
Leading In The Wake Of #MeToo And Black Lives Matter

How have #MeToo and social equity movements changed the workplace and leadership in Canada?

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FOREWORD

"How much has really changed?" In the almost five years since #MeToo, it's one of the big questions that workplaces still grapple with. The viral social movement, along with Black Lives Matter and the Residential School tragedies, brought to light the deep biases and hurts that many live with and suppress, almost daily.

From my three decades of business leadership experience, I've learned that individuals need to feel psychological safety and a clear sense of being seen, heard and respected as a whole person; only then can they give fully to work, their families and communities. There is so much untapped human potential available to companies and societies if we can create real belonging and equality. I think of it as a prerequisite for sustainability. We can't solve the greatest challenges of the planet – environmental or societal – without building a much more inclusive and equitable world.

It is a hard and complex journey we're on. And one that is dependent on organizational leaders recognizing where more work needs to be done. That's where studies like this one can help. By understanding just how much has changed in gender relations among leaders since #MeToo, and examining the effectiveness of efforts to address bias and inequity, we have the opportunity to evolve our models of interaction and our models of leadership. We want to shrink the divide between knowing what's important (intent) and doing it (impact). My hope is that we can continue shifting our workplace cultures, and our world, to a better place.

Katie Dudtschak
Executive Vice President, Regional Banking
Personal & Commercial Banking
RBC

Recent global social movements such as #MeToo and Black Lives Matter have created a sense of urgency for CEOs and business leaders worldwide to create business cultures that are free of judgment.

I was excited to sponsor this study by Dr. John Izzo and the researchers at Blueprint because the purpose of my life's work with MacKay CEO Forums is to populate the world with inspiring leaders who make a difference. I believe that business leaders who embody the characteristics of empathy and create inclusion are our best hope for making our world a more inspiring place where everyone is appreciated.

It is imperative that we accelerate inclusive behaviour and understanding in the C-Suite, which, despite the great achievements of women and people of all genders, continues to be dominated by men. It is shown that inclusion creates the space for everyone to show up as the best version of themselves. People make the biggest contribution when they have a voice. When leadership encourages and amplifies each voice, the result is exponentially accelerated business outcomes.

Leaders can be champions in sharing their stories of exclusion and inclusion and in creating safe spaces for all to participate in their own dialogue. It takes courage to "go first" and leaders are in the unique position to champion other leaders to engage in this work.

I dream of a better world where everyone is treated equally, and each person strives to love others free of judgment, starting with self-love and acceptance in themselves. I believe if we can master our egos, we can live free from old mindsets and unconscious bias. Then we can be truly inclusive in all aspects of our lives.

Nancy MacKay, PhD
Founder & Board Member
MacKay CEO Forums



INTRODUCTION

Diversity and inclusion are important and timely topics both in society and in the workplace. Movements such as #MeToo, Time's Up and Black Lives Matter have reverberated throughout society, especially in the United States and Canada. In the wake of these societal shifts, leaders and organizations have stepped up intentional efforts to create more diversity, equity, and inclusion as both a moral and a business imperative.

This study sought to examine, through both qualitative and quantitative research, how these movements over the past five to six years have re-shaped attitudes and behaviors at work. The goal was to try to understand this impact on a variety of critical attitudes and behaviors. Among the key questions this research sought to answer were:

- Have these movements changed attitudes among all genders about equity and inclusion and, if so, how?
- Are men speaking out more for equity and inclusion?
- Have these movements reduced misogynistic behaviors in the workplace?
- Have these movements changed how leaders lead and think?
- Have efforts to raise awareness about and foster gender and racial equity and inclusion been perceived as effective? What efforts have been most and least effective with different demographics?
- Have these movements helped create stronger positive attitudes and actions toward being “allies” for historically marginalized groups, especially women, racial and ethnic minorities and the LGBTQIA community?
- How are men and women leaders seen in the context of #MeToo and have these images shifted?
- How are different generations engaging on issues of gender and racial inclusion?
- What are the greatest challenges leaders experience in leading in the context of #MeToo?
- Have these movements impacted relationships between genders and, if so, how so?
- How have these movements impacted sponsorship and mentoring across genders, especially between men who are leaders and people of other genders?

EXECUTIVE SUMMARY

Our research study was conducted from June to September of 2021, with focus groups of C-suite leaders conducted from June to August and a quantitative survey conducted in September.

In summary, our study shows that the social movements related to gender and racial and ethnic inclusion have had a significant impact on workplace attitudes and behaviors as well as how leaders are both perceived and acting. While a significant portion of respondents have not seen an impact from these movements directly, there is ample evidence that the workplace has changed in meaningful ways.

Below are some of the major headlines of our results, which are explored in greater detail in the full report.

Social movements including #MeToo and Black Lives Matter have changed leaders in meaningful ways. A significant number of leaders say these movements have changed their leadership attitude and behaviors. The open-ended comments and focus group data suggest that there is a heightened awareness of the need for gender and racial and ethnic equity and inclusion. The data also suggest that a smaller but significant group of leaders, men especially, believe that the impacts have led to greater cautiousness, and believe that these movements have made it more difficult to lead effectively. Overall, men in leadership are seen as slightly more empathic and inclusive as a result of these movements while also seen as less confident and more cautious. Women leaders are seen as more empathic and inclusive than men in leadership. One of the most interesting findings around leadership is that women leaders are now seen as charismatic, visionary, strategic and assertive to the same levels as men while also being seen as more empathic and inclusive.

In Canada, about 3-5% of men have had a very negative reaction to these social movements and hold a negative view on how they have impacted work and the workplace, even though our research suggests that these movements have had a generally positive effect on men's likelihood to be engaged on gender and racial equity issues. From the survey and the open-ended comments, we would describe this as a backlash, in which men feel that these movements have created an environment that some men feel is toxic for them. This backlash is far less pronounced in Canada than in the United States where 10-13% have had a very negative reaction to these social movements.

Our study strongly suggests that men are significantly more engaged on issues of gender equity and inclusion as a result of these movements. Men at all levels in organizations strongly express a higher commitment to speak out on issues of equity and to challenge inappropriate behavior, such as sexist and misogynistic comments. Women show an even greater shift in their willingness to speak out about issues of equity and harassment. While both men and women perceive men to be more likely to speak out on these issues, our data suggest there is a gap between intention and behavior. While a large percentage of men and women say that men are more likely to be actively engaged in these issues than before these social movements, when asked if men are doing so on a day-to-day basis, agreement drops significantly. One of the interesting factors to consider is that some previous research has suggested that men believe that "while they, themselves, are not misogynistic, other men are." That belief likely dampens men's willingness to speak up and challenge other men. This study suggests that a clear majority of men want these behaviors to decrease which should help embolden men to speak up more.

#MeToo and social movements have impacted mentorship and sponsorship across genders, mostly in a positive direction. Both our survey and focus group data strongly suggest that the desire to mentor and sponsor people of other genders has increased as a result of these movements, while also showing that men in leadership have an increased hesitancy in terms of relationships with women reports. While a plethora of men and women leaders report a greater desire and likelihood to mentor or sponsor people of other genders, a significant number of men are less likely to do so following these movements.

Commitment to allyship has grown significantly. One of issues we explored was the way these movements have changed how important leaders and team members believe it is to be allies for equity and inclusion for three key historically marginalized groups: women, racial and ethnic groups, and the LGBTQIA community. Our findings strongly suggest that these movements have greatly increased leaders' commitment to be allies for these groups among all demographic groups across gender, age, and seniority level. These trends are more pronounced for women than for men but are significant for all genders. Of the three groups we studied, commitment to gender and racial allyship is about equal and is slightly less for the LGBTQIA community. Having said that a good deal of this difference is explained by older men rating allyship to this group as less important to them than other demographic groups.

Most men don't feel strongly disadvantaged by programs to accelerate the hiring and promotion of historically underrepresented groups. One of the things we sought to explore was whether men feel disadvantaged by programs aimed at aiding other groups that have had less historic opportunity. We discovered that only about one in ten men strongly feel this way. This suggests that men recognize the need for more diversity and accept that this will impact their personal opportunities. Less senior men and less educated men are significantly more likely to feel disadvantaged than those in higher positions and at higher levels of education.

All the four major generations in the workplace agree that millennials are most engaged and aware on issues of gender and racial and ethnic inclusion. Baby boomers, Gen X, millennials, and Gen Z also agree that baby boomers are the least engaged and aware generation on these issues. Having said that, our study suggests that there are very few significant differences between the generations in terms of attitudes and behaviors on issues of gender and racial equity and inclusion. The exception to this is that baby boomer men are more hesitant following these social movements and that baby boomers and Gen Xers are less likely than their younger counterparts to express a strong commitment to allyship for LGBTQIA communities. However, these are differences in magnitude more so than direction. In other words, all generations have shifted towards a stronger commitment to allyship, inclusion and equity. As such, many of the perceived differences between generations are not supported by the data.

Efforts to create a more equitable and inclusive workplace are pervasive across organizations and generally these efforts are perceived positively in terms of their impact. In our research, we discovered that almost eight in ten workplaces have formal efforts to foster greater inclusion and diversity. We specifically measured six activities: employee resource groups, diversity training, unconscious bias training, pay equity efforts, diversity quotas and team-building efforts. We found that except for diversity quotas, there is a uniform belief that these efforts have had a positive impact on the workplace. Support for quotas is much stronger among women than among men but even among women respondents, there is far less support than for other initiatives. One of the most interesting findings is that efforts focused on building relationships and understanding between diverse groups (team-building and employee resource groups) were seen as more effective than unconscious bias and diversity training. These findings were even more pronounced for men and suggest that inclusion efforts that focus on building understanding between groups may be most effective especially with men. This suggests that efforts to build awareness rather than focus on how the majority group needs to change may be more effective at driving change.

Compared to the United States, Canadians feel much more positive about these social movements and men are significantly more engaged on issues of gender equity and inclusion than men in America. Canadians are often interested in how attitudes and behaviors differ between the United States and Canada. We ran statistical analysis to examine differences between the two countries and found significant differences on almost all questions that we asked. In general, Canadians are much more likely to say that these movements have had a positive impact on the workplace, they are more likely to see allyship to historically marginalized group as important, and they are much more likely to say that men are engaged and speaking out on issues of equity and inclusion, when compared with Americans.



ACKNOWLEDGEMENTS

Research studies of this magnitude always owe thanks to many people. The core research team for this study consisted of Riya Sirkhell (MPPGA), Aynsley Wong (BA), Samantha Coronel (MPPGA), and John Izzo (PhD). Samantha Coronel coordinated the literature review and then helped shape the overall study along with Ela Bandari (MDS). Her help was critical to the launch of the study. Riya Sirkhell conducted the focus groups while serving as the able coordinator of the study; she also took the lead on interpreting the focus group data. Her insight and commitment to diversity and inclusion improved the effort at every stage. Aynsley Wong kept all the parts moving forward and was the lead writer on the final reports. As usual, her dedication, attention to detail and willingness to take on a project with enthusiasm were evident. John Izzo served as one of the principal investigators of the study and was the lead on the study throughout. Daniel Muzyka (PhD) was co-principal investigator of the study and contributed important ideas throughout the process.

When it came time to analyze the data, Jonathan Berkowitz (PhD) graciously analyzed the data while providing stellar counsel in interpreting the findings. His help was invaluable and appreciated. His keen sense of humor made the process fun as well as informative.

We would also like to acknowledge the team at YouGov who partnered with us on the quantitative survey in Canada and the United States.

Special thanks to the rest of the team at Blueprint, including David Kuhl (MD, PhD) and Duncan Shields (RCC, PhD), who helped shape the initial study, as well as Nicky Dhaliwal (MM), who engaged in leading focus groups, sourcing key staff and team members, and coordinating the final versions of these reports. Thanks to Gary Barker (PhD) of Promundo Global, who has provided wise counsel to us on many fronts including this study.

Finally, much appreciation to Nancy MacKay at MacKay CEO Forums and Katie Dudtschak and the team at RBC for their support and commitment to advancing critical thinking on this topic.



ABOUT THIS RESEARCH

This research study came out of an awareness that gender equity movements such as #MeToo and Time's Up have kickstarted important conversations around creating more equitable, more inclusive and safer workplaces for people of all genders, races and religions. This has been bolstered by recent social justice movements such as Black Lives Matter and efforts to counter anti-Asian racism. The goal of the study was to understand how the result of these social movements have affected workplace gender relations, expectations, leadership and power dynamics, and what people say has changed in recent years.

More specifically, this research aimed to investigate how the expectations held by people of all genders have changed following the emergence of the #MeToo movement, how this has impacted relationships between them and what a new model of leadership might be for leaders in the workplace. This research aimed to get a better understanding of the lived experience of people of all genders in the workplace and to learn how their expectations of leaders are changing or have already changed. However, we were unable to reach enough trans and non-binary respondents to generalize about their experience; our data sheds light only on the experiences of cis men and women. We were disappointed and hope that future studies will be able to shed light on the experiences of trans and non-binary people in the workplace.

This study was a collaborative project between Blueprint, a men's health and wellness NGO, and the University of British Columbia. A mixed-methods research methodology was employed, with both qualitative and quantitative aspects. The primary research methods included focus group discussions with business leaders in Canada and national surveys with front-line workers and business leaders in both Canada and the United States. The surveys were hosted on the global research platform YouGov, which was also our data collection partner for this study.

PRESENT STUDY

Blueprint, in conjunction with faculty at the University of British Columbia, conducted this research using a quantitative survey and a series of focus groups.

About the quantitative survey

YouGov, our data collection partner, hosted a large national survey in the Canada with 1,007 respondents on their platform in August and September 2021. The survey was anonymous and voluntary, and participants were recruited from YouGov's internal database.

The anonymous survey was primarily conducted to understand the lived experience of both men and women at various levels in the workplace following the emergence of #MeToo and other allied social justice movements. Specifically, the questions were aimed at investigating how relationships between people of different genders at work and people's expectations of leaders have changed with increased conversations around diversity, equity and inclusion for women and racial minorities in the workplace.

The survey had twenty focused questions on the issue, mostly multiple-choice, alongside open-ended questions to gather qualitative insights and perspectives. Demographic information was collected about gender, age, industry and company size. Optional demographic questions included ethnicity, region, income bracket, level of educational attainment, marital status and political persuasion.

There were varying degrees of regional representation, from all provinces of Canada, except Nunavut. The highest representation was from Ontario and Quebec, in-line with higher populations in those regions. Of the respondents, 50% were men and 48% were women. The rest identified as non-binary or as another gender identity. 57% of the respondents identified as white, 25% as Asian, 6% Black, the rest comprised of smaller representations from Indigenous, Hispanic, Middle Eastern, and mixed-raced individuals. The survey was conducted in both French and English.

Statistical analysis

Throughout this report, we note where there are significant and meaningful differences across demographics, including gender, race and ethnicity, region, level within the respondent's organization, education, income and whether respondents had children. In terms of statistical significance, we used $<.001$ as our threshold for probability; wherever we say there was a difference between groups based on demographics, that threshold was applied. To establish whether a statistically significant difference was meaningful, we considered a mean difference greater than .40 on a seven-point scale.

Several of the demographic dimensions proved not to produce statistically significant differences. Those dimensions included province in Canada and whether or not the respondents had children. As such, these demographic differences are not mentioned within the report. We also found there were very few differences by level, education, income and generation. Our overall conclusion is that most generations and people at all levels within organizations see these issues and impacts similarly, and that other characteristics, such as gender, are much stronger predictors of attitude and behaviors. Some significant differences emerged with regard to demographics other than gender, and these are noted in the appropriate section of the report.



About the focus groups with senior leaders

Twelve virtual focus group discussions were held with business leaders in the United States and Canada, including people of all genders, from March to September 2021.

These anonymous focus groups were primarily conducted to understand the lived experience of leaders, both men and women, in the business world following the #MeToo Movement. Specifically, the research was aimed at investigating how expectations of leaders and relationships between people of different genders at work have changed in the context of equity movements such as #MeToo, Time's Up and Black Lives Matter.

The focus groups were comprised business leaders who were C-suite executives and directors working in different industries across the US and Canada. As noted below, 52% of participants were men and the remaining 48% were women.

The participants were recruited from professional leadership communities (MacKay CEO Forums, Young President's Organization, etc.) and YouGov's database and invited using a short survey. At first, participation was voluntary and not compensated, but halfway through the study, the team switched to an incentive-based model to encourage participants to attend the focus group sessions.

Mixed, all-women, and all-men focus groups were conducted to discern differences in responses and experiences shared by participants. Each type of group was given a separate pre-set questionnaire with subtle differences designed by the research team. Occasional follow-up questions were asked to elaborate or give examples of their comments. We found no significant differences in terms of participants' perceived candor and openness in the mixed and same-gender focus groups. We found this an encouraging finding, in that at least among C-suite leaders in Canada, men and women appeared quite willing to bring up issues with people of other genders and discuss them openly.

FOCUS GROUPS

Total people interviewed:	71
Women:	34
Men:	37
All-women groups:	2
All-men groups:	4
Mixed groups:	6



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Appendix A: Quantitative sample characteristics

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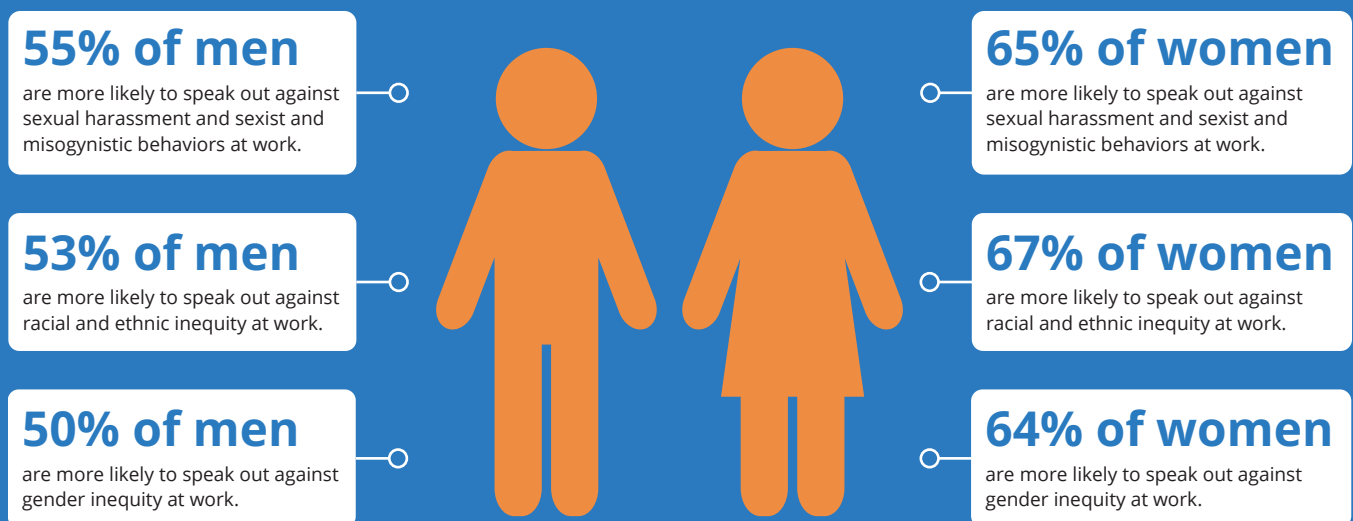
Appendix B: Data tables for US and Canada

Men and women are speaking out more about gender equity, racial equity and workplace harassment but for many men, intention and behaviors are not aligned

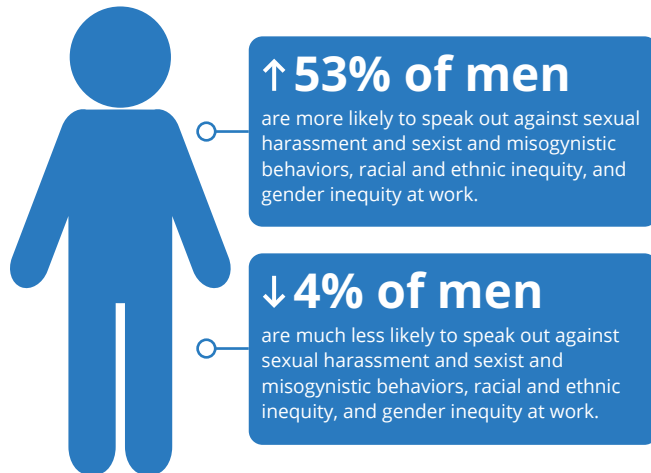
One of the things of most interest to us in this study was to ascertain whether men and women were more likely to speak out and challenge issues of racial and gender equity following the emergence of the #MeToo and Black Lives Matter movements. We wanted to know if these movements, and the discussions they have fostered, have motivated and emboldened people to speak out more in the workplace and challenge behaviors that might create exclusion or lack of equity.

Our results suggest that a significant number of men and an even greater percentage of women are more likely to speak out now about gender equity and racial equity as well as against sexual harassment and sexist comments.

Self-report shows a willingness to speak out at work.



Self-report on men speaking out shows general support for racial and gender equity at work.



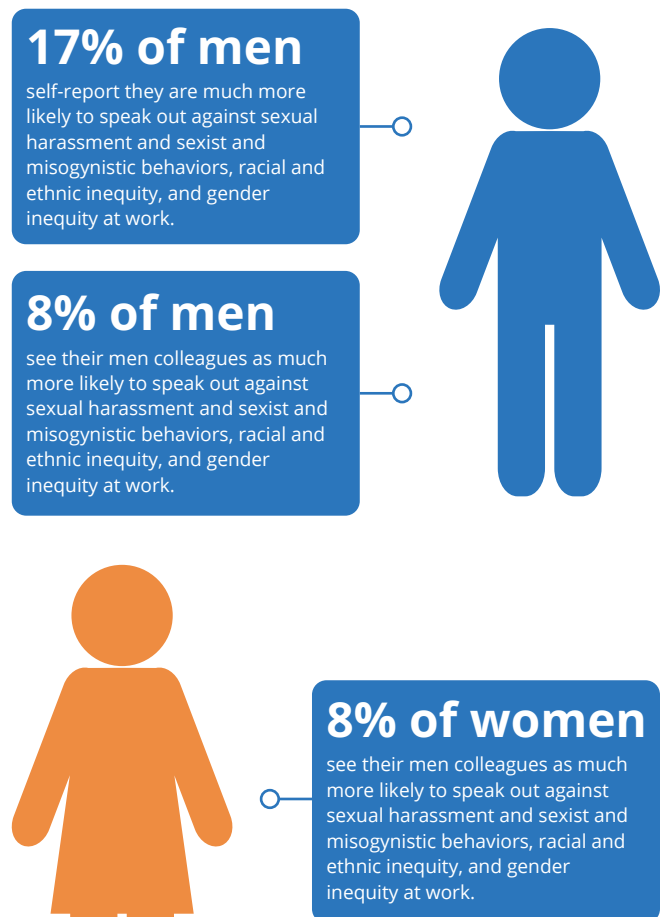
While over half of men say they are more likely than before to speak out on these three issues, about 4% of men say they are much less likely to do so. Our research suggests that in Canada about 5% of men feel quite negative about efforts for gender and racial equity. The focus groups suggest that some of these men believe the movements have been divisive and that workplaces, and society generally, have overreacted.

Women seem to have been significantly emboldened and motivated by these movements to speak out about gender and racial issues. One in four women say they are much more likely to speak out about sexist comments and gender and racial equity issues, and over 60% agree they are generally more likely to do so. Fewer than one in twenty women say they are less likely to speak out on these issues.

All respondents report being as just as likely to speak out about gender issues as they are about racial issues suggesting that the effects of the two movements on the workplace have become intertwined. This finding was also supported in the focus group data. In the focus groups, leaders said that movements for gender and racial and ethnic justice are now coming together to create a wave of awareness around inclusion and equity. Our quantitative data support the notion that the two movements are synergistic and that engagement levels for respondents are roughly similar now on both issues.

One of the disconnects in the data is that while men and women both say they are more likely to speak out about issues of gender and racial equity, when we asked men and women if they see men speaking up more on these issues in practice, a slightly different pattern emerges.

Report on men speaking out shows a difference between what men say and how they are observed.



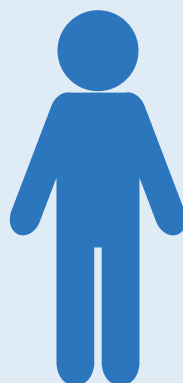
Only 8% of men and women report seeing men speak out and challenge equity issues and sexist comments much more frequently than before. Yet in terms of overall frequency, there is no significant difference between how men and women view this; about 40% of men and 35% of women report their men colleagues speaking out more in the workplace, and fewer than one in ten people see men speaking out less than before.

Once again there seems to be a disconnect between men's intentions and the behavior as observed by both men and women in the workplace. About one in four women agree that men are now more likely to challenge inappropriate jokes.

The focus groups asked men if they felt that misogynistic and sexist comments had decreased or simply "gone underground." Generally, men said they felt it was more underground than disappeared, though many said they often find men softly encouraging each other to uphold appropriate standards. Some men said they were hesitant to be the challenger to other men. Two variables that can impact men's willingness to speak up and challenge are their seniority and education. Men who are more senior and more educated report a greater willingness to speak up. This makes sense, as men who are in more senior positions may feel more empowered to speak up and less at risk. Higher levels of education are also associated with greater likelihood to speak out on gender and racial equity issues.

The focus groups suggest that men are often hesitant to challenge each other. Previous research suggests that men often perceive other men to be more misogynistic than they are themselves. This could dampen men's willingness to speak up when they might otherwise do so because they feel out of step with their colleagues. This research strongly suggests that a majority of men want a more respectful workplace. Knowing this could embolden more men to speak up.

Report on men challenging inappropriate jokes shows a difference between what men say and how they are observed.



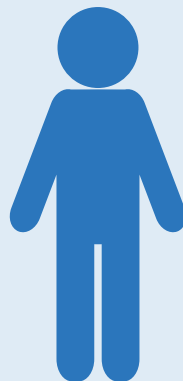
SELF REPORT

44% of men

self-report they are more likely to challenge inappropriate jokes at work.

11% of men

say they are much more likely to do so.



OBSERVATION

42% of men

see their men colleagues as more likely to challenge inappropriate jokes at work

4% of men

say they are much more likely to do so.

OBSERVATION

34% of women

see their men colleagues as more likely to challenge inappropriate jokes at work

2% of women

say men colleagues are much more likely to do so.



KEY TAKEAWAY

The overall picture, when survey data is combined with our focus group responses, suggests that men know they should speak out more on issues of sexism, racism and inappropriate jokes, but that they remain hesitant. Women appear to feel much more emboldened to speak out and challenge these behaviors at work.

How have social movements changed leaders and leadership?

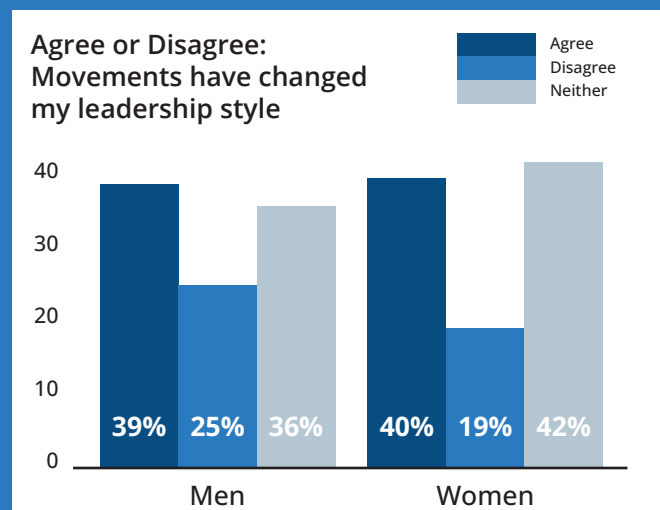
We asked leaders if the #MeToo and Black Lives Matter movements have changed their leadership style. About 40% of men and women in leadership say these movements have changed their leadership while a smaller number indicate they have not (25% of men and 19% of women).

Our focus groups with C-suite leaders suggest that they have a much greater awareness of the need to focus on gender and racial equity than previously and that this has become a major area of focus for them. The men in our focus groups reported being much more engaged and aware of the importance of these issues as leaders than before these movements.

The focus groups also revealed many of the struggles of men and women in leadership as they work to lead in this new environment. Many of the men expressed a strong desire to be allies and at the same time a hesitancy about saying or doing the wrong thing. Many women leaders talked about not wanting men to “walk on eggshells” and discussed the need to create a learning environment rather than one focused on blame and shame. Some leaders expressed the concern that a focus on disadvantaged groups was at times divisive if not handled carefully.

Overall, leaders felt there has been demonstrable progress toward greater gender and racial equity but that there is still a long way to go.

About a third say movements have changed their leadership style, but a greater number say they have not.



When we asked, in an open-ended way, how these movements have created change, we discovered viewpoints which illustrate how leaders are personally reacting to the movements. These open-ended comments suggest that for many leaders, these movements have led to a heightened awareness of the experiences of people of other genders.

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“Par c’est que là relation entre collègues masculins et féminins est devenu plus professionnelle, responsable et respectueux.”
Translated as: “Because the relationship between men and women colleagues has become more professional, responsible and respectful.”

“Women’s stories have helped me to understand the struggles of females’ to achieve equal representation in the C-Suite and ask more like women vs emulating men’s behaviors to advance in the careers.”

“Using my privilege to highlight previously overlooked voices.”

“I am much more aware of my words and actions and the repercussions others feel. I am more outspoken for equal, safe, and fair treatment. I am more aware of issues impacting women and minorities.”

“Made me more aware of microaggressions and implicit biases, and more aware of the systemic biases and historical exclusions that have barred women and minorities from being able to bring their authentic selves to work.”



We also discovered viewpoints which express strong opposition to the way these movements have impacted leadership and workplace culture.

"It's tough. Sometimes I feel I trapped. Decisions are harder to make. No more are they based on merit or best fit. It's all about gender or race who gets the job."

"#MeToo Movement is an extremist and bully movement - I don't follow nor support such ideas or actions."

"Beaucoup plus d'empathie et de délicatesse mais aussi plus de stress vs la menace de poursuite même non fondée." Translated as: "Much more empathy and delicacy but also more stress vs. the threat of unfounded prosecution."

"Because now everybody is too busy watching their backs lest they be accused of any semblance of impropriety and tried by the media in the kangaroo court of public opinion. It's actually set the cause of gender equity back several years."

KEY TAKEAWAY

There is a much greater awareness of the need to focus on gender and racial equity than before the #MeToo and Black Lives Matter movements. Focus groups reported that leaders are much more engaged and aware of the importance of issues of sexism and racism, but there is general agreement that further progress still needs to be made.

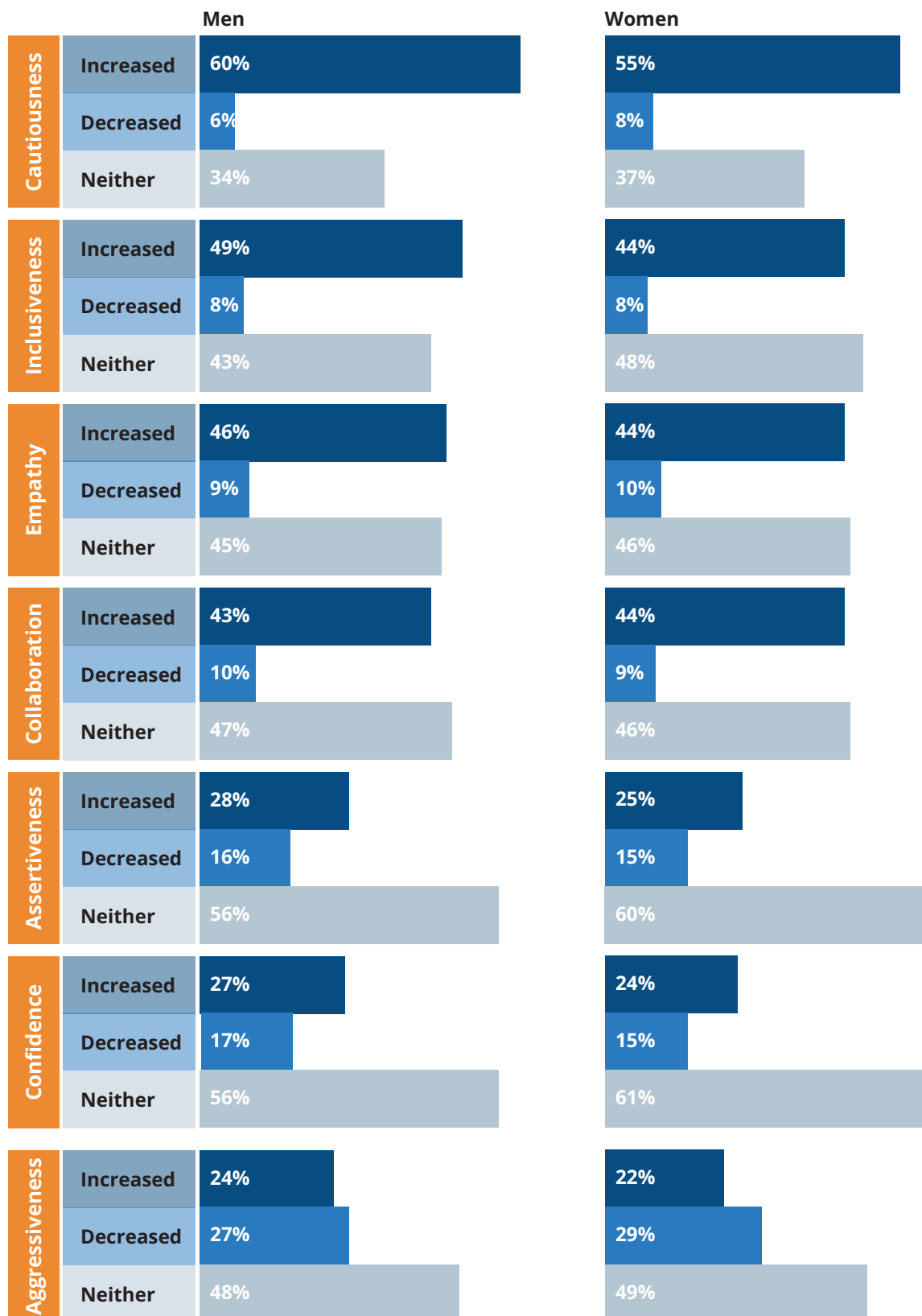
Men in leadership positions are changing and see the need for change

Much study has been done over the last decades of how men are perceived differently from women as leaders. We wanted to explore two key issues in our study. The first was whether perceptions of men's leadership has changed following the #MeToo movement, especially in regard to men being more inclusive, empathic and inclusive. We also were curious as to whether this movement had any impact on men's confidence and caution.

We asked whether men in leadership have changed in the five years since these movements began. Men said that men leaders, following #MeToo, are more inclusive, more cautious, more empathic and more collaborative than before. They also felt that men were less confident and less assertive than before. For the most part, women and saw similar changes in men's leadership, although men thought that men in leadership had increased their inclusiveness and cautiousness by 5% more than women viewed them.



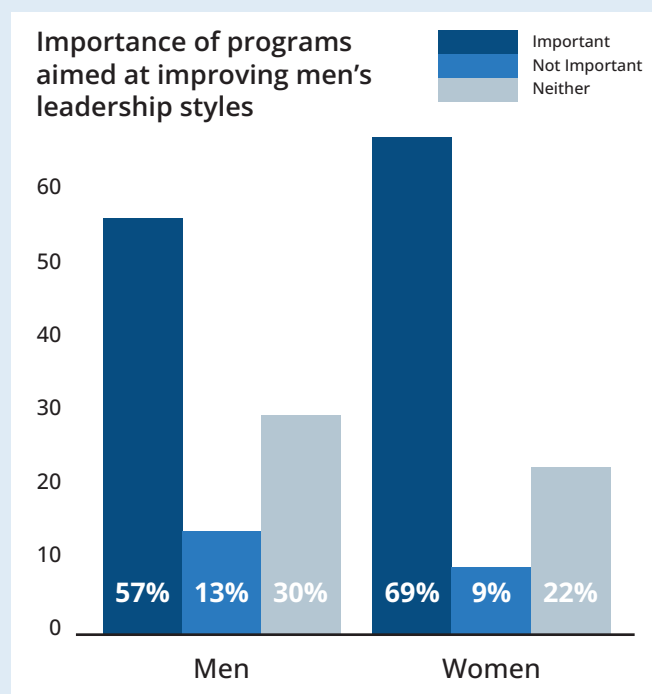
Changes in men who hold leadership positions.



In terms of men's leadership, in particular, we were also curious as to whether men and women felt that intentional efforts to develop men as leaders were important. Our focus groups had suggested that there was a strong interest among male leaders to explore what it means to be a male leader now and to gain the skills and aptitudes needed to lead in a more diverse and inclusive manner.

When asked how important it was for there to be programs to improve men's leadership, about half of men and two-thirds of women said that it is important, while 17% of men and 23% of women said it was extremely important. Still, almost one in ten men (13%) and 9% of women said it was not important. The number of men who said it is not important is in alignment with the overall number of men who believe that social movements have had a negative impact on the workplace. We found it encouraging that six in ten men believe that programs aimed directly at men in leadership are important and that an even greater number, seven in ten women, feel the same way. We think this should encourage organizations and those interested in leadership development to create programs specifically for men to transition to new ways of leading.

Half of men and two thirds of women say programs to improve men's leadership are important.



Focus groups helped us to understand the increased inclusivity, caution, empathy and collaboration that men in leadership are exhibiting. We heard the following viewpoints:

”

“Two of the people that I supervise are not white. I've made a concerted effort to initiate conversations about racial issues at work, microaggressions, and strategies for change. Then I listened. I let my team members speak and express their frustrations and experiences at work and in general. During my one-on-one meetings with each team member, I have added time for them to speak with me about anything on their mind. This has fostered an environment that is more open to issues and frustrations. I don't pretend that this has made everything rainbows and sunshine, but it's been a step forward to call out inappropriate comments and behaviors.”

“They have made me MUCH more cautious/reserved with female and minority colleagues. ‘Are they a diversity hire?’ Is now a common question people ask which is not fair to minority employees. This was not a question ever asked in the past.”

“They have made me more withdrawn. I no longer lead, I just follow the corporate line. These movements are destroying America and leadership and encourage people to be mediocre instead of exceptional.”

“I am slower to reach a decision, waiting for input from others. Also I am willing to change my decision if another voice offers a compelling argument.”

Our focus groups with men in leadership positions showed that they have a significant appetite to explore what it means to be a man in leadership following these movements. We think that programs for men that tackle these issues directly could be very beneficial.

KEY TAKEAWAY

Survey data and our focus group responses show that the workplace culture has changed as result of movements such #MeToo and Black Lives Matter. While individuals may deny that their leadership style has been affected, both men and women have noticed that men in leadership are more inclusive, cautious, empathic and collaborative, and less aggressive, assertive and confident.

The #MeToo movement has impacted mentorship and sponsorship across genders

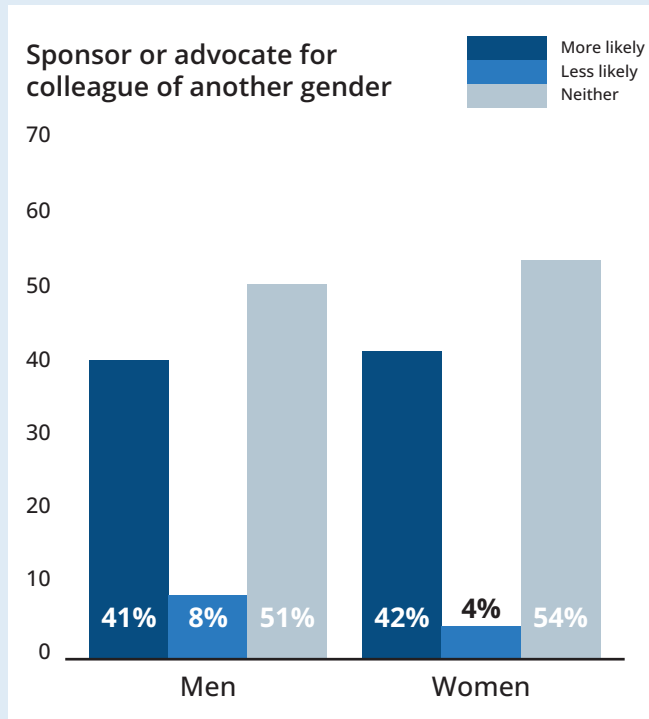
One of the areas we wanted to explore was how the #MeToo movement and related conversations have impacted mentorship and sponsorship across genders. Have men leaders in particular become more reticent to mentor, have meetings with and sponsor women team members?

We discovered a mixed picture in terms of the impact of social movements. Men in leadership positions are divided in how they interact with colleagues of other genders. About 40% of men leaders say they are more likely to sponsor or advocate for a colleague of another gender, and the same number say they are more likely to mentor one. About one-tenth of men say they are less likely to do either.

When asked about the likelihood of one-on-one meetings with a colleague of another gender, 38% of men are more likely and 11% are less likely to have these meetings. One in twenty men say they are much less likely to mentor, sponsor or have one-on-one meetings with a colleague of another gender.

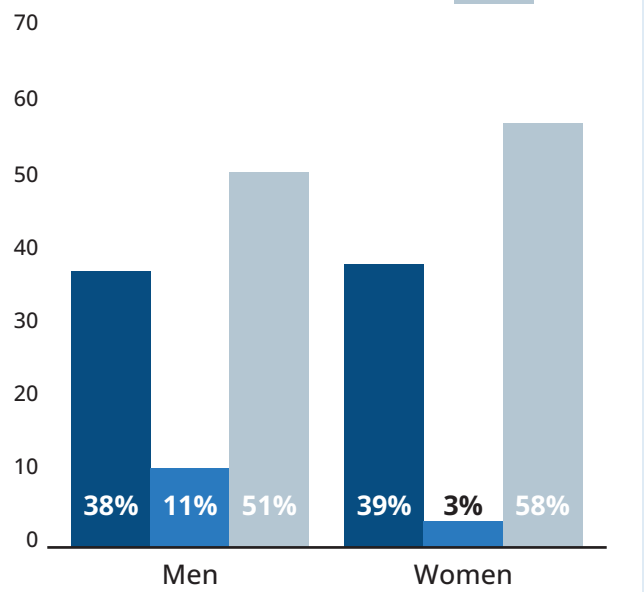
Women leaders are about as likely to engage in these activities as men, but much fewer women than men say they are less likely to do so. About four in ten women leaders say they are more likely to mentor, sponsor or have one-on-one meetings with a colleague of another gender. Fewer than one in twenty women are less likely.

Men in leadership positions are divided on how they interact with colleagues of other genders.

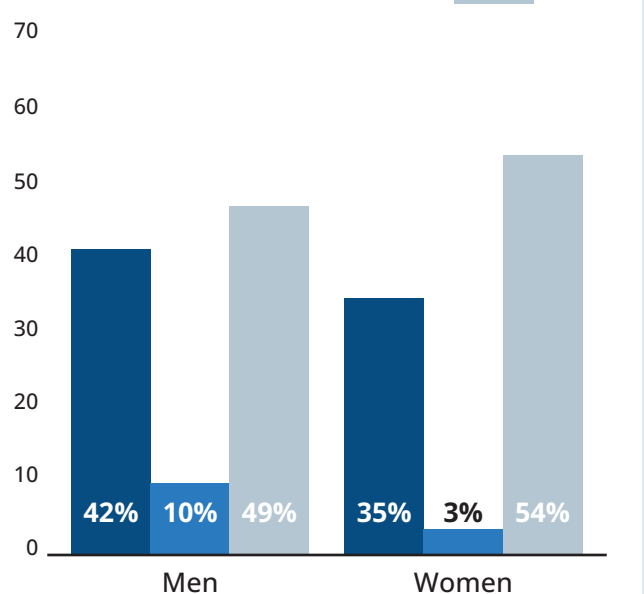


Focus groups told us there are conflicting views and feelings among men in leadership roles today. Conversations about gender equity have increased commitment to supporting women's careers. Our focus group conversations with men in leadership showed that they are more motivated to help people of other genders to achieve greater success than before the rise of recent social movements. But at the same time, men expressed seriousness in preserving the "optics" surrounding how workplace behaviour can be negatively viewed by others in the current environment. A man in one of our focus groups expressed the dilemma that arose when a man in senior leadership invited a report, also a man, to attend a conference in New Orleans. "We spent evenings in the French Quarter and a female report said to me upon our return that she would like to have that kind of opportunity to spend time with me. But I thought to myself, would I be comfortable doing that in this climate? Probably not." This was indicative of the general hesitancy expressed by men in leadership. Men expressed a strong desire to mentor and sponsor while also expressing worry about being accused of unethical behavior.

One-on-one meetings with colleague of another gender



Mentor a colleague of another gender



KEY TAKEAWAY

Survey data suggests that #MeToo has impacted the willingness of men in leadership to meet with, mentor and sponsor women colleagues to some extent. However, it has also motivated a larger number of men to be more active in mentoring and sponsoring women team members. Focus groups suggest that men are supportive but hesitant in their actions.

Men don't feel their voices are welcomed on gender issues

One of the issues we sought to explore in our research was whether men felt their voices were welcomed in gender equity conversations. Our focus groups with men in leadership showed a clear hesitancy among some men to have a full voice in the conversation.

We explored whether men felt their voices were welcomed on issues of gender equity and sexual harassment, compared with their women colleagues. One in four men felt their voices were less welcomed and 7% said it was much less welcomed. Yet 20% of men say their voices were more welcomed. In our focus groups, women leaders seemed genuinely interested in how men were feeling and thinking about these issues.

We asked a similar question of women; 35% feel their voices were more welcomed and 19% report less.

One respondent said:

"On peut pas se prononcer sur les questions féminines ... on se fait dire qu'on est un homme." Translated as: "We cannot speak out on women's issues ... we are told that we are a man."

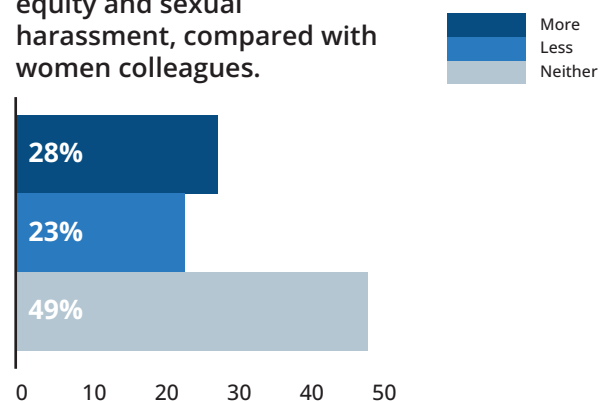
KEY TAKEAWAY

Survey data suggests that men do not feel their voices are welcomed in gender equity conversations.

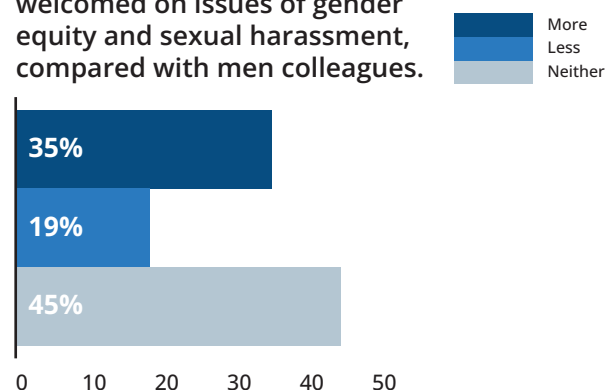
Focus groups suggest that men are hesitant to have a full voice on issues of gender equity and sexual harassment.

Men feel their voice is less welcomed on issues of gender equity and sexual harassment.

Voice as a man in leadership welcomed on issues of gender equity and sexual harassment, compared with women colleagues.



Voice as a women in leadership welcomed on issues of gender equity and sexual harassment, compared with men colleagues.

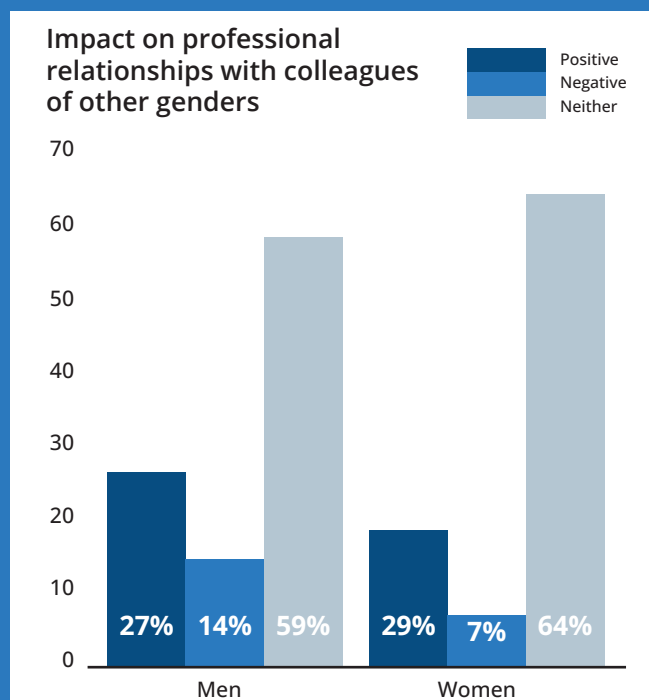


Relationships between people of different genders following #MeToo

One of the areas we explored was how the #MeToo movement has impacted relationships between people of different genders. Two thirds of respondents (59% of men and 64% of women) say that professional relationships with colleagues of other genders have not changed because of #MeToo. A third of men and women report a positive impact (27% of men; 29% of women).

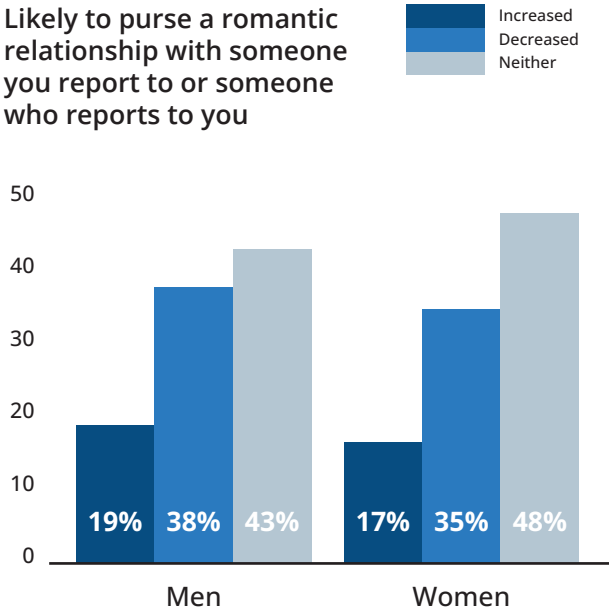
Overall, men and women agree, in that almost 30% of each group report a positive impact on relationships between people of different genders. While we cannot definitively say that these movements have improved relationships between people of different genders, we can confidently say that according to our data, for the majority of people at work, the #MeToo movement has not negatively impacted these relationships, and many feel #MeToo has improved them.

Men and women report a positive impact on professional relationships with colleagues of other genders.

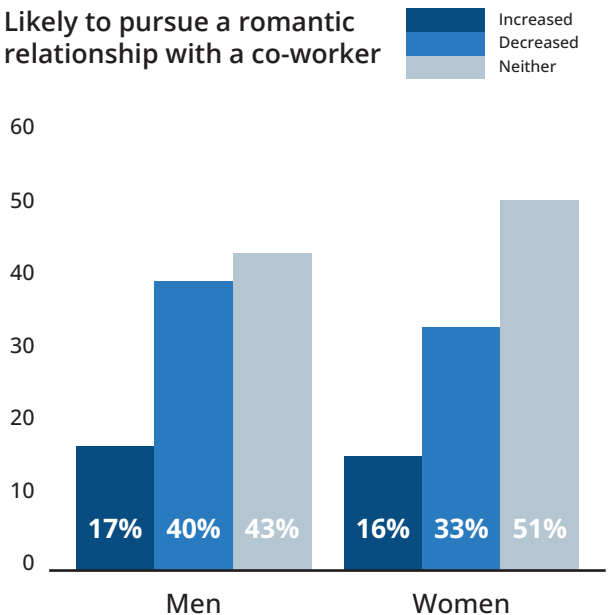


40% are less likely to pursue romantic relationships at work.

Likely to pursue a romantic relationship with someone you report to or someone who reports to you



Likely to pursue a romantic relationship with a co-worker



One of the areas we were interested in exploring was how #MeToo and related movements have impacted people's willingness to pursue romantic relationships at work. Over the past several years, there have been some high-profile firings of men and women who had romantic relationships with colleagues at work, especially when those colleagues reported to them, even when the relationships were consensual. Therefore, we wanted to explore how these movements and related conversations have changed the picture regarding romantic and intimate relationships at work. Not surprisingly, almost 40% of our respondents said they are less likely to have romantic relationships at work. 27% of men and 24% of women said they are much less likely to pursue a romantic relationship with a colleague, with the numbers only slightly higher for the question of dating someone who reports to them (30% and 30% respectively). Still, about half of men and women said the movements made them neither more nor less likely to pursue romance at work. Men and women did not differ significantly in their responses on these questions.

It appears that generation is a significant influence in terms of this issue. Millennials and Gen X were the most likely of all groups to pursue romantic relationships at work, whereas a large number of baby boomers, especially men (30% of all men), report being much less likely to do so.

When we asked survey respondents to explain in an open-ended way why the #MeToo movement had a negative or positive effect on their professional relationships with colleagues of other genders, we received a variety of viewpoints, including many negative perceptions of the #MeToo movement.

”

“As a woman of colour, I find the #MeToo Movement to be very aggressive. It has negatively impacted the therapeutic relationships in my personal and professional life. I find it very political and divides men’s and women more than it helps women.”

“Malaise sur des sujets de discussion qui ne l’était pas avant, car nous ne savons plus ce qu’on peut dire ou ne pas dire.” Translated as: “Discomfort on topics of discussion that was not before, because we no longer know what to say and what not to say.”

“I think both management and staff are more sensitive and avoid actions that could be considered sexual or racist. This applies to staff-to-staff interaction as well as staff-to-management interaction.”

“Many females have weaponized MeToo, and men have disengaged. Companies have become overly aggressive in changing policy to address issues important to the movement which has both male and female workers frustrated as relationships have suffered as a result.”

“Everything is centered on harassment and colour. There may have been times as a female the joke would be a joke. Now we are so cognizant that the slightest joke can turn to something offensive that it has taken away a bit of humour in the workplace. You have to be careful with what you say, share and interpret to avoid offending someone. This is particularly hard and I struggle because the context is taken out of proportion and still leaves me wondering where I fit because the cause is not about correcting a wrong anymore, it’s about what you are doing wrong.”

“It has had a “somewhat positive” impact in the sense that it has made colleagues of the opposite gender realize that I am an ally and open to further discussing and exploring their concerns. I say “somewhat” because I was already quite open to and mindful of gender imbalance in the workplace prior to the Me Too movement.”

KEY TAKEAWAY

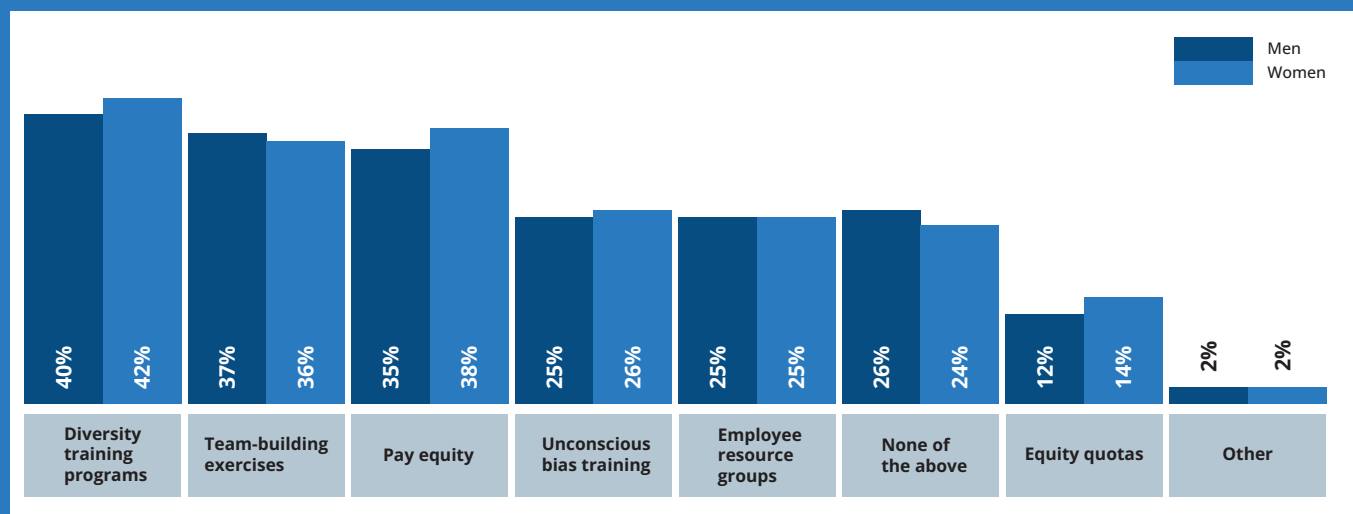
Survey data suggests that #MeToo has not negatively impacted professional relationships between people of different genders. People are less willing to have romantic relationships at work.

Workplace efforts to address gender and racial equity are working, for the most part

Over the past decade, organizations have accelerated initiatives aimed at increasing diversity and achieving greater inclusion for historically marginalized groups. Our goal in this study was to examine the pervasiveness and the perceived effectiveness of various efforts to create a more inclusive workplace. We specifically asked about six of the most common workplace efforts towards inclusion: diversity training, equity hiring quotas, pay equity, team-building exercises, unconscious bias training and employee resource groups. Only 2% of respondents chose “other” as an effort in their workplace, giving us confidence that the six types of initiatives we measured covered the majority of initiatives being implemented widely.

Only 25% of those surveyed said that their workplace had not conducted any intentional efforts to address inclusion and gender equity. The most common workplace activities were diversity training, team building exercises, and pay equity, with 40% of respondents reporting these being done in their workplace, followed by about a quarter saying their workplace engaged in unconscious bias training, team-building exercises and employee resource groups. About 10% had specific hiring quotas.

Workplace activities tried



We tested how respondents felt about the effectiveness of these six different workplace initiatives to address inclusion and equity. Our overall finding is that these initiatives are perceived as having a positive impact. For all initiatives, more than 70% of respondents said they were effective: team-building exercises and employee resource groups (79%), unconscious bias training and pay equity (77%), diversity training programs (76%), and equity quotas (70%).

In rating effectiveness, 15% of respondents said that equity quotas were the most ineffective.

Generally, those efforts aimed at building understanding, such as team-building exercises and employee resource groups, were rated more highly than those aimed at changing attitudes more directly, such as diversity training and unconscious bias training. While the differences in the ratings may be relatively small, they are statistically significant and meaningful, especially for men. This finding suggests that perhaps when initiatives are presented as opportunities to learn about the experiences of people who are different rather than as training exercises to reduce bias, these may be more positively perceived. This appears especially true for men, the team members at whom many of these initiatives are directed for change.

While our study did not directly examine the effectiveness of various programs to engender greater inclusion, it does suggest that organizations may want to consider carefully how initiatives are framed and named since this may impact the effectiveness of these programs. This bears further exploration.

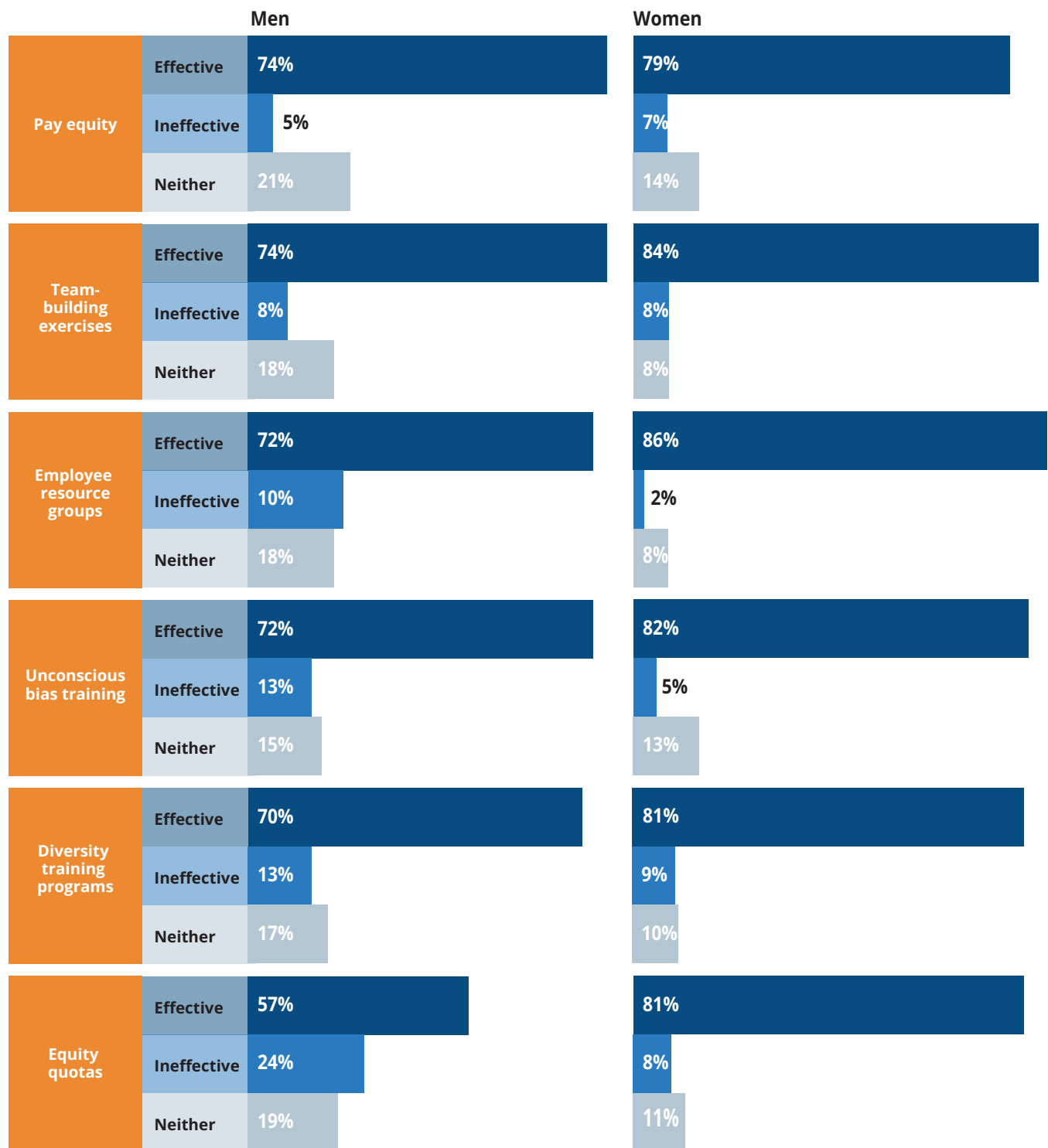
In terms of the initiatives the greatest number of people see as extremely effective, only pay equity stood out, with 30% saying it was extremely effective; men and women gave the same rating (27% of men said it was extremely effective, as did 33% of women). While two in ten men said pay equity was extremely ineffective, overall, our results suggest that men strongly support equal pay efforts for their women colleagues, with 74% of men agreeing that pay equity is effective.

Hierarchy of perceived effectiveness



Hierarchy of perceived ineffectiveness

Effectiveness of workplace activities tried



While our respondents, both men and women, tended to agree in their ratings of workplace initiatives, there were some very significant differences. With equity quotas, over three quarters of women said they were effective (81%) while a quarter of men said they were ineffective (24%).

Another area of divergence regards unconscious bias training and diversity training programs where 80% of women said they were effective compared to 70% of men.

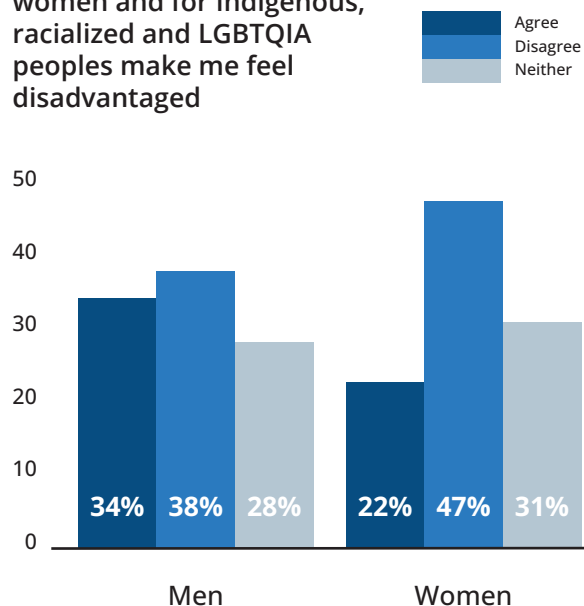
Employee resource groups and team-building were rated highly by both men and women. This may suggest that efforts focused on building communication, understanding, and safe places for conversation are likely to be received well by everyone, but especially men.

We also explored whether people felt disadvantaged if their company had special initiatives for women or for Indigenous, racialized, and LGBTQIA people. One in three men (34%) agreed that such initiatives make them feel disadvantaged, while only 22% of women said this. The same number of men (38%) said that such initiatives do not make them feel disadvantaged and almost half of women (47%) agreed. Overall, there was close to an even split of men feeling they were or were not disadvantaged, while more than half of women do not see themselves as disadvantaged due to special initiatives.

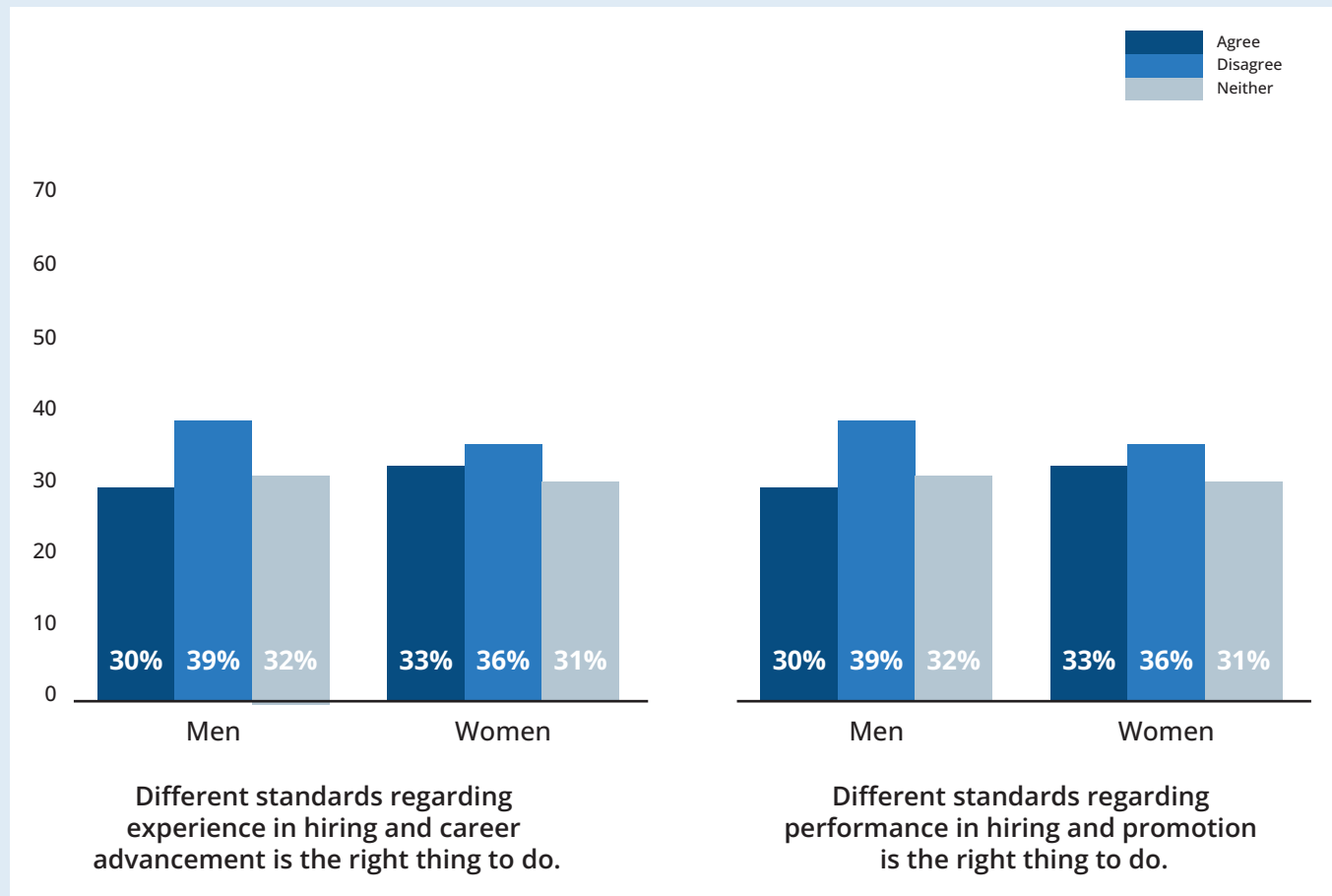
We asked specifically how respondents felt about having different standards for experience and performance in hiring and promotions in order to achieve greater equity and diversity. One third of men disagreed with these efforts: 30% disagreed with different standards of performance and 30% disagreed with different standards of experience. A third of women disagreed with these initiatives: 33% disagreed with different standards of performance and 33% disagreed with different standards of experience.

Men are divided on whether they feel disadvantaged by special initiatives. Half of women do not feel disadvantaged.

Special initiatives for women and for Indigenous, racialized and LGBTQIA peoples make me feel disadvantaged



Mixed picture on whether different standards for performance and experience is the right thing to do.



KEY TAKEAWAY

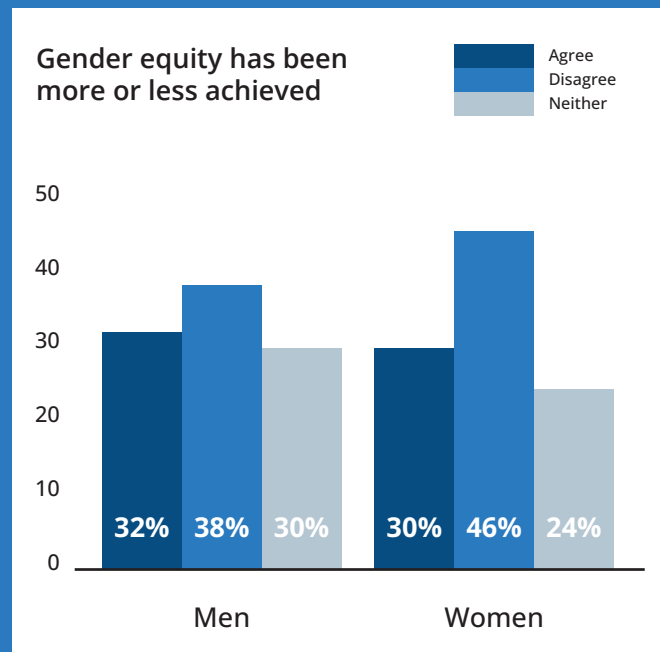
Survey findings show that workplace efforts to increase gender and racial equity are working. The most highly rated activities are those that focus on building team cohesion instead of on changing attitudes.

Men are divided on having different standards for hiring, promotion and career advancement.

Most people think gender equity has not been achieved and that the focus on gender equity is not diminishing

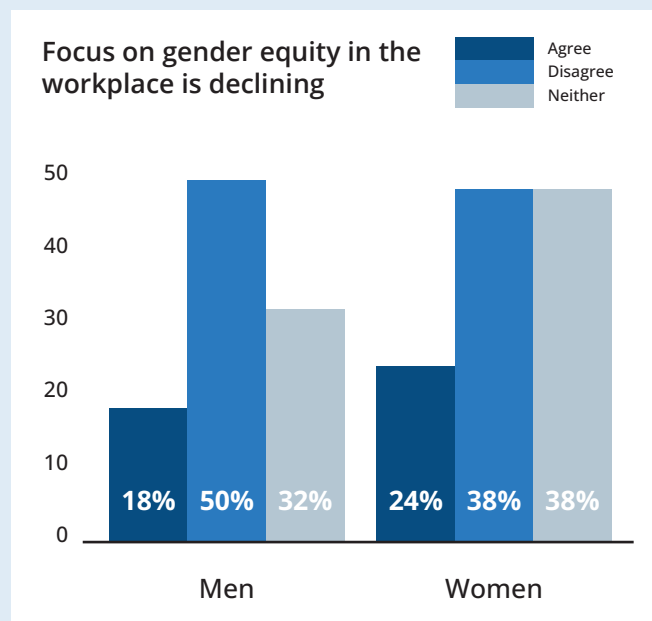
One of the issues of interest to us was whether people at work believe that gender equity has more or less been achieved or if there is a long way yet to go. As well, in our focus groups, some women leaders suggested that interest in addressing gender equity was somewhat declining and that there is now a more significant focus on racial and ethnic equity, but our survey data did not support this conclusion. Overall, 38% of men and 46% of women said that gender equity has not been achieved, while 32% of men and only 30% of women felt it has been achieved. Both men and women felt we have more ground to cover before we achieve gender equity but, not surprisingly, women felt this more strongly. Generally, men and women appear to align in thinking that more progress is needed.

38% of men and 46% of women say gender equity has not been achieved.

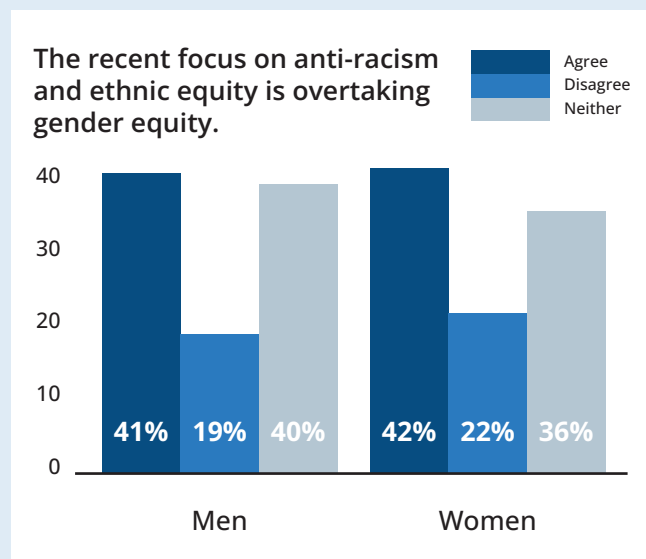


Only 18% of men and 24% of women agreed with the statement that the focus on gender equity in the workplace is declining. However, when we asked if the focus on anti-racism and racial equity was overtaking the focus on gender equity, 41% of men and 42% of women agreed. Over a fifth of men and women disagreed (men 19%; women 22%). It appears there is some feeling that the focus on gender equity is being overtaken by a broader focus on equity and inclusion in many forms. This finding was bolstered by our focus group data, where participants said that society is focusing now on equity across many areas and that gender is now a part of that larger conversation. In the focus groups of C-suite leaders, some expressed that social movements are synergistically creating progress for all historically marginalized communities.

Only 18% of men and 24% of women say the focus on gender equity in the workplace is declining.



41% of men and 42% of women say anti-racism and ethnic equity is overtaking the focus on gender.



KEY TAKEAWAY

Men and women disagree that gender equity has been achieved.

Focus group discussions showed there is some belief that the focus on gender equity has declined in favor of a focus on racial and ethnic equity, but survey data did not strongly support this belief.

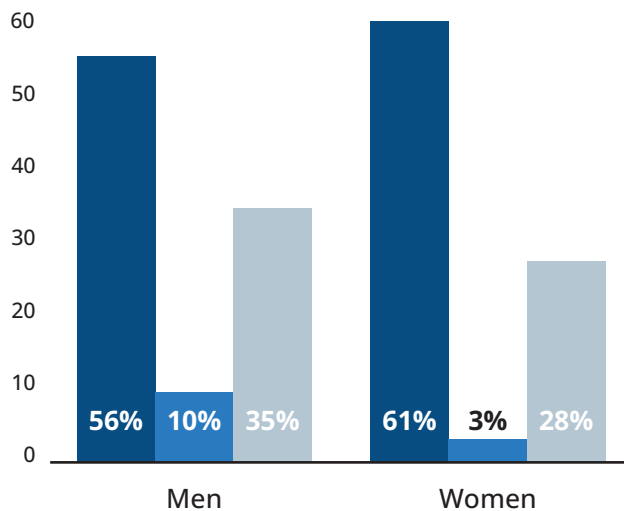
Commitment to allyship is growing among people of all genders

One of the most hopeful findings in our study was that we noted a meaningful increase in people's desire to be allies in the movement towards gender, racial and LGBTQIA equity. We asked respondents: "Compared with five years ago when these movements started, do you feel more responsible to create a respectful, inclusive workplace?" The responses showed that 56% of men and 61% of women feel more responsible to help create a more respectful and gender-inclusive work environment than they did five years ago. The desire to be an ally increased slightly for women when we asked how responsible people feel to create a more racially and ethnically inclusive workplace, with 55% of men and 67% of women saying they do.

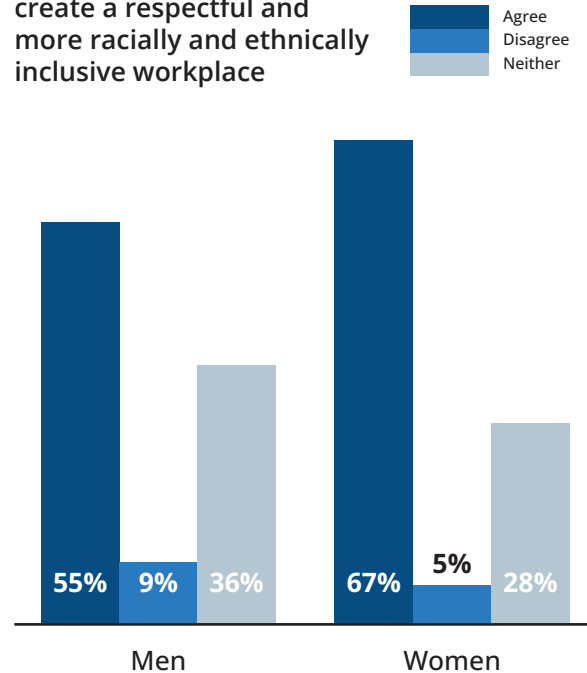


Commitment to workplace inclusion has increased compared to five years ago.

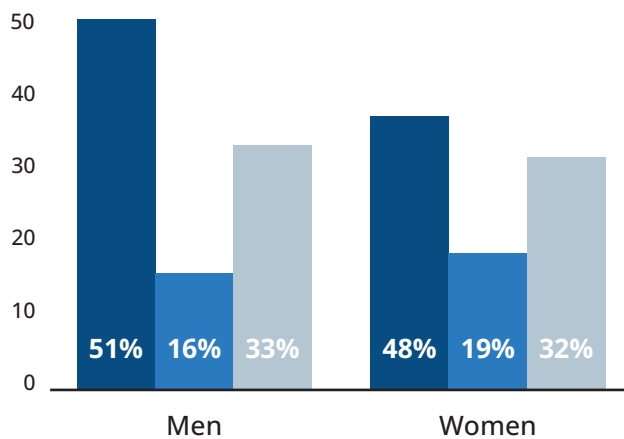
I feel more responsible to create a respectful and more gender-inclusive work environment



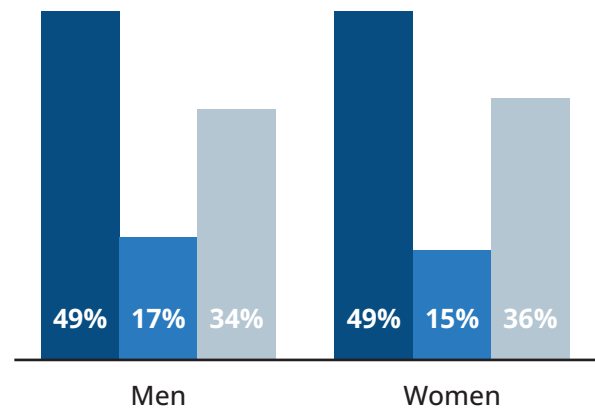
I feel more responsible to create a respectful and more racially and ethnically inclusive workplace



Among my colleagues, men are now as likely as women to rebuke sexist jokes or misogynistic comments



Among my colleagues, men are now as likely as women to speak up and share their opinions during conversation about sexual harassment in the workplace



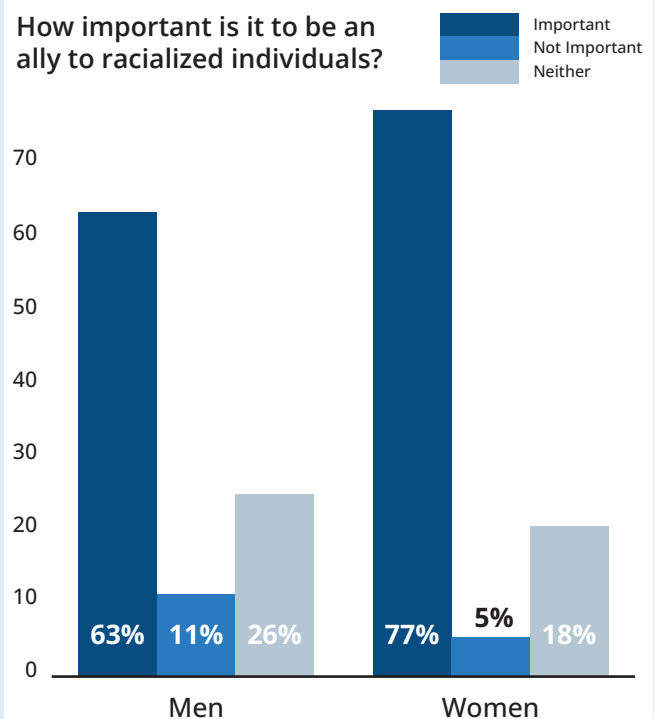
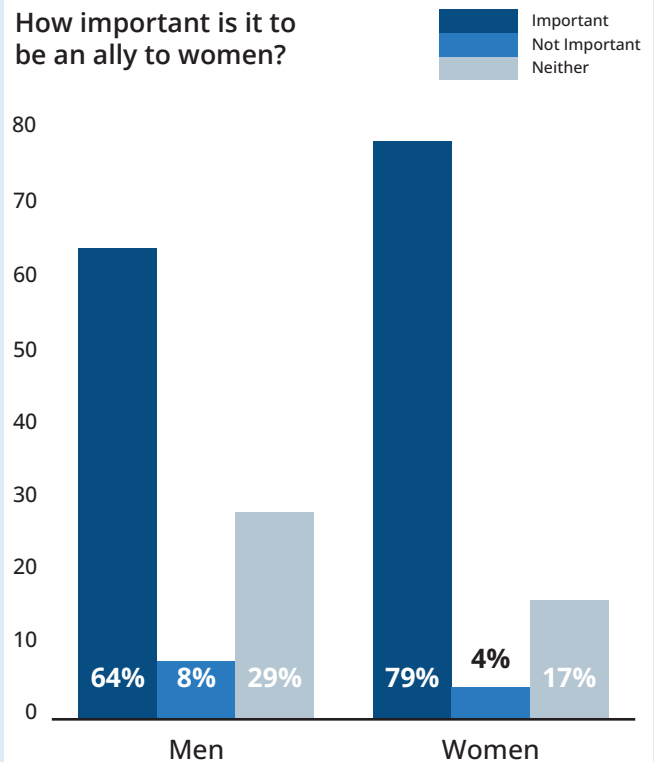
When asked about men's behavior in standing up against sexist jokes and sexual harassment, men and women are in agreement: about half say that among their colleagues, men are now as likely as women to rebuke sexist jokes or misogynistic comments, and just about half say that men are now as likely as women to speak up and share their opinions during conversations about sexual harassment in the workplace. Just under a fifth of men and women disagree that men are as likely as women to speak up in either case.

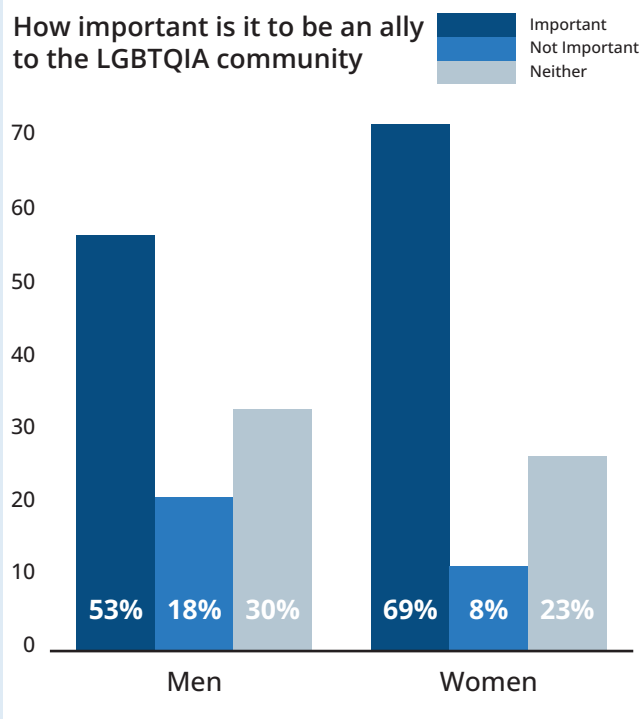
We also specifically asked how important it was for respondents to be allies to various groups in the workplace—specifically, to women, racialized minorities and LGBTQIA people. We found meaningful differences across groups in terms of allyship. Sixty-four percent of men said it was important to them to be an ally for women with 24% saying it was extremely important to them.

As far as racialized communities, 63% of men said it was important for them to be an ally and 24% said it was extremely important. Among women, 77% said this was important and 39% said it was extremely important. On the other end of the spectrum, 11% of men said it was not important to them, compared with 12% of women who said it was not important and 1% who said it was extremely unimportant.

Finally, there were significant differences in how men and women are engaging as allies for the LGBTQIA community. While commitment to being an ally for LGBTQIA communities was lower for both men and women in the workplace, this was far more pronounced for men. While eight of ten women (77%) said it was important to them to be allies for LGBTQIA people, slightly more than half of men (53%) felt similarly. Also, 18% of men said it was unimportant to them, compared with 8% of women who said it was unimportant.

Importance of being an ally





One of the most interesting findings is that commitment to being an ally for gender and racial equity are about equal now for both men and women respondents. This suggests that movements such as Black Lives Matter and other efforts for awareness are raising the bar in terms of people wanting to help.



KEY TAKEAWAY

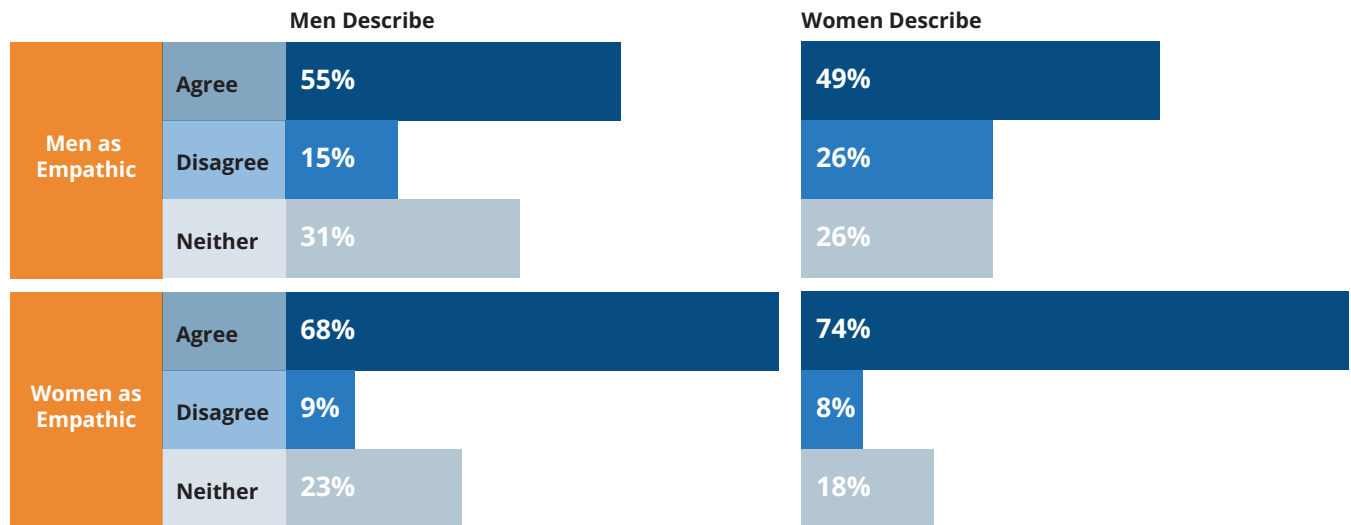
Men and women show increasing commitment to being an ally. The most support from men and women is shown towards women, followed by racialized people and LGBTQIA people. While men do support allyship for LGBTQIA people, it is far lower than their support for gender and racial inclusion.

As leaders, men and women are perceived differently, but women leaders are seen as more empathic and inclusive, while just as visionary, charismatic, strategic and assertive

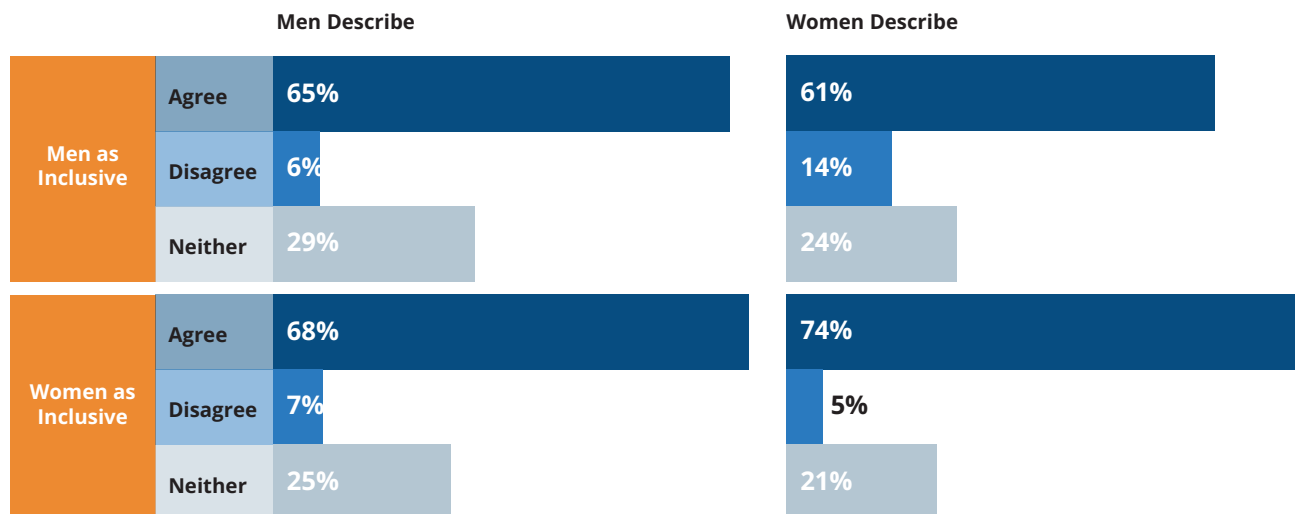
One of the areas we explored was how men and women were perceived as leaders and how perceptions of men's leadership may be changing following recent social movements. Based on previous research studies we expected that men would be seen as more strategic, charismatic and visionary leaders, while women would be seen as more empathic and inclusive leaders. Our research suggests that following #MeToo and other social movements, men are perceived to have changed in key ways as leaders, and women are now seen as positively as men when it comes to key attributes of leadership.

As leaders, women were seen as more empathic, inclusive and collaborative than men, while men were seen as more competitive, aggressive and confident. Men and women were both seen as strategic, visionary, ambitious, charismatic and assertive. In other words, men and women are seen as being about equal in these very positive leadership traits.

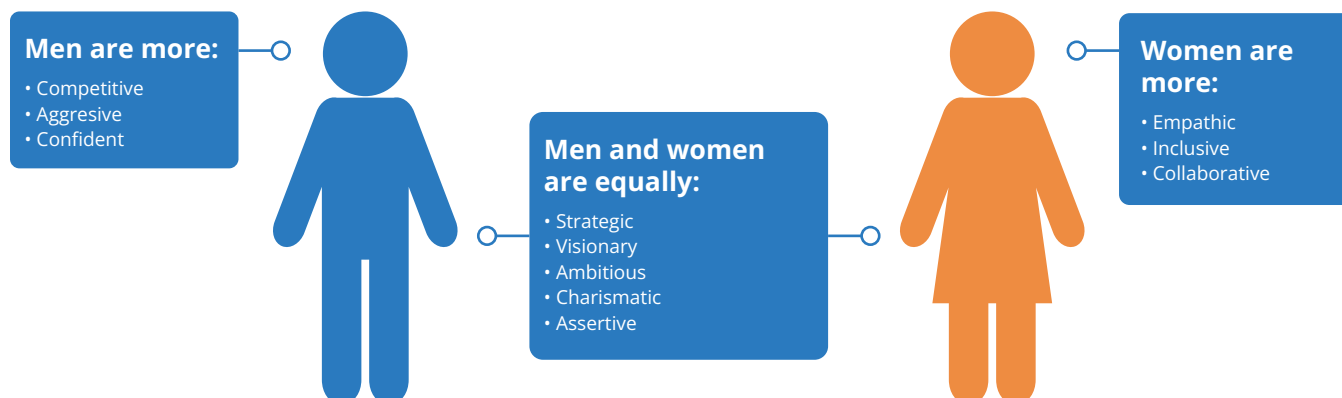
Women believe they are more empathic than men say they are.



Men believe they are more inclusive than women say they are.



Perceptions about men and women in leadership



Women saw themselves as more empathic than men saw them as being, and men saw themselves as more inclusive than women saw them as being.

In terms of different perceptions by generation, for the most part all generations have similar perceptions of men and women as leaders. Boomer and Gen X respondents were more likely to see women leaders as assertive as compared to the views of younger respondents. Boomers were most likely to see women leaders as aggressive, and younger respondents were least likely to see men as having become more empathic leaders following #MeToo. Having said that, other than these cases, the generations see men and women similarly as leaders.

This is consistent with the overall findings of our research, which is that generation and age are not strong predictors of attitudes and behaviors with regard to gender issues following #MeToo, except that the generations themselves think there is a difference between them!

When we asked how men have changed as leaders following #MeToo and related movements, we found that men were perceived as being less confident than before #MeToo as well as more cautious. Men were also seen as slightly more inclusive and empathic than before these movements.

This data fits with our focus group findings as well as the comments leaders made in open-ended questions. Men expressed being more cautious and less confident as leaders, especially on issues of gender. Men also displayed in a genuine shift toward wanting to be more inclusive and more aware of how people of other genders experience work, as well as a desire to be allies in efforts for equity.

We also asked whether it was important to have programs directly aimed at improving men in leadership. Men and women both agreed that programs to help shift men's leadership are important, though women felt this more strongly. It is encouraging that men are open to programs to help them shift towards more empathy and inclusion as leaders, a finding that was supported by our focus groups as well.

KEY TAKEAWAY

Men and women are seen as equally visionary, charismatic, strategic and assertive as leaders, while women are viewed as more empathic and inclusive. Men are seen as slightly more inclusive and empathic as leaders following recent social movements while also being seen as less confident and more cautious.

The greatest struggles for leaders following #MeToo and social equity movements

Through both our focus groups with C-suite leaders and our open-ended survey questions, we tried to understand the greatest challenges and struggles that leaders face in the wake of recent social movements. We explored this through direct questions.

Some of the themes that emerged as the greatest challenges are:

- Leaders need to be sensitive to a variety of inclusion needs while recognizing that the wide range of sensibilities means that they must be careful not to overreact.
- Leaders talked about struggling with being firm on unacceptable non-inclusionary behaviors while creating an environment for learning that leads to sustainable change.
- Men, as leaders, expressed a strong commitment to greater mentorship and sponsorship of people of other genders but also significant caution, in that they did not want to be accused of inappropriate behavior.
- Many women in the surveys and many women leaders in the focus groups expressed the concern that the current environment may be doing damage to collegial relationships between men and women.
- The open-ended comments suggest that many leaders are struggling with how best to create sustainable mindset changes rather than simple compliance or the phenomenon of behaviors going “underground” rather than changing. Leaders for the most part want to create a more inclusive and equitable culture but struggle with the best methods to do so.
- In both the focus groups and the quantitative survey, respondents expressed a strong feeling that there are meaningful generational differences and that younger leaders are leading differently in terms of being inclusive. The open-ended comments in the surveys indicate the belief that older white leaders are the main ones resistant to a new way of leading. Having said that, as previously noted in this report, the quantitative data does not support the generalized view that older leaders and workers have significantly different views or perceptions of behavior than younger leaders.
- There is a strong belief among a meaningful subset of leaders that recent social movements have had unintended consequences for them as leaders. Many feel that it is more difficult to manage performance for fear of accusations of bias, and expressed that many people feel like they are constantly worrying about doing or saying the wrong thing, leading some leaders to disengage from relationships with associates or colleagues.
- Respondents expressed a strong feeling that inclusion and equity require strong leadership from senior leaders and also expressed frustration about a perceived lack of strong leadership at the top in many cases.

Here are some of the open-ended comments that help understand the various struggles leaders are having

”

“People are being recruited and placed in positions by race or gender with little regard to ability and related experience. This does nothing to improve people’s opinions, in fact, it probably works the other way.”

“The greatest struggle is introducing and maintaining the idea of pluralism in the workplace. People don’t give each other a second chance and it’s very sad to see that.”

“Keeping up with legislative and legal changes that are important to the organization. Also, we are an older workforce so shifting some mindsets to understand that this is not just another “millennial” cause with no merit but that it is important and will shape the organization’s future.”

“Being fair to all team members. It is difficult to favor the female team members without male team members feeling unfairly treated.”

“The #MeToo movement broke the silence on sexual harassment in the workplace, inspiring leaders in every industry to reckon with their organizations’ culture — and their own behavior — to build a work environment that’s safe and supportive for everyone. And as more and more people open up about their experiences with harassment and abuse, leaders can pretty much guarantee that they’ll find themselves dealing with these issues at one point or another. Sometimes that worries me a lot. Because at some time it is used wrongly.”

“The biggest challenge is to always be on guard about my actions and words even though they may be harmless because I’m afraid it might be taken out of context. I’m less my real self and less comfortable around another gender employee.”

“That nothing has really changed, it has just been hidden better in my opinion. Men are still dominating the workplace and enough space isn’t being made for women leaders.”

“On se remet en question plus souvent afin de ne pas brusquer les gens.”
Translated as: “We question ourselves more often so as not to rush people”

“Guilt that I hadn’t realized the enormity of it all before. I was aware but not to that extent.”

“I want to include women without the unnecessary emphasis on their sex.”

“That nothing has really changed, it has just been hidden better in my opinion. Men are still dominating the workplace and enough space isn’t being made for women leaders.”

“Hiring/promoting based on merit. It seems like we are being asked to hire/promote based on race or gender instead of merit. So when I see a resume from a woman or racialised person I wonder if their previous achievements were from merit or a quota.”

“Getting male colleagues to understand that women that come forward are courageous and truthful and are not making up their horrific experiences as a way to sue men for money. I find men are not given a chance to defend themselves. Some women like the attention, not all but some still do. It’s not fair (and yes I am female)”

“To obtain the majority compromise from the coworkers regarding #Me Too issues.”

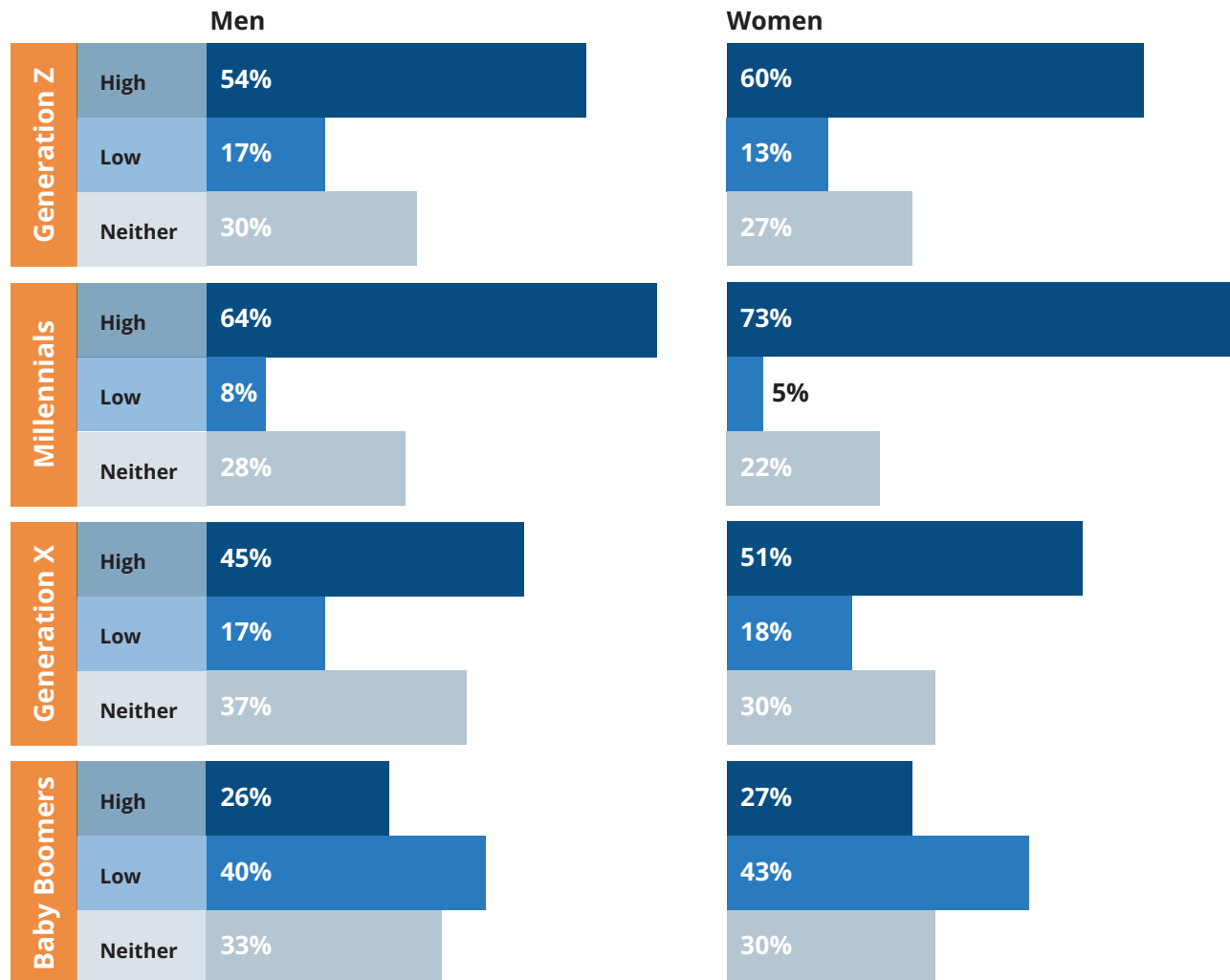
Each generation approached engagement and awareness differently

Finally, we sought to explore how different generations are perceived in terms of their engagement on issues of gender and racial equity. We discovered that millennials were perceived as the most aware and engaged generation, followed closely by Gen Z. Baby boomers were perceived as the least engaged and aware generation on these issues, with Gen X between their older and young counterparts. We found that all generations agree on the order of awareness and engagement.

Having said that, when we analyzed the responses in terms of both attitude and behavior among the generations, we found few statistically significant differences. With some exceptions, such as the likelihood of pursuing romantic relationships at work, and some perceptions of women leaders, we believe our study shows that the generally held belief that the generations differ greatly on these issues is not supported by the data. On some questions, such as that of allyship with LGBTQIA people, we do see significantly lower levels of support among older workers and leaders, but these are mostly matters of magnitude, not direction. So, while it is clear that people see significant differences between generations on issues of equity and inclusion, our data does not support this widely held belief.



Perceived engagement and awareness of each generation at work.



Discussion & Future Directions

This study explores shifts in workplace culture, and the growing focus and awareness around diversity and inclusion, in the wake of recent social equity movements. Focus group and quantitative survey respondents paint a rich picture of gender relationships and the impact of external forces on leadership approaches to building inclusive workplaces.

At the highest level, we found that men and women of all ages are more engaged, aware of, and focused on creating more inclusive, equitable workplaces than they were before these movements. While we could not directly test the impact of the movements themselves, both the focus groups and open-ended survey comments suggest they have had a profound impact.

Many leaders spoke about a heightened awareness of the need for change, and a stronger commitment to accelerate the creation of inclusive workplaces for all genders, races and ethnicities, and the LGBTQIA community. We were particularly struck by how these movements have created a sense of psychological safety for women in the workplace, increasing their willingness to be bold and speak up with more confidence. In turn, men have expressed greater motivation to be stronger allies for those who have experienced less historic advantage.

Blueprint is dedicated to creating new paths for men and strengthening their relationships with communities. Through this study, we hoped to better understand how viral social movements changed men's attitudes and behaviours in the workplace over the past five years. What we discovered is that most men want to change and that these movements have catalyzed a desire to change their behaviour and to find solutions that positively influence the systems they inhabit. However, we also discovered an apprehension in some men to translate their intent to action. While a preponderance of men expressed a strong commitment to becoming more inclusive, some men continue to feel cautious, less confident, and more concerned about making mistakes. This caution can have a positive impact on the workplace when men choose to be more intentional about their behaviours and the impact of their attitudes and actions. It can also create challenges as men may not participate fully in workplace conversations about inclusion if they feel their voice is not welcomed on issues of gender and racial equity, and sexual harassment.

Based on the study, and our decades of research, programming and advocacy work with men and senior business leaders, it is clear that men must be part of comprehensive, innovative and sustainable solutions to workplace equity and inclusion. Two-thirds of women and half of the men believe that it is important to have dedicated opportunities for men to explore what it means to be effective, inclusive leaders in a more diverse workplace. Thus, we recommend creating safe spaces for men to talk about their desire for change, the challenges they experience, and how they can contribute new solutions to help accelerate a culture shift in workplaces.

The study also explored changes in tolerance for misogynistic behaviours such as sexual harassment and inappropriate jokes. While the findings show a significant increase in men and women's willingness to challenge such behaviour, most men believe that these behaviours have not significantly diminished and have only become less visible. Although about half of men say they are more likely to speak up and challenge such behaviours, one confounding factor for men is that it appears most believe that other men are more misogynistic than they see themselves. This likely dampens men's willingness to challenge other men when they believe themselves to be the "exception" rather than the "norm." This mirrors what we know about predominantly male workplace cultures, such as first responders, where most men believe their colleagues would react more negatively to expressions of weakness or vulnerability than in actuality. We hope our study will show men that a vast majority of others want to move towards a more inclusive workplace, thereby emboldening men to express their views more openly. We think further research exploring men's perceptions of other men, and how this perception impacts behavior, would provide important information for shifting male culture towards championing more pro-social behaviors.

One of the prime interests of this study was discovering what challenges leaders have experienced since the onset of social movements, and how these changes have reshaped men and women in leadership. We were also interested in exploring both the pervasiveness and perceived effectiveness of organizational initiatives to foster great inclusion and diversity.

We discovered three important insights for leaders and organizations to consider. Firstly, a significant number of leaders believe that these social movements have had a meaningful impact on their leadership roles. The focus groups and quantitative survey responses suggest that managing diversity and creating inclusion have become important elements of leader competency. Men appear to have an increased desire to be allies and advocates for a more inclusive and equitable workplace. Women see progress in the workplace and positive change among their men colleagues, but all genders agree that there is much more work to be done. Of note is the consensus amongst respondents that to accelerate progress we need senior leaders to champion and become visible advocates for equity and inclusion, with commitment supported by concrete actions for demonstrable organizational change.

In examining how perceptions of leadership have changed between genders, we found that men and women are seen on par in terms of characteristics such as being charismatic, visionary and strategic. This represents a major historical shift where previously men were perceived as significantly higher in these traits than women and leads us to our second leadership insight. Insofar as empathy and inclusiveness are emerging as critical to being an effective and relevant leader today, and coupled with findings that women are seen as more empathic and inclusive than men, this data suggests that women are now perceived as equal or with higher levels of competence than men.

When comparing changes over time amongst men in leadership positions, the data show that while men are seen as slightly more empathic and inclusive, they are also more cautious and less confident. This change was most acutely noted by men in our leadership focus groups who talked about being worried about "missteps" and avoiding environments where they might be accused of inappropriate behaviour. Our view is that there is a positive aspect to men being more cautious as it demonstrates an awareness and thoughtfulness about how one's actions might impact others. On the other hand, it is critical to create learning environments where growth and dialogue are the norms. Many of the senior women in leadership who participated in the focus groups expressed a strong need to focus on growth as well as concern that a punitive approach is not the best path except for addressing blatant behaviour that is inappropriate.

Our third insight, derived from the data, relates to how these movements and heightened awareness have impacted men's willingness to mentor and sponsor women on their teams. Our findings strongly suggest that these movements appear to have motivated men to be even more intentional and interested in mentoring and advocating for women. This is a hopeful finding.

At the same time, there is significant hesitancy among men in leadership to have one-on-one meetings with women and they worry about the possibility of negative optics in advocating for women on their teams. One illustrative example stands out: a man in a senior leadership position invited a younger man on his team to an out-of-town conference where they had significant time to socialize during the evenings. After returning from the conference, a woman on his team shared that she was “envious of the time her male colleague had to spend with him and that she would welcome that opportunity.” In the focus group, the leader mused aloud, “but would I take that chance in terms of the optics, probably not.” Stories like these support Blueprint’s position that organizations and leaders must create opportunities to encourage healthy gender relationships in the workplace, including opportunities for men to openly discuss perceived barriers to mentorship and allyship. This is not an easy balancing act, but we believe the key is an open dialogue where people feel safe to express their hesitations about working closely with their colleagues of all genders.

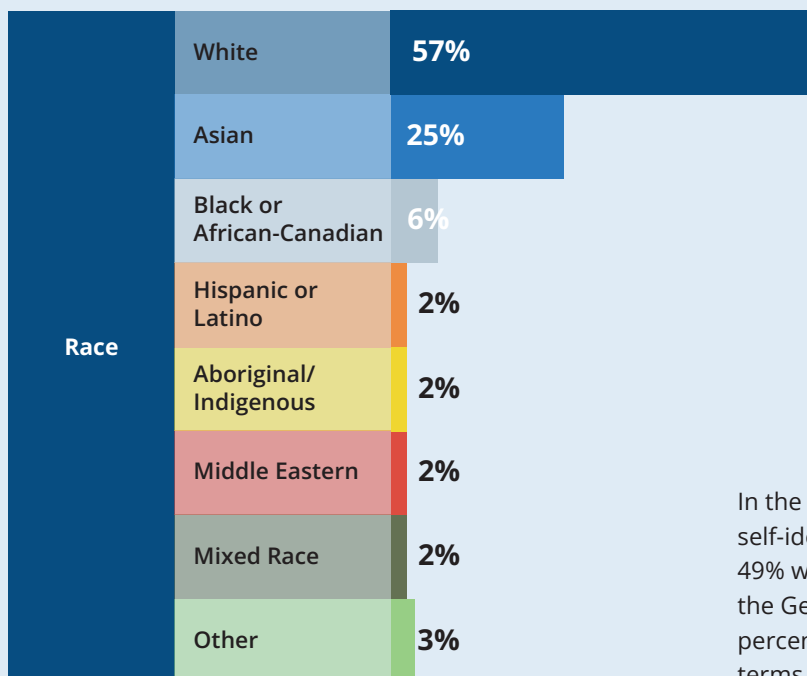
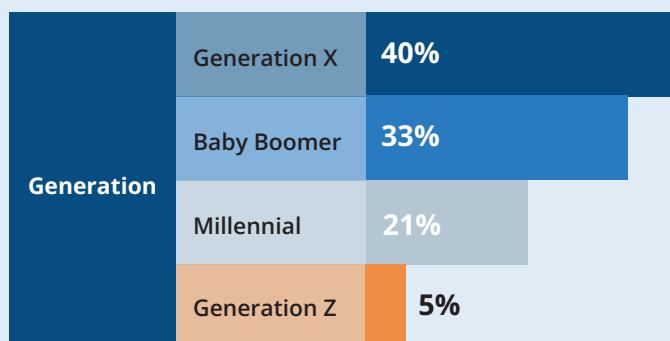
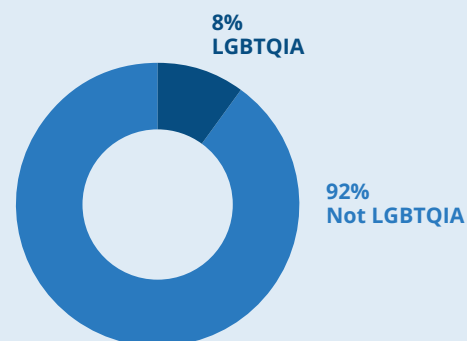
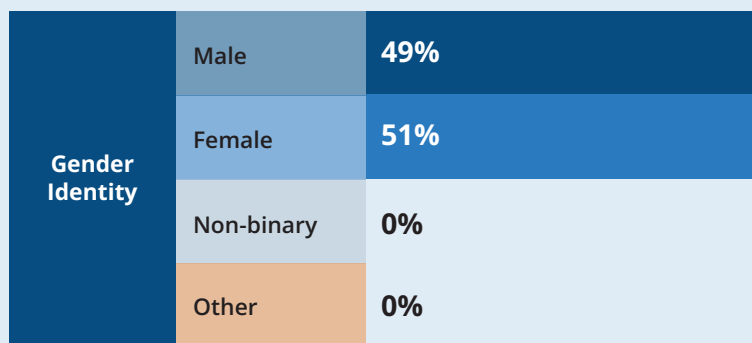
Finally, we wanted to explore the perceived effectiveness of workplace initiatives to foster a sense of inclusion, belonging and trust in the workplace. What we discovered is that intentional efforts to shift work culture are pervasive with about eight in ten workplaces conducting intentional efforts to enhance inclusivity. We also discovered that a significant majority of men and women respondents believe these efforts have been effective in moving the needle towards more inclusive and equitable workplaces. Not all efforts were perceived equally, with equity quotas seen as least effective and pay equity, team-building exercises and employee resource groups seen as most effective. Support for having different standards of performance and experience when hiring and promoting was not pervasive by anyone. Among white men, in particular, unconscious bias training and diversity training scored less well than team-building efforts.

Workplace initiatives for diversity and inclusion, while seen as effective in some cases, require further research, exploration and understanding. Our study suggests that efforts focused on building understanding and hearing the stories of other genders, races, ethnicities, and the LGBTQIA community, who have had different experiences, is the most useful path to shift attitudes. Our work with organizations both in business and in protective services (e.g. first responders and military veterans) supports the notion that when privileged groups hear the stories of others it creates renewed commitment to being allies and advocates. A more fulsome study of the various types of interventions would be a worthwhile endeavor.

Lastly, we must recognize that a meaningful percentage of men as well as a smaller number of women disagree with social equity movements and hold a negative view of how the movements have impacted workplaces. These individuals believe that these movements have made it more difficult to lead, have damaged relationships between the genders and generally made for a more toxic workplace where people are hesitant to engage in collegial relationships. While this percentage is relatively small (about 10-13% in the USA and 3-5% in Canada), intentional efforts to understand and listen to this perspective are important. Creating a truly inclusive and equitable workplace requires deep listening across many perspectives. Understanding the backlash to social equity efforts could provide valuable insight into creating sustainable change more broadly.

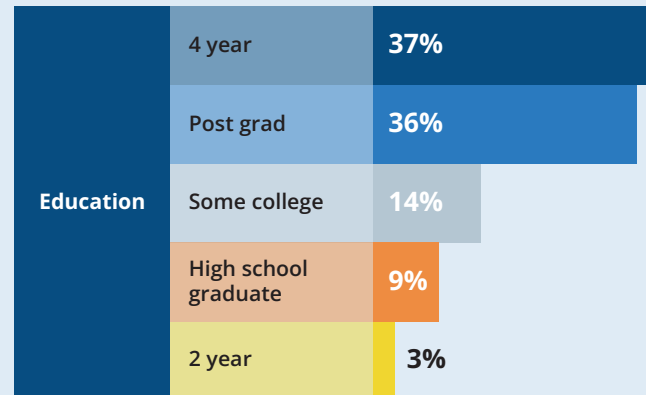
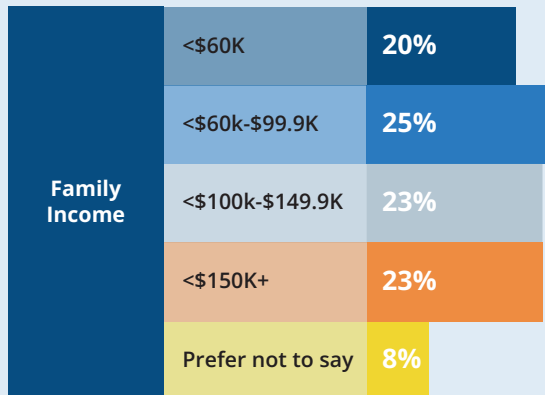
Our primary conclusion is that we are making real progress towards a more gender-equitable and inclusive workplace. There is heightened awareness and desire for change and a willingness to engage in dialogue and identify solutions for continued progress. We hope this study will accelerate thinking about how best to do that.

Appendix A: Quantitative sample characteristics

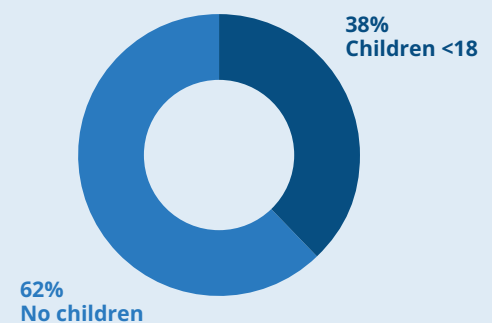
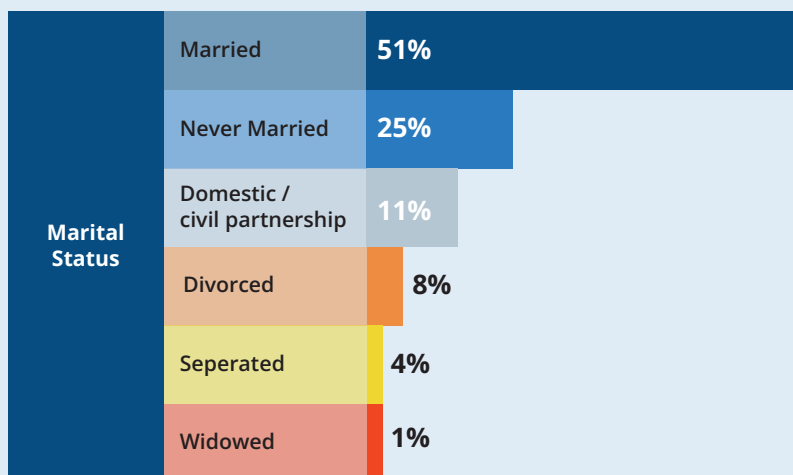


In the quantitative sample, 92% of participants did not self-identify as members for the LGBTQIA community. 49% were men and 51% women 40% belonged to the Generation X age cohort and the next highest percentage, 33% to the Baby Boomer age cohort. In terms of race, 57% reported their race as white; the next highest percentage was Asian (25%).

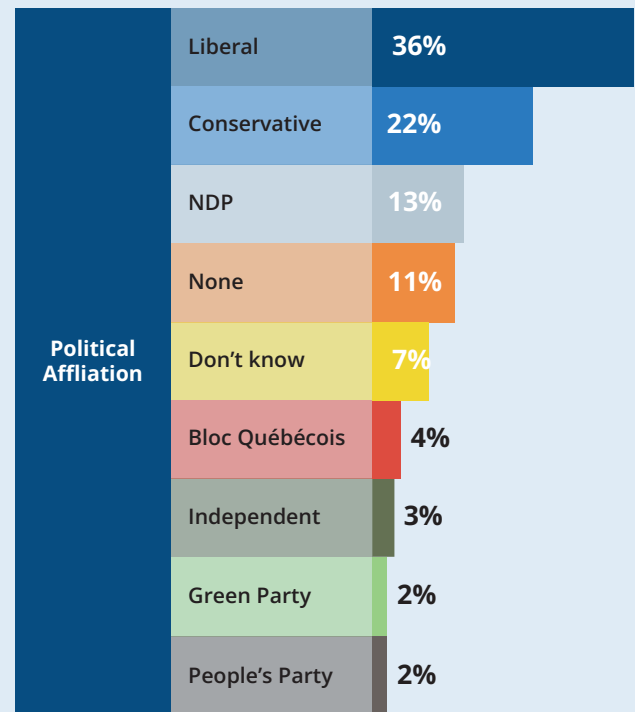
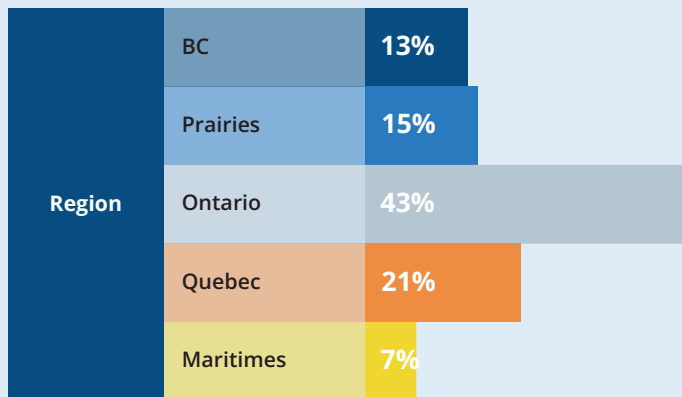
All of the participants were employed full-time. 31% self-reported their family income at \$60k-\$99.9k, followed by the next highest percentages – 29% at \$100k-\$149.9k and 20% at less than \$60k. Educationally, 43% had a university certificate, diploma or degree, followed by 26% with a college or CEGEP certificate, diploma or degree.



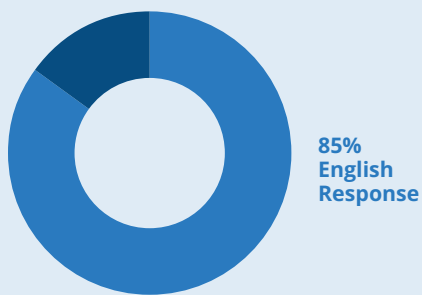
51% of respondents were currently married and the next highest percentage, 25% had never married. 38% had children in the home.



43% of participants lived in Ontario, followed by 21% in Quebec. Politically, 36% reported being Liberal and 22% said they were Conservative. 85% answered the survey in English.



15%
French Response



Appendix B: Data tables for US and Canada

These are the data tables which show verbatim survey questions and side-by-side answers for Canada and the US.

Male leadership change

In the past 5 years, since the rise of the #MeToo Movement, how has MALE leadership changed?

<i>Male leadership change: Level of Empathy</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	2%	2%	2%	2%	3%	2%
Decreased Somewhat	3%	3%	3%	3%	3%	3%
Decreased Slightly	5%	4%	6%	6%	7%	5%
Stayed the Same	45%	45%	46%	49%	49%	48%
Increased Slightly	45%	27%	27%	27%	26%	30%
Increased Somewhat	45%	14%	12%	11%	11%	11%
Increased Greatly	45%	4%	5%	2%	3%	2%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of assertiveness</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	1%	2%	1%	2%	3%	1%
Decreased Somewhat	3%	3%	3%	4%	5%	2%
Decreased Slightly	12%	11%	12%	13%	16%	10%
Stayed the Same	58%	56%	60%	65%	61%	70%
Increased Slightly	13%	13%	13%	8%	8%	8%
Increased Somewhat	10%	12%	8%	5%	4%	6%
Increased Greatly	4%	3%	4%	2%	3%	2%
N	1007	491	509	1401	743	646

<i>Male leadership change: Level of confidence</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	1%	3%	0%	3%	4%	2%
Decreased Somewhat	2%	2%	2%	4%	5%	3%
Decreased Slightly	12%	12%	12%	14%	17%	10%
Stayed the Same	59%	56%	61%	64%	59%	70%
Increased Slightly	11%	11%	11%	7%	8%	6%
Increased Somewhat	10%	10%	9%	5%	4%	6%
Increased Greatly	5%	5%	4%	3%	3%	3%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of collaboration</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	2%	3%	1%	2%	3%	1%
Decreased Somewhat	2%	2%	3%	3%	4%	3%
Decreased Slightly	6%	6%	5%	7%	6%	7%
Stayed the Same	47%	47%	46%	58%	57%	60%
Increased Slightly	26%	23%	28%	20%	21%	20%
Increased Somewhat	13%	13%	12%	6%	6%	6%
Increased Greatly	5%	6%	5%	3%	3%	3%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of collaboration</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	2%	3%	1%	2%	3%	1%
Decreased Somewhat	2%	2%	3%	3%	4%	3%
Decreased Slightly	6%	6%	5%	7%	6%	7%
Stayed the Same	47%	47%	46%	58%	57%	60%
Increased Slightly	26%	23%	28%	20%	21%	20%
Increased Somewhat	13%	13%	12%	6%	6%	6%
Increased Greatly	5%	6%	5%	3%	3%	3%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of aggressiveness</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	3%	4%	2%	2%	3%	1%
Decreased Somewhat	5%	6%	4%	5%	5%	4%
Decreased Slightly	20%	18%	23%	19%	22%	16%
Stayed the Same	49%	48%	49%	56%	52%	60%
Increased Slightly	10%	10%	11%	8%	9%	6%
Increased Somewhat	10%	12%	8%	6%	6%	7%
Increased Greatly	3%	2%	3%	4%	4%	4%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of cautiousness</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	1%	2%	1%	2%	2%	1%
Decreased Somewhat	2%	1%	3%	2%	2%	2%
Decreased Slightly	3%	3%	4%	3%	4%	3%
Stayed the Same	35%	34%	37%	36%	36%	36%
Increased Slightly	24%	22%	26%	24%	21%	26%
Increased Somewhat	20%	23%	18%	17%	17%	18%
Increased Greatly	13%	14%	12%	16%	18%	14%
N	1007	491	509	1402	743	647

<i>Male leadership change: Level of inclusiveness</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Decreased Greatly	2%	2%	1%	2%	3%	1%
Decreased Somewhat	1%	1%	1%	3%	4%	3%
Decreased Slightly	5%	4%	6%	5%	6%	4%
Stayed the Same	45%	43%	48%	50%	48%	51%
Increased Slightly	26%	26%	25%	28%	28%	27%
Increased Somewhat	16%	17%	14%	9%	8%	11%
Increased Greatly	5%	6%	5%	3%	3%	3%
N	1007	491	509	1401	742	647

How likely are you to do activities

Since the rise of the #MeToo and Black Lives Matter Movements, how much more likely are YOU to do the following activities?

<i>Mentor a colleague of another gender</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	2%	4%	0%	7%	10%	3%
Somewhat less likely	1%	2%	0%	3%	4%	1%
Slightly less likely	3%	3%	3%	4%	5%	3%
Neither more nor less likely	55%	48%	63%	65%	60%	71%
Slightly more likely	17%	19%	15%	8%	8%	8%
Somewhat more likely	13%	15%	10%	8%	8%	8%
Much more likely	9%	9%	10%	5%	4%	6%
N	429	234	192	637	367	265

<i>Sponsor/ advocate for a colleague of another gender</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	2%	3%	1%	6%	8%	3%
Somewhat less likely	1%	2%	0%	3%	4%	3%
Slightly less likely	3%	3%	3%	4%	4%	3%
Neither more nor less likely	53%	51%	54%	64%	59%	72%
Slightly more likely	15%	15%	16%	10%	11%	9%
Somewhat more likely	14%	17%	11%	9%	10%	7%
Much more likely	12%	9%	16%	5%	4%	6%
N	429	234	192	637	367	265

<i>Have one-on-one meetings with a colleague of another gender</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	2%	3%	1%	7%	10%	3%
Somewhat less likely	1%	2%	0%	3%	5%	1%
Slightly less likely	4%	6%	2%	4%	6%	2%
Neither more nor less likely	54%	51%	58%	65%	60%	73%
Slightly more likely	14%	12%	17%	8%	8%	8%
Somewhat more likely	12%	15%	9%	7%	7%	7%
Much more likely	12%	11%	13%	5%	4%	5%
N	429	234	192	637	367	265

<i>Speaking out against issues of sexual harassment of sexist/ misogynistic behaviours in my workplace</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	1%	3%	0%	6%	8%	3%
Somewhat less likely	1%	0%	1%	1%	2%	1%
Slightly less likely	1%	2%	0%	1%	1%	2%
Neither more nor less likely	37%	39%	34%	46%	48%	42%
Slightly more likely	21%	20%	23%	17%	15%	13%
Somewhat more likely	18%	18%	17%	14%	15%	13%
Much more likely	21%	17%	25%	15%	11%	20%
N	429	234	192	637	367	265

<i>Speak out against issues of racial or ethnic inequality in my workplace</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	2%	4%	1%	9%	11%	6%
Somewhat less likely	1%	2%	0%	2%	2%	1%
Slightly less likely	3%	4%	2%	2%	2%	1%
Neither more nor less likely	34%	36%	31%	41%	46%	36%
Slightly more likely	20%	17%	23%	16%	15%	17%
Somewhat more likely	17%	19%	16%	15%	13%	17%
Much more likely	22%	17%	28%	15%	11%	22%
N	429	234	192	637	367	265

<i>Pursue a romantic relationship with a co-worker</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	26%	27%	24%	29%	31%	27%
Somewhat less likely	5%	6%	3%	4%	4%	5%
Slightly less likely	7%	7%	6%	5%	5%	5%
Neither more nor less likely	47%	43%	51%	56%	52%	60%
Slightly more likely	7%	6%	8%	2%	3%	0%
Somewhat more likely	6%	7%	4%	2%	3%	1%
Much more likely	4%	5%	3%	1%	1%	2%
N	429	234	192	637	367	265

<i>Pursue a romantic relationship with someone you report to or someone who reports to you</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Much less likely	30%	30%	30%	32%	33%	32%
Somewhat less likely	3%	3%	2%	4%	4%	3%
Slightly less likely	4%	4%	3%	4%	4%	4%
Neither more nor less likely	45%	43%	48%	55%	52%	58%
Slightly more likely	7%	7%	8%	2%	3%	0%
Somewhat more likely	7%	8%	6%	2%	3%	1%
Much more likely	4%	4%	4%	1%	1%	2%
N	429	234	192	637	367	265

How welcome is your voice as a male leader

In your opinion, compared to a female colleague, how welcome is your voice as a man/male leader on issues of gender equality and sexual harassment in the workplace?

<i>How welcome is your voice as a male leader</i>	<i>Canada</i>	<i>US</i>
	<i>Male</i>	<i>Male</i>
Much less welcomed	7%	15%
Somewhat less welcomed	5%	6%
Slightly less welcomed	10%	9%
Neither more nor less welcomed	49%	53%
Slightly more welcomed	11%	6%
Somewhat more welcomed	10%	6%
Much more welcomed	8%	5%
Don't identify as male	0%	0%
N	491	743

How welcome is your voice as a female leader

In your opinion on issues of gender equality and sexual harassment in the workplace, how welcome is your voice as a woman/female leader compared to that of a male colleague?

<i>How welcome is your voice as a female leader</i>	<i>Canada</i>	<i>US</i>
	<i>Male</i>	<i>Male</i>
Much less welcomed	6%	4%
Somewhat less welcomed	5%	4%
Slightly less welcomed	8%	9%
Neither more nor less welcomed	45%	52%
Slightly more welcomed	14%	12%
Somewhat more welcomed	13%	10%
Much more welcomed	9%	8%
Don't identify as female	0%	0%
N	509	647

How welcome is your voice as a non-binary/trans leader

In your opinion on issues of gender equality and sexual harassment in the workplace, how welcome is your voice as a non-binary/trans leader compared to that of a colleague from a dominant gender?

How welcomed is your voice as a non-binary/ trans leader	Canada			US		
	All	Non-binary	Female	All	Non-binary	Female
Much less welcomed	0%	0%	0%	25%	20%	50%
Somewhat less welcomed	14%	20%	0%	8%	10%	0%
Slightly less welcomed	0%	0%	0%	8%	10%	0%
Neither more nor less welcomed	14%	20%	0%	50%	50%	50%
Slightly more welcomed	29%	40%	0%	8%	10%	0%
Somewhat more welcomed	14%	0%	50%	0%	0%	0%
Much more welcomed	14%	20%	0%	0%	0%	0%
Don't identify as non-binary/trans	14%	0%	50%	0%	0%	0%
N	7	5	2	12	10	2

Agree/Disagree - Movements have changed my leadership style

What is your level of agreement with this statement: "Movements like the #MeToo and Black Lives Matter have changed my leadership style"

Agree/Disagree - Movement have changed my leadership style	Canada			US		
	All	Male	Female	All	Male	Female
Strongly Disagree	7%	10%	3%	17%	20%	12%
Disagree	6%	6%	6%	13%	13%	13%
Somewhat Disagree	9%	9%	10%	9%	7%	11%
Neither Agree nor Disagree	38%	36%	42%	31%	28%	34%
Somewhat Agree	23%	24%	22%	19%	19%	20%
Agree	10%	9%	12%	8%	8%	7%
Strongly Agree	6%	6%	5%	3%	4%	3%
N	429	234	192	637	367	265

Impact of MeToo Movement on professional relationships with opposite gender

Please indicate how and to what degree has the #MeToo Movement impacted your professional relationships with your colleagues of the opposite gender

Impact of MeToo Movement on professional relationships with opposite gender	Canada			US		
	All	Male	Female	All	Male	Female
Very Negative Impact	2%	3%	1%	5%	7%	3%
Somewhat Negative Impact	3%	4%	2%	4%	6%	3%
Slightly Negative Impact	6%	7%	4%	8%	9%	6%
No Impact	62%	59%	64%	64%	60%	70%
Slightly Positive Impact	17%	14%	18%	11%	10%	12%
Somewhat Positive Impact	8%	8%	7%	5%	6%	4%
Very Positive Impact	4%	4%	3%	3%	3%	3%
N	1000	491	509	1390	743	647

How likely to challenge inappropriate jokes and comments

How likely are you to openly challenge inappropriate jokes and comments in the work-setting compared with prior to the #MeToo Movement?

Impact of MeToo Movement on professional relationships with opposite gender	Canada			US		
	All	Male	Female	All	Male	Female
Much less likely	4%	4%	4%	5%	7%	4%
Somewhat less likely	3%	3%	3%	1%	2%	1%
Slightly less likely	4%	5%	3%	2%	2%	2%
Neither more nor less likely	44%	44%	44%	52%	53%	52%
Slightly more likely	22%	20%	23%	18%	18%	18%
Somewhat more likely	12%	13%	12%	10%	10%	11%
Much more likely	11%	11%	12%	11%	9%	13%
N	1007	491	509	1402	743	647

Agree/Disagree - Men are challenging inappropriate jokes and comments openly

What is your level of agreement with the following statement: "Compared with prior to the #MeToo movement, men are challenging inappropriate jokes and comments openly"

Agree/Disagree - Men are challenging inappropriate jokes and comments only	Canada			US		
	All	Male	Female	All	Male	Female
Strongly Disagree	4%	3%	5%	6%	7%	5%
Disagree	5%	5%	6%	7%	6%	9%
Somewhat Disagree	10%	10%	11%	9%	7%	12%
Neither Agree nor Disagree	43%	41%	44%	48%	47%	49%
Somewhat Agree	27%	29%	25%	21%	24%	19%
Agree	8%	9%	7%	6%	6%	5%
Strongly Agree	3%	4%	2%	2%	3%	2%
N	1007	491	509	1402	743	647

Agree/Disagree expectations/opinions now compared with before social equity movements

Please indicate how strongly you agree or disagree with the following statements about your expectations/opinions at this moment as compared to your expectations/opinions BEFORE the #MeToo Movement

<i>Compared to 5 years ago, I feel more responsible to create a respectful and more gender-inclusive work environment.</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	2%	3%	1%	7%	10%	4%
Disagree	2%	3%	1%	5%	6%	4%
Somewhat Disagree	3%	3%	3%	2%	3%	2%
Neither Agree nor Disagree	34%	35%	33%	41%	40%	43%
Somewhat Agree	26%	25%	27%	18%	17%	18%
Agree	20%	18%	20%	16%	14%	18%
Strongly Agree	13%	13%	14%	10%	9%	11%
N	1007	491	509	1402	743	647

<i>Compared to 5 years ago, I feel more responsible to create a respectful and more racially and ethnically inclusive workplace.</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	2%	3%	1%	7%	9%	4%
Disagree	1%	2%	1%	5%	6%	3%
Somewhat Disagree	3%	3%	3%	2%	3%	2%
Neither Agree nor Disagree	32%	36%	28%	38%	39%	36%
Somewhat Agree	24%	22%	26%	18%	17%	19%
Agree	20%	19%	21%	17%	15%	18%
Strongly Agree	17%	14%	19%	14%	11%	19%
N	1007	491	509	1402	743	647

<i>My male colleagues are now as likely as female colleagues to speak up and share their opinions during conversations about sexual harassment in the workplace.</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	4%	4%	3%	7%	9%	5%
Disagree	3%	3%	3%	8%	8%	7%
Somewhat Disagree	9%	10%	8%	12%	12%	13%
Neither Agree nor Disagree	35%	34%	36%	40%	39%	41%
Somewhat Agree	27%	25%	28%	19%	18%	20%
Agree	14%	15%	14%	10%	10%	10%
Strongly Agree	8%	9%	7%	4%	4%	5%
N	1007	491	509	1402	743	647

<i>My male colleagues are now as likely as female colleagues to speak up and share their opinions during conversations about sexual harassment in the workplace.</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	4%	4%	4%	6%	6%	6%
Disagree	4%	3%	4%	7%	7%	7%
Somewhat Disagree	11%	9%	12%	15%	16%	14%
Neither Agree nor Disagree	33%	33%	32%	38%	36%	40%
Somewhat Agree	26%	27%	27%	19%	20%	18%
Agree	16%	16%	17%	11%	12%	9%
Strongly Agree	7%	8%	5%	4%	4%	4%
N	1007	491	509	1402	743	647

How important are programs aimed at improving male leadership

How important are programs aimed at improving male leadership styles in your opinion?

How important are programs aimed at improving male leadership	Canada			US		
	All	Male	Female	All	Male	Female
Extremely unimportant	4%	5%	3%	10%	12%	6%
Somewhat unimportant	3%	3%	2%	5%	6%	4%
Slightly unimportant	4%	5%	4%	4%	5%	3%
Neither important nor unimportant	26%	30%	22%	24%	24%	24%
Slightly important	22%	19%	24%	19%	18%	20%
Somewhat important	22%	22%	22%	19%	18%	20%
Extremely important	20%	17%	23%	20%	17%	23%
N	1007	491	509	1402	743	647

Workplace activities tried

Which of the following activities have been tried in your workplace for better diversity, equity and inclusion? Check all that apply.

Compared to 5 years ago, I feel more responsible to create a respectful and	Canada			US		
	All	Male	Female	All	Male	Female
Diversity Training Programs	41%	40%	42%	50%	50%	49%
Equity Quotas	13%	12%	14%	8%	10%	6%
Team Building Exercises	37%	37%	36%	33%	35%	31%
Pay Equity	36%	35%	38%	21%	23%	20%
Unconscious Bias Training	25%	25%	26%	30%	31%	28%
Employee Resource Groups	25%	25%	25%	30%	30%	30%
Other	2%	2%	2%	3%	3%	3%
None of the above	25%	26%	24%	28%	29%	29%
N	1007	491	509	1402	973	647

Rate workplace activities tried

Rate the aforementioned actions and policies based on their effectiveness to make the workplace more inclusive and equitable.

<i>Rate: Diversity Training Programs</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely ineffective	5%	7%	3%	10%	13%	7%
Somewhat ineffective	2%	3%	2%	9%	10%	8%
Slightly ineffective	3%	4%	3%	3%	4%	3%
Neither effective nor ineffective	13%	17%	10%	22%	20%	24%
Slightly effective	31%	28%	35%	24%	23%	25%
Somewhat effective	30%	28%	33%	22%	22%	22%
Extremely effective	14%	15%	14%	10%	8%	12%
N	415	196	214	702	375	319

<i>Rate: Equity Quotas</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely ineffective	8%	14%	3%	33%	39%	18%
Somewhat ineffective	5%	5%	4%	8%	8%	8%
Slightly ineffective	3%	5%	1%	6%	3%	13%
Neither effective nor ineffective	14%	19%	11%	11%	14%	8%
Slightly effective	27%	22%	30%	14%	14%	15%
Somewhat effective	29%	22%	33%	15%	15%	15%
Extremely effective	15%	12%	18%	13%	8%	23%
N	132	58	73	115	74	39

<i>Rate: Team Building Exercises</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely ineffective	3%	4%	3%	8%	8%	7%
Somewhat ineffective	2%	2%	3%	5%	6%	5%
Slightly ineffective	2%	2%	2%	5%	4%	7%
Neither effective nor ineffective	13%	18%	8%	18%	17%	20%
Slightly effective	27%	23%	32%	25%	26%	23%
Somewhat effective	31%	32%	29%	25%	28%	22%
Extremely effective	21%	20%	23%	13%	12%	16%
N	367	182	183	461	258	197

<i>Rate: Pay Equity</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely ineffective	2%	2%	2%	7%	11%	2%
Somewhat ineffective	1%	0%	2%	1%	1%	2%
Slightly ineffective	3%	3%	3%	2%	2%	3%
Neither effective nor ineffective	18%	21%	14%	16%	17%	14%
Slightly effective	20%	21%	19%	13%	12%	14%
Somewhat effective	27%	26%	27%	21%	19%	23%
Extremely effective	30%	27%	33%	40%	38%	42%
N	365	169	194	299	168	128

<i>Rate: Unconscious Bias Training</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely ineffective	5%	10%	1%	14%	18%	8%
Somewhat ineffective	1%	1%	1%	5%	6%	3%
Slightly ineffective	3%	2%	4%	4%	4%	4%
Neither effective nor ineffective	14%	15%	13%	16%	18%	15%
Slightly effective	24%	23%	26%	24%	22%	27%
Somewhat effective	32%	31%	34%	24%	23%	25%
Extremely effective	20%	19%	21%	13%	9%	18%
N	256	124	131	421	232	184

Rate: Employee Resource Groups	Canada			US		
	All	Male	Female	All	Male	Female
Extremely ineffective	4%	5%	2%	11%	12%	9%
Somewhat ineffective	2%	2%	2%	3%	3%	3%
Slightly ineffective	3%	3%	2%	5%	5%	4%
Neither effective nor ineffective	13%	18%	8%	17%	17%	18%
Slightly effective	25%	23%	28%	21%	20%	23%
Somewhat effective	31%	27%	35%	28%	29%	27%
Extremely effective	22%	22%	23%	15%	14%	16%
N	254	125	127	418	220	194

Agree/Disagree - Special initiatives makes me feel disadvantaged

What is your level of agreement with the following statement: "If my organization has special initiatives for women, indigenous, racialized and non-heteronormative peoples, it makes me feel disadvantaged"

Rate: Diversity Training Programs	Canada			US		
	All	Male	Female	All	Male	Female
Strongly Disagree	18%	16%	19%	25%	21%	30%
Disagree	14%	12%	17%	12%	11%	15%
Somewhat Disagree	10%	10%	11%	8%	7%	9%
Neither Agree nor Disagree	30%	28%	31%	26%	24%	28%
Somewhat Agree	12%	15%	10%	11%	13%	9%
Agree	8%	10%	7%	5%	6%	4%
Strongly Agree	7%	9%	5%	13%	19%	6%
N	1007	491	509	1402	743	647

Level of engagement and awareness

How would you rate the level of engagement and awareness on issues of diversity, equity and inclusion among the following generations in the workplace?

Level of engagement and awareness: Gen Z (7-20 years)	Canada			US		
	All	Male	Female	All	Male	Female
Very low	4%	4%	4%	6%	6%	5%
Somewhat low	4%	4%	4%	4%	3%	4%
Slightly low	7%	8%	6%	4%	5%	4%
Neutral	28%	30%	27%	25%	25%	25%
Slightly high	16%	17%	15%	18%	19%	17%
Somewhat high	20%	19%	22%	20%	19%	21%
Very high	21%	18%	23%	24%	24%	23%
N	1006	490	509	1402	743	647

Level of engagement and awareness: Millennials (21-40 years)	Canada			US		
	All	Male	Female	All	Male	Female
Very low	1%	2%	1%	2%	2%	2%
Somewhat low	2%	2%	2%	2%	2%	2%
Slightly low	3%	4%	2%	4%	5%	3%
Neutral	25%	28%	22%	22%	22%	21%
Slightly high	28%	27%	28%	25%	26%	23%
Somewhat high	28%	26%	29%	29%	27%	30%
Very high	14%	12%	16%	17%	16%	18%
N	1006	490	509	1402	743	647

<i>Level of engagement and awareness: Generation X (41-55 years)</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Very low	3%	3%	2%	3%	4%	2%
Somewhat low	4%	4%	4%	4%	4%	4%
Slightly low	11%	10%	12%	8%	8%	8%
Neutral	34%	37%	30%	36%	38%	35%
Slightly high	29%	27%	30%	28%	29%	28%
Somewhat high	15%	14%	16%	14%	13%	17%
Very high	5%	4%	6%	6%	4%	7%
N	1006	490	509	1401	742	647

<i>Level of engagement and awareness: Baby Boomers (56-74 years)</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Very low	12%	9%	14%	12%	12%	11%
Somewhat low	11%	10%	13%	14%	13%	14%
Slightly low	19%	21%	16%	17%	15%	19%
Neutral	32%	33%	30%	33%	35%	31%
Slightly high	14%	13%	15%	13%	15%	11%
Somewhat high	8%	8%	8%	6%	4%	8%
Very high	5%	5%	5%	5%	5%	6%
N	1007	491	509	1402	743	647

Agree/Disagree - Focus on gender equity in the workplace is declining

What is your level of agreement with the following statement: “Focus on gender equity in the workplace is declining”

Focus on gender equity in the workplace is declining	Canada			US		
	All	Male	Female	All	Male	Female
Strongly Disagree	8%	10%	5%	13%	15%	10%
Disagree	14%	16%	12%	18%	21%	15%
Somewhat Disagree	22%	24%	20%	20%	18%	22%
Neither Agree nor Disagree	35%	32%	38%	34%	35%	33%
Somewhat Agree	14%	13%	16%	9%	6%	13%
Agree	4%	4%	5%	3%	2%	5%
Strongly Agree	3%	1%	4%	3%	2%	3%
N	1007	491	509	1402	743	647

Agree/Disagree - Focus on anti-racism and ethnic equity is overtaking gender equality debate

What is your level of agreement with the following statement: “The recent focus on anti-racism and ethnic equity is overtaking the gender equality debate”

Focus on anti-racism and ethnic equity is overtaking gender equality debate	Canada			US		
	All	Male	Female	All	Male	Female
Strongly Disagree	4%	3%	4%	6%	5%	8%
Disagree	7%	6%	7%	11%	11%	11%
Somewhat Disagree	10%	9%	11%	9%	9%	9%
Neither Agree nor Disagree	38%	40%	36%	35%	38%	32%
Somewhat Agree	25%	26%	25%	21%	20%	22%
Agree	10%	9%	12%	9%	9%	10%
Strongly Agree	6%	6%	6%	8%	8%	7%
N	1006	490	509	1402	743	647

Agree/Disagree - Different standards regarding performance in hiring and promotion is the right thing to do

In order to achieve gender, racial and ethnic equity in the workplace, do you agree or disagree that different standards regarding performance in hiring and promotion is the right thing to do?

<i>Different standards regarding performance in hiring and promotion is the right thing to do</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	16%	17%	14%	31%	39%	22%
Disagree	10%	9%	11%	12%	14%	10%
Somewhat Disagree	12%	13%	11%	10%	8%	12%
Neither Agree nor Disagree	31%	32%	31%	24%	21%	28%
Somewhat Agree	18%	16%	21%	10%	9%	13%
Agree	8%	10%	7%	7%	6%	9%
Strongly Agree	5%	4%	5%	4%	3%	6%
N	1007	491	509	1402	743	647

Agree/Disagree - Different standards regarding performance in hiring and promotion is the right thing to do

In order to achieve gender, racial and ethnic equity in the workplace, do you agree or disagree that different standards regarding performance in hiring and promotion is the right thing to do?

<i>Different standards regarding performance in hiring and promotion is the right thing to do</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	16%	17%	14%	29%	36%	21%
Disagree	10%	9%	11%	10%	12%	7%
Somewhat Disagree	12%	13%	11%	10%	8%	11%
Neither Agree nor Disagree	31%	32%	31%	24%	21%	27%
Somewhat Agree	18%	16%	21%	14%	12%	17%
Agree	8%	10%	7%	8%	6%	11%
Strongly Agree	5%	4%	5%	5%	4%	6%
N	1007	491	509	1402	743	647

How important to be an ally

How important is it for you to be an ally in advocating for the following communities?

<i>How important to be an ally: Women</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely unimportant	2%	3%	0%	8%	11%	4%
Somewhat unimportant	2%	2%	2%	1%	2%	1%
Slightly unimportant	2%	2%	1%	3%	4%	2%
Neither important nor unimportant	23%	29%	17%	25%	27%	22%
Slightly important	17%	18%	16%	12%	13%	11%
Somewhat important	20%	22%	19%	16%	17%	16%
Extremely important	35%	24%	45%	35%	26%	44%
N	1007	491	509	1402	743	647

<i>How important to be an ally: Racialized Individuals</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely unimportant	3%	4%	1%	12%	17%	7%
Somewhat unimportant	3%	4%	2%	2%	3%	2%
Slightly unimportant	3%	3%	2%	3%	4%	3%
Neither important nor unimportant	22%	26%	18%	25%	27%	22%
Slightly important	17%	17%	18%	10%	11%	10%
Somewhat important	21%	22%	21%	15%	14%	16%
Extremely important	32%	24%	39%	32%	23%	40%
N	1007	491	509	1402	743	647

<i>How important to be an ally: LGBTQIA Community</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Extremely unimportant	5%	8%	3%	17%	22%	11%
Somewhat unimportant	4%	6%	1%	2%	3%	2%
Slightly unimportant	4%	3%	4%	3%	3%	4%
Neither important nor unimportant	26%	30%	23%	25%	27%	23%
Slightly important	16%	16%	16%	11%	11%	11%
Somewhat important	17%	15%	19%	13%	12%	13%
Extremely important	28%	21%	35%	29%	22%	37%
N	1007	491	509	1402	743	647

Agree/Disagree - Gender equality has been more or less achieved

What is your level of agreement on the statement: "Gender equality has been more or less achieved"

<i>Gender equality has been more or less achieved</i>	<i>Canada</i>			<i>US</i>		
	<i>All</i>	<i>Male</i>	<i>Female</i>	<i>All</i>	<i>Male</i>	<i>Female</i>
Strongly Disagree	11%	6%	15%	19%	13%	25%
Disagree	13%	12%	13%	18%	16%	21%
Somewhat Disagree	19%	20%	18%	14%	15%	12%
Neither Agree nor Disagree	27%	30%	24%	19%	19%	19%
Somewhat Agree	17%	15%	18%	11%	14%	9%
Agree	9%	11%	7%	9%	10%	8%
Strongly Agree	5%	5%	4%	10%	12%	7%
N	1007	491	509	1402	743	647

Participated in movements

Have you participated in gender, ethnic, racial equity movements yourself? Check all that apply.

Participated in movements	Canada			US		
	All	Male	Female	All	Male	Female
Participated in movements - MeToo or Times Up	11%	8%	14%	14%	8%	20%
Participated in movements - Black Lives Matter	17%	13%	21%	20%	15%	26%
Participated in movements - Anti-Asian Hate	12%	11%	13%	11%	10%	12%
Participated in movements - LGBTQIA Movement	11%	8%	14%	18%	14%	21%
Participated in movements - Other	2%	2%	3%	3%	3%	2%
Participated in movements - None of the above	72%	76%	70%	71%	75%	67%
N	1007	491	509	1402	743	647

