

**Supporting Diversity, Equity, & Inclusion in Peel's EarlyON System**

**EarlyON Staff and Board Survey Findings**

**September 2022**

## **EarlyON Staff and Board Survey Findings**

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**LAND ACKNOWLEDGEMENT**

We acknowledge that the land we are standing on is the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples, and is now home to many diverse First Nations, Inuit, and Métis peoples.

We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We acknowledge all Treaty peoples – including those who came here as settlers, as migrants either in this generation or in generations past, and those of us who, as forcibly dis-planted Africans, came here involuntarily, particularly as a result of the Trans-Atlantic Slave Trade and Slavery.

We also acknowledge that a shared understanding of how our collective pasts have brought us to where we are today will help us walk together into a better future.

### INTRODUCTION

EarlyON providers work in diverse and increasingly complex environments. More and more organizations and institutions acknowledge and recognize the need to increase their skills, knowledge and understanding of Diversity, Equity, and Inclusion (DEI). Anti-bias education meets the vital need for early childhood programs where all children and families feel they belong, and where each new generation of children successfully learns the tools, they need to thrive in and challenge an inequitable world. (SOURCE: THE GOALS OF ANTI-BIAS EDUCATION: CLEARING UP SOME KEY MISCONCEPTIONS BY LOUISE DERMAN-SPARKS AND JULIE OLSEN EDWARDS)

Diversity, Equity, and Inclusion surveys are more than collecting demographic and inclusivity data in the workplace. Diversity, Equity, and Inclusion surveys that lead to real change are rooted in the continuous drive to understand your organization's diverse make up alongside the lived experiences of staff and families.

The implementation of the EarlyON Child and Family Centres Workforce Survey and the consequent findings/results will provide a baseline of data of who makes up the Boards, leadership and staff at EarlyON Centres in Peel. The baseline data will identify gaps in the data collection tools/processes, organizational policies and procedures; for example, HR recruitment and retention practices, and organizations' complaint policy and procedures. Furthermore, the data collected will inform capacity building supports required for direct delivery staff, leadership, and Boards.

### Deliverable One – EarlyON Staff & Board Survey Findings & Recommendations

The focus was to interpret the findings from the EarlyON Staff survey and the EarlyON Board survey administered by the Region of Peel in March 2022. The consultants would develop recommendations for ongoing work at a system and organizational level (e.g., policies and practices related to staff recruitment and retention and areas of professional learning). Recommendations should reflect different position types (e.g., Board, management, and direct delivery staff) and include agency specific strengths.

### RECOMMENDATIONS

The following recommendations and observations are based on the results of the analysis of the EarlyON Child and Family Workforce Survey. Survey results indicate healthy DEI organizations and success on the DEI journey with high rates of agreement related to questions around diversity, equity and inclusion. However, this should be interpreted with caution because a large portion of EarlyON staff identified as White (48 %), Christian (39%) and female (96%). Furthermore, out of 183 respondents, a total of 65 (35%) staff identified as racialized, 91 (50%) as non-racialized and 27 (15%) preferred not to answer. Building a diverse, equitable and

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inclusive organization does not happen by chance. Instead, it requires the organization to be intentional in its commitment and efforts.

The following recommendations are categorized by systems level (for Region of Peel, as funder), organizational level for all EarlyON providers, and Board level for all EarlyON providers.

In addition, important recommendations that are not directly related to the survey findings emerged throughout the process of reviewing survey and background EYCC materials. These recommendations are captured under “additional considerations.”

System Recommendations for the Region of Peel		
Recommendations	Description	Evidence from survey responses
1. The Region should mandate EarlyON providers, as part of their funding agreement, to develop and communicate a DEI Strategy (or commitment) that is consistent with the Region’s commitment to DEI.	As the Funder for EarlyON centres, it is important to articulate the importance, value, and funding requirement to develop, action/implement, and communicate a commitment to DEI. This communication must be explicit and non-negotiable.	<p><b>Q23</b> – My organization is committed to diversity, equity, and inclusion                      Staff survey results: 89.27% (158) agree, 2.82% (5) disagree and 2.82% (5) do not know if their organization is committed to DEI. 5.08% (9) preferred not to answer.</p> <p><b>Q24</b> – I am familiar with my organization’s DEI strategy                      Staff survey results: 67.80% (120) agree, 23.73% (42) somewhat agree, 1.69% (3) disagree and 5.08% (9) are unsure if there is a DEI strategy</p> <p>Although the numbers/percentages are small, combined they still raise some concerns about commitment to DEI</p>
2. The Region, in collaboration with EarlyON Providers, should develop accountability measures as a mechanism to ensure integration of DEI across the sector in policies, procedures and programming. Furthermore, these efforts need to be evaluated.	In collaboration with EarlyON providers, develop and explicitly articulate accountability measures and processes to hold EarlyON providers accountable for their individual DEI strategies and accountable to each other and the early years system. For example, review of organizational policies and procedures, identify strategies to address gaps in staff and Board representation, participation in	In role of service system manager, the Region could take an active role in addressing any gaps in staff and Board representation (e.g., review HR policies and procedures) and increase knowledge/awareness of DEI related policies (e.g., religious accommodations), procedures and organizational strategy.

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	mandatory DEI professional learning opportunities and outreach strategies into racialized communities, etc.	
3. Utilize demographic information unique to EarlyON sites across the Region to gain better insights on the local community.	Through mapping, identify EarlyON sites that are in high density racialized areas and develop targeted outreach and engagement strategies to address any potential gaps in staff recruitment and/or knowledge/awareness (e.g., training related to cultural competency, inclusiveness, etc.) to ensure that the EarlyON workforce is inclusive adapted to the populations. Explore partnership opportunities with both formal and informal partners in each geography.	<p><b>Q8</b> – 35.52% (65) EarlyON staff identified as racialized out of 183 respondents, less than half of all EarlyON staff.</p> <p>According to the 2016 Census data 62% of people in Peel identified as racialized (2021 census data is not yet available). In a Region where more than half of the total population identifies as racialized: 73.3% Brampton; 57.2% Mississauga and 18.7% Caledon, there is a need to increase staff representation, by identifying where EarlyON programs are located across Peel.</p>
4. Support further DEI training to continue enhancing EarlyON provider knowledge and capacity to implement DEI consistently across the sector, including Board members to understand and appreciate their roles and accountability related to DEI.	The training should focus on the differences between equity, diversity, and inclusion at all levels of the organization (Board, direct staff, and Leadership). Equity speaks to achieving parity in policies, processes, and outcomes while accounting for diversity and inclusion.	<p><b>Q38</b> – What action steps would you like to see the organization implement in relation to DEI? 26.51% (44) staff responded to this question with specific recommendations and suggestions. (Refer to staff recommendations Q38)</p>

Organizational Recommendations for EarlyON Providers		
Recommendation	Description	Evidence from survey responses
1. Actively continue to create and evaluate opportunities to integrate and embed DEI into daily operations and best practices.	Continue to demonstrate the commitment by creating opportunities to increase and embed DEI knowledge, capacity and understanding in day-to-day operations across the sector. Furthermore, evaluate these opportunities to understand impact and link it to organizational strategies. For example, link DEI goals/activities to staff performance expectations, program design and delivery.	There is a high level of consensus that organizations are committed to DEI, however, there are staff that are not familiar with their organization’s DEI strategy or whether one exists. <b>Q23</b> – 89.27% (158) of staff agree that their organization is committed to DEI. <b>Q24</b> – 67.80% (120) of staff are familiar with their organizations’ DEI strategy, 23.73% (42) are somewhat familiar, 1.69% (3) are not familiar and 5.8% (9) are unsure if there is a strategy at all.
2. Organizations should continue to explore ways to enhance their organizational understanding and capacity of DEI through professional learning opportunities.	Further DEI training is encouraged focused on implementation and how to weave/integrate DEI into daily practices. A combination of DEI activities is required to build and increase understanding and awareness of what true inclusion and equity means. This could be achieved through implementation of the professional learning plan to be developed by the consultants, in combination with additional supporting resources, accountability measures, program enhancements, and the supported collection and use of socio-demographic data.	<b>Q23</b> – 89.27% (158) of staff agree that their organization is committed to DEI; 2.82% (5) disagree and 2.82% (5) do not know. <b>Q24</b> – 67.80% (120) of staff are familiar with their organizations’ DEI strategy, 23.73% (42) are somewhat familiar, 1.69% (3) are not and 5.08% (9) are unsure if there is a strategy.  <b>Q37</b> - Combined responses indicate that 150 EarlyON staff received DEI training over the past 24 months, 9.88% (17) do not know if they received DEI training and 2.91% (5) preferred not to answer.



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<p>3. Review Human Resources policies and procedures through a DEI lens.</p>	<p>There is an overarching recommendation to review all Human Resources policies and procedures through a DEI-Informed lens. Drawing from the evidence in the survey, particular attention should be given to the following areas.                  In particular:                  a) Recruitment and Retention                  b) Harassment and Discrimination                  c) Religious Accommodations</p>	
<p>3a. Recruitment and Retention.</p>	<p><i>Recruitment and Retention (including hiring processes, promotion and exit interviews)</i>                  Opportunities to improve:</p> <ul style="list-style-type: none"> <li>• Develop targeted outreach strategies for recruitment of staff to be representational of communities served.</li> <li>• Develop and utilize key performance indicators (KPIs) to measure and track recruitment and retention related data (number of vacancies and gaps in representation).</li> <li>• Mandatory DEI question(s) should be incorporated into all interview templates with a rating/scoring weight implemented for consistency purposes. The intention is to gather information on the potential hire’s knowledge and understanding of DEI and to identify their previous experience working in diverse environments.</li> </ul>	<p><b>Q8</b> – 35.52% (65) EarlyON staff identified as racialized out of 183 respondents, less than half of all EarlyON staff.                  According to the 2016 Census data 62% of people in Peel identified as racialized (2021 census data is not yet available).</p> <p>In a Region where more than half of the total population identifies as racialized: 73.3% Brampton; 57.2% Mississauga and 18.7% Caledon, there is a need to increase staff representation of their communities, by developing targeted outreach strategies for recruitment.</p>

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	<ul style="list-style-type: none"> <li>• Add DEI section to existing onboarding checklist if not already done. The checklist should include: All diversity, equity and inclusion related policies and procedures, e.g., Diversity statement, Workplace Discrimination and Harassment Policy, Complaints Policy and procedures, Code of Conduct, and Human Rights in the Workplace policy, reinforce that DEI principles and values are expected competencies that are to be embedded in their everyday work; where to access DEI training information, etc.</li> </ul> <p>Recommend that the above takes place during the first two weeks in of the onboarding/orientation.</p>	
<p>3b. Harassment and Discrimination policies and complaints procedures.</p>	<p>Provide education that informs staff about where, how, and when the <b>complaints process</b>, policies and procedures for reporting <b>harassment and discrimination</b> incidences can be accessed. Review the process with staff and seek their input.</p> <p>It is also recommended that these policies be reviewed through a lens of impact on the complainant (was it accessible and did it meet their needs?).</p>	<p><b>Q33</b> – If you have reported harassment or discrimination, did your organization respond in the right way?          19.77% (34) of staff have reported harassment and discrimination and felt that their organization responded in the right way, <b>3.49% (6) responded no, 3.49% (6) do not know, 4.07% (7) preferred not to answer.</b></p> <p>This question focuses on the organizational outcome versus the experience and impact of the incident on the staff person(s). Did they feel supported? Etc. There is no question about how the complaints process worked/was it easily accessible.</p>

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<p>3c. Religious Accommodations</p>	<p>Provide opportunities for the inclusion of diverse religions, faiths and belief systems of staff across the community to increase understanding, recognition, engagement, and a sense of belonging. Find ways to embed this in daily conversations, written communications and in the images, materials and toys that are offered in the environment to normalize it rather than tokenize it.</p>	<p><b>Q18</b> – What is your religion, faith, belief system or spiritual affiliation?                  There is some representation of diverse religions, faiths, and belief systems across the Sector, however it is predominantly Christian (39.34% (72) of all staff).</p> <p><b>Q19</b> – Does your organization support accommodation (to pray, or time off outside of the current observed holidays)?                  37.16% (68) of staff responded yes; 8.74% (16) said no <b>and interestingly 46.45% (85) do not know.</b></p> <p>The high percentage of individuals that do not know whether there are religious accommodations could be an area of concern if staff are unaware of the importance of having religious accommodations for colleagues to have a protected sense of belonging, and/or may include some staff that do not feel safe or comfortable asking about religious accommodations.</p>
<p>4. Develop a mentoring/buddy program that intentionally incorporates and embeds the values and importance of DEI.</p>	<p>Ensure new staff hired are made aware of the organization’s commitment to and performance expectations regarding DEI.                  Create a mentoring/buddy system to support them in working in diverse settings with diverse families.</p>	<p><b>Q5</b> – 54.09% (99) staff have been employed for less than 5 years. Just over half of all EarlyON staff are relatively new to their organization. There are several contributing factors to the high number of new staff, including the expansion of the sector over the last few years. It is also recognized that</p>

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<p>across the sector as part of new staff orientation</p>		<p>staff changes may have occurred due to existing challenges in the field (source: Growing Together: Ontario’s Early Years and Child Care Workforce Strategy) and impact from the pandemic.</p>
<p>5. Provide DEI training for all Leaders that focus on leading in diverse communities and supporting diverse staff teams.</p>	<p>DEI training for all leadership focused on:</p> <ul style="list-style-type: none"> <li>• Understanding the dimensions of diversity, enhancing, and increasing individual knowledge/capacity.</li> <li>• The importance of self-reflection work (understanding your own social location and triggers)</li> <li>• How to lead/manage diverse staff teams</li> <li>• Understanding implicit bias</li> <li>• Understanding the importance of verbal and non-verbal language through a DEI lens</li> <li>• How to create safe spaces for ‘hard’ conversations</li> </ul>	<p><b>Q19</b> – Does the organization support/accommodate (pray time, etc.) From staff that identified as leaders: 66.67% (26) responded yes to organizational accommodation, 7.69% (3) responded no, 23.08% (9) do not know and 2.56% (1) preferred not to answer.</p> <p>Interesting, is that 23.08% (9) of the Leaders identified that they do not know if religious accommodations are provided.</p>
<p>6. Create opportunities that address any potential gaps in diverse representation and understanding of diverse needs (e.g., religion, race, sexual orientation, etc.) through authentic community partnerships and ongoing engagement with EarlyON families.</p>	<p>There are many different opportunities to address potential gaps in staff representation of communities served to ensure there is awareness and understanding of diverse local needs. This recommendation suggests engaging with community partners that serve diverse communities, as well as engaging with families in open and authentic conversations. Find ways to embed DEI in daily conversations, written communications and in the images, materials and toys that are offered in the environment to normalize it rather than tokenize it.</p>	<p>EarlyON staff identified as White (48 %), Christian (39%) and female (96%). Furthermore, out of 183 respondents, a total of 65 (35 %) staff identified as racialized, 91 (50%) as non-racialized and 27 (15%) preferred not to answer. There was a low number (4, 2.19%) of staff that identified as immigrated to Canada within the last 5 years.</p>

Board Recommendations for EarlyON Providers		
Board Level Recommendations	Description	Evidence from survey responses
1. Enhance Board members' understanding of their responsibilities and accountabilities for DEI by providing professional learning opportunities.	<p>There is a need to enhance Board members' understanding of their responsibilities and accountabilities for DEI in their governance role; this would result in increased knowledge, skills, and competency to manage and lead the organization through a DEI lens.</p> <p>This includes the following steps:</p> <ul style="list-style-type: none"> <li>• All Board members participate in DEI training and have access to resource materials and information to support their roles. <i>(CAMH Diversity Benchmarking Tools and Resources for Standing Committees of the Board)</i></li> <li>• Ensure annual assessment of Board DEI training needs. <i>(CAMH Diversity Benchmarking Tools and Resources for Standing Committees of the Board)</i></li> <li>• Enhance Board accountability through review of recruitment process, role orientation and</li> </ul>	<p>The survey response rate of 73% indicates that there is an opportunity for Board members to be more engaged in DEI conversations to increase understanding that DEI is a key responsibility and that Board members are also accountable for the organizations' DEI strategy.</p> <p>Note that the Board Survey response rate varied across individual providers.</p>

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	Board policies/procedures (e.g., Bylaws)	
2. Review Board member composition annually to ensure representation.	There should be a review of the demographics/diversity in the communities the organization serves and an examination of and how there is alignment with Board composition.	69% of Board respondents indicate that the Board is representative of the clients and the broader community the organization serves with 18% responding 'disagree' and 7% saying 'I don't know'
3. Recruitment of diverse board members that reflect the communities the EarlyON provider serves or creation of strategies/mechanisms to include diverse voices into decision-making at board level.	Boards provides strategic oversight and accountability for an organization. It is critical for this body to incorporate diverse voices that represent the local community perspectives and needs into their decision-making processes. If recruiting diverse Board members is a challenge, then organizations should review their outreach/engagement strategies (utilize diverse media outlets, etc.); alternatively, the organization will need to create mechanisms to obtain input and feedback from other community partners and families in lieu of board representation.	Areas of gap in representation from the Board survey responses includes: <ul style="list-style-type: none"> <li>• No representation of recent immigrants to Canada within the last 5 years</li> <li>• 41.82% (23) identified as a racialized person</li> <li>• 9.09% (5) identified as a person living with a disability or disabilities</li> <li>• 80% (44) identified with a household income of \$90,000.00 or above. 8 (15%) preferred not to answer.</li> </ul>

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<p>4. Engage Boards in reviewing and supporting organizational policies with DEI informed lens</p>	<p>Recommend that the Boards take the opportunity to learn, develop and understand the organizational policies and procedures on harassment and discrimination.</p>	<p>7% of Board members indicated that they ‘don’t know’ if the organization would respond in the right way if discrimination was experienced.</p>
<p>5. In collaboration with organization senior leadership, Boards should develop a communication strategy to publicly demonstrate commitment to DEI.</p>	<p>Recommend that Boards explore and document how they will advance and communicate the organization’s commitment to diversity, equity, and inclusion.  Identify DEI ambassadors at the Board level</p>	<p>95% of Board members expressed that the organization is committed to DEI. In relation to staff survey findings, where there was a lower proportion of agreement to this question, it is clear that this commitment to DEI should be shared across all stakeholder groups, social media platforms, program spaces etc.</p>

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### Additional Considerations to Enhance DEI Work

1. Region is encouraged to support the examination of HDLH and DEI values/strategies to embed DEI more effectively into day-to-day operations.
  - Examine how to bridge the current diverse cultural understanding and practices in the Sector with the pedagogical document, HDLH. Recognizing that this is a foundational component of EarlyON services, DEI training and day-to-day operations would be enhanced if this foundation document is understood with a DEI lens.
2. Review current Indigenous strategies to support more engagement of the Indigenous community
  - Create opportunities to enhance Indigenous programming and partnerships, as well as evaluate efforts. This could include collaboration and co-creation with community partners and community members.
  - Probe what is working well and what is not working well with Indigenous community partners. This could be used to inform how we engage with the Indigenous community.

### Considerations for future Workforce Surveys

1. A question on sexual orientation should be included in the survey as this will identify additional training opportunities that will increase understanding, awareness, inclusion, and belonging. Staff and Board members should feel safe in bringing all of themselves to their work environments.
2. Questions on experience should be included in future surveys, specifically in the diversity and equity sections. For example, probing for experiences of discrimination, racism, ageism, etc. and staff's perception of the organization's ability to support and act in incidences of discrimination and racism.
3. Develop questions that can specifically gauge different dimensions of diversity. For example, one question asks whether staff see themselves reflected in their organizations. According to the definition of diversity used in the survey - Diversity includes visible and invisible qualities and attributes; so yes, staff are diverse at all levels of the organization, for example women working with other women see themselves reflected in the organizations. A more specific question could ask whether staff are racially and ethnically representative at all levels of the organization.
4. Add question(s) that gauge in what ways staff feel their organizations have demonstrated their commitment to DEI.

### Staff Recommendations

The following recommendations reflect staff responses to question **Q38** - What action/steps would you like to see the organization implement related to diversity, equity, and inclusion? There were 44 staff responses that have been themed and are captured verbatim.



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### **Training / Professional Learning**

- Continuation of DEI workshops/training/reflective discussions/reminders was most requested; 2-3 times per year
- All staff be trained in diverse environments, respectful and inclusive learning environments
- A better understanding of privilege and each team member's societal position and the impact it has

### **Indigenous**

- More Indigenous enrichment for all programs and equitable funding for all programs
- More workshop opportunities with Indigenous communities and networks so that the organization can be more intentional in actions for reconciliation

### **Overall organizational and HR related actions**

- Train new staff on family support programs immediately upon hire, including relief staff
- Review of all policies/practices through a DEI lens
- Policies reflecting DEI, included as part of strategic plan. Reflect in hiring efforts, onboarding, and ongoing practices
- More diverse upper management, more acknowledgement/mitigation of implicit bias in internal decision making
- Equitable opportunities are provided to all, and that room is created for courageous conversations
- Need to employ more people from African Canadian background
- Promote within
- More transparency in putting in practice policies and procedures
- Practice what they preach. These policies apply to all not some. That inclusion is for all staff not just child care staff
- Change of wording in advertisements (e.g., parents instead of specifically moms)
- Post photos that promote healthy representation of all races, genders, disabilities, etc.
- Diversity posters, all abilities are hired at organizations, books written in various languages
- Non gendered bathrooms at all locations, non-gendered signage

### **Board Recommendations**

- Opportunities for more awareness of diverse perspectives
- Defined targets and evaluation process for DEI strategy
- Development of an internal DEI Board Committee

### SURVEY FINDINGS AND OBSERVATIONS

The Region of Peel developed and administered the Diversity, Equity, & Inclusion Workforce Survey in March 2022 to 187 EarlyON staff members. This was the first survey administered to the EarlyON sector and there was a response rate of 98% (183 staff).

S.M.D. Consulting Inc. & Team reviewed and analyzed all survey responses. Following are the findings and observations categorized by: Sector wide EarlyON Staff (includes Direct Delivery Staff responses, Leadership responses) and Board responses.

Helpful Tip: It is also beneficial to consider the number of the staff that select “preferred not to answer” and reflect on whether this could be a result of fear of being judged, lack of feeling safe, not wanting to be excluded, etc.

#### Sector wide EarlyON Staff Responses

- **Q3** - 66.67% (122) identified as Direct Delivery, 21.31% (39) identified as Leadership, 7.10% (13) identified as Administration, 4.92% (9) preferred not to answer.
- **Q4** – 54.10% (99) identified as full-time permanent, 26.23% (48) identified as part-time permanent, 5.46% (10) identified as full-time contract, 4.37% (8) identified as part-time contract, 6.56% (12) identified as casual, 3.28% (6) preferred not to answer.
- **Q5** – 54.10% (99) staff have been employed for less than 5 years. This could be indicative of expansion in the sector, as well as workforce challenges in the sector, including compensation challenges, elevated levels of stress, ‘burn out,’ equity issues, and the impact of the pandemic.
- **Q6** – There was similar distribution (ranging from 20% - 25%) for the following age ranges: 30-39 (20.77%, 38 staff), 40-49 (22.95%, 42 staff) and 50-59 (25.14%, 12). 14.75% (27) were between 20-29 years of age, 6.56% (12) 60-69 years of age, and 1.09% (2) were under 20 years old. 9% (16) preferred not to answer.
- **Q7** - 51.37% (94) staff were born in Canada and 41% (75) were born in another country but immigrated to Canada more than 5 years ago. 2% (4) were born in another country and immigrated to Canada within the last 5 years.
- **Q8** - 35.52% (65) staff identified as racialized; 49.73% (91) identified as non-racialized. Interestingly, 14.75% (27) preferred not to answer this question.

From our experience, when this question is skipped, or participants indicate ‘prefer not to answer’ it is usually because they feel like their anonymity may be compromised.

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According to the 2016 Census data, 62% of people in Peel identified as racialized; 2021 data is not yet available.

In a Region where more than half of the total population identifies as racialized: 73.3% Brampton; 57.2% Mississauga and 18.7% Caledon, there is a need to increase staff and Board representation, by developing targeted outreach strategies for recruitment.

- **Q9** - There are no First Nations staff or board members across the Sector; however, one (1) person identified as Indigenous from outside North America. Although Indigenous cultural practices, languages, history, and experiences may be similar, more than likely it is quite different from the Canadian experience. There are just over 9,000 Indigenous people in Peel (2016 Census data).
- **Q10** - Staff teams are highly educated with a good diversity of university degrees, college diplomas and trades certifications.
- **Q11** - What languages do you speak and are most comfortable communicating in? There is language representation across the Sector which aligns with the top 10 languages spoken in Peel.
- **Q12 Gender Identity** - 95.63% (175) identified as women. 1.09% (2) identified as men; one staff person identified as gender fluid; 2.73% (5) preferred not to answer the question and one staff self-described using the pronouns of 'she/they'.  
The question always arises, why do people prefer not to answer? Is it fear of being judged, lack of feeling safe, not wanting to be excluded, etc.?
- Noted that there is no question on the survey about **sexual orientation**. Was this a deliberate decision? If so, what was the rationale for this decision?
- **Q13** – Do you identify yourself as a person living with a disability or disabilities? 16.39% (30) responded yes to this question, 78.69 (144) responded no, 4.92% (9) preferred not to answer and 14 people skipped the question.
- **Q14 & Q15** are follow up questions probing the nature of the disability and how supported people feel who are receiving accommodations. 8.74% (16) feel very supported, 6.01 (11) feel somewhat supported, 7.65% (14) require no accommodations and 5.46% (10) preferred not to answer.  
The focus here is on the 11 staff who feel 'somewhat supported' and the 5.46% (10) who preferred not to answer. What is or is not happening to warrant this response?
- **Q18** – What is your religion, faith, belief system or spiritual affiliation?  
There is representation of diverse religions, faiths, and belief systems across the Sector.

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- **Q19** – Does your organization support accommodation (to pray, or time off outside of the current observed holidays)?  
37.16% (68) responded yes; 8.74% (16) responded no and interestingly 46.45% (85) do not know. Do people not know because they have never asked or because asking does not feel safe?
- **Q20** – Staff is diverse at all levels of the organization  
Data shows that agreement with this question drops as you move up the hierarchal line; with program staff there was 89% agreement that staff are diverse, with supervisors it is 76% agreement, then it drops to 70% with managers, 58% with directors and 56% with Board.

The question is, are these numbers truly reflective of diverse representation considering that only 35.52% (65) staff identified as racialized in Q8. Diversity includes visible and invisible qualities and attributes according to the above definition; so yes, staff are diverse at all levels of the organization. But are staff racially and ethnically representative at all levels of the organization is a different question. This question could be rephrased to explore representation across specific dimension of diversity. An additional question could be, whether racialized staff felt themselves represented?

- **Q20 – Q24 inclusive are responses to diversity focused questions**  
The data indicates that most respondents were positive in their responses to the diversity questions, 68% (120) are aware of /familiar with the organization’s DEI strategy, 24% (42) are somewhat familiar and 5% (9) are unsure if there is a strategy. 81% (143) see themselves reflected in the organization, 92% (163) agree that their team members have diverse ideas, perspectives, and skills and 89.27% (158) believe their organization is committed to diversity, equity, and inclusion.  
It is important to note that, 6 staff skipped each one of the diversity questions; we are unsure if it is the same 6 people or not and what that might indicate.
- **Q25 – Q36 inclusive and equity focused questions**
- **Q25** – Opportunities for growth and advancement regardless of background and identity. 76.70% (135) agree that there are opportunities for growth and advancement regardless of background and identity, 9.09% (16) disagree with this statement while 10.80% (19) don’t know and 3.41% (6) preferred not to answer. 7 staff skipped this question.
- **Q26** – 56.82% (100) agreed their salary and benefits are similar to other respondents in roles like theirs in the organization, 35.23% (62) don’t know, and 6.82% (12) disagree. 1.14% (2) preferred not to answer.
- **Q27** - Job performance evaluation is fair

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77.27% (136) agree that performance evaluation is fair, 3.41% (6) disagree, 9.66% (17) preferred not to answer and 7 staff skipped the question.

- **Q28** – When work has to get done that no one else is responsible for, the tasks are fairly divided  
75% (132) agree, 9.66% (17) disagree, 9.66% (17) don't know, and 5.68% (10) preferred not to answer and 7 staff skipped the question.
- **Q29** – I feel valued for my unique perspective and skills  
87.21% (150) agree, 4.65% (8), 8.14% (14) preferred not to answer and 11 staff skipped this question.
- **Q30** – I have opportunities for professional success that are similar to my colleagues  
79.65% (137) agree, 5.81% (10) disagree, 9.30% (16) don't know, 5.23% (9) preferred not to answer and 11 staff skipped this question
- **Q31** – I am comfortable being myself at work  
88.37% (152) agree that they are comfortable being themselves at work, 4.65% (8) disagree and 6.98% (12) preferred not to answer. 11 staff skipped this question.
- **Q32** – I am familiar with my organization's policy related to a respectful workplace  
91.86% (158) are familiar with their organization's policy related to a respectful workplace, 6.40% (11) are somewhat familiar and 2 people were unsure if there was a policy. 11 staff skipped this question.
- **Q33** – If you have reported harassment or discrimination, did your organization respond in the right way?  
19.77% (34) have reported harassment and discrimination and felt that their organization responded in the right way, 3.49% (6) responded no, 3.49% (6) do not know, 4.07% (7) preferred not to answer and 69.19% (119) identified that this question was not applicable to them.

This question identifies that 46 (26.75%) staff members that responded to this question have reported harassment or discrimination, which is a fairly high number and it is unknown from this survey the cause or type of reports that occurred. Furthermore, the incidences of potential harassment or discrimination could be higher as some people might not have reported out of fear/reprisals, did not want to be labeled as a "troublemaker" or excluded from their team. When you are the only person (racialized/LGBTQ2+/differing abilities and genders etc.) in a department/organization you learn to choose your battles.

Question 33 focuses on the organizational outcome versus the experience and impact of the incident on the staff person(s). Did they feel supported? Etc. There is no question

## EarlyON Staff and Board Survey Findings

about how the complaints process worked/was it easily accessible? This should be added to future surveys.

- **Q34** – My organization creates a safe and welcoming environment for everyone  
91.86% (158) agree that their organization creates a safe and welcoming environment for everyone, 1 % (2) people disagreed, 2.33% (4) do not know and 4.65% (8) preferred not to answer.
- **Q35** – At work I feel cared about as a person  
90.70% (156) feel cared about as a person, 2.33% (4) disagreed and 6.98% (12) preferred not to answer. 11 skipped the question.
- **Q36** – I am included in decisions about my work  
84.30% (145) agree that they are included in decisions about their work, 6.40% (11) disagreed and 9.30% (16) preferred not to answer.
- **Q37** – Received professional training/learning related to diversity, equity, and inclusion  
53.49% (92) have received training in the past 3 months; 33.72% (58) within the past 24 months, 9.88% (17) responded that they did not know and 2.91% (5) preferred not to answer, 11 people skipped this question.

Similar, to the responses in the diversity section of the survey, the above data indicates that most respondents were positive in their responses to the equity questions. Although the numbers and percentages are small for those who disagreed, don't know and/or preferred not to answer, combined the data raises issues of concern around equity. Furthermore, 11 staff skipped each one of the equity questions; what does this say / mean?

### Direct Delivery staff - 122 staff identified as Direct Delivery Staff

- **Q4** – 42.62% (52) are full time permanent staff, 33.61% (41) are part time permanent, 9.84% (12) are casual. The remaining staff were either full time contract (7), part time contract (7), or preferred not to answer (3).
- **Q5** – 81.14% (80 staff) have been employed for less than 5 years.
- **Q7** - 45.08% (55) were born in Canada, 3.28% (4) were born in another country and immigrated in the last 5 years, 46.72% (57) were born in another country but immigrated to Canada over 5 years ago and 4.92% (6) preferred not to answer. **Almost 50% of direct delivery staff immigrated to Canada.** However, it is recognized that it does not reflect newcomer perspectives in terms of experiences with current settlement challenges and cultural nuances that would resonate with families.

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- **Q8** - 40.98% (50) identified as racialized, 41.80% (51) identified as non-racialized and 17.22% (21) preferred not to answer. Less than half of the frontline staff who would come in direct contact with children and families do not represent/reflect the communities in Peel. **It is not surprising that 50 of the 65 EarlyON staff who identified as racialized are direct delivery staff and a lower proportion are captured in the leadership levels**
- **Q10** – 9% (11) possess a master's degree, 40.16% (49) a bachelor's degree, 8.20% (10) a university certificate/diploma below bachelor level and 35.25% (43) a college diploma, 3 have a Trade certificate or diploma.
- **Q11 - Responses indicate that the number of different languages spoken by direct delivery staff are included in the top 10 languages spoken in Peel.**
- **Q12** – .82% (1) staff identified as gender fluid, .82% (1) staff identified as questioning, 96.72% (118) identified as women, 2.46% (3) preferred not to answer and .82% (1) preferred to self-identify with pronouns (she/they).
- **Q13** - 16.39% (20) responded yes to living with a disability, 77.87% (95) responded no, and 5.74% (7) preferred not to answer.
- **Q18** - There is diverse religious and spiritual representation amongst the Direct Delivery staff.
- **Q19** - 30.33% (37) responded yes to religious accommodation support, 9.84% (12) responded no, 50.00% (61) do not know and 9.84% (12) preferred not to answer.
- **Q21** - 83.05% (98) see themselves reflected in the organization, 4.24% (5) disagreed, 12.71% (15) preferred not to answer and 4 skipped the question. Diversity includes visible and invisible qualities and attributes according to the above definition; so yes, staff are diverse at all levels of the organization. But are staff racially and ethnically representative at all levels of the organization is the question? Another question should be added to capture this information. An additional question could be, whether racialized staff felt themselves represented?
- **Q23** – 91.53% (108) agree that their organization is committed to diversity, equity, and inclusion. 1 disagreed, 4 do not know and 5 preferred not to answer.
- **Q24** - 65.25% (77) are familiar with their organization's diversity, equity, and inclusion strategy, 24.58% (29) are somewhat familiar, 2.54% (3) are not and 6.78% (8) are unsure if there is a strategy.

## EarlyON Staff and Board Survey Findings

- **Q29** – 88.50% (100) feel valued for their unique perspective and skills in the organization.
- **Q31** – 87.61% (99) feel comfortable being themselves at work, 5.31% (6) disagree and 7.08% (8) prefer not to answer.
- **Q32** – 92% (104) responded yes that they are familiar with their organization’s respectful workplace policy. 7% (8) responded somewhat and 1% (1) is unsure if there is a policy.
- **Q33** -23% (26) staff responded yes, the organization responded in the right way when they reported incidents of harassment and/or discrimination, 4 responded no and 4 do not know. **It is interesting to note that most of the reports of discrimination from the staff survey are reported by direct staff.**

## Direct Delivery Staff Analysis Conclusion

122 staff identified as Direct Delivery. Overall responses were positive with 91.53% (108) agreeing that their organization is committed to diversity, equity, and inclusion. Furthermore, more than half of the 122 staff, 62.25% (77) are familiar with their organization’s strategy. This is a good foundation to continue to build on to enhance DEI professional learning.

It is strongly recommended that the focus for direct delivery staff must be the integration of DEI learnings to complement the four foundations of [How Does Learning Happen, Ontario’s Pedagogy for Early Years](#). It is time to move towards competency and embedding DEI into daily practice/routine.

## Administrative Staff Survey Responses

EarlyON Administration Staff - 13

Administration– Finance, Accounting, Human Resources, Marketing & Communications

- **Q2 – Indicate organization**  
Note: Due to low numbers in this category, data in this question has been removed to ensure responses are not identifiable.
- **Q4** – 76.92% (10) full time permanent and 15.38% (2) part time permanent
- **Q7** – 76.92% (10) Administrative staff were born in Canada, 23.08% (3) were born in another country and immigrated to Canada more than 5 years ago.



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- **Q8 – 7.69% (1) staff identified as racialized, 92.31% (12) identified as non-racialized.**
- **Q10 – 69.23% (9) have a bachelor’s degree, 23.08% (3) have a college diploma, and 7.69% (1) has a high school diploma.**
- **Q13 – 15.38% (2) responded yes to living with a disability; 84.62% (11) responded no.**
- **Q19 – Does your organization support/accommodate (pray time etc.). 30.77% (4) responded yes, 69.23% (9) do not know.**
- **Q21 – 100.00% (13) agree that they see themselves reflected in the organization.**
- **Q23 – 100.00% (13) agree that their organization is committed to diversity, equity, and inclusion**
- **Q24 – 61.54% (8) responded yes that they are familiar with the organization’s diversity, equity, and inclusion strategy, 30.77% (4) are somewhat familiar, 7.69% (1) is unsure if there is a strategy.**
- **Q29 – 100.00% (13) feel valued for their unique perspective and skills in the organization.**
- **Q32 – 92.31% (12) are familiar with their organization’s policy related to a respectful workplace, 7.69% (1) is unsure if there is a policy.**

## Leadership Survey Responses

EarlyON Leadership Members 39

EarlyON Leadership Member Survey Responses 39

### Leadership – Program Supervisor, Program Coordinator, Program Manager, Executive Director

- **Q2 – Indicate organization**  
Note: Due to low numbers in this category, data in this question has been removed to ensure responses are not identifiable.
- **Q4 – What is your employment status?**  
79.49% (31) identified as permanent full-time, 12.82% (5) permanent part-time, 7.69% (3) full-time permanent contract

## EarlyON Staff and Board Survey Findings

- **Q7** - 58.97% (23) of the Leadership were born in Canada, 35.90% (14) were born in another country and immigrated more than five years ago and 5.13% (2) preferred not to answer.
- **Q8** - **30.77% (12) identify as racialized, 58.97% (23) do not identify as racialized and 10.26% (4) prefer not to answer. Of the 65 EarlyON staff who identified as racialized 12 are in a Leadership position.**
- **Q10** – Highest level of education completed  
15.38% (6) have a master's degree, 55.97% (23) have a bachelor's degree, 5.13% (2) have a university certificate or diploma, and 20.51% (8) have a college diploma.
- **Q12** – Gender identity  
92.31% (36) identify as women, 5.13% (2) as male and 2.56% (1) preferred not to answer.
- **Q18** – Religion, faith, belief system, spiritual affiliation  
5.13% (2) are Buddhist, 58.97% (23) are Christian, 2.56% (1) is Hindu, 5.13% (2) are Sikh, 12.82% (5) have no religious or spiritual affiliation and 15.38% (6) preferred not to answer.
- **Q19** – Does the organization support/accommodate (pray time, etc.)  
66.67% (26) responded yes to organizational accommodation, 7.69% (3) responded no, 23.08% (9) do not know and 2.56% (1) preferred not to answer.  
Interesting, is that 23.08% (9) Leaders in the Sector do not know if religious accommodations are provided.
- **Q20** – The staff is diverse at all levels of the organization

### Leadership responses indicating agreement to this question

	Agree	
Program staff	92.11%	35
Supervisors	76.32%	29
Managers	76.32%	29
Directors	60.53%	23
Administrative	78.95%	30
Board	68.42%	26

### Direct staff responses indicating agreement to this question

Agree

## EarlyON Staff and Board Survey Findings

Program staff	88.14%	104
Supervisors	77.97%	92
Managers	72.03%	85
Directors	57.63%	68
Administrative	65.25%	77
Board	50.00%	59

There are differences in between how direct staff view the organization versus Leadership. However, this is not uncommon in organizations as there is often a disconnect between frontline staff and Leadership. Organizations will report they are diverse at a Leadership level if they have one or two racialized Leaders, frontline staff may see this as only tokenism and not enough effort made by Leadership to promote more racialized staff.

- **Q21** - 71.05% (27) see themselves reflected in the organization, 10.53% (4) disagree, 18.42% (7) preferred not to answer and 1 person skipped the question.  
This response is not surprising, as there is not a lot of diversity / representation at the Leadership level (12 Leadership staff identified as racialized).
- **Q20 – Q36** The above data indicates that most respondents were positive in their responses to the diversity and equity questions, 81.58% (31) are aware of /familiar with the organization’s DEI strategy, 71.05% (27) see themselves reflected in the organization, 94.74% (36) agree that their team members have diverse ideas, perspectives, and skills and 86.84% (33) agree their organization is committed to diversity, equity, and inclusion.
- **Q33** - 21.05% (8) responded yes, they have reported incidences of harassment and discrimination and that the organization responded in the right way. 5.26% (2) responded no, 71.05% (27) responded not applicable and 1 preferred not to answer.

The question focuses on the organizational outcome versus the experience and impact of the incident on the staff person(s). Did they feel supported? Etc. There is no question about how the complaints process worked or if it was easily accessible. A question about staff’s experience(s) should be added to capture individual experiences in reporting incidences of harassment and discrimination.

- **Q37** – Received professional training/learning related to diversity, equity, and inclusion. 63.16% (24) staff have received professional training/learning in the past 3 months, 18.42% (7) in the past 6 months, 7.89% (3) in the past 12 months, 5.26% (2) in the past 24 months and 2 do not know.
- **Q38** – What actions/steps would you like to see implemented in the organization related to DEI? - All suggested responses have been captured and combined with the staff survey responses.

### Leadership Analysis Conclusion

On the surface and based on survey responses, it appears that the commitment to building an inclusive sector that recognizes and acknowledges the values of diversity, equity, and inclusion are well underway. More than half of the Leadership responded positively when asked questions about diversity, equity, and inclusion. Interestingly though, of the 39 staff that identified as Leaders, 30.77% or 12 identified as racialized, 36% or 14 was born in another country and immigrated to Canada over 5 years ago; while 58.97% or 23 identified as non-racialized, 10% or 4 preferred not to answer. This data only tells half of the story. Without qualitative data to share or describe experiences we are left with only numbers. The numbers, however, tell us that representation is low.

Furthermore, the responses to Q21 – Q23 inclusive are in the consultant’s opinion misleading, for example the question “I see myself reflected in the organization, including the many different parts of me” had a response rate of 71.05% or 27 Leaders indicating that they agree with this statement. This is probably accurate because most of the staff across the sector and specifically in Leadership are White and able bodied. 11% (4) disagreed and 18% (7) preferred not to answer. From 11 leaders that disagreed or preferred not to answer, 5 identified as racialized.

The data does not tell the story of the experiences of racialized Leaders across the sector. Socio-demographic data collection is not only about numbers, but also about how people experience organizational cultures and environments; the nuances of organizational culture influence how one behaves, their attitudes and openness to DEI, to how they interact with their peers and Leaders. The survey did not ask any of those questions, hence we are left wondering about how staff really feel.

The limited diversity and representation across the sector in a community where more than half of the total population identifies as racialized and immigrant is concerning, at best a challenge for the Sector to address. Moreover, the data indicates that in questions 18 and 19 - religious and spiritual affiliation, 23.08% or 9 leaders stated that they ‘do not know’ if accommodations were made for other religions outside of Christianity. How can you be a leader in a sector on a DEI journey and not know the answers to these questions?

Leaders need to hone the interpersonal skill set required to move the work forward. This means, openly encouraging and participating in discussions about race, ethnicity, gender identity and gender expression, sexual orientation, differing abilities, religious and cultural norms as well as listening to and validating different perspectives.

**Recommendation:** DEI training for all 39 Leaders focused on:

- Understanding the dimensions of diversity, enhancing, and increasing individual knowledge/capacity
- The importance of self-reflection (understanding your own social location and triggers)
- How to lead/manage diverse staff teams

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- Understanding implicit bias
- Understanding the importance of verbal and non-verbal language through a DEI lens
- How to create safe spaces for 'hard' conversations

The process of becoming an effective leader in the context of diversity, equity and inclusion begins with self-awareness, which is the recognition that DEI has an impact on organizational performance. Understanding DEI at a Leadership level means acquiring knowledge about organizational diversity competencies.

## Board Survey Responses

- Considering Peel has high immigration, the organization would benefit from newcomers on the Board as they would bring in the current settlement challenges and cultural nuances that would resonate with families– from the members that participated, no one was a recent immigrant, however 40% (22) Board members identified as immigrants to Canada over 5 years ago.
- 42% (23) of respondents were racialized across all Boards, we cannot confirm if this is representative of geographic locations.
- 54.55% (30) Board members responded yes to speaking a language other than English, 45.45% (25) do not speak another language.
- 49.09% (27) Board members identified as Christian.
- 69.09% (38) indicated that the Board is representative of the clients and the broader community the organization serves with 18.18% (10) responding 'disagree' and 12.73% (7) said I do not know – this is an opportunity to review the demographics/diversity in the communities the organization serves and compare this with the current Board composition to identify gaps.
- 94.55% (52) indicated that the organization is committed to diversity, equity, and inclusion. 1 member disagreed and 1 does not know.
- 83.64% (46) members responded yes that the organization's commitment to diversity, equity, and inclusion are part of the orientation given to new members. 9.09% (5) responded no and 7.27% (4) responded that they do not know.
- 92.59% (50) Board members agree that the organization would respond in the right way if discrimination was experienced, 7.41% (4) did not know. This presents an opportunity for the Board to learn, develop and understand the organizational policies on harassment and discrimination.

### Board Analysis Conclusion

Boards of Directors are integral to the mission, vision, and governance of organizations. Their role as ambassadors of the organization they choose to volunteer for are important positions not only for the organization but for the communities they represent. As Directors they make decisions which affect a considerable number of families. 94.55% (52) indicated that the organization that they volunteer their time to is committed to diversity, equity, and inclusion. It is recommended that Board members continue to enhance their understanding of their responsibilities and accountabilities for diversity, equity, and inclusion in their governance role. Moreover, organizations are encouraged to continue to increase diverse representation at the Board level as this would result in increased knowledge, skills, and competency to manage and govern the organization.

### CONCLUSION

This report captures findings and recommendations from the first system-wide workforce survey that was completed with all EarlyON Staff and Board Members to increase an understanding of the current DEI representation and sensitivity in Peel's EarlyON system. The impressive response rate created a strong baseline understanding of representation in the system and demonstrated the commitment of sector staff and leaders in supporting this DEI journey of growth.

There are important recommendations that have been provided at a system level (for the Region of Peel, in its role of service system manager) and organization level (for all EarlyON providers), as well as individual provider-level recommendations that will be shared with the respective providers. The recommendations capture intentional and evidence-informed opportunities to target recruitment efforts for staff and board, improve policies and procedures to ensure equitable practices and processes, increase accountability and the integration of DEI efforts, as well as identified professional learning opportunities for staff, leaders and board members.

The recommendations, while provided at different levels, are interconnected and work together for truly integrated enhanced DEI representation, competency and capacity together. For example, survey findings indicated that all respondents have participated in some form of DEI training over the past 24 months. Most organizations believe and hope that once training/professional development/learning has taken place, staff would act on what they learned, internalize the information and model new behaviours because now they know and understand the learnings. However, that is not the case. In particular, we cannot train people to achieve equity and inclusion. Taking into consideration all of the recommendations, there is a

## **EarlyON Staff and Board Survey Findings**

need to incorporate accountability measures, policies and practices to fully achieve DEI goals of increased representation, competency and capacity.

The Region has the opportunity at this moment to mandate and support the continuation of further diversity, equity, and inclusion work by continuing to make professional learning opportunities available and creating accountability mechanisms that will hold all EarlyONs individually and collectively responsible for achieving the desired outcomes.

## EarlyON Staff and Board Survey Findings

### APPENDIX A: Survey Questions

The following table captures all of the survey questions that were in the EarlyON workforce survey.

**Category:** Questions are grouped according to the following categories - Socio-Demographic (SD), Diversity, Equity, Inclusion, and General.

**Survey:** Questions that appear in both the Staff Survey and Board Survey are captured as “Both.” For Board, some survey questions were not applicable to Board and/or removed to maintain confidentiality (smaller number of respondents).

No.	Survey	Category	Question (In Brief)
Q1	Staff only	SD	Please indicate your role in the EarlyON Child and Family Centres.
Q2	Both	SD	Please indicate your organization.
Q3	Staff only	SD	What option best describes your role in the organization?
Q4	Staff only	SD	What is your employment status?
Q5	Staff only	SD	How long have you been employed with this organization?
Q6	Both	SD	What is your age?
Q7	Both	SD	Indicate which statement applies to you? [Categories related to immigration status]
Q8	Both	SD	Do you identify as a racialized person? [Definition from Ontario Human Rights Code is provided]
Q9	Both	SD	Do you identify as any of the following? [Categories related to racial-ethnic backgrounds]
Q10	Both	SD	What is your highest level of education completed?
Q11	Both	SD	What language(s) do you speak and are most comfortable communicating/speaking in? Note: For Board, question is “I speak a language other than English”
Q12	Both	SD	What best describes your gender?
Q13	Both	SD	Do you identify yourself as a person living with a disability or disabilities? [Definition from Ontario Human Rights Code is provided]
Q14	Both	SD	If you identify as a person living with a disability or disabilities, what is the nature of your disability?
Q15	Staff only	SD	If you have disclosed a disability or disabilities, how supported are you to receive the accommodations you need at work?
Q16	Both	SD	What is the total before tax income of all members of your household
Q17	Both	SD	How many household members do your household income support?
Q18	Both	SD	What is your religion, faith, belief system, or spiritual affiliation?
Q19	Staff only	SD	Does your organization support accommodation (e.g., to pray or time off outside of the current observed holidays)?
Q20	Staff only	Diversity	The staff is diverse at all levels of the organization: a) Program staff, b) Supervisors, c) Managers Directors, d) Administrative, e) Board
Q21	Both	Diversity	I see myself reflected in the organization (including the many different parts of me).



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No.	Survey	Category	Question (In Brief)
Q22	Both	Diversity	My team members have diverse ideas, perspectives, and skills.
Q23	Both	Diversity	My organization is committed to diversity, equity, and inclusion
Board only (different Q#)		Diversity	The board is representative of the clients/program participants and the broader community that the organization serves.
Q24	Both	Diversity	I am familiar with my organization's diversity, equity, and inclusion strategy.
Q25	Staff only	Equity	There are opportunities for me to grow and advance in my career at this organization regardless of my background and identity.
Q26	Staff only	Equity	My salary and benefits are similar to other respondents in roles like mine at the organization.
Q27	Staff only	Equity	My job performance evaluation is fair.
Q28	Staff only	Equity	When work has to get done that no one else is responsible for, the tasks are fairly divided.
Board only (different Q#)		Equity	The organization's commitment to diversity, inclusion, and equity are part of the orientation message given to new board members.
Board only (different Q#)		Equity	Do current and new board members receive ongoing board development/training as to the role of board members?
Board only (different Q#)		Equity	What networks does the board use to recruit new members?
Q29	Both	Inclusion	I feel valued for my unique perspective and skills in the organization.
Q30	Staff only	Inclusion	I have opportunities for professional success that are similar to those of my colleagues.
Q31	Both	Inclusion	I am comfortable being myself at work [or as a board member].
Q32	Staff only	Inclusion	I am familiar with my organization's policy related to a respectful workplace
Q33	Both	Inclusion	If you have reported harassment or discrimination, did your organization respond in the right way? [Definition of description provided]
Q34	Both	Inclusion	My organization creates a safe and welcoming environment for everyone.
Q35	Staff only	Inclusion	At work, I feel cared about as a person.
Q36	Staff only	Inclusion	I am included in decisions about my work.
Q37	Both	General	I have received professional learning/training related to diversity, equity, and inclusion.
Q38	Both	General	What actions/steps would you like to see the organization implement related to diversity, equity, and inclusion?