EVERYONE COUNTS

Royal Roads UNIVERSITY

EQUITY, DIVERSITY AND INCLUSION CENSUS 2020

CONTENTS

EXECUTIVE SUMMARY

This report provides a statistical summary of Royal Roads University (RRU) demographic makeup. This summary seeks to provide clarity on the representation amongst five groups: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Peoples, Persons with Disabilities and the LGBTQ2S+ community. As we recognized that the four designated groups do not reflect all grounds that have experienced systemic barriers in employment, the census gathered information on age, family status, gender and sexual diversity, place of origin, language, and religion.

The Human Resources office distributed the census to 578 employees. It attracted 314 responses, which represented a 54% response rate. Responding to the census was voluntary. Respondents had the discretion to withdraw from the census at any time, and /or refrain from answering any questions they preferred to omit. It is necessary to recognize that the response rate the census had may not accurately reflect the makeup of the entire workforce at RRU.

The main findings of the census are on the following pages

REPRESENTATION

- As of December 22, 2020, RRU employees who self-identified as females, and LGTBQ2S+ exceeded the external availability data provided by the 2016 Canadian Census, and the 2014 Canadian Community Health Survey.

- As of December 22, 2020, Indigenous persons, visible minorities and persons with disabilities were underrepresented at RRU in comparison to the external availability data provided by the 2016 Statistics Canada, the 2019 Employment Equity Act: Annual Report 2019, and the 2017 Canadian Survey on Disability.

- Of those who responded to the census, the majority identified as:
  - Between 41 and 60 years old (61.11%)
  - Without a disability (89.87%)
  - With family dependents (52.29%)
  - Self-identified as women (71.90%)
  - Non-Indigenous (95.10%)
  - Not a member of a visible minority (79.19%)
  - Canada born (69.93%)
  - Anglo speaker (84.87%)
  - Religious (52.66%)
  - Female (73.36%)
  - Heterosexual (76.64%)

- 7.72% of the respondents self-identified as having a disability.

- 2.61% of the respondents self-identified as Indigenous persons.

- 14.05% of the respondents self-identified as visible minorities.

- 71.90% of the respondents self-identified as women.

- RRU has a narrow gender wage gap (8%) in comparison to national (13.3%) and provincial figures (18.6%). The wage gap between employees who self-identified as non visible minorities and visible minorities is 5%.

DIVERSITY

- According to the respondent pool, the breadth of diversity at Royal Roads is the following:
  - Gender Identity and Expression (full spectrum of gender identities)
  - Race/colour (every possible response option was selected at least once)
  - Place of origin (every possible response option was selected at least once)
  - Language (10.53% identified none of the official languages of Canada as their mother tongue)
  - Religion/faith (15+ religions/faiths are practiced); and
  - Sexual orientation (full spectrum of sexual orientations)

2019 SURVEY TO 2020 CENSUS COMPARISON

When comparing the demographic analysis of the inaugural Everyone Counts survey conducted in 2019 to the 2020 census, the representation has declined in four of the five designated categories as noted on the table below. It is important to note the RRU workforce has grown in 2020 to 578 employees versus 519 employees in 2019 and this variance may have influenced the response rate ratios.

Ground	First Edition 2019 Everyone Counts	Second Edition 2020 Everyone Counts	Difference
Persons with disabilities	11.74%	7.72%	-4.02%
Indigenous Persons	3.02%	2.61%	-0.41%
Sexual Preferences	11.41%	12.84%	+1.43%
Visible minorities	16.44%	14.05%	-2.39%
Women	72.15%	71.90%	-0.25%

THEMES EMERGING FROM GENERAL COMMENTS

The respondents were invited to provide general comments at the conclusion of the census and seven themes were identified from the comments as follows:

Theme 1: EDI and Everyone Counts census evolution

Theme 2: Continuous improvement

Theme 3: Everyone Counts census expansion

Theme 4: Creating a truly inclusive culture at RRU

Theme 5: Awareness and Education

Theme 6: Resourcing appropriately

Theme 7: Recognizing other ways of knowing and being

NEXT STEPS

Our first step will be to present this report to the community. This entails two actions:

- Submitting the report to the executive and organizing a session to discuss the results of the census.
- Organizing information sessions to present the main findings to employees and getting feedback on the results.

Our second step will be using the information collected to complement or inform EDI related policies and action plans. In particular, the granular findings will:

- Inform and complement the recommendations related to employment contained in the Anti-Racism Action Plan.
- Inform hiring practices and ensure proportional representation of employees from designated groups and protected categories.
- Inform the design of policies of accommodation on the grounds of disability, gender identity, ethnicity and religion (multi-faith calendar, providing time off for religious holidays or time away from work to attend prayers; providing prayer rooms, and defining strategies to accommodate dietary restrictions).
- Inform the design of inclusive language guidelines.
- Inform the design of Royal Roads University Employment Equity Policy.
- Inform EDI training plans.
- Inform the relationship with external service providers to give priority to EDI minded suppliers.

Our last step will be conducting a comprehensive scan of best practices in Canadian post-secondary institutions of self-identification data collection, in order to map out successful strategies to ensure high response rates.

REPORT

At Royal Roads University (RRU), we consider ourselves a community of care. We are proud to understand the wellbeing of every member of our diverse membership as one of our priorities. We thrive as a University when our employees feel that they truly belong. Equity, diversity, and inclusion (EDI) initiatives carry great value for our community members and the University. They are the most effective way to properly recognize and embrace the diversity of our employees and remove the barriers that prevent every one of us from flourishing.

Embracing care as a core value entails that we know who our employees are and also that we recognize the diversity of ways they experience Royal Roads University as a workplace. The knowledge of who we are, from a demographic point of view, allows us to understand what groups are properly represented in our workforce, whom we should invite to be part of our organization, and what measures we should take to ensure they stay with us. It is helpful as well to assess who needs our support to thrive and what assistance we should provide them. EDI data collection is also of crucial value to define a benchmark to where we want to go and the things we need to do, to ensure the wellbeing of all our community members.

From November 9 to December 22, 2020 the Everyone Counts Census was open to all current Royal Roads University employees. The Human Resources office made the census available online and in hard-copy formats to ensure accessibility. The census captured data on a range of workplace demographics. This included the respondents' employment group at RRU, division, employment status, years of service, and annual wage. To be aligned with Canadian human rights legislation and in line with other post-secondary institutions and funding agencies, the census also collected data on the four designated employment equity groups (women, Indigenous people, visible minorities, and persons with disabilities). As we recognized that the four designated groups do not reflect all grounds that have experienced systemic barriers in employment, the census gathered information on age, family status, gender and sexual diversity, place of origin, religion, and sexual orientation. The main purpose of these questions was to assess whether the makeup of our organizational community reflects the makeup of our larger provincial and national environments. This information was also intended to assist us to determine the demographic makeup of our management, faculty, and staff.

The following report is divided into six sections:

1 The first section presents a comprehensive description of the methodology we used to design the census, gather the data, analyze the information, and report the findings.

2 The second section presents the figures related to the rates of participation of respondents.

3 The third section describes the data gathered on RRU demographics on the grounds of age, disability, family status, gender identity and expression, Indigenous peoples, visible minorities, place of origin and language, religion, sex and sexual orientation. As well as comparing the demographic makeup of the respondent pool with national, provincial and local demographics. The section also provides a comparison between the demographic makeup of the respondent pool with national, provincial and local demographics.

4 The fourth section summarizes the key findings of the census.

5 The fifth section discusses the main learnings related to the design and the processes that pertain to the collection of data.

6 The report concludes with a summary of the next steps that follow this data collection initiative.

METHODOLOGY

The *Everyone Counts Census* was the second edition of a similar instrument Royal Roads University designed and implemented in 2019. The first edition, named Everyone Counts survey, collected information on the four designated employment equity groups (Aboriginal peoples, people with disabilities, women, and visible minorities) plus sexual orientation and gender identity.

In the design of the second edition, we used as reference surveys and reports conducted in other post-secondary institutions such as the *UBC Employment Equity Survey* from the University of British Columbia; the *Diversity Meter Survey*, that the Canadian Centre for Diversity and Inclusion (CCDI) prepared for Simon Fraser University; the *Diversity and Inclusion at Canadian Universities. Report on the 2019 National Survey* from Universities Canada; the *Employment Demographic Survey* from Kwantlen Polytechnic University; and the *Employment Equity Questionnaire* from Brandon University.

We also consulted self-identification data collection instruments and recommendations from Canadian Federal and Provincial governments. In particular, we took as a reference the *2016 Census* from Statistic Canada, the *Self-Identification Data Collection in Support of Equity, Diversity, and Inclusion and the Self-Identification Survey* from the Canada Government Tri-Agency (Social Sciences and Humanities Research Council, the Natural Sciences and Engineering Research Council and The Canadian Institutes of Health Research); the *Employment Equity 2016 Data Report* from Employment and Social Development Canada; the *2019 Annual Employment Equity Statistical Report* from the Government of Canada, and *Count me in! Collecting Human Rights-Based Data* from the Ontario Human Rights Commission.

The *Everyone Counts* census included questions on a range of workplace demographics. This included the respondents' employment group at RRU, division, employment status, years of service, and annual wage. To be aligned with Canadian human rights legislation and employment equity standards, and in line with other post-secondary institutions and funding agencies, the census also collected data on the four designated employment equity groups (women, Indigenous people, visible minorities, and persons with disabilities). As we recognized that the four designated groups do not reflect all grounds that have experienced systemic barriers in employment, the census gathered information on age, family status, gender and sexual diversity, place of origin, religion, and sexual orientation. Once we had completed the first draft of the census, we shared it with some EDI champions at the university. We incorporated most of their suggestions and submitted the census to the RRU Research Ethics Board (REB). The REB approved the content and wording of the census. Finally, the census received approval from the University's Human Resources Governance Committee.

Human Resources organized three well attended informative sessions with our community of employees to familiarize them with the purposes and content of the questionnaire. The Human Resources office launched the census November 9th, 2020.

Following a well-established practice in self-identification data collection instruments, responding to the census was voluntary. Respondents had the discretion to withdraw from the census at any time, and /or refrain from answering any questions they preferred to omit. The data was collected via Survey Monkey and stored within Canada.

The personal information this instrument collected was subject to protection under the BC Freedom of Information and Protection of Privacy Act (FIPPA). Access to the census response was limited to the census administration team within Human Resources led by Lisa Robinson, Associate Director. The raw census data was password protected.

Regarding the analysis of the information gathered, we used benchmarking data from the *2016 Canadian Census* by Statistics Canada, the *Employment Equity Act: Annual Report 2019, the 2017 Canadian Survey on Disability and the 2014 Canadian Community Health Survey of Statistic Canada* to assess whether the makeup of our organizational community reflects the makeup of our larger provincial and national environments.

To ensure confidentiality in the reporting of results, we anonymized the information respondents shared and present self-identification statistics in aggregate form. Likewise, we followed the standard of not generating reports with units fewer than eight (8) individuals that could jeopardize the privacy of the respondents. As the census contained general comment text boxes, we redacted and did not disclose any personally identifying information.

PARTICIPATION

The Human Resources office distributed the census to **578 employees**. It attracted **314 responses**, which represented a **54% response rate**. The typical time spent in the census was 5 minutes and 30 seconds.

Responding to the census was voluntary. Respondents had the discretion to withdraw from the census at any time, and /or refrain from answering any questions they preferred to omit. Of the 314 responses we received, 306 censuses were fully completed, for a completion rate of 97%.

The distribution of participation according to division was the following:

Division	Answered	Percentage
President's Office/Vice-President, Communications and Advancement	35	11.44%
Vice-President, Academic and Provost	157	51.31%
Vice-President and Chief Financial Officer	42	13.73%
Vice-President, Research and International	33	10.78%
Prefer not to answer	39	12.75%
Total	306	100%

Table 1. Participation according to divisions

The percentage distribution of the respondents according to their employment group was the following:

Groups that represent respondents at RRU	Responses	Percentage
RRUFA Member	40	13.07%
CUPE Member	20	6.54%
Administrative Support	101	33.01%
Operational Managers, Professional & Technical	72	23.53%
Management	36	11.76%
Executive and Senior Management	13	4.25%
Prefer not to answer	24	7.84%
Total	306	100

Table 2. Distribution of respondents

The highest percentage response was from members of the Executive and Senior Management, at a response rate of 93%, followed by respondents from Administrative support, 71% and RRUFA, 55%. Respondents from Operational Managers and CUPE were the ones with the lowest response rates, 32% and 30% respectively.

	Current population	Answered	Percentage
RRUFA	73	40	55%
CUPE	66	20	30%
Administrative Support	142	101	71%
Operational Managers	223	72	32%
Management	60	36	60%
Executive and Senior Management	14	13	93%
Prefer not to answer		24	4%
Total	578	306	100%

Table 3. Percentage of responses

ROYAL ROADS UNIVERSITY DEMOGRAPHIC MAKEUP

The census asked the respondents to share information on grounds protected in the BC Human Rights Code, namely: Age, Disability, Family Status, Gender Identity and Expression, Indigenous Peoples, Visible Minorities and Place Origin, Religion, Sex, and Sexual Orientation. Some of those grounds overlap with the four designated employment equity groups (women, Indigenous people, visible minorities, and persons with disabilities) listed in the Federal Employment Act.

The information is organized as follows:

- We present a descriptive account of the demographic makeup of the respondents according to their self-identification.

- We offer a comparative analysis between those responses and the benchmarking data from the 2016 Canadian Census by Statistics Canada, the Employment Equity Act: Annual Report 2019, and the 2017 Canadian Survey on Disability.

- We provide a more detailed description of the information according to each self-identification category.

A. OVERALL REPRESENTATION PERTAINING TO SELF–IDENTIFICATION

i. Age group

Most employees who answered the census were in the age ranges of 31-60 years, with the 41-50 years bracket having the highest representation. 17 respondents declined to provide information on this ground. The distribution of the respondents according to age groups was the following:

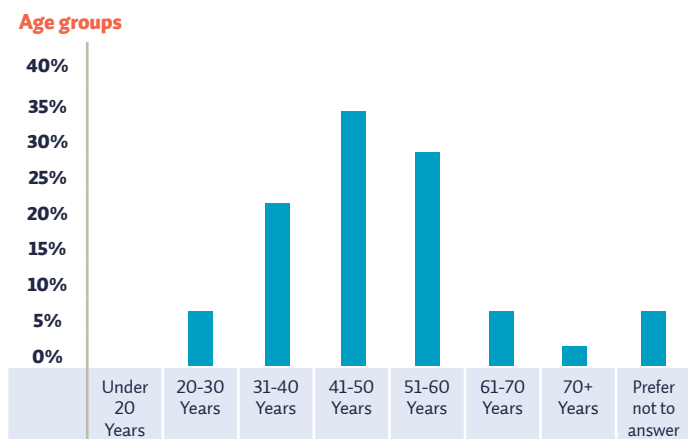| Age	Answered	Percentage
Under 20 years	0	0.00%
20-30 years	18	5.88%
31-40 years	63	20.59%
41-50 years	104	33.99%
51-60 years	83	27.12%
61-70 years	19	6.21%
More than 70 years	2	0.65%
Prefer not to answer	17	5.56%
Total	306	100%

Table 4. Age distribution of respondent pool

Figure 1. Age distribution of respondents' pool.

ii. Disability

Of the 306 respondents, 23 employees disclosed that they have a disability, which amount to 7.52% of the responses. 8 respondents declined to provide information on this ground. This is the distribution of answers:

Do you have a disability	Answers	Percentage
Yes	23	7.52%
No	275	89.87%
Prefer not to answer	8	2.61%
Total	306	100

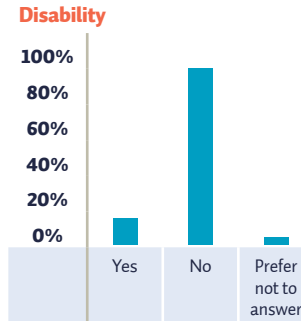Table 5. Respondents with disabilities

Figure 2. Respondents with disabilities

The census included a question on the type of disability that applies to respondents. The most common disability respondents disclosed was physical disability, amounting to 55.17% of the responses. Mental disability and sensory disability were the second and third to be disclosed, 21.74% and 8.7% respectively. Three respondents disclosed to have a disability that was not listed in the question and one respondent preferred not to specify her/his/their disability.

	Type of disability	Responses	Percentage
🟩	**Intellectual** (e.g. Communication, Conceptual, Learning, Memory, Problem Solving, Social and Practical Skills, etc.)	0	0%
🟦	**Mental** (e.g. Anxiety, Depression, Psychological Trauma, Substance Abuse, etc.)	5	21.74%
🟧	**Physical** (e.g. Arthritis, Chronic Pain, Dexterity, Epilepsy, Flexibility, Mobility, Multiple Sclerosis, Musculoskeletal injuries, Respiratory Difficulties, etc.)	12	52.17%
🟦	**Sensory** (e.g. hearing, sight, smell, spatial awareness, taste, touch, etc.)	2	8.70%
🟥	**Prefer not to answer**	1	4.35%
🟪	**Disability not listed above** (please specify below)	3	13.04%
	Total	23	100%

Table 6. Type of disabilities that applies to respondents

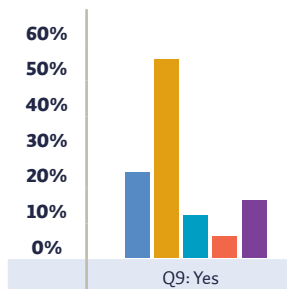## Type(s) of disability that applies to respondents

Figure 3. Type of disabilities that applies to respondents

The distribution in employment roles according to respondents who self-identified as having a disability is as follows:

	RRUFA	CUPE	Admin Support	Operational M.	Management	Exec & Senior M.	Prefer not to answer	Representation
With a Disability	4.35%	17.39 %	26.09%	39.13%	4.35%	4.35%	4.35%	7.72%
Without a disability	13.09%	5.82%	34.18%	22.18%	12.73%	4.36%	6.71%	92.28%

Table 7. Distribution in employment roles according to respondents who self-identified as having a disability and without a disability

Role in the organization
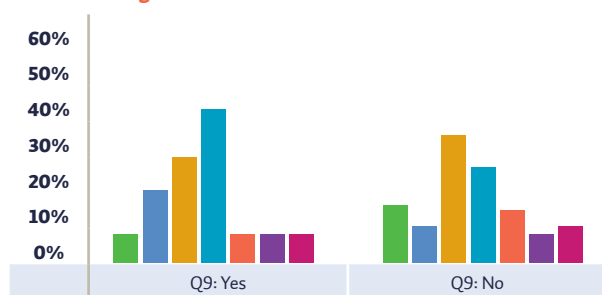
Figure 4. Distribution in employment roles according to respondents who self-identified as having a disability and without a disability

The distribution in the main five divisions of the university of respondents who self-identified as having a disability is the following:

	President Office/ Vice-President, Communication and Advancement	Vice-Academic and Provost	Vice-President and Chief Financial Officer	Vice-President Research and International	Prefer not to answer	Representation
With a Disability	13.04%	39.13%	13.04%	17.39%	17.39%	7.72%
Without a disability	11.64%	52.36%	13.82%	10.55%	11.64%	92.28%

Table 8. Distribution in university divisions according to respondents who self-identified as having a disability and without a disability

iii.Family Status

The census included a question on family status that inquired about whether employees had dependants. 52,29% of respondents declared they have at least one.

Dependants	Responses	Percentage
Yes	160	52.29%
No	140	45.75%
Prefer not to answer	6	1.96%
Total	306	100%

Table 9. Respondents with dependants

The census also asked employees about the number of dependants they have in their care. The majority of respondents disclosed they have two dependants, 44.72%, followed by respondents who declared they have one dependant 29.19% and three dependants 13.66%.

Dependants	Responses	Percentage
1	47	29.19%
2	72	44.72%
3	22	13.66%
4	8	4.97%
5	3	1.86%
6 or more	1	0.62%
Prefer not to answer	8	4.97%
Total	161	100%

Table 10. Respondents by number of dependantss

Number of dependents
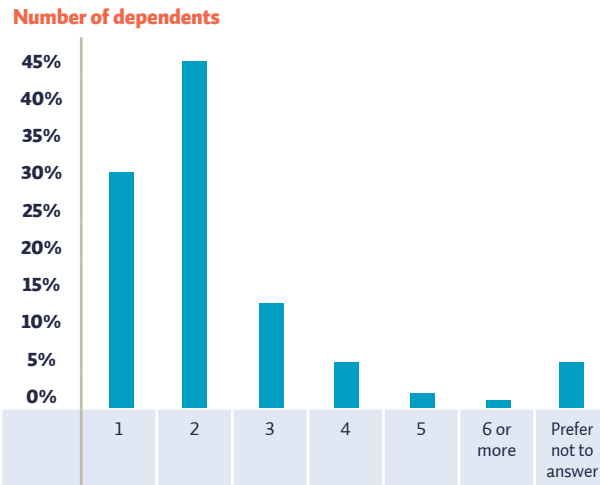
Figure 5. Respondents by number of dependants

iv. Gender Identity and Expression

The census included a question on gender identity and expression. The majority of respondents self-identified as women, 71.90%, followed by those who self-identified as men, 24.51%. A further 1.63% of the respondents self-identified as agender, non-binary/gender non-conforming/gender fluid, transgender, transsexual, and two-spirit. 1.96% of the respondents declined to answer.

Gender identity/expression	Percentage
Agender	0.65%
Man	24.51%
Non-binary/Gender Non-Conforming/Gender Fluid	1.96%
Trans/Transgender/Transsexual	0.98%
Two Spirit	0.33%
Woman	71.90%
Prefer not to answer	1.96%
Gender Identity not listed above (please specify below)	0.00%
Total Respondents	306

Table 11. Gender identity at RRU[1]

Gender Identity and Expression

Figure 6. Gender identity in the workforce at Royal Roads

[1] Some respondents selected more than one category. In particular, these respondents self-identified as trans and woman and trans and man.

The distribution in employment roles according to the gender identity of the respondents is the following:

	RRUFA	CUPE	Admin Support	Operational M.	Management	Exec & Senior M.	Representation
Agender	0.00%	0.00%	0.00%	100%	0.00%	0.00%	0.65%
Man	16.00%	17.33%	21.33%	20.00%	9.33%	6.67%	24.51%
Non Binary	16.67%	0.00%	50.00%	16.67%	0.00%	0.00%	1.96%
Trans	33.33%	0.00%	0.00%	0.00%	33.33%	0.00%	0.98%
Two Spirit	0.00%	0.00%	0.00%	0.00%	100%	0.00%	0.33%
Women	11.82%	2.73%	37.73%	25.91%	12.27%	3.64%	71.90%

Table 12. Distribution in employment roles of respondents according to their gender identity

Gender identity in employment roles at RRU
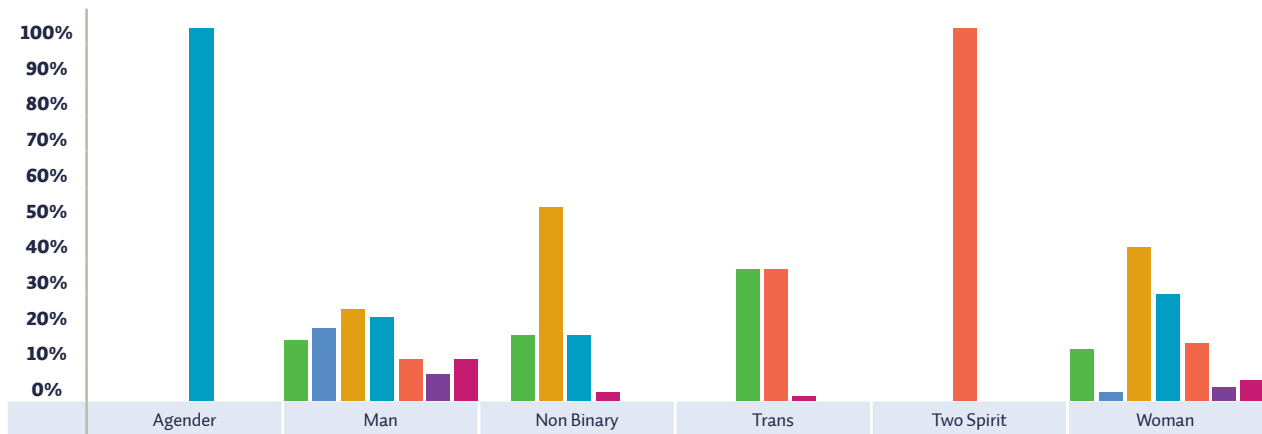
Figure 7. Gender identity and role in the organization

Gender identity in RRU divisions

	President Office/ Vice-President, Communication and Advancement	Vice-Academic and Provost	Vice-President and Chief Financial Officer	Vice-President Research and International	Prefer not to answer	Representation
Agender	0.00%	50.00%	50.00%	0.00%	0.00%	0.65%
Man	8.00%	45.33%	21.33%	6.67%	18.67%	24.51%
Non Binary	16.67%	33.33%	33.33%	0.00%	16.67%	1.96%
Trans	33.33%	33.33%	0.00%	0.00%	33.33%	0,98%
Two Spirit	0.00%	0.00%	100%	0.00%	0.00%	0.33%
Women	12.27%	54.55%	10.91%	12.27%	10.00%	71.90%

Table 13. Distribution in RRU divisions of respondents according to gender identity

Gender identity in RRU divisions

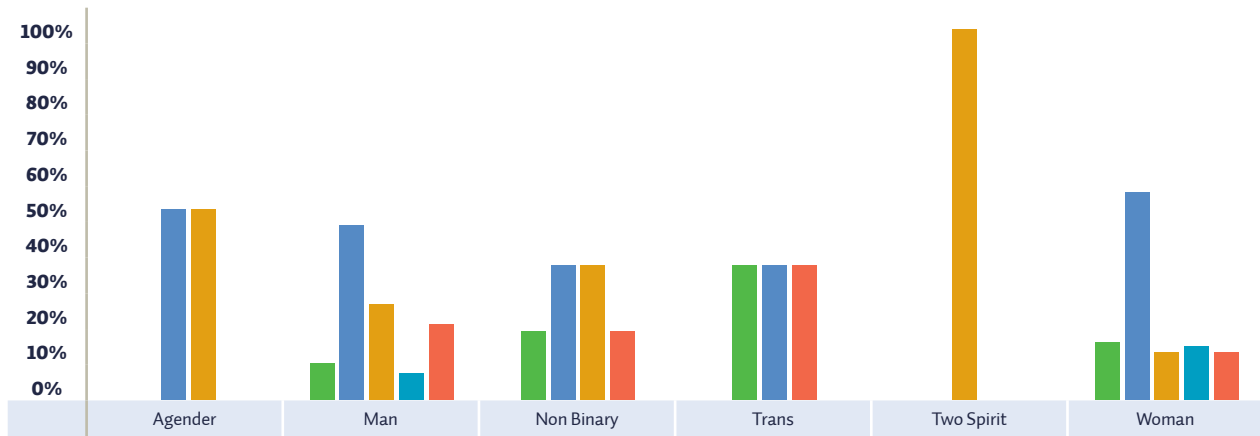Figure 8. Gender diversity in university divisions

Self-identified as man and woman in RRU divisions:
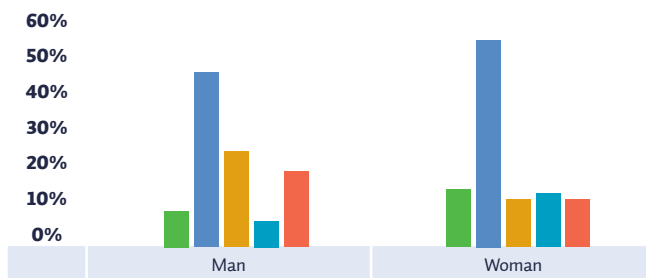
Figure 9. Distribution in university divisions of respondents who self-identified as man and woman

In terms of annual salary, this is the percentage distribution of the respondents who self-identified as man and woman:

Total Income	Man (%)	Woman (%)	Difference
Under 50,000	13.33	11.82	-1.51
$50,000 to 55,000	10.67	12.27	+1.6
$56,000 to 60,000	6.67	5.91	-0.76
$61,000 to 65,000	9.33	13.64	+4.31
$66,000 to 70,000	5.33	5,45	+0.12
$71,000 to 75,000	9.33	8.64	-0.69
$76,000 to 80,000	2.67	7.27	+4.6
$81,000 to 85,000	10.67	5.91	-4.76
$86,000 to 90,000	1.33	2.27	+0.94
$91,000 to 95,999	4.00	5.91	+1.91
$96,000 to 100,000	1.33	4.09	+2.76
$101, 000 to 110,000	6.67	4.09	-1.77
$111,000 to 120,000	1.33	2.27	+0.94
$121,000 to 130,000	2.67	2.27	-0.4
$131,000 to 140,000	4.00	1.36	-2.64
$141,000 to 150,000	0	0.45	0.45
$151,000 and over	3.99	0.91	-3.08

Table 14. Comparative annual salary percentage distribution respondents who self-identified as man and woman

Annual salary by gender identity (man & woman)

Figure 10. Comparative annual salary percentage distribution respondents who self-identified as man and woman

■ **Man**   ■ **Woman**

The following table presents the gender wage gap (man and woman) in different employment roles at RRU. The employment roles with wider gaps are CUPE and Executive Senior Management.[2] The ones with narrower gender wage gaps are Administrative support and Operational Managers.

	Average hourly wages Men	Average hourly wages Women	Wage gap ($)	Wage gap (%)[3]
RRUFA	$47.11	$45.46	$1.65	4
CUPE	$22.92	$19.23	$3.69	17
Administrative support	$26.99	$26.81	$0.18	1
Operational Managers	$33.64	$33.38	$0.26	1
Management	$44.06	$40.75	$3.31	8
Executive and Senior Management	$77.11	$63.33	$13.78	18
Royal Roads University	$35.61	$33.05	2.56	8

Table 15. Gender Wage Gap (men and women) at RRU

v. Indigenous Peoples

The census included a question on employees who self-identify as Indigenous (First Nations, First Peoples, Inuit, Inuk, and Metis people), 2.61% of respondents self-identified as Indigenous.

Self-Identify as Indigenous	Responses	Percentage
Yes	8	2.61%
No	291	95.10%
Prefer not to answer	7	2.29%
Total	306	100%

Table 16. Self-identification as Indigenous

A follow up question asked employees, who self-identified as Indigenous, to specify if they were: First Nation; Inuit; Métis; or Indigenous International. This was the distribution of responses:

Category	Responses	Percentage
First Nation	4	50.00%
Inuit	1	12.50%
Métis	2	25.00%
Indigenous International	1	12.50%
Prefer not to answer	0	0.00%
Total	8	100%

Table 17. Self-identification according to Indigenous categories

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[2] These numbers are only an estimate based on the respondent pool. Since we did not have the exact number of annual salaries we decided to work with the minimum salary of each range (e.g. 40.000, 50.000, 60.000, etc.). The formula we used to determine hourly salary was the following: Divide the annual salary by 2080 (40 hours per week x 52 weeks). Despite the fact that, at RRU, the standard work week is 37.5, we decided to use the Canadian 40 standard hours of work to facilitate comparisons with national and provincial figures.

[3] We adopted the formula Statistic Canada uses to determine wage gap percentage:
Gender pay ratio = women's average earnings/men's average earnings.
Gender pay gap = (1 − **Gender pay ratio**) * 100.

vi. Visible minorities, place of origin and language

The census included questions on self-identification as visible minorities, place of origin, and language. The responses collected were distributed as follows:

14.05 % of the respondents self-identified as members of visible minorities.

Do you self-identify as a member of a visible minority?	Responses	Percentage
Yes	43	14.05%
No	255	83.33%
Prefer not to answer	8	2.61%
Total	306	100%

Table 18. Self-identification as a member of a visible minority

Most respondents who self-identified as visible minorities also identify as women and female.

	Agender	Man	Non-binary	Trans	Woman	Prefer not to answer	Not listed above	Representation
VM	0.00%	37.21%	0.00%	0.00%	58.14%	2.33%	0.00%	14.05%
Non-VM	0.78%	23.14%	2.35%	1.18%	74.51%	0.78%	0.00%	83.33%

Table 19. Gender identity and respondents who self-identified as visible minorities and non-visible minorities

	Male	Female	Non-binary	Prefer not to answer	Representation
Visible Minorities	37.21%	58.14%	0.00%	4.65%	14.05%
Non-Visible minorities	23.32%	76.68%	0.00%	0.00%	83.33%

Table 20. Sex and respondents who self-identified as visible minorities and non-visible minorities

The distribution in employment roles of respondents who self-identified as members of visible minorities is presented in the table below. Of the respondents who declared a visible minority identity, most are located in Administrative Support (39.53%), Operational Management (23.2%), and Management (13.95%) employment roles. The lowest representation is in employment roles pertaining to CUPE and Executive and Senior Management.

	RRUFA	CUPE	Admin Support	Operational M.	Management	Exec & Senior M.	Prefer not to answer	Representation
Visible Minorities	9.30%	2.33%	39.53%	23.26%	13.95%	2.33%	9.30%	14.05%
Non-Visible minorities	13.33%	6.67%	32.55%	23.53%	11.76%	4.71%	7.45%	83.33%

Table 21. Representation in employment roles of visible minorities and non-visible minorities

The distribution of respondents who self-identified as visible minorities in the five main university divisions is described in the table on the following page. The Vice-Academic and Provost and Vice-President Research and International are the divisions with the highest representation of respondents who declared to have a visible minority identity. The President Office/Vice-President Communication and Advancement and the Vice-President and Chief Financial Officer are the divisions with the lowest representation.

	President Office/ Vice-President, Communication and Advancement	Vice-Academic and Provost	Vice-President and Chief Financial Officer	Vice-President Research and International	Prefer not to answer	Representation
Visible Minorities	6.98%	46.51%	9.30%	23.26%	13.95%	14.05%
Non-visible	8.00%	45.33%	21.33%	6.67%	18.67%	24.51%

Table 22. Representation in university divisions of visible minorities and non-visible minorities

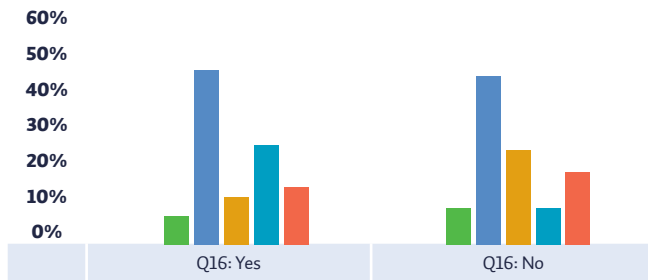**Visible minorities at RRU divisions**

Figure 11. Representation in university divisions of visible minorities and non-visible minorities

In terms of annual salary, this is the percentage distribution of the respondents who self-identified as visible minorities in comparison to those who self-identified as white in colour or Caucasians.

Total Income	Visible minorities (%)	Non-visible minorities (%)	Difference
Under 50,000	11.63	11.76	-0.13
$50,000 to 55,000	13.95	11.37	+2.58
$56,000 to 60,000	2.33	7.06	-4.73
$61,000 to 65,000	18.60	11.76	+6.84
$66,000 to 70,000	9.30	4.71	+4.59
$71,000 to 75,000	9.30	8.63	+0.67
$76,000 to 80,000	0.00	7.06	-7.06
$81,000 to 85,000	6.98	6.67	-0.31
$86,000 to 90,000	0.00	2.35	-2.35
$91,000 to 95,999	2.33	5.49	-3.16
$96,000 to 100,000	2.33	3.53	-1.2
$101, 000 to 110,000	9.30	4.31	+4.99
$111,000 to 120,000	0.00	2.35	-2.35
$121,000 to 130,000	0.00	2.75	-2,75
$131,000 to 140,000	0.00	2.35	-2.35
$141,000 to 150,000	0.00	0.78	-0.78
$151,000 and over	2.33	1.57	+0.76

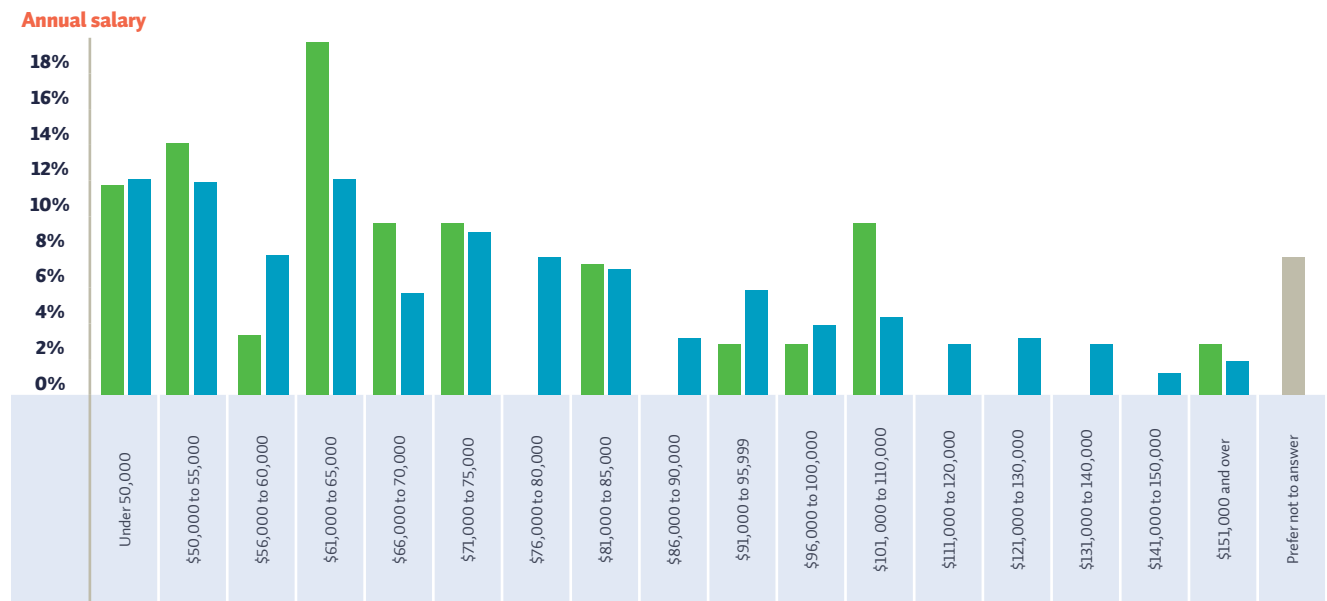Table 23. Comparative annual salary percentage distribution of visible minorities and non-visible minorities

Annual salary

Figure 12. Comparative annual salary percentage distribution of visible minorities and non-visible minorities

■ **Visible minorities**　　■ **Non-visible minorities**

The following table presents the wage gap between individuals who self-identify as visible minorities and non-visible minorities in different employment roles at RRU. Following the standard of not generating reports with units fewer than eight (8) individuals, we did not include CUPE and Executive and Senior Management employees in this table. In each one of these employment roles, only one individual self-identified as a visible minority member.

The employment role with wider gaps is Operational Managers.[4] The employment roles with narrower gender wage gap are Administrative support and Management.

	Average hourly wages Visible Minorities	Average hourly wages Non Visible Minorities	Wage gap ($)	Wage gap (%)
RRUFA	$45,66	$47,01	–$1.35	3
Administrative support	$25.75	$25.21	–$0.54	–2
Operational Managers	$30.60	$32.80	–$2.20	7
Management	$41.66	$41.93	–$0.27	1
Royal Roads University	$32.89	$34.62	–$1.73	5

Table 24. Wage Gap employees who self-identify as visible minorities and non-visible minorities

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[4] These numbers are only an estimate based on the respondent pool. Since we did not have the exact number of annual salaries we decided to work with the minimum salary of each range (e.g. 40.000, 50.000, 60.000, etc.). The formula we used to determine hourly salary was the following: Divide the annual salary by 2080 (40 hours per week x 52 weeks). Despite the fact that, at RRU, the standard work week is 37.5, we decided to use the Canadian 40 standard hours of work to facilitate comparisons with national and provincial figures.

In terms of ethnicity/colour, East Asians, Latin Americans and South Asians are the employees with the highest representation in the respondent pool.

Population	Responses	Percentage
Arab	1	1.96%
Black	7	13.73%
East Asian (e.g., Chinese, Japanese, Korean, Mongolian, Taiwanese, etc.)	11	21.57%
Latin American	11	21.57%
South Asian (e.g., Bangladeshi, East Indian, Pakistani, Sri Lankan, etc.)	9	17.65%
Southeast Asian (e.g., Burmese, Cambodian, Laotian, Malaysian, Myanmar, Philippine, Singaporean, Vietnamese, Thai, etc.)	3	5.58%
West Asian (e.g., Afghan, Assyrians, Copts, Greek Cypriot, Israeli, Persian, Turks, Kurds, Saudi Arabian, Yemeni, etc.)	1	1.96%
Population group not listed above (please specify below)	1	0.33%
Prefer not to answer	10	19.61%
Total Respondents[5]	51	

Table 25. Ethnicity/colour of respondents who self-identified as a member of a visible minority

Regarding the place of origin, 69.93% of the respondents were born in Canada.

Is Canada your place of birth	Responses	Percentage
Yes	214	69.93%
No	85	27.78%
Prefer not to answer	7	2.29%
Total	306	100%

Table 26. Respondents and Canada as a place of birth

Most respondents who self-identified as having visible minority identity declared not to have Canada as their place of birth.

Is Canada your place of birth

	Yes	No	Prefer not to answer	Representation
Visible Minority	18.60%	74.42%	6.98%	14.05%
Non-Visible Minority	80.00%	19.61%	0.39%	85.73%

Table 27. Place of birth of respondents who self-identified as visible minorities and non-visible minorities

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[5] The explanation for the inconsistency between the number of respondents and the number of responses is that some participants selected more than one category.

Of those who were not born in Canada, the majority have lived in Canada for more than 20 years, 40%, followed by those who have lived between 6-10 years and 11-15 years, 17.39% and 14.13% respectively.

Years lived in Canada	Responses	Percentage
Less than one year	1	1.09%
1-5 years	6	6.52%
6-10 years	16	17.39%
11-15 years	13	14.13%
16-20 years	10	10.87%
More than 20 years	40	43.48%
Prefer not to answer	6	6.52%
Total	92	100%

Table 28. Years lived in our country of respondents who were not born in Canada

Of the respondents who were not born in Canada, the majority identified Europe as their place of birth, 30%, followed by Latin America, 15.56%, and America (English speaking countries), 12.22%.

Place of origin	Responses	Percentage
Africa	3	3.33%
America (Dutch-speaking country)	0	0.00%
America (English speaking countries)	11	12.22%
Caribbean (English and Dutch speaking countries)	4	4.44%
East Asian (China, Japan, Korea, Mongolia, Taiwan, etc.)	8	8.89%
Europe	27	30.00%
Latin America (Spanish, Portuguese and French-speaking countries, including Latino Caribbean)	14	15.56%
Oceania	2	2.22%
South Asia (e.g., India, Pakistan, Sri Lanka, Bangladesh, etc.)	5	5.56%
Southeast Asia (e.g. Burma, Cambodia, Laos, Malaysia, Philippines, Singapore, Vietnam, Thailand, etc.)	2	2.22%
West Asia (e.g. Afghanistan, Arab, Israel, Iraq, Iran, Turkey, Kurds, etc.)	2	2.22%
Prefer not to answer	8	8.89%
Place group not listed above (please specify below)	4	4.44%
Total	90	100%

Table 29. Place of birth of respondents who were not born in Canada

Regarding language first learned at home in childhood and still understood, the vast majority of respondents identified English, 84.87%, while 19.73 % identified other languages.

Language	Responses	Percentage
French	15	4.93%
English	258	84.87%
Prefer not to answer	9	2.96%
Other	45	14.80%
Total	304	100%

Table 30. Language first learned at home

The distribution of responses according to status as visible minorities and language first learned at home shows that most people who self-identified as a visible minority have a mother tongue other than English (55.82%).

	French	English	Other (please specify below)	Prefer not to answer	Representation
Visible Minority	2.33%	51.16%	53.49%	9.30%	14.05%
Non-Visible Minority	5.53%	90.51%	8.70%	1.19%	83.33%

Table 31. Language first learned at home respondents who self-identified as visible minorities and non-visible minorities

The vast majority of respondents identified English as the language they speak at home.
With 1.64% of the respondents identified French and 10.53% of respondents identified another language.

Language	Responses	Percentage
French	5	1.64%
English	278	91.45%
Prefer not to answer	8	2.63%
Other	32	10.53%
Total	304	100%

Table 32. Visible minorities and languages spoken at home

Of the respondents who speak other languages than English at home, 44.19% self-identified as visible minority.

	French	English	Prefer not to answer	Another Language	Representation
Visible Minority	2.33%	65.12%	6.98%	41.86%	14.05%
Non-Visible Minority	1.58%	96.84%	0.79%	5.53%	83.33%

Table 33. Languages spoken at home respondents who self-identified as visible minorities and non-visible minorities

vii. Religion

The information gathered in the census shows that at RRU, employees practice/embrace a very diverse number of religions/faiths. Respondents who self-identify as non-religious and atheist were the bigger groups, 17.11%, and 14.97% respectively, followed by those who self-identify as Spiritual, 11.84% and Christian Protestant, 10.53%. 15.79% of respondents preferred not to answer this question. 52.66% employees in the respondent pool recognized practicing/embracing a religion/ faith.

Religion/faith you identify with	Responses	Percentage
Atheist	44	14.47%
Agnostic	30	9.87%
Baha'i	0	0.00%
Buddhist	3	0.99%
Christian Catholic	28	9.21%
Christian Orthodox	2	0.66%
Christian Protestant	32	10.53%
Confucian	0	0.00%
Hindu	3	0.99%
Indigenous Spirituality	3	0.99%
Judaic	2	0.66%
Muslim	2	0.66%
Non-Religious	52	17.11%
Pagan	3	0.99%
Taoist	1	0.33%
Sikh	1	0.33%
Shinto	1	0.33%
Spiritual	36	11.84%
Zoroastrian	0	0.00%
Prefer not to answer	48	15.79%
Religion not listed above (please specify below)	13	4.28%
Total	304	100%

Table 34. Religions/faiths practiced/embraced in the respondent pool

i. Sex

The census included a question on sex assigned at birth. 73.36% of the respondents identified female as the sex assigned to them at birth, 24.67% identified male. Six respondents declined to answer this question.

Sex	Responses	Percentage
Male	75	24.67%
Female	223	73.36%
Non-binary	0	0.00%
Prefer not to answer	6	1.97%
Total	304	100%

Table 35. Respondents' sex assigned at birth.

ii. Sexual orientation

The last question of the census was on sexual orientation. The vast majority of respondents self-identified as heterosexual, 76.64%. A further 12.84% self identified as LGTBQ, 1.64% of the respondents self-identified as asexual and 8.88% of respondents declined to answer this question.

Sex	Responses	Percentage
Asexual	1.64%	5
Bisexual	4.93%	15
Gay	2.63%	8
Heterosexual	76.64%	233
Lesbian	2.96%	9
Pansexual	0.99%	3
Queer	0.99%	3
Two Spirit	0.00%	0
Prefer not to answer	8.88%	27
Other (please specify below)	0.33%	1
Total	100%	304

Table 36. Respondents' sexual orientation

B. ROYAL ROADS DEMOGRAPHICS IN COMPARISON TO LOCAL, PROVINCIAL AND NATIONAL DEMOGRAPHICS

In this section, we compare the demographic makeup of the respondent pool with national, provincial, and local demographics. It is necessary to clarify that given the response rate of the census, the information we gathered may not accurately reflect the makeup of the entire workforce at Royal Roads University. The numbers and percentages we are presenting only reflect the countdown of the respondent pool.

The table below provides a summary of representation rates for designated groups plus LGTBQ2s+ in comparison to national, provincial, and local demographics.

	Individuals with Disability (%)	Male (%)	Female (%)	Indigenous (%)	Visible Minorities (%)	LGTBQ2s+ (%)
Royal Roads University	7.52	24.67	73.36	2.61	14.05	12.84
Victoria Metropolitan Area	N/A	48.82	51.17	4.2	13.58	N/A
British Columbia	N/A	49.14	50.85	4.4	29.51	N/A
Canada General Population	22,3	49.52	50.47	3.55	21.28	3.00[6]

Table 37. Summary of representation rates in comparison to national, provincial and local demographics

Based on this data:

- Employees who identified themselves as persons with disabilities, 7.52%, are underrepresented if compared to an external availability figure of 22.3% at the national level.

- Respondents who self-identified as females exceeded the external availability figures. Their representation in the respondent pool exceeds by 20% local, provincial and national figures.

- Indigenous Persons are underrepresented in the respondent pool in comparison to local, provincial, and national demographic makeups. The difference between employees who self-identified as indigenous in the census and persons who self-identify as Indigenous locally, provincially, and nationally is 1.59%, 1.79%, and 0.94% respectively.

- Employees who self-identified as visible minorities are underrepresented in comparison to provincial and national demographics. The difference between the respondent pool and the province of British Columbia is 15.46%, while the difference with Canada is 7.23%.

- Employees who self-identified as LGTBQ exceeded the external availability figures. The difference between national figures and the employees who identified themselves as LGTBQ in the respondent pool almost reaches 10%.

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[6] The *2014 Canadian Community Health Survey* of Statistic Canada included a question on sexual orientation. 1.7% of Canadians aged 18 to 59 reported that they consider themselves to be homosexual (gay or lesbian), while 1.3% reported that they consider themselves to be bisexual.

The table below provides a comparison between RRU representation rates for designated groups plus LGTBQ2s+ according to the group that best reflects employees' roles, and national, provincial, and local demographics.

	Individuals with Disability (%)	Male (%)	Female (%)	Indigenous (%)	Visible Minorities (%)	LGTBQ2s+ (%)
RRUFA Member	2.5	30.7	69.3	0	1.34	12.5
CUPE Member	20	72.22	27.78	5	0.33	10.00
Administrative Support	5.94	15.15	84.85	1.98	5.7	17.82
Operational Managers	12.5	21.12	78.88	2.78	3.35	7.05
Management	2.78	22.22	77.78	2.78	2.01	19.45
Executive and Senior Management	7.69	38.46	61.54	7.69	0.33	0
Victoria Metropolitan Area	N/A	48.82	51.17	4.2	13.58	N/A
British Columbia	N/A	49.14	50.85	4.4	29.51	N/A
Canada General Population	22,3	49.52	50.47	3.55	21.28	3.00[4]

Table 38. RRU numbers by employee role in comparison to national, provincial and local numbers

Based on Table 37, representation rates for designated groups plus LGTBQ2s+ in the respondent pool:

- In all employee roles, respondents who self-identified as persons with disabilities are underrepresented in comparison to external availability. CUPE has the highest number of respondents who declared to have a disability with a percentage (20%) close to the national figure (22.3%).

- Respondents who identified themselves as female exceeded the external local, provincial, and national availability figures in all roles with the exception of CUPE.

- Employees who identified themselves as Indigenous are underrepresented in comparison to local, provincial and national demographics, in almost all employment roles with the exception of CUPE and Executive and Senior Management. No respondents from RRUFA self-identified as Indigenous. The difference between the respondent pool and the local and provincial demographic is higher than the difference between the former and the national availability.

- Employees who self-identified as members of visible minorities are underrepresented in all employment roles in comparison with local, provincial, and national availability. Respondents from Administrative Support, Operational Management and Management are the ones with higher representation rates. Respondents from RRUFA, CUPE, and Executive and Senior Management have the lowest numbers.

- Employees who self-identified as LGTBQ exceeded the external availability figure in all employee roles, except in the case of respondents from Executive and Senior Management employment roles. Employees from Administrative Support and Management have the highest representation in the respondent pool.

- RRUFA is the employment role with the lowest rates of persons with disabilities, Indigenous peoples, and visible minorities. Female employees from CUPE have the lowest representation in the respondent pool. Respondents who self-identified as members of visible minorities pertaining to CUPE have the second-lowest representation in the pool.

The tables below provide comparisons between the RRU gender wage gap and provincial and national data.

	Average hourly wages Men	Average hourly wages Women	Wage gap ($)	Wage gap (%)
Canada	$31.05	$26.92	$4.13	13.3
British Columbia	$31.73	$25.83	$5.90	18.6
Royal Roads University	$35.61	$33.05	$2.56	7.18

Table 39. Gender Wage Gap at RRU in comparison to the Province and the Country

According to the data presented in the table, Royal Roads has a narrower gender wage gap than the province and the country.

	Average hourly wages Men	Average hourly wages Women	Wage gap ($)	Wage gap (%)
RRUFA	$47.11	$45.46	$1.65	3.51
CUPE	$22.92	$19.23	$3.69	16.1
Administrative support	$26.99	$26.81	$0.18	0.67
Operational Managers	$33.64	$33.38	$0.26	0.78
Management	$44.06	$40.75	$3.31	7.52
Executive and Senior Management	$77.11	$63.33	$13.78	17.88
Royal Roads University	$35.61	$33.05	$2.56	7.18
British Columbia	N/A	49.14	50.85	4.4
Canada	$31.05	$25.92	$4.13	13.3

Table 40. Gender Wage Gap in employment roles in comparison to the Province and the Country

The data described in the table shows that CUPE and Executive and Senior Management are the employment roles that have the wider gender gap at Royal Roads. They are also the only employment roles whose gender wage gaps are similar to national and provincial benchmarks.

C. GENERAL COMMENTS SUBMITTED BY CENSUS RESPONDENTS

Forty-six respondents, representing 15 percent of the overall census response rate, accepted the invitation to share additional comments about the Equity, Diversity and Inclusion initiative at Royal Roads University. These comments were explored through a reflexive thematic analysis and resulted in seven main themes emerging. Below each theme a specific anonymized comment has been noted to provide additional qualitative context.

I.
THEME 1: EDI AND EVERYONE COUNTS CENSUS EVOLUTION

COMMENT

"Proud of my employer for this initiative."

Eighteen respondents, representing 39% of the overall comments, positively acknowledged the EDI effort demonstrated at RRU to date and an appreciation for the enhancements made to the 2020 Everyone Counts census.

II.
THEME 2: CONTINUOUS IMPROVEMENT

COMMENT

"I'm glad that they are conducting this census as there is always room to grow and be better."

Seventeen respondents, representing 37% of the overall comments, noted that we have work to do in our commitment to EDI at RRU. Specific comments indicated the need for greater commitment through defined policies, hiring practices, accommodations, and professional development.

III.
THEME 3: EVERYONE COUNTS CENSUS EXPANSION

COMMENT

"who qualifies as 'Indigenous' is still based on arbitrary colonial border-states and too narrow in my opinion"

Eleven respondents, representing 23% of the overall comments, highlighted specific areas where the details noted in the census could be expanded to offer a broader representation in several of the categories.

IV.
THEME 4: CREATING A TRULY INCLUSIVE CULTURE AT RRU

COMMENT

"I think it is a good opportunity and time to conduct a critical cultural analysis of our organization"

Seven respondents, representing 15% of the overall comments, cited a desire to see a greater demonstration of our commitment to inclusion at an organizational culture level. Highlighting the sense of hierarchical ranking depending on the role i.e. Faculty versus Staff.

V.
THEME 5: AWARENESS AND EDUCATION

COMMENT

"sharing diverse insights is at the core of understanding how more inclusive approaches to systemic change can leverage benefits for all"

Six respondents, representing 13% of the overall comments demonstrated the need for greater EDI education to not only inform, but to enhance our understanding through knowledge.

VI.
THEME 6: RESOURCING APPROPRIATELY

COMMENT

"more resources need to be dedicated to this important commitment it cannot simply be done off the side of desks any longer or just one EDI Specialist"

Five respondents, representing 11% of the overall comments identified the need to formalize the support extended to the EDI work at RRU, citing the concern that this work doesn't become additional, non-paid work performed by the impacted minority groups.

VII.
THEME 7: RECOGNIZING OTHER WAYS OF KNOWING AND BEING

COMMENT

"We need additional funding to hire Indigenous faculty who can share their wisdom, knowledge, worldviews, and experiences"

Two respondents, representing 4% of the overall comments, spoke to the importance of the EDI efforts working in concert with RRU's Indigenization strategies.

KEY FINDINGS

What is this census telling us? The most important findings of the census are the following:

A. REPRESENTATION

Of those who responded, 54.32% of RRU's employee demographic at the time of the census, the majority identified as:

Ground	Percentage
41-60 years old	61.11%
Without a disability	89.97%
With Family Dependents	52.29%
Women	71.90%
Not a member of a Visible Minority	79.19%
Canada Born	69.93%
Anglo Speaker	84.87%
Religious	52.66%
Female	73.36%
Heterosexual	76.64%

The following grounds are exceeding external availability figures

Ground	RRU	External availability British Columbia	External availability Canada
LGTBQ2s	12.84%	N/A	3.00%
Females	73.36%	50.85%	50.47%

Respondents from the following designated grounds are underrepresented in the workforce in comparison to local, provincial and national availability:

Ground	RRU	External availability British Columbia	External availability Canada
Persons with disabilities	7.52%	N/A	22.3%
Indigenous persons	2.61%	4.4%	3.55%
Visible minorities	15.05%	29.51%	21.28%

- Most respondents self-identified in the age bracket 41-60 years, being those of the 41-50 years bracket the group with the highest representation (33.99%).

- 7.72% of the respondents self-identified as having a disability. The most common disability respondents declared was physical disability, amounting to 55.17% of the responses. The employee role with the highest rate of people with disability was CUPE. The ones with the lowest rates were RRUFA, Management and Executive and Senior management.

- Most respondents, 52.29%, declared they have dependents, which makes family status a ground that deserves proper attention. The majority of respondents, 44.72%, disclosed they have two dependents.

- Royal Roads has a narrower gender wage gap (7.18%) in comparison to national (13.3%) and provincial figures (18.6). CUPE (16.1%) and Executive and Senior Management (17.88%) are the employment roles with wider salary gaps in the ground of gender.

B. DIVERSITY

The respondent pool shows that Royal Roads has a diverse workforce in the grounds of:

- Gender Identity and Expression. Individuals on the respondent pool covered the full spectrum of gender identity/expression categories, namely (agender, man, non-binary, trans, two spirit and woman).

- Race/colour and place of origin/language

  - 13.08% of respondents self-identified as a member of a visible minority

  - Those who self-identified as a visible minority are diverse regarding colour and ethnicity.

  - 27.78% of the respondents were not born in Canada.

  - 74.42% of respondents who self-identified as a member of a visible minority were not born in Canada.

  - 10.53% of respondents speak a non-official language (English and French) at home.

- Religion/faith

  - 52.66% of respondents recognized practicing a religion/faith.

  - 15+ religions/faiths were declared in the respondent pool.

- Sexual orientation

  - 12.84% of respondents self-identified as LGTBQ2+. Individuals on the respondent pool covered the full spectrum of sexual orientation categories, namely (Asexual, bisexual, gay, heterosexual, lesbian, pansexual, queer, and two spirit).

MAIN LEARNINGS

This edition of the Everyone Counts census provided important lessons related to the following points:

A Timing

B Culture of trust at RRU

C Distribution

D Accessibility of the census

E Design

A. TIMING

The most important challenge we faced was ensuring a high response rate. The 54.32% return is an indicator that we need to develop a more effective strategy to incentivize participation. A crucial learning was that the timing of the census matters. It is important to recognize that the census followed a series of other institutional surveys. Resulting in one hypothesis as to why the census didn't attract more respondents could be explained by "survey fatigue". We also recognize that December could be a difficult month to ensure participation due to the statutory holidays and additional seasonal factors.

In the next edition of the census, we will ensure that the census:

- Does not coincide with any other major projects of data collection; and

- Takes place during a period in which the participation of our members is not affected by seasonal factors.

We also learned that the average time respondents' spent answering the census was 5 minutes and 30 seconds. This entails that the census takes a very short time to be completed. One of the learnings associated with this insight is that we need to facilitate a better understanding of the balance between cost (time) and benefits (the useful information employees could provide) of answering the census.

B. THE CONSOLIDATION OF A CULTURE OF TRUST

A second important learning is the need to strengthen the culture of trust of our employees. The 54.32% response rate is an indicator that some employees did not perceive the census as safe. We also believe that the low rate of participation could be explained by the perception that this initiative will not generate an organizational cultural change.

Self-identification instruments could be intrusive and perceived as a threat to privacy. They can also be perceived as instruments that only benefit the employer.

One of the main learning is that we need to develop a strategy that provides certainty not only about the confidentiality of the information but also about the benefits of sharing personal information with the employer. **This strategy should focus on three objectives:**

- guaranteeing that employees have the agency to decide what information they feel safe to provide; and

- providing certainty that employees can provide personal information without facing any negative consequences from an employment point of view; and

- translating the results of the census into concrete policies, processes, and action plans, as a way of providing certainty that this type of initiative is highly beneficial for the wellbeing of the employees.

C. ACCESSIBILITY OF THE CENSUS

We endeavoured to ensure the accessibility of the census by offering employees two options, online and hardcopy versions. In the next edition of the census, we must consider options for people who find that these two versions may represent barriers to their participation.

D. DISTRIBUTION

The third important learning is the need to find more effective ways to distribute the census. Answering the census is voluntary and depends on the availability of free time respondents have during their busy workday.

We are considering involving members in positions of leadership in the distribution of the census by requesting them to provide ten minutes of their teams to answer the census. This is particularly feasible for staff employment roles. While this approach does not compromise the voluntary character of the census, given that respondents are free to select the "I prefer not to answer this census" option, it ensures that the employees have an assigned time to answer the census.

E. DESIGN

Our final learning is that when designing the census, we must pay attention to the wording of the metrics to ensure we can compare the information with external data. In this current edition of the census, we experienced challenges to compare some of the data (e.g. age) because the wording of our metric was not aligned with national, provincial, and local benchmarking data.

NEXT STEPS

The next steps are the following:

A. PRESENTING THE RESULTS TO EXECUTIVE AND EMPLOYEES

Our first step is to present this report to the community. This entails two actions:

- Submitting the report to the executive and organizing a session to discuss the results of the census.

- Organizing information sessions to present the main findings to employees and getting feedback on the results.

B. TRANSLATING THE CENSUS FINDINGS INTO DETAILED ACTION ITEMS

The second step will be using the information collected to complement or inform EDI related policies and action plans. In particular, the granular findings will:

- Inform the design of Royal Roads University Employment Equity Policy and Action Plans/Programmes.

- Inform the design of Royal Roads University Human Rights Policy and procedures

- Inform the design of policies of accommodation on the grounds of disability, gender identity, ethnicity and religion (multi-faith calendar, providing time off for religious holidays or time away from work to attend prayers; providing prayer rooms, and defining strategies to accommodate dietary restrictions).

- Inform and complement the recommendations related to employment contained in the Anti-Racism Action Plan, in particular, the following themes outlined in the plan:

  Theme 1 - Building space, Place and Connection

  - **1.1. Diversify our Celebrations**
    Data collected in the EC census demonstrates the cultural and religious diversity we have to honour

  - **1.5. Increase RRU capacity to respond to racism**
    Have a clear understanding of the makeup our workforce to respond to the needs of racialised employees (i.e. mental health support to respond to such events like Hate Graffiti incident)

Theme 4 - Creating an Anti-Racist Environment

- **4.1 Build anti-racism framework into on-boarding**

- **4.3 Establish an Equity Office**
  Recognition for the need to formalize and resource our EDI efforts

- **4.4. Update our Training and Education**
  EC census data identifies the need we have in this area for greater understanding and also recognition for other ways of knowing and being

- **4.5 Increase racialised faculty and staff**
  Data collected in the census shows the need of diversifying our hiring to ensure proper proportional representation of visible minorities in our workforce

Theme 5 - Developing an Anti-Racist Framework in Governance

- **5.1 Inform Policy and Process**

- **5.2 Resource anti-racism efforts**
  EC census comments spoke to not having this work done, off the sides of desks or solely by racialised employees

- **5.3 Broaden our practices**
  Census data/comments to demonstrate the experience of racialised employees

- **5.4 Diversify operational structures**
  Tracking our hiring to reflect that we have a diverse workforce equipped to respond to diverse operational needs

- Inform the design of inclusive language guidelines.

- Inform EDI training plans.

- Inform the relationship with external service providers to give priority to EDI minded suppliers.

C. CONDUCTING A COMPREHENSIVE SCAN OF BEST PRACTICES OF SELF-IDENTIFICATION DATA COLLECTION IN POST-SECONDARY INSTITUTIONS

We consider a priority to learn about best practices related to self-identification data collection initiatives in other post-secondary institutions. We plan to conduct a comprehensive scan of best practices in that particular area. Our goal is to identify the strategies other universities have adopted to ensure a high rate of responses and to use those findings to inform future improvements of our institutional approach.

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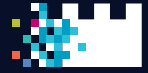
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EQUITY, DIVERSITY AND INCLUSION
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