



CORPORATE REPORT

Edmonton

2022 Employee Experience Survey

October 2022

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INTRODUCTION

Every two years, the City of Edmonton conducts a survey inviting all employees to provide feedback related to inclusion, diversity, respectful workplace and their overall experience working at the City of Edmonton. This biennial survey is one of the City's main sources of data about the diversity of the workforce, as well as how employees experience a respectful workplace, particularly regarding concerning behaviours and discrimination.

This report summarizes responses from City of Edmonton employees in the 2022 Biennial Employee Experience Survey. The data in this report is not representative of a comprehensive employee census, as survey participation is voluntary.

The City's Survey Partner

Since 2019, the City of Edmonton has partnered with Glint, a world-leading people success platform, to measure and enhance the employee experience. This partnership provides an externally-operated online platform where employees can share aspects of their experience, enabling the City to better support a positive employee experience. Hiring a provider like Glint allows for complete confidentiality of survey responses, as the City only receives grouped data, not individual responses. Leaders get specific information from their teams and are able to apply the engagement principles of Listen, Learn and Lead to inform employees what they heard, validate and build on the information, and initiate actions or a commitment to follow up conversations based on the survey results.

Executive Summary

In 2022, 5,649 or 45% of 12,472 employees participated in the 2022 Biennial Employee Experience Survey.

Diversity results are very similar to 2020, but with fewer "Prefer Not to Answer" responses on identity items. There were increases in respondents identifying as: Indigenous, racialized, non-binary or gender fluid; identifying with a sexual orientation of bisexual, gay, lesbian, queer, pansexual, asexual, or another orientation that was not straight; and, an increase in respondents living with a disability.

New items added in 2022 show that 1% of respondents have a gender identity that does not align with their sex assigned at birth, and 2% of respondents are current or former members of the Canadian Armed Forces.

The score for the overall Employee Satisfaction (eSat) measure in the 2022 biennial survey was 66, down 4 points since the last biennial survey in 2020. In the regular Employee Check-In Surveys administered every three to four months in the intervening two years, there was significant fluctuation in this score, ranging from a peak of 74 in June of 2020, to a low of 65 in October 2021. The average eSat score for the City over the 11 survey cycles from December 2019 to September 2022 is 68.5. In this survey, racialized respondents reported higher satisfaction scores than other respondents by diversity identifier.

Respondents were less likely to recommend the City as a great place to work than in 2020; the score for the 'recommend' item was 65. This is 3 points lower than in 2020. Racialized respondents are the most likely to recommend the City as a great place to work. There was a 1-point decrease in respondent wellbeing since 2020, for a score of 65 in 2022. The only wellbeing score to increase was for racialized respondents (+2). Supportive Environment scores relating to belonging, being authentic at work, and inclusion remained stable or improved slightly.

The score for "The City works hard to create a respectful workplace" has increased 1 point to 71 since 2020. Respondents expressed a small increase in satisfaction over the way matters involving concerning behaviours and discrimination are resolved at the City.

The rate of respondents experiencing concerning behaviour was 64% in 2022, down from 67% in 2020, and reports of experiencing nearly all behaviours decreased since 2020. By diversity identifiers, the respondents most likely to have experienced one or more concerning behaviour in the past 12 months are: respondents living with a disability, Indigenous respondents, and sexual and romantic minority respondents. Respondents least likely to report having experienced these behaviours are racialized.

In 2022, 12% of respondents (596 respondents) indicated that they experienced discrimination in the workplace, compared to 11% (604 respondents) in 2020. It should be noted that, in 2022, more respondents reported that they did not experience discrimination (82%) than in 2020 (79%). Respondents who were most likely to experience discrimination were respondents living with a disability, those who identified as Indigenous, sexual and romantic minority respondents, and racialized respondents. Ten percent of respondents who identified as White reported experiences of discrimination. The rates of discrimination reported by respondents from Community Services (16%) and City Operations (15%) was nearly double that of all other Departments, where the average rate was 8%. Employees in these departments are often in roles where they work with the public, who are cited as a significant source of discrimination for respondents in these departments.

The most common grounds for discrimination experienced by respondents were race, gender, colour and age. Respondents were more likely to seek guidance from a leader than they were in 2020 to resolve matters relating to concerning behaviour and discrimination.

Setting the Context: Positive Employee Experience

Biennial surveying supports the City's goal of managing the corporation through supporting a positive employee experience. When we create the conditions that enable a positive experience at work, employees are more happy, productive and engaged. This means that employees are better able to serve Edmontonians and feel more fulfilled as they do so.

The survey highlights the City's diversity and provides data to support programming, activities, policies and programs for a positive employee experience for the City's diverse workforce. Examples of these supports include, among many others, a formal program of Diversity and Inclusion, the Indigenous Framework, and learning and leadership development programming. In addition, the City is developing an Employee Listening Framework to address how each employee can be heard on what matters to them in the workplace, and equip leaders to be great listeners and to close the loop with employees about what they are hearing.

Dimensions of the Positive Employee Experience

At the City, the positive employee experience includes the following six dimensions: meaningful work, growth opportunities, supportive environment, wellness, trust in leadership and empowered employees.



As a City of Edmonton Employee I experience:

					
Meaningful Work	Growth Opportunities	Supportive Environment	Wellness	Trust in Leadership	Empowered Employees
I feel connected to the City's Vision through purposeful work	I am supported to develop my skills and accomplish my career goals	I feel respected and recognized for my unique contributions	I feel safe and secure and am supported to achieve wellness	I observe leaders listening, communicating transparently, and inspiring	I share my thoughts on how to improve and support improvement

Elements of all six dimensions of the positive employee experience are present throughout the survey items, with the following dimensions featured most prominently:

Supportive Environment *I feel respected and recognized for my unique contributions.* The survey includes items about respect, belonging and feeling valued in the workplace, opportunities for success, which are important for engagement and employee retention.

Wellness *I am safe, secure, and am supported to achieve wellness.* An inclusive workplace is conducive to the health and wellbeing of all employees, and fosters a sense of belonging, safety and purpose for employees, helping to increase engagement and productivity. Employee mental health is closely linked to experiences of inclusion and diversity in the workplace. Wellbeing data is disaggregated to understand which employee populations need specific support. In addition, the survey invites respondents to share their experiences of concerning behaviours, which can have significant impact on employee wellbeing.

Trust in leadership *I observe leaders listening, communicating transparently, and inspiring.* Results from this survey are shared with all employees and with the public so that everyone can collectively monitor the employee experience at the City. The transparency of surveying at the City is intended to help build trust in leadership. In this survey, employees are invited to share their experience of the City creating a respectful workplace and resolving matters related to concerning behaviours and discrimination. They are asked whether their supervisor demonstrates a commitment to diversity and inclusion. The survey also measures the extent to which employees

who have experienced concerning behaviours or discrimination sought the guidance of a leader to help resolve the situation.

Diversity and Inclusion

Biennial employee surveying provides data to support diversity and inclusion at the City, where the goal is that inclusion is fundamental to the way we work. We are diverse and embrace difference with empathy and curiosity; all employees feel safe, respected and valued for who they are. Inclusion inspires us to do our best work for each other and those we serve.

The 2021 [Annual Corporate Diversity and Inclusion Annual Report](#) provides detail on how the City creates a culture of inclusion through employee-led initiatives that are supported by the City, such as department Diversity and Inclusion Committees, and department Gender-Based Analysis Plus (GBA+) Centres of Excellence. Employee Resource Networks provide another avenue for employees to celebrate their diversity and support each other, and include the Edmonton Indigenous Employee Resource Network, Women@theCity, Pride@theCity, Race&Ethnicity@theCity, Able@theCity (in development), and Armed Forces@theCity (in development).

Professional development courses that support diversity and inclusion in the workplace include: Foundations of Diversity and Inclusion, Diversity and Ourselves, GBA+ Application Workshop, Inclusive Language, Introduction to Anti-Racism, Anti-Racism and Allyship (launching December 2022), Anti-Racism and Leadership (launching January 2023), and Indigenous Awareness, which is a mandatory course for all employees.

Each biennial survey has shown that some employees experience concerning behaviours and discrimination from members of the public. The *ConnectedCity* program promotes excellent service and respectful connections between employees and the public and provides tools and training to assist employees in navigating challenging interactions.

Results from the 2020 Biennial Employee Experience Survey were disaggregated by diversity identity factor and department, and provided to each Department's employee-led Diversity and Inclusion Committee and Employee Resource Network for action planning. Results from the 2022 survey will be compared to the 2020 results and provided to each of these groups to support them in identifying further actions each Department can take in the context of their workplace.

Indigenous Framework

Since February 2021, the Corporate Indigenous Framework Action Committee has been working with Department Indigenous Framework Implementation Teams to guide City employees on their learning journeys of reconciliation and relationship-building with Indigenous Peoples. Through the adoption of this Framework, it becomes the responsibility of each City of Edmonton employee to forge stronger relationships with the descendants of the original inhabitants of this land, and to recognize we all have roles to play in our journey towards reconciliation. The Framework is designed to be a living document that adapts as our relationships grow and mature.

The biennial survey is a tool for the "Listener" role in the Framework: "We listen, with open hearts and minds, when Indigenous Peoples share their stories and experiences." Survey results for

Indigenous employees are shared with the Edmonton Indigenous Employee Resource Network and the Indigenous Relations office, and used to better understand how the City can support Indigenous employees.

Talent Diversification and Inclusion

The City of Edmonton is committed to attracting a workforce that is reflective of the diverse communities we serve. By including and valuing diverse perspectives, we can better serve the needs of all Edmontonians.

The Talent Diversification and Inclusion Team implements talent acquisition programs and initiatives that support the City's goal to build a diverse and inclusive workforce. The focus of these programs and initiatives includes: newcomers and racialized people, people living with disabilities, Indigenous peoples, students and youth, individuals transitioning from the Canadian Armed Forces, and reducing the gender gap in targeted occupations.

Learning and Leadership Development

Ensuring that employees and people leaders have the skills and knowledge to do their best work in a supportive environment is an important part of the positive employee experience. There are five key learning focus areas supported by the City, including role-based knowledge and skills, transferable skills, culture building, leadership development, and City processes and procedures.

The corporate Learning Centre offers learning opportunities to all City of Edmonton employees focused on supporting a respectful and inclusive workplace, Indigenous awareness, and other professional development opportunities to enhance the quality of relationships such as active listening, conflict resolution and showing appreciation..

A set of leadership competencies creates a common language and defines expected behaviours at all levels in the organization to support positive workplace culture, including the competency of "inclusion" A leadership competency pathway learning resource is under development to help all employees strengthen their competencies.

The *Enabling Conversations Learning Series for People Leaders* is the City of Edmonton's core leadership development program, focusing on the foundational skills and conversations that leaders need to have to build relationships, engage employees, provide clarity and support a positive employee experience. The approach to leadership development also includes focused initiatives for different leadership levels in the organization.

To continue to support the City of Edmonton in its evolution in supporting learning and growth, a Learning Strategy is under development to provide a roadmap for the City to become an organization that truly values learning, where the learning needs of employees and the organization are supported.

Supports for Employees

This survey asks employees to share whether they have experienced concerning behaviours or discrimination in the workplace, and, if they have, what actions they took. In addition to speaking with the person from whom they experienced the behaviour or their supervisor, options include seeking support from the Safe Disclosure Office, Labour Relations or the City Chaplain.

The **Safe Disclosure Office** promotes and facilitates fair process, and is a place for employees to reach out and discuss workplace matters related to harassment, discrimination, and respectful behaviour matters.

Labour Relations contributes to creating and sustaining a positive employee experience by helping employees feel safe and secure and fostering a respectful work environment. It is accountable for leading workplace investigations, managing grievances and disputes, and providing performance management advice to respond to concerning behaviours and/or discrimination in the workplace. This is all done while working in an integrated manner with Employee Services partners, including Workplace Restoration and Workplace Safety and Employee Health.

In addition, the City of Edmonton's **Workplace Restoration Team** supports the building of healthy workplaces, strong teams, and collaborative working relationships. Using an employee centered, strength based approach, Workplace Restoration offers three Service Process Options: group restoration, facilitated discussion, and restorative circles.

The City of Edmonton provides a number of programs and services to support the health and wellness of our employees including coping strategies, mindfulness, building resilience, as well as physical, mental and spiritual wellness.

The **City Chaplain** provides confidential support, a listening ear, information and spiritual guidance to City employees and their families. The City's **Employee Family Assistance Program** offers confidential counseling services to help employees and their families work through any life difficulties. **Peer Support** at the City of Edmonton exists to provide empathy and understanding to employees who may be experiencing a work or personal related challenge or crisis. It offers a safe and confidential place for employees to connect with trained, skilled, and empathetic peers who have shared work experience and knowledge of the workplace culture.

Survey Items

The 2022 employee experience questionnaire has 38 items, divided into the following categories: Employee Experience; Supportive Environment; Diversity; and Respectful Workplace.

Employee Experience Items:

- How happy are you working at the City of Edmonton?
- I would recommend the City of Edmonton as a great place to work.
- How are you doing?

Supportive Environment Items:

- At work I feel cared about as a person.
- I am treated with respect in my workplace.
- I feel a sense of belonging at the City of Edmonton.
- I feel comfortable being myself at work.
- I can succeed when I am myself at work.
- I feel valued for my unique perspective and skills.
- I have opportunities for professional success that are similar to those of my colleagues.
- My direct supervisor demonstrates commitment to and support of diversity and inclusion.
- I feel at ease with people who are different than me.
- I believe that diverse perspectives add value to the work we do.
- My workplace is accepting of all backgrounds and identities.
- The City works hard to create a respectful workplace.
- I am satisfied with how matters related to concerning behaviour are resolved at the City of Edmonton.
- I am satisfied with how matters related to discrimination are resolved at the City of Edmonton.

Recognition Item:

- I would prefer to attend an employee recognition event: [Respondents are presented with list of choices representing employee teams of various sizes]

Consent Item for Sensitive Information:

- Do you consent to the City of Edmonton and Glint processing your responses in accordance with the confidentiality notice and the Data Protection Summary? [Respondents who indicated “yes” to this item were directed to the Diversity and Respectful Workplace items below]

Diversity Items:

- Are you an Indigenous Person? (First Nation, Inuit, Métis, or another Indigenous identity) If “Yes”, you will have options to further describe.
 - If “yes”:
 - To further describe your Indigenous identity, check the box(es) that best describe your identity and add a comment if you would like to.
 - Do you describe yourself as Two-Spirit?
- Which best describes your gender? [Respondents are presented with list of choices]

- Do you identify as someone with Transexperience? For the purposes of this survey, Transexperience means that your gender identity does not align with your sex assigned at birth.
- Which best describes your sexual orientation? [Respondents are presented with list of choices]
- Which of the following best describes your racial identity? Please check all that apply. [Respondents are presented with list of choices]
- Which of the following best describe you? [Respondents are presented with a list of racial and ethnic categories adapted from the Federal Census]
- Do you identify as having a disability? This includes impairments, activity limitations, and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations. You may or may not have been accommodated in your current job.
- What is the nature of your disability? Please check all that apply. [Respondents are presented with list of choices]

Respectful Workplace Items:

- Have you personally experienced any of the following behaviours on the job in the past 12 months? Please select all that apply. [Respondents are invited to select from a list of concerning behaviours]
- From whom did you experience these behaviours on the job?
- What action(s) did you take to address the behaviours that you experienced?
- If you took no action, please tell us why.
- Having carefully read the definition of discrimination, have you experienced discrimination on the job in the past 12 months?
- From whom did you experience discrimination on the job?
- On which protected ground(s) did you experience discrimination?
- What action(s) did you take to address the discrimination you experienced?
- If you took no action, please tell us why.

CONFIDENTIALITY THRESHOLDS

Data privacy and trust are key priorities for the City. To ensure responses are confidential, the City adheres to confidentiality thresholds that protect the identity of respondents. The Biennial Employee Experience Survey includes identity items; therefore, the confidentiality threshold is set at 50 respondents, which is five times higher than the default threshold. Any people leader who has less than 50 respondents will not see results or comments for their area. Instead, the responses will be grouped together with the larger team and rolled up to the next level of the reporting hierarchy.

PARTICIPATION

Overall Participation

In 2022, a total of **5,649** employees participated, compared to 5,495 responses in 2020; however, the percentage of respondents in 2022 (45% of 12,472 employees) was lower than the percentage

of employees responding in 2020 (52% of 10,524 employees). There were fewer active employees in 2020 due to temporary layoffs during the Covid-19 pandemic.

This sample size provides a confidence level of 95% with a one per cent margin of error.

Participation in Diversity and Respectful Workplace Sections: Consent to Sensitive Information Collection

To conform to the highest standards of collection of sensitive information, the 2022 questionnaire had respondents consent to the processing of their diversity data and their experiences of concerning behaviours in the workplace, including discrimination (items in the Diversity and Respectful Workplace sections of the questionnaire).

If respondents did not consent, they were not advanced into the Diversity and Respectful Workplace sections of the questionnaire.

Of the total sample, 89% (5,027 respondents) agreed to this collection of sensitive data, and 11% (621 respondents) did not. The consent rate varied by Branch and Department (percentage of respondents consenting ranged from 83% to 96% across Branches). This means that there is a slightly smaller sample for the data collected for the Diversity and Respectful Workplace sections of the survey, but the data collected is of better quality, most notably with a considerable reduction from 2020 in “Prefer Not to Answer” responses across all items in these two sections of the survey.

The sample size for the Diversity and Respectful Workplace sections of the survey provides a confidence level of 95% with a 1.5% margin of error **at the City-wide level**. For the whole employee population, the results of the survey are a good representation of diversity and respectful workplace experiences at the City; however, for the following areas with low participation, the findings for these two sections of the survey should be used as **indicators** for diversity and respectful workplace, not as a snapshot of diversity or an accurate reflection of the rates of experiences of concerning behaviour and discrimination: Community Services Department; Community Recreation and Culture Branch; City Operations Department; Parks and Road Services Branch; Edmonton Transit Service Branch; Waste Services Branch; and Fire Rescue Services Branch.

Strategies to Increase Participation

In 2019, the City moved to online employee surveying every four months, after two decades of paper biennial surveying. This approach is a best practice for employee listening and monitoring employee engagement in large corporations, and provides current employee experience data to support a positive employee experience.

With 73 lines of business in a variety of settings (such as offices, recreation centres, parks, buses, roads, transit garages, and waste facilities), online surveying allows the City to hear from employees in any location and to work with the data quickly. Online surveying introduced the opportunity to hear from employees frequently and be responsive to important and time-sensitive topics. The downside is that employees who do not have regular access to a computer at work are less likely to complete the survey.

Efforts are made by leaders in each survey cycle to remove barriers to survey participation, including providing access to shared computers and time to complete the survey. Employees are

provided with a QR code to access the survey on their mobile phones. Tablets are provided to business areas with low or no access to shared computers and that have historically low survey participation. The biennial survey was open to employee input for three weeks, twenty-four hours a day, to accommodate every schedule.

Despite these efforts, the two largest Departments at the City, with the largest proportions of employees who do not have regular access to computers (City Operations and Community Services), had lower participation rates than the rest of the Departments. In the City Operations Department, the Community Services Department and the Fire Rescue Services Branch, the overall participation rate was 35%, whereas the response rate for all other areas of the City was 76%.

Participation in this survey is gendered. The City's workforce is 76% men and 34% women. Proportionally, this survey was oversubscribed by women; 41% of respondents were women and 53% were men (6% were another gender or preferred not to answer). The majority of men (2,812 or 63%) in City Operations did **not** respond to the survey compared to 49% of women (528) in that Department. In Fire Rescue Services, 1,012 employees, or 83% of male employees, did not respond to the survey.

Participation by Department and Branch

The five branches with the highest participation in the survey were:

- Research, Engagement and Communications (93%)
- Workforce Safety and Employee Health (87%)
- Office of the City Clerk (84%)
- Real Estate (83%)
- Planning and Environment Services (82%)

The five branches with the lowest participation in the survey were:

- Fire Rescue Services (18%)
- Community Recreation and Culture (29%)
- Parks and Road Services (32%)
- Edmonton Transit Service (33%)
- Waste Services (51%)

Results for Fire Rescue Services have been reported as a standalone Branch instead of part of the Office of the City Manager Department throughout this report because the response rate for this Branch was very low, and to enable comparative scores for Office of the City Manager which did not include Fire Rescue Services in 2020. Refer to [Appendix A](#) for participation rates by Branch and Department.

SURVEY RESULTS

EMPLOYEE EXPERIENCE ITEMS

In this section of the survey, three items measure overall engagement and wellbeing. The Engagement and Satisfaction (eSat) score is a measure for overall employee engagement. The Employee Net Promoter Score (Recommend) is highly correlated to overall engagement and the likelihood of employee retention. The wellbeing item is also highly correlated to overall engagement, and helps the City monitor how different employee populations are doing over time, to better understand their experience and provide appropriate support at a team or corporate level.

Each of these items are on all employee surveys, including the regular Employee Check-Ins that are administered every four months. There has been a lot of variance in these three scores since they were first asked in 2019. **This report shows the changes in these three scores since 2020. When comparing year-over-year scores, a 2 point difference is considered significant.**

The overall engagement score decreased by 4 points since 2020, the “recommend” score decreased by 3, and the wellbeing score decreased by 1.

	2020	2022
How happy are you working at the City of Edmonton?	70	66
I would recommend the City of Edmonton as a great place to work.	68	65
How are you doing?	66	65

Engagement and Satisfaction (eSat)

Glint’s Engagement and Satisfaction (eSat) scores range from 0 (worst) to 100 (best), with 50 being the middle, and reflect the average response to the question: “How happy are you working at the City of Edmonton?”. This item has a very high correlation with the drivers of engagement (such as the six dimensions of the positive employee experience at the City), and with outcomes such as retention and productivity. The eSat score for the 2022 Biennial Employee Experience Survey was 66, down 4 points since the last biennial survey in 2020.

Engagement and Satisfaction (eSat) by Branch

Relationships and Customer Access scored the highest in eSat (73), followed by Talent Acquisition, Service and Solutions (72), and Open City and Technology (72). Community Standards and Neighbourhoods had the lowest eSat score (59), followed by Legal Services (62), and Infrastructure Planning and Design (63). Parks and Roads Services had the largest eSat increase since 2020 (+7), and Fire Rescue Services had the largest decrease since 2020 (-17). Corporate (office-based) departments generally scored higher than operational departments, which aligns with scores in previous years. See [Table B1](#) for more information.

Engagement and Satisfaction (eSat) by Diversity Identifier

Respondents who self-identified as racialized scored the highest in overall satisfaction (71), followed by women (68), men (68), and those identifying as sexual and romantic minorities (65). Non-binary, gender fluid, and Trans respondents have the lowest employee satisfaction score by diversity identifier (58). The highest scoring racial or ethnic categories were Black and South Asian respondents (74). The racial or ethnic category with the lowest score is respondents who identify as White (66). See [Table B2](#) for more information.

Employee Net Promoter Score (Recommend)

The Employee Net Promoter item measures how likely a respondent is to recommend the City of Edmonton as a great place to work. It is an indicator of the likelihood that an employee remains committed to the City of Edmonton as an employer. This engagement outcome takes into account local factors that impact an employee, including one's team and supervisor. Employee populations with low "Recommend" scores are much more likely to experience higher turnover rates and lower job satisfaction. This score was 3 points lower than in 2020.

Recommend Score by Branch

Following a similar trend to the eSat scores, Relationships and Customer Access (75), Talent Acquisition, Service and Solutions (72), and Planning and Environment Services (70) scored the highest on the Recommend item. The three lowest scoring Branches were Community Standards and Neighbourhoods (57), Legal Services (59), and Parks and Roads Services (61). Parks and Roads Services had the largest increase in score since 2020 (+10) and Fire Rescue Services had the largest decrease in score since 2020 (-12).

Recommend Score by Diversity Identifier

Racialized respondents are the most likely to recommend the City as a great place to work with a Recommend score of 71%, followed by women (68), and men (67). Non-binary or Gender Fluid respondents (57) and respondents with a disability (59) scored this item the lowest.

Employee Wellbeing

The score for the question "How are you doing?" is 1 point lower than when asked in the 2020 survey.

Wellbeing by Department and Branch

The Branches with the highest scores for wellbeing were Fire Rescue Services (78), Infrastructure Delivery (71), and Open City and Technology (70). Branches with the lowest scores were Community Standards and Neighbourhoods (55), Social Development (59), and Office of the City Clerk (60).

Wellbeing by Diversity Identifier

The respondents who scored this item highest identify as racialized (70), men (68), and women (64). The only score to increase was for racialized respondents (+2).

The respondents who scored this item lowest identified as Non-binary or Gender Fluid (54), respondents living with a disability (55), and respondents who identify as bisexual, gay, lesbian, queer,

pansexual, asexual, or another orientation (59). The biggest decreases in scores since 2020 were for Indigenous respondents (-5), and respondents who identify as bisexual, gay, lesbian, queer, pansexual, asexual, or another orientation (-3). The racial or ethnic category with the lowest score for wellbeing was the largest category, respondents who identified as White.

Refer to [Appendix B](#) for disaggregated Engagement and Satisfaction scores.

SUPPORTIVE ENVIRONMENT

All of the Supportive Environment items are measures for inclusion. The results from these items help the City of Edmonton better understand how different employee populations experience the City as a supportive workplace where they feel included, cared about, valued for their unique perspective and skills, and are able to access the same opportunities for success as their colleagues. The items also measure employee attitudes about inclusion, and their perceptions of the City as an inclusive employer. This report shows the changes in these three scores since 2020. When comparing year-over-year scores, a 2 point difference is considered significant.

Belonging

Scores for feeling cared about as a person and feeling a sense of belonging decreased by 2 points since 2020. There was a slight increase in scores for employee’s feelings of being treated with respect at work.

Belonging Items	2022	Change from 2020
At work I feel cared about as a person.	63	-2
I am treated with respect in my workplace.	72	+1
I feel a sense of belonging at the City of Edmonton.	62	-2
I have opportunities for professional success that are similar to those of my colleagues.	61	+1

Authenticity

Employee perception of being able to succeed when they are themselves at work decreased by 1 point, but the scores for feeling comfortable being oneself at work and feeling valued for one’s unique perspective and skills remained stable.

Authenticity Items	2022	Change from 2020
I feel comfortable being myself at work.	69	No change
I can succeed when I am myself at work.	72	-1
I feel valued for my unique perspective and skills.	64	No change

Diversity (Scored Items)

These items measure employees' experience of inclusion in the workplace. The scores for each of these measures stayed the same or increased, with the biggest increase in the score for the workplace being accepting of all backgrounds and identities.

Diversity (scored items)	2022	Change from 2020
My direct supervisor demonstrates commitment to and support of diversity and inclusion.	76	+1
I feel at ease with people who are different than me.	83	No change
I believe that diverse perspectives add value to the work that we do.	84	No change
My workplace is accepting of all backgrounds and identities.	80	+2

Supportive Environment by Department and Branch

The Branches with highest average scores across the supportive environment items are: Relationships and Customer Access (77), Planning and Environment Services (77), Open City and Technology (77), Workforce Safety and Employee Health (76), and, Research, Engagement and Communications (76).

The Branches with the lowest average score across the supportive environment items are: Edmonton Transit Service (65), Community Standards and Neighbourhoods (65), Fleet and Facility Services (65), Parks and Roads Services (69, a notable increase of seven points from 2020), and Fire Rescue Services (70).

Supportive Environment by Diversity Identifier

The highest average scores for Supportive Environment measures by diversity identifier are from respondents who identify as women (73), as racialized (73), men (72), and sexual and romantic minority respondents (72). The lowest average scores were from Non-binary or Gender Fluid (68) and current or former members of the Canadian Armed Forces (68), those with a disability (67), and respondents with Trans experience (64).

The average score across all of the supportive environment items was 76 for each racial and ethnic category except for respondents identifying as White (72), Latin American (71) or Arab (71).

Refer to [Appendix C](#) for disaggregated supportive environment scores.

Recognition Item

This item was added to help the City understand how it can best support recognition social events for employees in ways that are most preferred by employees. The most frequent response was with a respondent's immediate team (40%), followed by respondents indicating that they are not interested in participating in such an event.

Recognition Item	
With my immediate team (Group, Unit, or Section level)	40%
With my extended team (Branch level)	17%
With my entire Department	10%
With the entire City of Edmonton	9%
I am not interested in attending a recognition event	24%

EMPLOYEE DIVERSITY

Diversity is the range of our different identities, backgrounds and perspectives. Each person has layers of identity that make their perspective unique. Diversity results are used to inform actions to support an inclusive employee experience at the City of Edmonton. Survey respondents were invited to self-identify along the following dimensions of diversity:

- Indigenous Identity
- Racial and Ethnic Identity
- Gender
- Trans Experience
- Sexual Orientation
- Living with a Disability
- Current or Former Member of the Canadian Armed Forces

The table below compares the diversity findings for the biennial survey respondents to current census data about people who live in the Edmonton region. Refer to [Appendix D](#) for Diversity results by Department and Branch.

2022 Biennial Employee Experience Survey Diversity Result	2021 Census Results from the Edmonton Area (unless otherwise specified)
5% of respondents identified as Indigenous , a 1 point increase since 2020, with two-thirds indicating a Métis identity, followed by First Nation (27%), another Indigenous identity (12%), and Inuit (1%).	6.3% of residents are Indigenous. 46% of are First Nation, 50% are Métis, 3% hold another Indigenous identity, and 1.4% are Inuit.
61% of respondents identified as White (European origins), the same percentage as 2020.	66% of residents in the Edmonton area are of European origin.
29% of respondents identified as racialized in 2022, an increase of seven percent from 2020.	33% of residents in the Edmonton area belong to a “Visible minority”.
1% of respondents identified as non-binary or gender fluid , and 1% have Trans experience (a gender identity that does not align with their sex assigned at birth). In 2020, the percentage of respondents identifying as Non-binary or Gender Fluid was less than 1%, and the Trans experience item is new in 2022.	In Canada, fewer than 1% of census respondents describe their gender as Non-binary and fewer than one percent have a gender identity that does not align with their sex assigned at birth.
10% of respondents identified as bisexual, gay, lesbian, queer, pansexual, asexual , or another orientation that was not Straight. This was a three percent increase from	4% of Canadians aged 15 or older identified as having a sexual orientation that was not Straight.

2020. This is heavily weighted towards respondents aged 25-39.	This rate declines by age cohort. (2018 Census)
10% of respondents indicated that they live with a disability , a two percent increase since 2020. There was an increase in responses indicating disabilities related to mobility (+6%) and pain (+5%), and a reduction in respondents indicating that they have a disability related to emotional or mental health (-9%).	23% of Canadians of working age were living with a disability. (2017 Census)
2% of respondents indicated that they are current or former members of the Canadian Armed Forces . This item was new in 2022.	2.6% of adult Canadians are current or former members of the Canadian Armed Forces.

Indigenous Employees

The table below shows results for the question: “Are you an Indigenous Person (First Nation, Metis, Inuit)?”, which was asked in past biennial surveys.

	2014	2016	2018	2020	2022
Yes	4%	5%	5%	4%	5%
No	96%	95%	95%	86%	91%
I prefer not to answer	N/A	N/A	N/A	9%	4%

N/A represents data that was not collected on previous surveys.

In the 2022 biennial survey, the item inviting Indigenous employees to self-identify was “Are you an Indigenous Person? (First Nation, Inuit, Métis, or another Indigenous identity)? If ‘Yes’, you will have options to further describe your identity”.

Respondents who indicated that they identify as Indigenous used the option to further describe Indigenous identity in the categories presented, and also describe further in comments. The option to select an Indigenous identity as listed below was not available in 2020. **These items were only available to respondents who identified as Indigenous.**

	2022
First Nation	27%
Metis	67%
Inuit	1%
Another Indigenous identity not listed above	12%

Respondents who identified as Indigenous were also asked if they describe themselves as Two-Spirit. For many people, gender corresponds to their sex at birth. For some, these do not align (Trans men and Trans women) or their gender is not exclusively "man" or "woman" (Non-binary people). Within many Indigenous communities and cultures, there has been a long-held acceptance of gender diversity—often reflected within the term, "Two-Spirit."¹ Of the respondents who self-identified as Indigenous, 8% indicated that they would “describe themselves as Two-Spirit”.

	2022
Yes	8%
No	85%
I prefer not to answer	7%

Employee Racial and Ethnic Identity

The table below shows responses to the 2020 biennial survey question: “Are you a member of a racialized group (other than Indigenous)?” The question was posed differently in 2022, but results from 2022 have been added to the table below for comparison (see following tables for detail on 2022 results).

All City Respondents	2014	2016	2018	2020	2022*
Yes	19%	21%	24%	22%	29%
No	81%	79%	76%	66%	N/A
Prefer not to answer	N/A	N/A	N/A	12%	9%

*N/A represents data that was not collected on previous surveys. *Estimate based on 2022 data collection, see table below. The rows in the table below for “Racialized...” and “Biracial...” were combined for the “yes” result here.*

In 2022, the survey item on racial and ethnic identity asked respondents “Which of the following best describes your racial identity? Please check all that apply.” The majority of City of Edmonton respondents indicated that they are White; about one third self-identify as racialized or multiracial.

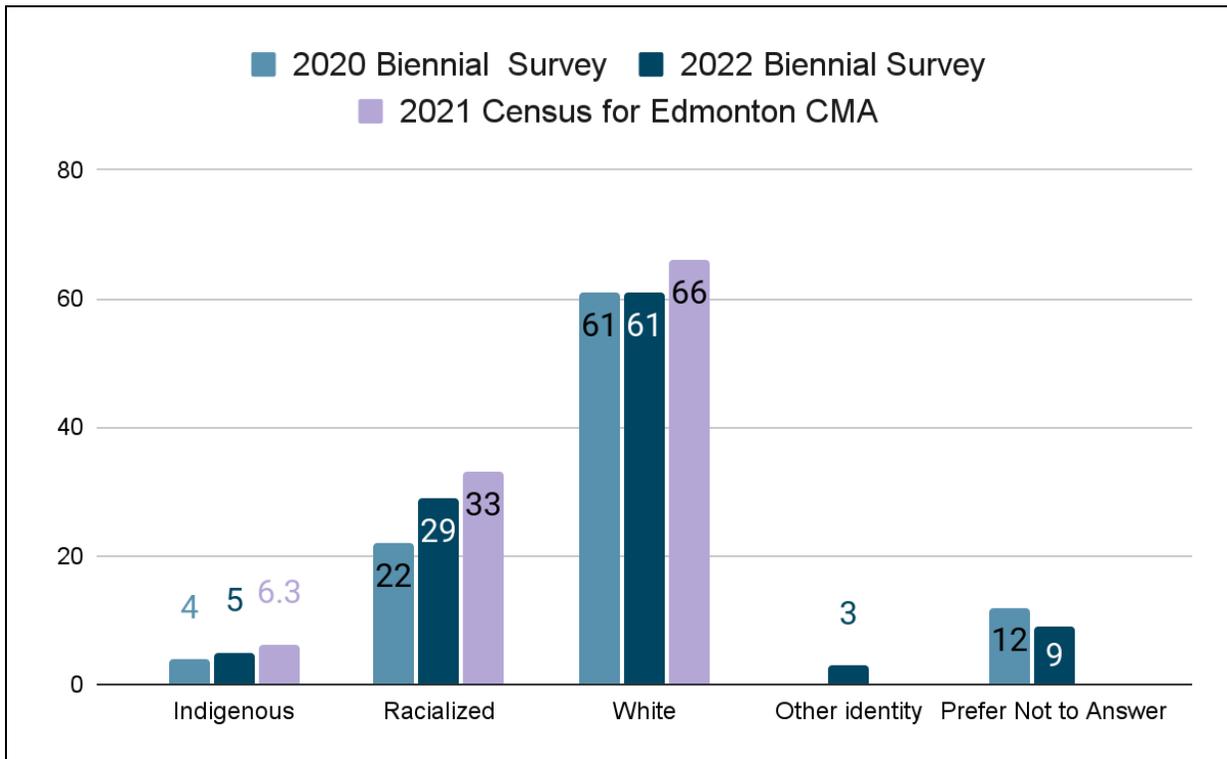
Racial Identity	2022*
White, European descent, Caucasian** or similar term	61%
Racialized, person of colour, visible minority, PoC, or similar term	24%
Biracial, multiracial, mixed race or similar term	5%
If none of the above describes you, please specify with a comment.	3%
I prefer not to answer	9%

**Totals exceed 100% because respondents were able to choose all that apply.*

¹ <https://www150.statcan.gc.ca/n1/daily-quotidien/220921/dq220921a-eng.htm?indid=32990-1&indgeo=9>

**"Caucasian" is not a preferred term, but it was used for this item because it is a term used by many people.

The chart below shows the diversity of the City workforce by broad racial category and Indigenous identity.



Totals exceed 100% for 2022 as some identities overlap.

Racial and Ethnic Categories

In previous years, respondents who indicated they were a member of a racialized group were invited to choose a category to further describe their racial or ethnic identity. In 2022, **all employees** were invited to choose a category with the following prompt “Which of the following best describes you? Choose all that apply”. The categories were based on the Federal Census and updated to reflect more current language and less emphasis on specific nationalities of origin.

There has been a slight increase in survey respondents identifying as Black, South Asian and Southeast Asian. Other categories have remained stable, and there were fewer “Prefer Not To Answer” responses in 2022 than in 2020.

Racial or Ethnic Category	2014	2016	2018	2020*	2022**
Black (e.g. African, Caribbean, etc.)	2%	2.5%	3%	4%	5%
Arab (e.g. North Africa, Middle East, etc.)	1%	1%	1%	2%	1%
Chinese	4.5%	4.7%	4.5%	5%	10% East Asian (e.g.

Filipino	2%	3%	2.5%	3%	Chinese, Japanese, Filipino, Korean, Taiwanese, etc...)
Japanese	0.1%	0.1%	0.2%	0.4%	
Korean	0.3%	0.3%	0.4%	0.6%	
Latin American origins (Central and South America)	1%	1%	1%	2%	2%
South Asian origins (e.g., Indian, Pakistani, Sri Lankan, etc.)	5%	5%	7%	7%	9%
Southeast Asian origins (e.g., Cambodian, Malaysian, Laotian, Vietnamese, etc.)	1%	1%	1%	1%	2%
West Asian origins (e.g., Afghan, Iranian, etc.)	0.2%	0.2%	0.4%	1%	1%
Oceania (Australia, New Zealand, Polynesia, Micronesia, etc.)	N/A	N/A	N/A	N/A	1%
White (e.g. European origins, etc.)	N/A	N/A	N/A	N/A	63%
Another option not listed above.	2%	2%	2%	4%	3%
I prefer not to answer	N/A	N/A	N/A	14%	8%

**Totals for 2020 and prior years do not add up to 100% because only respondents who identified as a member of a racialized group were asked to identify a category. **Totals exceed 100% because respondents were able to choose all that apply.*

Employee Gender

The table below outlines the City's results of the question: "What is your gender?". Gender refers to an individual's personal and social identity as a man, woman or non-binary person (a person who is not exclusively a man or a woman).

The categories of women and men show that the survey is disproportionately completed by women. Sex at birth for employees is a standard item in employee data files, and from this data it is known that the City of Edmonton workforce comprises 76% men and 34% women. To understand how gender and sex at birth might differ for this population, a census-style survey would be required.

There was an increase in respondents identifying as Non-binary or Gender Fluid and a decrease in "Prefer Not to Answer" responses.

Gender Category	2016	2018	2020	2022
Woman	37%	37%	37%	41%
Man	63%	63%	55%	53%
Non-binary or Gender Fluid	N/A	N/A	0%	1%
Another gender not listed above	N/A	N/A	0%	0%
I prefer not to answer	N/A	N/A	7%	4%

N/A represents data that was not collected on previous surveys. Values of less than 1% were not available.

Employee Trans Experience

In 2020, Transgender was included as a gender category. In 2022, a separate item about Trans experience was added. 'Trans' is a more current term and the wording of the 2022 item, based on best practice, recognizes transitioning as an experience. The survey item for 2022 was "Do you identify as someone with Transexperience? For the purposes of this survey, Transexperience means that your gender identity does not align with your sex assigned as birth". 1% of respondents identified as having Trans experience.

	2020	2022
Yes	0%*	1%
No	N/A ⁺	94%
Prefer not to Answer	N/A ⁺	5%

*<1% of respondents in one Department self-identified as "Transgender" in 2020.

⁺The "No" and "Prefer not to answer" categories for this item in 2020 were for all gender categories so are not included here.

Employee Sexual Orientation

The table below shows responses to the question: "What is your sexual orientation?". In 2022, 'asexual' and 'pansexual', common orientations that had previously been excluded, were added to the possible responses.

There was an increase in respondents identifying as Sexual and Romantic Minorities, and a decrease in "Prefer Not to Answer" responses.

Sexual Orientation	2014	2016	2018	2020	2022*
Straight/Heterosexual		N/A	N/A	78%	83%
Total for Sexual, and Romantic Minorities (Bisexual, Gay, Lesbian, Queer, Pansexual, Asexual, or another orientation)	4%	4.6%	5.7%	7%	10%
Bisexual	N/A	N/A	N/A	3%	3%
Gay	N/A	N/A	N/A	1%	2%
Lesbian	N/A	N/A	N/A	1%	1%
Queer	N/A	N/A	N/A	1%	1%
Pansexual	N/A	N/A	N/A	N/A	1%
Asexual	N/A	N/A	N/A	N/A	1%
Another orientation not listed above	N/A	1.7%	2.3%	3.4%	1%
I prefer not to answer	N/A	N/A	N/A	15%	8%

N/A represents data that was not collected on previous surveys.

*Total exceeds 100% due to rounding.

Employees Living With a Disability

The table below shows responses for the item on disability. The item was: “Do you identify as having a disability? This includes impairments, activity limitations and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations. You may or may not have been accommodated in your current job”.

	2016	2018	2020	2022
Yes	6%	8%	8%	10%
No	94%	92%	84%	85%
Prefer not to Answer	N/A	N/A	8%	5%

N/A represents data that was not collected on previous surveys.

Respondents who indicated that they identified as having a disability were invited to disclose the nature of their disability. There has been an increase since 2020 in respondents living with disabilities related to pain and mobility, and a reduction in respondents indicating that they have a disability related to emotional or mental health.

Nature of Disability	2020	2022
Agility	10%	12%
Chronic illness	26%	27%
Developmental	3%	6%
Hearing	12%	13%
Learning	9%	9%
Memory	7%	9%
Mobility	18%	24%
Pain	25%	30%
Emotional or mental health	42%	33%
Seeing	3%	7%
Speech	3%	3%
I prefer not to answer	9%	8%
Another not listed here	6%	11%

N/A represents data that was not collected on previous surveys.

Employees who are Current for Former Members of the Canadian Armed Forces

This survey item was added this year. The City of Edmonton is creating an Employee Resource Network for current or former members of the Canadian Armed Forces. 2% of respondents indicated that they are current or former members of the Canadian Armed Forces.

	2020	2022
Yes	N/A	2%
No	N/A	96%
Prefer not to Answer	N/A	2%

RESPECTFUL WORKPLACE

The City of Edmonton is committed to creating and maintaining a vibrant, healthy, safe and respectful workplace for all employees. A respectful workplace is one that is free of concerning behaviours and discrimination, where all employees are treated fairly, diversity is acknowledged and valued, and there is a culture of inclusion. The respectful workplace items help the City understand how different employee populations experience a respectful workplace to better support employees in positively resolving matters related to concerning behaviours and discrimination.

How Matters are Resolved

There has been an increase in employee satisfaction regarding how matters relating to concerning behaviour and discrimination are addressed at the City.

item	2020	2022
I am satisfied with how matters related to concerning behaviour are addressed at the City of Edmonton.	56	59
I am satisfied with how matters related to discrimination are addressed at the City of Edmonton.	62	64

Creating a Respectful Workplace

The overall score for “The City works hard to create a respectful workplace” was 71, a 1 point increase from 2020.

Concerning Behaviours

Overall Results:

More than a third (36%) of respondents **did not** experience any of the concerning behaviours listed in the survey, compared to 33% in 2020, and reports of experiencing nearly all behaviours decreased since 2020.

By diversity identifiers, the respondents most likely to have experienced one or more concerning behaviour in the past 12 months are: respondents living with a disability (67% or 337 individuals), Indigenous respondents (65% or 151 individuals), and sexual and romantic minority respondents, (63% or 276 individuals). Respondents least likely (proportionally) to have reported these behaviours are racialized respondents (58% or 311 individuals), women (57% or 1,205 individuals), and men (51% or 1,400 individuals). These totals are for respondents who did not indicate “I have not experienced these behaviours” or “Prefer Not to Answer”.

While we would hope to see zero red zone behaviours, there were some of these behaviours reported. 17 employees reported experiencing sexual assault, 60 employees reported experiencing sexual harassment and 58 employees reported experiencing assault.

Respondents who did experience one or more concerning behaviours in the workplace were most likely to report experiencing it from coworkers in their Branch (58%), from individuals with authority over them (46%), or from members of the public (30%). The latter was the source with the largest increase (6%) since 2020.

More than half of respondents (52%) who indicated that they had experienced concerning behaviour took no action.

- Those who took action were most likely to discuss the behaviour with a leader (35%) or with the person from whom they experienced the behaviour (30%) than to take other courses of action.
- Those who took no action were most likely to give the reasons: “I did not believe it would make a difference” (57%), “I did not think the incident was serious enough” (34%), and “I was concerned about lack of confidentiality” (26%).

The score for the item: “I am satisfied with how matters related to concerning behaviour are addressed at the City of Edmonton” was 59, a 3 point increase since 2020.

Types of Concerning Behaviours

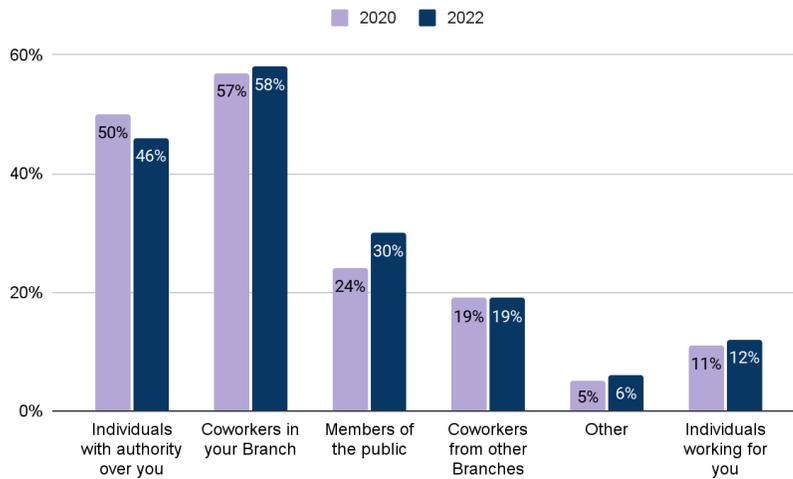
The 2022 Employee Experience Survey measures concerning behaviours that respondents are experiencing in the workplace to better understand specific behaviours that employees are experiencing. The behaviours listed in the survey align with the [Respectful Workplace behaviour zones](#) that set the standards for employee behaviour at the City.

- Yellow zone: Unprofessional employee behaviour can negatively impact workplaces and work relationships. However, addressing these behaviours early and directly with those involved can help build trust and a respectful workplace culture.
- Orange zone: Highly unprofessional, inappropriate or disruptive employee behaviour that needs to be addressed in a timely and appropriate manner.

- Red zone: Very serious employee violations of the Respectful Workplace Policy that must be addressed. The red zone also includes concerns where an internal review of the case presents a strong conflict of interest.

Refer to [Appendix E](#) for the types of concerning behaviours respondents said they experienced in the 12 months prior to the survey, and for a table of rates of reporting and changes in these behaviours since 2020. The most noteworthy changes in behaviour from 2020 are a 3% increase in respondents indicating that they have not experienced these behaviours, and a 7% decrease in experiences of micromanaging.

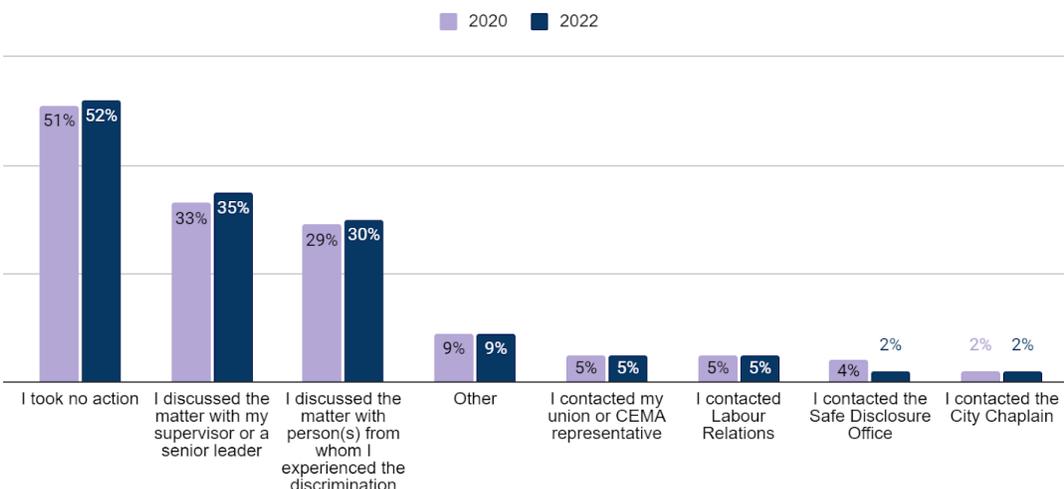
Source of Concerning Behaviours



Most concerning behaviour experienced by respondents is from coworkers in their Branch or from individuals with authority. A significant source of concerning behaviour is members of the public, with the largest increase since 2020 of 6%. The Community Services Department had the largest increase of concerning behaviours from the public since 2020 (+12%). City Operations had the largest decrease in concerning behaviours from individuals with authority over them since 2020 (-11%).

Action Taken to Address Concerning Behaviours

Many respondents are not taking action when they experience concerning behaviours in the workplace. For those who are taking action, most are discussing the concerning behaviour with leaders or with the person from whom they experienced the concerning behaviour.



Why No Action Was Taken Regarding Concerning Behaviour

When we take a look at why respondents are not taking action on the concerning behaviour that they experience in the workplace, we discover that most respondents did not believe it would make a difference. There is a substantial increase in the percentage of respondents who said they felt the incident was not serious enough, which may indicate these were yellow zone behaviours. There was also a significant decrease in the percentage of respondents who said they were concerned about a lack of confidentiality (down 9 points from 2020).

Reason	% of Responses 2020	% of Responses 2022
I did not believe it would make a difference	57%	53%
I did not think the incident was serious enough	34%	43%
I was concerned about lack of confidentiality	26%	17%
I don't trust the Safe Disclosure Office's processes	13%	11%
I was afraid of retaliation from my leaders	23%	10%
I was afraid of retaliation from my co-workers	13%	10%
Other	11%	9%
I don't trust trust Labour Relations' processes	11%	9%
The behaviour stopped	7%	7%
I did not know what to do, where to go or whom to ask	6%	7%
The issue was resolved	10%	6%
The individual apologized	5%	4%
I was too distraught	4%	3%
I changed jobs	2%	3%
The individual left or changed jobs	3%	2%
I was advised against filing a complaint	3%	2%
Management intervened	2%	1%
Someone threatened me	1%	0%

Discrimination

Discrimination is an action, practice, system, or policy that has an adverse impact on an individual or group's employment or terms and conditions of employment for reasons related to a protected ground. Under the *Alberta Human Rights Act* the protected grounds are:

- Race
- Religious belief
- Colour
- Age
- Sexual Orientation
- Gender
- Gender identity or expression
- Source of income
- Marital status
- Family status
- Disability (physical or mental)
- Place of origin
- Ancestry

Harassment based on these characteristics is considered discrimination, including sexual harassment.

Overall Results:

In 2022, 12% (596 respondents) indicated that they experienced discrimination in the workplace, compared to 11% (604 respondents) in 2020.

In 2022, more respondents reported **not** experiencing discrimination (82%) than in 2020 (79%), and rates of "Prefer Not To Answer" responses are lower.

Experienced Discrimination	2020	2022
Yes	11%	12%
No	79%	82%
Prefer Not to Answer	9%	6%

By diversity identifier, respondents who were most likely to experience discrimination were: respondents living with a disability (26%, or 132 individuals), those who identified as Indigenous (18%, or 43 individuals), sexual and romantic minority respondents (17%, or 76 individuals), and racialized respondents (16% or 222 individuals). Of respondents who identified as White, 8% (310 individuals) reported experiences of discrimination.

The rates of discrimination reported by respondents from Community Services (16%) and City Operations (15%) was nearly double that of all other Departments, for whom the average rate was 8%. The Branches with respondents experiencing the highest rates of discrimination were Community Standards and Neighbourhoods (20%), Fire Rescue Services (19%), Edmonton Transit Service (19%), and Fleet and Facility Services (16%).

Respondents who experienced discrimination in the workplace were most likely to report experiencing it from individuals with authority over them (52%), coworkers in their Branch (43%) or members of the public (31%). The percentage of respondents who reported discrimination from coworkers and members of the public decreased since 2020 (by 6% and 3%, respectively). Many respondents (52%) who indicated that they had experienced discrimination took no action. In 2022,

fewer respondents reported taking no action on discrimination, and more respondents discussed the matter with their supervisor or a senior leader.

- Those who took action were most likely to discuss the behaviour with a leader (31%) or with the person from whom they experienced the behaviour (18%) than to take another course of action.
- Those who took no action were most likely to give the reasons: “I did not believe it would make a difference” (69%), and “I was afraid of retaliation from my leaders” (32%), and “I was concerned about lack of confidentiality” (28%).

The three most frequently cited grounds for discrimination in 2022 were: race (38%), gender (30%), colour (25%), and age (23%).

The score for the item: “I am satisfied with how matters related to discrimination are addressed at the City of Edmonton.” was 64, a 2 point increase since 2020.

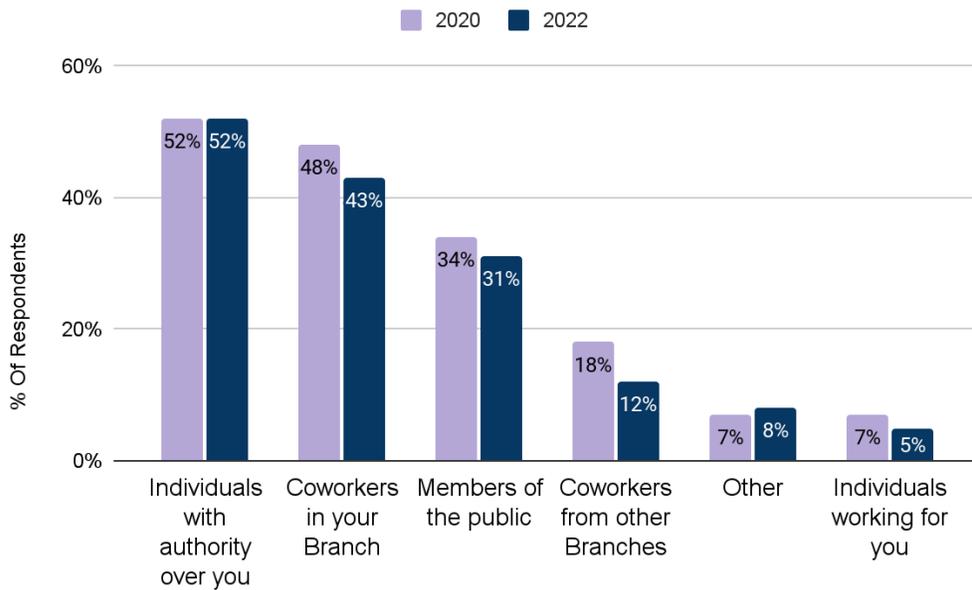
Source of Discrimination

From whom did you experience this discrimination? <small>Select all that apply.</small>	2016	2018	2020	2022
Coworkers in your Branch	N/A	N/A	48%	43%
Individuals with authority over you	N/A	N/A	52%	52%
Individuals working for you	8%	9%	7%	5%
Coworkers from other Branches	N/A	N/A	18%	12%
Members of the public	24%	27%	34%	31%
Other	9%	13%	7%	8%

**N/A in this table indicates that data was not comparable from 2018 and 2016 to how it was collected in 2020.*

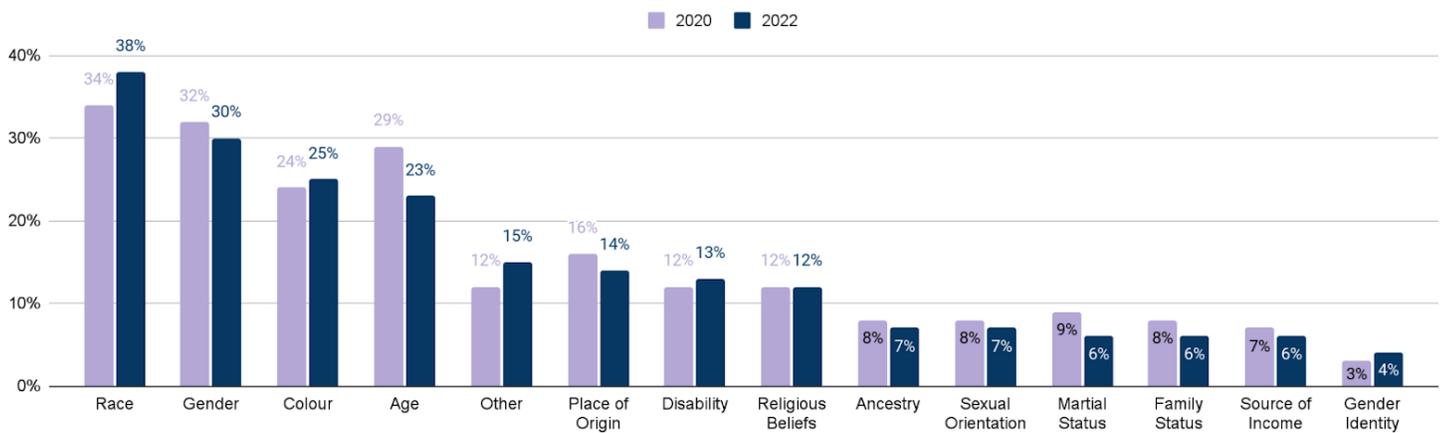
Source of Discrimination

The following chart shows the source of discrimination identified by respondents:



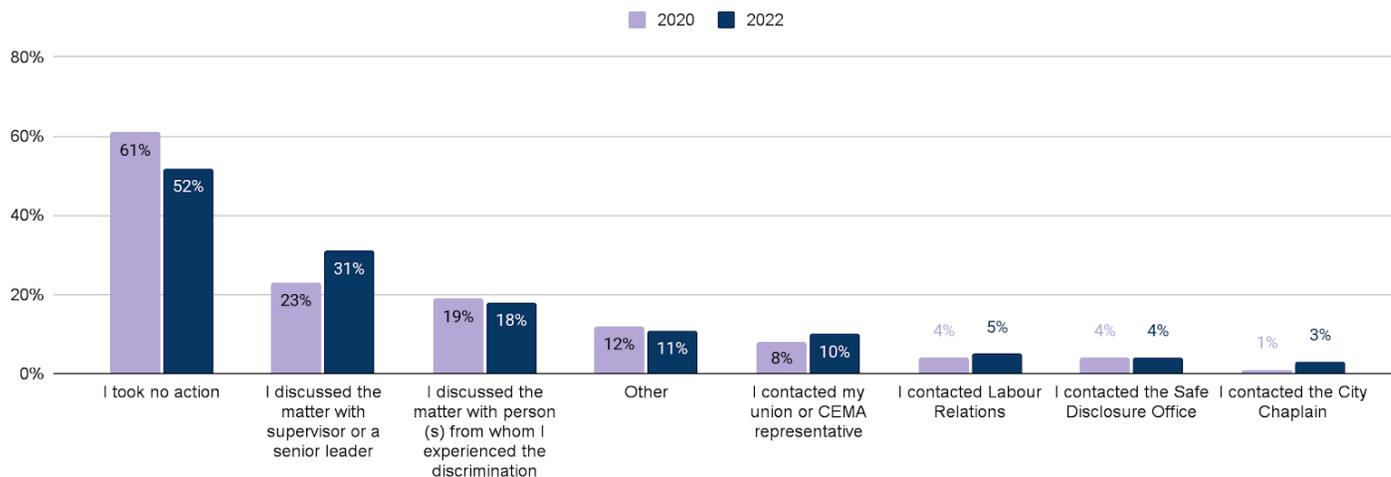
Discrimination Protected Grounds

The following chart shows which protected grounds respondents indicated they experienced discrimination:



Action Taken to Address Discrimination

Although many respondents report that they did not take action when they experienced discrimination, the 2022 results show an improvement. 9% fewer respondents reported taking no action, and more respondents reported discussing the matter with their supervisor or a senior leader (+8%).



Why No Action Was Taken to Address Discrimination

73% of respondents who experienced discrimination are not taking action because they did not believe that it would make a difference.

Reason	% of Responses 2020	% of Responses 2022
I did not believe it would make a difference	69%	73%
I was afraid of retaliation from my leaders	32%	26%
I was concerned about lack of confidentiality	28%	22%
I don't trust the Safe Disclosure Office's processes	23%	16%
I don't trust Labour Relations' processes	20%	16%
I was afraid of retaliation from my co-workers	22%	15%
I did not think the incident was serious enough	16%	14%
Other	12%	11%
I did not know what to do, where to go or whom to ask	9%	8%
I was too distraught	6%	5%
The behaviour stopped	4%	4%

I was advised against filing a complaint	4%	3%
The individual left or changed jobs	2%	3%
The issue was resolved	3%	2%
I changed jobs	2%	1%
The system or process changed	1%	1%
Someone threatened me	1%	1%
The individual apologized	2%	<1%
Management intervened	0%	<1%

Appendix A

Participation by Department and Branch

Department / Branch	Overall Response Rate (% change since 2020 in brackets)	Consent to Sensitive Information Collection (% of sample in Overall Response Rate)
City of Edmonton	45% (-7)	89%
Community Services	36% (-8)	92%
Community Recreation and Culture	29% (-10)	93%
Community Standards and Neighbourhoods	61% (-11)	89%
Social Development	79%	96%
City Auditor's Office	N/A	N/A
City Operations	39% (-4)	87%
Edmonton Transit Service	33% (0)	87%
Fleet and Facility Services	57% (-5)	88%
Parks and Road Services	32% (-9)	86%
Waste Services	51% (+7)	88%
Communications and Engagement	82% (+1)	93%
Relationships and Customer Access	76% (0)	92%
Reputation and Brand	N/A	N/A
Research, Engagement and Communications	93% (0)	96%
Employee Services	86% (-5)	95%

Department / Branch	Overall Response Rate (% change since 2020 in brackets)	Consent to Sensitive Information Collection (% of sample in Overall Response Rate)
Employee Relations and Compensation	N/A	N/A
HR Strategic Services, Learning and Organization Development	N/A	N/A
Talent Acquisition Service and Solutions	57% (+4)	86%
Workforce Safety and Employee Health	87% (-10)	96%
Financial and Corporate Services	77% (-2)	90%
Assessment and Taxation	79% (-2)	95%
Corporate Procurement and Supply Services	77% (0)	91%
Financial Services	79% (-3)	90%
Open City and Technology	74% (-2)	88%
Real Estate	83% (-3)	88%
Service Innovation and Performance	75% (0)	90%
Integrated Infrastructure Services	70% (-2)	87%
Blatchford Redevelopment Project	N/A	N/A
Building Great Neighbourhoods	82% (0)	95%
Infrastructure Delivery	63% (-7)	83%
Infrastructure Planning and Design	71% (-13)	89%
LRT Expansion and Renewal	N/A	N/A
Office of the City Manager (excluding Fire Rescue Services)*	81% (+4)	90%
Chief of Staff	N/A	N/A

Department / Branch	Overall Response Rate (% change since 2020 in brackets)	Consent to Sensitive Information Collection (% of sample in Overall Response Rate)
Legal Services	81% (+5)	87%
Office of the City Clerk	84% (0)	93%
Fire Rescue Services	18% (-18)	85%
Urban Planning and Economy	72%	89%
Development Services	65% (-3)	88%
Economic Investment Services	N/A	N/A
Planning and Environment Services	82% (0)	92%

Bold indicates department results

N/A indicates response did not meet the minimum threshold of 50 responses.

** Fire Rescue Services was not part of the Office of the City Manager in 2020.*

Appendix B

Table B1: Employee Experience Scores by Department and Branch

Department / Branch	How happy are you working at the City of Edmonton?		I would recommend the City of Edmonton as a great place to work.		How are you doing?	
	2020	2022	2020	2022	2020	2022
Community Services	71	65	69	65	66	62
Community Recreation and Culture	65	67	64	67	60	65
Community Standards and Neighbourhoods	62	59	62	57	57	55
Social Development	71	65	65	66	65	59
City Auditor's Office	N/A	N/A	N/A	N/A	N/A	N/A
City Manager's Office (excluding Fire Rescue Services)	71	64	72	63	66	61
Chief of Staff	N/A	N/A	N/A	N/A	N/A	N/A
City Clerk	N/A	66	N/A	68	N/A	60
Legal Services	73	62	71	59	67	61
Fire Rescue Services	81	64	80	81	77	78
City Operations	67	65	63	64	66	65
Edmonton Transit Service	72	66	70	64	70	68
Fleet and Facility Services	69	65	67	63	66	64
Parks and Road Services	57	64	51	61	58	63
Waste Services	69	68	63	66	67	68

Department / Branch	How happy are you working at the City of Edmonton?		I would recommend the City of Edmonton as a great place to work.		How are you doing?	
	2020	2022	2020	2022	2020	2022
Communications and Engagement	71	69	71	70	63	65
Research, Engagement, and Communications	58	66	57	66	53	64
Relationships and Customer Access	N/A	73	N/A	75	N/A	67
Reputation and Brand	N/A	N/A	N/A	N/A	N/A	N/A
Employee Services	76	71	76	71	69	67
Employee Relations and Compensation	N/A	N/A	N/A	N/A	N/A	N/A
HRSS, Learning and Organization Development	N/A	N/A	N/A	N/A	N/A	N/A
Talent Acquisition Service and Solutions	73	71	74	71	69	66
Workforce Safety and Employee Health	74	68	75	68	67	66
Financial and Corporate Services	73	67	70	65	71	66
Assessment and Taxation	74	66	72	64	73	68
Corporate Procurement and Supply Services	69	65	72	64	65	64
Financial Services	76	66	74	65	73	65
Open City and Technology	72	72	67	69	73	70
Real Estate	73	65	70	63	64	64

Service Innovation and Performance	N/A	66	N/A	67	N/A	65
Department / Branch	How happy are you working at the City of Edmonton?		I would recommend the City of Edmonton as a great place to work.		How are you doing?	
	2020	2022	2020	2022	2020	2022
Integrated Infrastructure Services	72	66	69	65	67	67
Building Great Neighbourhoods	73	69	70	68	68	67
Infrastructure Delivery	69	69	67	67	64	71
Infrastructure Planning and Design	71	63	69	65	66	66
LRT Expansion and Renewal	N/A	N/A	N/A	N/A	N/A	N/A
Urban Planning and Economy	71	68	69	68	65	64
Planning and Environment Services	66	71	64	70	64	66
Development Services	73	66	71	67	66	64
Economic Investment Services	N/A	N/A	N/A	N/A	N/A	N/A

Bold indicates Department results, N/A indicates response did not meet the minimum threshold of 50 responses.

Table B2: Employee Experience Scores by Diversity Identifiers

Diversity Identifier	How happy are you working at the City of Edmonton (eSat)		I would recommend the City of Edmonton as a great place to work.		How are you doing?	
	2020	2022	2020	2022	2020	2022
Women	71	68	69	68	65	64
Men	71	68	68	67	68	68
Non-binary or Gender Fluid	N/A	58	N/A	57	N/A	54
Trans	N/A	58	N/A	59	N/A	60
Bisexual, Gay, Lesbian, Queer, Pansexual, Asexual, or another orientation	68	65	67	66	62	59 (-3)
Indigenous Person	68	64	65	63	66	61 (-5)
Two-spirit	N/A	N/A	N/A	N/A	N/A	N/A
Racialized, person of colour, visible minority, PoC, Biracial, multiracial, mixed race	71	71	70	71	68	70
Person with a disability	62	62	59	59	56	55
Current or Former Member of the Canadian Armed Forces	N/A	63	N/A	62	N/A	62

N/A indicates response did not meet the minimum threshold of 50 responses.

Table B3: Employee Experience Scores by Racial or Ethnic Category

Category	How happy are you working at the City of Edmonton (eSat)		I would recommend the City of Edmonton as a great place to work.		How are you doing?	
	2020	2022	2020	2022	2020	2022
Arab (e.g. North Africa, Middle East, etc.)	72	66	70	66	68	70
Black (e.g. African, Caribbean, etc.)	75	74	76	78	74	75
East Asian (e.g. Chinese, Japanese, Filipino, Korean, Taiwanese, etc.)	75	73	75	74	72	71
Latin American Origins (Central and South America)	72	68	73	70	71	67
South Asian Origins (e.g. Indian, Pakistani, Sri Lankan, etc.)	77	74	76	74	76	77
Southeast Asian Origins (e.g. Cambodian, Malaysian, Laotian, Vietnamese etc.)	71	72	69	70	67	74
West Asian (E.g. Afghan, Iranian. etc.)	N/A	N/A	N/A	N/A	N/A	N/A
White (e.g. European origins, etc.)	70	66	68	65	66	63

N/A indicates response did not meet the minimum threshold of 50 responses.

Appendix C

Disaggregated Supportive Environment Scores

Table C1: Supportive Environment by Department and Branch

Department / Branch	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Community Services	65	72	60	66	71	63	58	77	83	87	78
Community Recreation and Culture	65	73	63	70	73	64	59	77	77	87	81
Community Standards and Neighbourhoods	59	67	53	63	64	56	53	74	74	84	72
Social Development	71	76	63	69	74	70	60	82	82	94	76
City Auditor's Office	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City Manager's Office (excluding Fire Rescue Services)	61	73	59	68	73	62	64	80	85	83	82
Chief of Staff	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City Clerk	71	78	62	67	72	69	66	83	83	86	83

Department / Branch	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City of Edmonton	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Legal Services	61	70	60	70	74	64	59	79	79	90	85
Fire Rescue	59	72	57	67	73	59	65	78	78	79	81
City Operations	58	67	60	66	70	59	58	70	80	78	77
Edmonton Transit Service	52	63	60	65	69	57	60	65	65	79	78
Fleet and Facility Services	58	67	58	65	69	59	56	69	69	75	75
Parks and Road Services	60	70	58	67	71	61	57	75	75	81	79
Waste Services	65	73	64	70	74	62	57	77	77	80	78
Comms and Engagement	70	78	66	70	75	67	65	84	89	92	84
Relationships and Customer Access	71	80	69	72	77	69	70	83	83	90	88
Reputation and Brand	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Research, Engagement and Comms	68	79	66	67	74	66	62	86	86	94	79
Employee Services	74	78	70	70	74	70	66	83	85	89	81
Employee Relations and Compensation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Department / Branch	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City of Edmonton	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
HRSS, Learning and Org Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Talent Acquisition Service and Solutions	72	78	68	74	76	70	64	78	78	87	81
Workforce Safety and Employee Health	74	77	69	67	72	72	60	85	85	89	78
Financial and Corporate Services	68	76	66	72	75	70	66	82	85	86	84
Assessment and Taxation	65	74	65	71	75	70	70	82	82	86	85
Corporate Procurement and Supply Services	67	74	63	70	75	68	60	79	79	85	85
Financial Services	67	76	68	75	75	71	63	81	81	85	83
Open City and Technology	72	78	69	73	75	72	69	85	85	87	85
Service Innovation and Performance	69	78	67	72	74	69	69	82	84	87	84
Real Estate	66	72	62	66	76	67	63	79	79	87	80

Department / Branch	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City of Edmonton	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Integrated Infrastructure Services	67	74	64	71	73	66	59	80	84	86	82
Building Great Neighbourhoods	69	75	67	69	72	65	59	78	78	89	83
Infrastructure Delivery	70	73	65	72	74	68	61	82	82	82	82
Infrastructure Planning and Design	67	77	64	75	75	66	60	82	82	89	81
LRT Expansion and Renewal	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Urban Planning and Economy	68	76	65	70	73	68	63	82	85	88	80
Planning and Environment Services	73	81	68	73	74	71	67	85	85	93	82
Development Services	65	74	64	69	73	66	61	79	79	85	81
Economic and Investment Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Bold indicates Department results, N/A indicates response did not meet the minimum threshold of 50 responses.

Table C2: Supportive Environment by Diversity Identifier

Diversity Identifier	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Woman	68	74	65	70	73	66	62	79	85	89	81
Man	64	73	64	70	74	65	63	77	84	83	81
Non-binary or Gender Fluid	57	69	54	64	65	59	58	81	83	87	71
Trans	57	63	54	62	67	56	55	69	77	80	65
Sexual Romantic Minority*	66	74	62	67	71	66	60	78	85	88	79
Indigenous Person	58	69	59	64	67	58	58	75	82	84	78
Racialized, Biracial	67	74	66	71	75	67	63	77	83	87	80
Person with a disability	58	66	56	60	67	58	53	73	84	85	75
Current or Former Member of the Canadian Armed Forces	57	70	59	64	68	58	57	74	82	82	79

*Bisexual, Gay, Lesbian, Queer, Pansexual, Asexual, or another orientation

Table C3: Supportive Environment by Racial or Ethnic Category

Racial or Ethnic Category	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Arab (e.g. North Africa, Middle East, etc.)	63	72	61	67	75	65	56	74	82	85	81
Black (e.g. African, Caribbean, etc.)	70	75	68	73	80	70	64	77	86	91	78
East Asian (e.g. Chinese, Japanese, Filipino, Korean, Taiwanese, etc.)	71	77	70	75	77	72	67	80	80	86	82
Latin American Origins (Central and South America)	65	72	66	66	74	66	59	74	86	88	74
South Asian Origins (E.g. Indian, Pakistani, Sri Lankan, etc.)	68	76	71	75	78	69	67	76	83	87	83

Racial or Ethnic Category	At work I feel cared about as a person	I am treated with respect in my workplace	I feel a sense of belonging at the City	I feel comfortable being myself at work	I can succeed when I am myself at work	I feel valued for my unique perspective and skills	I have opportunities for professional success that are similar to those of my colleagues	My direct supervisor demonstrates commitment to and support of diversity and inclusion	I feel at ease with people who are different than me	I believe that diverse perspectives add value to the work that we do	My workplace is accepting of all backgrounds and identities
Southeast Asian Origins(E.g. Cambodian, Malaysian, Laotian, Vietnamese etc.)	71	79	68	71	77	70	67	82	81	84	84
West Asian (E.g. Afghan, Iranian. etc.)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
White (e.g. European origins, etc.)	64	73	62	70	72	64	61	78	85	85	81

N/A indicates response did not meet the minimum threshold of 50 responses.

Appendix D

Diversity by Department and Branch

Department / Branch	Women	Men	Non-binary, Gender Fluid, or another gender not listed	Trans Experience	Lesbian, Gay, Bisexual, Asexual, Pansexual, Queer, or another orientation not listed	Indigenous	Racial, Biracial	Person with a Disability	Current or Former Member of the Canadian Armed Forces
Community Services	59%	36%	2%	2%	14%	6%	29%	13%	2%
Community Recreation and Culture	60%	35%	3%	3%	15%	6%	21%	12%	1%
Community Standards and Neighbourhoods	52%	44%	2%	1%	9%	6%	19%	18%	4%
Social Development	67%	25%	5%	5%	15%	7%	32%	13%	5%
City Auditor's Office	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City Manager's Office (exl. Fire Rescue Services)	74%	22%	0%	0%	11%	5%	22%	9%	0%
Chief of Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City Clerk	77%	21%	0%	0%	18%	6%	19%	15%	0%
Legal Services	69%	26%	0%	0%	8%	5%	21%	6%	0%
Fire Rescue Services	17%	63%	4%	3%	8%	11%	19%	6%	8%
City Operations	25%	70%	1%	1%	9%	6%	28%	10%	3%
Edmonton Transit Service	25%	71%	0%	1%	6%	5%	35%	8%	3%
Fleet and Facility Services	18%	76%	1%	1%	5%	4%	24%	14%	6%
Parks and Road Services	33%	60%	3%	0%	11%	7%	27%	11%	2%

Department / Branch	Women	Men	Non-binary, Gender Fluid, or another gender not listed	Trans Experience	Lesbian, Gay, Bisexual, Asexual, Pansexual, Queer, or another orientation not listed	Indigenous	Racial, Biracial	Person with a Disability	Current or Former Member of the Canadian Armed Forces
Waste Services	24%	72%	1%	3%	11%	8%	23%	7%	2%
Communications and Engagement	68%	28%	1%	0%	11%	2%	30%	16%	0%
Relationships and Customer Access	67%	30%	1%	0%	10%	4%	43%	18%	0%
Reputation and Brand	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Research, Engagement and Communications	73%	22%	1%	0%	13%	0%	11%	14%	0%
Employee Services	73%	22%	2%	1%	7%	3%	27%	12%	1%
Employee Relations and Compensation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HRSS, Learning and Organization Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Talent Acquisition Service and Solutions	77%	20%	0%	2%	6%	3%	41%	6%	2%
Workforce Safety and Employee Health	63%	33%	2%	0%	12%	2%	27%	12%	2%
Financial and Corporate Services	43%	54%	1%	1%	7%	3%	38%	8%	2%
Assessment and Taxation	47%	47%	0%	0%	6%	2%	35%	8%	0%
Corporate Procurement and Supply Services	42%	56%	2%	3%	7%	8%	23%	9%	4%
Open City and Technology	28%	68%	1%	2%	5%	1%	46%	7%	3%

Department / Branch	Women	Men	Non-binary, Gender Fluid, or another gender not listed	Trans Experience	Lesbian, Gay, Bisexual, Asexual, Pansexual, Queer, or another orientation not listed	Indigenous	Racial, Biracial	Person with a Disability	Current or Former Member of the Canadian Armed Forces
Financial Services	66%	33%	0%	1%	4%	3%	45%	4%	2%
Service Innovation and Performance	29%	69%	0%	0%	5%	3%	30%	6%	3%
Real Estate	58%	39%	2%	0%	11%	2%	33%	16%	0%
Integrated Infrastructure Services	17%	76%	2%	3%	12%	1%	37%	6%	1%
Building Great Neighbourhoods	43%	53%	1%	4%	7%	2%	33%	10%	0%
Infrastructure Delivery	17%	76%	2%	3%	12%	1%	37%	6%	1%
Infrastructure Planning and Design	38%	59%	1%	0%	5%	1%	35%	8%	0%
LRT Expansion and Renewal	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Urban Planning and Economy	45%	51%	1%	1%	10%	3%	31%	8%	1%
Planning and Environment Services	47%	48%	2%	1%	9%	6%	33%	11%	1%
Development Services	45%	51%	0%	1%	12%	3%	30%	5%	1%
Economic and Investment Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Bold indicates Department results

N/A indicates response did not meet the minimum threshold of 50 responses.

Appendix E

How Employees Experienced Concerning Behaviour

Table E1: The following chart illustrates the concerning behaviour that respondents indicated they experienced in the workplace. The behaviours are colour coded to the City's behaviour zones, which are described on page 26. Most of the concerning behaviours experienced by City employees are in the yellow zone.

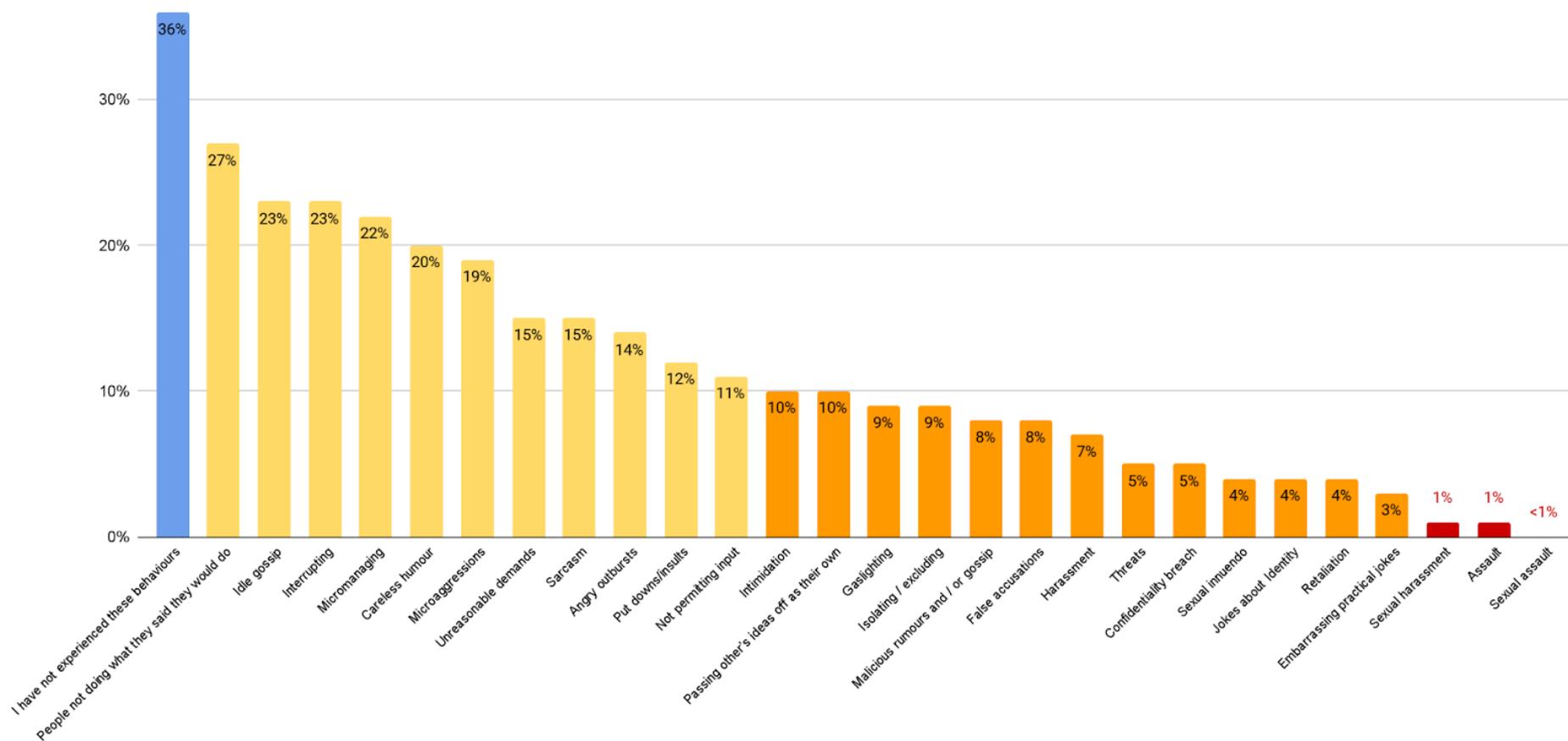


Table E2: Rate of reporting for Concerning Behaviours and Changes since 2020.

This table is colour coded to the City's behaviour zones. The majority of the behaviours experiences are in the yellow zone.

Yellow Zone			Orange Zone			Red Zone		
	2020	2022		2020	2022		2020	2022
People not doing what they said	30%	27%	Intimidation	12%	10%	Sexual harassment	1%	1%
Idle gossip	26%	23%	Passing other's ideas off as your own	9%	10%	Assault	1%	1%
Interrupting	25%	23%	Gaslighting	6%	9%	Sexual assault	<1%	<1%
Micromanaging	29%	22%	Isolating / excluding	10%	9%			
Careless humour	22%	20%	Malicious rumours and / or gossip	10%	8%			
Microaggressions	N/A	19%	False accusations	12%	8%			
Sarcasm	20%	15%	Harassment	9%	7%			
Unreasonable demands	16%	15%	Threats	5%	5%			
Angry outbursts	17%	14%	Confidentiality breach	6%	5%			
Put downs/insults	14%	12%	Retaliation	6%	4%			
Not permitting input	14%	11%	Jokes about Identity	5%	4%			
Embarrassing practical jokes	4%	3%	Sexual innuendo	5%	4%			

**Percentages in the table above indicate the number of respondents who indicated specific concerning behaviour, divided by the total number of participants. N/A indicates that the item was not included in the 2020 survey.*

Table E3: Concerning Behaviour by Department

The table below displays the results for the concerning behaviour items across the Departments at the City of Edmonton who met the threshold for reporting. The colours indicate the [behaviour zones](#) that each concerning behaviour falls under.

When looking at the department scores, a large percentage of concerning behaviours across all branches were seen in the yellow behaviour zone.

Concerning Behaviour	CO	CS	FCS	UPE	IIS	OCM (incl. FRS)	C&E	ES
Microaggressions	20%	25%	13%	13%	16%	21%	15%	20%
Careless humour	24%	23%	12%	18%	17%	19%	13%	15%
Idle gossip	27%	30%	14%	16%	20%	23%	12%	13%
Interrupting	21%	29%	20%	22%	23%	23%	20%	24%
People not doing what they said they would do	28%	35%	21%	26%	26%	27%	23%	18%
Micromanaging	23%	26%	20%	16%	17%	24%	20%	17%
Not permitting input	11%	13%	8%	8%	11%	13%	10%	9%
Angry outbursts	18%	17%	8%	7%	8%	11%	12%	11%
Unreasonable demands	15%	18%	11%	12%	10%	16%	18%	12%
Sarcasm	18%	18%	10%	11%	11%	17%	11%	10%
Put downs/insults	17%	14%	6%	6%	8%	13%	8%	7%
Embarrassing practical jokes	6%	3%	2%	2%	2%	4%	0%	0%
Malicious rumours and / or gossip	11%	9%	3%	3%	4%	8%	2%	6%
False accusations	11%	11%	5%	5%	5%	8%	3%	4%
Threats	7%	8%	2%	1%	2%	4%	3%	2%
Intimidation	12%	13%	6%	6%	6%	10%	10%	7%
Sexual innuendo	6%	6%	1%	1%	1%	5%	1%	1%

Concerning Behaviour	CO	CS	FCS	UPE	IIS	OCM (incl. FRS)	C&E	ES
Passing other's ideas off as their own	11%	13%	8%	7%	8%	10%	7%	8%
Gaslighting	8%	12%	7%	4%	7%	12%	7%	8%
Isolating / excluding	10%	12%	6%	6%	4%	10%	6%	6%
Jokes about Identity	7%	5%	2%	1%	2%	2%	1%	2%
Confidentiality breach	6%	7%	3%	4%	3%	6%	3%	1%
Retaliation	6%	6%	2%	2%	2%	5%	3%	1%
Harassment	11%	8%	3%	3%	3%	6%	4%	3%
Sexual assault	1%	1%	0%	0%	0%	0%	0%	0%
Sexual harassment	2%	3%	0%	0%	0%	1%	0%	0%
Assault	2%	1%	0%	1%	0%	1%	0%	0%

Table E4: Experienced Discrimination by Department and Branch

Department / Branch	2016	2018	2020	2022
Community Services	10%	12%	12%	16%
Community Recreation and Culture	13%	15%	14%	15%
Community Standards and Neighbourhoods	N/A	21%	17%	20%
Social Development	14%	14%	10%	15%
City Auditor's Office	N/A	N/A	N/A	N/A
City Manager's Office (excluding Fire Rescue Services)	6%	10%	4%	7%
Chief of Staff	N/A	N/A	N/A	N/A
City Clerk	5%	12%	N/A	10%
Legal Services	7%	5%	1%	4%
Fire Rescue Services	5%	4%	7%	19%
City Operations	14%	17%	15%	15%
Edmonton Transit Service	14%	19%	16%	19%
Fleet and Facility Services	17%	20%	15%	16%
Parks and Road Services	11%	15%	16%	13%
Waste Services	N/A	13%	11%	10%
Communications and Engagement	N/A	N/A	8%	7%
Research Engagement and Communications	N/A	N/A	5%	5%
Relationships and Customer Access	N/A	N/A	9%	9%
Reputation and Brand	N/A	N/A	N/A	N/A

Department / Branch	2016	2018	2020	2022
Employee Services	8%	11%	10%	6%
Employee Relations and Compensation	N/A	N/A	N/A	N/A
HRSS, Learning and Org Development	N/A	N/A	N/A	N/A
Talent Acquisition, Service and Solutions	N/A	10%	13%	7%
Workforce Safety and Employee Health	N/A	N/A	12%	10%
Financial and Corporate Services	N/A	11%	7%	6%
Assessment and Taxation	11%	13%	10%	5%
Corporate Procurement and Supply Services	12%	14%	11%	8%
Financial Services	5%	11%	6%	8%
Open City and Technology	5%	9%	6%	4%
Real Estate	17%	15%	6%	10%
Service Innovation and Performance	N/A	N/A	N/A	7%
Integrated Infrastructure Services	11%	10%	7%	7%
Building Great Neighbourhoods	N/A	N/A	14%	10%
Infrastructure Delivery	11%	15%	5%	5%
Infrastructure Planning and Design	7%	6%	5%	7%
LRT Expansion and Renewal	N/A	N/A	N/A	N/A
Urban Planning and Economy	N/A	14%	7%	8%
Planning and Environment Services	9%	14%	9%	2%
Development Services	7%	14%	7%	9%
Economic Investment Services	N/A	N/A	N/A	N/A

Percentages in the table above represent the number of employees who indicated they have experienced discrimination on the job in the past 12 months. Bold indicates department results, N/A indicates response did not meet the minimum threshold of 50 responses.