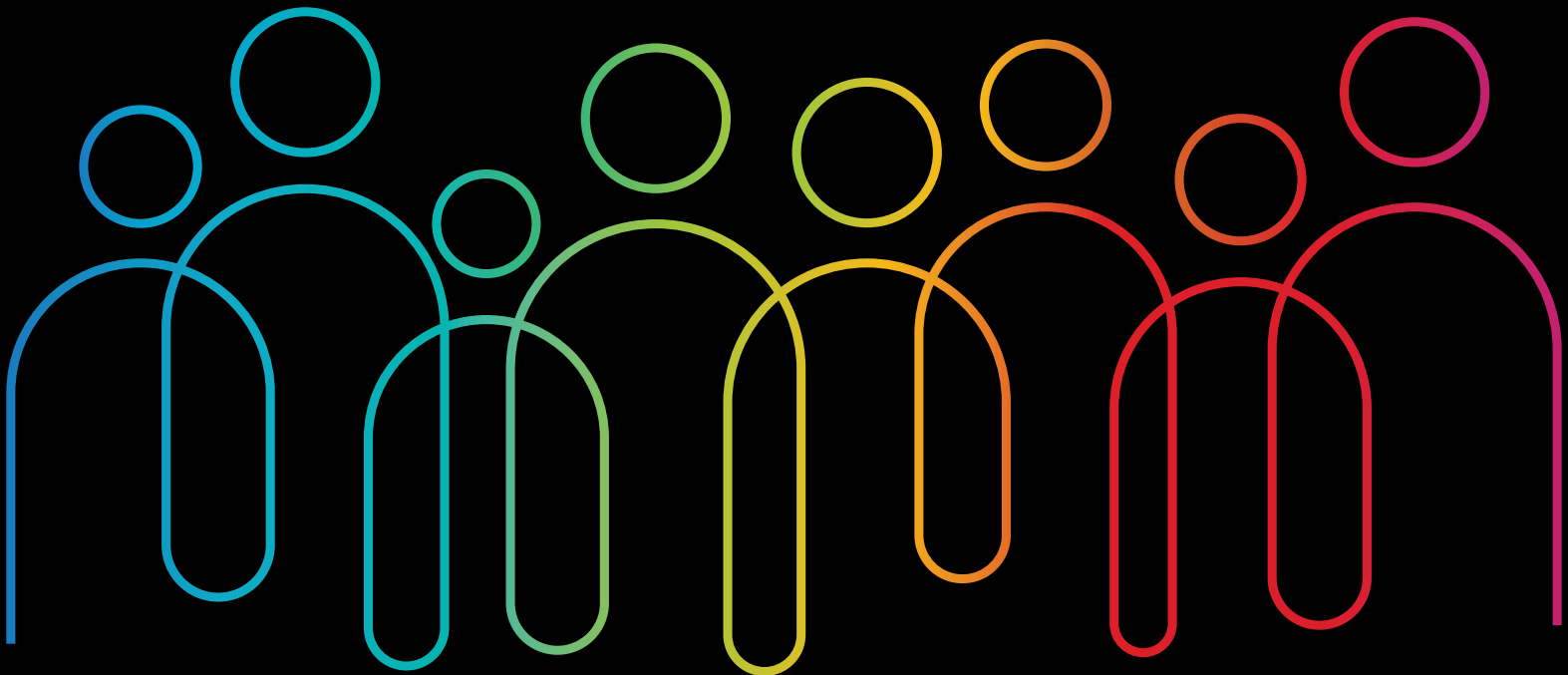


# From Engagement to Retention: DEI's Impact on the Marketing Profession

2022 Research Study



# Executive summary

The Canadian Marketing Association (CMA) launched research on diversity, equity and inclusion (DEI) in 2020 following a commitment to take steps to combat racism, discrimination and systemic barriers in the marketing profession. The research provides insights about the challenges that individuals from BIPOC communities and other marginalized groups face in marketing workplaces in Canada.

## Key findings from year two of our research include:

### ✓ **A fully inclusive work environment benefits marketers and businesses, but this is an elusive goal for most organizations**

Virtually all marketers (99% of respondents) agree that a fully inclusive workplace benefits everyone. The top benefits are more innovation and creativity (75%), stronger employee morale and loyalty (72%), and a better understanding of clients and customers (71%). Despite this, just 22% of respondents report that there is a well-diversified senior team in their companies.

### ✓ **Meaningful DEI efforts can blunt the impact of the Great Resignation**

While marketing has not been spared from what has been coined the Great Resignation, just 51% of respondents at companies with well-diversified leadership report preventable staff loss during the pandemic, compared to 75% at organizations where leadership is not at all diverse.

### ✓ **Overall, employees are more engaged, though there is still work to be done**

The percentage of respondents who have personally felt less engaged at work due to systems of discrimination has dropped significantly from 41% in 2020-21 to 28% in 2021-22. However, just 12% of respondents in well-diversified companies report feeling less engaged, compared to more than half (52%) in companies with no diversity in leadership.

### ✓ **In workplaces with well-diversified senior leadership, marketers feel welcome**

Nearly three-quarters (74%) believe that their organization does a very good or excellent job of making employees feel welcome. However, that figure drops to 47% in organizations where senior leadership is not at all diverse and rises to 87% in companies with well-diversified senior leadership.

### ✓ **Observations and experiences vary widely among marketers from marginalized and non-marginalized communities, and between men and women**

Individuals' awareness of discrimination in the workplace depends on whether or not they themselves are part of a marginalized community. For example, 54% of respondents believe that their organizations are making a significant genuine effort to ensure that staff are diverse and are treated inclusively. However, there are significant differences in the responses of non-marginalized men (67%), as compared to marginalized women (43%).

### ✓ **Women continue to face gender bias and ageism**

Non-marginalized women are the most likely to indicate that ageism exists in their workplace, with more than half (52%) stating that once someone reaches a certain age, they have no chance of getting promoted. In contrast, just 35% of marginalized men agree with this statement.

As well, there is a perception that men and women are not treated equally when raising concerns about discriminatory behaviour from leaders. One-quarter of men—but only 13% of women—say they would be praised for challenging a leader who made a discriminatory comment or joke.

### ✓ **How discrimination is addressed depends on who you are and where you work**

Almost all (94%) non-marginalized men believe that their organization will take appropriate action in the event of a discriminatory incident, compared to 80% of marginalized women. However, less than half of respondents at companies with no diversity in leadership believe this to be the case, in stark contrast to 100% of respondents, across all genders and demographics, in organizations with well-diversified senior teams.

### ✓ **Expectations of agencies have shifted in the wake of talent shortages**

A total of 59% of client-side marketers say that their agency team needs to reflect Canadian diversity. This is a significant drop from 2021, when 71% agreed with this statement. This surprising result may be due to shifting expectations as a result of significant talent shortages.

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# Introduction and acknowledgements

This report provides insights from the second year of the CMA's survey on diversity, equity and inclusion (DEI). We launched the survey following the commitment that we made in the spring of 2020 to take steps to combat racism and other types of discrimination in the marketing profession. The purpose of the study is to raise understanding about the barriers that people from BIPOC and other marginalized communities face. By identifying gaps and challenges, we aim to reduce barriers and identify opportunities, to create safe, supportive and inclusive spaces for all.

Many of the findings were evaluated based on the diversity of senior leadership at respondents' organizations, defined as follows:

**Well-diversified** – My organization's senior leaders are diverse based on: age, gender, ethnicity, race, religion, sexual orientation, physical conditions, cultural background, country of origin, etc.

**Acting towards** – My organization has some diverse representation and definite formal plans to address diversity

**Aspiring** – My organization is mostly not diverse, making attempts to diversify

**Not diversified** – My organization is mostly not diverse with no apparent interest in change

We appreciate the expertise and insights of members of our DEI Committee for their assistance in developing the survey questions and interpreting the results:

- Patrick Bhang, RBC (Co-Chair)
- Sartaj Sarkaria, CMA (Co-Chair)
- Nike Adediwura, Microsoft
- Sara Clodman, CMA
- Irene Daley, Canadian Tire
- Tyjondah Kerr, OLG
- Darian Kovacs, Marketing News Canada
- Loretta Lam, Focus Communications
- Chloe Lebouc, Kaiser & Partners
- Kaleigh MacMaster, BMO
- Angel Massey-Singh, Canada's Children's Hospital Foundations
- Maria Maynard, Shoppers Drug Mart
- Christine Sabourin, Scotiabank
- Marème Touré, Dentsu

The CMA is grateful for the partnership of the following organizations, whose support made this research possible:

#### Major partners

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#### Lead partners

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#### Affiliate sponsor

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In addition, we thank our distribution partners, who helped us reach a wider audience:

- Ad Standards
- Black Talent Initiative
- Canadian Centre for Diversity and Inclusion
- Canada's LGBT+ Chamber of Commerce
- L'Association Marketing Québec
- Marketing News Canada
- Sponsorship Marketing Council Canada
- *strategy*

## Detailed findings

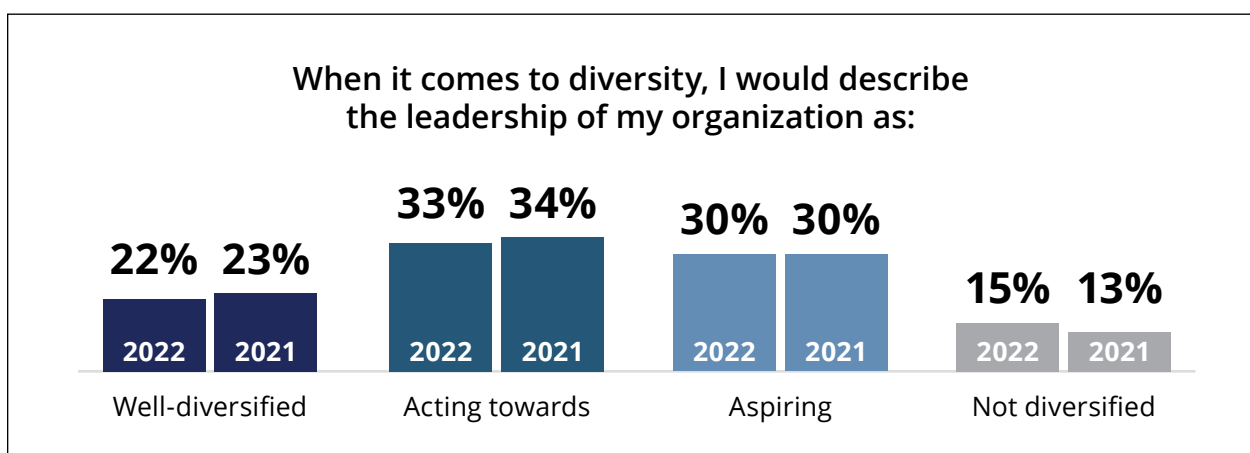
### A fully inclusive work environment benefits marketers and businesses, but this is an elusive goal for most organizations

Virtually all marketers (99% of respondents) agree that a fully inclusive workplace benefits everyone. The top benefits are more innovation and creativity (75%), stronger employee morale and loyalty (72%), and a better understanding of clients and customers (71%). More than one-third (36%) believe that an inclusive workplace leads to higher revenue, more clients and better results. However, a majority believe that inclusion results in other factors like better decision-making (62%), improved collaboration (63%) and access to top talent (56%)—all of which ultimately lead to a meaningful impact on business.

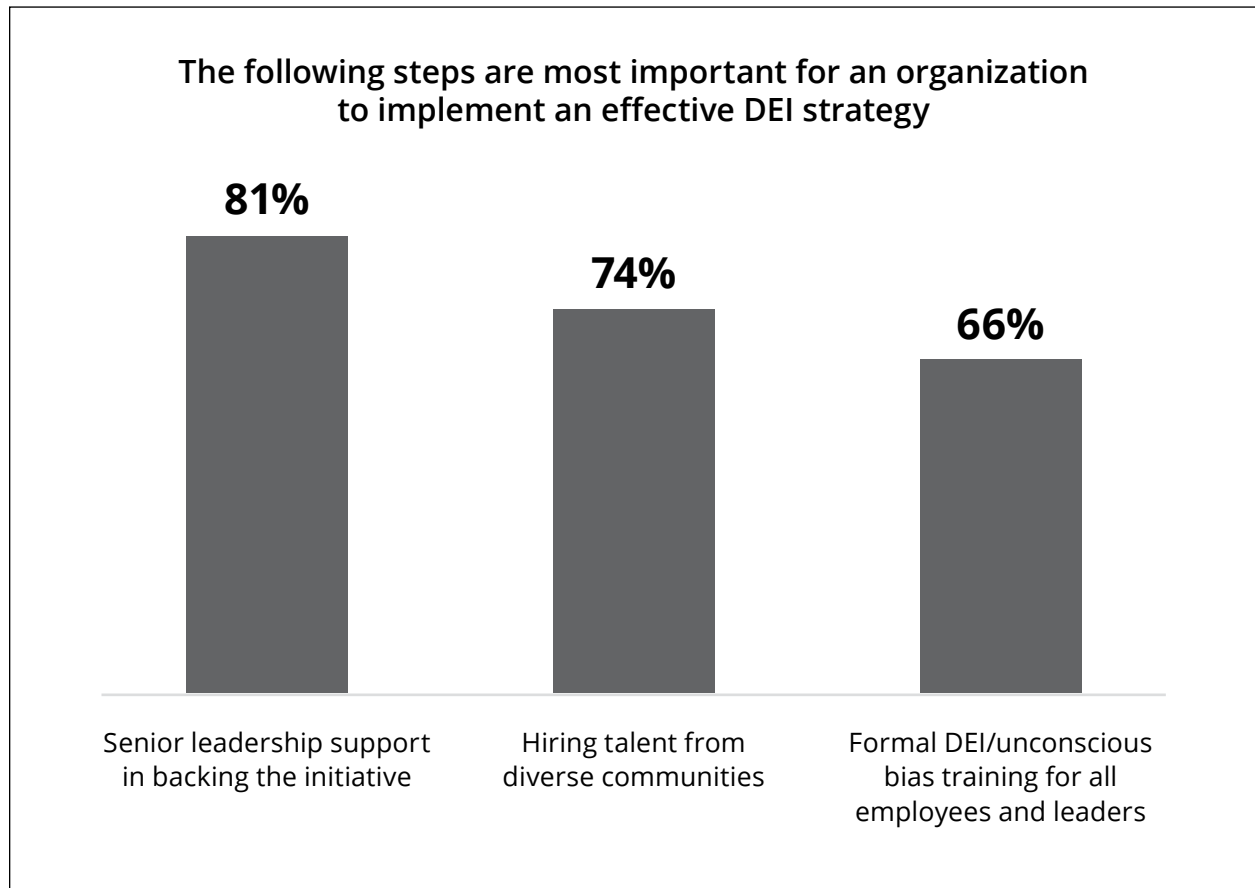
#### A fully inclusive work environment has benefits 99%

|                                                                       |     |
|-----------------------------------------------------------------------|-----|
| More innovation/creativity                                            | 75% |
| Employee morale and loyalty                                           | 72% |
| Better understanding of clients/customers                             | 71% |
| Workplace authenticity/sense of doing the right thing                 | 69% |
| Improved collaboration                                                | 63% |
| Better decision-making                                                | 62% |
| Access to the highest quality employees                               | 56% |
| Stronger reputation/reduced perception of discrimination and inequity | 55% |
| Higher revenue/more clients/business success                          | 36% |

While the benefits of diversified leadership are apparent through all aspects of the research, most organizations have not made progress in this fundamental area. Just 22% of respondents report that their companies have a well-diversified senior team, and 18% of respondents in companies with no diversity in leadership indicate that their organization does a poor or very poor job of including and welcoming employees.



Senior leadership support is the most effective step in implementing a DEI strategy (81%). This is followed by hiring new talent from diverse communities (74%), and formal DEI and unconscious bias training and management programs for all employees—including senior management (66%).



Despite the critical role of senior leadership, just over half of respondents (52%) indicate that there is a senior-level person dedicated to DEI in their organizations.

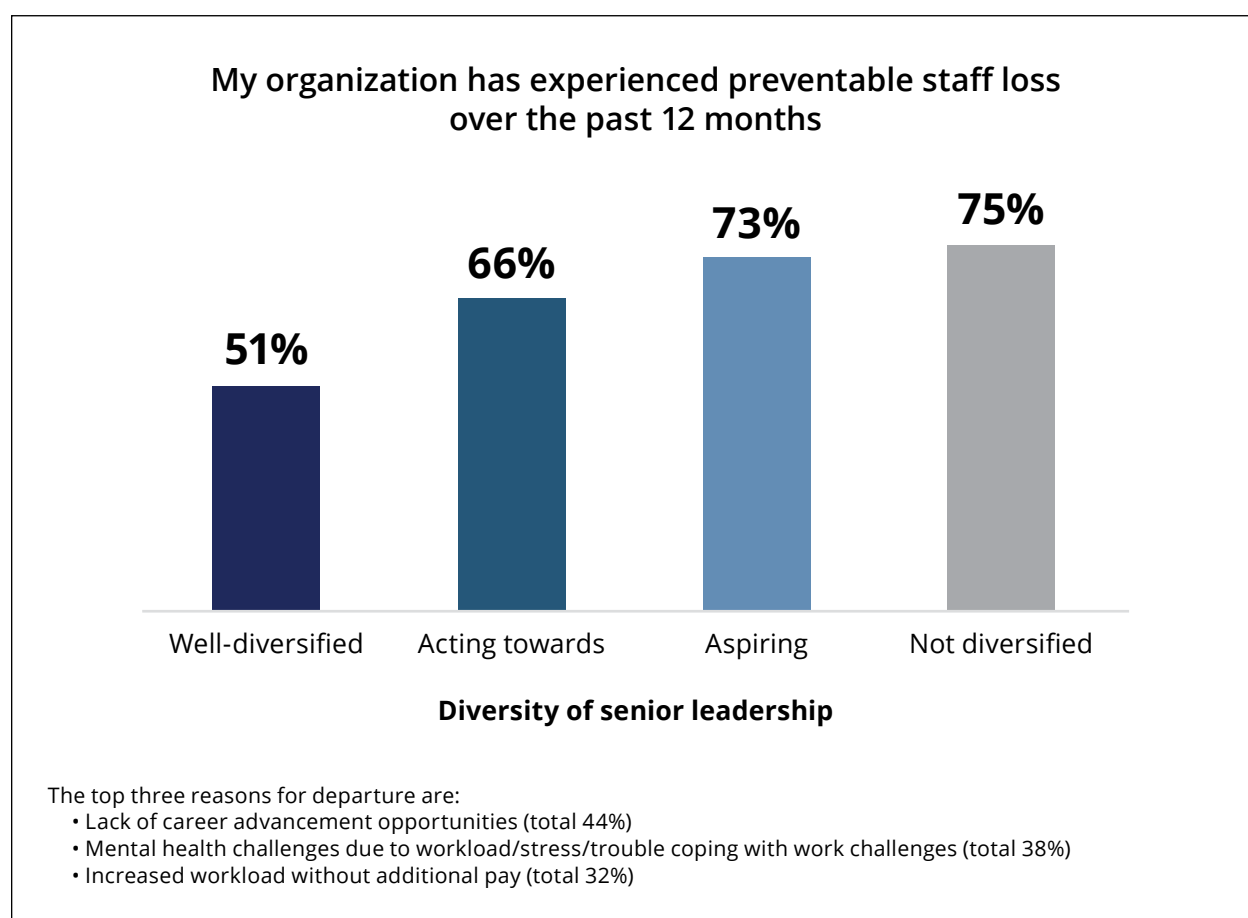
## Meaningful DEI efforts can blunt the impact of the Great Resignation

With staff turnover at record highs, creating an inclusive environment has never been more crucial. Well-diversified organizations are far less likely to experience the preventable staff loss that many companies are experiencing in the current climate.

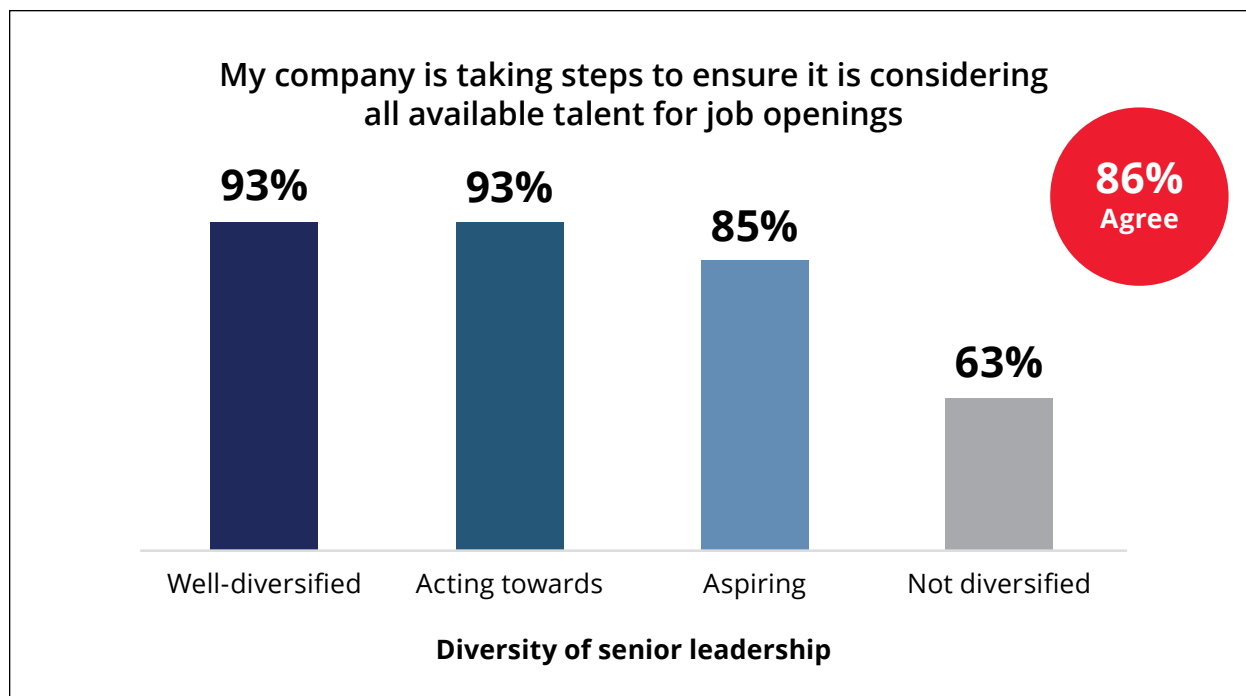
Marketing has not been spared from the massive turnover that has been coined the Great Resignation. However, our research reveals a strong correlation between DEI efforts and staff retention. Just 51% of respondents at companies with well-diversified leadership report preventable staff loss during the pandemic, compared to a much larger percentage (75%) at organizations where leadership is not at all diverse.

“  
[I left because of]  
uninspiring  
leadership with  
no clear  
direction.”

*Mid-level client-side,  
marginalized background*

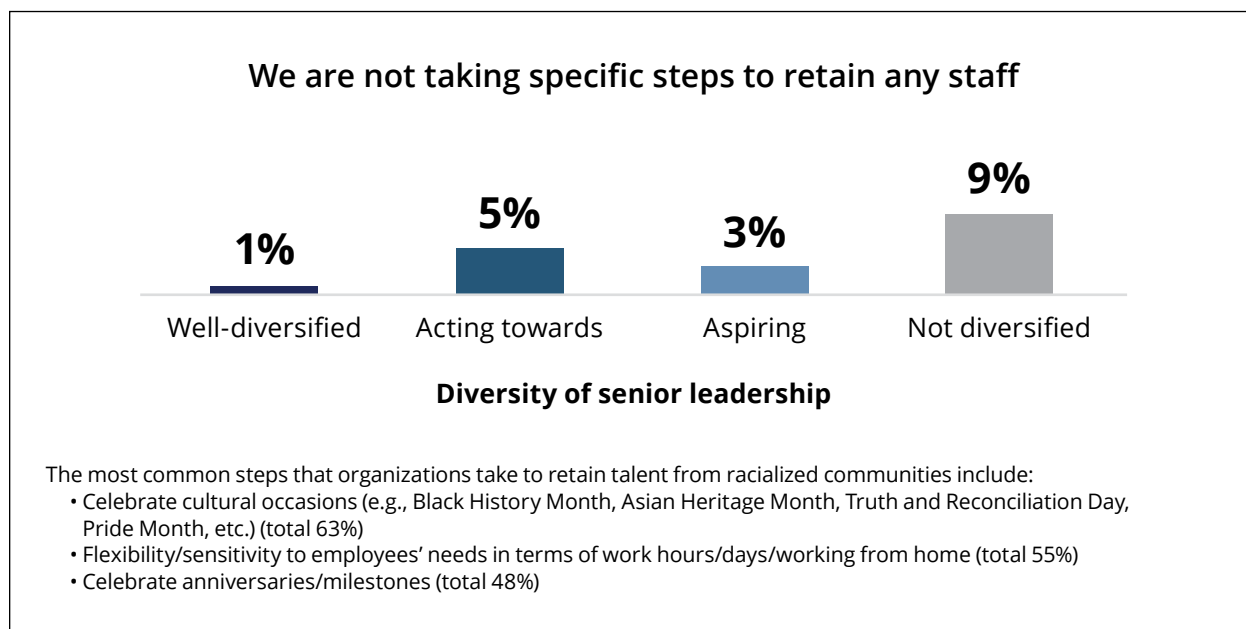


The most commonly cited reason for staff leaving their roles at non-diversified companies is a lack of career opportunities. While overall, 86% of respondents believe that their organizations encourage everyone (including from marginalized communities) to apply for new roles when there are openings, this figure sits much lower (63%) in companies without diverse leadership (and 93% in well-diversified organizations).



The trend continues with retention. Nearly one-quarter of respondents with non-diversified senior teams believe their organizations are not taking steps to retain staff from racialized communities, compared to a negligible 1% at well-diversified organizations.

These efforts do not need to involve massive transformations: the most common tactic to retain staff from racialized communities is to celebrate cultural occasions and festivals such as Pride Month, Truth and Reconciliation Day, Black History Month and Asian Heritage Month.

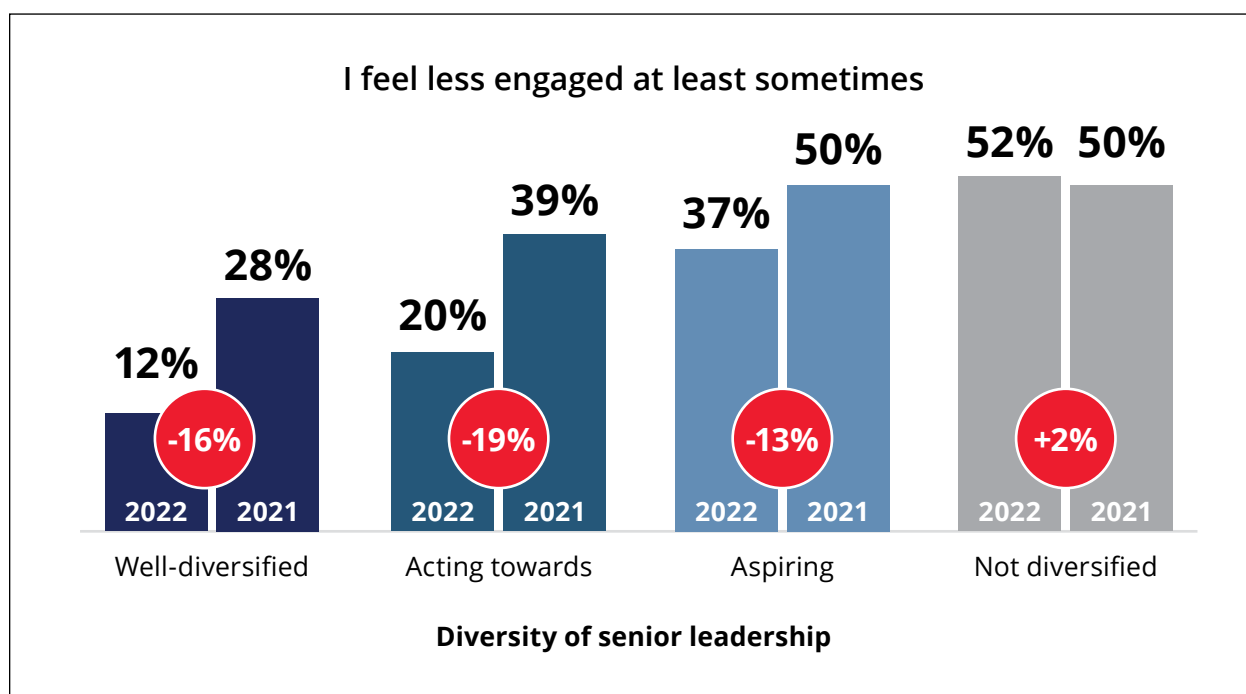


## Overall, employees are more engaged, though there is still work to be done

Some encouraging progress has been made over the past year. The percentage of respondents who personally feel less engaged due to systems of discrimination has dropped significantly from 41% in 2021 to 28% in 2022. Yet again, the differences between organizations with diversified leadership and those without are significant: just 12% of respondents in well-diversified companies report feeling less engaged, compared to more than half (52%) in companies with a senior leadership team that is not diversified. It is noteworthy that the overall drop is concentrated among companies with at least some diversity in their senior leadership.

“Micro-aggressions are pretty common, so you never know what can trigger being less engaged.”

*Senior agency leader, marginalized background, aspiring towards diversified leadership*



Marginalized men and all women are not only more likely to experience discrimination and feel less engaged in the workplace, but they are also more likely than non-marginalized men to observe and recognize this behaviour.

“I left the organization without lining up another job.”

*Senior client-side leader, marginalized background, leadership is not diverse*

There is a clear link between engagement and talent retention: nearly half (42%) of those who report feeling less engaged spend time during designated work hours looking for another job.

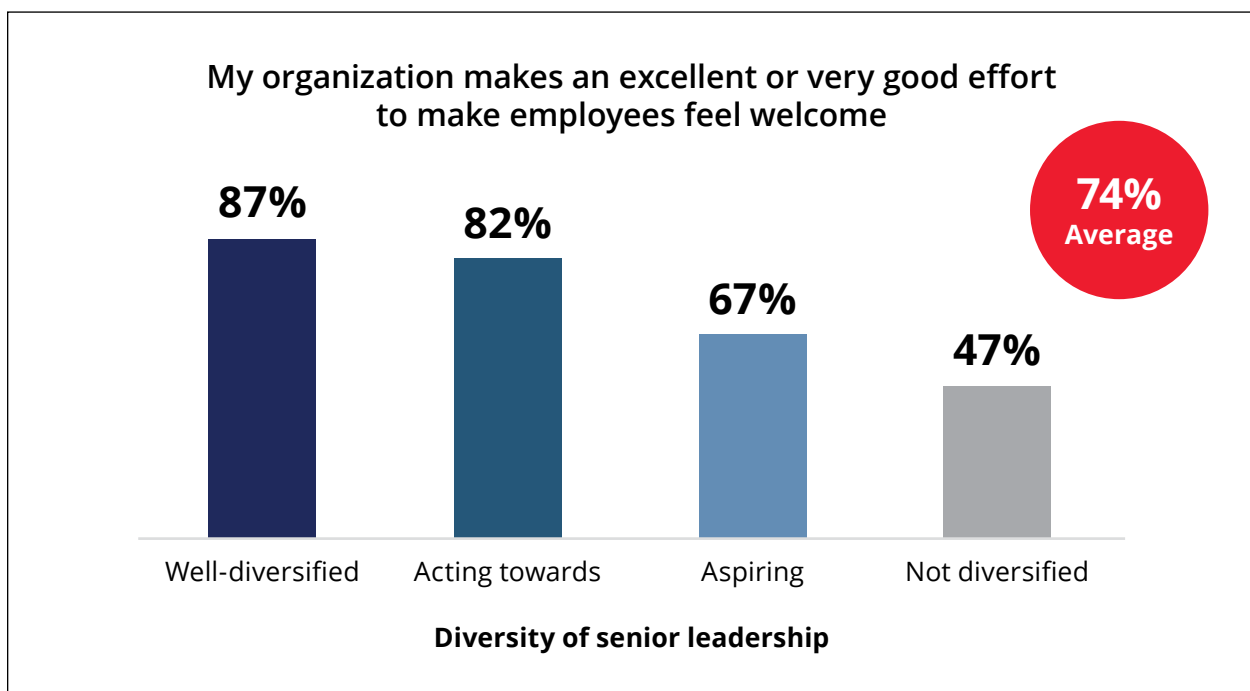
**When I am less engaged at work, this manifests in the following ways:**  
(total respondents = 96)

|                                                                                    |     |
|------------------------------------------------------------------------------------|-----|
| I am not performing at my best level                                               | 66% |
| I care less about the success of the business overall                              | 51% |
| I spend time looking for another job                                               | 42% |
| I am actively thinking about how to address the situation, instead of doing my job | 39% |
| I am talking to co-workers about the situation                                     | 29% |
| I am considering leaving the marketing profession completely                       | 21% |

**In workplaces with well-diversified senior leadership, marketers feel welcome**

Discriminatory behaviour in marketing workplaces is still prevalent, including from leadership, but varies greatly depending on the level of diversity in the senior ranks.

Nearly three-quarters (74%) of marketers indicate that their organization does a very good or excellent job of making employees feel welcome. However, that figure drops to 47% in organizations where senior leadership is not at all diverse and rises to 87% in companies with well-diversified senior leadership.



Similarly, a significant majority (89%) believe that their organizations are making at least some effort to create an environment that is diverse, inclusive and equal. But again, this percentage sits at just over half (59%) in companies with leadership that is not at all diversified—and reaches 100% in organizations with well-diversified leadership.

“

We have seen an increase in engagement ... since the beginning of 2020. I believe that our focused and continuous effort around DEI is contributing to that trend. ”

*Senior agency leader, non-marginalized background, acting towards diversified leadership*



Whether marketers personally feel welcome and that they belong ranges from a low of 73% in non-diverse organizations to an impressive 95% in companies with leaders from diverse backgrounds.

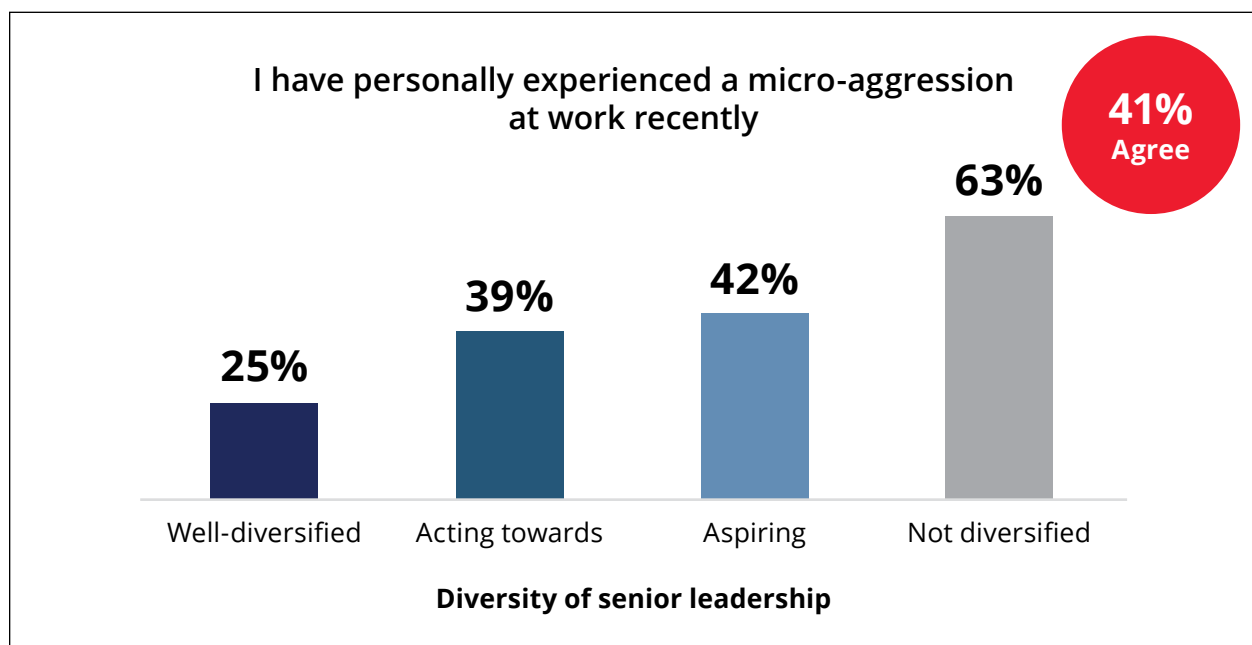
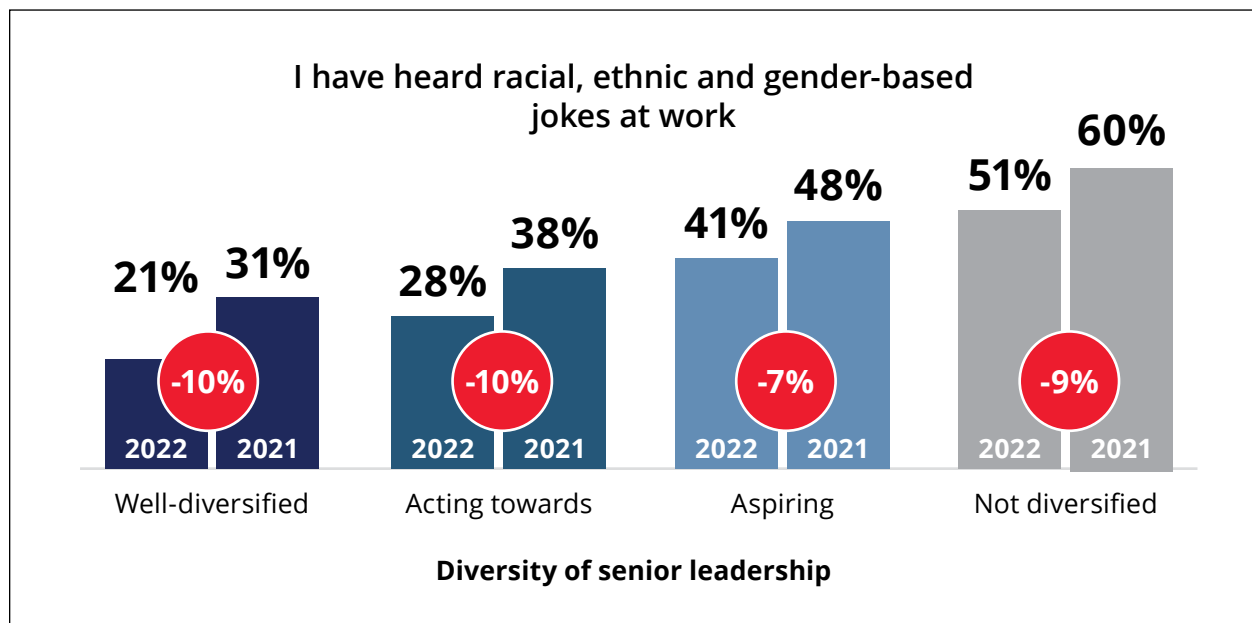


This theme recurs throughout the research. For example:

- One-third (34%) of respondents have heard ethnic, racial or gender-based jokes at work (down from 43% in 2021), but this is more than twice as prevalent in organizations with senior teams that are not diversified (51%) versus those that are well-diversified (21%).
- Nearly two-thirds (63%) of respondents in companies with leadership that is not diverse have personally experienced a micro-aggression recently, compared to 25% in well-diversified organizations and 41% overall.

“When people have spoken up about racism in the past they are often terminated.”

*Mid-level client-side, marginalized background, leadership is not diverse*

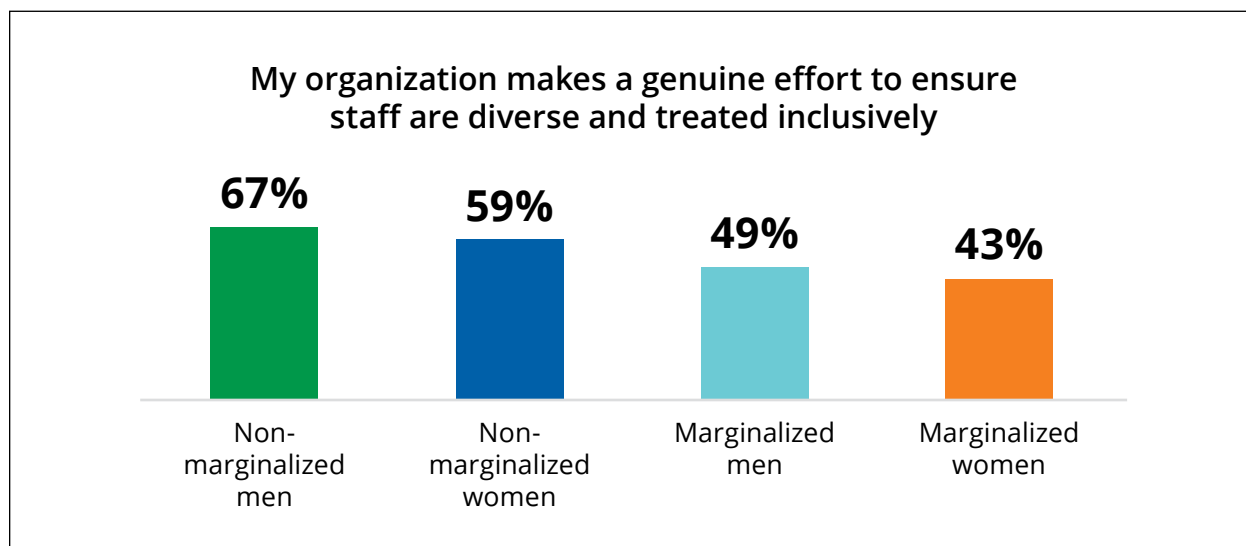


## Observations and experiences vary widely among marketers from marginalized and non-marginalized communities, and between men and women

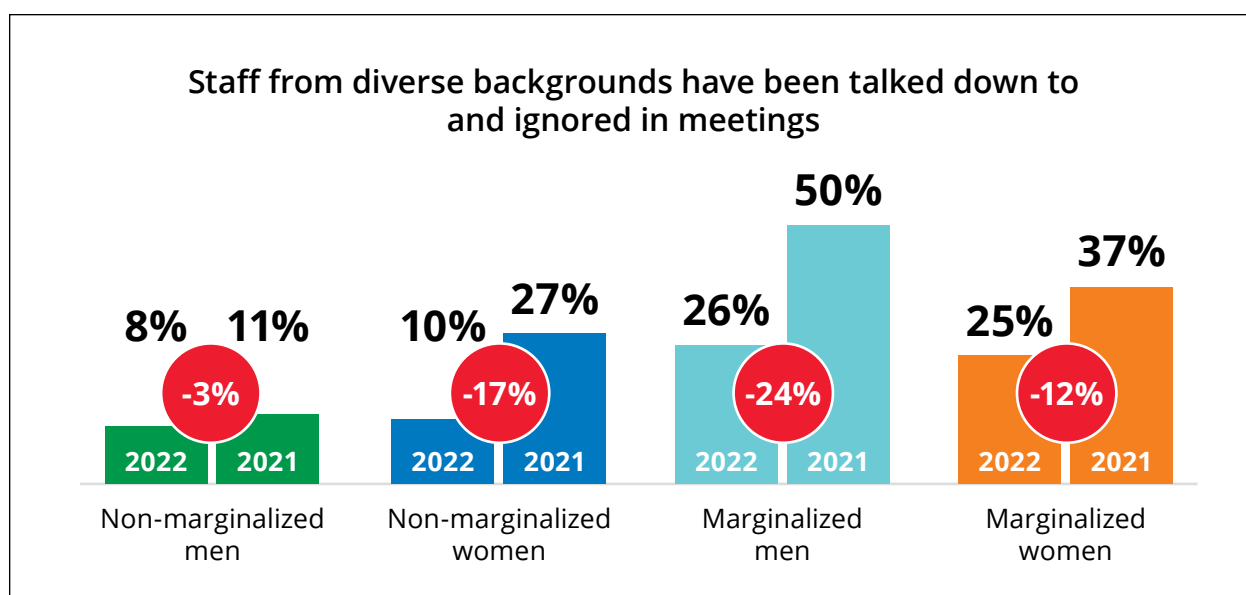
Similar to 2021, perceptions of DEI are not universal. For example, 54% of respondents believe that their organizations are making a significant genuine effort to ensure that staff are diverse and are treated inclusively. Taken as a whole, this is an encouraging step in the right direction. However, there are significant differences between the views of non-marginalized men (67%) and marginalized women (43%).

“  
In addition to finding out I was being paid LESS than the people I was training.”

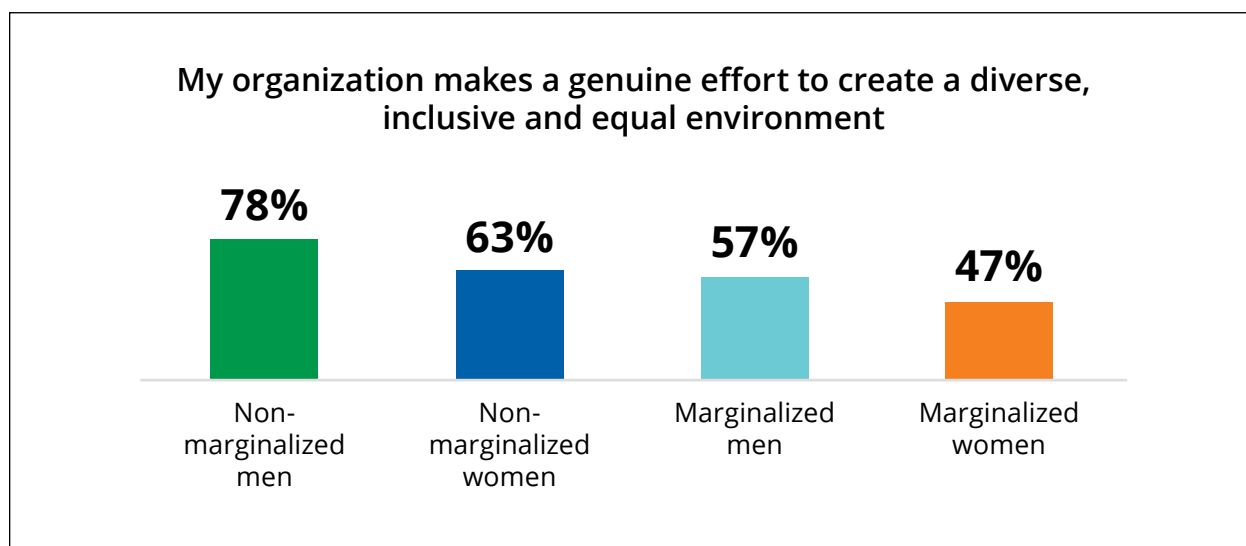
*Senior marketer,  
marginalized background*



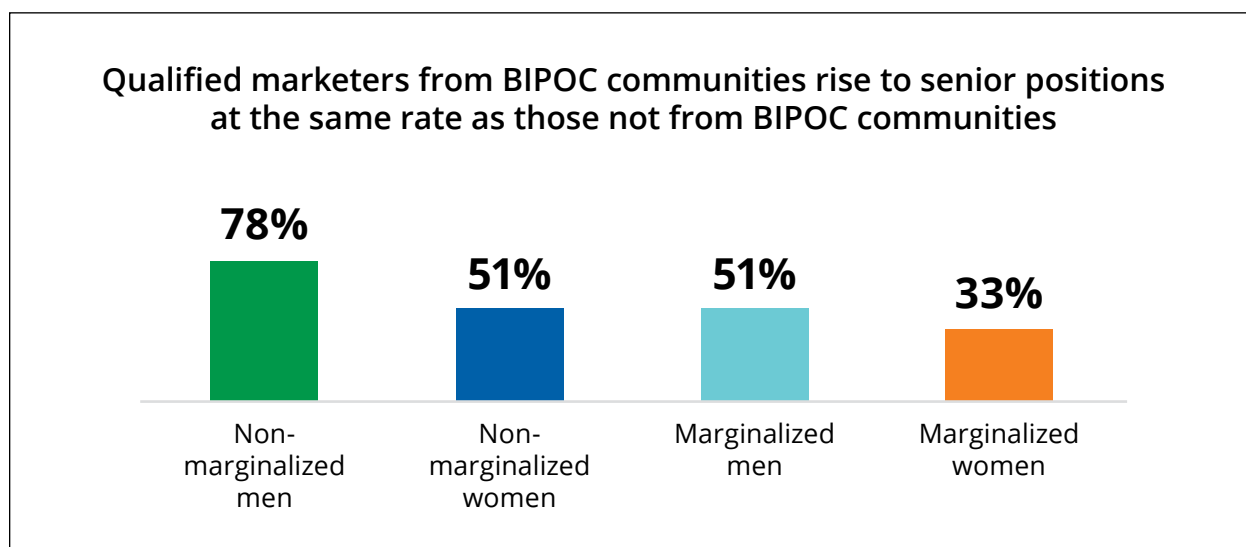
Similarly, fewer respondents have witnessed staff being talked down to or ignored during meetings (19% versus 32% in 2021), suggesting progress is being made. Marginalized men and women (26% and 25%, respectively) continue to be more likely to observe these behaviours than non-marginalized women (10%) and men (8%).



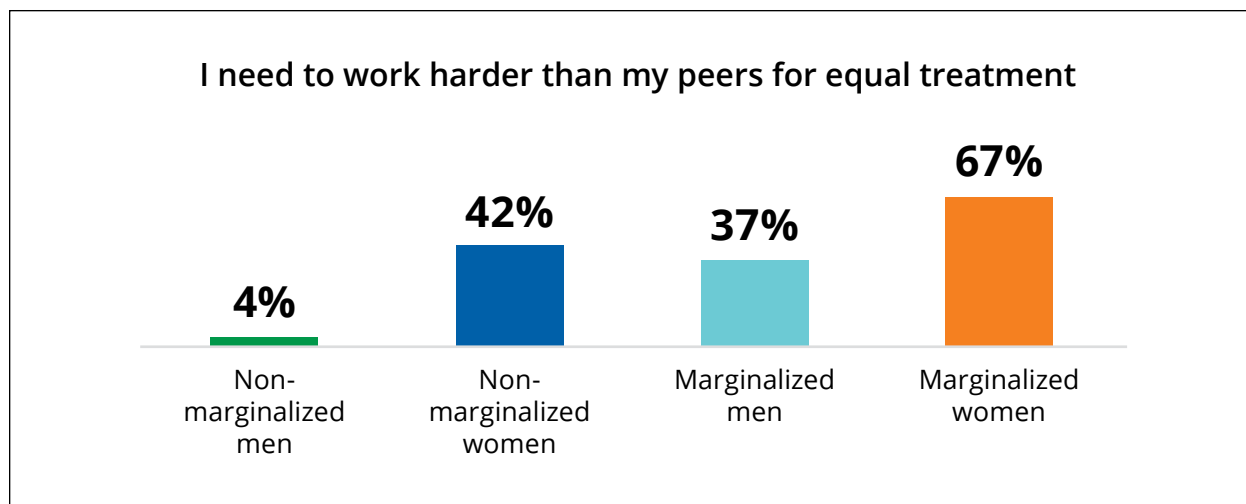
While more than three-quarters (78%) of non-marginalized men believe that their companies are making a significant genuine effort to create an environment that is diverse, inclusive and equal, that percentage drops substantially to 47% when reflecting the perceptions of marginalized women.



This view is also reflected in perceptions of career advancement opportunities: non-marginalized men are more than twice as likely than marginalized women (78% versus 33%) to believe that qualified individuals from BIPOC communities rise to the most senior positions.



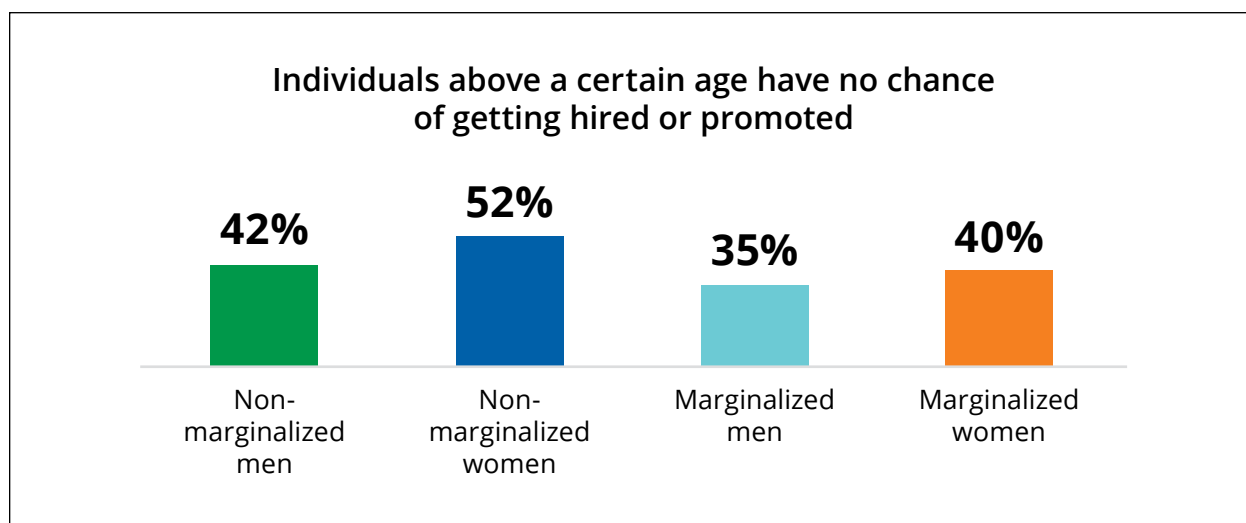
An even more glaring gap emerges when respondents are asked whether they need to work harder than their peers for equal treatment: a significant majority (67%) of marginalized women say yes, compared to a mere 4% of non-marginalized men.



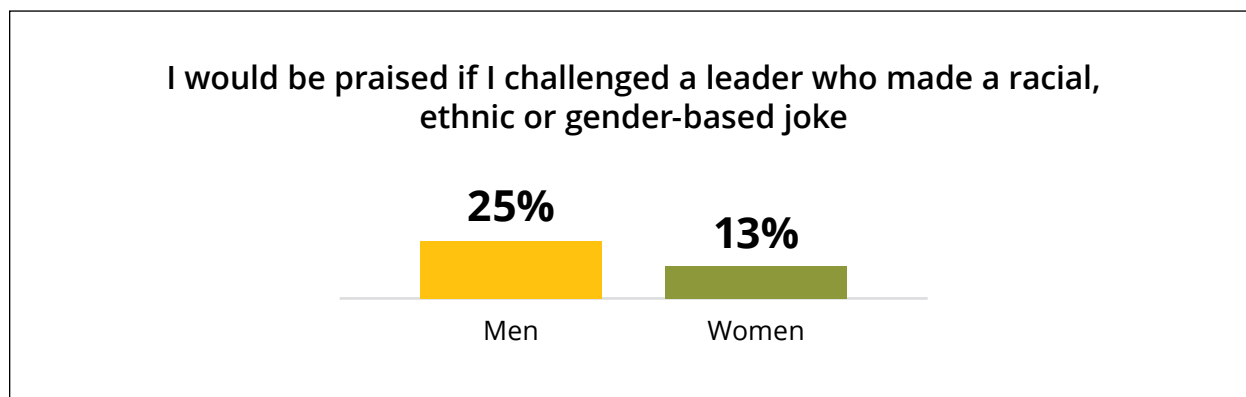
Similar to 2021, individuals who have experienced discriminatory behaviour are far more likely to notice others being less engaged due to systems of discrimination (85% compared to 47% who have not experienced discriminatory behaviour). Millennials and Gen Xers are far more likely to observe workplace disengagement than Boomers.

### Women continue to face gender bias and ageism

Non-marginalized women are the most likely to report that ageism exists in their workplace, with more than half (52%) stating that once someone reaches a certain age, they have no chance of getting promoted. In comparison, just 35% of marginalized men agree with this statement.



There is a perception that men and women are not treated equally when raising concerns about discriminatory behaviour from leaders. One-quarter of men—but only 13% of women—say they would be praised for challenging a leader who made a discriminatory comment or joke.



“

Having worked at a C-suite level for a major hold-co, and with over 35 years working in advertising, I have both witnessed and experienced many unacceptable behaviours ranging from sexual harassment to mental health challenges resulting from stress and overwork. [I am concerned that] issues facing women, particularly aging women, in senior roles in the industry will be overlooked. ”

*Marketer, non-marginalized background*

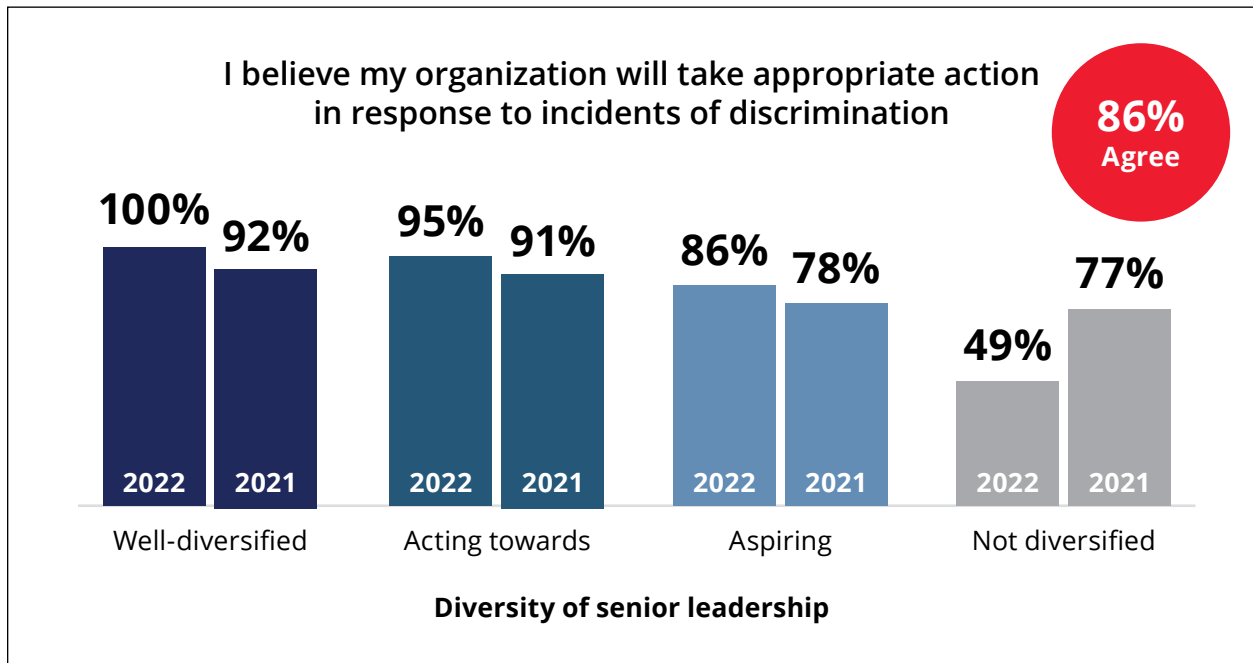
“

Colleagues [are] very ‘woke’ regarding racial and sexual politics...but woefully ageist without even realizing. [The] agency marketing team regularly refers to [the] client as “Grandma XXX” while discussing her and criticize her working methods. ”

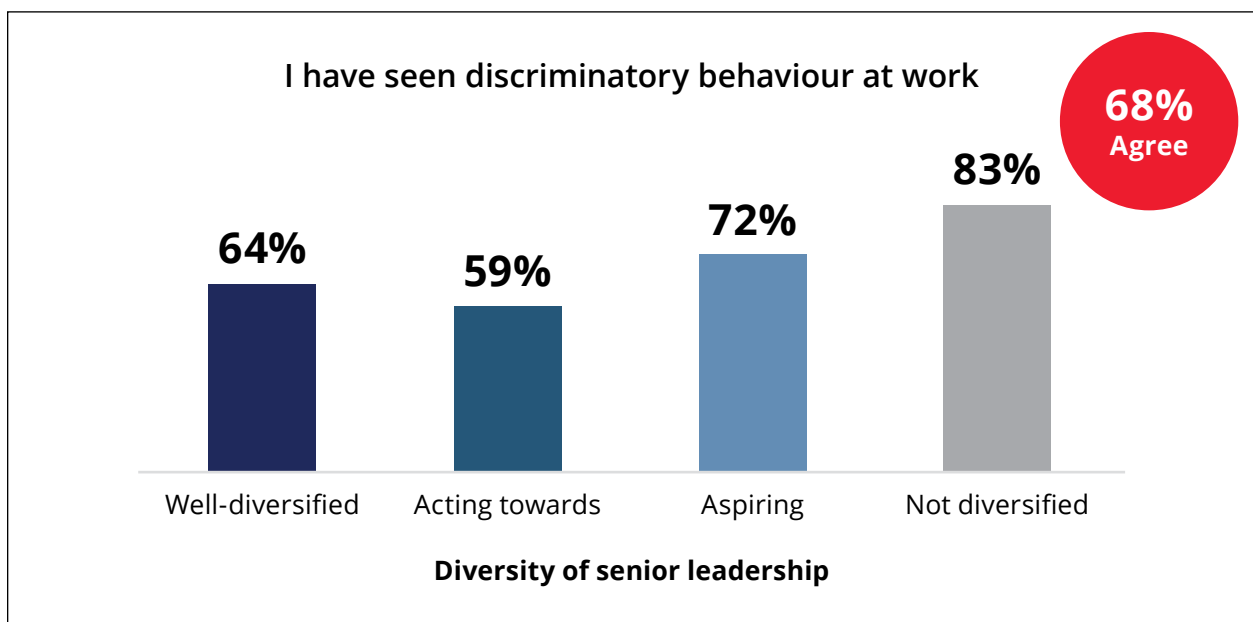
*Senior agency leader*

## How discrimination is addressed depends on who you are and where you work

A significant majority (94%) of non-marginalized men believe that their organization will take appropriate action in the event of a discriminatory incident, compared to just 80% of marginalized women. About half (49%) of respondents at companies with no diversity in leadership believe this to be the case, in stark contrast to the full 100% of respondents, across all genders and demographics, in organizations with a well-diversified senior team.



Individuals in organizations without diverse management are more likely to believe that nothing would change if they spoke up against discriminatory incidents, and that it's not worth risking their jobs to do so. Unsurprisingly, these are the organizations where this behaviour is most likely to occur, with 83% of respondents witnessing some kind of discriminatory action.



When asked what would occur if respondents challenged a leader who made a racial, ethnic or gender-based joke, a significant majority (89%) of respondents in companies with well-diversified leadership state that the leader would apologize, while only 3% say it would be dismissed by the leader as humour. In contrast, in companies with non-diversified senior management, only about one-third (36%) believe that the leader would apologize—and almost as many (32%) believe the behaviour would be casually dismissed as “just a joke,” with a majority (53%) indicating that it would be very awkward for all involved.

“  
I would be made  
to feel that I  
misunderstood  
the manager’s  
intentions.”

*Mid-level client-side,  
marginalized background,  
leadership is not diverse*

**If someone in a leadership position was challenged for making a racial, ethnic or gender-based joke, the outcome would be:**

|                                           | Total | Diversity of senior leadership |                |          |                 |
|-------------------------------------------|-------|--------------------------------|----------------|----------|-----------------|
|                                           |       | Well-diversified               | Acting towards | Aspiring | Not diversified |
| The leader would apologize                | 67%   | 89%                            | 74%            | 60%      | 36%             |
| It would be very awkward for all involved | 35%   | 13%                            | 30%            | 47%      | 53%             |
| I would be praised                        | 18%   | 16%                            | 26%            | 16%      | 4%              |
| The leader would say it was just a joke   | 17%   | 3%                             | 11%            | 24%      | 32%             |

Men and women from marginalized communities believe that the most effective way to help non-marginalized communities understand the impact of discrimination is to incorporate DEI efforts into the organization’s core business strategy. Non-marginalized men, however, believe it’s most effective to speak up when there is an incident, and non-marginalized women say the best way to raise awareness and understanding is by having marginalized colleagues share their lived experiences.

“  
The leader would apologize both to the individual and to the rest of the firm. Any of us would be mortified ... This is who we are as a company and [as] leaders.”

*Mid-level client-side, marginalized background, well-diversified leadership*

“

This has happened – I have email documentation of them trying to reprimand me – however it backfired – so when they had an opportunity they switched the narrative [to] accusing me of being too critical and caring too much. ”

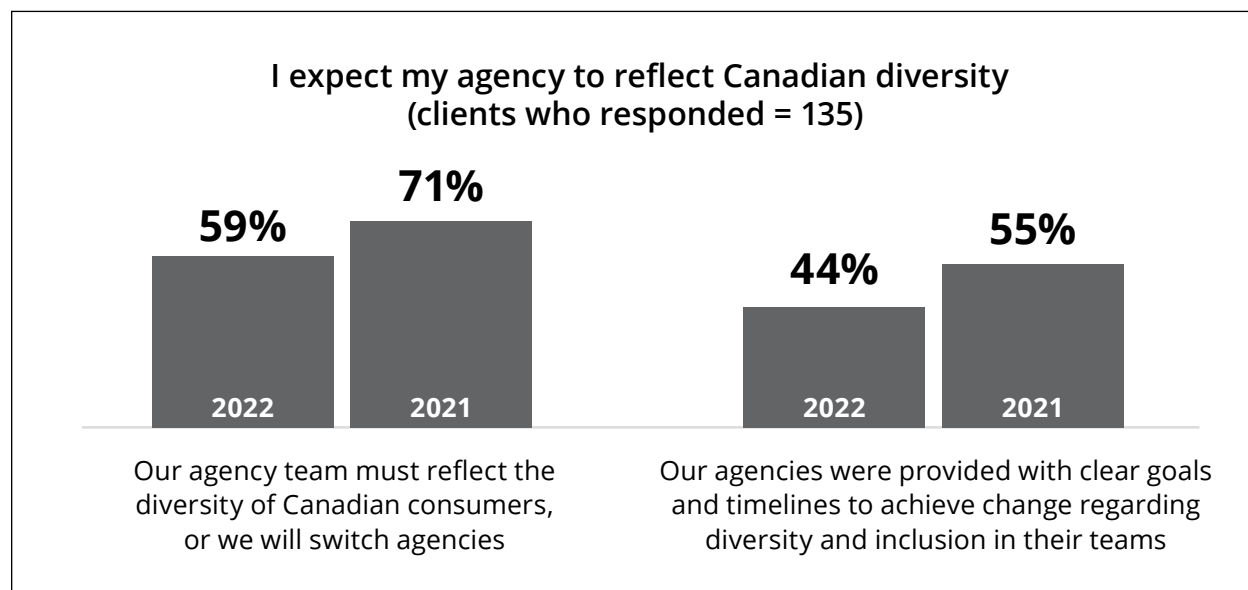
*Senior client-side, non-marginalized background, leadership is not diverse*

## Expectations of agencies have shifted in the wake of talent shortages

A majority (59%) of client-side marketers say that their agency team needs to reflect Canadian diversity. This is a significant drop from 2021, when 71% agreed with this statement.

Less than half (44%) of client-side marketers say they have provided their agency with clear goals and a timeline for improving diversity in their teams. This is a drop from the 55% who did this in 2021.

The findings in this section may not signal a decline in expectations for more DEI, but rather, they may be a by-product of significant staff shortages that have forced lower expectations for an interim period as companies navigate through turnover.



“

Our industry requires a deep level of empathy and cultural insight and not understanding that discrimination exists is a non-starter. These types of people should be weeded out. ”

*Senior agency leader, marginalized background*

## Methodology

The research was conducted by RKI—an independent research company that adheres to high professional standards.

The survey was deployed by the CMA, Ad Standards, Black Talent Initiative, Canadian Centre for Diversity and Inclusion, Canada's LGBT+ Chamber of Commerce, L'Association Marketing Québec, Marketing News Canada, Sponsorship Marketing Council Canada and *strategy*, and remained in field over a six-week period between December 2021 and February 2022. It was directed at marketers from agencies, brands, NFPs, service providers and independent consultancies.

A total of 498 usable responses were collected and analyzed by RKI, an increase of 17% over the previous year. CMA and its distribution partners did not receive individual survey results.

The survey has a margin of error of +/-3.9%, 18 times out of 20.

## Demographics of survey participants

### Age group

|             |          |
|-------------|----------|
| Gen X       | 62%      |
| Millennial  | 28%      |
| Boomer      | 10%      |
| Average age | 46 years |

### Location

|                       |     |
|-----------------------|-----|
| East including Quebec | 5%  |
| Ontario               | 85% |
| West                  | 9%  |

### Gender

|                        |     |
|------------------------|-----|
| Woman                  | 57% |
| Man                    | 38% |
| Non-binary             | 0%  |
| Prefer not to disclose | 5%  |

## Marginalized communities

|                                                                        |     |
|------------------------------------------------------------------------|-----|
| Any                                                                    | 50% |
| Learned English/French as a second/third+ language (non-mother tongue) | 18% |
| Raised or educated outside of Canada or United States                  | 14% |
| Member of a religion that experiences discrimination                   | 13% |
| Member of LGBTQ2S+ community/sexual orientation/gender identity        | 12% |
| Have a mental health challenge that interferes with work/neurodiverse  | 10% |
| Have an evident physical or health challenge/disability                | 4%  |
| Other                                                                  | 8%  |

## Race/ethnicity

|                                       |     |
|---------------------------------------|-----|
| White/European ancestry mostly or all | 64% |
| Black                                 | 10% |
| South Asian                           | 9%  |
| East Asian                            | 6%  |
| Southeast Asian                       | 5%  |
| Latin American                        | 3%  |
| Métis/Inuit/First Nations             | 1%  |
| West Asian                            | 1%  |
| Arab                                  | 1%  |
| Other                                 | 6%  |

## Position in organization

|            |     |
|------------|-----|
| Senior     | 70% |
| Mid/junior | 26% |
| Other      | 4%  |

# Characteristics of companies whose employees participated in the survey

## Organization type

|                          |     |
|--------------------------|-----|
| Client                   | 39% |
| Agency                   | 38% |
| Marketing services/other | 23% |

## Total number of employees

|             |     |
|-------------|-----|
| <201        | 48% |
| 201 - 5,000 | 35% |
| 5,001+      | 17% |

# Survey questions

## 1. What are the key organizational benefits of working in a fully inclusive work environment?

- More innovation/creativity
- Employee morale and loyalty
- Understand clients/customers better
- Doing the right thing/being authentic in the workplace
- Improved collaboration
- Better decision-making
- Access to the highest quality employees
- Company reputation/reduced perception of discrimination and inequity
- Higher revenue/more clients/business success

## 2. How well does your current workplace make employees feel included?

## 3. How would you describe the leadership of your organization when it comes to diversity?

## 4. Overall, how much effort do you see your company making with the following:

- Ensure that leadership of your organization is diverse and treated inclusively
- Ensure that staff from all levels of your organization are diverse and treated inclusively
- Taking action to create an environment that is diverse, inclusive and equal

## 5. Which of the following steps are most important for an organization to implement an effective DEI strategy (even if your organization is not using them)?

- Senior leadership support in backing the initiative
- Hiring new talent from diverse communities
- Formal diversity and inclusivity/unconscious bias training and management programs for all employees including senior management
- Creating mentoring/allyship opportunities
- Creating diversity and inclusivity committees/taskforces/networks/affinity groups/safe space to discuss experiences
- DEI strategy is led by diverse leaders
- Ensure talent slates are more diverse
- Partnering with outside diverse talent initiatives
- Performance measures and incentives for leaders
- Select vendors based on their DEI performance
- Hiring a dedicated diversity officer

## 6. Which of the following ways is your company using to ensure that you are considering all available talent for the job? (Including BIPOC/women/neurodiverse/LGBTQ2S+)

- Highlight diversity in your job descriptions
- Highlight diversity on your career site
- Advertise your jobs and recruit through diverse channels/diverse job boards
- Hiring/interview panel is diverse
- Offer targeted internships and scholarships to diverse populations
- Ask for diverse referrals
- Requirement for diverse talent slates

**7. Which of the following is your organization doing to retain talent from racialized communities?**

- Celebrate cultural occasions (e.g. Black History Month, Asian Heritage Month, Truth and Reconciliation Day, Pride Month, etc.)
- Flexibility/sensitivity to employees' needs in terms of work hours/days/working from home
- Celebrate anniversaries/milestones
- Exit interviews to understand why they are leaving
- Leadership promotion from within
- Investing in training—especially for junior staff
- Onboarding and mentorship/allyship process designed to make employees feel welcome and valued
- Weekly/monthly/quarterly check-ins with leadership/boss
- Competitive compensation that keeps pace with other offers
- Toxic hires are terminated (regardless of level or other value to organization)
- Retention is tied to senior level compensation

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

- Lack of career advancement opportunities
- Mental health challenges due to workload/stress/trouble coping with work challenges
- Increased workload without additional pay
- Wanted more flexibility with work hours/work-life balance issues
- Lack of mentorship
- Wanted to continue to work from home (our company is returning to the office)
- Lack of diverse/inclusive leadership and initiatives
- Unable to return to work after contracting COVID-19

**9. What would happen if you challenged someone in a leadership position at your company who made a racial, ethnic or gender-based joke?**

- The leader would apologize
- It would be very awkward for all involved
- I would be praised
- The leader would say it was just a joke
- I would be extremely unlikely to challenge a leader
- I would be reprimanded
- I would be terminated

**10. Have you ever spoken up to a leader after witnessing discriminatory behaviour?**

**11. When people at your organization witness discriminatory behaviour, what are the key reasons that stop them from speaking up?**

- Too awkward
- Don't want to be seen as disruptive
- Don't think anything would change
- Not worth risking their job
- Those who are powerful in the organization are hard to challenge
- Not their issue
- Those in leadership roles will let it pass

**12. What is the most effective way as an employee to challenge discriminatory behaviours, especially coming from leadership?**

- Speak privately with the person who made the comment
- Report the behaviour to another senior leader
- Make a report to HR
- Create a network of colleagues who agree to “stand up” and challenge the behaviours
- Collaborate with others on an awareness campaign about racist or sexist language and jokes
- Take the situation to a legal authority like the Human Rights Commission
- Take the situation to social media/media

**13. Which of the following are key to helping those from a non-marginalized background to understand that discrimination exists and is damaging to employee morale?**

- Hearing about lived experiences of those who have experienced discrimination
- Specific training related to DEI (including unconscious bias training)
- Making DEI an ongoing part of the core business strategy
- Tell them outright—speak up when there is an incident
- Ensure that organizational initiatives are tied to DEI initiatives
- Promotion of enough marginalized individuals to senior positions
- Accountability and compensation for senior leadership tied to DEI initiatives

**14. In your organization, have you noticed any of the following being less engaged due to either institutional, interpersonal, structural and/or internalized systems of discrimination?**

- Those from a different cultural background/ethnicity/race
- Individuals over the age of 55
- Those with unique accents or way of speaking
- New Canadians
- Those with physical or mental health challenges/neurodiverse
- Women overall
- Individuals who identify as members of the LGBTQ2S+ community
- Individuals under the age of 30

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

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

- I am not performing at my best level
- I care less about the success of the business overall
- I spend time looking for another job
- I am actively thinking about how to address the situation, instead of doing my job
- I am talking to coworkers about the situation
- I am considering leaving the marketing profession completely

**17. Please rate the following:**

- I see a diverse and inclusive workforce as a business growth opportunity
- I have personally experienced a micro-aggression at work in the past months
- I have a formal/informal workplace mentor
- I feel like I have to work harder than my peers to be treated equally
- I am mentoring someone in my organization

**18. Please rate the following regarding your organization:**

- There is a senior level role that is dedicated to diversity and inclusion
- Once you are above a certain age, you have no chance of getting hired/promoted
- I feel welcome, like I belong
- I have seen staff from diverse backgrounds being talked down to and ignored in meetings
- I have heard racial, ethnic and gender-based jokes at work
- I believe my organization will take appropriate action in response to incidents of discrimination
- Canadian experience/education is preferred
- Perspectives like mine are included in decision-making
- Qualified people from BIPOC rise to the most senior positions at the same rate as qualified people who are not from BIPOC

**19. Please rate the following regarding requests for diversity and inclusion at your agency:**

- The agency team that works on our account needs to reflect the diversity of Canadian consumers, or we will switch agencies
- We have provided our agencies with clear goals and a timeline for achieving change with regards to diversity and inclusion in their teams

# About the Canadian Marketing Association

The CMA's purpose is to embolden Canadian marketers to make a powerful impact on business. 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](https://thecma.ca)

## About RKI

RKI: Research+Knowledge=Insight 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 area of expertise spans 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](https://rkinsight.com)

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