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# Correctional Service Canada

## 2021 National Employment Equity Survey of Women Employees at Correctional Service Canada

Final Report  
July 2021

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*Ce rapport est aussi disponible en français.*

Canada

**2021 National Employment Equity Survey of Women Employees at CSC  
Final Report**

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This public opinion research report presents the results of a national survey conducted with 2,563 CSC employees using an online survey. The survey was conducted from March 25 to May 25, 2021.

Cette publication est aussi disponible en français sous le titre : **Sondage national du Service correctionnel du Canada sur l'équité en matière d'emploi auprès des employées (2021)**

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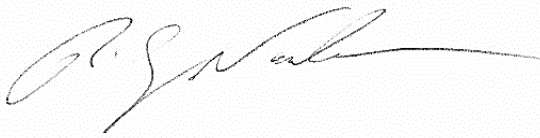


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Signed:

A handwritten signature in black ink, appearing to read "Rick Nadeau", is written over a light gray, textured rectangular background.

Rick Nadeau, President  
Quorus Consulting Group Inc.

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## Executive summary

## Background and research objectives

The Correctional Service of Canada (CSC) is the federal government agency responsible for administering sentences of a term of two years or more, as imposed by the courts. CSC is responsible for managing institutions of various security levels and supervising offenders under conditional release in the community.

CSC acknowledges its obligations as an employer under the Employment Equity Act and as such is committed to creating a workplace that is inclusive and barrier-free for all, including employees and candidates for employment.

CSC aims to achieve equity in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women.

## Methodology

The research methodology consisted of an online survey with CSC employees. Quorus was responsible for coordinating nearly all aspects of the research project including advising on the design of the research instrument, coordinating specific aspects of data collection and delivering the required research report.

The target population for the online survey met the following criteria:

- CSC employees identifying themselves as women
- CSC employees of a sexual orientation, gender identity and expression minority

Other details of the study include:

- The goal was to conduct a census of the CSC staff. The database of roughly 20,035 eligible survey candidates, provided by CSC, was used to distribute the individual links to each employee. As such, respondents were invited to participate through an email survey invitation.
- Quorus collaborated with the client team at CSC to design the survey instrument in English. CSC translated the final English version of the survey and all other research materials into French.
- Respondents had the choice to complete the survey in English or French and were informed of their rights under the Privacy and Access to Information Acts.
- The survey took on average 15 to 20 minutes to complete and consisted of mostly closed-ended questions.

- Data collection occurred between March 25 and May 25, 2021 and included a pretest of 25 surveys conducted in English and eight in French.
- A total of 2,563 surveys were completed. The equivalent margin of error for a probability study would be +/-2%.
- The final participation rate for this study was 13%.

This report compares significant findings among key demographic subgroups including region, age and self-identification groups, however, given the non-probability sample methodology used, these comparisons are directional and not for statistical use.

All research was conducted in accordance with the *Standards for the Conduct of Government of Canada Public Opinion Research – Online Surveys*.

## Summary of research findings

### A. Previous employment equity feedback

Nearly three in four staff members (71%) specified that they had voluntarily completed the *CSC Employment Equity Self-Identification Questionnaire*, while nearly one in five (17%) were unsure.

Of those who specified that they did not complete the questionnaire, 46% indicated they were not aware of the survey and an additional 15% explained they were not aware of how to access the form for completion. Nearly one in 10 respondents (11%) did not think that the questionnaire was relevant for them to complete.

### B. Safe work environment

#### *Perceived safety of their work environment*

CSC staff were asked to state their level of agreement with a series of statements pertaining to the safety of their work environment.

Agreement was highest in terms of feeling comfortable disclosing incidents that compromise physical well-being to supervisors, having access to training and tools to perform their work safely, and knowing where to go for health and safety information and resources (79% strongly agreed or agreed respectively). Additionally, 76% agree they feel physically safe in their work environment.

Roughly two in three employees or less agree that their immediate work environment represents a culture that supports women (66%), that they feel comfortable expressing situations that compromise mental or emotional well-being to supervisors (65%), and that they feel mentally and emotionally safe in their work environment (62%).

### *Perceptions of gender-based harassment and/or violence*

Staff were asked to state their level of agreement with a series of statements after being provided with a definition of harassment and violence according to the Canada Labour Code. Acknowledging that harassment and violence can be based on any number of characteristics (e.g., age, ethnicity, religion), the statements focused on **gender-based** harassment and violence (i.e. harassment and violence experienced because employee is a woman).

Staff more commonly describe having the knowledge of the tools available to combat harassment and violence, however, they are less likely to believe that they work in an environment that does not tolerate these behaviours. More specifically, 73% agree that if needed, they would know where to go for resources and information for harassment and violence in the workplace. Comparatively, 61% agree that their work environment represents a culture of zero tolerance to gender-based harassment and violence.

### *Experience with gender-based harassment and/or violence*

Roughly two in three staff members (66%) reported that they have never experienced gender-based harassment or violence over the past five years, while 29% have experienced issues.

### *Sources of workplace harassment and/or violence*

Results among staff having experienced gender-based harassment or violence reveal that the predominant sources of harassment and/or violence were co-workers, as indicated by 63% of employees, while 55% specified it came from individuals who had authority over them. Furthermore, 36% indicated having experienced this form of harassment from individuals for whom they had custodial responsibility. To a lesser degree, these incidents involved individuals from other departments (11%), members of the public (9%), and individuals on hiring boards or selection panels (8%).

### *Specific workplace harassment and/or violence experiences*

The most common forms of harassment and/or violence were barriers being put in place on their career, including being excluded or ignored (56%), unfair treatment (52%), and interference with their work or withholding resources (34%).

Others described inappropriate behaviours, including sexual comments or gestures (49%), aggressive behaviour (45%), and humiliation (45%); or cited issues of personal attacks (38%), excessive control (37%), and yelling or shouting (35%).



### *Rating CSC's measures pertaining to gender-based harassment and/or violence*

All employees were asked to rate the extent to which CSC is meeting their expectations across a variety of prevention and support measures. Overall, the results consistently show that each specific measure was more likely to be deemed absent or needing improvement than to be considered exceptional or exceeding expectations.

The most noteworthy gaps appear when it comes to CSC taking action in a proactive and timely manner and when it comes to disciplining perpetrators. For each of these two measures, more than half of staff (51% each) felt the measure was either absent or needing improvement.

Results also show that nearly half of staff believe support for victims is either absent or needing improvement (48%), and a similar rating was given when it comes to senior management leading by example (44%), and when it comes to ensuring a confidential and safe space to file complaints (42%).

It is important to note that for each of the measures, an important proportion of respondents did not know how CSC performed.

### *C. Discrimination in the workplace*

Employees were presented with a definition of discrimination and asked to reflect on the last five years of their career at CSC when answering each question.

#### *Experience with and sources of gender-based discrimination*

More than one in four employees believe they have experienced gender-based discrimination (27%). When asked to specify the sources of these incidents, the most common response was coworkers (63%), followed by individuals who have authority over them (57%), and another 25% indicating individuals for whom they had custodial responsibility.

#### *Filing formal discrimination complaints*

Less than half of surveyed employees (46%) were aware of how to file a formal discrimination complaint should an incident occur.

#### *Attitudes towards gender-based discrimination at CSC*

Nearly two in three staff members (65%) strongly agree or agree that they would feel supported by their immediate supervisor when raising concerns over gender-based discrimination, and 54% agree their immediate environment represents a culture of zero tolerance to gender-based discrimination. In terms of taking action, 51% agree that they would feel comfortable taking action

if they were to observe incidents in the workplace, while likelihood of taking action drops to 44% if the incident is personally experienced.

Finally, 42% agree that CSC works hard to prevent discrimination in the workplace, while 36% agree that CSC has the appropriate support measures in place.

#### *Rating CSC's measures pertaining to gender-based discrimination*

Specific measures receiving low ratings by nearly half of employees include the disciplining of perpetrators (48% rated this measure as absent or needing improvement), taking action in a proactive and timely manner (47%), and supporting victims (46%).

The measure most likely to meet or exceed expectations was having policies and procedures that align with legislation and regulations (63%). This was followed by launching promotion and prevention campaigns (61%) and by adhering to legislation and regulations (51%).

#### *D. Work life – personal life balance*

Employees were asked to think about the questions related to personal life balance thinking back to the five years of their career at CSC before the pandemic (i.e. before March, 2020).

#### *Perceptions of work-life balance at CSC*

Over three quarters of staff (78%) feel comfortable requesting leave for standard work life accommodations. Another 70% feel supported by their immediate supervisor to take appropriate leave (70%) and a similar proportion (69%) agree that their immediate supervisor ensures flexible work arrangements when needed.

Nearly three in five employees (59%) are aware of their rights and where to go to access additional information and resources, while 38% feel that CSC does a good job of promoting work life balance for female staff, and 25% agree that the nature of their position makes it difficult for their supervisor to approve flexible work arrangements.

#### *Use and benefit of the employee assistance program (EAP)*

Results show that half of all employees (50%) had previously used the EAP over the last five years of their career. Over two in three of these employees (67%) rated the EAP as very or somewhat beneficial, 12% rated it more or less beneficial, and nearly one in five (19%) scored the service as not very or not at all beneficial.

## E. Professional development and promotion

### *Professional development and promotion*

Over four in five respondents (84%) agree (strongly agree or agree) that women are represented in senior management levels of employment, while 73% agree women have been represented in their interview boards and selection committees. Over two thirds agree they are valued and respected and considered an equal member of their team (69%), and that they are given feedback (both formal and informal) from their immediate supervisor on their performance (69%).

Roughly six in 10 staff agree their gender has not been a barrier for career advancements (62%), that they are supported and encouraged by their immediate supervisor to pursue career advancement (61%), and that they have the information and support needed from their immediate supervisor to set career goals (60%).

Professional development appears to be a weakness according to staff. Roughly half of employees agree they have been given adequate opportunity to participate in professional development activities (56%), they have been given adequate opportunity to participate in acting opportunities (52%), and that they are well informed about the professional development and training opportunities that exist within CSC (46%).

Ultimately, 60% agree that they have a sense of belonging to CSC.

### *Perceived impact of training and professional development activities*

Nearly half of all employees (46%) believe their training and professional development activities have had a positive impact on their career growth at CSC, which translates to 65% of all employees if those who stated they are not certain or that they have not pursued training and professional development activities are excluded from the calculations (i.e. if we only focus on staff who have pursued training and are able to assess its impact on their career growth).

### *Opportunities for and factors impeding career advancement*

Nearly six in 10 (59%) respondents say they have been provided opportunities to advance their career or been promoted while at CSC. The main barrier faced when looking for career advancement opportunities at CSC, representing 37% of all responses, is the negative impact career advancement could have on employees' work-life balance, followed by not having a clear understanding of what the next steps are in their career path (28%), and the lack of experience to apply for promotional opportunities (26%).

### *Parental leave*

Nearly one in five respondents (19%) have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC. Nearly three quarters (74%) of these respondents agreed they were encouraged to take the leave and supported throughout the process, while 34% agreed the leave had a negative impact on their career. The most noteworthy negative impacts included missing promotion or acting opportunities (69%), changing how they really were or are perceived by their supervisor or management (41%), having financial implications (38%), changing how they really were or are perceived by colleagues and peers (22%), and having to retrain due to outdated skills (18%).

### *Best practices for professional development or to improve women's experiences at CSC*

Employees were given the opportunity to suggest strategies or best practices that are not currently implemented and that could help them with their professional development and career advancement or improve women's experiences as CSC employees. Nearly eight in 10 did not provide any suggestions. Among those who did, the more common comments focused on providing formal mentorship or a career development program (6%), having a more transparent and timely promotion processes to correct nepotism, favouritism, or sexism (6%), and providing skills training and education opportunities, including language programs and financial assistance (5%).

In terms of improving women's experiences at CSC, suggestions included equality training to change the male dominated workplace culture (6%), having a confidential and accountable external reporting process (4%), improving upper management and supervision levels to correct a poor workplace environment (3%), and having transparent and timely promotion processes to correct nepotism, favouritism, or sexism (3%).

### *Likelihood to recommend CSC as an employer*

Nearly two thirds of respondents (64%) indicated they are likely to recommend CSC as an employer of choice to women, among whom 35% are very likely and 29% are somewhat likely. Fully 17% are not likely to make such a recommendation while 14% would say they are more or less likely.

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## Background

The Correctional Service of Canada (CSC) is the federal government agency responsible for administering sentences of a term of two years or more, as imposed by the courts. CSC is responsible for managing institutions of various security levels and supervising offenders under conditional release in the community.

CSC acknowledges its obligations as an employer under the Employment Equity Act and as such is committed to creating a workplace that is inclusive and barrier-free for all, including employees and candidates for employment.

CSC aims to achieve equity in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women.

## Research purpose and objectives

The *2021 National Employment Equity Survey of Women Employees* gathered feedback from women about their experience at CSC to help bridge the gender gap and build a representative and inclusive workforce. Ultimately, this research project will support CSC's obligation to achieve equity as prescribed by the Employment Equity Act. Key themes explored through this research included women employee's perceptions of:

- barriers to healthy work-life balance for women employees at CSC;
- discrimination against women employees at CSC;
- a safe work environment for women employees at CSC; and
- professional development and promotion for women employees at CSC.

The research findings will benefit Canadians as it aims to ensure that the CSC workforce is reflective of the Canadian population, as well as the population it serves. The research aims to identify any underrepresentation or identified barriers faced by women.

## Detailed research findings

### A. Previous employment equity feedback

Employees were given the following description of the *CSC Employment Equity Self-Identification Questionnaire* (EESQ) and were asked to specify whether they had previously completed the survey:

Although voluntary, CSC staff are requested to complete the Employment Equity self-identification questionnaire, regardless of whether or not they fall within one of the four designated Employment Equity groups—women, Indigenous peoples, visible minorities and persons with disabilities.

Nearly three in four staff members (71%) specified that they voluntarily completed the *Employment Equity Self-Identification Questionnaire*, while nearly one in five (17%) were unsure.

#### Key segments

CSC staff members working in the National Headquarters were more likely to have completed the self-identification questionnaire when compared to those working in all other regions (79% vs. 70%).

Employees working in Ontario were less likely to have completed the questionnaire when compared to those working in the Prairies or National Headquarters (15% vs. 11%, 9%).

**Table 1 – EESQ participation by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ <sup>1</sup> (n=438)
Yes	71%	73%*	67%	65%	74%*	71%	79%*
No	12%	11%	11%	15%*	12%	11%	9%
Don't know / Prefer not to say	17%	15%	22%*	19%*	14%	19%*	12%

Q8. Although voluntary, CSC staff are requested to complete the Employment Equity self-identification questionnaire, regardless of whether or not they fall within one of the four designated Employment Equity groups - women, Indigenous peoples, visible minorities and persons with disabilities. Have you completed the Employment Equity Self-Identification Questionnaire? Base: All respondents, n=2563.

<sup>1</sup> National Headquarters

**Table 2 – EESQ participation by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority <sup>2</sup> (n=143)
Yes	71%	83%	86%	80%	83%	76%
No	12%	5%	10%	9%	8%	9%
Don't know / Prefer not to say	17%	11%*	4%	11%*	10%	15%*

Q8. Although voluntary, CSC staff are requested to complete the Employment Equity self-identification questionnaire, regardless of whether or not they fall within one of the four designated Employment Equity groups - women, Indigenous peoples, visible minorities and persons with disabilities. Have you completed the Employment Equity Self-Identification Questionnaire? Base: All respondents, n=2563.

Staff who specified that they did not complete the *CSC Employment Equity Self-Identification Questionnaire*, including those who were not sure if they had completed it, were asked to provide the reason(s) they did not complete the questionnaire.

Nearly half of these individuals (46%) indicated they were not aware of the questionnaire. An additional 15% explained they were not aware of how to access the form for completion.

More than one in 10 respondents (11%) could not confirm whether they had previously completed the questionnaire, and another 11% did not think that questionnaire was relevant for them to complete.

Staff members exhibited some level of distrust as to the usage of the information they would provide (5%), as well as the privacy and anonymity of their information (4%).

### Key segments

Employees in the Pacific or Ontario regions were more likely to have not known about the questionnaire compared to those working in the National Headquarters or Quebec (53%, 52% vs. 39%, 34%).

CSC staff working in Quebec were more likely to specify that they did not believe the questionnaire was relevant when compared to those working in the Prairies, Atlantic, Pacific, and Ontario regions (23% vs. 10%, 10%, 7%, 6%).

<sup>2</sup> Sexual orientation, gender identity and expression minority

**Table 3 – Reasons for not completing the EESQ by region**

Response	Total (n=733)	Pacific (n=116)	Prairie (n=186)	Ontario (n=154)	Quebec (n=155)	Atlantic (n=71)	NHQ (n=90)
I didn't know about it	46%	53%*	48%*	52%*	34%	44%	39%
I don't know how to access the form	15%	17%	12%	13%	17%	15%	16%
I don't think it's relevant	11%	7%	10%	6%	23%*	10%	13%
I don't know or trust how the information will be used	5%	8%	3%	3%	7%	4%	4%
I don't know who will have access to this information	4%	5%	2%	3%	6%	4%	6%
I don't agree with the Employment Equity groups listed	2%	3%	2%	-	3%	-	2%
I did not previously think that it pertained to me	1%	2%	1%	1%	-	4%	2%
I have yet to find the time / no time	1%	-	1%	3%	1%	-	1%
I do not want advantages based on identity	<1%	1%	1%	1%	-	-	-
Other	1%	5%*	1%	1%	-	-	1%
Can't remember completing	11%	8%*	16*	12*	2%	14*	17*
Don't know	<1%	-	-	1%	1%	-	1%
Prefer not to say	16%	13%	14%	16%	25%*	15%	14%

Q9. Why haven't you completed the Employment Equity Self-Identification Questionnaire? (Check all that apply) Base: Respondents who have not completed the Employment Equity Self-Identification Questionnaire, n=733.



Caution is warranted when considering some of the results from the following tables, given the small number of respondents in certain segments.

**Table 4 – Reasons for not completing the EESQ by self-identification group**

Response	Total (n=733)	Indigenous (n=43)	Visible minority – Black (n=10)	Visible minority – Other (n=28)	Disability (n=39)	Sexual Orien., Gender id. and Exp. Minority (n=35)
I didn't know about it	46%	42%	40%	64%	54%	49%
I don't know how to access the form	15%	19%	40%	18%	31%	31%
I don't think it's relevant	11%	5%	10%	11%	3%	9%
I don't know or trust how the information will be used	5%	-	10%	14%	21%	9%
I don't know who will have access to this information	4%	2%	-	14%	15%*	3%
I don't agree with the Employment Equity groups listed	2%	-	-	7%	-	-
I did not previously think that it pertained to me	1%	-	-	-	-	3%
I have yet to find the time / no time	1%	-	10%	-	-	-
I do not want advantages based on identity	<1%	2%	-	-	3%	-
Other	1%	5%	-	-	-	6%
Can't remember completing	11%	23%*	10%	7%	13%*	3%
Don't know	<1%	-	-	-	-	-
Prefer not to say	16%	16%	-	4%	5%	14%

Q9. Why haven't you completed the Employment Equity Self-Identification Questionnaire? (Check all that apply) Base: Respondents who have not completed the Employment Equity Self-Identification Questionnaire, n=733.

## B. Safe work environment

### *Perceived safety of their work environment*

CSC staff were asked to state their level of agreement with a series of statements pertaining to the safety of their work environment given the following context:

When responding to the following questions, please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).

Three statements obtained the highest level of agreement (79% strongly agreed or agreed respectively):

- feeling comfortable disclosing incidents that compromise physical well-being to supervisors;
- having access to training and tools to perform their work safely; and
- knowing where to go for health and safety information and resources.

Similarly, more than three in four staff members (76%) strongly agreed or agreed they feel physically safe in their work environment.

Roughly two in three employees strongly agreed or agreed that their immediate work environment represents a culture that supports women (66%), feel comfortable expressing situations that compromise mental or emotional well-being to supervisors (65%), and feel mentally and emotionally safe in their work environment (62%).

Despite scoring higher across each individual metric, fewer than three in five employees (58%) strongly agreed or agreed that, overall, CSC values and works hard to create a safe work environment.

### **Key segments**

Staff members who work in the National Headquarters were more likely to strongly agree or agree with the following metrics compared to all other regions:

- I feel physically safe in my work environment (92% vs. 73%)
- I have been given the training and tools I need to perform my work safely (89% vs. 77%)
- My immediate work environment represents a culture that respects women (85% vs. 62%)
- I feel mentally and emotionally safe in my work environment (79% vs. 58%)
- I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my mental and emotional well-being (73% vs. 64%)

**Table 5 – Perceived safety of the work environment by region**

<b>I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my physical well-being</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box<sup>3</sup></b>	<b>79%</b>	<b>77%</b>	<b>75%</b>	<b>73%</b>	<b>84%*</b>	<b>84%*</b>	<b>87%*</b>
Strongly agree	39%	33%	33%	28%	46%*	40%*	54%*
Agree	40%	43%*	42%*	45%*	38%	44%*	32%
Neither agree or disagree	7%	9%*	9%*	7%	5%	5%	5%
Disagree	8%	9%*	8%*	11%*	7%	6%	5%
Strongly disagree	5%	5%*	7%*	9%*	3%	5%	2%
<b>Bottom-2 Box<sup>4</sup></b>	<b>13%</b>	<b>14%*</b>	<b>15%*</b>	<b>19%*</b>	<b>10%</b>	<b>11%</b>	<b>7%</b>
Don't know / Not applicable	1%	<1%	<1%	1%	1%	<1%	2%*
<b>I have been given the training and tools I need to perform my work safely</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>79%</b>	<b>78%</b>	<b>74%</b>	<b>74%</b>	<b>80%*</b>	<b>79%</b>	<b>89%*</b>
Strongly agree	30%	20%	22%	24%	36%*	28%*	50%*
Agree	49%	57%*	52%*	50%*	44%	51%*	39%
Neither agree or disagree	9%	10%*	10%*	10%*	9%*	8%	5%
Disagree	9%	10%*	12%*	12%*	9%*	11%*	3%
Strongly disagree	2%	3%*	4%*	3%*	1%	2%	1%
<b>Bottom-2 Box</b>	<b>12%</b>	<b>13%*</b>	<b>15%*</b>	<b>15%*</b>	<b>10%*</b>	<b>13%*</b>	<b>3%</b>
Don't know / Not applicable	1%	-	<1%	<1%	<1%	-	2%*

<sup>3</sup> Groupings of the two highest scores, in this case “strongly agree” and “agree”

<sup>4</sup> Groupings of the two lowest scores, in this case “strongly disagree” and “disagree”

**Table 6 – Perceived safety of the work environment by region (continued)**

<b>I know where to go for health and safety information and resources if I need them</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>79%</b>	<b>78%</b>	<b>79%</b>	<b>76%</b>	<b>81%</b>	<b>78%</b>	<b>79%</b>
Strongly agree	28%	26%	25%	23%	33%*	27%	33%*
Agree	51%	53%	54%*	54%*	47%	51%	46%
Neither agree or disagree	10%	11%	10%	8%	10%	12%	13%*
Disagree	8%	9%	9%	12%*	8%	7%	7%
Strongly disagree	2%	1%	3%*	3%*	1%	2%	1%
<b>Bottom-2 Box</b>	<b>10%</b>	<b>10%</b>	<b>11%*</b>	<b>15%*</b>	<b>8%</b>	<b>9%</b>	<b>7%</b>
Don't know / Not applicable	1%	<1%	1%	1%	<1%	<1%	1%
<b>I feel physically safe in my work environment</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>76%</b>	<b>73%</b>	<b>72%</b>	<b>68%</b>	<b>78%*</b>	<b>77%*</b>	<b>92%*</b>
Strongly agree	30%	20%	21%	18%	29%*	31%*	63%*
Agree	46%	53%*	51%*	50%*	49%*	46%*	29%
Neither agree or disagree	12%	13%*	14%*	16%*	13%*	11%*	4%
Disagree	9%	10%*	11%*	13%*	7%*	11%*	1%
Strongly disagree	2%	3%*	3%*	3%*	2%	2%	<1%
<b>Bottom-2 Box</b>	<b>11%</b>	<b>14%*</b>	<b>14%*</b>	<b>16%*</b>	<b>9%*</b>	<b>13%*</b>	<b>2%</b>
Don't know / Not applicable	1%	<1%	<1%	1%	<1%	-	2%
<b>My immediate work environment represents a culture that respects women</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>66%</b>	<b>58%</b>	<b>60%</b>	<b>56%</b>	<b>71%*</b>	<b>65%*</b>	<b>85%*</b>
Strongly agree	30%	23%	23%	19%	35%*	32%*	49%*
Agree	36%	34%	37%	36%	36%	34%	36%
Neither agree or disagree	17%	21%*	19%*	19%*	18%*	14%	9%
Disagree	11%	14%*	13%*	15%*	7%	13%*	4%
Strongly disagree	6%	6%*	7%*	10%*	3%	7%*	2%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%*</b>	<b>20%*</b>	<b>25%*</b>	<b>10%</b>	<b>21%*</b>	<b>6%</b>
Don't know / Not applicable	<1%	<1%	-	<1%	1%	-	-

**Table 7 – Perceived safety of the work environment by region (continued)**

<b>I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my mental and emotional well-being</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>65%</b>	<b>60%</b>	<b>60%</b>	<b>61%</b>	<b>74%*</b>	<b>66%</b>	<b>73%*</b>
Strongly agree	31%	26%	28%*	22%	38%*	30%*	43%*
Agree	34%	34%	32%	38%*	36%	36%	30%
Neither agree or disagree	11%	14%*	11%	10%	9%	9%	10%
Disagree	15%	17%*	18%*	16%	11%	15%	12%
Strongly disagree	9%	9%*	11%*	13%*	5%	10%*	3%
<b>Bottom-2 Box</b>	<b>24%</b>	<b>26%*</b>	<b>29%*</b>	<b>29%*</b>	<b>17%</b>	<b>25%*</b>	<b>16%</b>
Don't know / Not applicable	<1%	<1%	<1%	1%	1%	-	1%
<b>I feel mentally and emotionally safe in my work environment</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>62%</b>	<b>56%</b>	<b>58%</b>	<b>53%</b>	<b>68%*</b>	<b>57%</b>	<b>79%*</b>
Strongly agree	21%	17%	18%	15%	21%*	22%*	37%*
Agree	41%	39%	40%	38%	46%*	35%	42%
Neither agree or disagree	15%	17%*	16%*	15%	15%	13%	11%
Disagree	17%	19%*	19%*	21%*	13%*	22%*	8%
Strongly disagree	7%	8%*	7%*	11%*	5%*	8%*	2%
<b>Bottom-2 Box</b>	<b>23%</b>	<b>27%*</b>	<b>26%*</b>	<b>31%*</b>	<b>18%*</b>	<b>30%*</b>	<b>10%</b>
Don't know / Not applicable	<1%	<1%	-	<1%	-	-	<1%

**Table 8 – Perceived safety of the work environment by region (continued)**

Overall, CSC values and works hard to create a safe work environment	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>58%</b>	<b>48%</b>	<b>54%*</b>	<b>52%</b>	<b>68%*</b>	<b>55%</b>	<b>73%*</b>
Strongly agree	19%	15%	17%*	12%	23%*	20%*	28%*
Agree	31%	33%	37%	41%*	45%*	35%	45%*
Neither agree or disagree	21%	23%*	24%*	21%	19%	22%	17%
Disagree	13%	18%*	15%*	17%*	9%	17%*	6%
Strongly disagree	7%	10%*	7%*	9%*	4%	7%*	2%
<b>Bottom-2 Box</b>	<b>20%</b>	<b>29%*</b>	<b>22%*</b>	<b>26%*</b>	<b>13%*</b>	<b>23%*</b>	<b>8%</b>
Don't know / Not applicable	1%	1%	<1%	1%	1%	-	2%

Q10. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

Employees with a disability were more likely to strongly disagree or disagree with the following metrics when compared to all other self-identification groups:

- I feel mentally and emotionally safe in my work environment (40% vs. 27%)
- I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my mental and emotional well-being (39% vs. 28%)
- My immediate work environment represents a culture that respects women (27% vs. 19%)
- I have been given the training and tools I need to perform my work safely (19% vs. 13%)
- Overall, CSC values and works hard to create a safe work environment (30% vs. 22%)

**Table 9 – Perceived safety of the work environment by self-identification group**

I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my physical well-being	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>79%</b>	<b>72%</b>	<b>76%</b>	<b>73%</b>	<b>67%</b>	<b>68%</b>
Strongly agree	39%	31%	37%	35%	33%	32%
Agree	40%	41%	39%	38%	35%	36%
Neither agree or disagree	7%	9%	9%	14%	12%	11%
Disagree	8%	11%	6%	6%	12%*	15%*
Strongly disagree	5%	7%	9%	6%	9%*	6%
<b>Bottom-2 Box</b>	<b>13%</b>	<b>19%</b>	<b>14%</b>	<b>13%</b>	<b>21%*</b>	<b>21%</b>
Don't know / Not applicable	1%	<1%	1%	-	-	-
I have been given the training and tools I need to perform my work safely	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>79%</b>	<b>79%*</b>	<b>74%</b>	<b>72%</b>	<b>69%</b>	<b>76%</b>
Strongly agree	30%	26%	29%	24%	25%	24%
Agree	49%	53%*	46%	48%	44%	52%
Neither agree or disagree	9%	10%	10%	9%	11%	11%
Disagree	9%	9%	13%	16%*	16%*	6%
Strongly disagree	2%	3%	1%	3%	3%	6%
<b>Bottom-2 Box</b>	<b>12%</b>	<b>11%</b>	<b>14%</b>	<b>18%*</b>	<b>19%*</b>	<b>12%</b>
Don't know / Not applicable	1%	-	1%	1%	1%	1%

**Table 10 – Perceived safety of the work environment by self-identification group (continued)**

I know where to go for health and safety information and resources if I need them	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>79%</b>	<b>79%*</b>	<b>69%</b>	<b>62%</b>	<b>76%*</b>	<b>78%*</b>
Strongly agree	28%	26%*	14%	18%	27%*	18%
Agree	51%	52%	54%	44%	49%	59%*
Neither agree or disagree	10%	10%	17%	21%*	11%	8%
Disagree	8%	7%	10%	13%	11%	13%
Strongly disagree	2%	4%	13%	4%	3%	1%
<b>Bottom-2 Box</b>	<b>10%</b>	<b>11%</b>	<b>13%</b>	<b>16%</b>	<b>13%</b>	<b>14%</b>
Don't know / Not applicable	1%	<1%	1%	1%	-	-
I feel physically safe in my work environment	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>76%</b>	<b>73%</b>	<b>76%</b>	<b>73%</b>	<b>69%</b>	<b>69%</b>
Strongly agree	30%	21%	21%	28%	26%	30%*
Agree	46%	52%*	54%*	45%	43%	39%
Neither agree or disagree	12%	12%	16%	14%	12%	17%
Disagree	9%	11%*	4%	9%	13%*	10%
Strongly disagree	2%	4%	3%	4%	5%*	3%
<b>Bottom-2 Box</b>	<b>11%</b>	<b>15%*</b>	<b>7%</b>	<b>12%</b>	<b>18%*</b>	<b>13%</b>
Don't know / Not applicable	1%	-	1%	1%	<1%	1%



**Table 11 – Perceived safety of the work environment by self-identification group (continued)**

My immediate work environment represents a culture that respects women	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>66%</b>	<b>59%</b>	<b>69%*</b>	<b>64%*</b>	<b>53%</b>	<b>59%</b>
Strongly agree	30%	24%	33%	29%	25%	26%
Agree	36%	35%	36%	35%	27%	34%
Neither agree or disagree	17%	22%	14%	18%	20%	22%
Disagree	11%	12%	11%	10%	19%*	11%
Strongly disagree	6%	8%	6%	9%	8%	8%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%</b>	<b>17%</b>	<b>18%</b>	<b>27%*</b>	<b>19%</b>
Don't know / Not applicable	<1%	-	-	-	-	-
I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my mental and emotional well-being	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>65%</b>	<b>60%*</b>	<b>63%*</b>	<b>60%*</b>	<b>50%</b>	<b>55%</b>
Strongly agree	31%	25%	33%	29%	25%	22%
Agree	34%	34%*	30%	31%	25%	33%
Neither agree or disagree	11%	10%	11%	14%	11%	15%
Disagree	15%	20%*	13%	13%	21%*	20%
Strongly disagree	9%	9%	11%	13%	19%*	10%
<b>Bottom-2 Box</b>	<b>24%</b>	<b>29%</b>	<b>24%</b>	<b>26%</b>	<b>39%*</b>	<b>30%</b>
Don't know / Not applicable	<1%	<1%	1%	-	-	-

**Table 12 – Perceived safety of the work environment by self-identification group (continued)**

I feel mentally and emotionally safe in my work environment	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>62%</b>	<b>55%*</b>	<b>66%*</b>	<b>56%*</b>	<b>41%</b>	<b>55%*</b>
Strongly agree	21%	17%	16%	18%	15%	15%
Agree	41%	38%*	50%*	38%*	26%	39%*
Neither agree or disagree	15%	17%	16%	17%	19%	19%
Disagree	17%	21%*	10%	18%	28%*	18%
Strongly disagree	7%	7%	7%	9%	12%*	8%
<b>Bottom-2 Box</b>	<b>23%</b>	<b>28%*</b>	<b>17%</b>	<b>27%</b>	<b>40%*</b>	<b>27%</b>
Don't know / Not applicable	<1%	-	1%	-	-	-

Overall, CSC values and works hard to create a safe work environment	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>58%</b>	<b>52%*</b>	<b>59%*</b>	<b>52%</b>	<b>42%</b>	<b>49%</b>
Strongly agree	19%	16%*	17%	19%*	12%	10%
Agree	31%	36%	41%	33%	30%	39%*
Neither agree or disagree	21%	26%	24%	25%	27%	26%
Disagree	13%	16%	9%	13%	20%*	15%
Strongly disagree	7%	6%	7%	10%	9%	9%
<b>Bottom-2 Box</b>	<b>20%</b>	<b>21%</b>	<b>16%</b>	<b>23%</b>	<b>30%*</b>	<b>24%</b>
Don't know / Not applicable	1%	<1%	1%	1%	1%	1%

Q10. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

### *Perceptions of gender-based harassment and/or violence*

To gather feedback on perceptions of gender-based harassment and violence in the workplace, staff were asked to state their level of agreement with a series of statements after being provided with the following definition:

The following questions are about harassment and violence. The Canada Labour Code defines harassment and violence as any action, conduct or comment, including of a sexual nature, which can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment.

Acknowledging that harassment and violence can be based on any number of characteristics (e.g., age, ethnicity, religion, etc.), the following questions focus on **gender-based** harassment and violence (i.e. harassment and violence you may have experienced because you are a woman).

Staff more commonly describe having the knowledge of the tools available to combat harassment and violence, however, they are less likely to believe that they work in an environment that does not tolerate these behaviours. More specifically, nearly three in four staff members (73%), strongly agree or agree that if needed, they would know where to go for resources and information for harassment and violence in the workplace. Comparatively, fewer than two in three employees (61%) strongly agree or agree that their work environment represents a culture of zero tolerance to gender-based harassment and violence.

#### **Key segments**

Staff working in the National Headquarters were more likely to strongly agree or agree they know where to go for gender-based harassment and violence information and resources compared to those working in Quebec, the Prairies, or Ontario (79% vs. 73%, 70%, 68%).

Employees working in the National Headquarters were also more likely to strongly agree or agree that their immediate work environment represents a culture of zero tolerance towards gender-based harassment and violence compared to all other regions (78% vs. 57%).

**Table 13 – Perceptions of gender-based harassment / violence by self-identification group**

I know where to go for harassment and violence information and resources if I need them	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>73%</b>	<b>74%*</b>	<b>70%</b>	<b>68%</b>	<b>73%</b>	<b>74%</b>	<b>79%*</b>
Strongly agree	24%	22%*	21%*	16%	29%*	26%*	33%*
Agree	49%	52%*	49%	52%*	44%	48%	47%
Neither agree or disagree	12%	13%	12%	11%	14%*	10%	9%
Disagree	12%	11%	13%	15%*	10%	12%	9%
Strongly disagree	3%	2%	5%*	4%*	2%	4%	2%
<b>Bottom-2 Box</b>	<b>15%</b>	<b>13%</b>	<b>17%*</b>	<b>19%*</b>	<b>12%</b>	<b>15%</b>	<b>11%</b>
Don't know / Not applicable	1%	<1%	<1%	2%	1%	1%	1%
<b>My immediate work environment represents a culture of zero tolerance to gender-based harassment and violence in the workplace</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>61%</b>	<b>57%</b>	<b>55%</b>	<b>51%</b>	<b>66%*</b>	<b>57%</b>	<b>78%*</b>
Strongly agree	25%	21%	19%	18%	25%*	22%	42%*
Agree	36%	35%	36%	33%	41%*	35%	35%
Neither agree or disagree	16%	17%*	20%*	18%*	12%	15%	11%
Disagree	14%	17%*	14%*	18%*	15%*	14%*	5%
Strongly disagree	8%	9%*	9%*	12%*	6%*	11%*	3%
<b>Bottom-2 Box</b>	<b>22%</b>	<b>26%*</b>	<b>23%*</b>	<b>30%*</b>	<b>20%*</b>	<b>25%*</b>	<b>8%</b>
Don't know / Not applicable	2%	1%	1%	1%	2%	3%	4%*

Q11. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

**Table 14 – Perceptions of gender-based harassment / violence by self-identification group**

I know where to go for harassment and violence information and resources if I need them	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orient., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>73%</b>	<b>68%</b>	<b>56%</b>	<b>63%</b>	<b>71%*</b>	<b>60%</b>
Strongly agree	24%	19%	16%	21%	23%	17%
Agree	49%	50%	40%	43%	47%	43%
Neither agree or disagree	12%	14%	16%	17%	13%	19%
Disagree	12%	13%	17%	13%	13%	17%
Strongly disagree	3%	5%	9%	6%	4%	3%
<b>Bottom-2 Box</b>	<b>15%</b>	<b>18%</b>	<b>26%</b>	<b>19%</b>	<b>16%</b>	<b>20%</b>
Don't know / Not applicable	1%	-	3%	1%	-	1%

My immediate work environment represents a culture of zero tolerance to gender-based harassment and violence in the workplace	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orient., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>61%</b>	<b>56%</b>	<b>60%</b>	<b>55%</b>	<b>49%</b>	<b>51%</b>
Strongly agree	25%	22%	23%	21%	18%	18%
Agree	36%	34%	37%	34%	31%	33%
Neither agree or disagree	16%	16%	16%	19%	18%	15%
Disagree	14%	17%	11%	11%	21%*	21%*
Strongly disagree	8%	9%	9%	12%	12%	10%
<b>Bottom-2 Box</b>	<b>22%</b>	<b>26%</b>	<b>20%</b>	<b>23%</b>	<b>32%*</b>	<b>31%</b>
Don't know / Not applicable	2%	2%	4%	2%	1%	3%

Q11. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

### *Experience with gender-based harassment and/or violence*

Employees were asked to reflect on the last five years of their career at CSC to describe whether they had experienced gender-based harassment or violence. Roughly two in three staff members (66%) reported that they have never experienced any incidents, while 29% have experienced issues over the past five years.

## Key segments

Staff working in Quebec, or the National Headquarters more commonly reported no incidents of gender-based harassment or violence in the workplace compared to those working in the Prairies, Atlantic, Pacific, or Ontario regions (82%, 81% vs. 61%, 60%, 58%, 55%).

**Table 15 – Experience with gender-based harassment / violence by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	29%	36%*	33%*	40%*	15%	34%*	16%
No	66%	58%	61%*	55%	82%*	60%	81%*
Don't know / Prefer not to say	5%	6%*	6%*	5%	3%	6%	3%

Q12. Have you experienced gender-based harassment and/or violence in your workplace? Please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter). Base: All respondents, n=2563.

Employees with a disability were more likely to have experienced gender-based harassment or violence compared to Black minorities, Indigenous staff, or other visible minorities (44% vs. 23%, 32%, 32%).

Similarly, members of a sexual orientation, gender identity and expression minority group more commonly experienced harassment or violence compared to Black minorities (41% vs. 23%).

**Table 16 – Experience with gender-based harassment / violence by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	29%	32%	23%	32%	44%*	41%*
No	66%	59%	71%*	63%*	52%	56%
Don't know / Prefer not to say	5%	9%*	6%	5%	4%	3%

Q12. Have you experienced gender-based harassment and/or violence in your workplace? Please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter). Base: All respondents, n=2563.

## Sources of workplace harassment and/or violence

Staff members who reported experiencing gender-based harassment or violence within the past five years were asked to specify the sources of these incidents in the workplace. The predominant

sources included co-workers, as indicated by nearly two in three employees (63%), while more than half specified it came from individuals who had authority over them (55%).

More than one in three employees experienced harassment and violence sourced from individuals for whom they had custodial responsibility (36%).

Much less common incidents involved individuals from other departments (11%), members of the public (9%), and individuals on hiring boards or selection panels (8%).

### Key segments

Compared to staff working at National Headquarters, staff in all other regions were more likely to have experienced harassment or violence from individuals for whom they have custodial responsibility (39% vs. 6%).

Harassment from members of the public is more likely to have happened in the Atlantic and Prairie regions compared to Quebec or the National Headquarters (13%, 12% vs. 5%, 3%).

**Table 17 – Sources of workplace harassment / violence by region**

Response	Total (n=861)	Pacific (n=184)	Prairie (n=217)	Ontario (n=199)	Quebec (n=79)	Atlantic (n=97)	NHQ (n=83)
Co-workers	63%	56%	68%*	66%*	58%	65%	65%
Individuals with authority over me	55%	60%*	58%	50%	52%	47%	60%
Individuals for whom I have custodial responsibility (e.g., offenders, patients, detainees)	36%	38%*	38%*	42%*	34%*	40%*	6%
Individuals from other departments or agencies	11%	9%	14%*	10%	4%	14%*	7%
Individuals working for me	10%	8%	9%	9%	14%	12%	8%
Members of the public (individuals or organizations)	9%	7%	12%*	10%*	3%	13%*	5%
Individuals on a hiring board/selection process panel	8%	8%*	10%*	7%	3%	5%	10%
Other	1%	1%	1%	1%	-	-	1%
Prefer not to say	6%	7%	5%	5%	3%	8%	7%

Q13. From whom did you experience the gender-based harassment and/or violence in your workplace? (Check all that apply) Base: Respondents who have experienced gender-based harassment and/or violence in their workplace, n=861.

Members of a sexual orientation, gender identity and expression minority group more commonly identified co-workers as a source of harassment or violence compared to employees identifying as a member of a Black visible minority group or other visible minority group (76% vs. 45%, 63%).

Members of a sexual orientation, gender identity and expression minority group also more commonly identified individuals for whom they have custodial responsibility as a source of harassment or violence compared to employees identifying as a member of a Black visible minority group, other visible minority group, or Indigenous employees (51% vs. 15%, 19%, 27%).

Those with a disability were more likely to identify members of the public as a source of harassment or violence compared to Black, or other visible minority groups, or Indigenous employees (17% vs. 5%, 8%, 8%).

**Table 18 – Sources of workplace harassment / violence by self-identification group**

Response	Total (n=861)	Indigenous (n=106)	Visible minority – Black (n=20)	Visible minority – Other (n=52)	Disability (n=109)	Sexual Orien., Gender id. and Exp. Minority (n=63)
Co-workers	63%	66%	45%	63%	60%	76%*
Individuals with authority over me	55%	62%	45%	58%	71%*	60%
Individuals for whom I have custodial responsibility (e.g. offenders, patients, detainees)	36%	27%	15%	19%	39%*	51%*
Individuals from other departments or agencies	11%	10%	-	12%	14%	10%
Individuals working for me	10%	7%	20%	12%	12%	8%
Members of the public (individuals or organizations)	9%	8%	5%	8%	17%*	13%
Individuals on a hiring board/selection process panel	8%	11%	10%	23%*	8%	-
Other	1%	1%	-	2%	-	-
Prefer not to say	6%	8%	20%	4%	6%	-

Q13. From whom did you experience the gender-based harassment and/or violence in your workplace? (Check all that apply) Base: Respondents who have experienced gender-based harassment and/or violence in their workplace, n=861.



### *Specific workplace harassment and/or violence experiences*

Employees having experienced gender-based harassment and/or violence in their workplace were asked to disclose the nature of the incident. More than half of these employees described specific barriers being put in place on their career, including being excluded or ignored (56%), and unfair treatment (52%). Over one in three described interferences with their work or withholding resources (34%).

Nearly half of staff members described inappropriate behaviours, including sexual comments or gestures (49%), aggressive behaviour (45%) and humiliation (45%). Over one in three employees cited issues of personal attacks (38%), excessive control (37%) and yelling or shouting (35%).

Specific behaviours that were less commonly reported included threats (18%), physical violence (4%), harassment / intimidation (1%), sexual assault (1%) and sexual exhibitionism (<1%).

### **Key segments**

Employees working in Quebec more commonly reported personal attacks compared to those working in the National Headquarters, Atlantic, Pacific, or Ontario regions (53% vs. 25%, 31%, 33%, 39%).

Staff working in the Prairies, Pacific, Ontario, and Atlantic regions were more likely to report the following incidents compared to those working in the National Headquarters:

- Unfair treatment (53%, 54%, 55%, 56% vs. 36%)
- Yelling or shouting (39%, 30%, 35%, 39% vs. 19%)

**Table 19 – Specific workplace harassment / violence experiences by region**

Response	Total (n=861)	Pacific (n=184)	Prairie (n=217)	Ontario (n=199)	Quebec (n=79)	Atlantic (n=97)	NHQ (n=83)
Being excluded or being ignored	56%	59%*	59%*	55%	51%	56%	46%
Unfair treatment	52%	54%*	53%*	55%*	46%	56%*	36%
Sexual comment or gesture	49%	55%*	48%*	51%*	32%	55%*	42%
Aggressive behaviour	45%	40%	46%	52%*	53%*	40%	35%
Humiliation	45%	46%	44%	48%	41%	43%	42%
Personal attack	38%	33%	42%*	39%*	53%*	31%	25%
Excessive control	37%	43%*	35%	40%	30%	34%	31%
Yelling or shouting	35%	30%*	39%*	40%*	32%	39%*	19%
Interference with work or withholding resources	34%	39%*	30%	35%	27%	39%	33%
Threat	18%	16%	20%	22%	15%	13%	13%
Physical violence	4%	4%	3%	5%	5%	5%	5%
Sexist comments or behaviour	2%	3%	<1%	4%*	3%	2%	4%
Harassment / intimidation	1%	1%	<1%	1%	4%	-	2%
Sexual assault	1%	-	1%	1%	-	1%	1%
Sexual exhibitionist	<1%	-	-	1%	1%	-	1%
Other	2%	4%	2%	2%	-	-	2%
Prefer not to say	3%	4%	2%	5%	-	1%	5%

Q14. Please select the subcategory (or subcategories) that describe the type of gender-based harassment and/or violence that you experienced: (Check all that apply) Base: Respondents who have experienced gender-based harassment and/or violence in their workplace, n=861.

Members of a sexual orientation, gender identity and expression minority group more commonly reported incidents of sexual comments or gestures compared to Black staff, other visible minorities, or Indigenous staff (62% vs. 20%, 37%, 45%).

Respondents with a disability were more likely to indicate issues of excessive control compared to all other self-identification groups (57% vs. 37%).

Staff members who identify as a visible minority other than Black, and those with a disability more commonly selected the following types of incidents compared to Indigenous staff, and members of a sexual orientation, gender identity and expression minority group:

- Unfair treatment (69%, 72% vs. 53%, 51%)
- Humiliation (65%, 60% vs. 38%, 46%)

**Table 20 – Specific workplace harassment / violence experiences by region**

Response	Total (n=861)	Indigenous (n=106)	Visible minority – Black (n=20)	Visible minority – Other (n=52)	Disability (n=109)	Sexual Orien., Gender id. and Exp. Minority (n=63)
Being excluded or being ignored	56%	60%	50%	63%	68%	56%
Unfair treatment	52%	53%	50%	69%*	72%*	51%
Sexual comment or gesture	49%	45%*	20%	37%	50%*	62%*
Aggressive behaviour	45%	42%	30%	35%	53%*	46%
Humiliation	45%	38%	30%	65%*	60%*	40%
Personal attack	38%	42%*	35%	42%	49%*	25%
Excessive control	37%	37%	30%	38%	57%*	38%
Yelling or shouting	35%	27%	20%	35%	39%*	43%*
Interference with work or withholding resources	34%	38%	25%	35%	50%*	40%
Threat	18%	20%	20%	12%	29%*	19%
Physical violence	4%	2%	-	-	8%*	3%
Sexist comments or behaviour	2%	2%	-	4%	2%	6%
Harassment / intimidation	1%	-	-	2%	1%	3%
Sexual assault	1%	1%	-	-	1%	1%
Sexual exhibitionist	<1%	-	-	2%	-	-
Other	2%	6%	5%	2%	4%	2%
Prefer not to say	3%	4%	10%	2%	-	-

Q14. Please select the subcategory (or subcategories) that describe the type of gender-based harassment and/or violence that you experienced: (Check all that apply) Base: Respondents who have experienced gender-based harassment and/or violence in their workplace, n=861.

### *Rating CSC's measures pertaining to gender-based harassment and/or violence*

After gauging the source and incidence of gender-based harassment and violence in the workplace, all respondents were asked to rate the extent to which CSC is meeting their expectations across a variety of prevention and support measures.

Overall, the results consistently show that each specific measure was more likely to be deemed absent or needing improvement than to be considered exceptional or exceeding expectations.

The most noteworthy gaps appear when it comes to CSC taking action in a proactive and timely manner and when it comes to disciplining perpetrators. For each of these two measures, more than half of staff (51% each) felt the measure was either absent or needing improvement.

Results also show that nearly half of staff believe support for victims is either absent or needing improvement (48%) and a similar rating was given by 44% of staff when it comes to senior management leading by example (44%), and by 42% of staff when it comes to ensuring a confidential and safe space to file complaints.

Measures that are seen as at least meeting the expectations of over 40% of staff included the following:

- ensuring resources are easy to use (45% believe CSC is seen as meeting expectations, exceeding expectations or is exceptional);
- adhering to legislation and regulations (48%);
- launching promotion and prevention campaigns (63%); and
- having policies and procedures that align with legislation and regulations (63%).

It is important to note that for each of the measures, an important proportion of respondents did not know how CSC performed.

### **Key segments**

Employees who have experienced gender-based harassment and/or violence or gender-based discrimination in the workplace are more likely to rate absent or needs improvement for each item assessing CSC's measures pertaining to gender-based harassment.

**Table 21 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by whether gender-based harassment or discrimination has been experienced (% absent + % needing improvement)**

Statement	Total (n=2563)	Have experienced harassment (n=739)	Have not experienced harassment (n=1702)	Have experienced discrimination (n=699)	Have not experienced discrimination (n=1712)
Taking action in a proactive and timely manner	51%	84%*	36%	81%*	38%
Disciplining perpetrators	51%	85%*	34%	82%*	37%
Supporting victims	48%	82%*	31%	79%*	33%
Leading by example in senior levels of management	44%	76%*	29%	76%*	30%
Ensuring a confidential and safe space to file a complaint	42%	76%*	27%	74%*	28%
Ensuring resources are easy to use	38%	66%*	25%	65%*	26%
Adhering to legislation and regulations	29%	60%*	15%	59%*	17%
Launching promotion and prevention campaigns	27%	48%*	17%	48%*	18%
Having policies and procedures that align with legislation and regulations	20%	43%*	9%	43%*	11%

Q15. When thinking about gender-based harassment and/or violence how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

Employees working in the Pacific were more likely to rate as absent or needs improvement the following areas compared to those working in the Prairies, Quebec, Atlantic and National Headquarters:

- Taking action in a proactive and timely manner (61% vs. 47%)
- Disciplining perpetrators (61% vs. 46%)
- Supporting victims (58% vs. 43%)
- Leading by example in senior levels of management (56% vs. 40%)
- Ensuring a confidential and safe space to file a complaint (54% vs. 37%)

**Table 22 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by region**

<b>Taking action in a proactive and timely manner</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>51%</b>	<b>61%*</b>	<b>54%*</b>	<b>57%*</b>	<b>46%*</b>	<b>51%*</b>	<b>37%</b>
Absent	13%	17%*	13%*	16%*	10%	15%*	6%
Needs improvement	38%	44%*	41%*	41%*	37%	35%	31%
Meets expectations	21%	16%	20%	19%	27%*	22%	22%*
Exceeds expectations	3%	1%	2%	2%	5%*	4%	5%*
Exceptional	2%	2%	2%	3%	2%	1%	3%
<b>Top-2 Box</b>	<b>5%</b>	<b>3%</b>	<b>5%</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>8%*</b>
Don’t know / Not applicable	23%	20%	21%	20%	21%	23%	34%*
<b>Disciplining perpetrators</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>51%</b>	<b>61%*</b>	<b>55%*</b>	<b>57%*</b>	<b>46%*</b>	<b>51%*</b>	<b>34%</b>
Absent	12%	15%*	15%*	15%*	9%	12%*	6%
Needs improvement	39%	46%*	40%*	42%*	37%*	38%*	28%
Meets expectations	18%	14%	17%	16%	23%*	21%*	17%
Exceeds expectations	2%	1%	2%	2%	2%	2%	3%
Exceptional	2%	2%	1%	2%	1%	1%	2%
<b>Top-2 Box</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>5%</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>
Don’t know / Not applicable	28%	22%	25%	22%	28%*	26%	45%*
<b>Supporting victims</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>48%</b>	<b>58%*</b>	<b>50%*</b>	<b>54%*</b>	<b>44%*</b>	<b>49%*</b>	<b>31%</b>
Absent	11%	14%*	11%*	15%*	7%*	11%*	4%
Needs improvement	37%	44%*	38%*	39%*	36%*	38%*	27%
Meets expectations	20%	16%	22%*	18%	26%*	21%	18%
Exceeds expectations	3%	2%	3%	3%	4%	3%	4%
Exceptional	2%	2%	2%	2%	2%	2%	2%
<b>Top-2 Box</b>	<b>5%</b>	<b>4%</b>	<b>6%</b>	<b>5%</b>	<b>6%</b>	<b>5%</b>	<b>6%</b>
Don’t know / Not applicable	27%	21%	23%	23%	24%	25%	45%*

**Table 23 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by region (continued)**

Leading by example in senior levels of management	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Bottom-2 Box</b>	<b>44%</b>	<b>56%*</b>	<b>46%*</b>	<b>49%*</b>	<b>36%</b>	<b>44%*</b>	<b>35%</b>
Absent	13%	18%*	14%*	14%*	10%*	16%*	6%
Needs improvement	31%	37%*	31%	35%*	26%	28%	29%
Meets expectations	30%	25%	31%*	28%	33%*	35%*	32%*
Exceeds expectations	6%	6%	4%	5%	7%	7%	9%*
Exceptional	4%	3%	5%*	4%	2%	2%	6%*
<b>Top-2 Box</b>	<b>10%</b>	<b>9%</b>	<b>10%</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>15%*</b>
Don’t know / Not applicable	15%	11%	13%	15%	22%*	13%	18%*
Ensuring a confidential and safe space to file a complaint	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Bottom-2 Box</b>	<b>42%</b>	<b>54%*</b>	<b>46%*</b>	<b>52%*</b>	<b>30%</b>	<b>45%*</b>	<b>27%</b>
Absent	11%	15%*	13%*	15%*	7%	12%*	4%
Needs improvement	32%	40%*	34%*	37%*	23%	33%*	23%
Meets expectations	30%	24%	28%	26%	42%*	32%*	32%*
Exceeds expectations	4%	3%	4%	2%	6%*	5%	6%*
Exceptional	2%	3%	3%	2%	1%	2%	3%
<b>Top-2 Box</b>	<b>7%</b>	<b>6%</b>	<b>7%</b>	<b>5%</b>	<b>7%</b>	<b>6%</b>	<b>9%*</b>
Don’t know / Not applicable	20%	16%	18%	18%	21%*	17%	32%*
Ensuring resources are easy to use	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Bottom-2 Box</b>	<b>38%</b>	<b>46%*</b>	<b>41%*</b>	<b>44%*</b>	<b>37%*</b>	<b>37%*</b>	<b>22%</b>
Absent	5%	7%*	6%*	8%*	3%	6%*	2%
Needs improvement	33%	39%*	35%*	36%*	34%*	32%*	20%
Meets expectations	37%	32%	35%	35%	40%*	39%	41%*
Exceeds expectations	5%	5%	4%	2%	5%*	7%*	7%*
Exceptional	3%	3%	3%	2%	3%	2%	4%
<b>Top-2 Box</b>	<b>8%</b>	<b>7%</b>	<b>7%</b>	<b>5%</b>	<b>8%</b>	<b>9%</b>	<b>10%*</b>
Don’t know / Not applicable	18%	14%	17%	17%	16%	15%	27%*

**Table 24 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by region (continued)**

<b>Adhering to legislation and regulations</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>29%</b>	<b>38%*</b>	<b>32%*</b>	<b>35%*</b>	<b>23%*</b>	<b>32%*</b>	<b>17%</b>
Absent	6%	8%*	7%*	8%*	2%	5%*	2%
Needs improvement	24%	30%*	25%*	26%*	20%	27%*	16%
Meets expectations	40%	36%	40%	35%	47%*	42%	42%*
Exceeds expectations	5%	4%	5%	3%	7%*	5%	7%*
Exceptional	3%	3%	3%	4%	4%	2%	3%
<b>Top-2 Box</b>	<b>9%</b>	<b>7%</b>	<b>8%</b>	<b>7%</b>	<b>11%*</b>	<b>7%</b>	<b>11%</b>
Don’t know / Not applicable	22%	19%	20%	23%	19%	20%	30%*
<b>Launching promotion and prevention campaigns</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>27%</b>	<b>34%*</b>	<b>31%*</b>	<b>31%*</b>	<b>21%</b>	<b>28%*</b>	<b>18%</b>
Absent	5%	7%*	7%*	6%*	2%	7%*	3%
Needs improvement	22%	27%*	25%*	25%*	19%	21%	16%
Meets expectations	47%	43%	45%	45%	50%*	47%	50%*
Exceeds expectations	11%	9%	7%	8%	15%*	12%*	15%*
Exceptional	5%	5%	5%	4%	4%	4%	6%
<b>Top-2 Box</b>	<b>15%</b>	<b>14%</b>	<b>12%</b>	<b>12%</b>	<b>19%*</b>	<b>16%</b>	<b>21%*</b>
Don’t know / Not applicable	11%	9%	12%	12%	10%	9%	11%



**Table 25 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by region (continued)**

Having policies and procedures that align with legislation and regulations	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Bottom-2 Box</b>	<b>20%</b>	<b>26%*</b>	<b>23%*</b>	<b>23%*</b>	<b>18%*</b>	<b>21%*</b>	<b>10%</b>
Absent	3%	5%*	4%*	5%*	2%	3%	1%
Needs improvement	17%	21%*	20%*	18%*	16%*	18%*	9%
Meets expectations	52%	49%	52%	49%	54%	53%	55%
Exceeds expectations	7%	6%	6%	4%	11%*	8%*	10%*
Exceptional	4%	4%	4%	5%	3%	3%	5%
<b>Top-2 Box</b>	<b>11%</b>	<b>10%</b>	<b>11%</b>	<b>8%</b>	<b>14%*</b>	<b>11%</b>	<b>15%*</b>
Don’t know / Not applicable	16%	14%	15%	20%*	14%	15%	21%*

Q15. When thinking about gender-based harassment and/or violence how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

Staff with a disability were more likely to rate as absent or needs improvement the following measures compared to all other self-identification groups:

- Taking action in a proactive and timely manner (69% vs. 54%)
- Disciplining perpetrators (68% vs. 55%)
- Supporting victims (68% vs. 51%)
- Ensuring a confidential and safe space to file a complaint (59% vs. 49%)

**Table 26 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by self-identification group**

<b>Taking action in a proactive and timely manner</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>51%</b>	<b>54%</b>	<b>43%</b>	<b>54%</b>	<b>69%*</b>	<b>59%*</b>
Absent	13%	15%	13%	18%	22%*	12%
Needs improvement	38%	39%	30%	36%	47%*	47%*
Meets expectations	21%	22%*	11%	14%	12%	11%
Exceeds expectations	3%	3%	9%	4%	3%	2%
Exceptional	2%	5%*	1%	3%	1%	3%
<b>Top-2 Box</b>	<b>5%</b>	<b>7%</b>	<b>10%</b>	<b>6%</b>	<b>4%</b>	<b>5%</b>
Don’t know / Not applicable	23%	17%	36%*	26%*	15%	25%*
<b>Disciplining perpetrators</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>51%</b>	<b>57%*</b>	<b>41%</b>	<b>52%</b>	<b>68%*</b>	<b>59%*</b>
Absent	12%	17%*	11%	17%	21%*	10%
Needs improvement	39%	41%	30%	35%	47%*	49%*
Meets expectations	18%	18%*	7%	13%	11%	11%
Exceeds expectations	2%	3%	9%*	1%	1%	1%
Exceptional	2%	3%*	1%	3%	1%	2%
<b>Top-2 Box</b>	<b>3%</b>	<b>6%*</b>	<b>10%*</b>	<b>4%</b>	<b>2%</b>	<b>3%</b>
Don’t know / Not applicable	28%	19%	41%*	30%*	19%	27%

**Table 27 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by self-identification group (continued)**

<b>Supporting victims</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>48%</b>	<b>52%*</b>	<b>36%</b>	<b>51%*</b>	<b>68%*</b>	<b>53%*</b>
Absent	11%	14%	11%	16%	20%*	10%
Needs improvement	37%	38%*	24%	35%	48%*	43%*
Meets expectations	20%	21%*	11%	18%	13%	14%
Exceeds expectations	3%	5%	9%*	3%	2%	3%
Exceptional	2%	3%*	1%	2%	1%	2%
<b>Top-2 Box</b>	<b>5%</b>	<b>8%*</b>	<b>10%*</b>	<b>5%</b>	<b>3%</b>	<b>5%</b>
Don’t know / Not applicable	27%	19%	43%*	26%*	16%	28%*
<b>Leading by example in senior levels of management</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>44%</b>	<b>51%</b>	<b>43%</b>	<b>51%</b>	<b>59%*</b>	<b>51%</b>
Absent	13%	15%*	14%	18%*	16%*	8%
Needs improvement	31%	36%	29%	33%	42%*	43%*
Meets expectations	30%	26%*	13%	26%*	24%*	23%*
Exceeds expectations	6%	6%	10%	3%	5%	7%
Exceptional	4%	6%*	3%	6%*	1%	3%
<b>Top-2 Box</b>	<b>10%</b>	<b>12%*</b>	<b>13%</b>	<b>9%</b>	<b>6%</b>	<b>10%</b>
Don’t know / Not applicable	15%	11%	31%*	15%	11%	15%

**Table 28 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by self-identification group (continued)**

Ensuring a confidential and safe space to file a complaint	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>42%</b>	<b>48%</b>	<b>37%</b>	<b>50%</b>	<b>59%*</b>	<b>53%*</b>
Absent	11%	17%*	9%	16%*	19%*	7%
Needs improvement	32%	32%	29%	34%	40%	46%*
Meets expectations	30%	27%*	13%	23%*	22%	21%
Exceeds expectations	4%	4%	10%	3%	4%	6%
Exceptional	2%	4%	1%	2%	2%	3%
<b>Top-2 Box</b>	<b>7%</b>	<b>9%</b>	<b>11%</b>	<b>5%</b>	<b>5%</b>	<b>9%</b>
Don’t know / Not applicable	20%	16%	39%*	22%*	13%	17%
Ensuring resources are easy to use	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>38%</b>	<b>43%</b>	<b>33%</b>	<b>47%*</b>	<b>50%*</b>	<b>45%</b>
Absent	5%	8%	6%	6%	8%	4%
Needs improvement	33%	34%	27%	40%*	42%*	41%*
Meets expectations	37%	33%	23%	29%	33%	32%
Exceeds expectations	5%	4%	10%	3%	4%	4%
Exceptional	3%	6%*	1%	5%	2%	2%
<b>Top-2 Box</b>	<b>8%</b>	<b>10%</b>	<b>11%</b>	<b>8%</b>	<b>5%</b>	<b>6%</b>
Don’t know / Not applicable	18%	15%	33%*	16%	12%	17%

**Table 29 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by self-identification group (continued)**

<b>Adhering to legislation and regulations</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>29%</b>	<b>35%</b>	<b>27%</b>	<b>38%</b>	<b>41%*</b>	<b>31%</b>
Absent	6%	7%	10%	5%	10%*	5%
Needs improvement	24%	28%*	17%	33%*	31%*	26%
Meets expectations	40%	36%*	24%	30%	37%*	38%*
Exceeds expectations	5%	6%	11%	4%	4%	4%
Exceptional	3%	5%*	1%	6%*	3%	3%
<b>Top-2 Box</b>	<b>9%</b>	<b>11%</b>	<b>13%</b>	<b>9%</b>	<b>7%</b>	<b>8%</b>
Don’t know / Not applicable	22%	18%	36%*	23%	15%	23%*
<b>Launching promotion and prevention campaigns</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>27%</b>	<b>35%</b>	<b>34%</b>	<b>37%</b>	<b>34%</b>	<b>31%</b>
Absent	5%	6%	9%	11%	7%	6%
Needs improvement	22%	29%	26%	26%	27%	25%
Meets expectations	47%	40%*	27%	38%	46%*	43%*
Exceeds expectations	11%	7%	9%	9%	10%	12%
Exceptional	5%	7%	6%	5%	4%	6%
<b>Top-2 Box</b>	<b>15%</b>	<b>14%</b>	<b>14%</b>	<b>13%</b>	<b>14%</b>	<b>17%</b>
Don’t know / Not applicable	11%	11%	24%*	12%	7%	8%

**Table 30 – Perceptions of CSC’s measures pertaining to gender-based harassment / violence by self-identification group (continued)**

Having policies and procedures that align with legislation and regulations	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>20%</b>	<b>26%*</b>	<b>17%</b>	<b>29%*</b>	<b>29%*</b>	<b>17%</b>
Absent	3%	5%	6%	3%	6%	3%
Needs improvement	17%	20%	11%	26%*	23%*	13%
Meets expectations	52%	47%	36%	42%	51%*	53%*
Exceeds expectations	7%	7%	11%	4%	7%	8%
Exceptional	4%	6%*	1%	6%*	4%	4%
<b>Top-2 Box</b>	<b>11%</b>	<b>13%</b>	<b>13%</b>	<b>10%</b>	<b>11%</b>	<b>12%</b>
Don’t know / Not applicable	16%	14%	34%*	19%*	9%	18%*

Q15. When thinking about gender-based harassment and/or violence how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

### *Additional best practices and challenges for a safe work environment*

Through an open-ended question, staff were given the opportunity to provide additional feedback on how to achieve a safe work environment. Some provided best practices they would like to see rolled out and others provided certain challenges. Over three in four employees (78%) did not provide any additional feedback.

Additional challenges were raised by 9% of staff, including having male coworkers using derogatory language, acceptance of sexism and misogyny, as well as a lack of protection or confidentiality of the victim when raising issues of harassment.

About 16% provided some suggestions of best practices that could be considered to improve safety at work. Some of the more common suggestions included:

- to discipline perpetrators rather than the accuser and make CSC accountable for the management to adhere to policy;
- improve training to correct the workplace culture and support human resources;
- consider changing hiring practices to include more outside hires and improve promotion of candidates; and
- more women in management positions to advance in a male-dominated environment.

**Table 31 – Best practices / challenges for a safe work environment**

Specific Feedback	Total (n=2563)
<b>Opportunities for improvement (NET)</b>	<b>16%</b>
Discipline perpetrators rather than accuser / accountability of CSC / management to adhere to policy	8%
Improved training / workplace culture / support / human resources	6%
Hiring practice considerations / more outside hires / poor promotion candidates	2%
More women in management positions / advancement in male dominated environment	2%
External oversight for managers / supervisors	1%
Upgraded security / safety training / self-defence	1%
Updated office space / facility safety issues	<1%
Specific considerations for racialized women	<1%
Should not be special treatment for women / creates further divide	<1%
Proactive peer support process for women	<1%
Staff working in pairs	<1%
Introduction of dress policy	<1%
Specific considerations for frontline women	<1%
<b>Challenges (NET)</b>	<b>9%</b>
Male coworkers using derogatory language / acceptance of sexism / misogyny	4%
Lack of protection / confidentiality of victim when raising issues	4%
Harassment / lack of support from other female employees / supervisors	1%
Challenges of motherhood / raising children / work-life balance	1%
Lack of consequences for inmates / forced to work with previous offenders	1%
Lack of opportunity to be heard / provide suggestions	1%
Aggressive behaviour / anger management issues	<1%
Pay inequality / overworked / unfair expectations for women	<1%
Other	3%
No issues / supportive environment	2%
No additional comments/No answer	76%

Q16. Please provide any additional comments you have (i.e. best practices, challenges) with respect to ensuring a safe work environment for women.  
Base: All respondents, n=2563.

## C. Discrimination in the workplace

Having obtained feedback from staff on gender-based harassment and violence in the workplace, a similar line of questioning was used to gauge perceptions of discrimination. Employees were presented with the following definition of discrimination and asked to reflect on the last five years of their career at CSC when answering each question:

Discrimination means treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others.

Similar to the previous questions, we recognize that discrimination can be based on various characteristics (e.g. national or ethnic origin, religion, sexual orientation, disability, etc.). The following questions; however, will focus exclusively on **gender-based** discrimination (i.e. discrimination you may have experienced because you are a woman).

When responding to the following questions, please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).

### *Experience with gender-based discrimination*

Upon reflecting on the last five years of their career at CSC, more than one in four employees believe they have experienced gender-based discrimination (27%).

#### **Key segments**

Staff members working in Ontario, the Pacific, Prairies, and Atlantic regions were more likely to indicate that they have experienced gender-based discrimination compared to those in Quebec, or at the National Headquarters (35%, 33%, 33%, 33% vs. 14%, 18%).

**Table 32 – Experience of gender-based discrimination at CSC by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	27%	33%*	33%*	35%*	14%	30%*	18%
No	67%	59%	60%	57%	83%*	65%*	78%*
Don't know / Prefer not to say	6%	8%*	7%*	8%*	3%	5%	4%

Q17. Have you experienced gender-based discrimination in your workplace? Base: All respondents, n=2563.

Employees with a disability were more likely to indicate having experienced gender-based discrimination compared to Black staff members, or other visible minorities (41% vs. 26%, 31%).



**Table 33 – Experience of gender-based discrimination at CSC by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	27%	34%	26%	31%	41%*	36%
No	67%	55%	64%*	62%*	50%	58%
Don't know / Prefer not to say	6%	10%	10%	7%	9%	6%

Q17. Have you experienced gender-based discrimination in your workplace? Base: All respondents, n=2563.

### *Sources of workplace discrimination*

Employees who reported experiencing gender-based discrimination were asked to specify the sources of these incidents during their career with CSC. Results were similar to those observed in the section on gender-based harassment and violence. Nearly two in three employees having experienced gender-based discrimination indicated coworkers (63%) as a source, 57% indicated individuals who have authority over them as the source, and 25% indicated having experienced this type of discrimination from individuals for whom they had custodial responsibility.

Less common sources of gender-based discrimination included individuals on hiring boards or selection panels (12%), individuals from other departments (9%), and members of the public (9%).

### **Key segments**

Employees working in all regions outside of the National Headquarters were more likely to have experienced discrimination from individuals for whom they have custodial responsibility (28% vs. 4%).

Staff employed in the Prairies more commonly mentioned individuals from other departments compared to those in Quebec, the National Headquarters, or Ontario (14% vs. 1%, 6%, 7%).

Employees working in the National Headquarters tended to cite individuals with authority over them compared to those working in the Prairies or Quebec (71% vs. 59%, 56%).

**Table 34 – Sources of workplace discrimination by region**

Response	Total (n=851)	Pacific (n=178)	Prairie (n=225)	Ontario (n=192)	Quebec (n=73)	Atlantic (n=86)	NHQ (96)
Individuals with authority over me	63%	63%	59%	65%	56%	66%	71%*
Co-workers	57%	54%	60%	55%	55%	62%	52%
Individuals for whom I have custodial responsibility (e.g., offenders, patients, detainees)	25%	26%*	30%*	30%*	23%*	23%*	4%
Individuals on a hiring board/selection process panel	12%	14%	12%	13%	7%	8%	15%
Individuals working for me	9%	7%	12%	9%	7%	10%	6%
Individuals from other departments or agencies	9%	8%*	14%*	7%*	1%	10%*	6%
Members of the public (individuals or organizations)	8%	7%	10%	7%	4%	10%	5%
Other	1%	2%	1%	2%	3%	-	-
Prefer not to say	11%	9%	9%	11%	11%	10%	15%

Q18. From whom did you experience the gender-based discrimination in your workplace? (Check all that apply) Base: Respondents who have experienced gender-based discrimination in their workplace, n=851.

All other self-identification groups were more likely to report coworkers as a source of gender-based discrimination compared to Black employees (52% vs. 16%).

Members of a sexual orientation, gender identity and expression minority group, staff with a disability, and Indigenous staff were more likely to mention individuals for whom they have custodial responsibility compared to Black employees (33%, 26%, 22% vs. 8%).

Respondents with a disability were more likely to mention individuals on a hiring board or selection panel compared to members of a sexual orientation, gender identity and expression minority group (20% vs. 10%).

**Table 35 – Sources of workplace discrimination by self-identification group**

Response	Total (n=851)	Indigenous (n=115)	Visible minority – Black (n=25)	Visible minority – Other (n=54)	Disability (n=113)	Sexual Orien., Gender id. and Exp. Minority (n=60)
Individuals with authority over me	63%	64%	68%	56%	70%	63%
Co-workers	57%	54%*	16%	50%*	48%*	55%*
Individuals for whom I have custodial responsibility (e.g., offenders, detainees)	25%	22%*	8%	20%	26%*	33%*
Individuals on a hiring board/selection process panel	12%	16%	12%	19%	20%*	10%
Individuals working for me	9%	7%	12%	9%	10%	15%
Individuals from other departments or agencies	9%	12%	-	11%	8%	10%
Members of the public (individuals or organizations)	8%	5%	4%	6%	11%	8%
Other	1%	3%	-	2%	2%	-
Prefer not to say	11%	12%	24%	15%	10%	13%

Q18. From whom did you experience the gender-based discrimination in your workplace? (Check all that apply) Base: Respondents who have experienced gender-based discrimination in their workplace, n=851.

### *Filing formal discrimination complaints*

All staff members were asked to specify whether they were aware of how to file a formal discrimination complaint should an incident occur. Less than half of surveyed employees (46%) were aware of the steps required to complete this process.

## Key segments

Lack of awareness was highest in Quebec compared to all other regions (64% vs. 52%).

**Table 36 – Awareness of how to file formal discrimination complaints by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	46%	50%*	47%*	47%*	36%	48%*	46%*
No	54%	50%	53%	53%	64%*	52%	54%

Q19. Are you aware of how to file a formal discrimination complaint? Base: All respondents, n=2563.

Across self-identification groups, awareness was highest among individuals with a disability (52%), and Indigenous staff (49%).

**Table 37 – Awareness of how to file formal discrimination complaints by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	46%	49%*	37%	39%	52%*	36%
No	54%	51%	63%*	61%*	48%	64%*

Q19. Are you aware of how to file a formal discrimination complaint? Base: All respondents, n=2563.

## *Attitudes towards gender-based discrimination at CSC*

Employees were asked to provide their level of agreement with a series of statements regarding how they feel CSC handles gender-based discrimination.

Nearly two in three staff members (65%) strongly agree or agree that they would feel supported by their immediate supervisor when raising concerns over gender-based discrimination. Additionally, more than half of employees (54%) strongly agree or agree their immediate environment represents a culture of zero tolerance to gender-based discrimination. It is important to note that for both sentiments, between 15% and 20% were neutral on the issue (neither agreeing nor disagreeing).

In terms of taking action, 51% strongly agree or agree that they would feel comfortable taking action if they were to observe incidents in the workplace, while likelihood of taking action drops to 44% if the incident is personally experienced.

A minority of respondents believe the right culture and measures are in place at CSC to address gender-based discrimination. More specifically, 42% strongly agree or agree that CSC works hard to prevent discrimination in the workplace, while 36% strongly agree or agree that CSC has the appropriate support measures in place.

### Key segments

Employees who have experienced gender-based harassment and/or violence or gender-based discrimination in the workplace are more likely to strongly disagree or disagree that each statement related to their attitudes towards gender-based discrimination at CSC.

**Table 38 – Attitudes towards gender-based discrimination at CSC by whether gender-based harassment or discrimination has been experienced (% strongly agree+ % agree)**

Statement	Total (n=2563)	Have experienced harassment (n=739)	Have not experienced harassment (n=1702)	Have experienced discrimination (n=699)	Have not experienced discrimination (n=1712)
I feel comfortable taking action if I experience gender-based discrimination in my workplace	36%	67%*	20%	74%*	19%
I feel comfortable taking action if I observe gender-based discrimination in my workplace	29%	51%*	18%	56%*	17%
Overall, CSC works hard to prevent gender-based discrimination in the workplace	24%	52%*	12%	56%*	11%
CSC has the appropriate measures in place to support me if I face discrimination because of my gender	23%	49%*	10%	54%*	9%
My immediate work environment represents a culture of zero tolerance to gender-based discrimination	22%	51%*	9%	55%*	9%
I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination	18%	38%*	8%	41%*	8%

Q20. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

Employees working in Quebec and those at the National Headquarters were more inclined to strongly agree or agree with the following statements compared to those in the Pacific, Prairies, Ontario, or Atlantic regions:

- I feel comfortable taking action if I experience gender-based discrimination in my workplace (54%, 54% vs. 36%, 41%, 36%, 44%)
- I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination (72%, 79% vs. 58%, 63%, 57%, 62%)
- My immediate work environment represents a culture of zero tolerance to gender-based discrimination (58%, 72% vs. 48%, 50%, 45%, 50%)

**Table 39 – Attitudes towards gender-based discrimination at CSC by region**

I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>65%</b>	<b>58%</b>	<b>63%*</b>	<b>57%</b>	<b>72%*</b>	<b>62%</b>	<b>79%*</b>
Strongly agree	24%	21%	18%	16%	30%*	18%	38%*
Agree	41%	37%	45%*	41%	42%	44%	40%
Neither agree or disagree	15%	18%*	14%	17%*	14%	16%	12%
Disagree	9%	10%*	10%*	11%*	8%	9%*	5%
Strongly disagree	9%	10%*	11%*	13%*	4%	10%*	4%
<b>Bottom-2 Box</b>	<b>18%</b>	<b>20%*</b>	<b>21%*</b>	<b>24%*</b>	<b>12%</b>	<b>19%*</b>	<b>9%</b>
Don't know / Not applicable	2%	4%*	2%	3%	2%	2%	1%

**Table 40 – Attitudes towards gender-based discrimination at CSC by region (continued)**

<b>My immediate work environment represents a culture of zero tolerance to gender-based discrimination</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>54%</b>	<b>48%</b>	<b>50%</b>	<b>45%</b>	<b>58%*</b>	<b>50%</b>	<b>72%*</b>
Strongly agree	18%	16%	17%	13%	18%*	13%	32%*
Agree	35%	32%	33%	32%	40%*	37%	40%*
Neither agree or disagree	20%	22%*	24%*	20%*	22%*	17%	15%
Disagree	13%	17%*	14%*	18%*	11%*	14%*	5%
Strongly disagree	9%	10%*	10%*	14%*	5%	14%*	3%
<b>Bottom-2 Box</b>	<b>22%</b>	<b>27%*</b>	<b>24%*</b>	<b>32%*</b>	<b>16%*</b>	<b>28%*</b>	<b>9%</b>
Don't know / Not applicable	4%	3%	2%	3%	4%	5%	5%
<b>I feel comfortable taking action if I observe gender-based discrimination in my workplace</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>51%</b>	<b>46%</b>	<b>48%</b>	<b>46%</b>	<b>56%*</b>	<b>50%</b>	<b>62%*</b>
Strongly agree	13%	12%	10%	9%	15%*	13%	17%*
Agree	39%	34%	37%	37%	41%*	37%	45%*
Neither agree or disagree	18%	17%	20%	18%	18%	15%	18%
Disagree	20%	26%*	21%*	21%*	18%	21%*	14%
Strongly disagree	9%	9%*	10%*	13%*	6%	11%*	4%
<b>Bottom-2 Box</b>	<b>29%</b>	<b>35%*</b>	<b>31%*</b>	<b>34%*</b>	<b>24%*</b>	<b>32%*</b>	<b>18%</b>
Don't know / Not applicable	2%	2%	2%	2%	1%	3%	2%

**Table 41 – Attitudes towards gender-based discrimination at CSC by region (continued)**

I feel comfortable taking action if I experience gender-based discrimination in my workplace	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>44%</b>	<b>36%</b>	<b>41%</b>	<b>36%</b>	<b>54%*</b>	<b>44%*</b>	<b>54%*</b>
Strongly agree	11%	9%	9%	7%	14%*	9%	16%*
Agree	33%	27%	32%	28%	39%*	35%*	37%*
Neither agree or disagree	18%	17%	19%	17%	17%	16%	18%
Disagree	23%	30%*	25%*	24%*	20%	23%	18%
Strongly disagree	12%	15%*	12%*	20%*	7%	14%*	7%
<b>Bottom-2 Box</b>	<b>36%</b>	<b>45%*</b>	<b>37%*</b>	<b>44%*</b>	<b>27%</b>	<b>37%*</b>	<b>24%</b>
Don't know / Not applicable	3%	2%	3%	3%	2%	3%	3%
Overall, CSC works hard to prevent gender-based discrimination in the workplace	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>42%</b>	<b>31%</b>	<b>40%*</b>	<b>34%</b>	<b>49%*</b>	<b>45%*</b>	<b>54%*</b>
Strongly agree	9%	7%	7%	8%	12%*	9%	14%*
Agree	33%	24%	33%*	27%	37%*	36%*	40%*
Neither agree or disagree	25%	27%	25%	27%	26%	24%	22%
Disagree	15%	22%*	17%*	17%*	12%	14%	9%
Strongly disagree	9%	13%*	10%*	13%*	3%	12%*	3%
<b>Bottom-2 Box</b>	<b>24%</b>	<b>35%*</b>	<b>27%*</b>	<b>30%*</b>	<b>15%</b>	<b>26%*</b>	<b>13%</b>
Don't know / Not applicable	8%	7%	7%	9%	10%*	5%	11%*



**Table 42 – Attitudes towards gender-based discrimination at CSC by region (continued)**

CSC has the appropriate measures in place to support me if I face discrimination because of my gender	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>36%</b>	<b>28%</b>	<b>37%*</b>	<b>29%</b>	<b>46%*</b>	<b>33%</b>	<b>43%*</b>
Strongly agree	8%	6%	7%	7%	10%*	7%	10%
Agree	29%	22%	31%*	22%	36%*	26%	34%*
Neither agree or disagree	24%	27%	24%	23%	23%	25%	22%
Disagree	13%	19%*	14%*	16%*	10%	12%	8%
Strongly disagree	9%	13%*	11%*	13%*	5%	12%*	3%
<b>Bottom-2 Box</b>	<b>23%</b>	<b>32%*</b>	<b>25%*</b>	<b>29%*</b>	<b>14%</b>	<b>25%*</b>	<b>11%</b>
Don't know / Not applicable	17%	13%	13%	20%*	17%	17%	24%*

Q20. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

Staff members with a disability were more likely to strongly disagree or disagree with the following statements compared to those who identify as Indigenous, Black, or a member of a sexual orientation, gender identity and expression minority group:

- I feel comfortable taking action if I experience gender-based discrimination in my workplace (55% vs. 42%, 27%, 44%)
- I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination (31% vs. 22%, 17%, 19%)
- CSC has the appropriate measures in place to support me if I face discrimination because of my gender (39% vs. 28%, 20%, 24%)
- Overall, CSC works hard to prevent gender-based discrimination in the workplace (41% vs. 28%, 32%, 31%)

**Table 43 – Attitudes towards gender-based discrimination at CSC by self-identification group**

I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>65%</b>	<b>59%*</b>	<b>70%*</b>	<b>58%</b>	<b>50%</b>	<b>59%</b>
Strongly agree	24%	18%	30%*	21%	21%	17%
Agree	41%	41%*	40%	37%	29%	41%*
Neither agree or disagree	15%	18%	11%	16%	17%	20%
Disagree	9%	10%	4%	9%	14%*	10%
Strongly disagree	9%	12%	13%	14%	18%*	8%
<b>Bottom-2 Box</b>	<b>18%</b>	<b>22%</b>	<b>17%</b>	<b>23%</b>	<b>31%*</b>	<b>19%</b>
Don't know / Not applicable	2%	1%	1%	3%	2%	3%
My immediate work environment represents a culture of zero tolerance to gender-based discrimination	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>54%</b>	<b>49%</b>	<b>60%*</b>	<b>47%</b>	<b>41%</b>	<b>45%</b>
Strongly agree	18%	15%	24%	18%	17%	15%
Agree	35%	34%*	36%	29%	24%	31%
Neither agree or disagree	20%	19%	17%	23%	25%	20%
Disagree	13%	16%*	7%	13%	15%*	16%*
Strongly disagree	9%	13%	11%	14%	16%	13%
<b>Bottom-2 Box</b>	<b>22%</b>	<b>29%</b>	<b>19%</b>	<b>27%</b>	<b>31%*</b>	<b>29%</b>
Don't know / Not applicable	4%	3%	4%	4%	3%	6%

**Table 44 – Attitudes towards gender-based discrimination at CSC by self-identification group (continued)**

I feel comfortable taking action if I observe gender-based discrimination in my workplace	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>51%</b>	<b>49%</b>	<b>51%</b>	<b>43%</b>	<b>42%</b>	<b>47%</b>
Strongly Agree	13%	12%	11%	9%	12%	14%
Agree	39%	37%	40%	35%	30%	33%
Neither agree or disagree	18%	16%	19%	23%*	14%	16%
Disagree	20%	21%*	11%	19%	30%*	23%*
Strongly disagree	9%	12%	14%	13%	13%	12%
<b>Bottom-2 Box</b>	<b>29%</b>	<b>34%</b>	<b>26%</b>	<b>33%</b>	<b>43%*</b>	<b>35%</b>
Don't know / Not applicable	2%	2%	4%	1%	1%	2%
I feel comfortable taking action if I experience gender-based discrimination in my workplace	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>44%</b>	<b>44%*</b>	<b>41%</b>	<b>35%</b>	<b>33%</b>	<b>35%</b>
Strongly Agree	11%	13%	19%*	8%	8%	10%
Agree	33%	31%	23%	27%	25%	25%
Neither agree or disagree	18%	12%	29%*	26%*	9%	17%*
Disagree	23%	26%*	9%	23%*	32%*	28%*
Strongly disagree	12%	16%	19%	16%	23%	16%
<b>Bottom-2 Box</b>	<b>36%</b>	<b>42%*</b>	<b>27%</b>	<b>39%</b>	<b>55%*</b>	<b>44%*</b>
Don't know / Not applicable	3%	1%	3%	1%	4%*	3*

**Table 45 – Attitudes towards gender-based discrimination at CSC by self-identification group (continued)**

<b>Overall, CSC works hard to prevent gender-based discrimination in the workplace</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>42%</b>	<b>43%*</b>	<b>39%</b>	<b>35%</b>	<b>28%</b>	<b>36%</b>
Strongly agree	9%	9%	9%	10%	8%	9%
Agree	33%	34%*	30%	26%	20%	27%
Neither agree or disagree	25%	23%	26%	25%	24%	24%
Disagree	15%	16%	14%	21%	28%*	22%
Strongly disagree	9%	12%	9%	11%	13%	8%
<b>Bottom-2 Box</b>	<b>24%</b>	<b>28%</b>	<b>23%</b>	<b>32%</b>	<b>41%*</b>	<b>31%</b>
Don't know / Not applicable	8%	6%	13%	8%	6%	9%
<b>CSC has the appropriate measures in place to support me if I face discrimination because of my gender</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>36%</b>	<b>38%*</b>	<b>29%</b>	<b>26%</b>	<b>27%</b>	<b>27%</b>
Strongly agree	8%	9%	6%	8%	6%	9%
Agree	29%	28%*	23%	18%	21%	18%
Neither agree or disagree	24%	20%	24%	26%	22%	26%
Disagree	13%	16%	10%	18%	21%*	15%
Strongly disagree	9%	12%	10%	13%	18%*	9%
<b>Bottom-2 Box</b>	<b>23%</b>	<b>28%</b>	<b>20%</b>	<b>32%*</b>	<b>39%*</b>	<b>24%</b>
Don't know / Not applicable	17%	15%	27%*	17%	12%	22%*

Q20. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

### *Rating CSC's measures pertaining to gender-based discrimination*

Staff members were asked to gauge the level at which CSC is meeting their expectations across a series of measures for handling gender-based discrimination in the workplace. Similar to the ratings obtained for the measures to manage gender-based harassment and violence, a greater proportion of staff felt each measure was either absent or needing improvement than there were who felt these measures were exceptional or exceeding expectations.

For three of the measures, nearly half of respondents felt the given measure was either absent or needing improvement. The specific measures included the disciplining of perpetrators (48%), taking action in a proactive and timely manner (47%), and supporting victims (46%).

For three other measures, 36% to 40% felt important gaps exist. These measures included senior management leading by example (40%), ensuring a confidential and safe space to file a complaint (39%), and ensuring resources are easy to use (36%).

The measure closest to meet or exceed expectations was having policies and procedures that align with legislation and regulations (63%). This was followed by launching promotion and prevention campaigns (61%), and by adhering to legislation and regulations (51%).

#### **Key segments**

Employees who have experienced gender-based harassment and/or violence or gender-based discrimination in the workplace are more likely to rate as absent or needs improvement all of CSC's evaluated measures pertaining to gender-based discrimination.

**Table 46 – Rating CSC’s measures pertaining to gender-based discrimination by whether gender-based harassment or discrimination has been experienced (% absent + % needs improvement)**

Statement	Total (n=2563)	Have experienced harassment (n=739)	Have not experienced harassment (n=1702)	Have experienced discrimination (n=699)	Have not experienced discrimination (n=1712)
Disciplining perpetrators	48%	81%*	33%	82%*	33%
Taking action in a proactive and timely manner	47%	79%*	31%	81%*	32%
Supporting victims	46%	79%*	30%	80%*	31%
Leading by example in senior levels of management	40%	73%*	25%	78%*	24%
Ensuring a confidential and safe space to file a complaint	39%	70%*	24%	72%*	24%
Ensuring resources are easy to use	36%	63%*	24%	65%*	24%
Launching promotion and prevention campaigns	26%	46%*	17%	49%*	17%
Adhering to legislation and regulations	25%	53%*	13%	54%*	13%
Having policies and procedures that align with legislation and regulations	19%	40%*	9%	42%*	9%

Q21. When thinking about gender-based discrimination in the workplace how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

Employees working in the Pacific region were more likely to consider the following measures as absent or needing improvement compared to those working in Quebec, Atlantic, or National Headquarters regions:

- Disciplining perpetrators (58% vs. 40%)
- Taking action in a proactive and timely manner (57% vs. 39%)
- Supporting victims (57% vs. 38%)
- Leading by example in senior levels of management (52% vs. 33%)
- Ensuring resources are easy to use (43% vs. 29%)
- Adhering to legislation and regulations (33% vs. 19%)
- Having policies and procedures that align with legislation and regulations (25% vs. 13%)

**Table 47 – Rating CSC’s measures pertaining to gender-based discrimination by region**

<b>Disciplining perpetrators</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>48%</b>	<b>58%*</b>	<b>53%*</b>	<b>54%*</b>	<b>43%*</b>	<b>49%*</b>	<b>31%</b>
Absent	13%	15%*	14%*	18%*	8%	15%*	7%
Needs improvement	35%	43%*	38%*	36%*	35%*	34%*	24%
Meets expectations	16%	12%	15%	15%	20%*	20%*	16%*
Exceeds expectations	2%	1%	2%	1%	2%	1%	3%*
Exceptional	1%	1%	1%	1%	1%	1%	2%
<b>Top-2 Box</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>4%</b>	<b>2%</b>	<b>5%*</b>
Don’t know / Not applicable	33%	28%	29%	29%	33%	30%	48%*
<b>Taking action in a proactive and timely manner</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>47%</b>	<b>57%*</b>	<b>49%*</b>	<b>53%*</b>	<b>40%*</b>	<b>49%*</b>	<b>31%</b>
Absent	11%	14%*	12%*	15%*	7%	12%*	6%
Needs improvement	36%	43%*	37%*	38%*	34%*	37%*	25%
Meets expectations	21%	17%	21%*	18%	27%*	23%	23%*
Exceeds expectations	3%	1%	2%	2%	4%*	2%	5%*
Exceptional	2%	2%	2%	2%	2%	1%	3%*
<b>Top-2 Box</b>	<b>5%</b>	<b>3%</b>	<b>4%</b>	<b>4%</b>	<b>6%*</b>	<b>3%</b>	<b>8%*</b>
Don’t know / Not applicable	27%	23%	25%	26%	26%	26%	37%*
<b>Supporting victims</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>46%</b>	<b>57%*</b>	<b>48%*</b>	<b>52%*</b>	<b>41%*</b>	<b>48%*</b>	<b>30%</b>
Absent	10%	14%*	10%*	14%*	7%	10%*	5%
Needs improvement	36%	43%*	38%*	38%*	34%*	38%*	25%
Meets expectations	19%	14%	20%*	18%	24%*	21%*	18%
Exceeds expectations	3%	3%	3%	2%	4%	2%	4%
Exceptional	2%	1%	2%	1%	2%	1%	3%*
<b>Top-2 Box</b>	<b>5%</b>	<b>4%</b>	<b>5%</b>	<b>3%</b>	<b>6%</b>	<b>3%</b>	<b>7%*</b>
Don’t know / Not applicable	30%	25%	27%	27%	29%	28%	45%*

**Table 48 – Rating CSC’s measures pertaining to gender-based discrimination by region  
(continued)**

<b>Leading by example in senior levels of management</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>40%</b>	<b>52%*</b>	<b>41%*</b>	<b>47%*</b>	<b>31%</b>	<b>42%*</b>	<b>30%</b>
Absent	11%	15%*	12%*	13%*	9%*	14%*	5%
Needs improvement	29%	38%*	28%*	34%*	22%	29%	25%
Meets expectations	32%	27%	34%*	30%	36%*	35%*	33%*
Exceeds expectations	6%	5%	5%	4%	7%*	5%	10%*
Exceptional	4%	4%	5%*	3%	3%	2%	6%*
<b>Top-2 Box</b>	<b>10%</b>	<b>8%</b>	<b>9%</b>	<b>7%</b>	<b>10%</b>	<b>6%</b>	<b>16%*</b>
Don’t know / Not applicable	18%	12%	17%	17%*	23%*	16%	21%*
<b>Ensuring a confidential and safe space to file a complaint</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>39%</b>	<b>50%*</b>	<b>44%*</b>	<b>46%*</b>	<b>28%</b>	<b>43%*</b>	<b>23%</b>
Absent	10%	12%*	11%*	15%*	5%	11%*	4%
Needs improvement	29%	38%*	33%*	31%*	23%	32%*	19%
Meets expectations	31%	26%	29%	27%	40%*	30%	34%*
Exceeds expectations	4%	3%	4%*	2%	5%*	3%	5%*
Exceptional	2%	3%	2%	2%	2%	1%	3%
<b>Top-2 Box</b>	<b>6%</b>	<b>5%</b>	<b>6%</b>	<b>4%</b>	<b>7%*</b>	<b>5%</b>	<b>8%*</b>
Don’t know / Not applicable	24%	19%	21%	23%	25%*	23%	35%*
<b>Ensuring resources are easy to use</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>36%</b>	<b>43%*</b>	<b>41%*</b>	<b>41%*</b>	<b>34%*</b>	<b>34%*</b>	<b>21%</b>
Absent	5%	7%*	7%*	6%*	3%	6%*	2%
Needs improvement	31%	37%*	34%*	35%*	32%*	28%*	19%
Meets expectations	36%	32%	34%	34%	38%	43%*	41%*
Exceeds expectations	4%	4%	4%	2%	5%*	4%	6%*
Exceptional	3%	2%	3%	2%	3%	1%	4%*
<b>Top-2 Box</b>	<b>6%</b>	<b>6%</b>	<b>7%*</b>	<b>4%</b>	<b>7%*</b>	<b>5%</b>	<b>10%*</b>



**Table 49 – Rating CSC’s measures pertaining to gender-based discrimination by region  
(continued)**

<b>Launching promotion and prevention campaigns</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>26%</b>	<b>32%*</b>	<b>31%*</b>	<b>30%*</b>	<b>19%</b>	<b>26%</b>	<b>19%</b>
Absent	5%	5%*	7%*	7%*	2%	7%*	2%
Needs improvement	21%	27%*	24%*	23%*	18%	18%	17%
Meets expectations	47%	43%	46%	45%	51%*	53%*	48%
Exceeds expectations	9%	9%	6%	7%	13%*	7%	12%*
Exceptional	5%	4%	5%	4%	4%	3%	7%*
<b>Top-2 Box</b>	<b>13%</b>	<b>14%</b>	<b>11%</b>	<b>10%</b>	<b>16%*</b>	<b>9%</b>	<b>19%*</b>
Don’t know / Not applicable	13%	11%	13%	15%	14%	12%	13%
<b>Adhering to legislation and regulations</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Bottom-2 Box</b>	<b>25%</b>	<b>33%*</b>	<b>28%*</b>	<b>29%*</b>	<b>19%</b>	<b>26%*</b>	<b>15%</b>
Absent	4%	6%*	6%*	6%*	2%	5%*	1%
Needs improvement	21%	28%*	22%*	23%*	17%	21%*	13%
Meets expectations	43%	38%	42%	38%	53%*	47%*	44%
Exceeds expectations	5%	4%	5%	4%	6%	4%	6%
Exceptional	3%	2%	3%	3%	3%	1%	4%*
<b>Top-2 Box</b>	<b>8%</b>	<b>6%</b>	<b>8%</b>	<b>7%</b>	<b>9%*</b>	<b>5%</b>	<b>11%*</b>
Don’t know / Not applicable	24%	23%	23%	26%*	18%	22%	31%*

**Table 50 – Rating CSC’s measures pertaining to gender-based discrimination by region (continued)**

Having policies and procedures that align with legislation and regulations	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Bottom-2 Box</b>	<b>19%</b>	<b>25%*</b>	<b>23%*</b>	<b>21%*</b>	<b>14%</b>	<b>19%*</b>	<b>10%</b>
Absent	3%	4%*	4%*	5%*	2%	4%*	1%
Needs improvement	15%	22%*	18%*	16%*	12%	14%*	8%
Meets expectations	53%	50%	50%	50%	59%*	57%	53%
Exceeds expectations	6%	4%	6%	3%	8%*	5%	7%*
Exceptional	4%	3%	4%	4%	4%	2%	6%*
<b>Top-2 Box</b>	<b>9%</b>	<b>8%</b>	<b>10%</b>	<b>7%</b>	<b>12%*</b>	<b>6%</b>	<b>13%*</b>
Don’t know / Not applicable	19%	17%	18%	22%*	15%	19%	25%*

Q21. When thinking about gender-based discrimination in the workplace how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

Staff with a disability more commonly rated the following areas as absent or needing improvement compared to those from any other self-identification group:

- Taking action in a proactive and timely manner (66% vs. 52%)
- Disciplining perpetrators (65% vs. 53%)
- Supporting victims (63% vs. 50%)
- Leading by example in senior levels of management (57% vs. 46%)
- Ensuring a confidential and safe space to file a complaint (58% vs. 46%)
- Ensuring resources are easy to use (53% vs. 44%)

**Table 51 – Rating CSC’s measures pertaining to gender-based discrimination by self-identification group**

<b>Disciplining perpetrators</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>48%</b>	<b>55%*</b>	<b>39%</b>	<b>51%</b>	<b>65%*</b>	<b>56%*</b>
Absent	13%	15%	10%	20%*	20%*	13%
Needs improvement	35%	40%	29%	31%	46%*	43%*
Meets expectations	16%	15%*	14%	12%	8%	11%
Exceeds expectations	2%	3%*	4%	1%	2%	1%
Exceptional	1%	2%	3%	4%	1%	2%
<b>Top-2 Box</b>	<b>3%</b>	<b>5%</b>	<b>7%</b>	<b>5%</b>	<b>3%</b>	<b>3%</b>
Don’t know / Not applicable	33%	25%	40%*	32%	24%	30%
<b>Taking action in a proactive and timely manner</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>47%</b>	<b>51%</b>	<b>39%</b>	<b>52%*</b>	<b>66%*</b>	<b>56%*</b>
Absent	11%	14%	9%	16%	20%*	11%
Needs improvement	36%	36%	30%	36%	46%*	45%*
Meets expectations	21%	21%*	14%	13%	13%	13%
Exceeds expectations	3%	3%	7%*	1%	3%	1%
Exceptional	2%	4%*	1%	4%	1%	3%
<b>Top-2 Box</b>	<b>5%</b>	<b>7%</b>	<b>9%</b>	<b>6%</b>	<b>4%</b>	<b>4%</b>
Don’t know / Not applicable	27%	22%	39%*	29%*	16%	27%*

**Table 52 – Rating CSC’s measures pertaining to gender-based discrimination by self-identification group**

<b>Supporting victims</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>46%</b>	<b>50%*</b>	<b>36%</b>	<b>50%*</b>	<b>63%*</b>	<b>52%*</b>
Absent	10%	13%*	13%	18%*	19%*	7%
Needs improvement	36%	37%*	23%	33%	44%*	45%*
Meets expectations	19%	18%*	14%	16%	12%	13%
Exceeds expectations	3%	4%	7%	3%	2%	5%
Exceptional	2%	3%	3%	3%	1%	2%
<b>Top-2 Box</b>	<b>5%</b>	<b>7%*</b>	<b>10%</b>	<b>6%</b>	<b>3%</b>	<b>7%</b>
Don’t know / Not applicable	30%	24%	40%*	28%	22%	28%
<b>Leading by example in senior levels of management</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>40%</b>	<b>45%</b>	<b>39%</b>	<b>48%</b>	<b>57%*</b>	<b>50%</b>
Absent	11%	14%	11%	18%*	16%*	8%
Needs improvement	29%	31%	27%	30%	41%*	41%*
Meets expectations	32%	31%*	21%	26%	22%	24%
Exceeds expectations	6%	5%	9%	2%	6%	4%
Exceptional	4%	5%*	1%	6%*	1%	5%*
<b>Top-2 Box</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>8%</b>	<b>7%</b>	<b>9%</b>
Don’t know / Not applicable	18%	14%	30%*	18%	14%	17%

**Table 53 – Rating CSC’s measures pertaining to gender-based discrimination by self-identification group (continued)**

Ensuring a confidential and safe space to file a complaint	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>39%</b>	<b>45%</b>	<b>36%</b>	<b>47%</b>	<b>58%*</b>	<b>49%</b>
Absent	10%	14%	10%	16%	15%	9%
Needs improvement	29%	31%	26%	31%	43%*	40%*
Meets expectations	31%	29%*	14%	21%	23%	22%
Exceeds expectations	4%	4%	7%	2%	3%	6%
Exceptional	2%	3%	3%	4%	2%	3%
<b>Top-2 Box</b>	<b>6%</b>	<b>7%</b>	<b>10%</b>	<b>6%</b>	<b>5%</b>	<b>9%</b>
Don’t know / Not applicable	24%	19%	40%*	27%*	14%	20%
Ensuring resources are easy to use	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>36%</b>	<b>44%*</b>	<b>31%</b>	<b>45%*</b>	<b>53%*</b>	<b>47%*</b>
Absent	5%	10%*	6%	7%	8%*	4%
Needs improvement	31%	34%	26%	38%	45%*	43%*
Meets expectations	36%	32%*	19%	30%*	28%	31%*
Exceeds expectations	4%	4%	9%*	1%	4%	3%
Exceptional	3%	5%*	3%	4%	1%	3%
<b>Top-2 Box</b>	<b>6%</b>	<b>9%</b>	<b>11%</b>	<b>6%</b>	<b>5%</b>	<b>7%</b>
Don’t know / Not applicable	21%	16%	39%*	20%	14%	15%

**Table 54 – Rating CSC’s measures pertaining to gender-based discrimination by self-identification group (continued)**

<b>Launching promotion and prevention campaigns</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>26%</b>	<b>33%</b>	<b>33%</b>	<b>38%</b>	<b>31%</b>	<b>29%</b>
Absent	5%	6%	9%	8%	6%	7%
Needs improvement	21%	28%	24%	30%	25%	22%
Meets expectations	47%	41%	31%	33%	47%*	45%*
Exceeds expectations	9%	6%	6%	4%	9%*	9%
Exceptional	5%	6%	6%	6%	5%	6%
<b>Top-2 Box</b>	<b>13%</b>	<b>12%</b>	<b>11%</b>	<b>10%</b>	<b>14%</b>	<b>15%</b>
Don’t know / Not applicable	13%	14%*	24%*	19%*	8%	10%
<b>Adhering to legislation and regulations</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Bottom-2 Box</b>	<b>25%</b>	<b>32%</b>	<b>23%</b>	<b>35%</b>	<b>38%*</b>	<b>32%</b>
Absent	4%	6%	9%	7%	8%	6%
Needs improvement	21%	26%*	14%	28%*	30%*	27%*
Meets expectations	43%	38%	31%	31%	36%	35%
Exceeds expectations	5%	6%*	7%	1%	5%*	6%*
Exceptional	3%	4%	3%	6%	3%	3%
<b>Top-2 Box</b>	<b>8%</b>	<b>10%</b>	<b>10%</b>	<b>7%</b>	<b>8%</b>	<b>9%</b>
Don’t know / Not applicable	24%	21%	36%*	27%*	17%	24%

**Table 55 – Rating CSC’s measures pertaining to gender-based discrimination by self-identification group (continued)**

Having policies and procedures that align with legislation and regulations	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Bottom-2 Box</b>	<b>19%</b>	<b>27%*</b>	<b>16%</b>	<b>27%*</b>	<b>28%*</b>	<b>19%</b>
Absent	3%	5%	7%	5%	5%	3%
Needs improvement	15%	22%*	9%	22%*	23%*	15%
Meets expectations	53%	46%	39%	41%	50%	49%
Exceeds expectations	6%	6%	7%	3%	7%	7%
Exceptional	4%	5%	7%	6%	3%	4%
<b>Top-2 Box</b>	<b>9%</b>	<b>11%</b>	<b>14%</b>	<b>9%</b>	<b>9%</b>	<b>11%</b>
Don’t know / Not applicable	19%	16%	31%*	23%*	12%	21%*

Q21. When thinking about gender-based discrimination in the workplace how would you rate CSC with respect to the following areas: Base: All respondents, n=2563.

### *Additional comments and suggestions regarding gender-based discrimination*

Through an open-ended question, employees were asked to describe any additional comments they might have pertaining to gender-based discrimination in the workplace, including any best practices or challenges. Nearly nine in 10 staff members had no additional comments or concerns (87%).

Among the few who provided additional feedback, 8% suggested best practices that included disciplining perpetrators rather than the accuser making CSC accountable for management to adhere to policy, improve training to change the workplace culture, and support human resources, among others.

Additional challenges associated with gender-based discrimination were raised by 6% of staff, which mainly included a lack of protection or confidentiality of the victim raising issues, and having male coworkers using derogatory language, not accepting sexism or misogyny, among others.

**Table 56 – Additional comments and suggestions regarding gender-based discrimination**

<b>Specific Feedback</b>	<b>Total (n=2563)</b>
<b>Best practices (NET)</b>	<b>8%</b>
Discipline perpetrators rather than an accuser / accountability of CSC / management to adhere to policy	4%
Improved training / workplace culture / support / human resources	3%
Hiring practice considerations / more outside hires / poor promotion candidates	1%
More women in management positions / advancement in male dominated environment	1%
External oversight for managers / supervisors	<1%
Specific considerations for racialized women	<1%
Updated office space / facility safety issues	<1%
Upgraded security / safety training / self-defence	<1%
<b>Challenges (NET)</b>	<b>6%</b>
Lack of protection / confidentiality of victim when raising issues	2%
Male coworkers using derogatory language / acceptance of sexism / misogyny	2%
Challenges of motherhood / raising children / work-life balance	1%
Pay inequality / overworked / unfair expectations for women	1%
Lack of opportunity to be heard / provide suggestions	1%
Harassment / lack of support from other female employees / supervisors	<1%
Aggressive behaviour / anger management issues	<1%
Lack of consequences for inmates / forced to work with previous offenders	<1%
Should not be special treatment for women / creates further divide	<1%
Other	1%
No issues / supportive environment	1%
No additional comments/No answer	87%

Q22. Please provide any additional comments you have (i.e. best practices, challenges) with respect to gender-based discrimination in the workplace. Base: All respondents, 2563.



## D. Work life – personal life balance

Prior to answering the next series of questions focused on perceptions of work life balance, staff were provided with the following timeline for evaluating each question:

Recognizing that the COVID-19 pandemic has had significant impacts on the way we work, please answer the next question thinking back to the five years of your career at CSC **before the pandemic, in other words, before March, 2020.**

### *Perceptions of work-life balance at CSC*

Employees were asked to specify their level of agreement with a series of statements regarding their work-life balance working at CSC.

Over three quarters of staff (78%) feel comfortable requesting leave for standard work life accommodations. Another 70% feel supported by their immediate supervisor to take appropriate leave (70%) and a similar proportion (69%) agree that their immediate supervisor ensures flexible work arrangements when needed.

Nearly three in five employees (59%) are aware of their rights and where to go to access additional information and resources, while nearly two in five (38%) feel that CSC does a good job of promoting work life balance for female staff.

A quarter of respondents (25%) agreed that the nature of their position makes it difficult for their supervisor to approve flexible work arrangements, while over half (54%) strongly disagree or disagree.

### **Key segments**

Respondents working out of the National Headquarters or in Quebec were more likely to strongly agree or agree with the following statements compared to those working in the Pacific, Prairies, Ontario, or Atlantic regions:

- I am supported and encouraged by my immediate supervisor to balance work and life and to use appropriate leave when necessary (79%, 75% vs. 67%, 67%, 65%, 63%)
- When possible, my immediate supervisor ensures flexible work arrangements are available if I need them (82%, 73% vs. 65%, 67%, 64%, 65%)
- CSC does a good job promoting work-life balance for women employees (47%, 50% vs. 29%, 36%, 31%, 37%)

Employees working out of the National Headquarters were more inclined to strongly agree or agree that they know their rights and where to go for additional information and resources compared to staff located in all other regions (70% vs. 57%).

Staff working in all regions outside of the National Headquarters were more likely to strongly agree or agree that the nature of their position makes it difficult for their supervisor to approve flexible work arrangements (27% vs. 15%).

**Table 57 – Agreement with work life – personal life statements by region**

<b>I feel comfortable requesting leave for appointments, family, illness, vacation, etc.</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
<b>Top-2 Box</b>	<b>78%</b>	<b>78%</b>	<b>76%</b>	<b>74%</b>	<b>79%</b>	<b>75%</b>	<b>83%*</b>
Strongly agree	34%	30%	32%	28%	37%*	31%	44%*
Agree	44%	48%*	44%	46%	42%	45%	39%
Neither agree or disagree	10%	11%*	11%*	11%*	8%	10%	6%
Disagree	9%	8%	9%	12%*	8%	11%	8%
Strongly disagree	3%	3%	4%	2%	4%*	3%	2%
<b>Bottom-2 Box</b>	<b>12%</b>	<b>11%</b>	<b>13%</b>	<b>15%</b>	<b>12%</b>	<b>14%</b>	<b>10%</b>
Don't know / Not applicable	<1%	-	<1%	<1%	<1%	<1%	-
<b>I am supported and encouraged by my immediate supervisor to balance work and life and to use appropriate leave when necessary</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
<b>Top-2 Box</b>	<b>70%</b>	<b>67%</b>	<b>67%</b>	<b>65%</b>	<b>75%*</b>	<b>63%</b>	<b>79%*</b>
Strongly agree	29%	26%	26%	23%	29%	27%	43%*
Agree	41%	41%	41%	42%	46%*	36%	36%
Neither agree or disagree	12%	15%*	14%	11%	11%	14%	10%
Disagree	11%	12%*	10%*	14%*	9%	13%*	6%
Strongly disagree	7%	6%	8%*	9%*	4%	9%*	5%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>18%*</b>	<b>18%*</b>	<b>23%*</b>	<b>13%</b>	<b>22%*</b>	<b>11%</b>
Don't know / Not applicable	<1%	-	1%	<1%	1%	<1%	-

**Table 58 – Agreement with work life – personal life statements by region (continued)**

<b>When possible, my immediate supervisor ensures flexible work arrangements are available if I need them</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
Top-2 Box	<b>69%</b>	<b>65%</b>	<b>67%</b>	<b>64%</b>	<b>73%</b>	<b>65%</b>	<b>82%</b>
Strongly agree	30%	27%	26%	24%	30%	28%	45%
Agree	39%	39%	40%	39%	43%	36%	37%
Neither agree or disagree	11%	12%	12%	12%	13%	11%	8%
Disagree	10%	11%	12%	13%	9%	14%	5%
Strongly disagree	7%	8%	9%	9%	4%	9%	5%
<b>Bottom-2 Box</b>	<b>18%</b>	<b>19%</b>	<b>20%</b>	<b>22%</b>	<b>13%</b>	<b>23%</b>	<b>10%</b>
Don't know / Not applicable	2%	4%	2%	3%	1%	1%	1%
<b>I know my rights with respect to duty to accommodate and know where to go for additional information and resources</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
<b>Top-2 Box</b>	<b>59%</b>	<b>57%</b>	<b>58%</b>	<b>59%</b>	<b>55%</b>	<b>58%</b>	<b>70%*</b>
Strongly agree	16%	13%	12%	14%	17%*	16%	23%*
Agree	44%	43%	46%*	45%	38%	42%	47%*
Neither agree or disagree	17%	18%	17%	16%	20%*	16%	14%
Disagree	15%	19%*	15%*	15%*	17%*	17%*	10%
Strongly disagree	4%	3%	6%*	5%*	3%	5%	2%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>22%*</b>	<b>21%*</b>	<b>20%*</b>	<b>20%*</b>	<b>22%*</b>	<b>12%</b>
Don't know / Not applicable	4%	4%	4%	5%	5%	4%	4%

**Table 59 – Agreement with work life – personal life statements by region (continued)**

<b>CSC does a good job promoting work-life balance for women employees</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
<b>Top-2 Box</b>	<b>38%</b>	<b>29%</b>	<b>36%*</b>	<b>31%</b>	<b>50%*</b>	<b>37%</b>	<b>47%*</b>
Strongly agree	10%	8%	9%	7%	16%*	9%	14%*
Agree	28%	21%	27%*	25%	34%*	28%	33%*
Neither agree or disagree	27%	30%*	31%*	25%	25%	20%	25%
Disagree	20%	23%*	17%	24%*	14%	24%*	17%
Strongly disagree	13%	15%*	12%	16%*	9%	15%*	8%
<b>Bottom-2 Box</b>	<b>32%</b>	<b>38%*</b>	<b>29%*</b>	<b>40%*</b>	<b>24%</b>	<b>40%*</b>	<b>25%</b>
Don't know / Not applicable	3%	3%	3%	4%*	1%	4%	3%
<b>The nature of my position makes it difficult for my supervisor to approve flexible work arrangements</b>	<b>Total (n=2286)</b>	<b>Pacific (n=396)</b>	<b>Prairie (n=502)</b>	<b>Ontario (n=402)</b>	<b>Quebec (n=402)</b>	<b>Atlantic (n=215)</b>	<b>NHQ (n=367)</b>
<b>Top-2 Box</b>	<b>25%</b>	<b>28%*</b>	<b>25%*</b>	<b>28%*</b>	<b>26%*</b>	<b>29%*</b>	<b>15%</b>
Strongly agree	7%	8%	6%	8%	8%	7%	5%
Agree	18%	19%*	18%*	20%*	18%*	22%*	10%
Neither agree or disagree	16%	16%*	20%*	15%*	16%*	19%*	9%
Disagree	37%	36%	38%	39%	34%	37%	40%
Strongly disagree	17%	18%*	14%	13%	16%	11%	27%*
<b>Bottom-2 Box</b>	<b>54%</b>	<b>54%</b>	<b>52%</b>	<b>52%</b>	<b>50%</b>	<b>48%</b>	<b>68%*</b>
Don't know / Not applicable	5%	2%	3%	5%*	9%*	5%	8%*

Q23. As a woman, to what extent do you agree or disagree with the following statements: Base: Respondents who have worked for CSC for over a year, n=2286.

**Table 60 – Agreement with work life – personal life statements by self-identification group**

I feel comfortable requesting leave for appointments, family, illness, vacation, etc.	Total (n=2286)	Indigenous (n=230)	Visible minority – Black (n=56)	Visible minority – Other (n=112)	Disability (n=210)	Sexual Orien., Gender id. and Exp. Minority (n=116)
<b>Top-2 Box</b>	<b>78%</b>	<b>78%</b>	<b>84%*</b>	<b>70%</b>	<b>72%</b>	<b>69%</b>
Strongly agree	34%	29%	45%*	31%	25%	29%
Agree	44%	49%	39%	38%	47%	40%
Neither agree or disagree	10%	10%*	2%	13%*	11%*	15%*
Disagree	9%	7%	5%	13%*	12%*	9%
Strongly disagree	3%	4%	9%	4%	4%	5%
<b>Bottom-2 Box</b>	<b>12%</b>	<b>12%</b>	<b>14%</b>	<b>18%</b>	<b>17%</b>	<b>15%</b>
Don't know / Not applicable	<1%	<1%	-	-	<1%	2%
I am supported and encouraged by my immediate supervisor to balance work and life and to use appropriate leave when necessary	Total (n=2286)	Indigenous (n=230)	Visible minority – Black (n=56)	Visible minority – Other (n=112)	Disability (n=210)	Sexual Orien., Gender id. and Exp. Minority (n=116)
<b>Top-2 Box</b>	<b>70%</b>	<b>68%*</b>	<b>70%</b>	<b>61%</b>	<b>59%</b>	<b>61%</b>
Strongly agree	29%	28%	41%*	30%	21%	25%
Agree	41%	40%	29%	30%	38%	36%
Neither agree or disagree	12%	11%	11%	13%	14%	15%
Disagree	11%	13%	11%	18%	17%	12%
Strongly disagree	7%	7%	9%	8%	10%	11%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%</b>	<b>20%</b>	<b>26%</b>	<b>27%</b>	<b>23%</b>
Don't know / Not applicable	<1%	<1%	-	-	<1%	1%

**Table 61 – Agreement with work life – personal life statements by self-identification group (continued)**

When possible, my immediate supervisor ensures flexible work arrangements are available if I need them	Total (n=2286)	Indigenous (n=230)	Visible minority – Black (n=56)	Visible minority – Other (n=112)	Disability (n=210)	Sexual Orien., Gender id. and Exp. Minority (n=116)
<b>Top-2 Box</b>	<b>69%</b>	<b>66%*</b>	<b>70%</b>	<b>65%</b>	<b>58%</b>	<b>62%</b>
Strongly agree	30%	27%	39%*	29%	23%	28%
Agree	39%	40%	30%	36%	34%	34%
Neither agree or disagree	11%	13%*	5%	9%	15%*	10%
Disagree	10%	10%	7%	13%	13%	11%
Strongly disagree	7%	9%	13%	11%	13%	13%
<b>Bottom-2 Box</b>	<b>18%</b>	<b>19%</b>	<b>20%</b>	<b>23%</b>	<b>26%</b>	<b>24%</b>
Don't know / Not applicable	2%	1%	5%	3%	1%	3%
I know my rights with respect to duty to accommodate and know where to go for additional information and resources	Total (n=2286)	Indigenous (n=230)	Visible minority – Black (n=56)	Visible minority – Other (n=112)	Disability (n=210)	Sexual Orien., Gender id. and Exp. Minority (n=116)
<b>Top-2 Box</b>	<b>59%</b>	<b>59%</b>	<b>59%</b>	<b>57%</b>	<b>59%</b>	<b>53%</b>
Strongly agree	16%	13%	20%	18%	18%	16%
Agree	44%	46%	39%	39%	41%	36%
Neither agree or disagree	17%	18%	18%	16%	16%	17%
Disagree	15%	13%	14%	17%	18%	21%
Strongly disagree	4%	7%	5%	4%	4%	3%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>20%</b>	<b>20%</b>	<b>21%</b>	<b>22%</b>	<b>24%</b>
Don't know / Not applicable	4%	3%	4%	5%	3%	6%

**Table 62 – Agreement with work life – personal life statements by self-identification group (continued)**

<b>CSC does a good job promoting work-life balance for women employees</b>	<b>Total (n=2286)</b>	<b>Indigenous (n=230)</b>	<b>Visible minority – Black (n=56)</b>	<b>Visible minority – Other (n=112)</b>	<b>Disability (n=210)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=116)</b>
<b>Top-2 Box</b>	<b>38%</b>	<b>41%*</b>	<b>43%*</b>	<b>34%</b>	<b>26%</b>	<b>33%</b>
Strongly agree	10%	12%*	16%*	14%*	6%	8%
Agree	28%	30%*	27%	20%	20%	25%
Neither agree or disagree	27%	27%	20%	21%	25%	28%
Disagree	20%	16%	9%	21%*	28%*	20%*
Strongly disagree	13%	15%	21%	21%	19%	13%
<b>Bottom-2 Box</b>	<b>32%</b>	<b>30%</b>	<b>30%</b>	<b>42%*</b>	<b>47%*</b>	<b>33%</b>
Don't know / Not applicable	3%	2%	7%	4%	2%	7%*
<b>The nature of my position makes it difficult for my supervisor to approve flexible work arrangements</b>	<b>Total (n=2286)</b>	<b>Indigenous (n=230)</b>	<b>Visible minority – Black (n=56)</b>	<b>Visible minority – Other (n=112)</b>	<b>Disability (n=210)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=116)</b>
<b>Top-2 Box</b>	<b>25%</b>	<b>22%</b>	<b>21%</b>	<b>25%</b>	<b>18%</b>	<b>32%*</b>
Strongly agree	7%	9%	11%	10%	7%	15%*
Agree	18%	13%	11%	15%	10%	17%
Neither agree or disagree	16%	22%*	11%	16%	15%	15%
Disagree	37%	37%	32%	36%	38%	35%
Strongly disagree	17%	15%	27%	20%	25%*	15%
<b>Bottom-2 Box</b>	<b>54%</b>	<b>53%</b>	<b>59%</b>	<b>55%</b>	<b>63%*</b>	<b>50%</b>
Don't know / Not applicable	5%	3%	9%	4%	4%	3%

Q23. As a woman, to what extent do you agree or disagree with the following statements: Base: Respondents who have worked for CSC for over a year, n=2286.

### *Use of the employee assistance program*

Staff members were provided with the following description of the Employee Assistance Program (EAP) and asked to specify whether they had previously used the program over the past five years of their career at CSC:

The Employee Assistance Program (EAP) aims to provide support to employees and their families, raising awareness about well-being/wellness and informing employees about the resources

available to them. The EAP is available to employees and their dependents for both personal (e.g., family, finance, addiction, etc.) or work (e.g., conflict, harassment, career stress, etc.) related issues.

Half of all employees (50%) had previously used the EAP over the last five years of their career.

### Key segments

Employees working in all regions outside of the National Headquarters were more likely to have used the EAP (52% vs. 39%).

**Table 63 – Use of the EAP by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	50%	59%*	49%*	53%*	46%*	54%*	39%
No	49%	40%	51%*	46%	53%*	45%	60%*
Don't know / Prefer not to say	1%	1%	1%	1%	<1%	1%	1%

Q24. Have you used the Employee Assistance Program? Base: All respondents, n=2563.

Staff members with a disability were more likely to have used the EAP compared to Black, or other visible minorities, and members of a sexual orientation, gender identity and expression minority group (63% vs. 31%, 42%, 52%).

Staff with a disability, Indigenous employees, or members of a sexual orientation, gender identity and expression minority group were more likely to have utilized the EAP compared to Black, or other visible minorities (63%, 55%, 52% vs. 31%, 42%).

**Table 64 – Use of the EAP by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	50%	55%*	31%	42%	63%*	52%*
No	49%	45%*	66%*	57%*	36%	48%*
Don't know / Prefer not to say	1%	-	3%	1%	1%	1%

Q24. Have you used the Employee Assistance Program? Base: All respondents, n=2563.



## Benefit of the employee assistance program

Staff members who utilized the EAP were asked to rate the degree to which the service provided was beneficial. Over two in three employees (67%) rated the EAP as very or somewhat beneficial, 12% rated it more or less beneficial, and nearly one in five (19%) scored the service as not very or not at all beneficial.

### Key segments

Employees working in Quebec and those at the National Headquarters were more likely to score the EAP as very or somewhat beneficial compared to those working in the Prairies, Atlantic, Ontario, and Pacific regions (83%, 79% vs. 58%, 59%, 63%, 64%).

**Table 65 – Benefit of the employee assistance program by region**

Response	Total (n=1295)	Pacific (n=261)	Prairie (n=277)	Ontario (n=239)	Quebec (n=204)	Atlantic (n=134)	NHQ (n=177)
<b>Top-2 Box</b>	<b>67%</b>	<b>64%</b>	<b>58%</b>	<b>63%</b>	<b>83%</b>	<b>59%</b>	<b>79%</b>
Very beneficial	37%	29%	27%	35%	65%*	28%	44%*
Somewhat beneficial	30%	34%*	30%*	28%*	18%	31%*	35%*
More or less beneficial	12%	10%	12%	12%	14%	16%	9%
Not very beneficial	14%	20%*	18%*	17%*	1%	15%*	7%*
Not at all beneficial	6%	5%*	9%*	8%*	1%	7%*	2%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>25%*</b>	<b>27%*</b>	<b>25%*</b>	<b>3%</b>	<b>22%*</b>	<b>10%*</b>
Unsure / Not applicable	2%	2%	3%*	1%	-	3%	3%

Q25. Do you feel this service was beneficial? Base: Respondents who previously used the Employee Assistance Program, n=1295.

**Table 66 – Benefit of the employee assistance program by self-identification group**

Response	Total (n=1295)	Indigenous (n=142)	Visible minority – Black (n=24)	Visible minority – Other (n=60)	Disability (n=145)	Sexual Orien., Gender id. and Exp. Minority (n=75)
<b>Top-2 Box</b>	<b>67%</b>	<b>63%</b>	<b>58%</b>	<b>60%</b>	<b>66%</b>	<b>65%</b>
Very beneficial	37%	35%	38%	23%	29%	32%
Somewhat beneficial	30%	29%	21%	37%	37%	33%
More or less beneficial	12%	13%*	4%	18%*	8%	4%
Not very beneficial	14%	19%	21%	15%	17%	17%
Not at all beneficial	6%	4%	8%	5%	8%	12%*
<b>Bottom-2 Box</b>	<b>19%</b>	<b>23%</b>	<b>29%</b>	<b>20%</b>	<b>24%</b>	<b>29%</b>
Unsure/ Not applicable	2%	1%	8%	2%	1%	1%

Q25. Do you feel this service was beneficial? Base: Respondents who previously used the Employee Assistance Program, n=1295.

### *Additional comments and suggestions regarding work-life balance for women*

By means of an open-ended question, employees were asked to provide any additional comments they might have pertaining to work-life balance for women at CSC, including best practices or challenges faced. Over three in four employees (76%) did not provide any additional feedback.

Among those who provided comments, 15% raised certain challenges. A variety of challenges were mentioned including:

- obligations for childcare and aging parents;
- a lack of initiatives, support systems and resources and training;
- having a heavy workload and difficulties meeting deadlines with external responsibilities;
- unrealistic expectations from management; and
- being unable to take time off or meet staff needs, among others.

Nearly one in 10 (9%) suggested best practices to address work-life balance, which included considering and supporting offsite work or providing flexible work hours, and providing mental health resources to help staff.

**Table 67 – Best practices / challenges for work-life balance**

Specific Feedback	Total (n=2563)
<b>Challenges (NET)</b>	<b>15%</b>
Challenges specific to childcare / aging parents / family obligations	8%
Lack of initiatives / support systems / resources / training	3%
High workload / difficulties meeting deadlines with external responsibilities	3%
Unrealistic expectations / poor management / supervision	2%
Unable to take time off / lack of coverage / staff needs	2%
More responsibility than male coworkers / social expectations	1%
Effect of bullying on workplace performance / satisfaction / self-confidence	1%
Unable to take on additional responsibilities / seek promotion	1%
Difficulties of scheduling with shift work	<1%
Experiencing burnout due to work-life pressure	<1%
<b>Best practices (NET)</b>	<b>9%</b>
Considerations and support for offsite work / flexible work hours	5%
Mental health resources / staff improvements	4%
Organizational culture / need for overhaul / archaic systems	1%
No problems / understanding manager / helpful services	2%
Other	4%
Don't know / prefer not to say / no answer	76%

Q26. Please provide any additional comments you have (i.e. best practices, challenges) with respect to the work life balance realities faced by women. Base: All respondents, 2563.

## E. Professional development and promotion

### *Professional development and promotions*

Employees were asked to rate their level of agreement with several statements related to professional development and promotions. The top-tier of rated statements relates mostly to women representation and inclusiveness in the workplace. Over four in five respondents (84%) agree (strongly agree or agree) that women are represented in senior management levels of employment, 73% agree women have been represented in their interview boards and selection committees, and over two thirds agree they are valued and respected and considered an equal

member of their team (69%), and that they are given feedback (both formal and informal) from their immediate supervisor on their performance (69%).

Four statements make up the next tier of statements, where agreement hovered around 60%. More specifically, 62% agree their gender has not been a barrier for career advancements, 61% agree they are supported and encouraged by their immediate supervisor to pursue career advancement, 60% agree they have the information and support needed from their immediate supervisor to set career goals, and a similar proportion have a sense of belonging to CSC (60%).

Professional development appears to be a weakness according to staff. Results show that roughly half of employees agree they have been given adequate opportunity to participate in professional development activities (56%), they have been given adequate opportunity to participate in acting opportunities (52%), and that they are well informed about the professional development and training opportunities that exist within CSC (46%).

Over a third of employees agree that training opportunities are awarded in a way that is fair and transparent (40%), that CSC has the necessary strategies and initiative in place to help guide their professional advancement (38%) or to assist them with career advancement (37%). One third agree that professional development opportunities are awarded in a way that is fair and transparent (33%). Most of the statements in this last tier have higher proportions of respondents indicating the statements do not apply to them, or don't know the answer, compared to most statements in the first tier. This should be taken into consideration since excluding these respondents could increase the proportion of participants agreeing with the statements in this tier.

### **Key segments**

Employees in the National Headquarters offices tended to be more inclined to agree with all statements compared to those in all other regions, but especially when compared to employees in Ontario.

This is the case for the following tier one statements, where respondents in National Headquarters were more likely to agree compared to staff in Ontario:

- Women have been represented in my interview boards and selection committees (78% vs. 70%)
- I am given adequate feedback (both formal and informal) from my immediate supervisor on my performance (77% vs. 70%)

Also, employees in Quebec were more likely to agree with the following statements than those in Ontario:

- I am valued and respected and considered an equal member of my team (82% vs. 60%)
- My gender has not been a barrier for career advancements (75% vs. 52%)

As for statements from the second and third tiers, employees in the National Headquarters, as well as those in Quebec, tended to agree with most statements more than employees from other regions.

Employees in the Pacific region agree the least with the statements in the fourth tier, followed by employees in Ontario, and Atlantic Canada.

**Table 68 – Agreement with professional development and promotion statements by region**

<b>Women are represented in senior management levels of employment</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>84%</b>	<b>84%*</b>	<b>86%*</b>	<b>75%</b>	<b>85%*</b>	<b>89%*</b>	<b>87%*</b>
Strongly agree	35%	34%*	34%*	22%	39%*	39%*	44%*
Agree	49%	49%	52%*	53%*	45%	50%	43%
Neither agree or disagree	8%	8%	9%	11%*	8%	7%	6%
Disagree	4%	4%	3%	6%*	3%	2%	4%
Strongly disagree	2%	3%*	1%	4%*	1%	-	1%
<b>Bottom-2 Box</b>	<b>5%</b>	<b>7%*</b>	<b>4%</b>	<b>10%*</b>	<b>3%</b>	<b>2%</b>	<b>5%</b>
Don't know / Not applicable	2%	1%	1%	3%*	3%*	1%	2%
<b>Women have been represented in my interview boards and selection committees</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>73%</b>	<b>76%*</b>	<b>73%</b>	<b>70%</b>	<b>69%</b>	<b>76%*</b>	<b>78%*</b>
Strongly agree	27%	27%*	22%	21%	29%*	28%*	39%*
Agree	46%	49%*	51%*	49%*	40%	49%*	39%
Neither agree or disagree	10%	7%	12%*	12%*	11%*	10%*	6%
Disagree	4%	5%	4%	4%	3%	4%	3%
Strongly disagree	2%	3%*	2%*	4%*	1%	3%*	<1%
<b>Bottom-2 Box</b>	<b>6%</b>	<b>8%*</b>	<b>6%*</b>	<b>8%*</b>	<b>4%</b>	<b>7%</b>	<b>4%</b>
Don't know / Not applicable	11%	9%	9%	11%	16%*	7%	13%*

**Table 69 – Agreement with professional development and promotion statements by region  
(continued)**

<b>I am valued and respected and considered an equal member of my team</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>69%</b>	<b>64%</b>	<b>63%</b>	<b>60%</b>	<b>82%*</b>	<b>67%</b>	<b>81%*</b>
Strongly agree	28%	23%	21%	18%	39%*	26%	40%*
Agree	42%	41%	42%	42%	43%	41%	41%
Neither agree or disagree	14%	18%*	17%*	14%	11%	14%	10%
Disagree	9%	11%*	11%*	14%*	3%	10%*	5%
Strongly disagree	6%	7%*	8%*	10%*	3%	9%*	3%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>18%*</b>	<b>19%*</b>	<b>24%*</b>	<b>6%</b>	<b>19%*</b>	<b>8%</b>
Don't know / Not applicable	1%	-	1%	2%	1%	1%	1%
<b>I am given adequate feedback (both formal and informal) from my immediate supervisor on my performance</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>69%</b>	<b>68%</b>	<b>66%</b>	<b>65%</b>	<b>70%</b>	<b>71%</b>	<b>77%*</b>
Strongly agree	24%	23%	21%	19%	25%*	27%*	33%*
Agree	45%	45%	45%	46%	45%	44%	45%
Neither agree or disagree	14%	12%	15%	13%	14%	15%	12%
Disagree	10%	12%*	11%*	11%*	11%*	8%	7%
Strongly disagree	6%	7%*	8%*	9%*	3%	5%	3%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%*</b>	<b>19%*</b>	<b>21%*</b>	<b>15%*</b>	<b>13%</b>	<b>10%</b>
Don't know / Not applicable	1%	<1%	<1%	1%	1%	1%	1%

**Table 70 – Agreement with professional development and promotion statements by region  
(continued)**

<b>My gender has not been a barrier for career advancements</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>62%</b>	<b>56%</b>	<b>58%</b>	<b>52%</b>	<b>75%*</b>	<b>63%*</b>	<b>71%*</b>
Strongly agree	27%	20%	22%*	16%	36%*	25%*	40%*
Agree	36%	36%	36%	36%	38%*	38%	32%
Neither agree or disagree	17%	19%*	19%*	20%*	12%	14%	13%
Disagree	10%	11%*	12%*	12%*	5%	12%*	8%
Strongly disagree	5%	5%*	5%*	9%*	3%	5%	3%
<b>Bottom-2 Box</b>	<b>15%</b>	<b>16%*</b>	<b>17%*</b>	<b>21%*</b>	<b>7%</b>	<b>17%*</b>	<b>11%</b>
Don't know / Not applicable	6%	9%*	6%	6%	6%	5%	5%
<b>I am supported and encouraged by my immediate supervisor to pursue career advancement</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>61%</b>	<b>59%</b>	<b>55%</b>	<b>54%</b>	<b>67%*</b>	<b>60%</b>	<b>70%*</b>
Strongly agree	25%	23%	20%	20%	27%*	25%	36%*
Agree	36%	36%	36%	35%	40%	36%	34%
Neither agree or disagree	19%	21%	21%	19%	17%	19%	17%
Disagree	11%	11%*	12%*	13%*	9%	12%*	7%
Strongly disagree	7%	6%	8%*	10%*	5%	7%*	3%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>17%*</b>	<b>20%*</b>	<b>23%*</b>	<b>13%</b>	<b>20%*</b>	<b>11%</b>
Don't know / Not applicable	3%	3%	4%*	4%*	3%	1%	3%

**Table 71 – Agreement with professional development and promotion statements by region  
(continued)**

<b>I feel I have the information and support I need from my immediate supervisor to set career goals</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>60%</b>	<b>60%</b>	<b>58%</b>	<b>57%</b>	<b>58%</b>	<b>58%</b>	<b>69%*</b>
Strongly agree	22%	21%	21%	17%	23%*	19%	31%*
Agree	38%	39%	37%	40%	35%	39%	38%
Neither agree or disagree	19%	18%	18%	16%	22%*	22%	16%
Disagree	12%	13%*	13%*	14%*	12%	12%	8%
Strongly disagree	7%	7%	9%*	10%*	5%	7%	4%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>20%*</b>	<b>23%*</b>	<b>24%*</b>	<b>17%</b>	<b>19%*</b>	<b>13%</b>
Don't know / Not applicable	2%	2%	1%	3%	2%	1%	2%
<b>I have a sense of belonging at CSC</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>60%</b>	<b>54%</b>	<b>58%</b>	<b>52%</b>	<b>69%*</b>	<b>53%</b>	<b>70%*</b>
Strongly agree	19%	13%	17%*	9%	26%*	21%*	30%*
Agree	41%	41%*	42%*	43%*	43%*	32%	40%*
Neither agree or disagree	23%	26%*	21%	24%	22%	24%	19%
Disagree	10%	12%*	12%*	13%*	4%	14%*	7%
Strongly disagree	7%	8%*	8%*	9%*	4%	9%*	3%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%*</b>	<b>20%*</b>	<b>22%*</b>	<b>8%</b>	<b>23%*</b>	<b>10%</b>
Don't know / Not applicable	1%	<1%	<1%	1%	1%	<1%	1%



**Table 72 – Agreement with professional development and promotion statements by region  
(continued)**

<b>I have been given adequate opportunity to participate in professional development activities</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>56%</b>	<b>49%</b>	<b>53%</b>	<b>51%</b>	<b>64%*</b>	<b>54%</b>	<b>66%*</b>
Strongly agree	18%	13%	15%	13%	21%*	17%	28%*
Agree	39%	36%	38%	38%	43%*	37%	38%
Neither agree or disagree	14%	18%*	14%	12%	13%	15%	12%
Disagree	18%	22%*	20%*	21%*	14%	14%	13%
Strongly disagree	10%	9%	11%*	14%*	6%	14%*	6%
<b>Bottom-2 Box</b>	<b>28%</b>	<b>31%*</b>	<b>31%*</b>	<b>35%*</b>	<b>20%</b>	<b>28%*</b>	<b>19%</b>
Don't know / Not applicable	2%	1%	2%	2%	3%	2%	3%
<b>I have been given adequate opportunity to participate in acting opportunities</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>52%</b>	<b>46%</b>	<b>50%</b>	<b>48%</b>	<b>59%*</b>	<b>44%</b>	<b>59%*</b>
Strongly agree	17%	13%	14%	12%	21%*	14%	26%*
Agree	35%	33%	36%	37%	38%*	30%	34%
Neither agree or disagree	15%	18%*	16%*	15%	11%	18%*	11%
Disagree	16%	19%*	16%	16%	13%	18%	13%
Strongly disagree	10%	9%	10%	13%*	7%	13%*	8%
<b>Bottom-2 Box</b>	<b>25%</b>	<b>28%*</b>	<b>26%*</b>	<b>29%*</b>	<b>20%</b>	<b>31%*</b>	<b>21%</b>
Don't know / Not applicable	8%	7%	7%	8%	11%	7%	9%

**Table 73 – Agreement with professional development and promotion statements by region  
(continued)**

<b>I feel I am well informed about the professional development and training opportunities that exist within CSC</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>46%</b>	<b>41%</b>	<b>46%</b>	<b>41%</b>	<b>45%</b>	<b>46%</b>	<b>59%*</b>
Strongly agree	12%	9%	11%	9%	12%	11%	20%*
Agree	34%	32%	34%	32%	33%	35%	38%*
Neither agree or disagree	21%	22%	20%	22%	25%*	22%	18%
Disagree	22%	27%*	24%*	22%*	21%	19%	16%
Strongly disagree	9%	9%*	9%*	13%*	8%*	11%*	5%
<b>Bottom-2 Box</b>	<b>31%</b>	<b>35%*</b>	<b>33%*</b>	<b>35%*</b>	<b>29%*</b>	<b>30%*</b>	<b>21%</b>
Don't know / Not applicable	2%	2%	1%	2%	1%	2%	2%
<b>Training opportunities are awarded in a way that is fair and transparent</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>40%</b>	<b>30%</b>	<b>36%*</b>	<b>35%</b>	<b>47%*</b>	<b>40%*</b>	<b>54%*</b>
Strongly agree	11%	10%	9%	7%	13%*	10%	18%*
Agree	29%	20%	27%*	28%*	34%*	30%*	35%*
Neither agree or disagree	20%	22%*	22%*	16%	21%	20%	20%
Disagree	18%	23%*	18%*	24%*	14%	18%*	12%
Strongly disagree	14%	17%*	16%*	18%*	10%	18%*	8%
<b>Bottom-2 Box</b>	<b>32%</b>	<b>40%*</b>	<b>34%*</b>	<b>42%*</b>	<b>24%</b>	<b>36%*</b>	<b>19%</b>
Don't know / Not applicable	7%	7%	7%	7%	8%	5%	7%

**Table 74 – Agreement with professional development and promotion statements by region  
(continued)**

<b>CSC has the necessary strategies and initiatives in place to help guide my professional development</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>38%</b>	<b>33%</b>	<b>40%*</b>	<b>35%</b>	<b>34%</b>	<b>37%</b>	<b>48%*</b>
Strongly agree	10%	9%	11%*	7%	9%	12%*	15%*
Agree	28%	24%	29%	28%	25%	26%	33%*
Neither agree or disagree	25%	24%	27%	23%	26%	25%	22%
Disagree	18%	23%*	15%	20%*	21%*	16%	14%
Strongly disagree	10%	10%*	11%*	12%*	8%*	13%*	5%
<b>Bottom-2 Box</b>	<b>28%</b>	<b>33%*</b>	<b>26%*</b>	<b>32%*</b>	<b>29%*</b>	<b>30%*</b>	<b>18%</b>
Don't know / Not applicable	9%	9%	7%	10%	11%*	8%	12%*
<b>CSC has the necessary strategies and initiatives in place to assist me with career advancement</b>	<b>Total (n=2563)</b>	<b>Pacific (n=435)</b>	<b>Prairie (n=563)</b>	<b>Ontario (n=443)</b>	<b>Quebec (n=438)</b>	<b>Atlantic (n=243)</b>	<b>NHQ (n=438)</b>
<b>Top-2 Box</b>	<b>37%</b>	<b>29%</b>	<b>37%*</b>	<b>35%</b>	<b>36%*</b>	<b>35%</b>	<b>47%*</b>
Strongly agree	10%	8%	10%	7%	8%	11%	16%*
Agree	27%	21%	27%*	28%*	28%*	25%	31%*
Neither agree or disagree	25%	25%	28%	23%	26%	23%	23%
Disagree	19%	25%*	15%	19%*	22%*	19%	13%
Strongly disagree	11%	10%	12%*	14%*	10%	13%*	7%
<b>Bottom-2 Box</b>	<b>29%</b>	<b>35%*</b>	<b>27%*</b>	<b>32%*</b>	<b>32%*</b>	<b>33%*</b>	<b>21%</b>
Don't know / Not applicable	9%	11%*	8%	10%	6%	9%	10%

**Table 75 – Agreement with professional development and promotion statements by region (continued)**

Professional development opportunities are awarded in a way that is fair and transparent	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>33%</b>	<b>23%</b>	<b>31%*</b>	<b>30%*</b>	<b>37%*</b>	<b>34%*</b>	<b>45%*</b>
Strongly agree	10%	10%	9%	6%	11%*	8%	16%*
Agree	23%	13%	21%*	24%*	27%*	26%*	29%*
Neither agree or disagree	20%	22%*	21%*	16%	22%*	17%	21%*
Disagree	21%	25%*	21%*	23%*	20%	20%	15%
Strongly disagree	19%	23%*	20%*	24%*	14%	22%*	10%
<b>Bottom-2 Box</b>	<b>39%</b>	<b>48%*</b>	<b>41%*</b>	<b>47%*</b>	<b>33%*</b>	<b>42%*</b>	<b>25%</b>
Don't know / Not applicable	7%	7%	8%	7%	7%	7%	9%

Q27. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

Overall, employees identifying as a visible minority, living with a disability, and those identifying as a member of a sexual orientation, gender identity and expression minority group were more likely to disagree with the professional development and promotion statements. When compared to employees with a disability, those identifying as Indigenous were more likely to agree with most statements, in particular the following ones:

- I am given adequate feedback (both formal and informal) from my immediate supervisor on my performance (68% vs. 57%)
- My gender has not been a barrier for career advancements (55% vs. 43%)
- I am supported and encouraged by my immediate supervisor to pursue career advancement (55% vs. 46%)
- I feel I have the information and support I need from my immediate supervisor to set career goals (57% vs. 47%)
- I have a sense of belonging at CSC (57% vs. 44%)
- I have been given adequate opportunity to participate in professional development activities (52% vs. 42%)
- I have been given adequate opportunity to participate in acting opportunities (49% vs. 39%)
- I feel I am well informed about the professional development and training opportunities that exist within CSC (44% vs. 35%)
- Training opportunities are awarded in a way that is fair and transparent (35% vs. 26%)
- CSC has the necessary strategies and initiatives in place to help guide my professional development (41% vs. 21%)
- CSC has the necessary strategies and initiatives in place to assist me with career advancement (39% vs. 22%)
- Professional development opportunities are awarded in a way that is fair and transparent (31% vs. 20%)

**Table 76 – Agreement with professional development and promotion statements by self-identification group**

<b>Women are represented in senior management levels of employment</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>84%</b>	<b>80%*</b>	<b>69%</b>	<b>75%</b>	<b>82%*</b>	<b>83%*</b>
Strongly agree	35%	30%	34%	30%	31%	33%
Agree	49%	50%*	34%	45%	52%*	50%*
Neither agree or disagree	8%	13%*	19%*	11%	9%	6%
Disagree	4%	4%	9%	6%	7%	6%
Strongly disagree	2%	2%	1%	4%	2%	2%
<b>Bottom-2 Box</b>	<b>5%</b>	<b>5%</b>	<b>10%</b>	<b>11%</b>	<b>8%</b>	<b>8%</b>
Don't know / Not applicable	2%	2%	3%	4%	<1%	3%
<b>Women have been represented in my interview boards and selection committees</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>73%</b>	<b>71%*</b>	<b>73%</b>	<b>62%</b>	<b>72%*</b>	<b>71%</b>
Strongly agree	27%	23%	27%	23%	26%	24%
Agree	46%	48%	46%	39%	46%	46%
Neither agree or disagree	10%	14%	9%	11%	13%	11%
Disagree	4%	5%	3%	6%	7%	6%
Strongly disagree	2%	3%	3%	4%	4%	3%
<b>Bottom-2 Box</b>	<b>6%</b>	<b>8%</b>	<b>6%</b>	<b>10%</b>	<b>11%</b>	<b>8%</b>
Don't know / Not applicable	11%	7%	13%*	17%*	4%	10%*

**Table 77 – Agreement with professional development and promotion statements by self-identification group (continued)**

<b>I am valued and respected and considered an equal member of my team</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>69%</b>	<b>59%</b>	<b>63%</b>	<b>65%</b>	<b>60%</b>	<b>60%</b>
Strongly agree	28%	21%	26%	19%	19%	19%
Agree	42%	38%	37%	45%	40%	41%
Neither agree or disagree	14%	19%*	14%	13%	12%	19%*
Disagree	9%	15%	10%	9%	17%*	10%
Strongly disagree	6%	7%	10%	13%	10%	8%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>22%</b>	<b>20%</b>	<b>22%</b>	<b>27%*</b>	<b>19%</b>
Don't know / Not applicable	1%	1%	3%	1%	1%	2%
<b>I am given adequate feedback (both formal and informal) from my immediate supervisor on my performance</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>69%</b>	<b>68%*</b>	<b>69%</b>	<b>66%</b>	<b>57%</b>	<b>57%</b>
Strongly agree	24%	21%*	26%*	21%	17%	14%
Agree	45%	47%	43%	45%	40%	43%
Neither agree or disagree	14%	16%	13%	14%	19%	16%
Disagree	10%	9%	6%	10%	14%*	15%*
Strongly disagree	6%	6%	9%	9%	9%	10%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>16%</b>	<b>14%</b>	<b>18%</b>	<b>23%*</b>	<b>26%*</b>
Don't know / Not applicable	1%	<1%	4%	1%	<1%	1%

**Table 78 – Agreement with professional development and promotion statements by self-identification group (continued)**

<b>My gender has not been a barrier for career advancements</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>62%</b>	<b>55%*</b>	<b>51%</b>	<b>46%</b>	<b>43%</b>	<b>53%*</b>
Strongly agree	27%	24%	23%	17%	18%	19%
Agree	36%	31%	29%	29%	25%	34%*
Neither agree or disagree	17%	19%	24%	22%	22%	20%
Disagree	10%	15%	9%	15%	17%*	13%
Strongly disagree	5%	7%	7%	6%	9%	6%
<b>Bottom-2 Box</b>	<b>15%</b>	<b>22%</b>	<b>16%</b>	<b>21%</b>	<b>26%*</b>	<b>18%</b>
Don't know / Not applicable	6%	4%	9%	11%*	9%*	9%
<b>I am supported and encouraged by my immediate supervisor to pursue career advancement</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>61%</b>	<b>55%*</b>	<b>67%*</b>	<b>55%</b>	<b>46%</b>	<b>51%</b>
Strongly agree	25%	19%	24%	25%	18%	19%
Agree	36%	37%*	43%*	30%	28%	32%
Neither agree or disagree	19%	21%*	10%	15%	26%*	20%*
Disagree	11%	15%	11%	16%	14%	15%
Strongly disagree	7%	6%	9%	10%	12%*	10%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>21%</b>	<b>20%</b>	<b>26%</b>	<b>25%</b>	<b>26%</b>
Don't know / Not applicable	3%	2%	3%	4%	3%	3%

**Table 79 – Agreement with professional development and promotion statements by self-identification group (continued)**

I feel I have the information and support I need from my immediate supervisor to set career goals	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>60%</b>	<b>57%*</b>	<b>63%*</b>	<b>55%</b>	<b>47%</b>	<b>48%</b>
Strongly agree	22%	20%	21%	18%	17%	15%
Agree	38%	37%	41%	36%	30%	33%
Neither agree or disagree	19%	17%	14%	21%	24%*	19%
Disagree	12%	16%	10%	14%	15%	20%*
Strongly disagree	7%	10%	10%	9%	13%	12%
<b>Bottom-2 Box</b>	<b>19%</b>	<b>26%</b>	<b>20%</b>	<b>23%</b>	<b>27%</b>	<b>31%</b>
Don't know / Not applicable	2%	1%	3%	1%	2%	1%
I have a sense of belonging at CSC	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>60%</b>	<b>57%*</b>	<b>59%*</b>	<b>49%</b>	<b>44%</b>	<b>50%</b>
Strongly agree	19%	19%*	20%	15%	11%	16%
Agree	41%	38%	39%	34%	33%	34%
Neither agree or disagree	23%	21%	21%	24%	28%*	26%
Disagree	10%	13%	9%	13%	17%*	16%
Strongly disagree	7%	9%	10%	12%	11%	8%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>22%</b>	<b>19%</b>	<b>26%</b>	<b>27%</b>	<b>24%</b>
Don't know / Not applicable	1%	<1%	1%	1%	<1%	1%



**Table 80 – Agreement with professional development and promotion statements by self-identification group (continued)**

<b>I have been given adequate opportunity to participate in professional development activities</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>56%</b>	<b>52%*</b>	<b>59%*</b>	<b>50%</b>	<b>42%</b>	<b>52%*</b>
Strongly agree	18%	17%*	20%	14%	11%	14%
Agree	39%	34%	39%	36%	31%	38%
Neither agree or disagree	14%	17%*	9%	13%	18%*	12%
Disagree	18%	19%	11%	22%*	24%*	22%*
Strongly disagree	10%	10%	17%	13%	14%	10%
<b>Bottom-2 Box</b>	<b>28%</b>	<b>30%</b>	<b>29%</b>	<b>35%</b>	<b>38%*</b>	<b>32%</b>
Don't know / Not applicable	2%	1%	4%	2%	2%	4%
<b>I have been given adequate opportunity to participate in acting opportunities</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>52%</b>	<b>49%*</b>	<b>47%</b>	<b>35%</b>	<b>39%</b>	<b>41%</b>
Strongly agree	17%	16%*	16%	9%	9%	9%
Agree	35%	33%	31%	26%	31%	32%
Neither agree or disagree	15%	17%	11%	16%	16%	13%
Disagree	16%	17%	16%	18%	21%	19%
Strongly disagree	10%	12%	13%	16%	17%	15%
<b>Bottom-2 Box</b>	<b>25%</b>	<b>29%</b>	<b>29%</b>	<b>35%</b>	<b>38%*</b>	<b>34%</b>
Don't know / Not applicable	8%	5%	13%	13%*	6%	12%*

**Table 81 – Agreement with professional development and promotion statements by self-identification group (continued)**

I feel I am well informed about the professional development and training opportunities that exist within CSC	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>46%</b>	<b>44%*</b>	<b>41%</b>	<b>38%</b>	<b>35%</b>	<b>42%</b>
Strongly agree	12%	14%*	10%	11%	8%	9%
Agree	34%	30%	31%	27%	27%	33%
Neither agree or disagree	21%	22%	27%	26%	23%	22%
Disagree	22%	23%	17%	21%	30%*	22%
Strongly disagree	9%	10%	11%	14%	12%	11%
<b>Bottom-2 Box</b>	<b>31%</b>	<b>33%</b>	<b>29%</b>	<b>35%</b>	<b>42%*</b>	<b>34%</b>
Don't know / Not applicable	2%	1%	3%	1%	<1%	2%
Training opportunities are awarded in a way that is fair and transparent	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>40%</b>	<b>35%*</b>	<b>34%</b>	<b>28%</b>	<b>26%</b>	<b>30%</b>
Strongly agree	11%	10%	13%	12%	9%	10%
Agree	29%	25%*	21%	16%	17%	20%
Neither agree or disagree	20%	24%	21%	25%	22%	23%
Disagree	18%	18%	10%	18%	25%*	17%
Strongly disagree	14%	19%	21%	18%	21%	16%
<b>Bottom-2 Box</b>	<b>32%</b>	<b>37%</b>	<b>31%</b>	<b>37%</b>	<b>46%*</b>	<b>33%</b>
Don't know / Not applicable	7%	5%	13%*	10%	7%	14%*

**Table 82 – Agreement with professional development and promotion statements by self-identification group (continued)**

<b>CSC has the necessary strategies and initiatives in place to help guide my professional development</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>38%</b>	<b>41%*</b>	<b>23%</b>	<b>33%*</b>	<b>21%</b>	<b>31%*</b>
Strongly agree	10%	14%*	6%	11%*	4%	6%
Agree	28%	27%*	17%	21%	17%	25%*
Neither agree or disagree	25%	25%	26%	22%	27%	26%
Disagree	18%	17%	21%	23%	27%*	19%
Strongly disagree	10%	10%	13%	12%	17%*	10%
<b>Bottom-2 Box</b>	<b>28%</b>	<b>27%</b>	<b>34%</b>	<b>35%</b>	<b>44%*</b>	<b>29%</b>
Don't know / Not applicable	9%	8%	17%*	11%	8%	13%*
<b>CSC has the necessary strategies and initiatives in place to assist me with career advancement</b>	<b>Total (n=2563)</b>	<b>Indigenous (n=258)</b>	<b>Visible minority – Black (n=70)</b>	<b>Visible minority – Other (n=141)</b>	<b>Disability (n=226)</b>	<b>Sexual Orien., Gender id. and Exp. Minority (n=143)</b>
<b>Top-2 Box</b>	<b>37%</b>	<b>39%*</b>	<b>29%</b>	<b>30%</b>	<b>22%</b>	<b>29%</b>
Strongly agree	10%	14%*	9%	11%*	4%	6%
Agree	27%	24%*	20%	18%	17%	23%
Neither agree or disagree	25%	28%	21%	22%	25%	27%
Disagree	19%	14%	19%	23%*	27%*	20%
Strongly disagree	11%	12%	16%	13%	18%*	13%
<b>Bottom-2 Box</b>	<b>29%</b>	<b>25%</b>	<b>34%</b>	<b>37%*</b>	<b>45%*</b>	<b>33%</b>
Don't know / Not applicable	9%	8%	16%	11%	8%	11%

**Table 83 – Agreement with professional development and promotion statements by self-identification group (continued)**

Professional development opportunities are awarded in a way that is fair and transparent	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>33%</b>	<b>31%*</b>	<b>31%</b>	<b>22%</b>	<b>20%</b>	<b>26%</b>
Strongly agree	10%	9%	9%	11%	7%	8%
Agree	23%	22%*	23%*	11%	13%	17%
Neither agree or disagree	20%	21%	21%	21%	22%	22%
Disagree	21%	22%*	13%	23%	24%*	20%
Strongly disagree	19%	22%	23%	24%	27%*	18%
<b>Bottom-2 Box</b>	<b>39%</b>	<b>44%</b>	<b>36%</b>	<b>47%</b>	<b>52%*</b>	<b>38%</b>
Don't know / Not applicable	7%	4%	11%	10%*	6%	13%*

Q27. As a woman, to what extent do you agree or disagree with the following statements: Base: All respondents, n=2563.

### *Perceived impact of training and professional development activities*

Employees were asked if training and professional development activities have had a positive impact on their career growth at CSC. Nearly half of all employees state there has been such positive impact (46%) while 25% do not believe the impact on their career growth has been positive. An important proportion indicated they are not certain or that they have not pursued training and professional development activities. If results are recalculated to only consider employees who provided a Yes/No response (i.e. only focusing on staff who have pursued training and are able to assess its impact on their career growth), results suggest that nearly two thirds (65%) feel these activities have had a positive impact on their career at CSC.

### **Key segments**

From a regional perspective, National Headquarters offices have the highest proportion of employees saying the training and professional development activities had a positive impact on their career growth at CSC (52%). When not applicable responses are excluded, this proportion rises to 73%, a particularly high number especially when compared to respondents in Ontario (61%) or Quebec (59%).

**Table 84 – Perceived impact of training and professional development activities by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	46%	46%*	50%*	45%*	36%	50%*	52%*
No	25%	27%*	25%*	28%*	26%*	23%	19%
Not applicable / I have not pursued any training or professional development activities	12%	12%	10%	9%	17%*	11%	11%
Unsure / Don't know	17%	14%	15%	17%	21%*	17%	18%
Yes (adjusted to exclude non-applicable responses)	65%	63%	66%*	61%	59%	69%*	73%*

Q28. Overall, have training and professional development activities had a positive impact on your career growth at CSC? Base: All respondents, n=2563.

Indigenous women are the employees that see most of the positive impact of the training and professional development activities on their career (55%). The more minority groups (e.g., Indigenous, visible minority, disability, sexual orientation minority, or gender minority) respondents identify with, the less they are to see a positive impact of these activities on their career growth.

**Table 85 – Perceived impact of training and professional development activities by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	46%	55%*	46%	38%	36%	41%
No	25%	21%	23%	27%	37%*	25%
Not applicable / I have not pursued any training or professional development activities	12%	7%	10%	16%*	9%	13%
Unsure / Don't know	17%	17%	21%	20%	17%	20%
Yes (adjusted to exclude non-applicable responses)	65%	72%*	67%*	58%	49%	62%*

Q28. Overall, have training and professional development activities had a positive impact on your career growth at CSC? Base: All respondents, n=2563.

### *Opportunities for career advancement*

Employees were asked if they have been provided opportunities to advance their career or been promoted while at CSC. Nearly six in 10 (59%) respondents say they have been provided with these opportunities or promoted.

### **Key segments**

Regionally, over two thirds of employees in the National Headquarters offices say they have been provided with advancing career opportunities or been promoted at CSC. This region has the highest proportion of employees with this opinion among all other regions.

**Table 86 – Opportunities for career advancement / promotion by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	59%	57%	58%	55%	60%*	51%	68%*
No	34%	35%*	34%*	37%*	34%*	42%*	25%
Unsure / Don't know	7%	9%	8%	7%	6%	7%	7%

Q29. Overall, have you been provided opportunities to advance your career or been promoted while at CSC? Base: All respondents, n=2563.

Employees who identify as Indigenous (56%) agree they have been provided opportunities to advance their career or been promoted, more so than those who identify with any other group.

**Table 87 – Opportunities for career advancement / promotion by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	59%	56%*	46%	42%	52%	51%
No	34%	36%	50%*	50%*	41%	39%
Unsure/ Don't know	7%	7%	4%	9%	8%	10%

Q29. Overall, have you been provided opportunities to advance your career or been promoted while at CSC? Base: All respondents, n=2563.

### *Factors impeding career advancement*

Survey respondents were shown a list of impediments and asked to indicate if they had faced any of them when looking for career advancement opportunities at CSC. They were also given the opportunity to add to the list through an open-ended question. The main barrier, representing 37% of all responses, is the negative impact career advancement could have on employees' work-life balance, followed by not having a clear understanding of what the next steps are in their career path (28%), and the lack of experience to apply for promotional opportunities (26%).

Other impediments that were less prominent include relocation (14%), lack of support from immediate supervisor or manager (11%), and that employees have an upcoming leave (10%).

### **Key segments**

Some barriers are more common in some regions than in others. For example, in the Pacific region, the following impediments are more common than in other regions:

- The negative impact it would have on my work-life balance (47% vs. 34%)
- I am missing the necessary experience to apply for promotional opportunities (32% vs. 25%)
- Toxic management environment / with discriminatory staff / lack of policy (3% vs. <1%)

Impediments more common in the Pacific, Prairies, Ontario, Quebec, and Atlantic Canada regions, compared to National Headquarters include:

- The next steps would require relocation (15% vs. 7%)
- I have concerns about supervising employees because I am a woman (5% vs. 2%)

- Unfair hiring practices / seldom advertised / needs to be skills / experience focused ( 4% vs. 1%)

Opportunities limited to bilingual candidates is a more common mention among employees in National Headquarters, Atlantic, and Quebec than in Ontario, Prairies, and Pacific regions (4% vs. 1%).

No issues with career advancement is a more common mention among employees in National Headquarters compared to those across all other regions (8% vs. 4%).

**Table 88 – Factors impeding career advancement by region**

Statement	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
The negative impact it would have on my work-life balance	37%	47%*	35%	36%	33%	36%	33%
The next steps in my career are unclear to me	28%	29%	31%*	27%	24%	29%	25%
I am missing the necessary experience to apply for promotional opportunities	26%	32%*	26%*	25%	20%	26%	28%*
The next steps would require relocation	14%	14%*	16%*	15%*	12%*	20%*	7%
I would not be supported by my immediate supervisor or manager	11%	12%	12%*	12%*	8%	14%*	9%
Upcoming leave (e.g., maternity, parental, care and nurturing, or other leave)	10%	12%	10%	9%	11%	8%	11%
I have concerns about supervising employees because I am a woman	4%	4%*	5%*	5%*	4%*	4%	2%
Unfair hiring practices / seldom advertised / needs to be skills / experience focused	3%	5%*	3%*	4%*	3%*	3%	1%
Lack of accommodation for education / competitions / language training	2%	2%	2%	3%*	3%	1%	3%*
Opportunities limited to bilingual candidates	2%	1%	1%	1%	3%*	4%*	5%*
Do not wish to advance my career at this stage	2%	2%	1%	3%*	2%	2%	2%



Statement	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Phoenix pay system issues / concerns	1%	1%	2%*	2%	1%	1%	1%
Lack of opportunities in department or location (general)	1%	1%	2%	2%	1%	2%	1%
Retired / near to retirement	1%	2%*	1%	1%	1%	<1%	1%
Toxic management environment / with discriminatory staff / lack of policy	1%	3%*	1%	<1%	1%	<1%	<1%
No access to acting positions / mentorship	1%	2%	1%	1%	<1%	1%	<1%
Understaffed team / need to backfill	1%	1%	1%	1%	1%	1%	<1%
Unequal opportunity compared to men / perceptions of management	1%	1%	1%	<1%	<1%	<1%	<1%
Difficulties with current workload / tight deadlines	<1%	<1%	1%*	-	-	<1%	<1%
Lack of performance review / discussion around career goals	<1%	<1%	-	<1%	-	<1%	<1%
Need for the ability to work remotely / flexible schedule	<1%	1%	<1%	-	-	-	-
Lack of a substantial pay increase	<1%	<1%	-	<1%	<1%	-	-
Other	3%	3%	2%	4%	4%	2%	2%
No issues with career advancement	5%	3%	4%	4%	5%	5%	8%*
Don't know / Prefer not to say	12%	8%	12%*	13%*	14%*	12%	13%*

Q30. Have any of the following factors held you back from seeking career advancement at CSC? (Check all the apply) Base: All respondents, 2563.

Employees with a disability tend to have selected more impediments for career advancement than other subgroups:

- The negative impact it would have on my work-life balance (40% vs. 26% among visible minority-Black)
- The next steps would require relocation (16% vs. 10% among members of a sexual orientation, gender identity and expression minority group)

- I would not be supported by my immediate supervisor or manager (23% vs. 9% among visible minority-Black)
- Upcoming leave (13% vs. 6% among visible minority – other)
- I have concerns about supervising employees because I am a woman (8% vs. 3% among visible minority-Black)
- Unfair hiring practices / seldom advertised / needs to be skills / experience focused (7% vs. 2% among Indigenous and visible minority – other)

**Table 89 – Factors impeding career advancement by self-identification group**

Statement	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
The negative impact it would have on my work-life balance	37%	33%	26%	36%	40%*	32%
The next steps in my career are unclear to me	28%	29%	40%	28%	34%	34%
I am missing the necessary experience to apply for promotional opportunities	26%	28%	40%	33%	29%	34%
The next steps would require relocation	14%	14%	14%	13%	16%*	10%
I would not be supported by my immediate supervisor or manager	11%	15%	9%	15%	23%*	17%
Upcoming leave (e.g., maternity, parental, care and nurturing, or other leave)	10%	10%	10%	6%	13%*	10%
I have concerns about supervising employees because I am a woman	4%	5%	3%	5%	8%*	4%
Unfair hiring practices / seldom advertised / needs to be skills / experience focused	3%	2%	-	2%	7%*	3%
Lack of accommodation for education / competitions / language training	2%	2%	-	4%	5%*	1%

Statement	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Opportunities limited to bilingual candidates	2%	1%	-	6%*	3%	1%
Do not wish to advance my career at this stage	2%	1%	-	1%	2%	1%
Phoenix pay system issues / concerns	1%	2%	-	1%	1%	-
Lack of opportunities in department or location (general)	1%	1%	-	1%	<1%	1%
Retired / near to retirement	1%	1%	-	1%	1%	1%
Toxic management environment / with discriminatory staff / lack of policy	1%	<1%	-	1%	2%	1%
No access to acting positions / mentorship	1%	1%	1%	-	2%	1%
Understaffed team / need to backfill	1%	1%	-	2%	2%	1%
Unequal opportunity compared to men / perceptions of management	1%	1%	1%	-	1%	3%
Difficulties with current workload / tight deadlines	<1%	<1%	1%	-	<1%	1%
Lack of performance review / discussion around career goals	<1%	-	-	-	<1%	1%
Need for the ability to work remotely / flexible schedule	<1%	<1%	-	-	-	-
Lack of a substantial pay increase	<1%	-	-	-	-	-
Other	3%	5%	6%	4%	6%*	2%
No issues with career advancement	5%	2%	6%	3%	3%	5%
Don't know / Prefer not to say	12%	17%*	13%	17%*	8%	13%

Q30. Have any of the following factors held you back from seeking career advancement at CSC? (Check all the apply) Base: All respondents, 2563.

## Usage of parental leave

The following results are based on a few questions that focused on a range of leaves that are most commonly utilized by women. Staff were shown the following description:

Recognizing that there are systemic issues and expectations that impact women experiences in the workplace, the next questions focus on leave that is most commonly utilized by women.

Nearly one in five respondents (19%) have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC.

### Key segments

Use of these types of leaves are more common among the following segments:

- Staff in Quebec (27% vs. 17% for staff in other regions)
- Among Indigenous staff, respondents with a disability, or a visible minority – other, compared to members of a sexual orientation, gender identity and expression minority group (21% vs. 12%)

**Table 90 – Previous usage of parental leave by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
Yes	19%	17%	15%	20%*	27%*	17%	18%
No	81%	83%*	85%*	79%*	73%	82%*	82%*
Don't know / Prefer not to say	<1%	-	1%	<1%	<1%	<1%	<1%

Q31. Have you utilized maternity, parental, care and nurturing, or other caregiver leave in the past five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter)? Base: All respondents, n=2563.

**Table 91 – Previous usage of parental leave by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
Yes	19%	22%*	16%	21%*	22%*	12%
No	81%	78%	83%	79%	78%	87%*
Don't know / Prefer not to say	<1%	<1%	1%	1%	-	1%

Q31. Have you utilized maternity, parental, care and nurturing, or other caregiver leave in the past five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter)? Base: All respondents, n=2563.

### *Encouragement and support for leave*

Respondents who have made use of a leave were asked if they were encouraged to take the leave and supported throughout the process. Nearly three quarters (74%) of these respondents agreed. Agreement is more common among respondents self-identifying as Indigenous, or self-identifying as a Black visible minority (71%), than those identifying as visible minority – other (43%).

Caution is warranted when considering some of the results from the following tables, given the small number of respondents in certain segments.

**Table 92 – Encouragement and support throughout process of leave by region**

Response	Total (n=491)	Pacific (n=75)	Prairie (n=82)	Ontario (n=92)	Quebec (n=120)	Atlantic (n=43)	NHQ (n=79)
Yes	74%	73%	77%	67%	77%	72%	75%
No	26%	27%	23%	33%	23%	28%	24%
No answer	<1%	-	-	-	1%	-	1%

Q32. Were you encouraged to take the leave and supported throughout the process (i.e. before, during, and after)? Base: Respondents who have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC, n=491.

**Table 93 – Encouragement and support throughout process of leave by self-identification group**

Response	Total (n=491)	Indigenous (n=57)	Visible minority – Black (n=12)	Visible minority – Other (n=30)	Disability (n=49)	Sexual Orien., Gender id. and Exp. Minority (n=18)
Yes	74%	70%*	83%	43%	63%	61%
No	26%	30%*	8%	57%*	37%*	39%
No answer	<1%	-	8%	-	-	-

Q32. Were you encouraged to take the leave and supported throughout the process (i.e. before, during, and after)? Base: Respondents who have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC, n=491.

### *Negative career impact of leave*

Staff who indicated use of a leave of some sort were asked if taking the leave had a negative impact on their career. Just over one third (34%) of these respondents believe it did. Agreement is more common among respondents with a disability than among those who identify as Indigenous (47% vs. 26%).

Caution is warranted when considering some of the results from the following tables, given the small number of respondents in certain segments.

**Table 94 – Negative impact on career from taking leave by region**

Response	Total (n=491)	Pacific (n=75)	Prairie (n=82)	Ontario (n=92)	Quebec (n=120)	Atlantic (n=43)	NHQ (n=79)
Yes	34%	37%	34%	29%	30%	35%	42%
No	55%	52%	59%	52%	60%	53%	49%
Don't know / Prefer not to answer	11%	11%	7%	18%*	10%	12%	9%

Q33. In your view, did taking the leave have a negative impact on your career? Base: Respondents who have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC, n=491.

**Table 95 – Negative impact on career from taking leave by self-identification group**

Response	Total (n=491)	Indigenous (n=57)	Visible minority – Black (n=12)	Visible minority – Other (n=30)	Disability (n=49)	Sexual Orien., Gender id. and Exp. Minority (n=18)
Yes	34%	26%	25%	40%	47%*	33%
No	55%	56%*	58%	33%	43%	56%
Don't know / Prefer not to answer	11%	18%	17%	27%	10%	11%

Q33. In your view, did taking the leave have a negative impact on your career? Base: Respondents who have used maternity, parental, care and nurturing, or other caregiver leave in the past five years of their career at CSC, n=491.

### *Types of negative impact of leave*

The most common negative impacts reported by those affected from taking leave include missing promotion or acting opportunities (69%), changing how they really were or are perceived by their supervisor or management (41%), having financial implications (38%), changing how they really were or are perceived by colleagues and peers (22%), and having to retrain due to outdated skills (18%).

Caution is warranted when considering some of the results from the following tables, given the small number of respondents in certain segments.

### **Key segments**

More respondents from the Prairies than other regions described the following as negative impacts from taking leave:

- It had financial implications (62% vs. 34%)
- My skills became outdated / I needed to be retrained (44% vs. 14%)

**Table 96 – Types of negative impacts on career from taking leave by region**

Statement	Total (n=222)	Pacific (n=36)	Prairie (n=34)	Ontario (n=44)	Quebec (n=48)	Atlantic (n=20)	NHQ (n=40)
I missed promotion or acting opportunities	69%	69%	79%	61%	63%	75%	73%
It changed how I was / am perceived by my supervisor / management	41%	53%*	38%	39%	38%	25%	48%
It had financial implications	38%	28%	62%*	39%	33%	55%	25%
It changed how I was / am perceived by my peers / colleagues	22%	11%	29%	20%	19%	25%	28%
My skills became outdated / I needed to be retrained	18%	19%	44%*	16%	10%	10%	13%
Did not receive benefits / was terminated from position	4%	8%	6%	2%	2%	5%	-
Lost flexible schedule / benefits previously granted	1%	3%	3%	-	-	-	3%
Work was reassigned	1%	3%	-	2%	2%	-	-
Decrease in personal performance	1%	-	3%	-	2%	-	-
Missed training opportunities	1%	-	-	-	2%	-	3%
Other	6%	6%	12%	7%	6%	5%	3%
Prefer not to say	6%	3%		9%	6%	10%	10%

Q34. Please select the statement(s) that best describe the type of negative impact you experienced. (Check all that apply) Base: Respondents for whom taking leave had a negative impact on their career, n=222.

### *Best practices for professional development*

Employees were given the opportunity to suggest strategies or best practices that are not currently implemented and that could help them with their professional development and career advancement. Over three quarters of respondents (78%) did not provide any suggestions. Among those who did, the more common comments focused on providing formal mentorship or a career development program (6%), having a more transparent and timely promotion processes to correct nepotism, favouritism, or sexism (6%), and providing skills training and education opportunities, including language programs and financial assistance (5%). Among a range of other suggestions, additional ones included providing opportunities for acting positions, contracts, or term contracts (3%), improving management and supervision to correct poor workplace environment (3%),



providing a better work-life balance, flexible schedules, or remote work opportunities (2%), and recognizing family obligations and childcare responsibilities (2%).

**Table 97 – Best practices / strategies for professional development**

<b>Specific Feedback</b>	<b>Total (n=2563)</b>
Formal mentorship/ career development program	6%
Transparent/ timely promotion process/ correct nepotism/ favouritism/ sexism	6%
Skills training/ education opportunities/ language programs/ financial assistance	5%
Acting position/ contract/ term opportunities	3%
Improved management/ supervision/ poor workplace environment	3%
Work-life balance/ flexible scheduling/ remote work opportunities	2%
Recognition of family obligations/ childcare responsibilities	2%
Time allotted for training/ difficulties with workload	1%
Improved staffing/ ability to backfill	1%
Women's support groups/ mental health considerations	1%
Confidentiality/ accountable/ external reporting process	<1%
Considerations for returning from leave/ loss of acting position	<1%
Other	2%
Nothing more is needed/ satisfied with career development	1%
Prefer not to say/No answer	78%

Q35. Please describe any additional strategies or best practices (that are not currently employed by CSC) that you believe would help you with your professional development and your career advancement. Base: All respondents, n=2563.

### ***Likelihood to recommend CSC as an employer***

Nearly two thirds of respondents (64%) indicated they are likely to recommend CSC as an employer of choice to women, among whom 35% are very likely and 29% are somewhat likely. Fully 17% are not likely to make such a recommendation while 14% would say they are more or less likely.

### **Key segments**

Regionally, respondents in Quebec show the highest proportion of employees indicating they are very or somewhat likely to recommend CSC as an employer of choice to women (78%), followed by those in National Headquarters (67%).

**Table 98 – Likelihood to recommend CSC as an employer for women by region**

Response	Total (n=2563)	Pacific (n=435)	Prairie (n=563)	Ontario (n=443)	Quebec (n=438)	Atlantic (n=243)	NHQ (n=438)
<b>Top-2 Box</b>	<b>64%</b>	<b>57%</b>	<b>62%</b>	<b>58%</b>	<b>78%*</b>	<b>59%</b>	<b>67%*</b>
Very likely	35%	30%	33%	30%	39%*	35%	41%*
Somewhat likely	29%	27%	29%	27%	39%*	24%	26%
More or less likely	14%	14%	15%	15%	11%	16%	15%
Not very likely	10%	14%*	10%*	13%*	3%	13%*	8%*
Not at all likely	7%	11%*	7%*	9%*	4%	7%	3%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>25%*</b>	<b>18%*</b>	<b>22%*</b>	<b>7%</b>	<b>19%*</b>	<b>11%*</b>
Unsure/ Don't know	5%	4%	5%	6%	3%	5%	7%*

Q36. Overall, would you recommend CSC as an employer of choice for women? Base: All respondents, n=2563.

As for the way employees self-identify, likelihood to recommend CSC is higher among employees who are Indigenous (65%), a visible minority – Black (63%), and among members of a sexual orientation, gender identity and expression minority group (60%), and lowest among members of another visible minority group (50%), and those with a disability (47%).

**Table 99 – Likelihood to recommend CSC as an employer for women by self-identification group**

Response	Total (n=2563)	Indigenous (n=258)	Visible minority – Black (n=70)	Visible minority – Other (n=141)	Disability (n=226)	Sexual Orien., Gender id. and Exp. Minority (n=143)
<b>Top-2 Box</b>	<b>64%</b>	<b>65%*</b>	<b>63%*</b>	<b>50%</b>	<b>47%</b>	<b>60%*</b>
Very likely	35%	36%*	39%*	28%	24%	27%
Somewhat likely	29%	29%	24%	22%	23%	34%*
More or less likely	14%	11%	7%	18%*	17%*	12%
Not very likely	10%	12%	13%	16%	15%	14%
Not at all likely	7%	8%	11%	12%	15%*	8%
<b>Bottom-2 Box</b>	<b>17%</b>	<b>20%</b>	<b>24%</b>	<b>28%</b>	<b>30%*</b>	<b>22%</b>
Unsure/ Don't know	5%	4%	6%	4%	7%	6%

Q36. Overall, would you recommend CSC as an employer of choice for women? Base: All respondents, n=2563.

### *Best practices for improving women's experiences*

Through an open-ended question, survey respondents were asked to provide additional suggestions that could help improve women's experiences as employees of CSC. Most respondents (81%) did not provide any suggestions. Suggestions among those who did provide feedback included:

- providing equality training to change the male dominated workplace culture (6%);
- having a confidential and accountable external reporting process (4%);
- improving upper management and supervision levels to correct a poor workplace environment (3%); and
- having transparent and timely promotion processes to correct nepotism, favouritism, or sexism (3%).

Other suggestions each mentioned by about 2% of respondents included:

- providing women's support groups and mental health considerations
- ensuring there is a work-life balance through flexible scheduling or remote work opportunities
- recognizing employees have family obligations and childcare responsibilities
- ensuring there are more women in management positions and more advancement for them in a male dominated environment
- providing formal mentorship or a career development program

**Table 100 – Best practices for improving women’s experiences**

<b>Specific Feedback</b>	<b>Total (n=2563)</b>
Equality training / change in workplace culture / move past 'boys club'	6%
Confidential / accountable / external reporting process	4%
Improved upper management / supervision / poor workplace environment	3%
Transparent / timely promotion process / correct nepotism / favouritism / sexism	3%
Women's support groups / mental health considerations	2%
Work-life balance / flexible scheduling / remote work opportunities	2%
Recognition of family obligations / childcare responsibilities	2%
More women in management positions / advancement in male dominated environment	2%
Formal mentorship / career development program	2%
Skills training / education opportunities / language programs / financial assistance	1%
Specific considerations for racialized women	1%
Upgraded security / safety training / self-defence	1%
Acting position / contract / term opportunities	1%
Improved staffing / ability to backfill	<1%
General considerations for women working in institutions	<1%
Lack of consequences for inmates / forced to work with previous offenders	<1%
Time allotted for training / difficulties with workload	<1%
Considerations for returning from leave / loss of acting position	<1%
Pay inequality / overworked / unfair expectations for women	<1%
Other	3%
Nothing more is needed / satisfied with career development	1%
Prefer not to say / No answer	81%
Improved upper management / supervision / poor workplace environment	3%

Q37. Please provide any additional suggestions you may have on how to improve women’s experiences as employees of CSC. Base: All respondents, n=2563.

# Research Methodology

**Summary:** The research methodology consisted of an online survey with CSC employees. Quorus was responsible for coordinating nearly all aspects of the research project, including designing the research instrument, coordinating specific aspects of data collection, and delivering the required research report.

The target population for the online survey met the following criteria:

- CSC employees identifying themselves as women
- CSC employees from a sexual orientation, gender identity and expression minority

The database of roughly 20,035 eligible survey candidates was used to distribute the individual links to each employee, as well as two reminder emails to participate during the data collection period. As such, respondents were invited to participate through an email survey invitation. CSC took additional measures to ensure maximum response rates, which are listed as follows:

- March 8 – Pre-launch message in *This Week at CSC* (internal newsletter)
- March 25 – Memorandum from the Champion for the National Working of Women to EXCOM members (Internal message to senior management), and promotional posters provided to Regional Champions
- March 26 – Blurb in Commissioner’s weekly message (internal email from the Commissioner to all employees)
- March 30 – General Communique to all employees to inform them of the survey invitation (Launch on March 31)
- April 15 – Post on Facebook (CSC official account)
- April 16 – Post on Facebook and reminder in Commissioner’s weekly message
- April 19 – Message in *This Week at CSC* (internal newsletter) and post on Facebook
- April 21 – 1st reminder email from the provider (Quorus)
- April 28 – Promotional pop-up image (Image that appears on the screen of all employees when they connect to the CSC network)
- May 6 – Post on Facebook
- May 13 – 2nd memorandum from the Champion for the National Working of Women to EXCOM members
- May 14 – Reminder in the Commissioner’s weekly message
- May 17 – Reminder in *This Week at CSC* that staff have until May 25 to complete the survey
- May 21 – 2nd reminder email from the provider (Quorus)

The goal was to conduct a census of the CSC staff. The data in this report is not weighted. The distribution of this survey will not necessarily reflect the distribution of the employees who work for CSC. Results are not projectable to the entire population given the high proportion of total non-response and lack of a specific number of employees who identify as women. These results

represent the opinions of the sub-group of employees who were willing to provide their feedback, the profile of which is presented in the demographic data available in this report.

As the sample is based on those who self-selected for participation in the online survey, no estimates of sampling error can be calculated. All research work was conducted in accordance with the professional standards established by the Government of Canada Public Opinion Research Standards, as follows:

- The survey consisted of an online survey with CSC employees who identified as either a woman, or a sexual orientation, gender identity and expression minority. Responses from employees who preferred not to reveal their self-identification status were included in the data.
- Respondents were invited to participate through an email invitation. All employees with a valid email were included in a database for distribution of the survey link.
- Quorus collaborated with the client team at CSC to design the survey instrument in English. CSC translated the client-approved English version of the survey into French, and all other research materials.
- Respondents had the choice to complete the survey in English or French and were informed of their rights under the Privacy and Access to Information Acts.
- The survey took on average 15 to 20 minutes to complete and consisted of mostly closed-ended questions.
- Data collection occurred between March 25 and May 25, 2021, and included a pretest of 25 surveys conducted in English and eight in French. The pretest helped to assess the flow of the survey, comprehension of the questions, language, data integrity, and particularly the length of the survey.
- A total of 2,563 surveys were completed. The equivalent margin of error for a probability study would be +/-2%.
- The final participation rate for this study was 13%.

This report compares significant findings among key demographic subgroups including region, age and self-identification groups, however, given the non-probability sample methodology used, these comparisons are directional and not for statistical use.

All research was conducted in accordance with the *Standards for the Conduct of Government of Canada Public Opinion Research – Online Surveys*.

## Respondent Profile

Employment Equity Groups	Total (n=2,563)	Region	Total (n=2,563)
Woman	99%	Pacific	17%
Indigenous	10%	Prairie	22%
Disability	9%	Ontario	17%
Sexual Orientation, Gender Identity and Expression Minority	6%	Quebec	17%
Visible Minority - Other	6%	Atlantic	9%
Visible Minority - Black	3%	National Headquarters	17%
Prefer not to say	1%	No answer	<1%

Occupational Level	%	Physical Location	%
01	10%	Institution	56%
02	15%	National Headquarters	15%
03	13%	Community / District Offices / Parole Offices	13%
04	34%	Regional Headquarters	12%
05	15%	Working from home (unspecified)	1%
06	5%	Correctional Learning & Development Center	1%
07	4%	Remote work for Regional Headquarters	<1%
08	1%	Remote work for National Headquarters	<1%
09	<1%	National Training Academy	<1%
10	<1%	Regional Pharmacy	<1%
11	-	Remote work for Institution	<1%
12	-	Regional Service Center	<1%
13	13%	CORCAN Warehouse	<1%
No answer	2%	Other	<1%

Occupational Group / Classification	%	Occupational Group / Classification	%
Architecture and Town Planning (AR)	<1%	Historical Research (HR)	<1%
Administrative Services (AS)	23%	Information Services (IS)	<1%
Clerical and Regulatory (CR)	15%	Nutrition and Dietetics (ND)	<1%
Computer Systems (CS)	1%	Nursing (NU)	4%
Correctional Services (CX)	12%	Occupational and Physical Therapy (OP)	<1%
Drafting and Illustration (DD)	<1%	Physical Sciences (PC)	<1%
Deputy Minister (DM)	<1%	Personnel Administration (PE)	3%
Economics and Social Science Services (EC)	1%	Purchasing and Supply (PG)	1%
Education (ED)	1%	Pharmacy (PH)	<1%
Engineering and Scientific Support (EG)	<1%	Programme Administration (PM)	<1%
Electronics (EL)	<1%	Printing Operations (PR)	<1%
Executive (EX)	2%	Psychology (PS)	2%
Financial Management (FI)	2%	Social Work (SW)	1%
General Labour and Trades (GL)	1%	Welfare Programs (WP)	24%
General Services (GS)	3%	Hospital Services (HS)	<1%
Heating, Power and Stationary Plant Operations (HP)	<1%	No answer	1%



Age	%	Employment Status	%
18-24	3%	Indeterminate	87%
25-29	7%	Term	9%
30-34	9%	Casual	2%
35-39	14%	Acting	1%
40-44	16%	Contract	1%
45-49	18%	Student	1%
50-54	14%	Other	<1%
55-59	11%	No answer	<1%
60+	5%	-	-
Prefer not to say	2%	-	-
Survey language	%	Years at CSC	%
English	80%	5 or less	31%
French	20%	6 to 10	14%
-	-	11 to 15	22%
-	-	16 to 20	13%
-	-	21+	20%

# Appendices

## Questionnaire

### 2021 National Survey of Women Employees at CSC

Thank you for agreeing to participate in this survey.

Just a quick reminder that we would appreciate if you submit your completed survey by May 26, 2021.

If you cannot complete the entire survey in one session, you can exit the survey at any point in time and use the same link that was sent to you to continue the survey from the point where you left off.

We appreciate your involvement in this important initiative.

#### DEMOGRAPHICS

1) Please select the area where you are physically located:

- ☐ Institution
- ☐ Community / District Offices / Parole Offices
- ☐ Regional Headquarters
- ☐ National Headquarters
- ☐ Other. Please Specify: \_\_\_\_\_

2) Please select the CSC region that you report to:

- ☐ Pacific
- ☐ Prairie
- ☐ Ontario
- ☐ Quebec
- ☐ Atlantic
- ☐ National Headquarters

3) Please select your occupational group/classification and level:

*(\*Format as two drop down lists\*)*

- |                             |                             |                             |                             |                             |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <input type="checkbox"/> AR | <input type="checkbox"/> EL | <input type="checkbox"/> MD | <input type="checkbox"/> PS | <input type="checkbox"/> 01 |
| <input type="checkbox"/> AS | <input type="checkbox"/> EX | <input type="checkbox"/> ND | <input type="checkbox"/> SW | <input type="checkbox"/> 02 |
| <input type="checkbox"/> CR | <input type="checkbox"/> FI | <input type="checkbox"/> NU | <input type="checkbox"/> TI | <input type="checkbox"/> 03 |
| <input type="checkbox"/> CS | <input type="checkbox"/> GL | <input type="checkbox"/> OP | <input type="checkbox"/> WP | <input type="checkbox"/> 04 |
| <input type="checkbox"/> CX | <input type="checkbox"/> GS | <input type="checkbox"/> PC | <input type="checkbox"/> HS | <input type="checkbox"/> 05 |
| <input type="checkbox"/> DD | <input type="checkbox"/> GT | <input type="checkbox"/> PE |                             | <input type="checkbox"/> 06 |
| <input type="checkbox"/> DM | <input type="checkbox"/> HP | <input type="checkbox"/> PG |                             | <input type="checkbox"/> 07 |
| <input type="checkbox"/> EC | <input type="checkbox"/> HR | <input type="checkbox"/> PH |                             | <input type="checkbox"/> 08 |
| <input type="checkbox"/> ED | <input type="checkbox"/> IS | <input type="checkbox"/> PM |                             | <input type="checkbox"/> 09 |
| <input type="checkbox"/> EG | <input type="checkbox"/> MD | <input type="checkbox"/> PR |                             | <input type="checkbox"/> 10 |
|                             |                             |                             |                             | <input type="checkbox"/> 11 |
|                             |                             |                             |                             | <input type="checkbox"/> 12 |
|                             |                             |                             |                             | <input type="checkbox"/> 13 |

4) Please select your current employment status:

- ☐ Indeterminate
- ☐ Term
- ☐ Casual
- ☐ Contract
- ☐ Student
- ☐ Other. Please Specify: \_\_\_\_\_

5) How many years have you worked for the Correctional Service of Canada?

*(\*Drop down starting with <1\*)*

6) Please select your age range:

- ☐ 18-24
- ☐ 25-29
- ☐ 30-34
- ☐ 35-39
- ☐ 40-44
- ☐ 45-49
- ☐ 50-54
- ☐ 55-59
- ☐ 60+
- ☐ Prefer not to say

7) Intersectionality is important. Please select any of the following equity-deserving groups that you identify with: *(Check all that apply)*

☐ Woman

☐ Indigenous

*(Includes First Nation, Inuit, or Métis)*

☐ Visible minority – Black

*(Includes anyone who identifies as Black, regardless of place of birth. It also includes people of mixed origin (i.e. with one Black parent))*

☐ Visible minority – Other

*(Includes anyone - other than an Indigenous or Black person - who is non-white in colour or race, regardless of place of birth. Examples include but are not limited to Asian, East Indian, or Latin American. It also includes people of mixed origin (i.e. with one parent belonging to a visible minority group))*

☐ Disability

*(Includes anyone with physical or mental impairments or limitations that hinder their full and equal participation in society)*

☐ Sexual Orientation, Gender Identity and Expression Minority

*(Examples include but are not limited to lesbian, gay, bisexual, transgender, queer, two-spirit, non-binary, or gender non-conforming)*

☐ Prefer not to say

☐ None of the Above **TERMINATION CONDITION**

8) Although voluntary, CSC staff are requested to complete the Employment Equity self-identification questionnaire, regardless of whether or not they fall within one of the four designated Employment Equity groups - women, Indigenous peoples, visible minorities and persons with disabilities. Have you completed the Employment Equity Self-Identification Questionnaire?

☐ Yes (if yes, skip to Q10)

☐ No

9) Why haven't you completed the Employment Equity Self-Identification Questionnaire?  
(Check all that apply)

- ☐ I didn't know about it
- ☐ I don't know how to access the form
- ☐ I don't think it's relevant
- ☐ I don't agree with the Employment Equity groups listed
- ☐ I don't know or trust how the information will be used
- ☐ I don't know who will have access to this information
- ☐ Prefer not to say
- ☐ Other. Please specify: \_\_\_\_\_

## SAFE WORK ENVIRONMENT

*When responding to the following questions, please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).*

10) As a woman, to what extent do you agree or disagree with the following statements:

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know/ Not applicable
	1	2	3	4	5	
I have been given the training and tools I need to perform my work safely	-	-	-	-	-	-
I know where to go for health and safety information and resources if I need them	-	-	-	-	-	-
I feel mentally and emotionally safe in my work environment	-	-	-	-	-	-
I feel physically safe in my work environment	-	-	-	-	-	-
I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my mental and emotional well-being	-	-	-	-	-	-
I feel comfortable disclosing to my immediate supervisor situations/incidents in my work environment that compromise my physical well-being	-	-	-	-	-	-
My immediate work environment represents a culture that respects women	-	-	-	-	-	-
Overall, CSC values and works hard to create a safe work environment	-	-	-	-	-	-

*The following questions are about harassment and violence. The Canada Labour Code defines harassment and violence as any action, conduct or comment, including of a sexual nature, which can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment.*

*Acknowledging that harassment and violence can be based on any number of characteristics (e.g. age, ethnicity, religion etc.), the following questions focus on **gender-based** harassment and violence (i.e. harassment and violence you may have experienced because you are a woman).*

11) As a woman, to what extent do you agree or disagree with the following statements:

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know/ Not applicable
	1	2	3	4	5	
My immediate work environment represents a culture of zero tolerance to gender-based harassment and violence in the workplace	-	-	-	-	-	-
I know where to go for harassment and violence information and resources if I need them  (e.g., harassment prevention coordinator, informal conflict management, office of conflict management, etc.)	-	-	-	-	-	-

12) Have you experienced gender-based harassment and/or violence in your workplace? *Please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).*

- ☐ Yes  
☐ No (If no, skip to Q15)

13) From whom did you experience the gender-based harassment and/or violence in your workplace? *(Check all that apply)*

- ☐ Co-workers  
☐ Individuals with authority over me  
☐ Individuals working for me  
☐ Individuals on a hiring board/selection process panel  
☐ Individuals for whom I have custodial responsibility (e.g. offenders, patients, detainees)  
☐ Individuals from other departments or agencies  
☐ Members of the public (individuals or organizations)  
☐ Other. Please specify: \_\_\_\_\_



☐ Prefer not to say

14) Please select the subcategory (or subcategories) that describe the type of gender-based harassment and/or violence that you experienced: *(Check all that apply)*

- ☐ Aggressive behaviour
- ☐ Excessive control
- ☐ Being excluded or being ignored
- ☐ Humiliation
- ☐ Interference with work or withholding resources
- ☐ Personal attack
- ☐ Physical violence
- ☐ Sexual comment or gesture
- ☐ Threat
- ☐ Unfair treatment
- ☐ Yelling or shouting
- ☐ Other. Please specify: \_\_\_\_\_
- ☐ Prefer not to say

15) When thinking about gender-based harassment and/or violence how would you rate CSC with respect to the following areas:

Statement	Absent  1	Needs improvement  2	Meets expectations  3	Exceeds expectations  4	Exceptional  5	Don't know/ Not applicable
Disciplining perpetrators	-	-	-	-	-	-
Supporting victims	-	-	-	-	-	-
Ensuring a confidential and safe space to file a complaint	-	-	-	-	-	-
Adhering to legislation and regulations	-	-	-	-	-	-
Having policies and procedures that align with legislation and regulations	-	-	-	-	-	-

Statement	Absent	Needs improvement	Meets expectations	Exceeds expectations	Exceptional	Don't know/ Not applicable
	1	2	3	4	5	
Ensuring resources are easy to use	-	-	-	-	-	-
Taking action in a proactive and timely manner	-	-	-	-	-	-
Launching promotion and prevention campaigns	-	-	-	-	-	-
Leading by example in senior levels of management	-	-	-	-	-	-

16) Please provide any additional comments you have (i.e. best practices, challenges) with respect to ensuring a safe work environment for women.

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## DISCRIMINATION IN THE WORKPLACE

*Discrimination means treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others.*

*Similar to the previous questions, we recognize that discrimination can be based on various characteristics (e.g. national or ethnic origin, religion, sexual orientation, disability, etc.). The following questions; however, will focus exclusively on **gender-based** discrimination (i.e. discrimination you may have experienced because you are a woman).*

*When responding to the following questions, please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).*

17) Have you experienced gender-based discrimination in your workplace?

- ☐ Yes
- ☐ No (If no, skip to Q19)

18) From whom did you experience the gender-based discrimination in your workplace?

- ☐ Co-workers
- ☐ Individuals with authority over me
- ☐ Individuals working for me
- ☐ Individuals on a hiring board/selection process panel
- ☐ Individuals for whom I have custodial responsibility (e.g. offenders, patients, detainees)
- ☐ Individuals from other departments or agencies
- ☐ Members of the public (individuals or organizations)
- ☐ Other. Please specify: \_\_\_\_\_
- ☐ Prefer not to say

19) Are you aware of how to file a formal discrimination complaint?

- ☐ Yes
- ☐ No

20) As a woman, to what extent do you agree or disagree with the following statements:

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree or disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Don't know/ Not applicable</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		
I feel comfortable taking action if I experience gender-based discrimination in my workplace	-	-	-	-	-	-
I feel comfortable taking action if I observe gender-based discrimination in my workplace	-	-	-	-	-	-
I feel I would be supported by my immediate supervisor if I came forward with concerns about gender-based discrimination	-	-	-	-	-	-
My immediate work environment represents a culture of zero tolerance to gender-based discrimination	-	-	-	-	-	-
CSC has the appropriate measures in place to support me if I face discrimination because of my gender	-	-	-	-	-	-
Overall, CSC works hard to prevent gender-based discrimination in the workplace	-	-	-	-	-	-

21) When thinking about gender-based discrimination in the workplace how would you rate CSC with respect to the following areas:

Statement	Absent	Needs improvement	Meets expectations	Exceeds expectations	Exceptional	Don't know/ Not applicable
	1	2	3	4	5	
Disciplining perpetrators	-	-	-	-	-	-
Supporting victims	-	-	-	-	-	-
Ensuring a confidential and safe space to file a complaint	-	-	-	-	-	-
Adhering to legislation and regulations	-	-	-	-	-	-
Having policies and procedures that align with legislation and regulations	-	-	-	-	-	-
Ensuring resources are easy to use	-	-	-	-	-	-
Taking action in a proactive and timely manner	-	-	-	-	-	-
Launching promotion and prevention campaigns	-	-	-	-	-	-
Leading by example in senior levels of management	-	-	-	-	-	-

22) Please provide any additional comments you have (i.e. best practices, challenges) with respect to gender-based discrimination in the workplace.

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## WORK LIFE - PERSONAL LIFE BALANCE

*Recognizing that the COVID-19 pandemic has had significant impacts on the way we work, please answer the next question thinking back to the five years of your career at CSC **before the pandemic, in other words, before March, 2020.***

### **ASK Q23 IF Q5 IS GREATER THAN 1**

23) As a woman, to what extent do you agree or disagree with the following statements:

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know/ Not applicable
	1	2	3	4	5	
I am supported and encouraged by my immediate supervisor to balance work and life and to use appropriate leave when necessary	-	-	-	-	-	-
When possible, my immediate supervisor ensures flexible work arrangements are available if I need them	-	-	-	-	-	-
The nature of my position makes it difficult for my supervisor to approve flexible work arrangements	-	-	-	-	-	-
I feel comfortable requesting leave for appointments, family, illness, vacation, etc.	-	-	-	-	-	-
CSC does a good job promoting work-life balance for women employees	-	-	-	-	-	-
I know my rights with respect to duty to accommodate and know where to go for additional information and resources	-	-	-	-	-	-

*The Employee Assistance Program (EAP) aims to provide support to employees and their families, raising awareness about well-being/wellness and informing employees about the resources available to them. The EAP is available to employees and their dependents for both personal (e.g. family, finance, addiction, etc.) or work (e.g. conflict, harassment, career stress, etc.) related issues.*

24) Have you used the Employee Assistance Program?

- ☐ Yes  
☐ No (If no, skip to Q26)

25) Do you feel this service was beneficial?

Not at all beneficial	Not very beneficial	More or less beneficial	Somewhat beneficial	Very beneficial	Unsure / Not applicable
-	-	-	-	-	-

26) Please provide any additional comments you have (i.e. best practices, challenges) with respect to the work life balance realities faced by women.

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## PROFESSIONAL DEVELOPMENT AND PROMOTION

*When responding to the following questions, please reflect on the last five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter).*

27) As a woman, to what extent do you agree or disagree with the following statements:

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know/ Not applicable
	1	2	3	4	5	
I have been given adequate opportunity to participate in professional development activities (e.g., training, mentors, job shadowing, conferences, etc.)	-	-	-	-	-	-
I have been given adequate opportunity to participate in acting opportunities	-	-	-	-	-	-
I feel I am well informed about the professional development and training opportunities that exist within CSC	-	-	-	-	-	-
I am given adequate feedback (both formal and informal) from my immediate supervisor on my performance	-	-	-	-	-	-
I feel I have the information and support I need from my immediate supervisor to set career goals	-	-	-	-	-	-
I am supported and encouraged by my immediate supervisor to pursue career advancement	-	-	-	-	-	-
Professional development opportunities are awarded in a way that is fair and transparent	-	-	-	-	-	-
Training opportunities are awarded in a way that is fair and transparent	-	-	-	-	-	-
I am valued and respected and considered an equal member of my team	-	-	-	-	-	-
My gender has not been a barrier for career advancements	-	-	-	-	-	-



Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know/ Not applicable
	1	2	3	4	5	
I have a sense of belonging at CSC	-	-	-	-	-	-
Women have been represented in my interview boards and selection committees	-	-	-	-	-	-
Women are represented in senior management levels of employment	-	-	-	-	-	-
CSC has the necessary strategies and initiatives in place to help guide my professional development  <i>(e.g. networking opportunities with other women, mentoring, accessible training and seminars, etc.)</i>	-	-	-	-	-	-
CSC has the necessary strategies and initiatives in place to assist me with career advancement  <i>(e.g. job coaching, career mapping, opportunities to gain necessary competencies and experience, etc.)</i>	-	-	-	-	-	-

28) Overall, have training and professional development activities had a positive impact on your career growth at CSC?

- ☐ Yes
- ☐ No
- ☐ Unsure/don't know
- ☐ Not applicable/ I have not pursued any training or professional development activities

29) Overall, have you been provided opportunities to advance your career or been promoted while at CSC?

- ☐ Yes
- ☐ No
- ☐ Unsure/don't know

30) Have any of the following factors held you back from seeking career advancement at CSC?  
(Check all that apply)

- ☐ The negative impact it would have on my work-life balance
- ☐ Upcoming leave (e.g., maternity, parental, care and nurturing, or other leave)
- ☐ The next steps in my career are unclear to me
- ☐ I am missing the necessary experience to apply for promotional opportunities
- ☐ The next steps would require relocation
- ☐ I would not be supported by my immediate supervisor or manager
- ☐ I have concerns about supervising employees because I am a woman
- ☐ Other. Please specify: \_\_\_\_\_
- ☐ Prefer not to say

*Recognizing that there are systemic issues and expectations that impact women experiences in the workplace, the next questions focus on leave that is most commonly utilized by women.*

31) Have you utilized maternity, parental, care and nurturing, or other caregiver leave in the past five years of your career at CSC (or the time in which you have been employed by CSC – whichever is shorter)?

- ☐ Yes
- ☐ No (If no, skip to Q35)

32) Were you encouraged to take the leave and supported throughout the process (i.e. before, during, and after)?

- ☐ Yes
- ☐ No

33) In your view, did taking the leave have a negative impact on your career?

- ☐ Yes
- ☐ No (If no, skip to Q35)

34) Please select the statement(s) that best describe the type of negative impact you experienced. (Check all that apply)

- ☐ I missed promotion or acting opportunities
- ☐ It changed how I was/am perceived by my supervisor/management
- ☐ It changed how I was/am perceived by my peers/colleagues
- ☐ My skills became outdated/I needed to be retrained
- ☐ It had financial implications
- ☐ Other. Please specify: \_\_\_\_\_
- ☐ Prefer not to say

35) Please describe any additional strategies or best practices (that are not currently employed by CSC) that you believe would help you with your professional development and your career advancement.

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## CLOSING QUESTIONS

36) Overall, would you recommend CSC as an employer of choice for women?

Not at all likely	Not very likely	More or less likely	Somewhat likely	Very likely	Unsure /Don't know
-	-	-	-	-	-

37) Please provide any additional suggestions you may have on how to improve women's experiences as employees of CSC.

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Thank you for participating in the *2021 National Survey of Women Employees* and choosing to influence the organization's culture and future. Your feedback will help CSC to address the challenges faced by women employees and to ensure that the organization is a healthy, respectful, and inclusive workplace for all.

This survey was initiated by the CSC National Working Group for Women Employees and the results will be available in summer 2021.