Employment and
Social Development Canada

Emploi et
Développement social Canada

Inclusive Workplaces Advertising Campaign

METHODOLOGICAL REPORT

Canada

Inclusive Workplaces Advertising Campaign Evaluation (ACET)

This public opinion research report presents the results of three online advertising evaluation surveys conducted by Leger Marketing Inc. on behalf of Employment and Social Development Canada. The baseline survey was conducted with 1,000 Canadians in December 2023. The first post-campaign survey was conducted with 1,000 respondents in March 2024. The second post-campaign survey was conducted with 1,006 respondents in February 2025.

Cette publication est aussi disponible en français sous le titre : ÉVALUATION DE LA CAMPAGNE PUBLICITAIRE SUR LES MILIEUX DE TRAVAIL INCLUSIFS

Table of Contents

1. Executive Summary

Léger Marketing Inc. is pleased to present Employment and Social Development Canada (ESDC) with this methodology report from quantitative surveys designed to evaluate the Inclusive Workplaces advertising campaign using the Government of Canada's Advertising Campaign Evaluation Tool (ACET). This report was prepared by Léger Marketing Inc. who was contracted by ESDC (contract number CW2331393 (G9292-244640) awarded June 15, 2023, for a total value of $122,688.34 (including HST). This report presents the methodology of three online surveys conducted as part of this study. These included the baseline survey, conducted with 1,000 respondents in and December 2023, the first post-campaign survey, conducted with 1,000 respondents in March 2024, and the second post-campaign survey, conducted with 1,006 respondents in February 2025.

1.1 Background, Purpose, and Objectives

1.1.1 Background

The *Inclusive Workplaces* advertising campaign supports Budget 2023 and the 2020 Speech from the Throne initiatives furthering the Government's plan to:

- address unique needs and ongoing barriers faced by persons with disabilities and implement employment strategy for persons with disabilities;
- increase participation by persons with disabilities in the labor market and make workplaces more inclusive and accessible;
- remove barriers to accessibility for Canadians with disabilities to ensure all Canadians can participate in an inclusive and efficient labour market, under fair and inclusive working conditions; and
- develop a robust employment strategy for Canadians with disabilities, as part of the Disability Inclusion Action Plan.

Evaluating advertising campaigns that have a media buy over $1 million is a requirement under the Policy on Communications and Federal Identity.

1.1.2 Purpose and Objectives

Research Objectives

The *Inclusive Workplaces* advertising campaign was evaluated using the Advertising Campaign Evaluation Tool (ACET) issued by the Communications and Consultations Secretariat of the Privy Council Office (PCO). ACET surveys were conducted prior to and after the campaign ran in the media to measure aided and unaided recall, message retention, and effectiveness.

The *Inclusive Workplaces* advertising campaign launched mid-January and ran until March 10, 2024. There was an additional media buy from November 12, 2024, until December 8, 2024, and from January 13, 2025, to February 9, 2025. A post-campaign survey was conducted after the initial campaign and after the additional media buy.

Post-campaign data metrics were measured against the baseline data. Results provided ESDC with data that assists in developing and adjusting future media strategies. In addition, results from the campaign evaluation provided valuable trend information for future campaigns.

Specifically, the ACETs objective was to:
- gauge general awareness of the topic of the campaign (pre-campaign);
- gauge the effectiveness of the campaign;
- measure awareness and knowledge of the campaign and ESDC programs; and
- detect if the campaign was effective in promoting the call to action.

1.2 Methodology

Quantitative research was conducted through online surveys, using Computer Aided Web Interviewing (CAWI) technology. The questionnaires used for the three phases of the study were the ACET questionnaires, standardized to evaluate Government of Canada advertising campaigns. Leger Marketing Inc. used these questionnaires without making any modifications to their format or content, except for the changes made by ESDC that were necessary to adapt the questions for the different waves and to ask questions specific to the campaign.

Léger Marketing Inc. adheres to the most stringent guidelines for quantitative research. The survey instrument was compliant with the Standards of Conduct of Government of Canada Public Opinion Research.

A complete methodological description is provided in the Appendices section of this document (please see Appendix A).

The targeted audience of this study was decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs). The baseline and both post-campaigns surveys were conducted with samples of 1,000; 1,000 and 1,006 respondents respectively. The respondents were recruited via Léger Marketing Inc.'s web panel using a random selection stratified by region. The population sample was distributed as follows:

Table 1.1 Regional Distribution of Respondents

Region	Number of respondents		
	Baseline study (December 2023)	**Post-campaign 1 (March 2024)**	**Post-campaign 2 (February 2025)**
Atlantic	41	43	48
Quebec	222	244	279
Ontario	410	377	359
Prairies	46	50	59

Alberta	128	126	113
British Columbia	153	159	144
Territories	0	1	4
Total	**1,000**	**1,000**	**1,006**

1.2.1 Baseline Survey (December 2023)

The baseline survey was conducted online, using Computer-Aided Web Interviewing (CAWI) technology. Fieldwork was carried out from December 4 to 15, 2023. A total of 1,000 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed. The sample was drawn randomly from the Leo panel and the overall participation rate for the survey was 5.90% (see Table 1.3 in the Appendix for the calculation details).

Using data from Statistics Canada Canadian Business Register (BR) the results were weighted based on province, number of employees, and industry sector.

The weighting factors are presented in detail in the appendix of this report. The weight of each region was adjusted to be equivalent to its actual weight in relation to the distribution of the targeted population.

A pre-test of 29 interviews was completed before launching data collection to validate the programming of the questionnaire in both English and French. An average of three minutes and twenty seconds was required for the respondents to complete the survey.

1.2.2 Post-Campaign Survey (March 2024)

The first post-campaign survey was conducted online, using Computer-Aided Web Interviewing (CAWI) technology. Fieldwork was carried out from March 12 to 26, 2024. A total of 1,000 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed. The sample was drawn randomly from the Leo panel and the overall participation rate for the survey was 6.10% (see Table 1.10 in the Appendix for the calculation details).

Using data from Statistics Canada's Canadian Business Register, the results were weighted based on province, number of employees, and industry sector.

The weighting factors are presented in detail in the appendix of this report. The weight of each region was adjusted to be equivalent to its actual weight in relation to the distribution of the targeted population.

A pre-test of 31 interviews was completed before launching data collection to validate the programming of the questionnaire in both English and French. An average of six minutes and twenty-four seconds was required for the respondents to complete the survey.

1.2.3 Post-Campaign Study (February 2025)

The second post-campaign survey was conducted online, using Computer-Aided Web Interviewing (CAWI) technology. Fieldwork was carried out from February 11 to 25, 2025. A total of 1,006 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed. The sample was drawn randomly from the Leo panel and the overall participation rate for the survey was 2.41% (see Table 1.17 in the Appendix for the calculation details).

Using data from Statistics Canada's Canadian Business Register, the results were weighted based on province, number of employees and industry sector.

The weighting factors are presented in detail in the appendix of this report. The weight of each region was adjusted to be equivalent to its actual weight in relation to the distribution of the targeted population.

A pre-test of 36 interviews was completed before launching data collection to validate the programming of the questionnaire in both English and French. An average of four minutes and fifty-seven seconds was required for the respondents to complete the survey.

1.3 Notes on Interpretation of the Research Findings

This report was compiled by Léger Marketing Inc. based on the research conducted specifically for this project. This research is not probabilistic; the results cannot be inferred to the general population of Canada.

Since a sample drawn from an Internet panel is not probabilistic in nature, margins of sampling error cannot be calculated for this survey. Respondents for this survey were selected from among those who have volunteered to participate/registered to participate in online surveys. The results of such surveys cannot be described as statistically projectable to the target population. The data have been weighted to reflect the demographic composition of the target population.

1.4 Political Neutrality Statement and Contact Information

Léger Marketing Inc. certifies that the final deliverables fully comply with the Government of Canada's political neutrality requirements outlined in the Policy on Communications and Federal Identity and the Directive on the Management of Communications.

Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate, or ratings of the performance of a political party or its leaders.

Signed by:

Sébastien Poitras
Vice-President, Public affairs and communications
Léger Marketing Inc.507 Place d'Armes, Suite 700
Montréal, Québec
H2Y 2W8
spoitras@leger360.com

2. Appendix

A.1.1 Quantitative Methodology

Quantitative research was conducted through online surveys, using Computer Aided Web Interviewing (CAWI) technology.

As a Canadian Research Insights Council (CRIC) member, Léger Marketing Inc. adheres to the most stringent guidelines for quantitative research. The survey was conducted in accordance with Government of Canada requirements for quantitative research, including the [Standards of the Conduct of Government of Canada Public Opinion Research](#).

Respondents were assured of the voluntary, confidential, and anonymous nature of this research. As with all research conducted by Léger Marketing Inc., all information that could allow for the identification of participants was removed from the data, in accordance with the *Privacy Act*. The baseline and post-campaign questionnaires are available in Appendix A2.

A.1.1.1 Sampling Procedure

Computer Aided Web Interviewing (CAWI)

Léger Marketing Inc. conducted a panel-based Internet survey with a sample of decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs). A total of 1,000 respondents participated in the baseline survey, a total of 1,000 respondents participated in the first post-campaign survey and a total of 1,006 respondents participated in the second post-campaign survey. The same sampling procedure was used for the baseline and both post-campaigns phases of the study. The exact distribution for each of the three phases of the study is presented in the following section. Participant selection was done randomly from Leo's online panel.

Léger Marketing Inc. owns and operates an Internet panel of more than 400,000 Canadians from coast to coast. An Internet panel is made up of Web users profiled on different sociodemographic variables. The majority of Léger Marketing Inc.'s panel members (61%) have been recruited randomly over the phone over the past decade, making it highly similar to the actual Canadian population on many demographic characteristics.

A.1.2 Methodology for the Baseline Survey (December 2023)

A.1.2.1 Data Collection

Fieldwork for the baseline survey was conducted from December 4 to 15, 2023. The participation rate for the survey was 5.90%. A pre-test of 29 interviews was completed on November 14, 2023.

A total sample of 1,000 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed in all regions of the country.

Since a sample drawn from an Internet panel is not probabilistic in nature, the margin of error cannot be calculated for this survey. Respondents were selected from among those who have volunteered to participate/registered to participate in online surveys. The results of such surveys cannot be described as statistically projectable to the target population. The data have been weighted to reflect the demographic composition of the target population. Because the sample is based on those who initially self-selected for participation, no estimates of sampling error can be calculated.

Using data from Statistics Canada's 2023 Canadian Business Register, Léger Marketing Inc. weighted the results of this survey by province, number of employees, and industry sector.
The following table details the regional distribution of respondents. The baseline sample attempted to replicate as closely as possible the actual distribution of the targeted population.

Table 1.2 Regional Distribution of Respondents

Region	Number of respondents
Atlantic	41
Quebec	222
Ontario	410
Prairies	46
Alberta	128
British Columbia	153
Total	**1,000**

A.1.2.2 Participation Rate

The overall participation rate for this study is 5.90%.

Below is the calculation of the online survey's participation rate. The participation rate is calculated using the following formula: Participation rate = R ÷ (U + IS + R). The table below provides details of the calculation.

Table 1.3 Participation Rate Calculation

Invalid cases	**1,255**
Invitations mistakenly sent to people who did not qualify for the study	1,254
Incomplete or missing email addresses	-
Unresolved (U)	**10,765**
Email invitations bounce back	63
Email invitations unanswered	10,702
In-scope non-responding units (IS)	**9,667**
Non-response from eligible respondents	9,574
Respondent refusals	-
Language problem	-
Selected respondent not available (illness; leave of absence; vacation; other)	-
Early breakoffs	93
Responding units (R)	**1,282**
Surveys disqualified – quota filled	282
Completed surveys disqualified for other reasons	0
Completed interviews	1,000
POTENTIALLY ELIGIBLE (U+IS+R)	**21,714**
Participation rate= R/(U + IS + R)	**5.90%**

Typical participation rates for web surveys are approximately 20%. While a participation rate of 5.90% may appear low, this is explained by the target population (decision-makers who play a role in the day-to-day operation, direction, and hiring practices within small and medium-sized enterprises), the higher number of invitations sent, and the compressed timelines required to align with the study's schedule.

A.1.2.3 Unweighted and Weighted Samples

A basic comparison of the unweighted and weighted sample sizes was conducted to identify any potential bias that could be introduced by lower or higher participation rates among specific subgroups (see tables below).

The table below presents the geographic distribution of respondents, before and after weighting. The weighting adjusted for some minor discrepancies so that each province has a representative importance in the results.

Table 1.4 Unweighted and Weighted Sample Distribution by Province

Province	Unweighted	Weighted
Atlantic	41	60
Quebec	222	211
Ontario	410	376

Prairies	46	66
Alberta	128	129
British Columbia	153	157
Total	**1,000**	**1,000**

The following table presents the distribution of respondents, according to the number of employees.

The weighting process has addressed certain discrepancies, as the sample contained fewer employers with 5 to 24 employees and 25 to 99 employees, while including more employers with only 1 employee and more employers with 100 to 499 employees.

Table 1.5 Unweighted and Weighted Sample Distribution by Number of employees

Number of employees	Unweighted	Weighted
1	236	184
2-4	373	369
5-24	259	318
25-99	83	110
100-499	49	19
Total	**1,000**	**1,000**

The following table presents the distribution of respondents, according to the industry sector.

The weighting process has addressed certain discrepancies, as the sample included fewer respondents in the accommodation and food services sector, the administrative and support, waste management and remediation services sector, the construction sector, the health care and social assistance sector, the retail trade sector, the transportation and warehousing sector, the wholesale trade sector, and the other services (except public administration) sector, while having more respondents in the arts, entertainment and recreation sector, the educational services sector, the finance and insurance sector, the management of companies and enterprises sector, and the professional, scientific and technical services sector.

Table 1.6 Unweighted and Weighted Sample Distribution by Industry Sector

Sector	Unweighted	Weighted
Accommodation and food services	44	67
Administrative and support, waste management and remediation services	12	39
Agriculture, forestry, fishing, and hunting	37	39
Arts, entertainment, and recreation	72	15
Construction	87	124
Educational services	54	12
Finance and insurance	49	33
Health care and social assistance	62	108

Information and cultural industries	22	15
Management of companies and enterprises	20	5
Manufacturing	43	41
Mining, quarrying, and oil and gas extraction	12	6
Other services (except public administration)	68	88
Professional, scientific, and technical services	218	127
Public administration	3	7
Real estate and rental and leasing	47	48
Retail trade	86	115
Transportation and warehousing	23	58
Utilities	5	1
Wholesale trade	28	44
Other	8	8
Total	**1,000**	**1,000**

The relatively small weight factors and differences in responses between various subgroups suggest that data quality was not affected. The weight that was applied corrected the initial imbalance for data analysis purposes and no further manipulations were necessary.

The following tables present the weighting factors applied to the database according to the different respondent profiles.

Table 1.7 Weight Factors by Province and Number of employees

Label	Weight
BC 1	18.642
BC 2 to 4	36.419
BC 5 to 24	34.871
BC 25 to 49	4.853
BC 50 to 99	4.071
BC 100 to 249	0.815
BC 250 to 499	0.330
AB 1	21.377
AB 2 to 4	35.757
AB 5 to 24	37.962
AB 25 to 49	3.809
AB 50 to 99	0.868
AB 100 to 249	0.226
AB 250 to 499	0.000
MB/SK 1	6.913
MB/SK 2 to 4	45.493
MB/SK 5 to 24	23.686
MB/SK 25 to 49	5.696
MB/SK 50 to 99	12.226

MB/SK 100 to 249	5.197
MB/SK 250 to 499	0.790
ON 1	16.568
ON 2 to 4	40.962
ON 5 to 24	31.495
ON 25 to 49	5.601
ON 50 to 99	3.311
ON 100 to 249	1.249
ON 250 to 499	0.813
QC 1	23.534
QC 2 to 4	28.494
QC 5 to 24	25.436
QC 25 to 49	19.198
QC 50 to 99	0.758
QC 100 to 249	2.004
QC 250 to 499	0.576
ATL 1	17.224
ATL 2 to 4	34.954
ATL 5 to 24	43.971
ATL 25 to 49	3.850
ATL 50 to 99	0.000
ATL 100 to 249	0.000
ATL 250 to 499	0.000

Table 1.8 Weight Factors by Industry sector

Label	Weight
Accommodation and food services	6.677
Administrative and support, waste management and remediation services	3.877
Agriculture, forestry, fishing, and hunting	3.934
Arts, entertainment, and recreation	1.476
Construction	12.444
Educational services	1.193
Finance and insurance	3.347
Health care and social assistance	10.752
Information and cultural industries	1.500
Management of companies and enterprises	0.504
Manufacturing	4.128
Mining, quarrying, and oil and gas extraction	0.598
Other services (except public administration)	8.833
Professional, scientific, and technical services	12.659
Public administration	0.664
Real estate and rental and leasing	4.786

Retail trade	11.499
Transportation and warehousing	5.834
Utilities	0.109
Wholesale trade	4.379
Other	0.805

A.1.3 Methodology for the Post-Campaign Survey (March 2024)

A.1.3.1 Data Collection

Fieldwork for the first post-campaign survey was conducted from March 12 to 26, 2024. The participation rate for the survey was 6.1%. A pre-test of 31 interviews was completed on March 11, 2024.

To achieve data reliability in all subgroups, a total sample of 1,000 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed in all regions of the country.

Since a sample drawn from an Internet panel is not probabilistic in nature, the margin of error cannot be calculated for this survey. Respondents for this survey were selected among those who have volunteered to participate/registered to participate in online surveys. The results of such surveys cannot be described as statistically projectable to the target population. The data have been weighted to reflect the demographic composition of the target population. Because the sample is based on those who initially self-selected for participation, no estimates of sampling error can be calculated.

Based on data from Statistics Canada's 2023 Business Register, Léger Marketing Inc. weighted the results of this survey by province, number of employees, and industry sector.

The following table details the regional distribution of respondents. The first post-campaign sample attempted to replicate as closely as possible the actual distribution of the targeted population.

Table 1.9 Regional Distribution of Respondents

Region	Number of respondents
Atlantic	43
Quebec	244
Ontario	377
Prairies	50
Alberta	126
British Columbia	159
Territories	1

Total	**1,000**

A.1.3.2 Participation Rate

The overall participation rate for this study is 6.10%.

Below is the calculation of the Web survey's participation rate. The participation rate is calculated using the following formula: Participation rate = R ÷ (U + IS + R). The table below provides details of the calculation.

Table 1.10 Participation Rate Calculation

Invalid cases	**1,325**
Invitations mistakenly sent to people who did not qualify for the study	1,325
Incomplete or missing email addresses	-
Unresolved (U)	**7,569**
Email invitations bounce back	39
Email invitations unanswered	7,530
In-scope non-responding units (IS)	**9,182**
Non-response from eligible respondents	9,063
Respondent refusals	-
Language problem	-
Selected respondent not available (illness; leave of absence; vacation; other)	-
Early breakoffs	119
Responding units (R)	**1,089**
Surveys disqualified – quota filled	89
Completed surveys disqualified for other reasons	0
Completed interviews	1,000
POTENTIALLY ELIGIBLE (U+IS+R)	**17,840**
Participation rate= R/(U + IS + R)	**6.10%**

Similar to the baseline survey, the first post-campaign survey achieved a lower participation rate of 6.10%. This is also explained by the target population (decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs)), the higher number of invitations sent, and the compressed timelines required to align with the campaign's schedule.

A.1.3.3 Unweighted and Weighted Samples

A basic comparison of the unweighted and weighted sample sizes was conducted to identify any potential bias that could be introduced by lower or higher participation rates among specific subgroups (see tables below).

The table below presents the geographic distribution of respondents, before and after weighting. The weighting adjusted for some minor discrepancies so that each province has a representative importance in the results.

Table 1.11 Unweighted and Weighted Sample Distribution by Province

Province	Unweighted	Weighted
Atlantic	43	62
Quebec	244	212
Ontario	377	379
Prairies	50	56
Alberta	126	131
British Columbia	159	158
Territories	1	1
Total	**1,000**	**1,000**

The following table presents the distribution of respondents, according to the number of employees.

The weighting process has addressed some discrepancies, as the sample contained fewer employers with 5 to 24 employees, while including more employers with only 1 employee and more employers with 100 to 499 employees.

Table 1.12 Unweighted and Weighted Sample Distribution by Number of employees

Number of employees	Unweighted	Weighted
1	347	311
2-4	265	248
5-24	194	304
25-99	111	118
100-499	83	19
Total	**1,000**	**1,000**

The following table presents the distribution of respondents, according to the industry sector.

The weighting process has addressed certain discrepancies, as the sample included fewer respondents in the Accommodation and food services sector, the Administrative and support, waste management and remediation services sector, the Construction sector, the Health care and social assistance sector, the Real estate and rental and leasing sector, the Retail trade sector, the

Transportation and warehousing sector, and the Wholesale trade sector, while having more respondents in the Arts, entertainment and recreation sector, the Educational services sector, the Management of companies and enterprises sector, and the Professional, scientific and technical services sector.

Table 1.13 Unweighted and Weighted Sample Distribution by Industry Sector

Sector	Unweighted	Weighted
Accommodation and food services	54	67
Administrative and support, waste management and remediation services	18	37
Agriculture, forestry, fishing, and hunting	38	40
Arts, entertainment, and recreation	87	15
Construction	92	123
Educational services	58	12
Finance and insurance	33	34
Health care and social assistance	55	108
Information and cultural industries	14	15
Management of companies and enterprises	16	5
Manufacturing	43	42
Mining, quarrying, and oil and gas extraction	7	6
Other services (except public administration)	83	89
Professional, scientific, and technical services	207	127
Public administration	4	7
Real estate and rental and leasing	30	48
Retail trade	90	112
Transportation and warehousing	25	60
Utilities	6	1
Wholesale trade	30	44
Other	10	8
Total	**1,000**	**1,000**

The relatively small weight factors and differences in responses between various subgroups suggest that data quality was not affected. The weight that was applied corrected the initial imbalance for data analysis purposes and no further manipulations were necessary.

The following tables present the weighting factors applied to the database according to the different respondent profiles.

Table 1.14 Weight Factors by Province and Number of employees

Label	Weight
BC 1	32.68
BC 2 to 4	22.52
BC 5 to 24	34.05

BC 25 to 49	8.10
BC 50 to 99	1.71
BC 100 to 249	0.64
BC 250 to 499	0.29
AB 1	33.06
AB 2 to 4	24.37
AB 5 to 24	31.08
AB 25 to 49	8.70
AB 50 to 99	2.18
AB 100 to 249	0.29
AB 250 to 499	0.32
MB/SK 1	28.86
MB/SK 2 to 4	33.79
MB/SK 5 to 24	21.79
MB/SK 25 to 49	0.00
MB/SK 50 to 99	11.00
MB/SK 100 to 249	3.38
MB/SK 250 to 499	1.17
ON 1	34.28
ON 2 to 4	23.16
ON 5 to 24	26.87
ON 25 to 49	9.18
ON 50 to 99	3.52
ON 100 to 249	1.52
ON 250 to 499	1.48
QC 1	24.16
QC 2 to 4	27.87
QC 5 to 24	32.79
QC 25 to 49	12.07
QC 50 to 99	2.04
QC 100 to 249	0.71
QC 250 to 499	0.36
ATL 1	29.72
ATL 2 to 4	22.77
ATL 5 to 24	41.29
ATL 25 to 49	3.94
ATL 50 to 99	0.82
ATL 100 to 249	0.00
ATL 250 to 499	1.45

Table 1.15 Weight Factors by Industry sector

Label	Weight
Accommodation and food services	6.72

Administrative and support, waste management and remediation services	3.73
Agriculture, forestry, fishing, and hunting	3.96
Arts, entertainment, and recreation	1.48
Construction	12.27
Educational services	1.20
Finance and insurance	3.37
Health care and social assistance	10.82
Information and cultural industries	1.51
Management of companies and enterprises	0.51
Manufacturing	4.15
Mining, quarrying, and oil and gas extraction	0.60
Other services (except public administration)	8.88
Professional, scientific, and technical services	12.73
Public administration	0.67
Real estate and rental and leasing	4.81
Retail trade	11.25
Transportation and warehousing	6.01
Utilities	0.11
Wholesale trade	4.40
Other	0.81

A.1.4 Methodology for Post-Campaign Survey (February 2025)

A.1.4.1 Data Collection

Fieldwork for the second post-campaign survey was conducted from February 11 to 25, 2025. The participation rate for the survey was 2.41%. A pre-test of 36 interviews was completed on February 10, 2025.

To achieve data reliability in all subgroups, a total sample of 1,006 decision-makers who play a role in the day-to-day operation, direction, and hiring practices (including hiring and human resource managers) within small and medium-sized enterprises (SMEs) were surveyed, in all regions of the country.

Since a sample drawn from an Internet panel is not probabilistic in nature, the margin of error cannot be calculated for this survey. Respondents for this survey were selected among those who have volunteered to participate/registered to participate in online surveys. The results of such surveys cannot be described as statistically projectable to the target population. The data have been weighted to reflect the demographic composition of the target population. Because the sample is based on those who initially self-selected for participation, no estimates of sampling error can be calculated.

Based on data from Statistics Canada's 2023 Business Register, Léger Marketing Inc. weighted the results of this survey by province, number of employees, and industry sector.

The following table details the regional distribution of respondents. The first post-campaign sample attempted to replicate as closely as possible the actual distribution of the targeted population.

Table 1.16 Regional Distribution of Respondents

Region	Number of respondents
Atlantic	48
Quebec	279
Ontario	359
Prairies	59
Alberta	113
British Columbia	144
Territories	4
Total	**1,006**

A.1.4.2 Participation Rate

The overall participation rate for this study is 2.41%.

Below is the calculation of the Web survey's participation rate. The participation rate is calculated using the following formula: Participation rate = R ÷ (U + IS + R). The table below provides details of the calculation.

Table 1.17 Participation Rate Calculation

Invalid cases	**2,384**
Invitations mistakenly sent to people who did not qualify for the study	2,384
Incomplete or missing email addresses	-
Unresolved (U)	**18,907**
Email invitations bounce back	10
Email invitations unanswered	18,897
In-scope non-responding units (IS)	**21,711**
Non-response from eligible respondents	21,534
Respondent refusals	-
Language problem	-
Selected respondent not available (illness; leave of absence; vacation; other)	-
Early breakoffs	177
Responding units (R)	**1,082**
Surveys disqualified – quota filled	76
Completed surveys disqualified for other reasons	0
Completed interviews	1,006

POTENTIALLY ELIGIBLE (U+IS+R)	**41,700**
Participation rate= R/(U + IS + R)	**2.41%**

Similar to the baseline survey, the first post-campaign survey achieved a lower participation rate of 2.41%. This is also explained by the target population (decision-makers who play a role in the day-to-day operation, direction, and hiring practices within small and medium-sized enterprises), the higher number of invitations sent, and the compressed timelines required to align with the campaign's schedule.

A.1.4.3 Unweighted and Weighted Samples

A basic comparison of the unweighted and weighted sample sizes was conducted to identify any potential bias that could be introduced by lower or higher participation rates among specific subgroups (see tables below).

The table below presents the geographic distribution of respondents, before and after weighting. The weighting adjusted for some discrepancies so that each province has a representative importance in the results.

Table 1.18 Unweighted and Weighted Sample Distribution by Province

Province	Unweighted	Weighted
Atlantic	48	63
Quebec	279	212
Ontario	359	378
Prairies	59	65
Alberta	144	153
British Columbia	113	130
Territories	4	4
Total	**1,006**	**1,006**

The following table presents the distribution of respondents, according to the number of employees.

The weighting process has addressed certain discrepancies, as the sample contained fewer employers with 1 employee and with employers with 2 to 4 employees and more employers with 5 to 24 employees, with employers with 25 to 99 employees and with employers with 100 to 499 employees.

Table 1.19 Unweighted and Weighted Sample Distribution by Number of employees

Number of employees	Unweighted	Weighted
1	168	226
2-4	228	328
5-24	361	302

25-99	188	130
100-499	61	19
Total	**1,006**	**1,006**

The following table presents the distribution of respondents, according to the industry sector.

The weighting process has addressed certain discrepancies, as the sample included fewer respondents in the Administrative and support, waste management and remediation services sector, the Agriculture, forestry, fishing and hunting sector, the Construction sector, the Educational services sector, the Health care and social assistance sector, and the Information and cultural industries sector, while having more respondents in the Accommodation and food services sector, the Management of companies and enterprises sector, the Mining, quarrying and oil and gas extraction sector, the Professional, scientific and technical services sector, the Public administration sector, the Transportation and warehousing sector, and the Utilities sector.

Table 1.20 Unweighted and Weighted Sample Distribution by Industry Sector

Sector	Unweighted	Weighted
Accommodation and food services	158	127
Administrative and support, waste management and remediation services	88	125
Agriculture, forestry, fishing, and hunting	91	115
Arts, entertainment, and recreation	105	108
Construction	47	67
Educational services	26	59
Finance and insurance	19	48
Health care and social assistance	24	44
Information and cultural industries	22	43
Management of companies and enterprises	57	41
Manufacturing	42	39
Mining, quarrying, and oil and gas extraction	45	34
Other services (except public administration)	19	15
Professional, scientific, and technical services	57	15
Public administration	61	12
Real estate and rental and leasing	8	7
Retail trade	10	6
Transportation and warehousing	17	5
Utilities	14	1
Wholesale trade	86	89
Other	10	8
Total	**1,006**	**1,006**

The relatively small weight factors (see section below) and differences in responses between various subgroups suggest that data quality was not affected. The weight that was applied

corrected the initial imbalance for data analysis purposes and no further manipulations were necessary.

The following tables present the weighting factors applied to the database according to the different respondent profiles.

Table 1.21 Weight Factors by Province and Number of employees

Label	Weight
BC 1	28.095
BC 2 to 4	25.038
BC 5 to 24	29.915
BC 25 to 49	8.191
BC 50 to 99	5.818
BC 100 to 249	1.868
BC 250 to 499	1.074
AB 1	19.600
AB 2 to 4	37.742
AB 5 to 24	23.919
AB 25 to 49	13.859
AB 50 to 99	3.277
AB 100 to 249	0.989
AB 250 to 499	0.614
MB/SK 1	32.844
MB/SK 2 to 4	18.309
MB/SK 5 to 24	34.316
MB/SK 25 to 49	9.592
MB/SK 50 to 99	2.068
MB/SK 100 to 249	2.575
MB/SK 250 to 499	0.298
ON 1	24.882
ON 2 to 4	32.482
ON 5 to 24	28.513
ON 25 to 49	9.507
ON 50 to 99	2.600
ON 100 to 249	1.201
ON 250 to 499	0.815
QC 1	13.036
QC 2 to 4	38.992
QC 5 to 24	34.422
QC 25 to 49	10.884
QC 50 to 99	1.541
QC 100 to 249	0.938
QC 250 to 499	0.187

ATL 1	16.884
ATL 2 to 4	35.217
ATL 5 to 24	36.028
ATL 25 to 49	7.101
ATL 50 to 99	3.412
ATL 100 to 249	0.548
ATL 250 to 499	0.811

Table 1.22 Weight Factors by Industry sector

Label	Weight
Accommodation and food services	12.611
Administrative and support, waste management and remediation services	12.396
Agriculture, forestry, fishing, and hunting	11.456
Arts, entertainment, and recreation	10.711
Construction	6.652
Educational services	5.832
Finance and insurance	4.728
Health care and social assistance	4.362
Information and cultural industries	4.262
Management of companies and enterprises	4.112
Manufacturing	3.919
Mining, quarrying, and oil and gas extraction	3.334
Other services (except public administration)	1.495
Professional, scientific, and technical services	1.470
Public administration	1.189
Real estate and rental and leasing	0.661
Retail trade	0.596
Transportation and warehousing	0.502
Utilities	0.109
Wholesale trade	8.799
Other	0.802

A.2 Survey Questionnaire

ADVERTISING CAMPAIGN EVALUATION TOOL
BASELINE AND POST-CAMPAIGN SURVEY

Inclusive Workplaces Advertising Campaign

Baseline sections should be asked before the ads have run in the media.
All sections should be asked after the ads have run in the media.

INTRODUCTION
[ASK IN BASELINE AND POST-CAMPAIGN SURVEYS]

Thank you for taking a few minutes to complete this survey on current issues that matter to Canadians. Si vous préférez répondre à ce sondage en français, veuillez cliquer sur **français** **[SWITCH TO FRENCH VERSION].**

Your participation is voluntary and your responses will be kept entirely confidential. The survey takes about [BASELINE: 7 minutes / POST-CAMPAIGN: 9 minutes] to complete.

START SURVEY

If you wish to verify the authenticity of this survey, please copy this link on your browser:
https://www.canadianresearchinsightscouncil.ca/rvs/home/?lang=en

The CRIC Research Verification Service project code is: [INSERT CODE]

To view our privacy policy, visit: https://www.legeropinion.com/en/privacy-policy/
If you require any technical assistance, please contact support@legeropinion.com

---

D1:
Which of the following categories best describes your current employment status? Are you…

SELECT ONE ONLY
- Working full-time (30 or more hours per week)
- Working part-time (less than 30 hours per week)
- Self-employed
- Unemployed, but looking for work **TERMINATE**
- Student attending school full-time **TERMINATE**
- Retired **TERMINATE**
- Not in the workforce (Full-time homemaker or unemployed but not looking for work) **TERMINATE**
- Other employment status
- Prefer not to answer

IWC-1:

Are you part of the management team in a Canadian business or organization of any size (including president, owner, partner, senior manager, or human resources manager)?

- o Yes, president/owner/partner
- o Yes, senior manager (for example, director/general manager/vice-president)
- o Yes, human resources (for example, hiring manager)
- o Yes, other senior role
- o No, none of the above **TERMINATE**

a) In which province or territory is your business or organization based? If you have more than one location, please identify your head office location.

SELECT ONE ONLY
- o Alberta
- o British Columbia
- o Manitoba
- o New Brunswick
- o Newfoundland and Labrador
- o Northwest Territories
- o Nova Scotia
- o Nunavut
- o Ontario
- o Prince Edward Island
- o Quebec
- o Saskatchewan
- o Yukon

IF NO PROVINCE OR TERRITORY IS SELECTED, THANK AND TERMINATE

D7: Which of the following best describes the industry or sector of your business or organization? If you are active in more than one sector, please identify the main sector.

- o Accommodation and food services
- o Administrative and support, waste management and remediation services
- o Agriculture, forestry, fishing, and hunting
- o Arts, entertainment, and recreation
- o Construction
- o Educational services
- o Finance and insurance
- o Health care and social assistance
- o Information and cultural industries
- o Management of companies and enterprises
- o Manufacturing
- o Mining, quarrying, and oil and gas extraction
- o Other services (except public administration)
- o Professional, scientific, and technical services
- o Public administration
- o Real estate and rental and leasing

- o   Retail trade
- o   Transportation and warehousing
- o   Utilities
- o   Wholesale trade
- o   Other, please specify _____

IWC-2:

Including you, approximately how many full-time staff does your business or organization employ in Canada? (If you are a franchise, think of the number of staff in your individual franchise).

- o   1, just me
- o   2 to 4
- o   5 to 24
- o   25 to 49
- o   50 to 99
- o   100 to 249
- o   250 to 499
- o   500 or more **TERMINATE**

IWC-3:

In your job, do you make any decisions or have any influence over hiring or human resource policies?
- o   Yes
- o   No **TERMINATE**

a) Do you or any member of your household currently work in any of the following organizations?

SELECT ALL THAT APPLY
- o   A marketing research firm
- o   A magazine or newspaper
- o   An advertising agency or graphic design firm
- o   A political party
- o   A radio or television station
- o   A public relations company
- o   The federal or provincial government
- o   None of these organizations

IF "NONE OF THESE ORGANIZATIONS" CONTINUE.
OTHERWISE THANK AND TERMINATE.

b) What is your gender?

- o   Male
- o   Female
- o   Gender diverse
- o   Prefer not to answer

o

c) In what year were you born?
- o YYYY

  ADMISSIBLE RANGE 1900-2007 (18 and older)
  IF > 2007, THANK AND TERMINATE
  ASK D IF QUESTION C IS LEFT BLANK

d) In which of the following age categories do you belong?

  SELECT ONE ONLY
- o Less than 18 years old
- o 18 to 24
- o 25 to 34
- o 35 to 44
- o 45 to 54
- o 55 to 64
- o 65 or older

  IF "LESS THAN 18 YEARS OLD" OR "BLANK", THANK AND TERMINATE

e) In which sector is your business or organization?

- o Private sector
- o Non-profit sector
- o Public sector **TERMINATE**

CORE QUESTIONS
[ASK IN BASELINE AND POST-CAMPAIGN SURVEYS]

ASK ALL RESPONDENTS
Q1:
Over the past three weeks, have you seen, read or heard any advertising **from the Government of Canada**?

- o Yes
- o No **=> GO TO T1A**

Q3:
Think about the most recent **Government of Canada ad** that comes to mind. What do you remember about this ad?
- o **OPEN-ENDED**_____

CAMPAIGN-SPECIFIC QUESTIONS
[ASK IN BASELINE AND POST-CAMPAIGN SURVEYS]

ASK ALL RESPONDENTS
T1A:
Over the past few months, have you seen, read or heard any Government of Canada advertising about hiring persons with disabilities?

- o Yes
- o No **=> GO TO IWC-A**

T1B:
Where have you seen, read or heard this ad about hiring persons with disabilities?

> **SELECT ALL THAT APPLY**
> **ROTATE OPTIONS**
> - o Digital/Streaming radio (e.g., Sirius, Podcast)
> - o Mobile app
> - o Internet website
> - o LinkedIn
> - o YouTube
> - o Online news sites
> - o Web search (e.g., Google)
> - o Other, specify:

T1C:
What do you remember about this ad?
> - o **OPEN-ENDED_____**

ASK ALL RESPONDENTS – CAMPAIGN SPECIFIC ATTITUDINAL AND BEHAVIOURAL QUESTIONS

IWC-A:
How interested are you in learning more about how to hire persons with disabilities from the Government of Canada?
> - o Not at all interested
> - o Not very interested
> - o Somewhat interested
> - o Very interested

[FOR THOSE WHO CHOSE "NOT AT ALL INTERESTED" OR "NOT VERY INTERESTED" ON IWC-A]
IWC-A1:
What could increase your interest in learning more about hiring persons with disabilities in the future?

> **ROTATE OPTIONS**
> **(Select all that apply)**
> - o Success stories or case studies from businesses in my industry.
> - o Guidelines on best practices for supporting persons with disabilities in the work-place.
> - o Training sessions or workshops for employers.
> - o Assistance in identifying qualified candidates in my community.
> - o Access to financial incentives, like wage subsidies and tax deductions.
> - o Other (please specify)
> - o None of the above

[FOR THOSE WHO CHOSE "SOMEWHAT INTERESTED" OR "VERY INTERESTED" ON IWC-A]
IWC-A2:
Which of the following are you interested in when it comes to learning more about how to hire persons with disabilities from the Government of Canada?

> **ROTATE OPTIONS**
> **(Select all that apply)**
> o   Success stories or case studies from businesses in my industry.
> o   Guidelines on best practices for supporting persons with disabilities in the work-place.
> o   Training sessions or workshops for employers.
> o   Assistance in identifying qualified candidates in my community.
> o   Access to financial incentives, like wage subsidies and tax deductions.
> o   Other, please specify:
> o   None of the above

IWC-B:
Where would you look for information about hiring persons with disabilities and/or on how to make your workplace more inclusive?
> **ROTATE OPTIONS**
> **(Select all that apply)**
> o   General online search
> o   Networking / word of mouth
> o   Community partners
> o   Business publications
> o   HR professionals
> o   Provincial government websites
> o   Federal government websites
> o   Other, please specify:

IWC-C:
Are you aware of a Government of Canada website for employers that provides tools and resources for hiring persons with disabilities?
> o   Yes
> o   No
> o   Unsure / Don't know

IF "Yes" in IWC-C, ASK IWC-D

IWC-D:
Have you visited the Government of Canada website for employers that provides tools and resources for hiring persons with disabilities?
> o   Yes
> o   No

IWC-E:
Are you aware of any local organizations that help employers hire persons with disabilities?

- Yes, please specify:
- No

Here are some ads that have recently been broadcast on various media. Click here to watch.
[INSERT STATIC BANNERS, VIDEO, LINKEDIN, AUDIO AND NATIVE ADS]
[CLICK TO GO TO THE NEXT PAGE]

T1H:
Over the last few months, have you seen, read or heard these ads?
- Yes
- No **=> GO TO T1J**

T1I:
Where have you seen, read or heard these ads?

SELECT ALL THAT APPLY
ROTATE OPTIONS
- Digital/Streaming radio (e.g. Sirius, Podcast)
- In a mobile app
- Internet website
- LinkedIn
- YouTube
- Online news sites
- Web search (e.g. Google)
- Other, specify:

T1J:
What do you think is the **main** point these ads are trying to get across?
- **OPEN-ENDED _____**

T1K:
Please indicate your level of agreement with the following statements about these ads?

RANDOMIZE STATEMENTS	1 Strongly Disagree	2	3	4	5 Strongly Agree
These ads catch my attention	o	o	o	o	o
These ads are relevant to me	o	o	o	o	o
These ads are difficult to follow	o	o	o	o	o
These ads do not favour one political party over another	o	o	o	o	o
These ads talk about an important topic	o	o	o	o	o
These ads provide new information	o	o	o	o	o
These ads clearly convey that the Government of Canada has resources to help employers hire persons with disabilities	o	o	o	o	o

DEMOGRAPHIC QUESTIONS
[ASK IN BASELINE AND POST-CAMPAIGN SURVEYS]

D5: Where were you born?
- o   Born in Canada
- o   Born outside Canada
  - ▢ Specify the country: _____

ASK IF D5=BORN OUTSIDE CANADA

D6: In what year did you first move to Canada?
- o   YYYY

ADMISSIBLE RANGE: 1900-2023

ADDITIONAL DEMOGRAPHIC QUESTIONS
D8: What is the size of the community where your business or organization is based? Is it in a…?
- o   City with a population of over one million
- o   City with a population of between 100,000 and one million
- o   City/town with a population of between 30,000 and 99,999
- o   Town with a population between 1,000 and 29,999
- o   Rural area with a population of less than 1,000

D9: What is the main language your business or organization operates in?
- o   English
- o   French
- o   Other

D10: Is your business or organization federally regulated (Examples of federally regulated workplaces or sectors include air transportation, banks, port services, postal and courier services, railways, road transportation, telecommunications)?

- Yes, we are federally regulated
- No, we are not federally regulated
- Don't know

D11: Do you identify as a person with a disability? (A person with a disability is anyone with any impairment that, in interaction with a barrier, hinders their full and equal participation in society. The impairment may be physical, mental, intellectual, cognitive, learning, communication or sensory—or a functional limitation. It may be permanent, temporary, or episodic in nature, and may or may not be evident.)
- Yes
- No
- Prefer not to answer

IF "YES" IN D11, ASK D12
D12:
How would you describe your disability? Select all that apply.
[Multiple response]
- Sight/vision – also known as visual impairment (includes being blind or visually impaired even when wearing glasses or contact lenses)
- Hearing – also known as D/deaf or hard of hearing (includes tinnitus)
- Mobility – that affects your ability to walk or move (includes being in a wheelchair etc.)
- Flexibility or dexterity affects a person's ability to move their joints (includes severe arthritis, paralysis, loss of a limb)
- Pain – also known as chronic pain syndrome or disability (pain that continues over a long period of time and disrupts your life.)
- Learning – also known as learning disabilities, (can include Dyslexia, Aphasia, Hyperactivity, Dyscalculia, dysgraphia, ADHD, etc.)
- Developmental – also known as intellectual disabilities (can include Down syndrome, autism, Asperger syndrome, etc.]
- Memory – also known as a memory disability that affects your ability to remember information (can include dementia, Alzheimer's etc.)
- Mental health-related – also known as mental illness (can include depression, schizophrenia, bipolar, borderline, obsessive-compulsive (OCD) etc.)
- Other disabilities (please describe):
- Prefer not to answer

That concludes the survey. This survey was conducted on behalf of Employment and Social Development Canada.
In the coming months the report will be available from Library and Archives Canada.
We thank you very much for taking the time to answer this survey, it is greatly appreciated.