

A large mosaic of diverse human faces, representing a community survey. The faces are arranged in a grid pattern, with a central horizontal band where the text is overlaid. The faces show a wide range of ethnicities, ages, and genders, all looking directly at the camera.

# Community Survey and Reporting Framework





# Contents

- Why run a demographics survey
- Who to include in your survey
- What to ask
- Asking sensitive questions sensitively
- Collecting your responses
- Analyzing and presenting your results
- Full framework

# Diversity Matters

- Diverse groups out-perform homogenous teams and should have proper representation in the workplace.
- Diversity goes beyond the surface level information many companies currently consider. It is also worth noting that People are diverse in many ways they may not officially disclose.
- A voluntary and anonymous survey will provide insight into how diverse your organization is, without putting anyone in an uncomfortable position.

# Your Survey Results Will Help

- Identify areas where your company and teams are over or under represented
- Align policies to better serve your teams
- Communicate and showcase your personality and culture to applicants
- Tailor your Diversity & Inclusion efforts (communications, training, education, etc)

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# Employees

- From part-time to remote to executive team members, all employees should be included in survey for results that are truly representative of the company.
- Temporary employees, co-ops, interns etc. could potentially skew your data. In these cases, consider whether the role(s) are one-off short term positions (don't include) or if the role(s) will be consistently filled, like a co-op position or a longer term temp assignment (do include)



# Independent Contractors / Freelancers / Outsourced teams?

- As they are not official employees, are not making or informing decisions that impact the business and team, and typically have little to no interaction with your team, it is recommended they should not be included.

# Board Members and Investors

- With their direct impact on business and company direction, board members and investors are an important group to include in your diversity survey.
- Considering this group is not part of the employee base, a separate and/or less detailed survey may be more appropriate for this smaller group.

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# Standard Demographics

- Standard demographic questions should be included in all surveys and represent the areas of most frequent discrimination and bias.
- These include questions of age, gender, religion, nationality, race, ethnicity, disability, family and marital status, education and socio-economic background.
- The results of these questions will help identify the first layer of gaps that exist at your company.

# General Interest

- General interest questions are optional but provide the information that will illustrate the personality of your organization. The results of these questions provide insight into the nuanced areas of diversity, those that illustrate your workforce's point of reference, add colour to your company's foundation and can uncover where varying viewpoints come from (or those that are over indexing).

# Department / Level / Compensation

- This standard information that is usually already captured and on file through other avenues, becomes richer when you are able to analyze it with more detailed demographic data through your survey. For example:

Standard info on file	
Total # of employees	60
# female	30
# male	30
<b>ABC Co celebrates reaching 50% female headcount.</b>	

VS.

Survey Data			
	M	F	O
Gender identity	50%	48%	2%
Leadership roles	85%	15%	0%
Earning above \$X	90%	8%	2%
Engineers	80%	18%	2%
<b>ABC Co investigates who/what has created these imbalances and how they can rectify.</b>			

\*example is very simplified. You would likely analyze a lot deeper than this.

# Engagement

- Where standard questions can offer insight into foundational diversity, engagement questions provide important awareness/understanding of the mood of your teams and can help guide areas of focus and prioritization as you continue to improve the organization.
- Results should influence you to look at whether diverse groups feel less engaged and whether those trends are company wide or isolated to specific department, and if credit or promotions are skewed in any particular way.

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# Sample Surveys

- Sample surveys have historically been over simplified and generic to a fault.
- The framework provided at the end of this guide has been drafted/constructed with an “employee first” mentality, designed specifically with employee empathy, consideration and respect.
- This survey began with [Project Include](#) to create the demographic framework and Culture Amp for engagement, expanded to be modular, and adapted to better suit Canadian organizations. This adaptation also includes additional topics that could be of interest to select organizations.

# More Options to Select From

- The value of listing more options is richer data and a better understanding of your employee base so you can grow your teams in meaningful, diverse and inclusive ways.
- In a category with near endless options such as language or religion, adding 10-25 options and including an “other” option is usually fine.

# The “OTHER” Option

- Even the most thoughtful and inclusive surveys will require an “OTHER” option. There is always a chance that a possible option has not been included.
- The value of “OTHER” increases and is more respectful when it is more than a check-box or radio button - be sure to include a text box and offer employees and option to expand and explain if they choose. This creates an opportunity for any missed groups to self-identify, and improve future surveys and the organization.

# Simple & Clear

- Keep all survey options clear and simple. It is important to ensure questions are not leading or derogatory even if unintentional. It is worth noting that too much detail can also hinder an employee's ability to respond if they don't identify an option that fits.

<b>Instead of this ....</b>	<b>Consider this ....</b>
<p data-bbox="297 576 832 609">Do you consider yourself religious?</p> <ul data-bbox="297 653 967 1040" style="list-style-type: none"><li>• Yes, very. It's a factor in my daily life and I follow all or most of the rules and rituals</li><li>• Yes, somewhat. It means a lot to me but I don't follow all of the rules and rituals</li><li>• Sort of - It's not a factor in my daily life but I do honour the main holidays of my religion and special occasions/ceremonies</li><li>• Not any more</li><li>• No</li><li>• Other (please specify)</li></ul>	<p data-bbox="1012 576 1555 609">Do you consider yourself Religious?</p> <ul data-bbox="1012 653 1418 920" style="list-style-type: none"><li>• Yes</li><li>• Somewhat</li><li>• Faith - not religious</li><li>• Spiritual - not religious</li><li>• Not any more</li><li>• No</li><li>• Other (please specify)</li></ul>

# Context for Clarity

- Context or definition at the beginning of a question can help ensure that all areas of the survey are properly interpreted and your data is more accurate.
- For example, “Do you have a vision disability? (ie. not corrected by use of prescription lenses)”

# Reviews & Feedback

- Consider having your survey reviewed by a Diversity & inclusion or Human Rights Professional or lawyer if its an option for your organization.
- For best results, get feedback from employees who completed the survey.
- Include open-ended questions that offer opportunity for employees to offer suggestions for improvement, highlight if anything was insensitive, ask for clarification, or even give kudos.

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# Anonymity

- Anonymity matters in ensuring the validity of responses, and true representation of your employees.
- Removing the requirement for participants' name and email and masking their IP address is a good start but does not provide the level of privacy needed to encourage participation and honest responses.



# Anonymity (continued)

- The potential for identification issues can arise when cross referencing data from your standard demographics with departmental and engagement questions. If your departments are small, it is recommended that you combine departments to eliminate the potential of accidentally identifying individual employees.
- For example, if you only have one female engineer, you'll be able to identify details about 100% of your female engineers unless departments are combined.
- To maintain anonymity, enlist the help of an independent third party.

# Independent Third Party Support

- If you have budget, there are third party firms that have out of the box or customizable options; they will collect responses on your behalf and return survey results in aggregate if you choose.
- SurveyMonkey or Google Forms provide budget-friendly alternative tools you can use along with credible, trustworthy and professional third party willing to export your summary data.
- When choosing your third party, if your budget allows, consider working with a Diversity & Inclusion / Human Rights Professional who can review your questions for any red flags.

# Managing Responses

- Survey participation should be voluntary. Decide on minimum requirement for workforce participation and completion. The higher the percentage participation of your employee base, the more accurate and reflective of your organization the data is.
- Check your settings that employees can only submit survey responses once.
- 2-3 days is the recommended time to keep survey open for employees to complete, but feel free to extend timeline and send reminders as you see fit.
- If using a third party, request daily updates on responses to your survey response numbers.

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# Anonymity Again

- Protecting anonymity is especially important when sharing the results. Getting granular and specific with your questions gives you very rich and specific data that helps you understand your organization and prioritize your diversity and inclusion efforts based on results – but this level of information is not necessarily safe to share.
- Take great care to study your stats before sharing and consider grouping information together to present in ways to eliminate risk of breaching employee's privacy.

# Presenting

- Select important and interesting findings and present them in general terms. For example:

Total # of Employees 80					
<b>Person(s) with Disability</b>		<b># Yes</b>	<b>7</b>	<b># No</b>	<b>73</b>
<b>Disability</b>	<b>#</b>	<b>Specify</b>			
Physical/Medical	1	Severe arthritis			
Vision/Hearing	1	Colour blind			
Mental/Addiction	3	Anxiety, depression, OCD			
Cognitive/Learning	2	Autism, dyslexia			

= **9%** of employees identify as having a disability

# Sharing with Employees

- Share your (privacy filtered) information and your findings with your employees. They are interested in the breakdown of your organization, and this information should encourage participation in your future surveys.
- Transparency is appreciated. Acknowledge areas you think you can do better in, and what you plan to do to get there. Give them the opportunity to make suggestions, anonymously or not.

# Repeating the Survey

- Every 6 months is recommended. Too often and your anonymity may be compromised and your participation will dwindle.
- Use the same questions for your repeat survey you used with the last survey – with improvements or modifications based on feedback – so that you can measure your progress more accurately.



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Work

# Department / Level / Compensation

Employee Type

Permanent, Full Time

Permanent, Part Time

Co-op / Intern

Temporary (6mo+ contract), Full time

Temporary (6mo+ contract), Part Time

Other (specify)

# Department / Level / Compensation

Department

Engineering

Product Management

Marketing

Sales

Customer Success

Business Development

Operations

People

Finance

Administration

Other (specify)

# Department / Level / Compensation

## Level

Co-op/Intern

Employee/Individual Contributor

Supervisor

Manager/Team Lead

Department Lead/Director

Executive

# Department / Level / Compensation

## Compensation

Annual salary (specify)

Bonus potential (specify \_\_%)

Date of last salary increase (specify, enter N/A if you are under [X]months tenure)

% of bonus potential awarded last review (specify, enter N/A if you are under [X]months tenure)

# Engagement

I would recommend [COMPANY] as a great place to work

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

[COMPANY] motivates me to push beyond what I would in a similar role elsewhere

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

I see myself still working at [COMPANY] in two years' time

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

The leaders at [COMPANY] demonstrate that people are important to the company's success

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:



# Engagement

I have confidence in the leaders at [COMPANY]

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

I feel I am part of a team

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

The information I need to do my job effectively is readily available

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

I am appropriately involved in decisions that affect my work

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

We have enough autonomy to perform our jobs effectively

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

Workloads are divided fairly among people where I work

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

Other departments at [COMPANY] collaborate well with us to get the job done

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

My manager keeps me informed about what is happening

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

My manager gives me useful feedback on how well I am performing

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

My manager (or someone in management) has shown a genuine interest in my career aspirations

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

I believe there are good career opportunities for me at [COMPANY]

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

I receive appropriate recognition for good work at [COMPANY]

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Engagement

Generally, the right people are rewarded and recognized at [COMPANY]

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Comment:

# Demographics



# Age

What is your age bracket?

Under 21

21-25

26-30

31-35

36-40

41-45

51-55

56-60

61-65

Over 65

# Race & Ethnicity

Were you born in Canada?

Yes

No

If no, please specify the country you were born in

Were your biological parents born in Canada?

Yes, one

Yes, both

No

Unsure

How many of your biological grandparents were born in Canada?

0

1

2

3

4

Unsure

# Race & Ethnicity

What is your first language?

Arabic	Italian
Bengali	Japanese
Bulgarian	Mandarin
Cantonese	Polish
Croatian	Portuguese
English	Punjabi
Farsi	Russian
French	Spanish
German	Tagalog
Hebrew	Urdu
Hindi	Other (please specify)

# Race & Ethnicity

What languages (apart from your first language) are you fluent in?  
(Check all that apply)

Arabic

Bengali

Bulgarian

Cantonese

Croatian

English

Farsi

French

German

Hebrew

Hindi

Italian

Japanese

Mandarin

Polish

Portuguese

Punjabi

Russian

Spanish

Tagalog

Urdu

Other (please specify)

# Race & Ethnicity

Which of the following ethnicities do you identify as? (Check all that apply)

Canadian

American

Australian

Caribbean / West Indian

Central American

Central or South African

East African

East Asian (including Japanese & Chinese)

Eastern European

Middle Eastern

Nordic

North African

Northern European

Pacific Islander

(including Hawaii & New Zealand)

South American

South Asian

South East Asian

Southern European

West African

West Asian

Western European

Other (please specify)

# Race & Ethnicity

Do you identify as being Indigenous to any geographical area?

For the purposes of this survey, Indigenous refers to whether your ethnicity is of people that originally populated the land vs European settlers.

Yes

No

If yes, please specify

Do you identify, or have you identified, as being a Person of Colour?

Yes

No

Other comment

# Gender & Sexuality

What is your gender identity?

Agender

Bigender / Two Spirit

Gender fluid

Female (cisgender)

Male (cisgender)

Questioning

Stealth

Third gender

Transgender

Transsexual

Other (please specify)

# Gender & Sexuality

How do you identify sexually?

Asexual

Bisexual

Fluid

Gay

Heterosexual / Straight

Pansexual

Questioning

Other (please specify)



# Gender & Sexuality

If you identify as a member of the LGBTQ+ community, are you out?

Yes

No

Partially

N/A

Other (please specify)

# Relationships & Family Status

What is your relationship status?

Single

In a relationship

Married or common law

Divorced

Separated

Widowed

Other (please specify)

# Relationships & Family Status

Which of the following describe your relationship(s)?

Conventional / Monogamous

Open

Polyamorous / Polyfidelitous

N/A

Other (please specify)

# Relationships & Family Status

Do you have people depending on you for care? (check all that apply)

Child(ren) – full time/daily

Child(ren) – part time/several times per week

Person(s) with disability (incl. child or elderly) – full time/daily

Person(s) with disability (incl. child or elderly) – part time/several times per week

Elderly person(s) – full time/daily

Elderly person(s) – part time/several times per week

Other (please specify)

# Religion

Do you consider yourself religious?

Yes

Somewhat

Have Faith - not religious

Spiritual - not religious

Not any more

No

Other (please specify)

# Religion

What is your religion, if any?

No religion

Bahá'í

Buddhist

Catholic

Hindu

Jainist

Jehovah's Witness

Jewish

Muslim

Other Christian

Sikh

Other (please specify)

# Disability

Do you identify as a person with a disability?

For the purpose of this survey, we are defining a disability as a physical, medical, mental, addictive, cognitive, learning, vision, verbal or hearing condition that significantly impacts your life.

A disability may have been present at birth, caused by an accident, or developed over time. Disabilities can be permanent, temporary, or occasional.

Yes

No

# Disability

Do you identify as having a physical or medical disability?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

Sometimes (please specify)

No



# Disability

Do you identify as having a vision disability (not corrected by use of prescription lenses)?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

Sometimes (please specify)

No

# Disability

Do you identify as having a hearing disability?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

Sometimes (please specify)

No

# Disability

Do you identify as having a mental disability?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

Sometimes (please specify)

No

# Disability

Do you identify as having an addiction?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

Sometimes (ie. under control but could/sometimes relapse) (please specify)

No

# Disability

Do you identify as having a cognitive or learning disability?

Yes – with a significant impact on day to day life (please specify)

Yes – little impact on day to day life (please specify)

No

# Socio-economic Situation

What is your socio-economic situation?

Poor

Tight

Comfortable

Well off

Wealthy

Unsure

Prefer not to answer

Other (please specify)

# Socio-economic Situation

Growing up, what was your socio-economic situation?

Poor

Tight

Comfortable

Well off

Wealthy

Unsure

Prefer not to answer

Other (please specify)

# Education

What is your highest level of education?

Did not go to/finish high school

High school degree or equivalent

Diploma(s)

Some college, no degree

College degree

Associate degree

Some university, no degree

Bachelor's degree

Master's degree

Professional degree/designation

PhD

Other (please specify)



# Education

How did your education play a part in getting your job?

Directly

Indirectly

Not at all

N/A

Other (please specify)

# General Interest

How do you contribute to causes that are important to you? (Check all that apply)

Volunteer

Donate

Sit on a board

Set up a charity

Fundraise/Collections

Study

Raise awareness

N/A

Other (please specify)

# General Interest

Have you ever run a business? (Check all that apply)

Founded (or co-founded) and ran my own business

Founded (or co-founded) a business that was run by others

Ran someone else's business

No

No, but I hope to in the future

# General Interest

Do you study (including self learning) or work part time on anything outside of your job?  
(Check all that apply)

- I have a hobby job / side hustle
- Study related to current job/company
- Study related to career in general
- Study for pure interest
- No
- Other (please specify)

# General Interest

Are you doing what you thought you'd be doing when you grew up?

Yes

Close

No

Still don't know

Other (specify)

# General Interest

Is there anything that you do (or have done) at a competitive level?

Sports

Video gaming

Crafts

Animal show

Writing

Eating

Gardening

Strategy board games

Music / singing

Dancing / gymnastics

Festivals

No

Other (specify)

# General Interest

Are you tattooed?

Yes, visible

Yes, hidden

No, but open / planning

No

No, and never will

# General Interest

Do you read your horoscope?

Yes

Occasionally

No



# General Interest

What things do you consider seriously when purchasing something? (check all that apply)

Ingredients

Handmade or Locally made

Locally bought

Positive reviews

Price / sale

Durability

Available for online order

Speed of delivery/availability

New or exciting product

Environmental impact

Other (please specify)

# General Interest

Do you follow a particular diet? (include for religious or ethical reasons)

No

Sometimes

Yes (please specify)

# General Interest

Coffee or tea?

Coffee

Tea

Both

Neither

# General Interest

Do you exercise?

Yes

Sometimes

No

Other (comment)

How do you exercise? (check all that apply)

N/A

Regular work out schedule

Fitness classes

Organized sports

Active day to day life

Other (please specify)

# General Interest

Do you meditate?

Yes – daily/often

Yes – sometimes

No, but I am interested

No

Other (comment)

# General Interest

How many hours sleep do you typically get a night?

less than 3

3

4

5

6

7

8

more than 8

# General Interest

Do you have any phobias?

No

Yes (please specify)

# General Interest

What's your usual way of getting to work?

Walk

Cycle

Public transit

Drive

Other or combination (specify)



# General Interest

What vehicles are you licensed to operate?

None / none yet

Car / small vehicle

Motorcycle

Heavy vehicle / truck / tractor trailer

Bus / school bus

Emergency vehicle

Motor boat

Plane

Helicopter

Other (please specify)

# General Interest

Do you write with your ...

Left hand

Right hand

Both

Neither

Other

# General Interest

What kind of setting did you grow up in?

Small town / rural

Large town / city / urban

Suburban

Other or combination (please specify)

# General Interest

Do you have a pet/pets?

Yes

Sort of (eg. pet(s) belong to parents/significant other/ roommate)

No, but I want to

No

What pet(s) do you have? (Check all that apply)

Cat(s)

Dog(s)

Fish

Rodent(s)

Bird(s)

Other (specify)

# General Interest

Do you practice an art or craft? (doesn't matter if you are accomplished or not)

Musical instrument / singing

Writing / poetry

Painting / drawing

Photography / film

Sewing / other textiles

Wood / metal crafts

Pottery / glass

Sculpting

Paper crafts

Magic

No

Other (please specify)

# General Interest

How many hours a week do you typically spend video gaming?

0

1-10

11-20

21-30

31-40

40+

# General Interest

How many books (fiction or non) do you think you read in a year?

0

1-5

6-12

13-20

More than 20

None but I read a lot online

Other (comment)

# General Interest

What kind of vacationer are you? (check all that apply)

Staycationer

Cottager

City explorer

Resorter

Adventurer

Camper

Other (specify)



# General Interest

How many countries have you visited outside of Canada? (not including airport layovers)

0

1-5

6-10

11-15

16-20

More than 20

Feedback

# Your Feedback

Do you have any suggestions on how we could improve this survey for next time? Were there things you found confusing? Were there things you felt were missing? Were there things you found offensive or insensitive?

Comment:

# Your Feedback

Are there any topics around diversity & inclusion that you would like [COMPANY] to put together education or learning resources on?  
Comment:

# Your Feedback

Any other comments?

Comment: