

# Frequently Asked Questions

## 1. How many organizations participated in the 2021 Annual Report Card?

In our first year, we had a 40% response rate: 48 of the 120 organizations we invited to participate. We applauded them and listed their names on the opening page of the 2021 Annual Report Card. They are:

- Atlantic Pilotage Authority
- Atomic Energy of Canada Limited
- BMO Financial Group
- Caisse de dépôt et placement du Québec
- Canada Broadcasting Corporation
- Canada Development Investment Corporation
- Canada Lands Company
- CPP Investments
- Canada Science and Technology Museum // Ingenium
- Canadian Air Transport Security Authority
- Canadian Commercial Corporation
- Canadian Imperial Bank of Commerce
- Canadian Museum of History
- Canadian Museum of Immigration at Pier 21
- Canadian Museum of Nature
- Canadian National Railway
- Canadian Natural Resources
- Canadian Pacific Railway
- Jacques Cartier and Champlain Bridges
- Costco Wholesale Canada
- Mouvement des caisses Desjardins
- Direct Energy Marketing
- Farm Credit Canada
- Federal Bridge Corporation
- Great-West Life
- IGM Financial
- James Richardson and Sons
- Linamar
- Lowe's Canada
- Magna International
- Manulife Financial
- National Bank of Canada
- National Gallery of Canada
- Pacific Pilotage Authority
- Pembina Pipeline
- Public Sector Pension Investment Board
- Royal Bank of Canada
- Royal Canadian Mint
- Standards Council of Canada
- Sun Life Financial
- Suncor Energy
- TC Energy
- Teck Resources
- TELUS
- Toyota Canada
- Tundra Oil and Gas
- Workplace Safety and Insurance Board

## 2. Did only organizations with thousands of employees participate in the 2021 Annual Report Card?

No. There were small organizations with between 50 and 200 employees who participated.

# Frequently Asked Questions

### **3. Did any organizations that participated in the 2021 Annual Report Card collect the data from their employees for the first time?**

Yes. We provided them with a survey (the "secondary survey") that they deployed. You can find a copy of the 2022 Annual Report Card secondary survey in the FAQ Appendix. We can also provide you with a customizable e-mail that invites women to participate and outlines the benefits of completing the survey. These organizations also dialed into our information calls to get their questions answered by us and by other participating organizations that were experienced in collecting this data.

### **4. Is there a fee to participate in the 2022 Annual Report Card?**

No.

### **5. How many organizations do you think will participate in the 2022 Annual Report Card?**

We have invited Canada's largest 500 public companies, private companies, federal and provincial crown corporations, co-operatives and Canadian subsidiaries of foreign-owned corporations. We are aiming for a 40% response rate, or 200 participating organizations.

### **6. We have never collected personal data like this before from our employees. How do we get it right?**

In the fall of 2021, we brought together a roundtable of executives and KPMG in Canada experts to answer this question. You can find what you need to know in the Collecting Personal Data Lead Practice section of the [2021 Annual Report Card](#) beginning on page 23.

### **7. Why should we bother collecting this data?**

What gets measured gets done. Many business leaders care and want to do better when it comes to rooting out bias in their organizations but aren't sure how to go about it. Thoughtful leaders are collecting this data and using it to create more inclusive workplaces where employee experience isn't influenced by skin colour by rooting out bias in hiring and promotion decisions.

TSX-listed mining company Franco-Nevada is one of The Prosperity Project's Founding Partners. "Not only does the data help organizations identify where they can do better in achieving their diversity goals, but the process can contribute to employees feeling heard and valued," says President and CEO Paul Brink.

You will receive a complimentary customized report including benchmarking data and publicity as an organization addressing ESG issues.

# Frequently Asked Questions

## **8. I am worried that we won't have a high response rate. How do we encourage our employees to complete the survey?**

The first step in asking colleagues to self-identify is building trust. It is important that employees self-identify voluntarily. It is an individual choice. Second, explain why the data is being collected, why now and lay out the "what's in it for me" from the employees' perspective. It is also imperative that you protect each individual's privacy. We recommend that you explain to employees how the data is being collected and stored, who will have access to the data, what it will be used for and how the data will be protected. Please see the Collecting Personal Data Lead Practice section of the [2021 Annual Report Card](#) beginning on page 23.

## **9. Will The Prosperity Project identify any organizations that are invited to participate but decline?**

No.

## **10. How will The Prosperity Project ensure that our data is treated confidentially and securely?**

Each participating organization will receive a unique link so that you can enter your data independently using our surveying platform, Qualtrics XM. For background on the security measures, please visit: <https://www.qualtrics.com/platform/security/>

To protect privacy, there will be three key custodians of the raw data. Survey data will be extracted, cleaned and anonymized and provided to The Prosperity Project's Analytics Partner KPMG in Canada.

You can see a detailed description of our methodology on page 34 of the 2021 Annual Report Card. This is the methodology we will use for the 2022 Annual Report Card.

## **11. Will it be possible for someone reading the Annual Report Card to determine our organization's results?**

No. If there are fewer than eight organizations in a sector, data will be combined with data from other sectors to guarantee anonymity of individuals.

## **12. For the Senior Management and Pipeline to Senior Management sections (Questions 19-34), do we include American employees?**

No. Please do not include Executive Officers' direct reports (Senior Management) and their direct reports (Pipeline to Senior Management) as the focus of the survey is Canadian women. Please keep this in mind when entering the total numbers in Questions 19-21 and 27-29. You can find a copy of the 2022 Annual Report Card Survey in the FAQ appendix.

# Frequently Asked Questions

## 13. How much support can we expect from The Prosperity Project?

We will support you every step of the way. We ask in turn that you read the Survey and this FAQ, ask your questions in our September dial-in calls and confirm participation on or before October 1, 2021. To support you in the collecting of the data, we have created a secondary survey that you will find in the FAQ Appendix. We can also provide you with a customizable e-mail that invites women to participate and outlines the benefits of completing the survey. If you still have questions, you can email us at [data@canadianprosperityproject.ca](mailto:data@canadianprosperityproject.ca) to request complimentary support.

<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #1</p> <p><b>Time:</b> Wednesday, September 8 at 1:00 pm ET  <a href="https://us06web.zoom.us/j/86938019826?pwd=Q0V5dFZsVW12ajFTZzdZcjZHYWIDQT09">https://us06web.zoom.us/j/86938019826?pwd=Q0V5dFZsVW12ajFTZzdZcjZHYWIDQT09</a></p> <p><b>Meeting ID:</b> 869 3801 9826  <b>Passcode:</b> 982210</p>	<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #2</p> <p><b>Time:</b> Thursday, September 9 at 2:30 pm ET  <a href="https://us06web.zoom.us/j/87624797261?pwd=dFhrYmU5YWtobTFmVk96MkY4dmowZz09">https://us06web.zoom.us/j/87624797261?pwd=dFhrYmU5YWtobTFmVk96MkY4dmowZz09</a></p> <p><b>Meeting ID:</b> 876 2479 7261  <b>Passcode:</b> 609504</p>
<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #3</p> <p><b>Time:</b> Tuesday, September 14 at 12:00 pm ET  <a href="https://us06web.zoom.us/j/82897361133?pwd=ZHdkc2Qrd3dDNW5WMm10M09kbFdiZz09">https://us06web.zoom.us/j/82897361133?pwd=ZHdkc2Qrd3dDNW5WMm10M09kbFdiZz09</a></p> <p><b>Meeting ID:</b> 828 9736 1133  <b>Passcode:</b> 017667</p>	<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #4</p> <p><b>Time:</b> Thursday, September 16 at 1:30 pm ET  <a href="https://us06web.zoom.us/j/83954804759?pwd=eVZZMzRjK3FZcEJHU00xbE5oVVBodz09">https://us06web.zoom.us/j/83954804759?pwd=eVZZMzRjK3FZcEJHU00xbE5oVVBodz09</a></p> <p><b>Meeting ID:</b> 839 5480 4759  <b>Passcode:</b> 402100</p>

# Frequently Asked Questions

<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #5</p> <p><b>Time:</b> Monday, September 20 at 4:00 pm ET</p> <p><a href="https://us06web.zoom.us/j/89269372947?pwd=QnpaWm5PTTZXTnl1ZzRqTzRtUmEydz09">https://us06web.zoom.us/j/89269372947?pwd=QnpaWm5PTTZXTnl1ZzRqTzRtUmEydz09</a></p> <p><b>Meeting ID:</b> 892 6937 2947</p> <p><b>Passcode:</b> 099871</p>	<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #6</p> <p><b>Time:</b> Wednesday, September 22 at 11:00 am ET</p> <p><a href="https://us06web.zoom.us/j/82869778357?pwd=L1c1cS9PY1RCRkVaWHpqLzBhY0FRdz09">https://us06web.zoom.us/j/82869778357?pwd=L1c1cS9PY1RCRkVaWHpqLzBhY0FRdz09</a></p> <p><b>Meeting ID:</b> 828 6977 8357</p> <p><b>Passcode:</b> 246724</p>
<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #7</p> <p><b>Time:</b> Tuesday, September 28 at 3:00 pm ET</p> <p><a href="https://us06web.zoom.us/j/87637858306?pwd=OUxTREcvR1VweFUvVkhXQmNSY1NoZz09">https://us06web.zoom.us/j/87637858306?pwd=OUxTREcvR1VweFUvVkhXQmNSY1NoZz09</a></p> <p><b>Meeting ID:</b> 876 3785 8306</p> <p><b>Passcode:</b> 337220</p>	<p><b>Topic:</b> The Prosperity Project 2022 Annual Report Card on Gender Diversity &amp; Leadership Information Session #8</p> <p><b>Time:</b> Wednesday, September 29 at 3:30 pm ET</p> <p><a href="https://us06web.zoom.us/j/86269896813?pwd=MFFBbGM5N3ZGwStNRVNza1hVdUZ0QTO9">https://us06web.zoom.us/j/86269896813?pwd=MFFBbGM5N3ZGwStNRVNza1hVdUZ0QTO9</a></p> <p><b>Meeting ID:</b> 862 6989 6813</p> <p><b>Passcode:</b> 007722</p>

**Dial by your location:**

- |                        |                                    |
|------------------------|------------------------------------|
| +1 204 272 7920 Canada | +1 253 215 8782 US (Tacoma)        |
| +1 438 809 7799 Canada | +1 301 715 8592 US (Washington DC) |
| +1 587 328 1099 Canada | +1 312 626 6799 US (Chicago)       |
| +1 647 374 4685 Canada | +1 346 248 7799 US (Houston)       |
| +1 647 558 0588 Canada | +1 669 900 6833 US (San Jose)      |
| +1 778 907 2071 Canada | +1 929 205 6099 US (New York)      |

**14. Do we have to answer all the questions?**

Yes. We appreciate your efforts and time.

# Appendix: Survey

Thank you for your participation in The Prosperity Project 2022 Annual Report Card on Gender Diversity and Leadership. This is an opportunity for your organization to be recognized for leading the way in addressing ESG issues by collecting intersectional data on women's representation at the leadership level in Canada's largest public companies, private companies, federal and provincial crown corporations, co-operatives and Canadian subsidiaries of foreign-owned corporations.

Your organization has been selected as part of our sample of 500 organizations. Our groundbreaking research will focus on i) the Board of Directors, ii) Executive Officers (defined in accordance with the annual information form for public companies or the CEO's and CEO's direct reports in crown corporations, privately held companies, co-operatives and Canadian subsidiaries of foreign-owned corporations), iii) Executive Officers direct reports (Senior Management), and iv) Senior Management direct reports.

We will publish aggregated data only, broken down by industry, on the representation of women at these four levels including those who identify as women of colour, Indigenous, black, LGBTQ2S+ and/or living with disabilities as at September 30, 2021. Industry (classified in accordance with NAICS) data is combined with data from other industries when there are fewer than eight organizations from one industry to guarantee anonymity.

You will be providing valuable workplace data that we strongly believe will promote and improve gender, racial and Indigenous diversity in corporate Canada. By answering these survey questions, you also consent to The Prosperity Project and KPMG in Canada using your answers to create The Prosperity Project 2022 Annual Report Card on Gender Diversity and Leadership.

Your survey responses are anonymous. You are NOT asked to state names or identify employees in your survey responses. The Prosperity Project and KPMG in Canada will aggregate the responses so that each organization will receive a summary of the overall results. The Prosperity Project and KPMG in Canada will not report your organization's survey responses to any other organization. We are grateful for your participation in this survey. Please be reminded that it should be completed strictly on a voluntary basis.

Questions? Please see the FAQ on our website at [www.canadianprosperityproject.ca](http://www.canadianprosperityproject.ca) and dial into one of our September information calls. We can be reached at [data@canadianprosperityproject.ca](mailto:data@canadianprosperityproject.ca). The Prosperity Project (TPP) is a volunteer-driven, not-for-profit organization founded in 2020 to support the economic empowerment of women and underscore the economic importance of gender equality. We thank you for your support!

# Appendix: Survey

## Organization Information

**Q1** What is the name of your organization?

**Q2** Please confirm your fiscal year end (mm/dd).

## Board Composition

**Q3** Please enter the total number of Corporate Directors as at:

September 30th, 2021

**Q4** Please enter the total number of Corporate Directors who identify as women as at:

September 30th, 2021

**Q5** Please enter the total number of Corporate Directors who identify as men as at:

September 30th, 2021

**Q6** Please enter the total number of Corporate Directors who identify as Indigenous (First Nations, Métis, Inuit) and also identify as women as at:

September 30th, 2021

**Q7** Please enter the total number of Corporate Directors who identify as Black and also identify as women as at:

September 30th, 2021

**Q8** Please enter the total number of Corporate Directors who identify as People of Colour and also identify as women as at:

September 30th, 2021

**Q9** Please enter the total number of Corporate Directors who identify as persons with disabilities and also identify as women as at:

September 30th, 2021

**Q10** Please enter the total number of Corporate Directors who identify as LGBTQ2S+ and also identify as women as at:

September 30th, 2021

## Executive Office Composition

**Q11** Please enter the total number of Executive Officers as at:

September 30th, 2021

**Q12** Please enter the total number of Executive Officers who identify as women as at:

September 30th, 2021

**Q13** Please enter the total number of Executive Officers who identify as men as at:

September 30th, 2021

**Q14** Please enter the total number of Executive Officers who identify as Indigenous (First Nations, Métis, Inuit) and also identify as women as at:

September 30th, 2021

**Q15** Please enter the total number of Executive Officers who identify as Black and also identify as women as at:

September 30th, 2021

# Appendix: Survey

**Q16** Please enter the total number of Executive Officers who identify as People of Colour and also identify as women as at:

September 30th, 2021

**Q17** Please enter the total number of Executive Officers who identify as persons with disabilities and also identify as women as at:

September 30th, 2021

**Q18** Please enter the total number of Executive Officers who identify as LGBTQ2S+ and also identify as women as at:

September 30th, 2021

## Senior Management Composition

Clarification - Executive Officers' direct reports are Canadian direct reports. Please do not include American direct reports of American "Executive Officers" as the focus of the survey is Canadian women.

**Q19** Please enter the total number of Executive Officers' direct reports as at:

September 30th, 2021

**Q20** Please enter the total number of people who are the Executive Officers' direct reports who identify as women as at:

September 30th, 2021

**Q21** Please enter the total number of people who are the Executive Officers' direct reports who identify as men as at:

September 30th, 2021

**Q22** Please enter the total number of people who are the Executive Officers' direct reports who identify as Indigenous (First Nations, Métis, Inuit) and also identify as women as at:

September 30th, 2021

**Q23** Please enter the total number of people who are the Executive Officers' direct reports who identify as Black and also identify as women as at:

September 30th, 2021

**Q24** Please enter the total number of people who are the Executive Officers' direct reports who identify as People of Colour and also identify as women as at:

September 30th, 2021

**Q25** Please enter the total number of people who are the Executive Officers' direct reports who identify as persons with disabilities and also identify as women as at:

September 30th, 2021

**Q26** Please enter the total number of people who are the Executive Officers' direct reports who identify as LGBTQ2S+ and also identify as women as at:

September 30th, 2021

## Pipeline to Senior Management Composition

Clarification - Senior Management's direct reports are Canadian direct reports. Please do not include American direct reports of American "Senior Management" as the focus of the survey is Canadian women.

**Q27** Please enter the total number of Senior Management's direct reports as at:

September 30th, 2021

# Appendix: Survey

**Q28** Please enter the total number of people who are Senior Management's direct reports who identify as women as at:

September 30th, 2021

**Q29** Please enter the total number of people who are Senior Management's direct reports who identify as men as at:

September 30th, 2021

**Q30** Please enter the total number of people who are Senior Management's direct reports who identify as Indigenous (First Nations, Métis, Inuit) and also identify as women as at:

September 30th, 2021

**Q31** Please enter the total number of people who are Senior Management's direct reports who identify as Black and also identify as women as at:

September 30th, 2021

**Q32** Please enter the total number of people who are Senior Management's direct reports who identify as People of Colour and also identify as women as at:

September 30th, 2021

**Q33** Please enter the total number of people who are Senior Management's direct reports who identify as persons with disabilities and also identify as women as at:

September 30th, 2021

**Q34** Please enter the total number of people who are Senior Management's direct reports who identify as LGBTQ2S+ and also identify as women as at:

September 30th, 2021

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Thank you very much for joining us in this important Initiative to shine an important light on organizations that are at the forefront of tackling gender, racial and Indigenous diversity in leadership roles in Canada's largest organizations.

We will be pleased to share an advance copy of our 2022 Annual Report Card on Gender Diversity & Leadership with you in early February 2022.

We would like to thank our 2022 Annual Report Card Founding Partners & Sponsors AGF, BMO Financial Group, CPP Investments, Franco-Nevada, The Globe and Mail, RBC, NEO, KPMG in Canada, TELUS and Women in Capital Markets. If you would like to become a Founding Partner, please reach out to Pamela Jeffery at [pamela.jeffery@canadianprosperityproject.ca](mailto:pamela.jeffery@canadianprosperityproject.ca). To learn more about The Prosperity Project, please visit [www.canadianprosperityproject.ca](http://www.canadianprosperityproject.ca).

# Appendix: Secondary Survey

Welcome to The Prosperity Project!

## Introduction

We are a volunteer-driven, not-for-profit organization founded in April 2020 by a diverse group of 62 female leaders from across the country- - women who have historically made a difference and are committed to continuing to promote positive change. As female leaders, we anticipated that women would be disproportionately affected by the pandemic in terms of job loss, increased burden of childcare/home schooling/elder care, increased likelihood of taking voluntary furlough options and increased violence at home. Over the last 16 months, the data has confirmed our worst fears.

The Prosperity Project fills an important need to explicitly link women and prosperity to underscore the economic importance of gender equality as we re-build. In other words, when women succeed, we all prosper.

Our vision is to ensure that women are not left behind by increasing the number of women in the workforce and increasing the number of women in leadership and decision-making roles (and in the pipeline to these roles). To do this, we reached out to the CEOs of Canada's 500 largest organizations. We are delighted your CEO accepted our invitation to play a leadership role in The Prosperity Project 2022 Annual Report Card on Gender Diversity and Leadership by inviting you and other women in leadership roles within your organization to complete a short survey on a voluntary basis. It's your choice.

Our first Annual Report Card was published in February 2021 and garnered 68.7 million media impressions. A first in Canada, it shone an important light on organizations that are at the forefront of tackling gender, racial and Indigenous diversity in leadership roles through collecting intersectional data. If you completed our short survey last year, thank you! If this is your first time, welcome! We are excited to have you join us.

## A Five Question Survey

You are invited to complete this two-minute survey. This is an opportunity for you to contribute to this ground-breaking research that tracks women's representation at the leadership level in Canada's largest public companies, private companies, federal and provincial crown corporations, co-operatives and Canadian subsidiaries of foreign-owned corporations. Our research focuses exclusively on the top four leadership levels: boards of directors, executive officers (defined in accordance with the annual information form for public companies or the CEO and CEO's direct reports in non-public companies) executive officers' direct reports (senior management) and senior management direct reports.

# Appendix: Secondary Survey

In early February 2022, we will publish our second Annual Report Card on the representation of women. Like last year, it will only present aggregated data to guarantee your anonymity and the anonymity of your organization. Like last year, we will look at the representation of women in leadership roles and present intersectional data on women who also identify as women of colour, Indigenous, black, LGBTQ2S+, (new this year), and/or living with disabilities as at September 30, 2021. This will allow us to track Canadian women's representation at the corporate leadership level over time.

The data will be used by your organization; each participating organization will receive a unique link so that they can enter the data independently using our surveying platform, Qualtrics XM. Your survey responses are anonymous. There are no identifiers (name, etc.). To protect privacy, there will be three key custodians of the raw data at The Prosperity Project. Survey data will be extracted, cleaned and anonymized and provided to The Prosperity Project's Analytics Partner KPMG. You can see a detailed description of our methodology on page 34 of the [2021 Annual Report Card](#). This is the methodology we will use for the 2022 Annual Report Card.

## In Conclusion

What gets measured gets done. Many business leaders care and want to do better when it comes to providing an inclusive, equitable and diverse employee experience. Thoughtful leaders are collecting this data and using it to create more inclusive workplaces.

Thank you so much for your contribution to this effort.

Sincerely,



Pamela Jeffery  
 Founder, The Prosperity Project

Q1 Were you	as at September 30th, 2021
a member of the Board of Directors	<input type="checkbox"/>
an Executive Officer	<input type="checkbox"/>
a direct report of an Executive Officer (Senior Management)	<input type="checkbox"/>
a direct report of Senior Management	<input type="checkbox"/>

# Appendix: Secondary Survey

**Q2** Do you identify as a woman?

- Yes
- No

**Q3** Which option best describes your ethnic/national heritage and/or cultural background? (please select one option)

- White
- Woman of Colour
- Indigenous (First Nations, Métis, Inuit)
- Black

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**Q4** Based on the definitions below, do you identify as a person with a disability? (please select one option)

**Definition:**

Persons with disabilities are those with a long-term or recurring physical, mental, sensory, psychiatric or learning impairment.

Examples of disabilities include, but are not limited to:

**Coordination or Dexterity:** difficulty using hands or arms, such as grasping objects or using a keyboard

**Mobility:** difficulty moving around from one office to another, walking long distances or using stairs

**Blind or Visually Impaired:** unable to see or difficulty seeing, but does not include people who can see well with glasses or contact lenses

**Speech:** unable to speak or difficulty speaking or being understood

**Deaf or Hard of Hearing:** unable to hear or difficulty hearing

**Psychiatric impairment:** schizophrenia, depression

**Learning impairment:** Dyslexia, ADD, ADHD

**Ongoing medical condition:** Epilepsy, diabetes, arthritis

- Yes
- No
- Prefer not to say

# Appendix: Secondary Survey

**Q5** Do you identify as LGBTQ2S+?

Yes

No

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Thank you very much for your contribution to this important Initiative to shine an important light on Canadian women's representation at the leadership level. We appreciate you taking the time to answer these questions that will be provided to your company so that they may input the data into our 2022 Annual Report Card on Gender Diversity and Leadership Survey.

We will be releasing our 2022 Annual Report Card on Gender Diversity & Leadership in early February 2022.

We would like to thank our 2022 Annual Report Card Partners AGF, BMO Financial Group, CPP Investments, Franco-Nevada, The Globe and Mail, RBC, NEO, KPMG in Canada, TELUS and Women in Capital Markets.

To learn more about The Prosperity Project, please visit [www.canadianprosperityproject.ca](http://www.canadianprosperityproject.ca).