Leveraging Data to Inform Diversity, Equity and Inclusion in Business Intelligence

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ENVIRONICS ANALYTICS

Diversity in Canada

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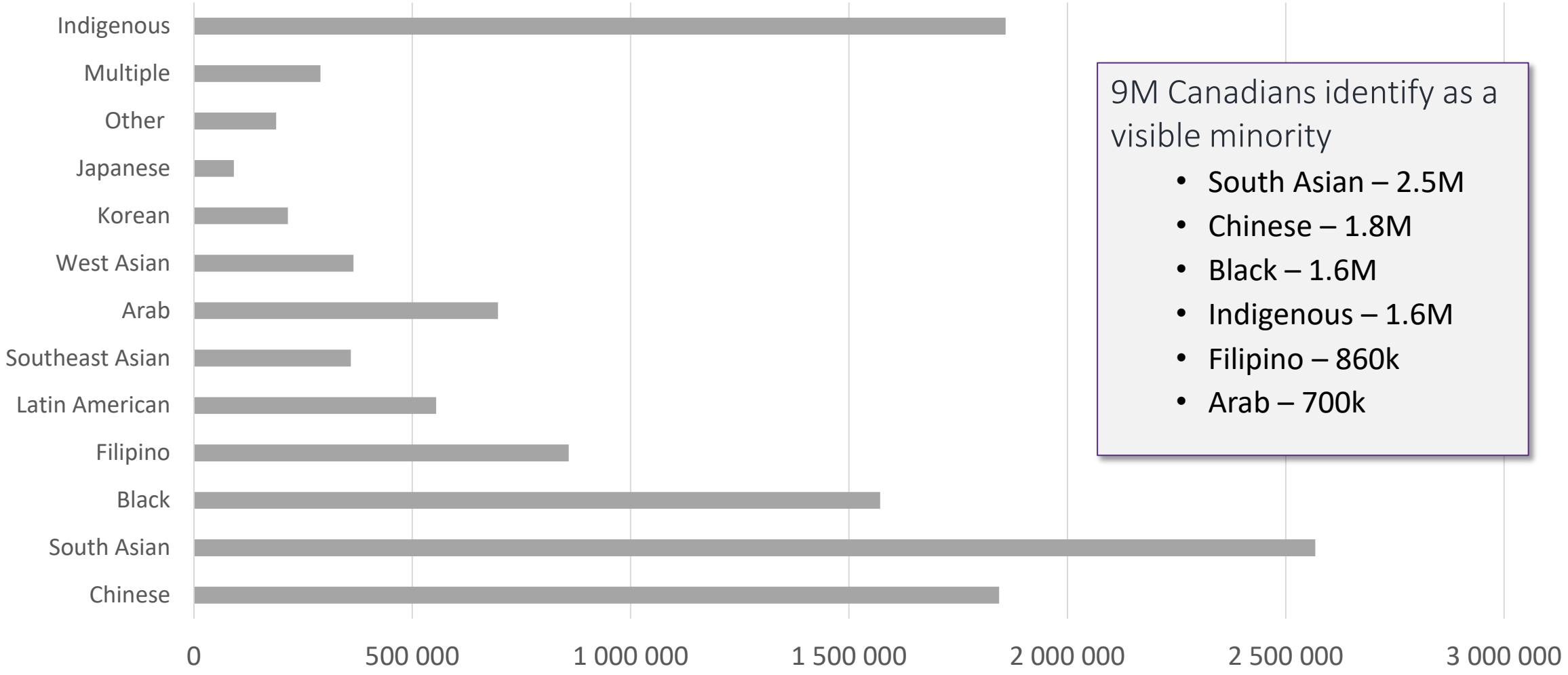
Visible Minorities in Canada



9M Canadians identify as a visible minority

- South Asian – 2.5M
- Chinese – 1.8M
- Black – 1.6M
- Indigenous – 1.6M
- Filipino – 860k
- Arab – 700k

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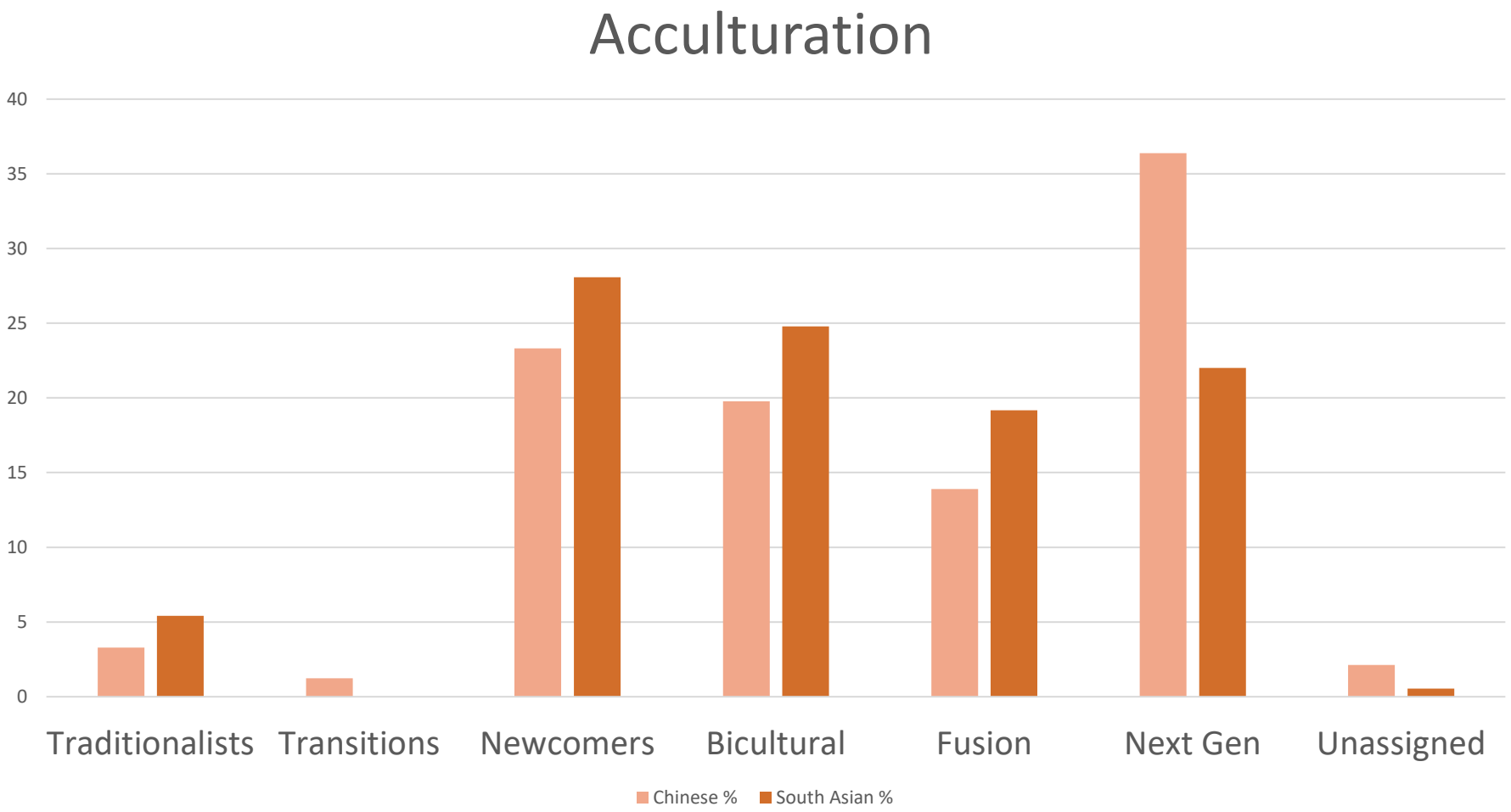
There's Diversity Within the Diversity



Trade Area: Manitoba

HOUSEHOLD POPULATION

1,349,781

VISIBLE MINORITY POPULATION

284,940
% comp: 21.1
Index: **82**

VISIBLE MINORITY CHINESE

29,052
% comp: 2.2
Index: **43**

VISIBLE MINORITY SOUTH ASIAN

65,586
% comp: 4.9
Index:**70**

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Some Limitations Persist

- Limited access to data about LGBTQ2 communities
- Limited access to data about on-reserve Indigenous populations
- Primary research is still required for many gender/identity-specific areas of study
- Access to these data will remain limited for a few more years

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2021 Federal Budget

- Support for visible minorities, including black-owned businesses
- Support for LGBTQ2 communities
- Support for women, including women entrepreneurs
- Support for small businesses
  - Digital Main Street
  - Canada Digital Adoption Program

With these programs will come the **research and data requirements** in order to operationalize and evaluate.

KEY RECOMMENDATION:

Establish your analytics roadmaps now to measure and manage these performance indicators.

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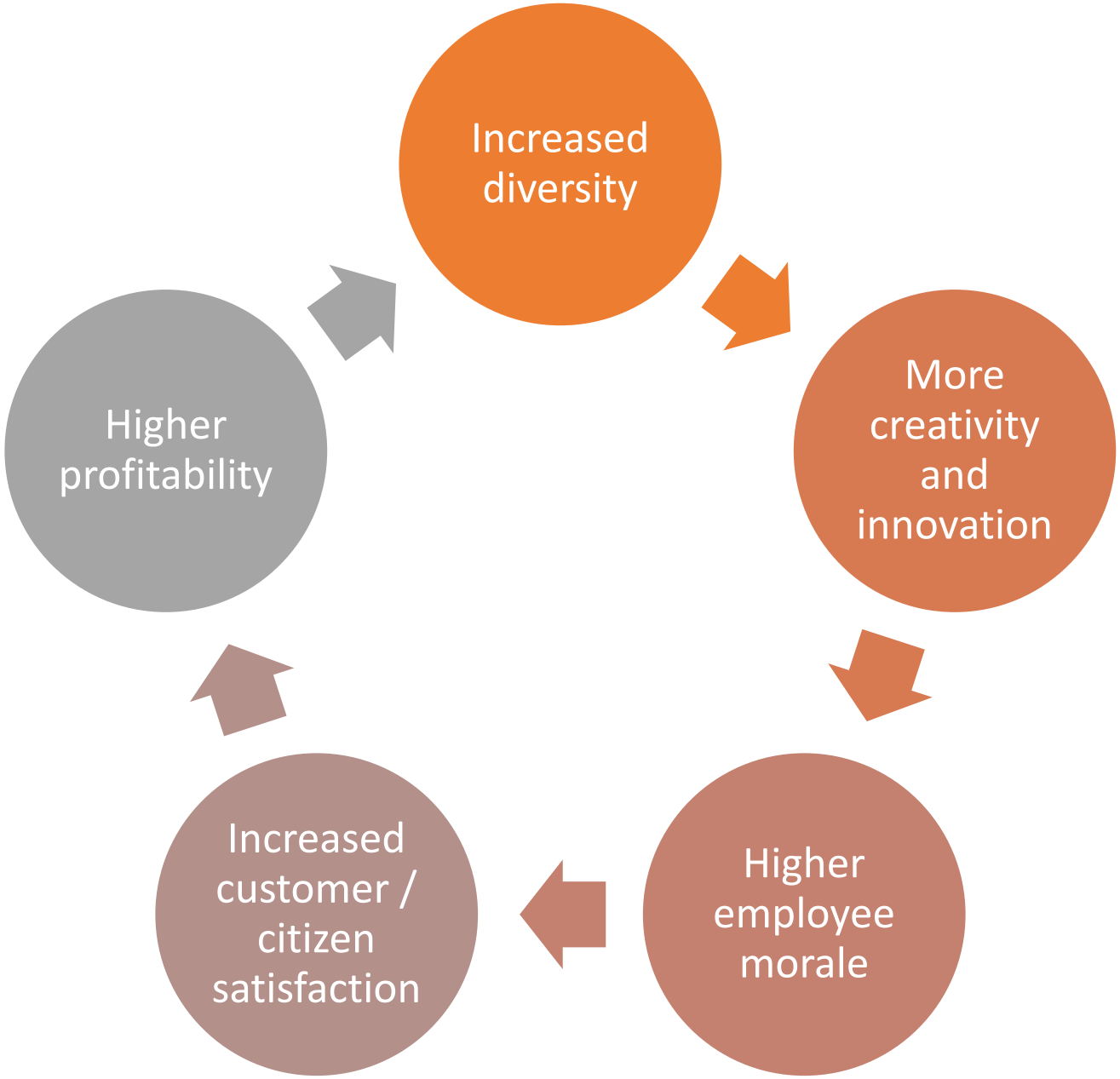
Diversity Wins

- Organizations with 1/3 or more women executives outperform those with fewer
  - Differential of up to 48% in outperformance

- Ethnically and culturally diverse organizations were 36% more profitable



Source: McKinsey.com – Diversity Wins: How Inclusion Matters

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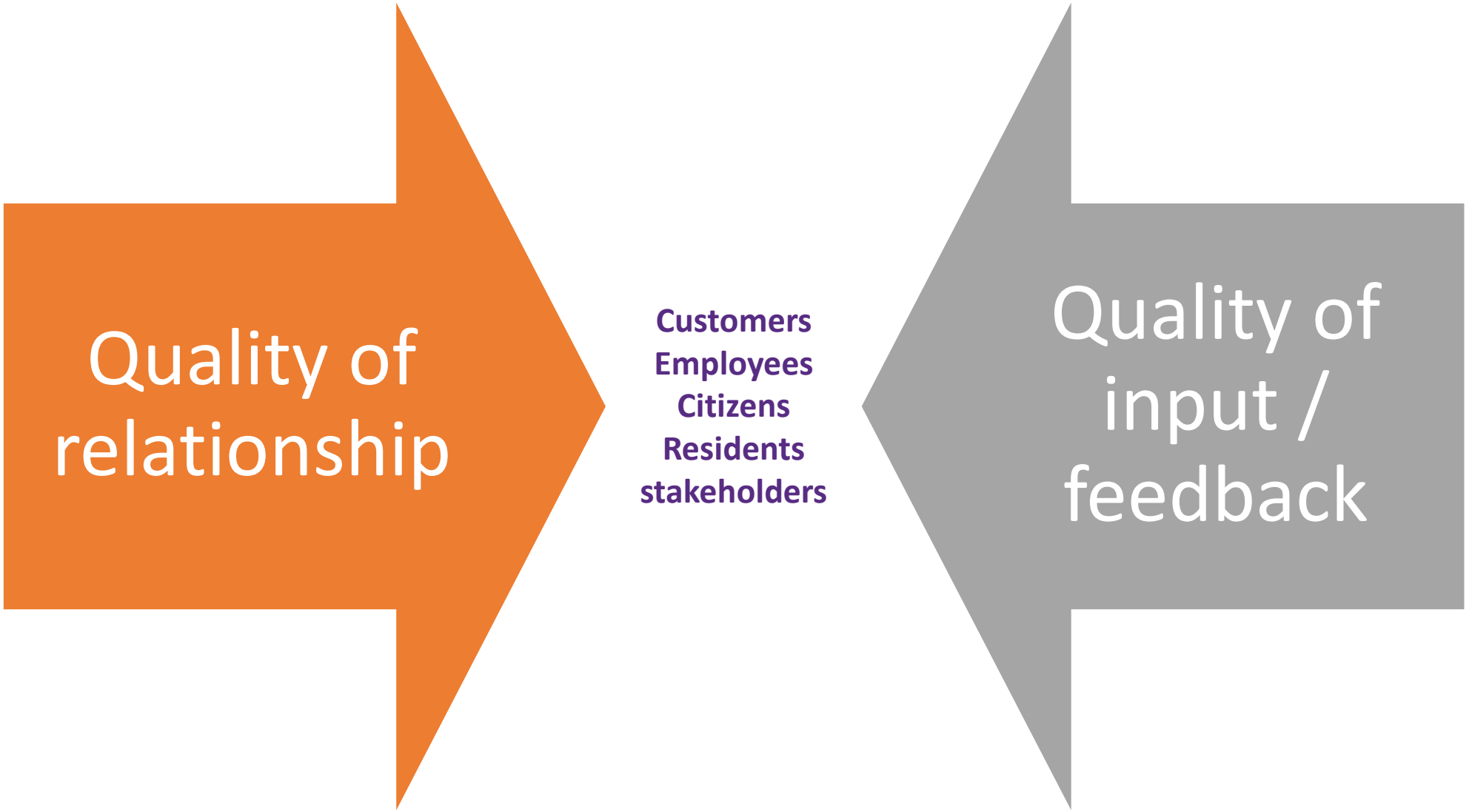
Proactive Engagement



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Public Consultations and Engagement: Ensuring Inclusive Representation

Challenge

Public, stakeholder and community engagement initiatives face challenges in collecting truly representative feedback from the communities that organizations aim to serve/support

ENVIRONICS ANALYTICS

City of London – Key Stats

POPULATION

419,004

HOUSEHOLDS

175,858

MEDIAN MAINTAINER AGE

52

Index: 96

MARITAL STATUS

52.9%

Index: 94

Married/Common-Law

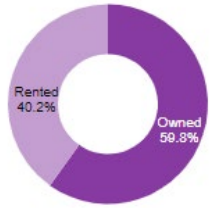
FAMILY STATUS*

19.0%

Index: 112

Total Lone-Parent Families

TENURE

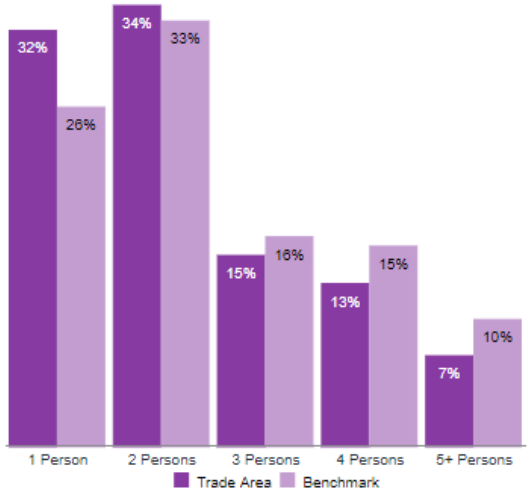


AVERAGE HOUSEHOLD INCOME

$90,750

Index: 81

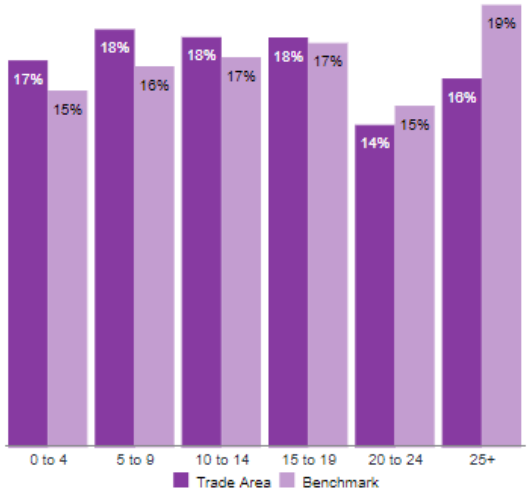
HOUSEHOLD SIZE



POPULATION BY AGE

	Count	%	Index
0 to 4	20,969	5.0	100
5 to 9	22,426	5.4	103
10 to 14	22,749	5.4	100
15 to 19	24,355	5.8	97
20 to 24	29,062	6.9	108
25 to 29	33,822	8.1	115
30 to 34	31,385	7.5	107
35 to 39	28,757	6.9	103
40 to 44	26,074	6.2	97
45 to 49	24,898	5.9	93
50 to 54	25,862	6.2	92
55 to 59	29,360	7.0	95
60 to 64	26,320	6.3	95
65 to 69	22,292	5.3	97
70 to 74	18,374	4.4	95
75 to 79	13,017	3.1	98
80 to 84	8,864	2.1	96
85+	10,418	2.5	105

AGE OF CHILDREN AT HOME



WEALTH*

Net Worth

$470,559

Index: 68

Mortgage Debt

$204,643

Index: 76

Benchmark: Ontario

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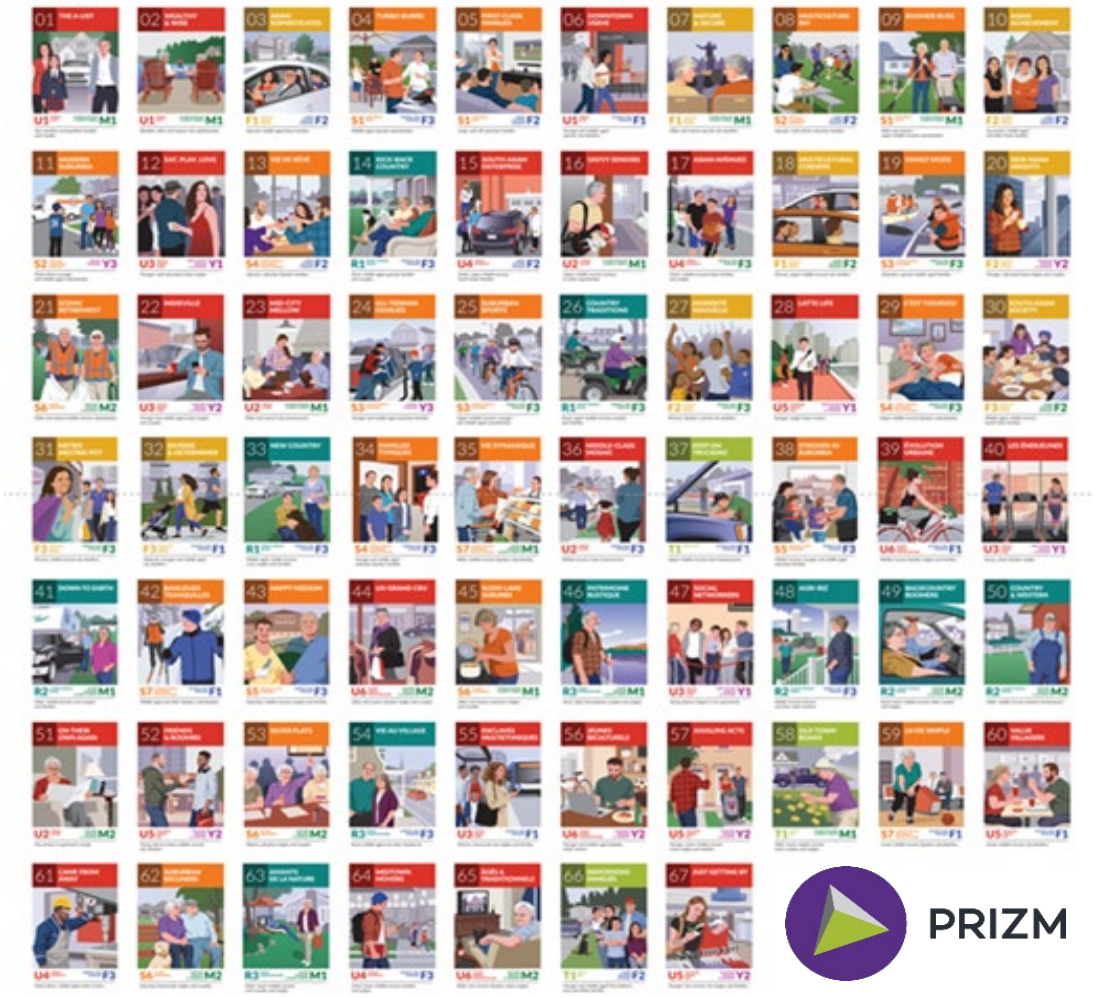
Lifestyle Types



PRIZM Captures:

- Aging population
- Cultural diversity
- Diverse lifestyles
- Emerging lifestyles
- Evolving household types
- M4W 3H1 — Uniqueness of each 6-digit postal code

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Lifestyle Types Present in London

45 of the 67 lifestyle types are present in London, including:

- 4 multicultural segments
- 5 fringe segments
- 4 low-income segments
- 5 very young segments (<29)
- 5 mature segments (>54)
- As well as suburban families, urbanites, low-income seniors and more

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Lifestyle Types Present in London

Public Consultation Target Groups	
1	Affluent, Open-Space Families
2	Mature Families & Empty Nesters
3	Middle-Class Suburbia
4	Older Affluence
5	Struggling Empty Nesters
6	Young, Diverse Families
7	Younger, Educated Singles & Couples
8	Younger, lower-income Families

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Public Consultation Target Groups		Demographics Pop / Hhld Inc.	Psychographics	Media	Social Media	Tech-Savviness	How to Engage
1	Affluent, Open-Space Families	2,720 / $120k Older	Attraction to nature	Radio / TV Country / DIY	Read Facebook Feed	Low	Phone, In-Person
2	Mature Families & Empty Nesters	28,511 / $70k Mature	Technology anxiety	TV / Internet Suspense / Gambling	Read Facebook Feed	Low	Phone, In-Person
3	Middle-class Suburbia	72,420 / $113k Middle-age	Social Darwinism	Radio / Internet Sports / Reading	Instagram, LinkedIn	Medium	Online, In-Person
4	Older Affluence	78,970 / $138k Older	Effort toward health	Radio / Newspaper Sports / Travel	LinkedIn	Medium	Online, Phone
5	Struggling Empty Nesters	30,369 / $59k Mature	Fulfillment through work	Newspaper / Direct Lifestyle / Newsletters	Twitter, Snapchat	Low	In-Person, Mail
6	Young, Diverse Families	31,112 / $101k Young	Social Darwinism	Radio / Direct Religious / Coupons	LinkedIn, Snapchat, Whatsapp	High	Online
7	Younger, Educated Singles & Couples	68,736 / $59k Very young	Pursuit of novelty	Magazine / Direct NOW / Coupons	All major SM platforms	High	Online
8	Younger, lower-income Families	59,599 / $62k Young	Attraction to nature	TV / Internet Soaps / Gambling	Snapchat, Twitter	Medium	In-Person, Mail

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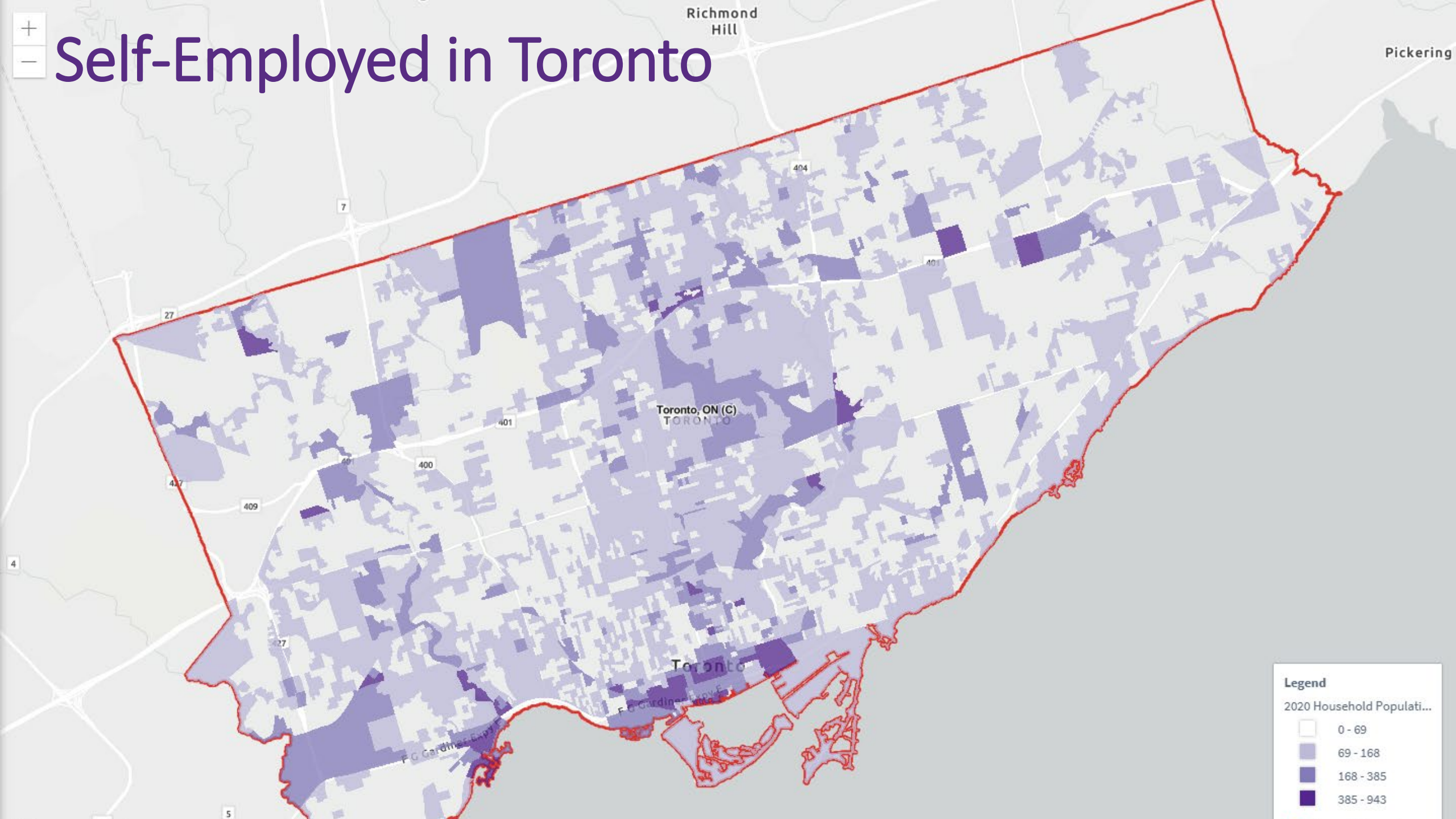
Locating Visible Minority Business Owners

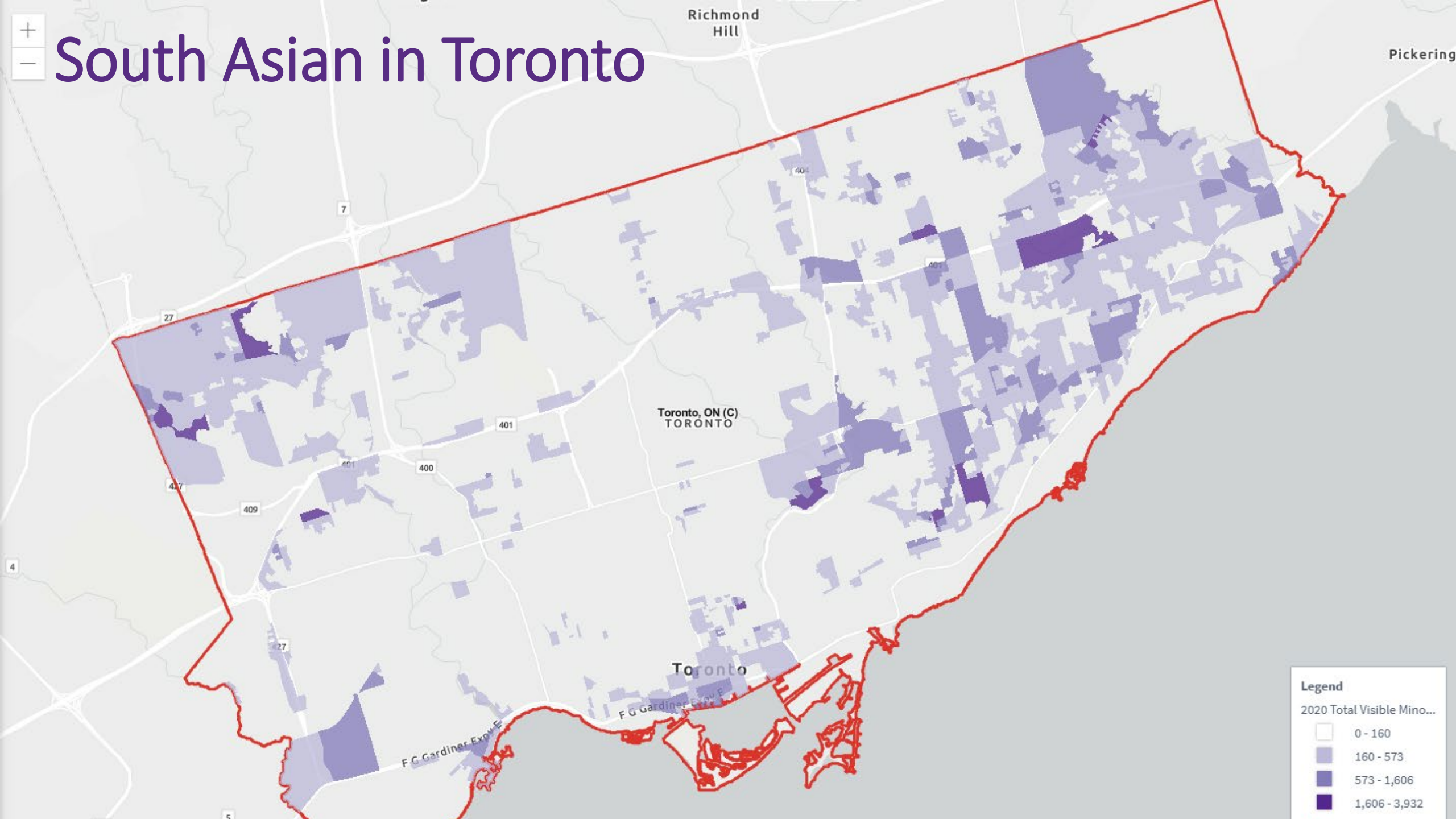
Challenge

In the absence of Personally Identifiable Information, it is virtually impossible to reach out directly to businesses based on ethnicity or race of the owner/operator

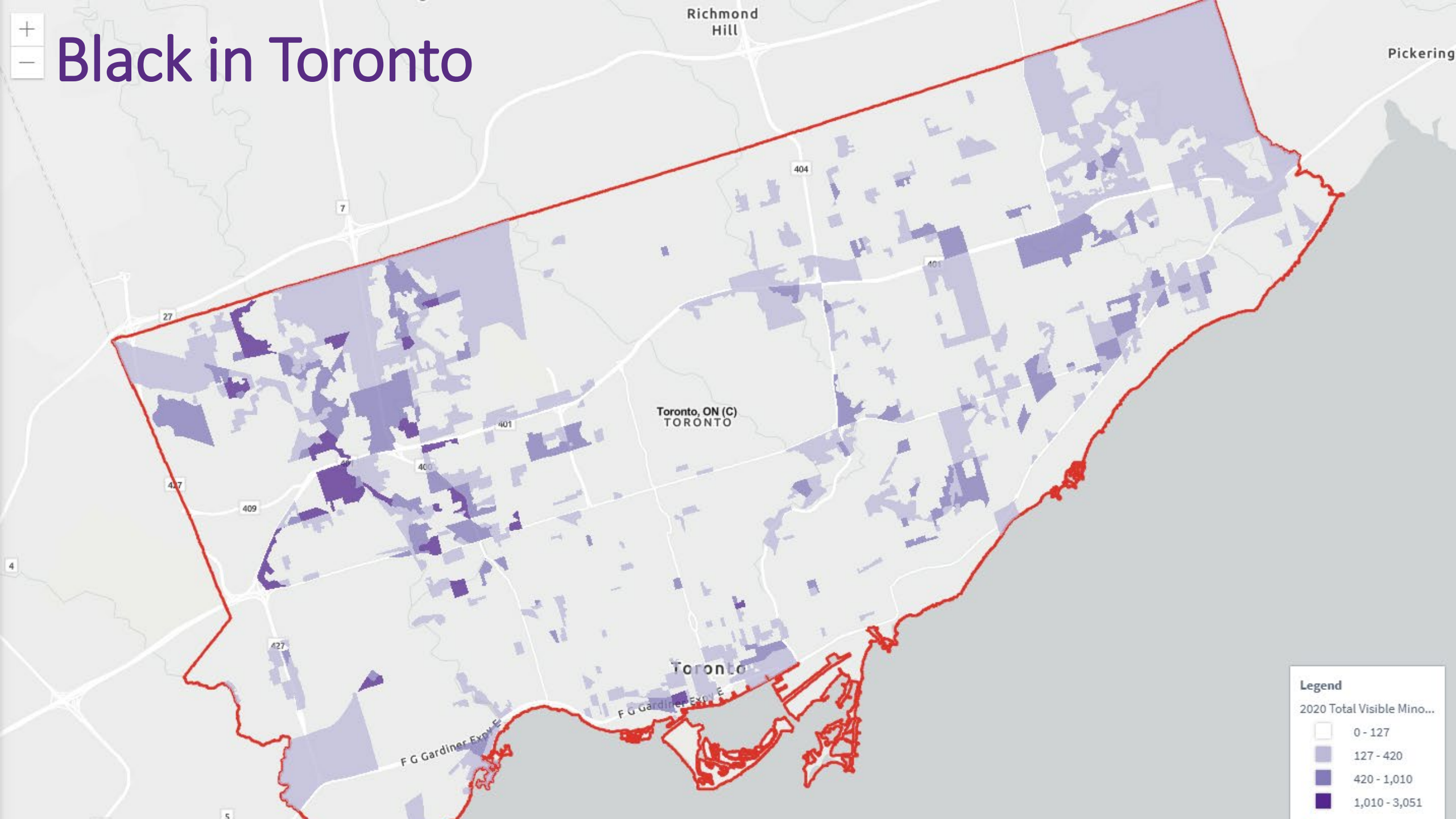
Self-Employed in Toronto



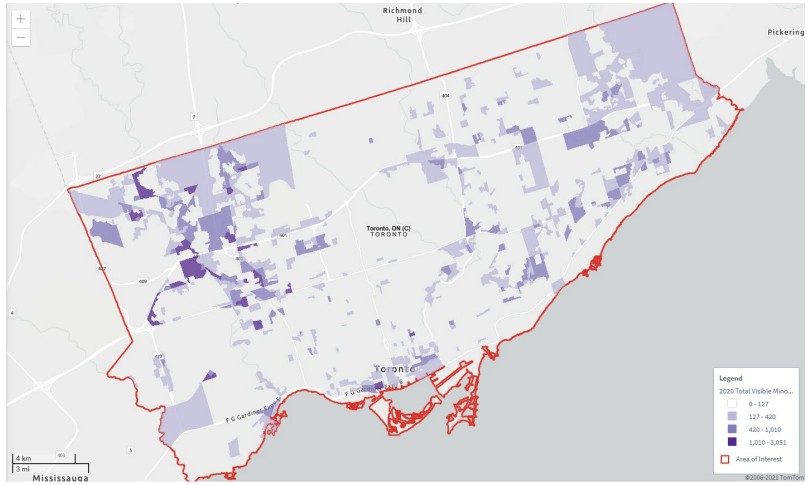
South Asian in Toronto

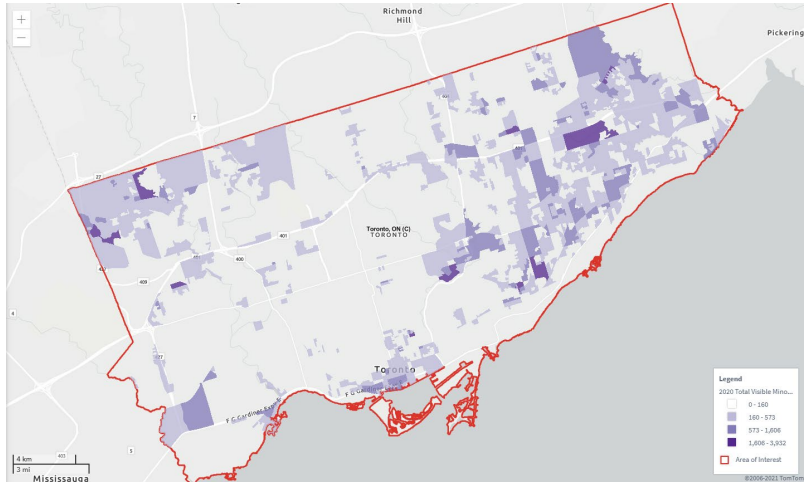


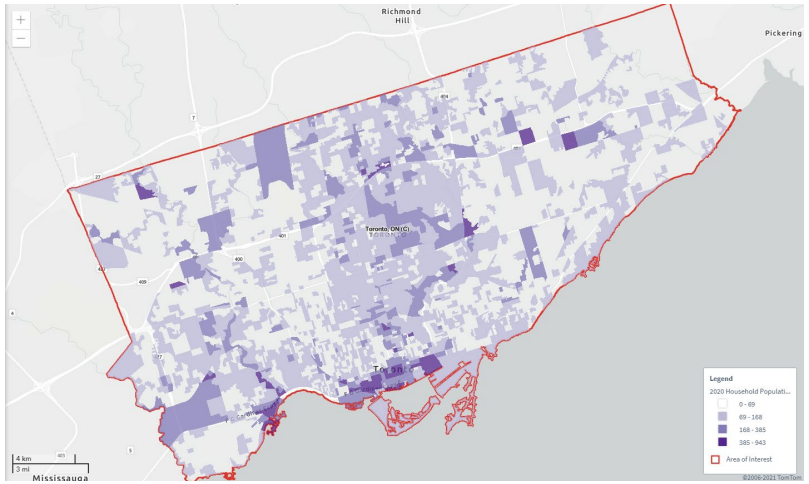
Black in Toronto



Correlate Your Findings







Leverage geography to find the concentrations of the attributes you are interested in targeting

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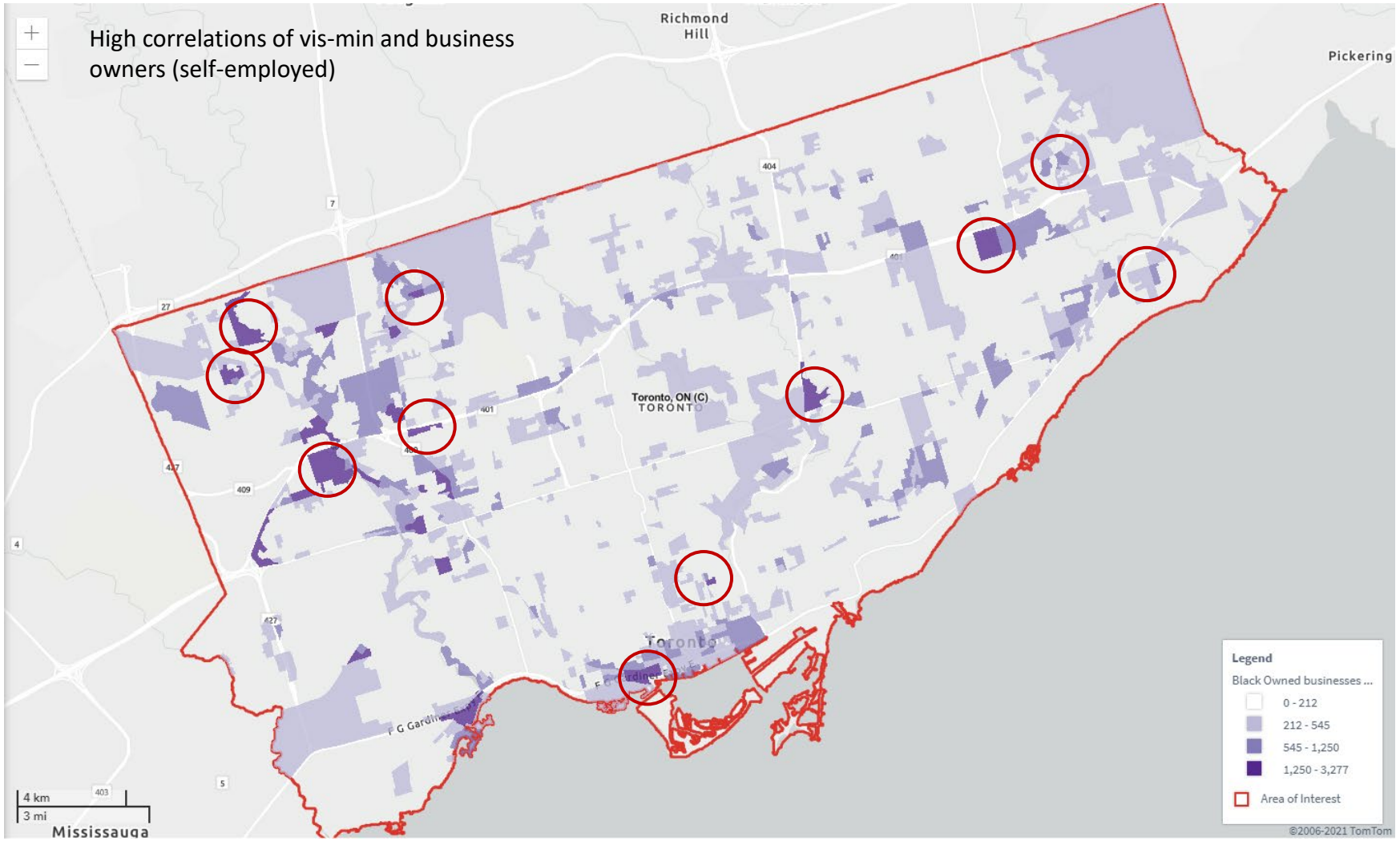
Find the Overlap



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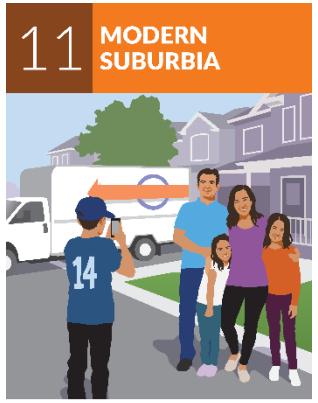
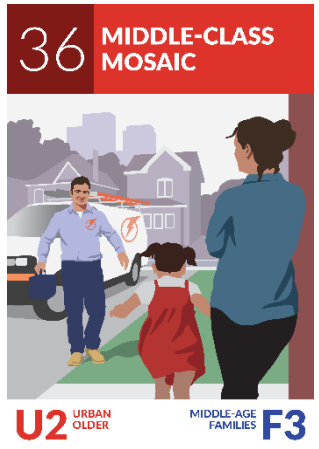
Then, Dig into the Data





POPULATION

556,101

HOUSEHOLDS

178,383

MEDIAN MAINTAINER AGE

55

Index: 109

MARITAL STATUS

49.9%

Index: 100

Married/Common-Law

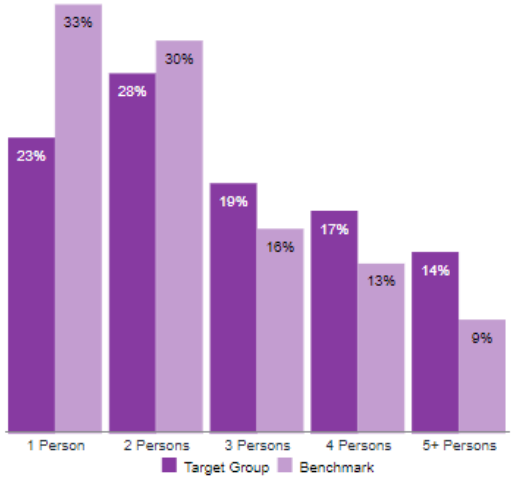
FAMILY STATUS*

24.1%

Index: 114

Total Lone-Parent Families

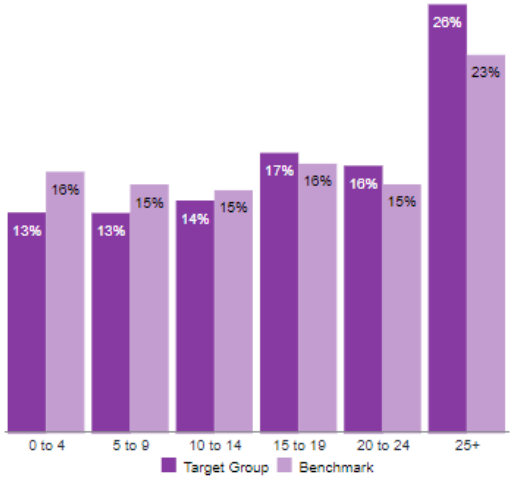
HOUSEHOLD SIZE



POPULATION BY AGE

	Count	%	Index
0 to 4	27,027	4.9	101
5 to 9	25,594	4.6	104
10 to 14	27,082	4.9	111
15 to 19	36,537	6.6	116
20 to 24	38,205	6.9	102
25 to 29	38,285	6.9	83
30 to 34	39,514	7.1	80
35 to 39	40,246	7.2	88
40 to 44	38,648	7.0	95
45 to 49	36,531	6.6	102
50 to 54	38,702	7.0	108
55 to 59	41,320	7.4	112
60 to 64	35,148	6.3	109
65 to 69	27,168	4.9	103
70 to 74	21,841	3.9	101
75 to 79	15,948	2.9	107
80 to 84	13,259	2.4	113
85+	15,046	2.7	108

AGE OF CHILDREN AT HOME



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They are Proud of…

CommunityLife

Being Canadian	82%
The Canadian democratic system	68%
The Canadian healthcare system	79%
The Canadian social security system	72%

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ENVIRONICS ANALYTICS

But They have Faced Discrimination

65%

Have faced discrimination based on:

- Ethnicity or culture
- Race or skin colour
- Appearance
- Religion

21% have faced discrimination in the workplace

20% have faced it in a retail or commercial space

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Despite the Discrimination, Trust in Gov't

Comfortable sharing with government agencies:

- Age, gender or marital status 71%
- Attitudes, like opinions on products/services 63%
- Home or cell phone number 65%
- Home address 67%
- Health or disability status 57%

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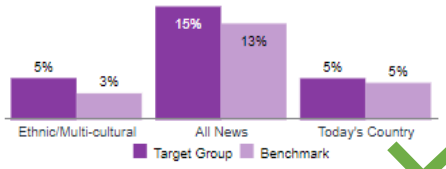
Media Preferences

RADIO

Listeners: 81.4%

13 Hours/Week*

Top Formats**

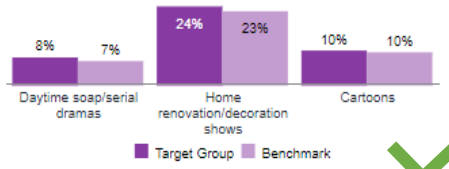


TELEVISION

Viewers: 88.1%

181 Minutes/Day*

Top Program Types**

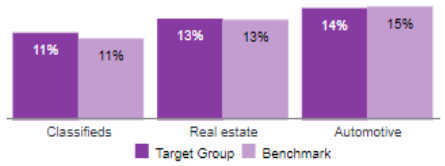


NEWSPAPER

Readers: 21.8%

1.0 Hours/Week*

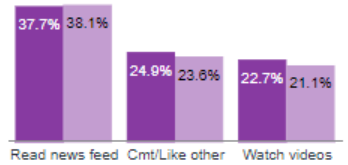
Top Sections Read**



FACEBOOK

73.8% currently use

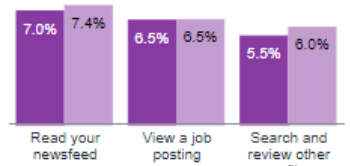
Top Activities (Daily)



LINKEDIN

49.4% currently use

Top Activities (Weekly)

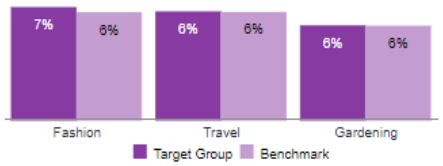


MAGAZINE

Readers: 15.5%

8 Minutes/Day*

Top Genres**

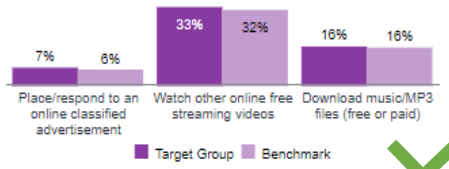


INTERNET

Users: 90.1%

266 Minutes/Day*

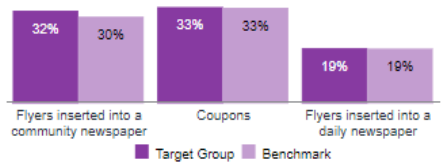
Top Activities**



DIRECT/OUTDOOR

13 Min/Day commuting one-way by car*

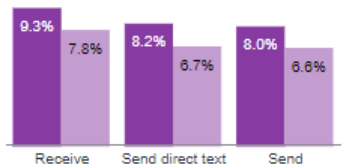
Top DM Formats Used**



SNAPCHAT

15.9% currently use

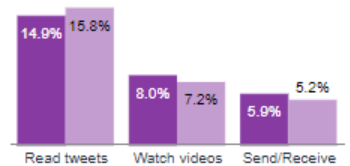
Top Activities (Weekly)



TWITTER

31.9% currently use

Top Activities (Daily)



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An Internal Look:
HR & Diversity

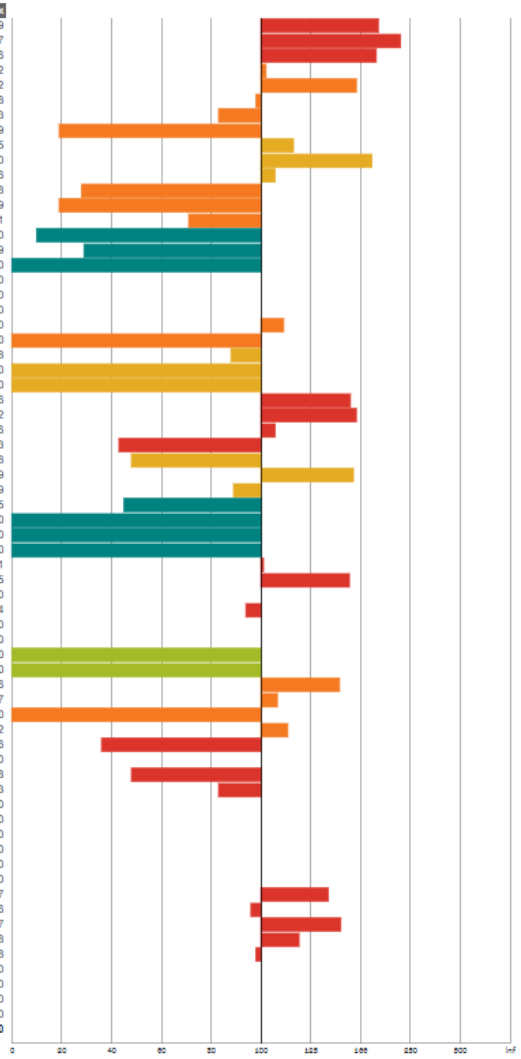
Challenge

Large employers need privacy-compliant, effective ways to measure the level of diversity in their organizations

ENVIRONICS
ANALYTICS

SampleCo Inc., in Calgary, AB

SG	LG	Code	Name	Count	%	Base Count	Base %	% Pen	Index
U1	M1	01	The A-List	118	5.69	46,842	3.01	0.25	189
U1	M1	02	Wealthy & Wise	115	5.54	38,028	2.44	0.30	227
U1	F1	06	Downtown Verve	125	6.03	50,487	3.25	0.25	186
S1	F3	04	Turbo Burbs	36	1.74	26,350	1.69	0.14	102
S1	F2	05	First-Class Families	148	7.14	68,708	4.42	0.22	162
S1	M1	09	Boomer Bliss	7	0.34	5,374	0.34	0.13	98
S2	F2	08	Multiculture-ish	131	6.32	118,419	7.61	0.11	83
S2	Y3	11	Modern Suburbia	43	2.07	170,905	10.98	0.03	19
F1	F2	03	Asian Sophisticates	22	1.06	14,303	0.92	0.15	115
F1	M1	07	Mature & Secure	162	7.81	67,620	4.35	0.24	180
F1	F2	18	Multicultural Corners	142	6.85	100,560	6.46	0.14	106
S3	F3	19	Family Mode	20	0.96	53,430	3.43	0.04	28
S3	Y3	24	All-Terrain Families	17	0.82	68,666	4.41	0.02	19
S3	F3	25	Suburban Sports	13	0.63	13,755	0.88	0.09	71
R1	F3	14	Kick-Back Country	1	0.05	7,704	0.49	0.01	10
R1	F3	26	Country Traditions	1	0.05	2,546	0.16	0.04	29
R1	F3	33	New Country	0	0.00	6,819	0.44	0.00	0
S4	F2	13	Vie de Rêve	0	0.00	0	0.00	0.00	100
S4	F3	29	C'est Tiguidou	0	0.00	0	0.00	0.00	100
S4	F3	34	Familles Typiques	0	0.00	0	0.00	0.00	100
S5	F3	38	Stressed in Suburbia	42	2.02	28,554	1.83	0.15	110
S5	F3	43	Happy Medium	0	0.00	455	0.03	0.00	0
F2	F2	10	Asian Achievement	4	0.19	3,413	0.22	0.12	88
F2	Y2	20	New Asian Heights	0	0.00	2,911	0.19	0.00	0
F2	F3	27	Diversité Nouvelle	0	0.00	305	0.02	0.00	0
U2	M1	16	Savvy Seniors	116	5.59	55,730	3.58	0.21	156
U2	M1	23	Mid-City Mellow	134	6.46	62,222	4.00	0.22	162
U2	F3	36	Middle-Class Mosaic	201	9.69	141,904	9.12	0.14	106
U2	M2	51	On Their Own Again	6	0.29	10,478	0.67	0.06	43
F3	F2	30	South Asian Society	5	0.24	7,854	0.51	0.06	48
F3	F3	31	Metro Melting Pot	4	0.19	1,890	0.12	0.21	159
F3	F1	32	Diverse & Determined	82	3.95	69,206	4.45	0.12	89
R2	M1	41	Down to Earth	1	0.05	1,670	0.11	0.06	45
R2	F3	48	Agri-Biz	0	0.00	3,772	0.24	0.00	0
R2	M2	49	Backcountry Boomers	0	0.00	66	0.00	0.00	0
R2	M2	50	Country & Western	0	0.00	2,152	0.14	0.00	0
U3	Y1	12	Eat, Play, Love	23	1.11	17,100	1.10	0.13	101
U3	Y2	22	Indieville	78	3.76	37,785	2.43	0.21	155
U3	Y1	40	Les Énerjeunes	0	0.00	0	0.00	0.00	100
U3	Y1	47	Social Networkers	13	0.63	10,375	0.67	0.13	94
U3	F1	55	Enclaves Multiethniques	0	0.00	0	0.00	0.00	100
T1	F1	37	Keep on Trucking	0	0.00	0	0.00	0.00	100
T1	M1	58	Old Town Roads	0	0.00	252	0.02	0.00	0
T1	F2	66	Indigenous Families	0	0.00	50	0.00	0.00	0
S6	M2	21	Scenic Retirement	2	0.10	1,031	0.07	0.19	146
S6	M1	45	Slow-Lane Suburbs	2	0.10	1,396	0.09	0.14	107
S6	M2	53	Silver Flats	0	0.00	297	0.02	0.00	0
S6	M2	62	Suburban Recliners	5	0.24	3,352	0.21	0.15	112
U4	F2	15	South Asian Enterprise	29	1.40	61,135	3.93	0.05	36
U4	F3	17	Asian Avenues	0	0.00	0	0.00	0.00	100
U4	F3	61	Came From Away	6	0.29	9,430	0.61	0.06	48
U4	F3	64	Midtown Movers	59	2.85	53,135	3.42	0.11	83
S7	M1	35	Vie Dynamique	0	0.00	0	0.00	0.00	100
S7	F1	42	Banlieues Tranquilles	0	0.00	0	0.00	0.00	100
S7	F1	59	La Vie Simple	0	0.00	0	0.00	0.00	100
R3	M1	46	Patrimoine Rustique	0	0.00	0	0.00	0.00	100
R3	F3	54	Vie au Village	0	0.00	0	0.00	0.00	100
R3	M1	63	Amants de la Nature	0	0.00	0	0.00	0.00	100
U5	Y1	28	Latte Life	41	1.98	22,429	1.44	0.18	137
U5	Y2	52	Friends & Roomies	72	3.47	56,412	3.63	0.13	96
U5	Y2	57	Juggling Acts	26	1.25	13,272	0.85	0.20	147
U5	F1	60	Value Villagers	11	0.53	6,986	0.45	0.16	118
U5	Y2	67	Just Getting By	11	0.53	8,456	0.54	0.13	98
U6	F1	39	Évolution Urbaine	0	0.00	0	0.00	0.00	100
U6	M2	44	Un Grand Cru	0	0.00	0	0.00	0.00	100
U6	Y2	56	Jeunes Biculturels	0	0.00	0	0.00	0.00	100
U6	M2	65	Âgés & Traditionnels	0	0.00	0	0.00	0.00	100
			Total	**2,074**	**100.00**	**1,555,951**	**100.00**	**0.13**	**100**



2,074 employees

Represented by 37 PRIZM segments

Benchmarked against Calgary CMA

Note: this list of postal codes is random and does not represent any specific organization.

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Demographics | DemoStats Highlights

DemoStats

	%	Base %	Index
Age of Household Maintainer			
15 to 24	2.47	2.62	94
25 to 34	17.86	17.82	100
35 to 44	23.69	22.81	104
45 to 54	20.67	20.09	103
55 to 64	18.06	18.44	98
65 to 74	10.84	11.47	95
Size of Household			
1 Person	22.60	23.54	96
2 Persons	32.05	32.46	99
3 Persons	17.11	16.84	102
4 Persons	17.83	16.59	108
5 or More Persons	10.40	10.57	98
Household Type			
Total Family Households	71.70	70.21	102
One-Family Households	69.33	67.60	103
Multiple-Family Households	2.37	2.61	91
Non-Family Households	28.30	29.79	95
One-Person Households	22.79	23.77	96
Two-Or-More-Person Households	5.51	6.02	92
Marital Status			
Married Or Living With A Common-Law Partner	61.24	59.74	102
Single (Never Legally Married)	27.94	28.59	98
Separated	2.24	2.41	93
Divorced	5.55	5.93	93
Widowed	3.03	3.32	91
Children at Home			
Percent: Households with Children at Home	45.70	44.19	103
Age of Children at Home			
Total Number Of Children At Home	100.00	100.00	100
0 to 4	19.88	19.27	103
5 to 9	20.13	19.67	102
10 to 14	18.47	18.23	101
15 to 19	16.98	17.11	99
20 to 24	12.31	12.34	100
25 and Over	12.22	13.37	91

	%	Base %	Index
Knowledge of Official Language			
English Only	90.21	90.44	100
French Only	0.08	0.09	90
English And French	7.76	7.31	106
Neither English Nor French	1.96	2.17	90
Immigration Status			
Non-Immigrant Population	64.70	65.06	99
Non-Immigrant: Born in province of residence	40.57	40.31	101
Non-Immigrant: Born outside province of residence	24.13	24.74	98
Immigrant Population	31.57	31.22	101
Visible Minority Status			
Total Visible Minorities	40.08	39.98	100
Chinese	7.83	6.64	118
South Asian	11.05	11.72	94
Black	5.00	5.25	95
Filipino	5.26	5.65	93
Latin American	2.74	2.47	111
Southeast Asian	1.56	1.77	88
Arab	2.09	2.34	89
West Asian	1.26	1.22	103
Korean	1.13	0.86	132
Japanese	0.38	0.34	113
Mother Tongue*			
English	65.67	65.58	100
French	1.59	1.62	98
Total Non-Official	29.58	29.63	100
Tagalog	3.25	3.63	89
Cantonese	2.74	2.46	111
Mandarin	2.57	2.08	123
Spanish	2.50	2.26	110
Panjabi	2.34	3.17	74
Arabic	1.47	1.59	92
Urdu	1.37	1.34	103
Persian	0.92	0.81	114
Korean	0.89	0.67	133
Russian	0.83	0.73	115

ENVIRONICS ANALYTICS

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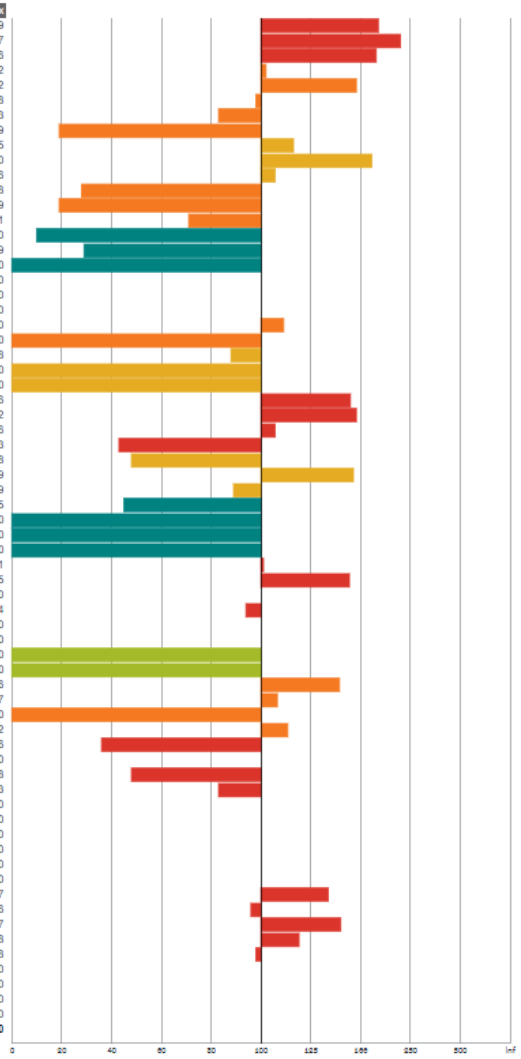
SampleCo Inc., in Calgary, AB

SG	LG	Code	Name	Count	%	Base Count	Base %	% Pen	Index
U1	M1	01	The A-List	118	5.69	46,842	3.01	0.25	189
U1	M1	02	Wealthy & Wise	115	5.54	38,028	2.44	0.30	227
U1	F1	06	Downtown Verve	125	6.03	50,487	3.25	0.25	186
S1	F3	04	Turbo Burbs	36	1.74	26,350	1.69	0.14	102
S1	F2	05	First-Class Families	148	7.14	68,708	4.42	0.22	162
S1	M1	09	Boomer Bliss	7	0.34	5,374	0.34	0.13	98
S2	F2	08	Multiculture-ish	131	6.32	118,419	7.61	0.11	83
S2	Y3	11	Modern Suburbia	43	2.07	170,905	10.98	0.03	19
F1	F2	03	Asian Sophisticates	22	1.06	14,303	0.92	0.15	115
F1	M1	07	Mature & Secure	162	7.81	67,620	4.35	0.24	180
F1	F2	18	Multicultural Corners	142	6.85	100,560	6.46	0.14	106
S3	F3	19	Family Mode	20	0.96	53,430	3.43	0.04	28
S3	Y3	24	All-Terrain Families	17	0.82	68,666	4.41	0.02	19
S3	F3	25	Suburban Sports	13	0.63	13,755	0.88	0.09	71
R1	F3	14	Kick-Back Country	1	0.05	7,704	0.49	0.01	10
R1	F3	26	Country Traditions	1	0.05	2,546	0.16	0.04	29
R1	F3	33	New Country	0	0.00	6,819	0.44	0.00	0
S4	F2	13	Vie de Rêve	0	0.00	0	0.00	0.00	100
S4	F3	29	C'est Tiguidou	0	0.00	0	0.00	0.00	100
S4	F3	34	Familles Typiques	0	0.00	0	0.00	0.00	100
S5	F3	38	Stressed in Suburbia	42	2.02	28,554	1.83	0.15	110
S5	F3	43	Happy Medium	0	0.00	455	0.03	0.00	0
F2	F2	10	Asian Achievement	4	0.19	3,413	0.22	0.12	88
F2	Y2	20	New Asian Heights	0	0.00	2,911	0.19	0.00	0
F2	F3	27	Diversité Nouvelle	0	0.00	305	0.02	0.00	0
U2	M1	16	Savvy Seniors	116	5.59	55,730	3.58	0.21	156
U2	M1	23	Mid-City Mellow	134	6.46	62,222	4.00	0.22	162
U2	F3	36	Middle-Class Mosaic	201	9.69	141,904	9.12	0.14	106
U2	M2	51	On Their Own Again	6	0.29	10,478	0.67	0.06	43
F3	F2	30	South Asian Society	5	0.24	7,854	0.51	0.06	48
F3	F3	31	Metro Melting Pot	4	0.19	1,890	0.12	0.21	159
F3	F1	32	Diverse & Determined	82	3.95	69,206	4.45	0.12	89
R2	M1	41	Down to Earth	1	0.05	1,670	0.11	0.06	45
R2	F3	48	Agri-Biz	0	0.00	3,772	0.24	0.00	0
R2	M2	49	Backcountry Boomers	0	0.00	66	0.00	0.00	0
R2	M2	50	Country & Western	0	0.00	2,152	0.14	0.00	0
U3	Y1	12	Eat, Play, Love	23	1.11	17,100	1.10	0.13	101
U3	Y2	22	Indieville	78	3.76	37,785	2.43	0.21	155
U3	Y1	40	Les Énerjeunes	0	0.00	0	0.00	0.00	100
U3	Y1	47	Social Networkers	13	0.63	10,375	0.67	0.13	94
U3	F1	55	Enclaves Multiethniques	0	0.00	0	0.00	0.00	100
T1	F1	37	Keep on Trucking	0	0.00	0	0.00	0.00	100
T1	M1	58	Old Town Roads	0	0.00	252	0.02	0.00	0
T1	F2	66	Indigenous Families	0	0.00	50	0.00	0.00	0
S6	M2	21	Scenic Retirement	2	0.10	1,031	0.07	0.19	146
S6	M1	45	Slow-Lane Suburbs	2	0.10	1,396	0.09	0.14	107
S6	M2	53	Silver Flats	0	0.00	297	0.02	0.00	0
S6	M2	62	Suburban Recliners	5	0.24	3,352	0.21	0.15	112
U4	F2	15	South Asian Enterprise	29	1.40	61,135	3.93	0.05	36
U4	F3	17	Asian Avenues	0	0.00	0	0.00	0.00	100
U4	F3	61	Came From Away	6	0.29	9,430	0.61	0.06	48
U4	F3	64	Midtown Movers	59	2.85	53,135	3.42	0.11	83
S7	M1	35	Vie Dynamique	0	0.00	0	0.00	0.00	100
S7	F1	42	Banlieues Tranquilles	0	0.00	0	0.00	0.00	100
S7	F1	59	La Vie Simple	0	0.00	0	0.00	0.00	100
R3	M1	46	Patrimoine Rustique	0	0.00	0	0.00	0.00	100
R3	F3	54	Vie au Village	0	0.00	0	0.00	0.00	100
R3	M1	63	Amants de la Nature	0	0.00	0	0.00	0.00	100
U5	Y1	28	Latte Life	41	1.98	22,429	1.44	0.18	137
U5	Y2	52	Friends & Roomies	72	3.47	56,412	3.63	0.13	96
U5	Y2	57	Juggling Acts	26	1.25	13,272	0.85	0.20	147
U5	F1	60	Value Villagers	11	0.53	6,986	0.45	0.16	118
U5	Y2	67	Just Getting By	11	0.53	8,456	0.54	0.13	98
U6	F1	39	Évolution Urbaine	0	0.00	0	0.00	0.00	100
U6	M2	44	Un Grand Cru	0	0.00	0	0.00	0.00	100
U6	Y2	56	Jeunes Biculturels	0	0.00	0	0.00	0.00	100
U6	M2	65	Âgés & Traditionnels	0	0.00	0	0.00	0.00	100
			Total	**2,074**	**100.00**	**1,555,951**	**100.00**	**0.13**	**100**



Over-Represented Segments

S1 SUBURBAN ELITE · LARGE DIVERSE FAMILIES F2

Large, well-off suburban families

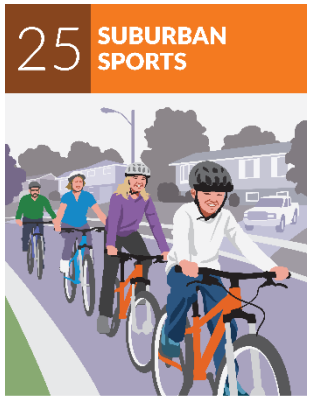
U1 URBAN ELITE · SCHOOL-AGE FAMILIES F1

Younger and middle-aged upscale city dwellers

U2 URBAN OLDER · OLDER FAMILIES & EMPTY NESTS M1

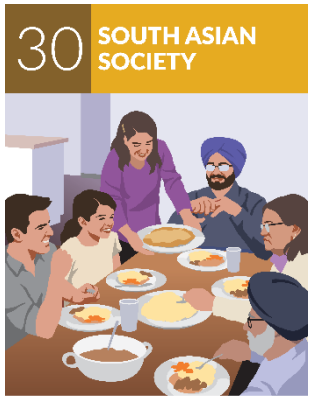
Older and mature city homeowners

Under-Represented Segments



S3 UPPER-MIDDLE SUBURBIA · MIDDLE-AGE FAMILIES F3

Upper-middle-income, younger and middle-aged suburbanites



F3 MIDSCALE URBAN FRINGE · LARGE DIVERSE FAMILIES F2

Middle-aged, middle-income South Asian families

U4 URBAN DIVERSITY · MIDDLE-AGE FAMILIES F3

Multi-ethnic, middle-aged urban renters

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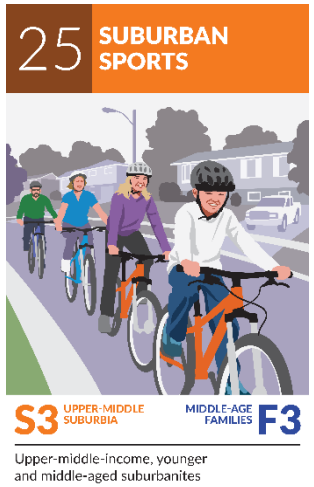
Over-Represented Segments

Median maintainer age:	53
Married:	60.3%
University degree:	37.5%
Visible minority presence:	25.9%
Avg hhld income:	$154,925

Under-Represented Segments



Median maintainer age:	44
Married:	57.5%
University degree:	25.9%
Visible minority presence:	45.6%
Avg hhld income:	$103,762

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Over-Represented Segments

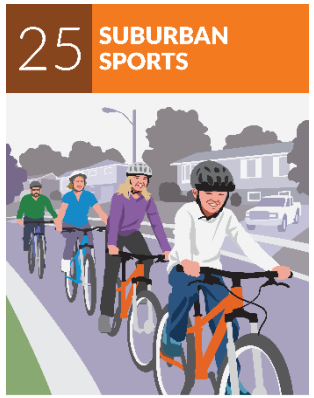
Large, well-off suburban families

Younger and middle-aged upscale city dwellers

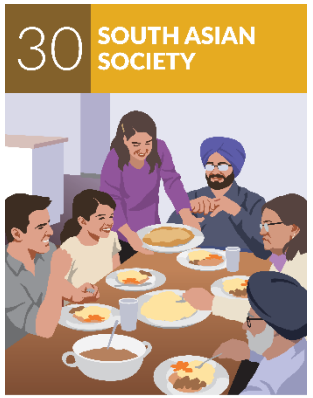
Older and mature city homeowners

	Count	%	Base Count	Base %	% Pen	Index
Labour Force by Occupation						
Management	13,270	8.59	95,015	7.54	13.97	114
Business Finance Administration	19,470	12.61	154,117	12.22	12.63	103
Sciences	12,221	7.91	90,424	7.17	13.51	110
Health	7,948	5.15	65,365	5.18	12.16	99
Education, Gov't, Religion, Social	13,160	8.52	97,011	7.69	13.57	111
Art, Culture, Recreation, Sport	3,776	2.44	23,385	1.85	16.15	132
Sales and Service	21,400	13.86	200,475	15.90	10.67	87
Trades and Transport	11,260	7.29	120,800	9.58	9.32	76
Natural Resources and Agriculture	1,529	0.99	11,724	0.93	13.04	106
Manufacturing and Utilities	1,389	0.90	19,756	1.57	7.03	57

Under-Represented Segments



Upper-middle-income, younger and middle-aged suburbanites



Middle-aged, middle-income South Asian families

Multi-ethnic, middle-aged urban renters

	Count	%	Base Count	Base %	% Pen	Index
Labour Force by Occupation						
Management	1,365	5.29	95,015	7.54	1.44	70
Business Finance Administration	2,947	11.43	154,117	12.22	1.91	93
Sciences	1,621	6.28	90,424	7.17	1.79	88
Health	1,037	4.02	65,365	5.18	1.59	78
Education, Gov't, Religion, Social	1,593	6.18	97,011	7.69	1.64	80
Art, Culture, Recreation, Sport	360	1.40	23,385	1.85	1.54	75
Sales and Service	5,107	19.80	200,475	15.90	2.55	125
Trades and Transport	3,408	13.21	120,800	9.58	2.82	138
Natural Resources and Agriculture	250	0.97	11,724	0.93	2.13	104
Manufacturing and Utilities	547	2.12	19,756	1.57	2.77	135

Benchmark: Calgary

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Closing Thoughts

- Diversity, equity and inclusion are being solidified as core components for research, policy and communications exercises
  - Build your capacity now to measure and manage these new data points
- Leverage multiple sources that can be linked together, and correlate
- Use primary research for high-value questions
- Using privacy-compliant analytics as a preliminary tool can be a very effective approach to developing refined and actionable D&I initiatives

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Questions?

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