

What level of role do you currently hold in your company?

|                                                       |             | AGE        |            |            |           |
|-------------------------------------------------------|-------------|------------|------------|------------|-----------|
|                                                       | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                                       |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>                          | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
|                                                       |             |            |            |            |           |
| <b>Weighted</b>                                       | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
|                                                       |             |            |            |            |           |
| Employee (below management)                           | 710         | 206        | 270        | 234        | 37        |
|                                                       | 71%         | 74%        | 73%        | 66%        | 64%       |
|                                                       |             |            |            |            | **        |
| Management (Manager, Senior Manager, Supervisor, etc) | 208         | 50         | 74         | 84         | 14        |
|                                                       | 21%         | 18%        | 20%        | 24%        | 24%       |
|                                                       |             |            |            |            | **        |
| Senior Executive (VP, President, CEO, etc.)           | 86          | 24         | 28         | 35         | 7         |
|                                                       | 9%          | 9%         | 7%         | 10%        | 12%       |
|                                                       |             |            |            |            | **        |

- Column Proportions:

Columns Tested (5%): A/B/C,D/E/F/G

Minimum Base: 30 (\*\*), Small Base: 100 (\*)

- Column Means:

Columns Tested (5%): A/B/C,D/E/F/G

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[Table of contents](#)

| EDUCATION |          |           |
|-----------|----------|-----------|
| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
| 297       | 281      | 95        |
| 74%       | 71%      | 62%       |
| G         | G        |           |
| 77        | 76       | 41        |
| 19%       | 19%      | 27%       |
|           |          | F         |
| 25        | 37       | 18        |
| 6%        | 9%       | 12%       |
|           |          | E         |

[Salaries]

To what extent do you believe that there is a glass ceiling or divide, when it comes to the differences between

|                                  |             | AGE        |            |            |           |
|----------------------------------|-------------|------------|------------|------------|-----------|
|                                  | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                  |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>     | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
|                                  |             |            |            |            |           |
| <b>Weighted</b>                  | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
|                                  |             |            |            |            |           |
| <b>Salaries</b>                  |             |            |            |            |           |
| Very large divide                | 262         | 73         | 90         | 98         | 15        |
|                                  | 26%         | 26%        | 24%        | 28%        | 27%       |
|                                  |             |            |            |            | **        |
| Moderate divide                  | 379         | 82         | 158        | 139        | 18        |
|                                  | 38%         | 29%        | 42%        | 39%        | 31%       |
|                                  |             |            | A          | A          | **        |
| Small divide                     | 194         | 75         | 63         | 57         | 18        |
|                                  | 19%         | 27%        | 17%        | 16%        | 31%       |
|                                  |             | BC         |            |            | **        |
| Perfectly equal with men         | 170         | 50         | 61         | 59         | 6         |
|                                  | 17%         | 18%        | 16%        | 17%        | 11%       |
|                                  |             |            |            |            | **        |
| <b>Summary</b>                   |             |            |            |            |           |
| Top2Box (Large/ Moderate Divide) | 640         | 155        | 248        | 237        | 33        |
|                                  | 64%         | 55%        | 67%        | 67%        | 58%       |
|                                  |             |            | A          | A          | **        |
| Low2Box (Small Divide/ Equal)    | 365         | 125        | 124        | 116        | 24        |
|                                  | 36%         | 45%        | 33%        | 33%        | 42%       |
|                                  |             | BC         |            |            | **        |

- Column Proportions:

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Minimum Base: 30 (\*\*), Small Base: 100 (\*)

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[Table of contents](#)

een men and women in the workp

| EDUCATION |          |           |
|-----------|----------|-----------|
| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
|           |          |           |
| 109       | 103      | 35        |
| 27%       | 26%      | 22%       |
|           |          |           |
| 142       | 150      | 69        |
| 36%       | 38%      | 45%       |
|           |          | E         |
| 68        | 77       | 32        |
| 17%       | 19%      | 21%       |
|           |          |           |
| 80        | 65       | 19        |
| 20%       | 16%      | 12%       |
| G         |          |           |
|           |          |           |
| 251       | 253      | 104       |
| 63%       | 64%      | 67%       |
|           |          |           |
| 148       | 141      | 51        |
| 37%       | 36%      | 33%       |
|           |          |           |

[Promotions]

To what extent do you believe that there is a glass ceiling or divide, when it comes to the differences between

|                                  |             | AGE        |            |            |           |
|----------------------------------|-------------|------------|------------|------------|-----------|
|                                  | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                  |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>     | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
|                                  |             |            |            |            |           |
| <b>Weighted</b>                  | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
|                                  |             |            |            |            |           |
| <b>Promotions</b>                |             |            |            |            |           |
| Very large divide                | 218         | 57         | 81         | 79         | 12        |
|                                  | 22%         | 20%        | 22%        | 22%        | 21%       |
|                                  |             |            |            |            | **        |
| Moderate divide                  | 403         | 102        | 157        | 145        | 27        |
|                                  | 40%         | 36%        | 42%        | 41%        | 48%       |
|                                  |             |            |            |            | **        |
| Small divide                     | 201         | 66         | 74         | 61         | 5         |
|                                  | 20%         | 24%        | 20%        | 17%        | 8%        |
|                                  |             |            |            |            | **        |
| Perfectly equal with men         | 183         | 55         | 59         | 68         | 13        |
|                                  | 18%         | 20%        | 16%        | 19%        | 24%       |
|                                  |             |            |            |            | **        |
| <b>Summary</b>                   |             |            |            |            |           |
| Top2Box (Large/ Moderate Divide) | 621         | 159        | 238        | 224        | 39        |
|                                  | 62%         | 57%        | 64%        | 63%        | 68%       |
|                                  |             |            |            |            | **        |
| Low2Box (Small Divide/ Equal)    | 384         | 121        | 134        | 129        | 18        |
|                                  | 38%         | 43%        | 36%        | 37%        | 32%       |
|                                  |             |            |            |            | **        |

- Column Proportions:

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[Table of contents](#)

een men and women in the workp

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|-----------|----------|-----------|
| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
|           |          |           |
| 89        | 80       | 36        |
| 22%       | 20%      | 23%       |
|           |          |           |
| 136       | 168      | 72        |
| 34%       | 43%      | 46%       |
|           | E        | E         |
| 88        | 78       | 30        |
| 22%       | 20%      | 20%       |
|           |          |           |
| 85        | 67       | 17        |
| 21%       | 17%      | 11%       |
| G         | G        |           |
|           |          |           |
| 226       | 249      | 107       |
| 57%       | 63%      | 69%       |
|           |          | E         |
| 173       | 145      | 47        |
| 43%       | 37%      | 31%       |
| G         |          |           |

[Getting the best jobs/tasks/projects]

To what extent do you believe that there is a glass ceiling or divide, when it comes to the differences between men and women?

|                                             |             | AGE        |            |            |           |
|---------------------------------------------|-------------|------------|------------|------------|-----------|
|                                             | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                             |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>                | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
|                                             |             |            |            |            |           |
| <b>Weighted</b>                             | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
|                                             |             |            |            |            |           |
| <b>Getting the best jobs/tasks/projects</b> |             |            |            |            |           |
| Very large divide                           | 191         | 47         | 78         | 66         | 11        |
|                                             | 19%         | 17%        | 21%        | 19%        | 19%       |
|                                             |             |            |            |            | **        |
| Moderate divide                             | 410         | 103        | 150        | 158        | 23        |
|                                             | 41%         | 37%        | 40%        | 45%        | 41%       |
|                                             |             |            |            |            | **        |
| Small divide                                | 222         | 74         | 77         | 72         | 14        |
|                                             | 22%         | 26%        | 21%        | 20%        | 25%       |
|                                             |             |            |            |            | **        |
| Perfectly equal with men                    | 182         | 57         | 68         | 57         | 9         |
|                                             | 18%         | 20%        | 18%        | 16%        | 15%       |
|                                             |             |            |            |            | **        |
| <b>Summary</b>                              |             |            |            |            |           |
| Top2Box (Large/ Moderate Divide)            | 601         | 150        | 227        | 224        | 34        |
|                                             | 60%         | 53%        | 61%        | 63%        | 60%       |
|                                             |             |            |            | A          | **        |
| Low2Box (Small Divide/ Equal)               | 404         | 131        | 145        | 129        | 23        |
|                                             | 40%         | 47%        | 39%        | 37%        | 40%       |
|                                             |             | C          |            |            | **        |

- Column Proportions:

Columns Tested (5%): A/B/C,D/E/F/G

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[Table of contents](#)

een men and women in the workp

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| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
|           |          |           |
| 67        | 82       | 32        |
| 17%       | 21%      | 20%       |
|           |          |           |
| 157       | 155      | 75        |
| 39%       | 39%      | 48%       |
|           |          | EF        |
| 96        | 81       | 31        |
| 24%       | 21%      | 20%       |
|           |          |           |
| 80        | 76       | 17        |
| 20%       | 19%      | 11%       |
| G         | G        |           |
|           |          |           |
| 223       | 237      | 106       |
| 56%       | 60%      | 69%       |
|           |          | EF        |
| 176       | 157      | 49        |
| 44%       | 40%      | 31%       |
| G         | G        |           |

[Influence in making important decisions]

To what extent do you believe that there is a glass ceiling or divide, when it comes to the differences between men and women?

|                                                |             | AGE        |            |            |           |
|------------------------------------------------|-------------|------------|------------|------------|-----------|
|                                                | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                                |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>                   | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
|                                                |             |            |            |            |           |
| <b>Weighted</b>                                | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
|                                                |             |            |            |            |           |
| <b>Influence in making important decisions</b> |             |            |            |            |           |
| Very large divide                              | 202         | 61         | 80         | 62         | 6         |
|                                                | 20%         | 22%        | 21%        | 17%        | 11%       |
|                                                |             |            |            |            | **        |
| Moderate divide                                | 430         | 110        | 163        | 158        | 23        |
|                                                | 43%         | 39%        | 44%        | 45%        | 40%       |
|                                                |             |            |            |            | **        |
| Small divide                                   | 201         | 54         | 70         | 76         | 17        |
|                                                | 20%         | 19%        | 19%        | 22%        | 29%       |
|                                                |             |            |            |            | **        |
| Perfectly equal with men                       | 172         | 56         | 59         | 57         | 12        |
|                                                | 17%         | 20%        | 16%        | 16%        | 20%       |
|                                                |             |            |            |            | **        |
| <b>Summary</b>                                 |             |            |            |            |           |
| Top2Box (Large/ Moderate Divide)               | 632         | 170        | 243        | 219        | 29        |
|                                                | 63%         | 61%        | 65%        | 62%        | 51%       |
|                                                |             |            |            |            | **        |
| Low2Box (Small Divide/ Equal)                  | 373         | 110        | 129        | 133        | 28        |
|                                                | 37%         | 39%        | 35%        | 38%        | 49%       |
|                                                |             |            |            |            | **        |

- Column Proportions:

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[Table of contents](#)

een men and women in the workp

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| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
|           |          |           |
| 88        | 77       | 31        |
| 22%       | 20%      | 20%       |
|           |          |           |
| 163       | 164      | 81        |
| 41%       | 42%      | 52%       |
|           |          | EF        |
| 79        | 80       | 25        |
| 20%       | 20%      | 16%       |
|           |          |           |
| 70        | 72       | 18        |
| 18%       | 18%      | 12%       |
|           | G        |           |
|           |          |           |
| 250       | 242      | 112       |
| 63%       | 61%      | 72%       |
|           |          | EF        |
| 149       | 152      | 43        |
| 37%       | 39%      | 28%       |
| G         | G        |           |

Based on your experience, what do you think are the factors that can prevent women from advancing to senior roles

|                                                                                                      |             | AGE        |            |            |           |
|------------------------------------------------------------------------------------------------------|-------------|------------|------------|------------|-----------|
|                                                                                                      | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                                                                                      |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>                                                                         | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
| <b>Weighted</b>                                                                                      | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
| Employers fearing absences due to family obligations                                                 | 477         | 129        | 176        | 172        | 24        |
|                                                                                                      | 47%         | 46%        | 47%        | 49%        | 42%       |
|                                                                                                      |             |            |            |            | **        |
| Employers fearing possible maternity leave                                                           | 420         | 124        | 147        | 149        | 23        |
|                                                                                                      | 42%         | 44%        | 40%        | 42%        | 40%       |
|                                                                                                      |             |            |            |            | **        |
| Existing perception of women in managerial roles                                                     | 383         | 114        | 118        | 151        | 20        |
|                                                                                                      | 38%         | 41%        | 32%        | 43%        | 36%       |
|                                                                                                      |             |            |            | B          | **        |
| Less willingness to relocate for more senior positions than men                                      | 225         | 41         | 83         | 101        | 4         |
|                                                                                                      | 22%         | 15%        | 22%        | 29%        | 8%        |
|                                                                                                      |             |            | A          | A          | **        |
| Personal confidence                                                                                  | 215         | 79         | 82         | 53         | 14        |
|                                                                                                      | 21%         | 28%        | 22%        | 15%        | 24%       |
|                                                                                                      |             | C          | C          |            | **        |
| A lack of executive sponsors or mentors for female employees                                         | 156         | 62         | 50         | 44         | 7         |
|                                                                                                      | 16%         | 22%        | 14%        | 13%        | 12%       |
|                                                                                                      |             | BC         |            |            | **        |
| Limited social networks or personal connections                                                      | 75          | 34         | 19         | 22         | 3         |
|                                                                                                      | 7%          | 12%        | 5%         | 6%         | 5%        |
|                                                                                                      |             | BC         |            |            | **        |
| Other                                                                                                | 44          | 14         | 20         | 10         | 2         |
|                                                                                                      | 4%          | 5%         | 5%         | 3%         | 3%        |
|                                                                                                      |             |            |            |            | **        |
| None - in my experience, none of these are factors that prevent women from advancing to senior roles | 192         | 42         | 72         | 78         | 17        |
|                                                                                                      | 19%         | 15%        | 19%        | 22%        | 30%       |
|                                                                                                      |             |            |            |            | **        |

- Column Proportions:

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[Table of contents](#)

within Canadian organizations?

| EDUCATION |          |           |
|-----------|----------|-----------|
| HS        | Post Sec | Univ Grad |
| E         | F        | G         |
| 181       | 446      | 353       |
|           |          |           |
| 399       | 394      | 155       |
|           |          |           |
| 175       | 192      | 86        |
| 44%       | 49%      | 56%       |
|           |          | E         |
| 155       | 161      | 81        |
| 39%       | 41%      | 52%       |
|           |          | EF        |
| 148       | 150      | 65        |
| 37%       | 38%      | 42%       |
|           |          |           |
| 88        | 88       | 45        |
| 22%       | 22%      | 29%       |
|           |          | F         |
| 86        | 73       | 43        |
| 22%       | 18%      | 28%       |
|           |          | F         |
| 51        | 61       | 37        |
| 13%       | 16%      | 24%       |
|           |          | EF        |
| 15        | 38       | 20        |
| 4%        | 10%      | 13%       |
|           | E        | E         |
| 13        | 19       | 10        |
| 3%        | 5%       | 6%        |
|           |          |           |
| 86        | 73       | 17        |
| 21%       | 18%      | 11%       |
| G         | G        |           |



What tools do you use to professionally network?

|                                                      |             | AGE        |            |            |           |
|------------------------------------------------------|-------------|------------|------------|------------|-----------|
|                                                      | Total       | 18-34      | 35-54      | 55+        | <HS       |
|                                                      |             | A          | B          | C          | D         |
| <b>Base: All Respondents</b>                         | <b>1005</b> | <b>268</b> | <b>425</b> | <b>312</b> | <b>25</b> |
| <b>Weighted</b>                                      | <b>1005</b> | <b>280</b> | <b>372</b> | <b>353</b> | <b>57</b> |
| One-on-one opportunities like lunch or coffee        | 381         | 100        | 120        | 161        | 9         |
|                                                      | 38%         | 36%        | 32%        | 46%        | 16%       |
|                                                      |             |            |            | AB         | **        |
| Facebook or other online social (non-business) group | 369         | 138        | 144        | 87         | 28        |
|                                                      | 37%         | 49%        | 39%        | 25%        | 49%       |
|                                                      |             | BC         | C          |            | **        |
| Conferences or other business events                 | 249         | 75         | 82         | 92         | 7         |
|                                                      | 25%         | 27%        | 22%        | 26%        | 13%       |
|                                                      |             |            |            |            | **        |
| LinkedIn or other online business group              | 247         | 86         | 96         | 66         | 7         |
|                                                      | 25%         | 31%        | 26%        | 19%        | 12%       |
|                                                      |             | C          |            |            | **        |
| Webinars or other online education resources         | 154         | 44         | 63         | 47         | 2         |
|                                                      | 15%         | 16%        | 17%        | 13%        | 4%        |
|                                                      |             |            |            |            | **        |
| Other                                                | 240         | 58         | 102        | 81         | 17        |
|                                                      | 24%         | 21%        | 27%        | 23%        | 30%       |
|                                                      |             |            |            |            | **        |

- Column Proportions:

Columns Tested (5%): A/B/C,D/E/F/G

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[Table of contents](#)

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|------------|------------|------------|
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| E          | F          | G          |
| <b>181</b> | <b>446</b> | <b>353</b> |
|            |            |            |
| <b>399</b> | <b>394</b> | <b>155</b> |
|            |            |            |
| 155        | 150        | 67         |
| 39%        | 38%        | 43%        |
|            |            |            |
| 137        | 152        | 52         |
| 34%        | 39%        | 34%        |
|            |            |            |
| 76         | 96         | 70         |
| 19%        | 24%        | 45%        |
|            |            | EF         |
| 72         | 107        | 62         |
| 18%        | 27%        | 40%        |
|            | E          | EF         |
| 42         | 68         | 41         |
| 10%        | 17%        | 27%        |
|            | E          | EF         |
| 112        | 86         | 25         |
| 28%        | 22%        | 16%        |
| G          |            |            |