‘let’s not get into trouble’ or let’s do the minimum required to not get HR complaints. DEI needs to include anti-ableism, anti-ageism, anti-racism, anti-sexism, anti-transphobia/homophobia, anti-classicism.”

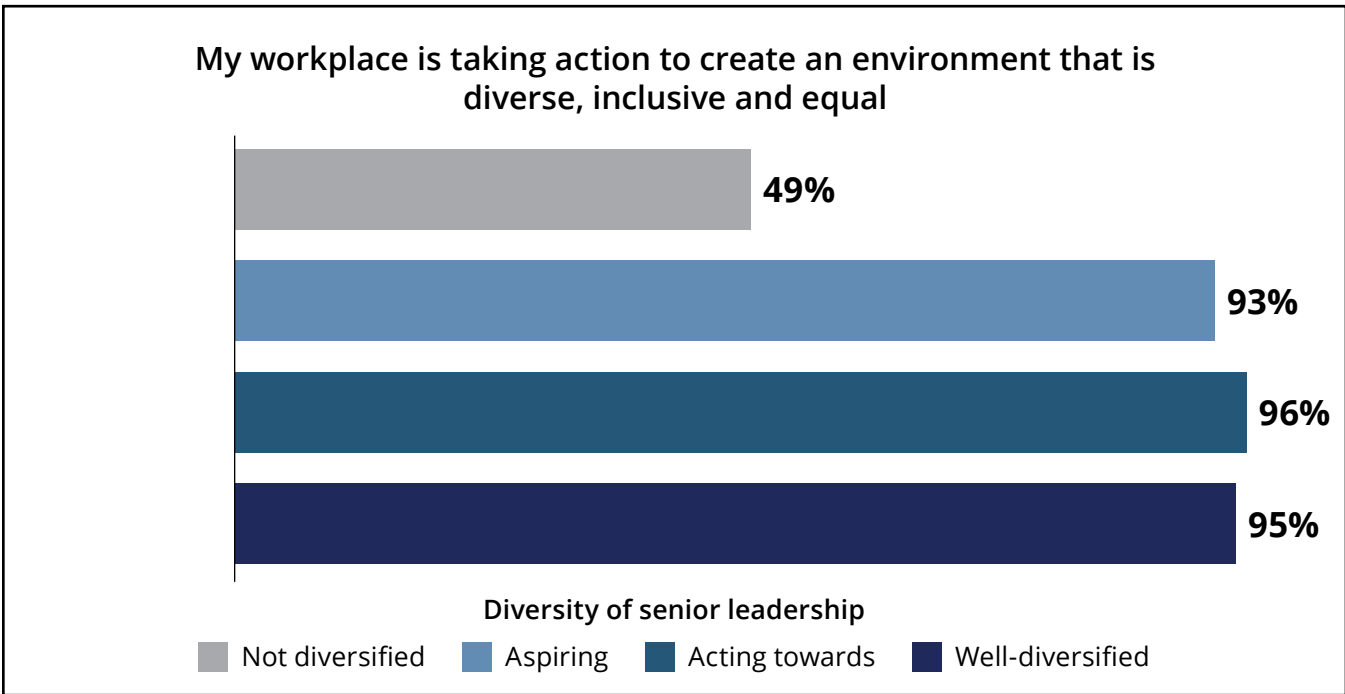
— Mid-level marketer, aspiring organization, marginalized background

Retention and Invention: A Solid ROI

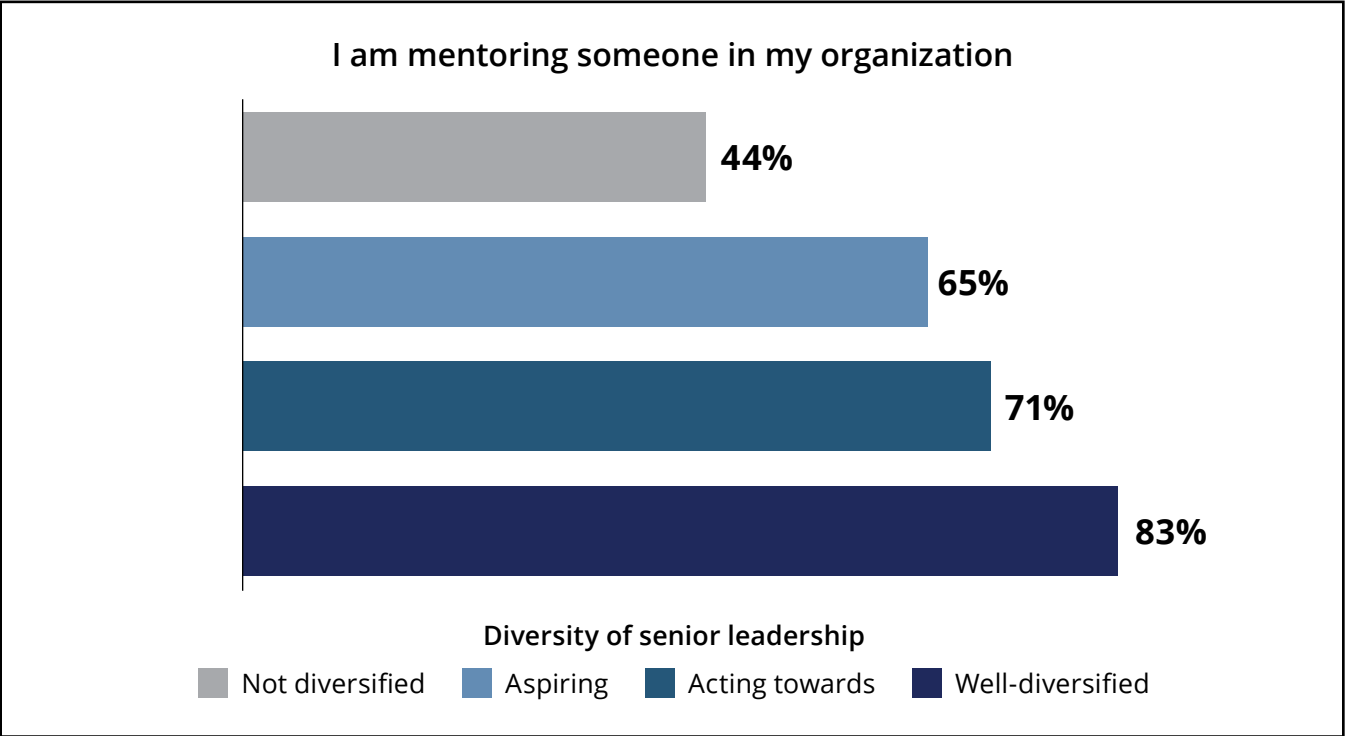
The good news, and a buffer to much of this, is that a positive sense of inclusion continues to be most likely among the organizations with well-diversified leadership.

This has been the case every year. Across many measures, these appear to be better places to work with career success based on merit.

In workplaces with a well-diversified leadership team, nearly all (95%) say their organization is taking action to create an environment that is diverse, inclusive and equal. This is nearly double the number (49%) of those in workplaces where leadership is not diverse who would say the same.



Further, there appears to be additional career support in these workplaces. While two-thirds of marketers (67%) are mentoring someone in their organization, this is much more common—twice as likely— in organizations with well-diversified leadership (83% vs. 44% not diversified).



While there hasn’t been significant movement over the last few years, marketers clearly continue to recognize the benefits of a fully inclusive workplace. Top cited benefits include:

- More innovation/creativity (68%)
- Understand clients/customers better (66%)
- Employee morale and loyalty (66%)

Key organizational benefits of working in a fully inclusive work environment

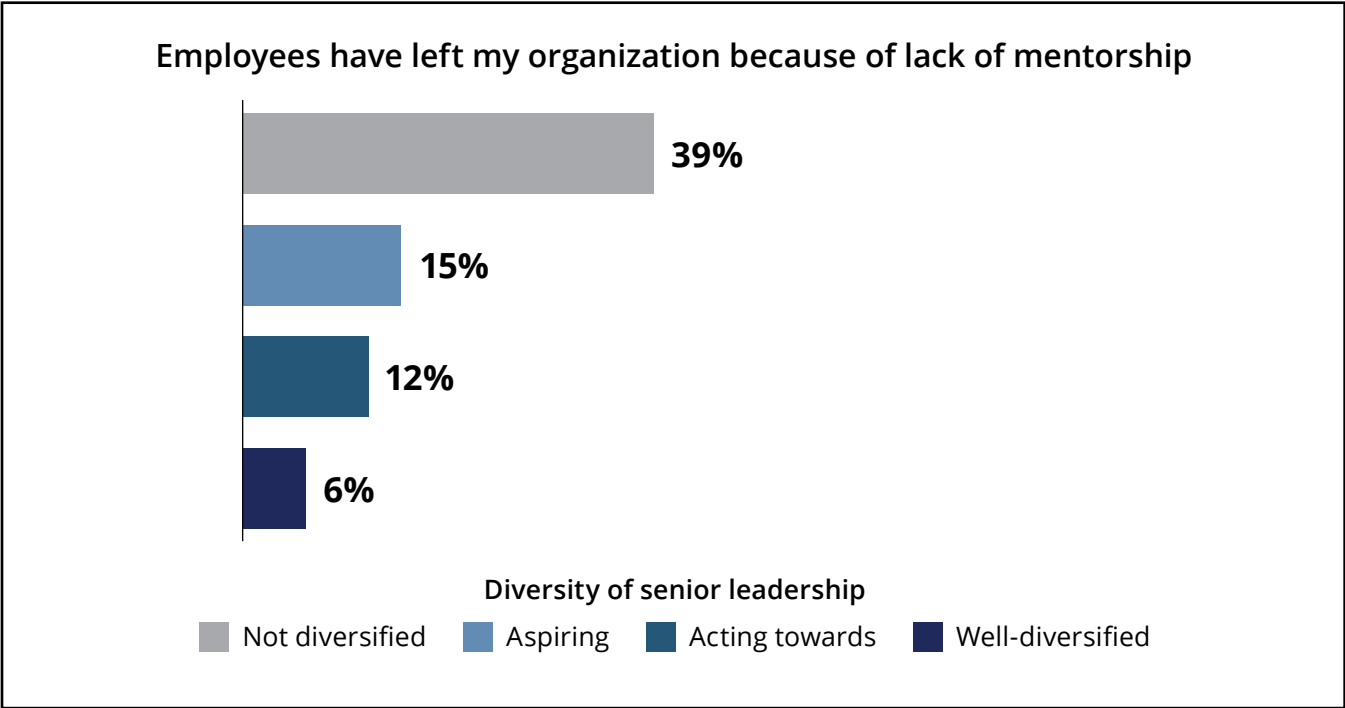
	2024	2023	2022	2021
Understand clients/customers better	66%	66%	71%	62%
Doing the right thing	52%	55%	69%	60%
Company reputation/reduced perception of discrimination and inequity	50%	51%	55%	46%
Higher revenue/more clients/business success	29%	29%	36%	34%

Employee engagement takes a hit in organizations without well-diversified leadership teams, and employees are more likely to leave these teams.

Employees are leaving for many reasons. However, two-thirds (64%) of marketers report preventable employee loss over the past 12 months. Workplaces where senior leadership is not diversified lose more (74% compared to 49% where leadership is well diversified).

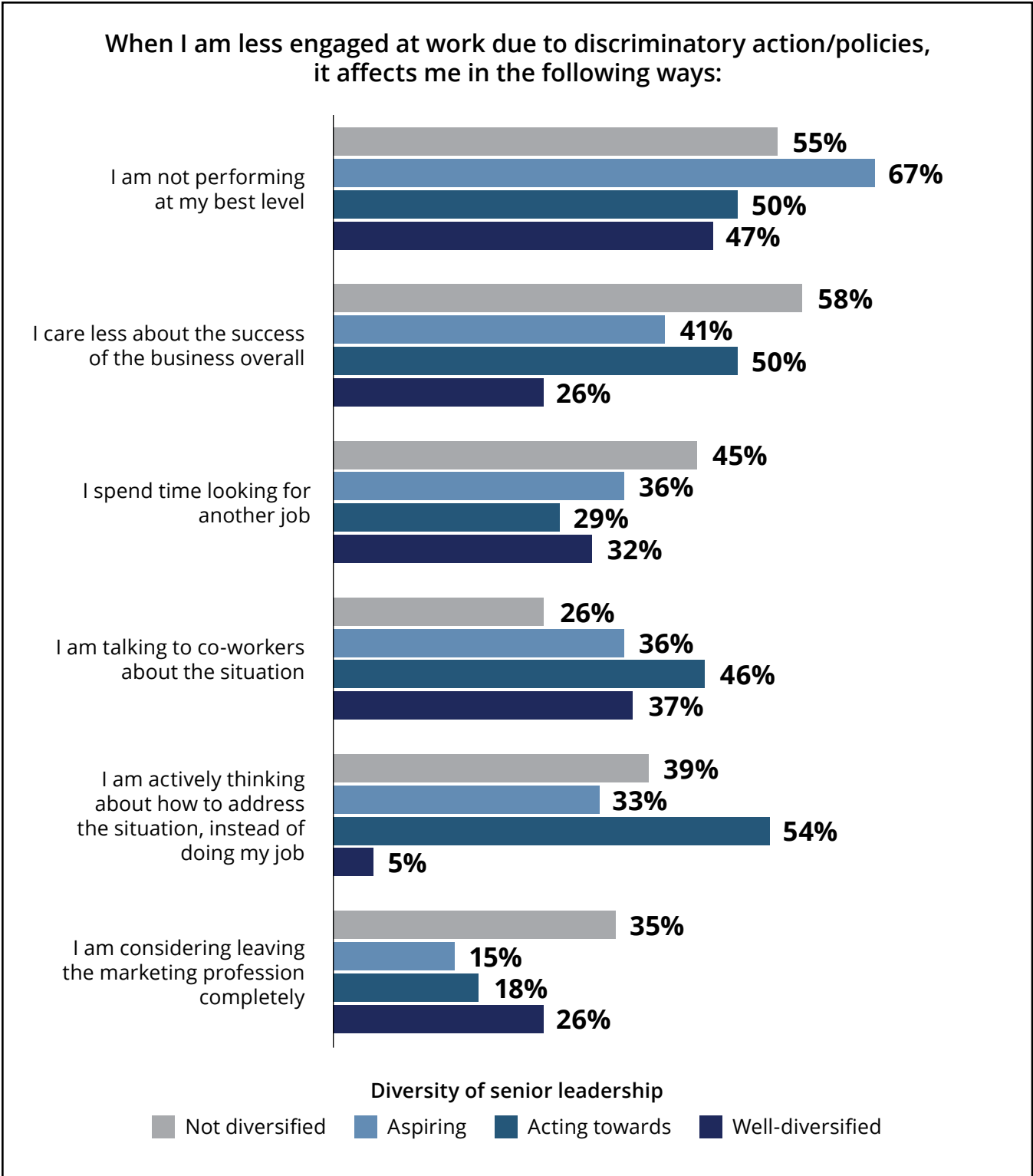
Overall, lack of job progression is the most likely reason that employees leave (42%), followed by increased workload (34%) and mental health challenges due to workload stress (30%). These have been the top three reasons since 2022, and are more pronounced in workplaces where senior leadership is not diversified, where half of respondents say career progression and increased workload (54% for each) are issues.

Also notable is lack of mentorship. While this is an issue that hardly registers in workplaces where senior leadership is well diversified, with just 6% saying this is a reason for employees to have left the workplace in the last 12 months, the percentage balloons to 39% in poorly diversified workplaces.

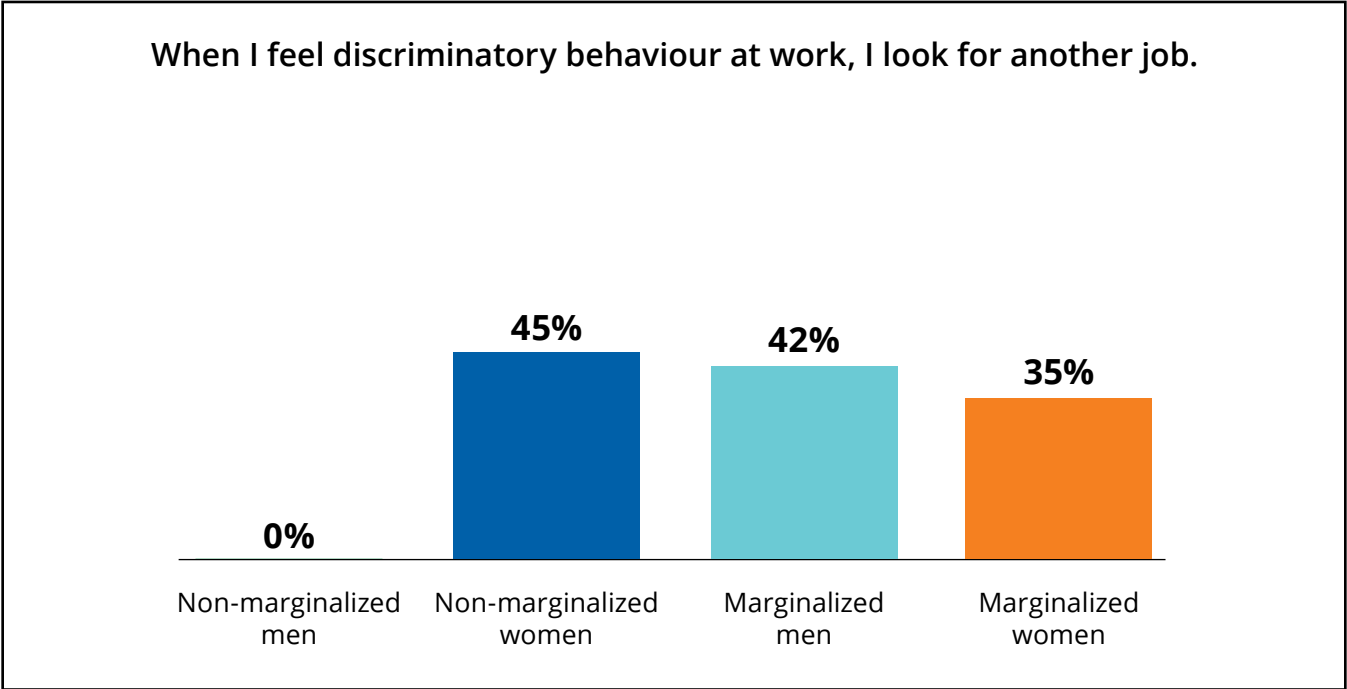


Those in organizations with no diversity in senior leadership are more likely to say resignations have resulted in the loss of recent diverse hires (49% vs. 17% in organizations with well-diversified leadership).

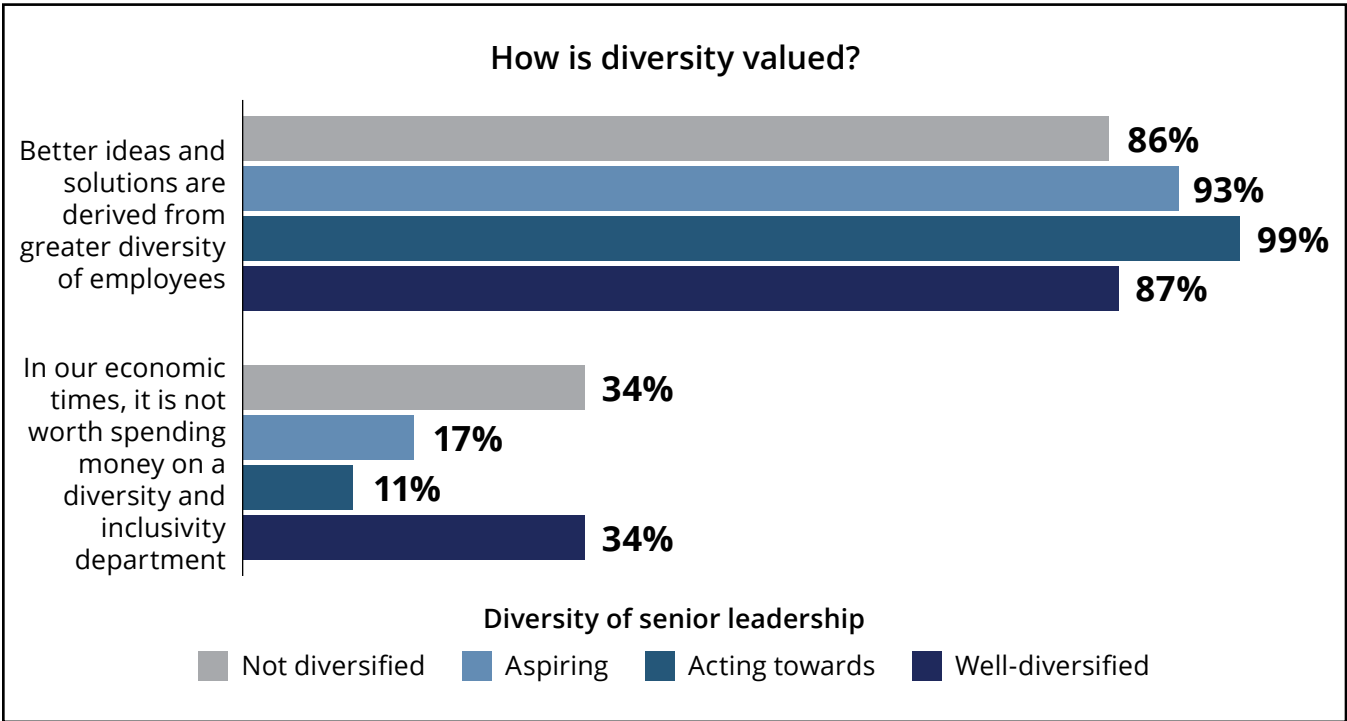
When employees don't feel engaged, half (56%) say they are not performing at their best level, and nearly half (45%) care less about the success of the business overall. More than a third (36%) are spending time looking for another job, which is particularly true among marginalized respondents.



Forty-two per cent of marginalized men and 45% of marginalized women are looking for another job.



Marketers are well aware of the benefit of a well-diversified workforce and nearly all respondents (93%) believe that better ideas and solutions are derived from greater diversity of employees. This is particularly true of women (96%) compared to men (86%).



“

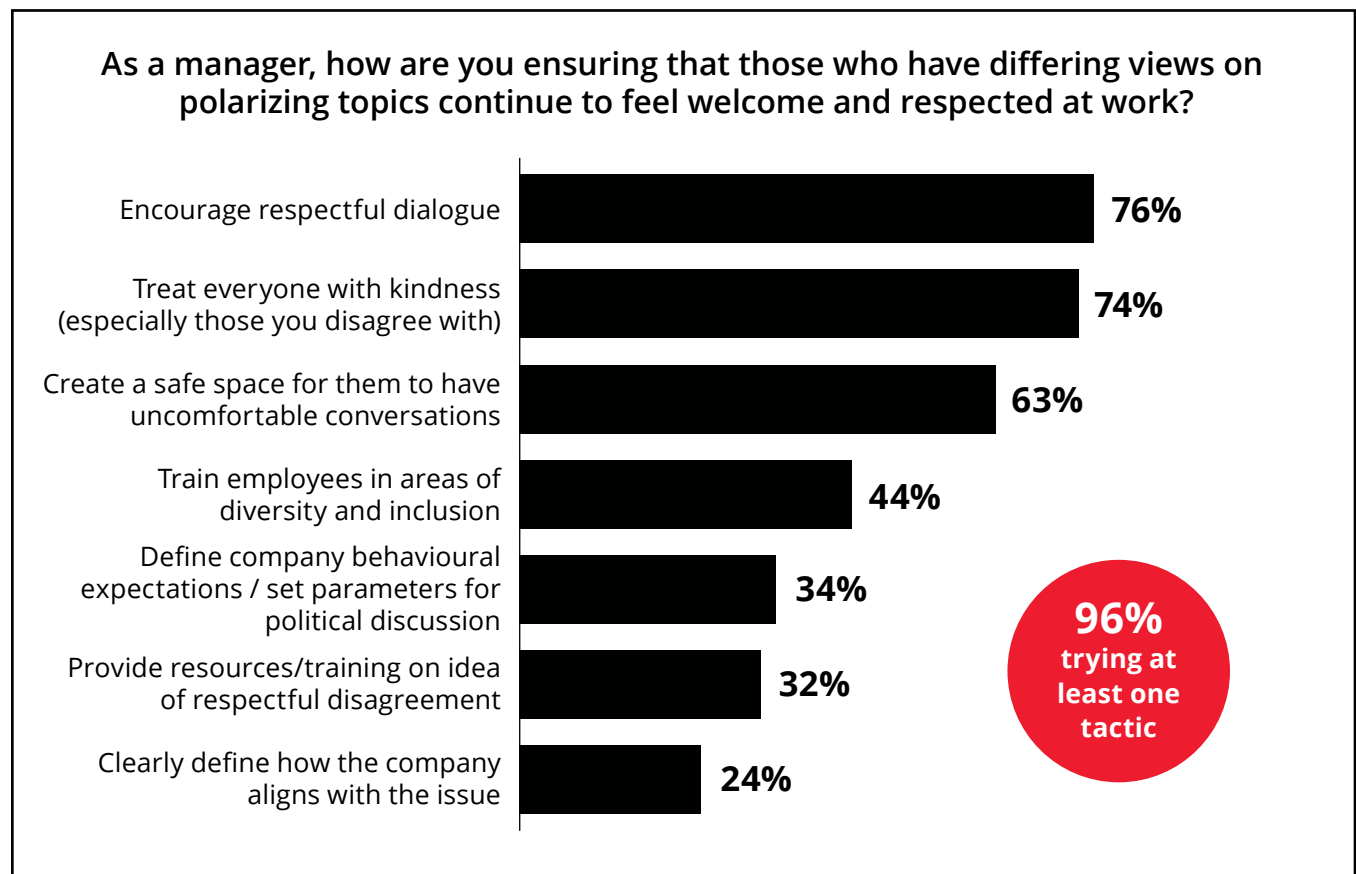
We are well past having a ‘diverse’ or ‘equitable’ workplace just as a box to be ticked or a token action to be taken. The business case and benefit to company culture have long been proven. Lagging behind in this area in 2024 means your business is in jeopardy, whether you realize it or not. ”

Senior level marketer, acting towards agency, marginalized background

Steps Employers Can Take

Steps can be taken to ease workplace tensions around polarization issues. In fact, many marketers are already making an effort to do so. While a very small number of people believe there is no place whatsoever for polarizing conversations at work, almost all (96%) marketing managers employ at least one strategy to ensure that those who have differing views on polarizing topics continue to feel welcome and respected at work.

Top strategies include encouraging respectful dialogue (76%), treating everyone with kindness, especially those you disagree with (74%), and creating a safe space for people to have uncomfortable conversations and move forward (63%).

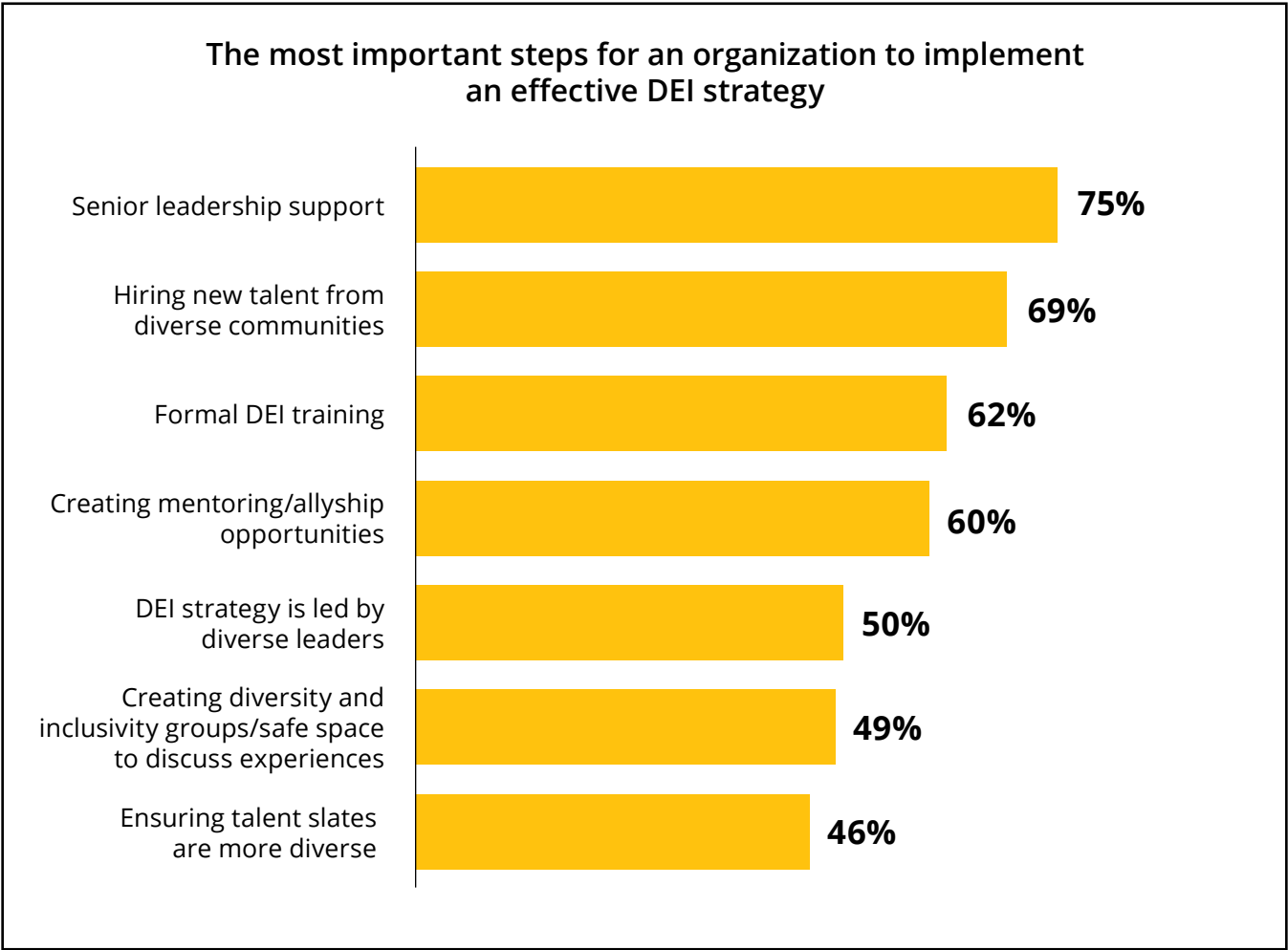


In the open-ended responses, many people noted that polarizing issues impact their work and, as a result, they must find ways to build trust and teamwork.

For DEI initiatives to succeed, senior leaders need to stand behind the initiative. According to participants, the following steps are most important for an organization to implement an effective DEI strategy:

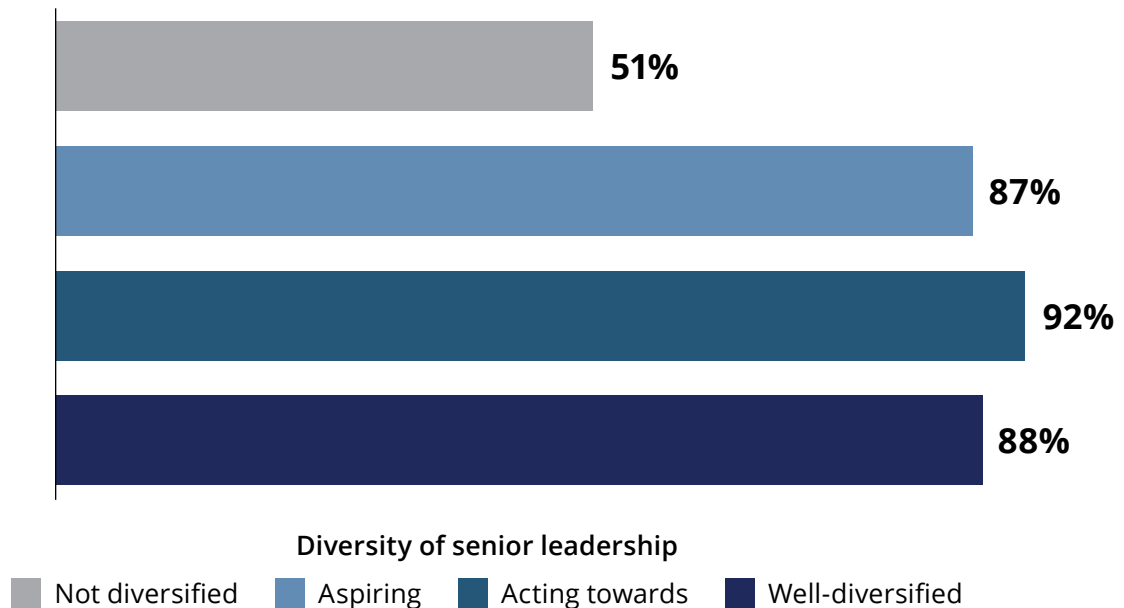
- senior leadership support in backing the initiative (75%)
- hiring new talent from diverse communities (69%)
- formal diversity and inclusivity/unconscious bias training and management programs for all employees including senior management (62%)

Following closely (60%) is creating mentoring/allyship opportunities, which is more likely to be identified by those in workplaces where senior leadership is well diversified (63%) than by those in poorly diversified workplaces (43%).



To build a more diverse workplace, most organizations are working to ensure a more diverse hiring process, but more can be done. Overall, 84% of marketers say their organizations are encouraging all talent to apply when they have an opening (a similar proportion to last year), and this is much more likely among workplaces whose senior leadership is already well diversified.

My company is using at least one tactic to ensure all available talent is being considered for jobs



Tactics most likely to be used include highlighting diversity in job descriptions (48%) and highlighting diversity on the career site (44%).

Other tactics being used include:

- Advertising jobs and recruiting through diverse channels/diverse job boards (34%)
- Having a diverse hiring/interview panel (32%)
- Offering targeted internships and scholarships to diverse populations (27%)
- Requiring diverse talent slates (21%)
- Asking for diverse referrals (18%)

An area for improvement is to make better use of diverse job search options. Since 2022, organizations are more likely to highlight diversity in their job descriptions (48% vs. 43%), but less likely to advertise jobs and recruit through diverse channels and diverse job boards (34% vs. 39%). Employers are also less likely to ensure the hiring/interview panel is diverse (32% vs. 38%), or to ask for diverse referrals (18% vs. 24%).

“

(The key benefit of working in a fully inclusive work environment is the) added cultural value and cultural intelligence, which encourages marketing that **TRULY** speaks to the consumers lived experience. ”

Junior level marketer, aspiring agency, marginalized background

Methodology

This research was conducted by Research + Knowledge = Insights (RKI) — an independent research company that adheres to the highest standards of practice. The survey was in the field between February 21 and March 27, 2024. Surveys were sent to marketers working in agencies, brands, not-for-profit organizations, service providers and independent consultancies.

A total of 486 usable responses were collected and analyzed by RKI. CMA and its distribution partners did not receive individual responses. The survey has a margin of error of +/- 4% 19 times out of 20.

Organizational Characteristics

Organization type

Agency	40%
Client	31%
Marketing services/other	29%

Total number of employees

200 or fewer	50%
201 to 5,000	34%
More than 5,000	16%

Participant Characteristics

	2024	2023	2022
Member of a religion that experiences discrimination	16%	14%	13%
LGBTQ2S+ community/sexual orientation/gender identity	11%	17%	12%
Have an evident physical or health challenge/disability	5%	6%	4%
Mental health challenge/neurodiverse	15%	17%	10%
Raised or educated outside of Canada or United States	19%	15%	14%
Learned English as a second/third+ language (non-mother tongue)	26%	16%	18%
Have taken more than 6 months maternity/paternity leave in the past 5 years	9%	Not asked	Not asked
Raised in an economically disadvantaged family	21%	Not asked	Not asked
Born in Canada	73%	Not asked	Not asked
Immigrated to Canada more than 10 years ago	16%	Not asked	Not asked
Immigrated to Canada in the past 10 years	11%	Not asked	Not asked

Age cohort

Gen X	64%
Millennial/Gen Z	31%
Boomer	5%

Location

Ontario	74%
West	14%
Quebec	7%
East	3%

Gender

Female	63%
Male	41%
Non-binary	1%
Prefer not to disclose	4%

Marginalized communities

Learned English as a second/third+ language (non-mother tongue)	26%
Raised in an economically disadvantaged family	21%
Raised or educated outside of Canada or United States	19%
Member of a religion that experiences discrimination	16%
Mental health challenge/neurodiverse	15%
LGBTQ2S+ community/sexual orientation/gender identity	11%
Have taken more than 6 months maternity/paternity leave in the past 5 years	7%
Have an evident physical or health challenge/disability	5%

Race/ethnicity

White/Western European ancestry mostly or all	64%
Black	12%
South Asian	10%
East Asian	6%
Latin American	5%
South Asian	4%
Southeast Asian	4%
Arab	2%
West Asian	1%
Other	7%

Time in Canada

Born in Canada	73%
Immigrated to Canada more than 10 years ago	16%
Immigrated to Canada in the past 10 years	11%

Conversation Starters

The questions in this section can be used as a catalyst for leaders to further consider how to create a more inclusive and equitable work environment, and to improve employee engagement and morale. Open and meaningful conversations are an important step.

1. Workplace

There is near universal agreement that having a diverse and inclusive workplace is good for business. Are you working to build an inclusive workplace? If not, what barriers are preventing you from doing so? What tools and resources would help you overcome these barriers?

2. Sentiments and expectations

Employees at less diverse organizations are far less likely to feel included at their workplace and are more likely to be less engaged at least sometimes. By comparison, fewer employees in organizations with well-diversified leadership say they feel disengaged and a majority say they feel included.

Have you observed a shift in employees' sentiments and expectations related to inclusion in your workplace? Do you feel things are worsening or improving? If things are worsening, are you taking steps to improve inclusion and engagement?

3. Polarization

A majority of marketers say the rise of polarization has affected their work life. This has manifested in different ways, with the main consequence being self-censoring. How has the broader environment of polarization affected your work life? To what extent does it change how you do your job? What are the benefits and downsides to people being more careful with their choice of words?

4. Ageism

Respondents classify employees as older starting at about age 49. However, according to Statistics Canada the average retirement age in Canada is 64.5 years old. About half of respondents say age discrimination is tolerated in the workplace more than other forms of discrimination.

Do you think age discrimination is tolerated in your workplace? Do you think this has always been the case in the marketing profession? Does your company actively avoid putting older marketers in front of clients? What other behaviours or policies in your organization affect older workers? Do you see an opportunity to promote the experience of older workers in balance with the innovation and skills of younger marketers?

5. Mentorship

Mentorship appears to be a powerful means of breaking down barriers and improving employee growth and organizational success. Do you have a mentorship program in your workplace? If not, is this something you are considering implementing in the future? If yes, have you considered mentorship in both directions to level the playing field for all employees?

6. Employing newcomers

Canadian marketers must reach a diverse and pan-ethnic consumer base, yet the majority of respondents indicate that Canadian experience and education is preferred when making hiring decisions. Do you place a higher value on Canadian experience and education in your workplace? What are the specific reasons for this requirement? Are there ways these issues could be mitigated?

About the Canadian Marketing Association

The CMA is the voice of marketing in Canada and our purpose is to champion marketing's powerful impact. We are the catalyst to help Canada's marketers thrive today, while building the marketing mindset and environment of tomorrow.

We provide opportunities for our members from coast to coast to develop professionally, to contribute to marketing thought leadership, to build strong networks, and to strengthen the regulatory climate for business success. Our Chartered Marketer (CM) designation signifies that recipients are highly qualified and up-to-date with best practices, as reflected in the Canadian Marketing Code of Ethics and Standards. We represent virtually all of Canada's major business sectors, and all marketing disciplines, channels and technologies. Our Consumer Centre helps Canadians better understand their rights and obligations.

For more information, visit thecma.ca

About Research + Knowledge = Insights

RKI: Research + Knowledge = Insights is a full-service market research firm located in Toronto. Led by an innovative team of award-winning professionals, RKI focuses on content and media research, recently developing a number of high-profile reports in the areas of workplace diversity, equity and inclusion. Their areas of expertise span the complete gamut, from standard market research's qualitative and quantitative components to projects designed to promote thought leadership and editorial/advertorial content placement. RKI's practice is tailored to a range of audiences, from elite C-suite executives to small, medium, and large business leaders, and to employees and consumers across a range of industry verticals. The RKI team provides insight and inspiration to realize changes specific to particular industries in an evolving global scene.

For more information, visit rkinsight.com

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