



**Diversity and Inclusion:  
We're not doing enough**

# Canadian employers take diversity as seriously as payroll or marketing

That's true for companies, government and non-profits, and across every sector and region. Most believe diverse and inclusive teams make better decisions.

The problem is, many don't know what to do with it.

RBC and the Institute for Canada Citizenship surveyed 64 organizations that collectively employ 1.2 million Canadians about diversity and inclusion: how they define it, how they go about promoting it, and how they measure it.

**Diversity is the range of human difference; inclusion involves viewing such differences as strengths.**  
—A Canadian Health Provider

## Employers are paying attention

**81%** provide internal support networks such as affinity groups to foster a diverse workforce

**75%** have initiatives in place to develop high-potential diverse talent

**65%** say diversity and inclusion initiatives help them attract and retain talent

**55%** attempt to measure the impact of their diversity initiatives

So, it makes sense to ask: are Canadian employers leveraging the country's the diversity to come up with new ways of thinking and working, new products and more?

## Different industries, shared concern

A mining giant saw attracting more women as an answer to the problem of an aging workforce—and then realized it didn't even have goggles or helmets that fit them properly.

A state-of-the-art hospital in a low-income neighbourhood discovered that many of the residents its serves view it as the "castle on a hill" rather than a health-care partner or potential employer.

A technology firm worried it would be publicly lambasted for falling short of its own diversity efforts.

# Inclusion is a work in progress

**76%** say gender is the area of inclusion where the most improvement has been made, though 38% say they need to do more

**65%** say they fall short when it comes to indigenous people and people with disabilities

**47%** don't have metrics to measure the impact of inclusion initiatives

Of those that measure inclusion, 89% rely on an imperfect tool: the employee engagement survey.

## The HR trap

Most of the companies we talked to believe a focus on diversity and inclusion could help them attract the best talent. Fewer are thinking beyond that, to how a diverse workforce can help them innovate. A growing realization: thinking of the issue as primarily an HR concern is limiting companies' ability to realize the true value of inclusion.

**66%** strongly agree that leveraging diversity is fundamental to organizational performance, but only 11% say they are taking full advantage of a diverse workforce

**22%** tie diversity and inclusion results to leaders' and managers' performance objectives

**11%** measure the impact of diversity and inclusion on innovation

**“If diversity lies in HR, it dies in HR.”**  
– Toronto roundtable participant

## Why it matters

Canada accepts 300,000 immigrants annually, and faces pressure to increase that target

One-fifth of Canadians are visible minorities

60% of Canadian females aged 25-64 have post-secondary degrees, the highest level in the OECD

Global talent is highly mobile

**90% of the organizations we surveyed said their investment in diversity and inclusion will increase somewhat or significantly over the next five years**

# How we can move forward

Health care. Climate change. Artificial intelligence. Tackling these challenges will be easier if we manage to get the best out of all our citizens. That's why considering diversity and inclusion isn't only about fostering belonging. It's an economic issue.

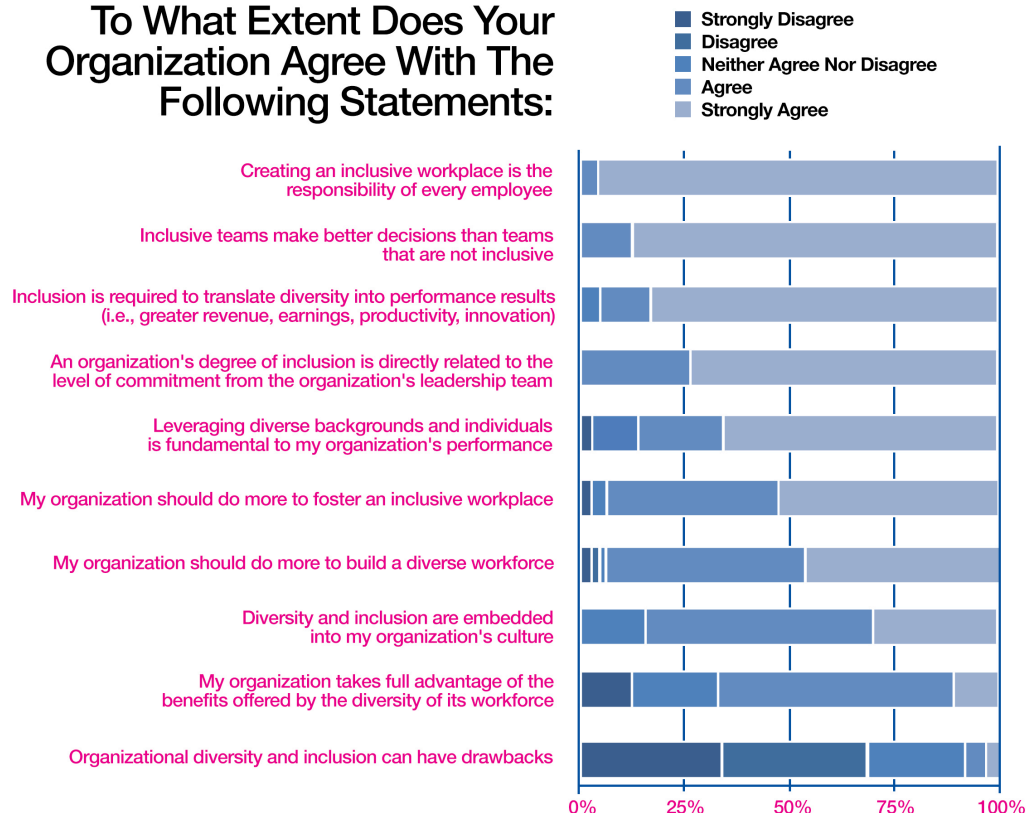
Employers are beginning to realize this, and most know they need new thinking.

Our conversations with organizations from across the country surfaced some potential solutions:

- Get the strategy group to make diversity and inclusion a priority
- Promote a questioning culture
- Sort out the problem of recognizing immigrants' professional credentials
- Adopt innovation metrics to see how inclusion is paying off
- Ensure diversity doesn't stop at the C-suite door
- Make inclusion a central part of every leadership discussion

## A snapshot of our findings

### To What Extent Does Your Organization Agree With The Following Statements:



For more information and a link to the larger research effort, please visit [www.rbc.com/6degrees/](http://www.rbc.com/6degrees/)