



ASSOCIATION OF PROFESSIONAL EXECUTIVES
OF THE PUBLIC SERVICE OF CANADA
ASSOCIATION PROFESSIONNELLE DES CADRES
SUPÉRIEURS DE LA FONCTION PUBLIQUE DU CANADA



Association of Professional Executives of the Public
Service of Canada (APEX)

EXECUTIVE WORK AND HEALTH SURVEY

2017 RESULTS, 5TH Edition

JANUARY 2018

© 2017 Ipsos. All rights reserved. Contains Ipsos' Confidential and Proprietary information and may not be disclosed or reproduced without the prior written consent of Ipsos.

Contents

03	Background and Objectives
04	Methodology
06	Key Findings
13	Your Work
30	Your Organization

51	Your Health
76	Preparedness for Future
94	Profile
101	Appendix- Key Subgroups

Background and Objectives

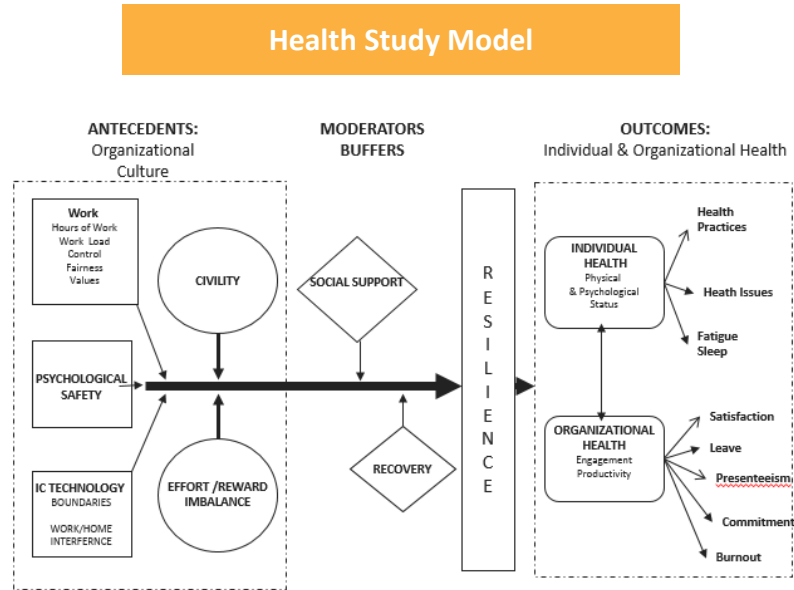
- Since 1997, the Association of Professional Executives of the Public Service of Canada (APEX) has conducted research focused on the health and wellbeing of executives within the federal public service. Every 5 years, the organization conducts an in-depth survey of all executives within the public service with the most recent in 2012. In 2017, APEX commissioned Ipsos to conduct the fifth iteration of the study.
- The survey provides an assessment of individual and organizational health measures as well as the executive work environment. This year we also explored new issues such as readiness for the future with a focus on preparing for the digital economy and digital services and addressing psychological and mental health issues in the workplace.
- The primary objectives of the research include:
 - 1) Measure the current situation for executives with respect to their work, organizational environment and personal health;
 - 2) Identify trends compared to previous iterations of the survey in these key areas.
- As part of an effort to streamline the survey, several changes were made to the 2012 survey instrument. Key measures were maintained to ensure consistency and the ability to measure trends over time.

Methodology

- The survey was conducted using Computer Assisted Web Interviewing (CAWI), programmed using the FluidSurveys platform. A paper version of the survey was provided on an as needed basis, while a limited number were requested and provided, no paper version was returned.
- Ipsos provided APEX with a unique-link for each of the approximately 6,400 individuals in the executive community. For those departments for which individual email addresses could not be provided (i.e. high-security level) an open-link was provided.
- In total, 3,075 executives provided a response to the survey which constitutes a 48% response rate (an increase over the 35% response rate achieved in 2012). Of those who provided a response, 2,674 executives fully completed the survey. The fully complete sample maintained proportional representation of the actual distribution of EX levels and by region. The survey fielded from May 2nd to June 19th 2017.
- The credibility interval for the sample of executives who fully completed the survey is +/-2.2 percentage points. The credibility interval will be higher for subgroups of the population like executive level, region, gender or age.
- The survey was offered in English and French. On average, the survey took 29 minutes to complete.
- Throughout the report, commentary noting differences in the data should be interpreted to mean statistically significant differences. Figures throughout are rounded up and shown as whole percentages, in some cases they may not add exactly to 100% or when summary figures are provided may not add exactly to the sum of their parts.

Methodology ...cont'd

- Several changes to the survey were made to the 2012 survey in an effort to shorten the length and increase participation. As a result, some measures contained in the APEX Health Study Model were not included in the 2017 survey.



Key Findings

- The 2017 Executive Work and Health survey paints a picture of an executive population that feels pride in their work, respected by their superiors and are increasingly committed despite a high-stress, demanding work environment with constant time-pressure and an increasing workload. Key outcome measures like job satisfaction and self-rated health status remain stable and relatively strong compared to 2012.
- There are, however, some worrisome trends which could negatively impact individual and organizational health over time. Thirty-five percent report working 55 or more hours per week (up from 25% in 2012), satisfaction with pay has declined and 70% have thought about leaving their current position at least monthly in the past 6 months. Further, from a personal health standpoint the majority of executives are classified as overweight or obese, more executives have been diagnosed with musculoskeletal (from 28% to 45%), mental health (from 11% to 21%), and gastro intestinal (from 8% to 18%) issues than in 2012. The incidence of incivility continues to be of concern.
- For most, managing the demands of work has only been exacerbated by the increasing use of e-technology which led executives to feel obligated to work after hours, has made it more difficult to take a break from work and has not provided them any more flexibility. While the majority feel e-technology has increased their productivity (particularly among younger executives), their ability to do their job and ability to communicate, it has also increased their workload and steadily decreased work life balance over the years.

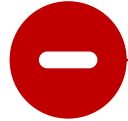
Key Findings ...continued

- Public sector executives are much less confident in their ability to balance the demands of work and personal life compared to those in similar managerial positions across Canada*, as well as less likely to feel their employer promotes a work-life balance or that they have a psychologically healthy workplace.
- Lower level executives, while reporting fewer work hours, are much more likely to have issues managing the demands of work. Lower level executives are less satisfied with their job, feel less respected, are more likely to get burnt out from work and are less likely to feel they can take risks on their team. They are also less likely to rate their mental health as positive and more likely to report being diagnosed with mental health issues or to seek professional counselling.
- There are also consistent differences between male and female executives. Female executives report higher levels of stress, higher absenteeism, higher incidence of harassment and generally have more trouble separating themselves from the demands of work, however they are also more satisfied with their pay and career prospects, rate their personal health higher, are more likely to fall into an acceptable BMI, sleep better and drink less than male executives.
- In a context of rapid change, and expectations that they be agile and resilient, executives express a high level of uncertainty that we are well positioned to respond to future demands with respect to the use of technology and social media, the recruitment and retention of talent, adapting our workplace environment to a new context, and building a strong, capable leadership team.

Key Trends vs. 2012



- Satisfaction with job security has increased (4.0 Mean score vs. 3.7 in 2012).
- The proportion who feel committed to their department has increased (57% vs. 52% in 2012).
- Less likely to have experienced harassment in the workplace (19% vs. 22% in 2012).
- More likely to be active more frequently than in the past (3.2x / week vs. 2.9x in 2012).



- Satisfaction with pay has decreased (3.2 Mean score vs. 3.8 in 2012).
- More executives are working longer hours (35% working on average 55+ hours vs. 25% in 2012).
- More executives have thought about leaving their current position at least once a month in the past 6 months (70% vs. 52% in 2012).
- More likely to report being diagnosed with a musculoskeletal condition (45% vs. 28% in 2012), mental health issue (21% vs. 11%) or gastro-intestinal issue than in 2012 (18% vs. 8%).
- Increase in problem drinking (13% vs. 9% in 2012).
- Fewer sought counselling for personal or work-related reasons (15% vs. 21% in 2012), despite increase in mental health diagnosis.

Conclusions

- The survey highlights a number of challenges facing the executive community, primarily that of increasing work pressures, decreasing work-life balance and satisfaction with remuneration, a lack of knowledge about emerging technologies and challenges associated with poor impressions of mental health in the workplace. Despite these headwinds, it can be said that executives remain generally satisfied with their job, the work they do and most rate their health as very good or excellent, all of which are consistent with past years.
- While concerns about work hours and salary are more systemic and less easily addressed, executives attitudes towards career planning, which is seen as lacking, and the value offered by the Executive Talent Management system (particularly among lower level executives) could more realistically be improved through better professional development and career planning opportunities.
- Perceptions of mental health in the workplace among executives are generally poor and considerably lower than people in similar managerial positions across Canada*. There is also evidence of an increase in mental health issues and a rise in problem drinking (albeit limited) since 2012. All combined it is evident that more can be done to create a healthier work environment and to help executives understand the best ways to maintain good mental health, stay physically healthy and achieve a better work-life balance.
- Executives also feel a general lack of preparedness regarding emerging digital technologies and social media both personally and at a government level. More training and policies are necessary to provide executives the confidence they need to navigate these new platforms and social media from the federal government's perspective.

YOUR WORK...

COMMITMENT

'I am proud of what I do'

86% ALWAYS, VERY
OFTEN OR OFTEN

Level of high commitment

57%

2012: 52%

JOB SATISFACTION

72% VERY SATISFIED/ SATISFIED
'Job in general'

2012: 3.5 MEAN (vs 3.7 in 2017)



Most satisfied with job security (77%), the things you do (73%), job in general (72%). More satisfied with job security than in 2012.



Least satisfied with Executive Talent Management (22%), workload (32%) or hours (36%). Satisfaction with pay has declined since 2012.

WORKING HOURS

50.9 hrs/week

2012: 50.7 hrs/week

35% working
55+ hours
per week

2012: 25%

PRESENTEEISM

Days went to work feeling unwell

7.5 /year

2012: 7.5/year

INTENT TO LEAVE

Thought about leaving their position at least monthly in the past 6 months

70%

2012: 52%

EFFORT / REWARD

I receive the respect I deserve from my superior or a respective relevant person.

79% AGREE

Considering my efforts and achievements my salary / income is adequate

56% AGREE



CIRCLES

REPRESENT WHEN A FIGURE IS STATISTICALLY HIGHER OR LOWER THAN THE 2012 FIGURE.

YOUR WORKPLACE...

TAKING RISKS

'Members of this team are able to bring up tough issues'

64%
AGREE

'It is safe to take a risk on this management team'

53%
AGREE

INCIVILITY

% ever in the past 6 months

25% Supervisor put you down in some way

15% Supervisor made jokes at your expense

STRESSFULNESS

Those who report that most days are extremely or quite stressful

51%
2012: 51%

HARASSMENT

Those who have experienced verbal harassment in the past year

19%
2012: 22%

IMPACT OF TECHNOLOGY

INCREASED WORKLOAD
2012: 84%

75%

DECREASED WORK/LIFE BALANCE
2012: 46%

49%

INCREASED PRODUCTIVITY
2012: 59%

57%

ATTITUDES TOWARDS TECH

'I am confident the federal government has policies in place to keep pace with changes in technology as they emerge.'

11% AGREE

'Federal government employees have the tools and technology available to them to do their jobs properly.'

26% AGREE

'Federal government employees are well-trained on how to utilize social media.'

6% AGREE

ATTITUDES TOWARDS HEALTH

'My employer promotes work-life balance.'

41% AGREE
Manager Norm*: 73%

'Feel used up at the end of the workday'

48% AT LEAST ONCE A WEEK

'I would describe my workplace as being psychologically healthy.'

47% AGREE
Manager Norm*: 75%



YOUR HEALTH...

GENERAL HEALTH

SCALE	APEX OVERALL 2017	APEX OVERALL 2012
Excellent / Very good	57%	57%
Good	31%	30%
Fair / Poor	12%	13%

MENTAL HEALTH

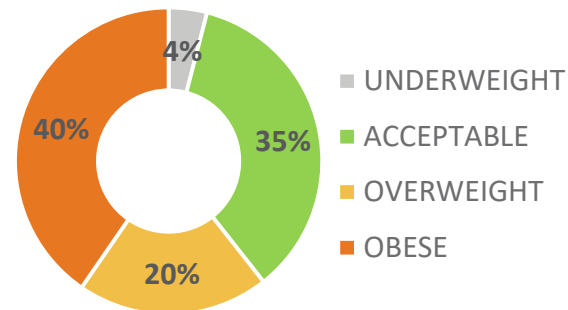
SCALE	APEX OVERALL 2017	APEX OVERALL 2012
Excellent / Very good	54%	N/A
Good	31%	N/A
Fair / Poor	15%	N/A

SOUGHT PROFESSIONAL COUNSELLING

	APEX OVERALL 2017	APEX OVERALL 2012
Work-related	15%	21%

EX01	EX02	EX03	EX04	EX05
19%	14%	13%	5%	2%

BMI SCALE



APEX Overall



PHYSICAL ACTIVITY

3.2 times/week

APEX overall 2012: 2.9 times/week

SMOKING / DRINKING

6% Smoke daily or occasionally **13%** High risk drinker

APEX overall 2012: 7%

APEX overall 2012: 9%

CHRONIC CONDITIONS

Musculoskeletal

APEX overall 2012: 28%

45%

Mental Health

APEX overall 2012: 11%

21%

Gastro-intestinal

APEX overall 2012: 8%

18%

Cardiovascular

APEX overall 2012: 17%

14%

A close-up, warm-toned photograph of a person's hand holding a black pen, poised to write on a document. The desk is cluttered with various items: a laptop is partially visible in the upper left, a clipboard with a blue pen is in the center, and several sheets of paper with charts and diagrams are spread out. The lighting is soft and focused on the hand and the work area.

YOUR WORK

Executive Summary (1)

- On average, executives report working 50.9 hours per week, consistent with 2012 (50.7) but lower than in 2007 (52.1).
- Executives report working on average 44.5 hours per week in the office and 6.4 hours per week outside of the office. Average working hours in the office are consistent with 2012 (44.8), while executives report working more hours outside of the office than in 2012 (5.9).
- Just over one-third of executives (35%) report working more than 55 hours per week, higher than in 2012 (25%), reversing the downward trend observed over the past many years returning to levels last observed in 2002 or earlier (34% in 2002, 38% in 1997).
- Executives report working approximately one Saturday (0.9) and one Sunday (1.1) per month, slightly higher than was reported in 2012 (0.7 and 0.9 respectively) but lower than in 2002 (1.2 and 1.5).
- Executives report taking 5.9 sick days per year compared to 5.3 in 2012 and 21.2 vacation days compared to 19.9 in 2012. The number of sick days and vacation days taken in the past year has continued to steadily increase since the first survey in 1997.

Executive Summary (2)

- Three-quarters of executives (75%) feel that the use of e-technology (i.e. cell phones, instant messaging, email, BlackBerry®, etc) has increased their workload, lower than in 2012 (84%) and back in line with 2007 (76%).
- Half (49%) of executives feel that the use of e-technology has decreased their ability to balance work/ personal life, higher than in 2012 (46%). The proportion who feel e-technology has decreased work/life balance has been increased steadily since 2002 (31% in 2002, 39% 2007, 46% 2012).
- Nearly six in ten executives (57%) feel that e-technology has increased their productivity, lower than in 2012 (59%) but higher than in 2007 (51%) or 2002 (54%).
- At seven in ten (69%), the vast majority of executives report feeling obligated to respond to work-related messages during evening hours while closer to two-thirds (64%) feel they use e-technology intensively after work hours for work-related purposes.
- A strong majority feel that e-technology has at least somewhat improved their ability to do their job (74%), followed by seven in ten who feel it has helped to expand the number of people they communicate with (71%), two-thirds who think it has improved their ability to share ideas with co-workers (63%) and just over half feel it has allowed more flexibility in work hours (52%).

Executive Summary (3)

- Nine in ten executives agree they have many interruptions and disturbances while performing their job (90%), while slightly fewer feel their job has become more demanding the past few years (87%), or that they have constant time pressure due to a heavy workload (85%). Eight in ten agree that they receive respect from their superiors (79%) while seven in ten feel that they receive the respect they deserve at work (69%). Fewer, but still a majority, agree that their job promotion prospects (61%) or their salary is adequate (56%). Executives are by-far least likely to feel that their job security is threatened (13%).
- At more than three-quarters (77%), executives are most likely to be satisfied (very satisfied/ satisfied) with their job security, followed by the type of work they do (73%) or their job in general (72%). Half of executives report being satisfied with the flexibility of work hours (50%) or their pay (49%). Satisfaction is lowest for the number of hours they work (36%), current work load (32%) or the possibility offered by the Executive Talent Management process (22%).
- Compared to 2012, executives report a higher level of satisfaction with their job security but lower levels of satisfaction with pay and to a lesser extent workload.

Key Differences by Subgroup

	EXECUTIVE LEVEL
Working hours / Leave	<ul style="list-style-type: none"> The higher the EX level the more time spent working both inside and outside of the office, as well as on weekends and the more likely they are to work 55+ hours per week. The higher level the executive the less likely to have taken days for sick leave.
Impact of technology	<ul style="list-style-type: none"> The higher the EX level the more likely they are to feel obliged to respond to work-related messages during the evening hours or to use e-technology intensively after work hours however they also tend to be more likely to feel e-technology has increased their productivity.
Job Satisfaction	<ul style="list-style-type: none"> The lower level the executive and specifically those at EX01 level are less likely to feel they receive the respect and prestige they deserve at work and less likely to agree that their department/agency has a great deal of personal meaning for them. They are also more likely to have experienced or expect to experience an undesirable change in their work situation. Lower level executives and specifically those at the EX01 are also less likely to be satisfied with the sort of things they do or their job in general, while higher level executives are also more likely to agree their job promotion prospects are adequate or to be satisfied with the possibilities offered by the Executive Talent Management process.

Key Differences by Subgroup

	REGION
Working hours / Leave	<ul style="list-style-type: none">• Executives located outside the National Capital Region (NCR) work more hours per week at home, while executives located in Ontario (outside the NCR) are more likely to work 55+ hrs per week.• Executives who work abroad tend to be more likely to take vacation days than those who work in Canada.
Impact of technology	<ul style="list-style-type: none">• Executives based in Ontario or abroad are more likely to use e-technology intensively after work hours for work-related purposes and feel obliged to respond to work-related messages during the evening hours.• Executives who work abroad are also more likely to feel the use of e-technology has decreased their work-life balance while those who work in the Pacific region are more likely to feel it has increased their workload.
Job Satisfaction	<ul style="list-style-type: none">• Executives working in Ontario (outside NCR) are more likely to feel their job has become demanding the past few years.• Executives working abroad or in the Atlantic region are more likely to agree that their salary is adequate, while those located outside of the NCR are more likely to agree that their job promotion prospects are poor.• Executives working abroad are more likely to express satisfaction with their job security, while those located outside the NCR are more likely to be satisfied with their job in general or with the possibilities offered by the Executive Talent Management process. Those working outside the NCR are more likely to feel 'emotionally attached' to their department/agency.

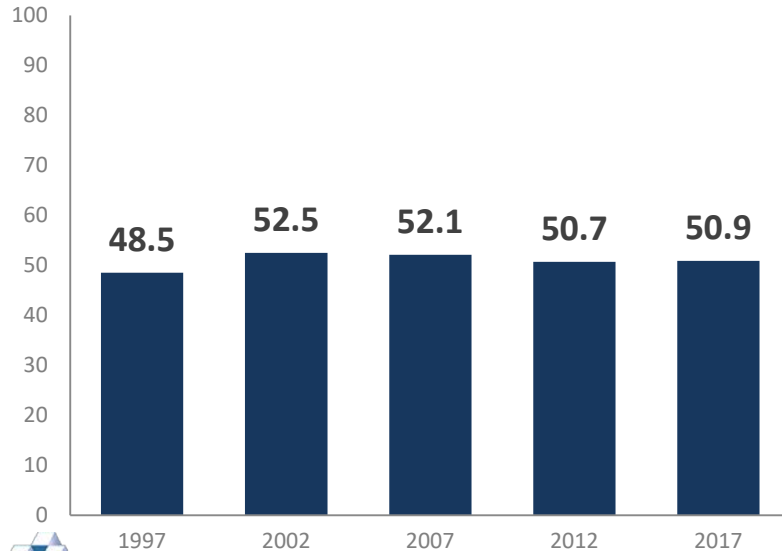
Key Differences by Subgroup

	AGE	GENDER
Working hours / Leave	<ul style="list-style-type: none"> Older executives tend to be more likely to work 55+ hours per week. 	<ul style="list-style-type: none"> On average, female executives are absent more days, take more sick days, and take more vacation or sick leave days for stress-related reasons per year than their male counterparts.
Impact of technology	<ul style="list-style-type: none"> Younger executives tend to be more likely to feel e-technology has increased their productivity. 	<ul style="list-style-type: none"> Male executives are more likely to agree that they use it intensively after work hours specifically for work-related purposes and that it has decreased their work-life balance however they are also more likely to say that it has increased their productivity. Female executives are more likely to say that e-technologies have at least somewhat enabled them to have more flexibility in the hours they work and have improved their ability to do their job.
Job Satisfaction	<ul style="list-style-type: none"> Younger executives tend to be more likely to agree that they receive the respect they deserve from their superior. 	<ul style="list-style-type: none"> Female executives are more likely to agree that their salary and job promotion prospects are adequate whereas male executives are more likely to agree that their job promotion prospects are poor. Female executives are also more likely to be satisfied with the possibilities offered by the Executive Talent Management process as well as the amount of pay they receive. Males executives are more likely to report having thought about leaving at least monthly in the past six months, while female executives are more likely to say they have never thought about leaving their current position in that timeframe

Work Hours & High Demand- Tracking

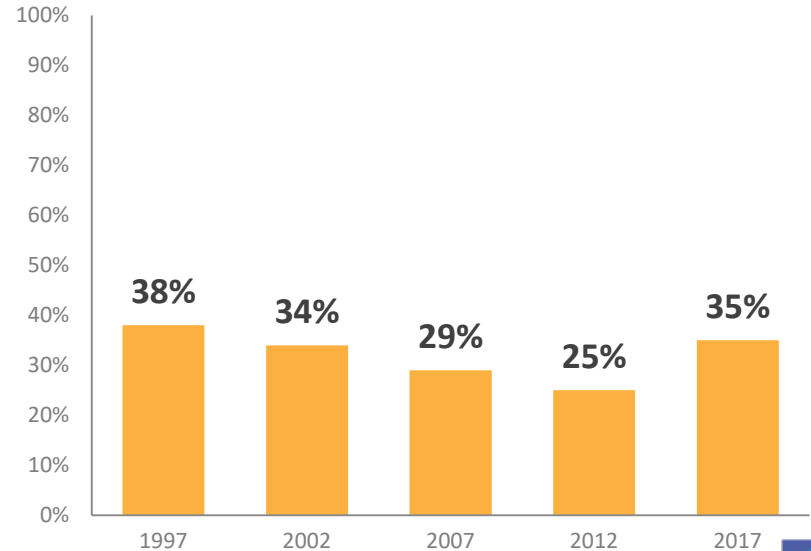
AVERAGE WORK HOURS

- On average, executives report working 50.9 hours per week (including work in or outside the office), consistent with 2012 levels but lower than in 2007.



WORKING HIGH NUMBER OF HOURS (55+)

- The proportion of executives who report working more than 55 hours per week has increased to 35% from 25% in 2012, reversing the downward trend seen over the last many years and returning to levels last observed in 2002 or earlier.

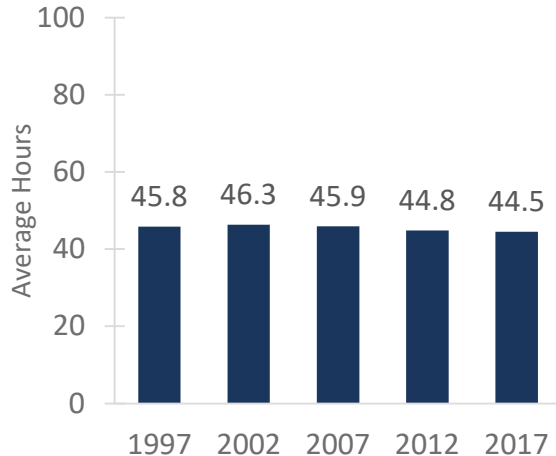


YOUR WORK

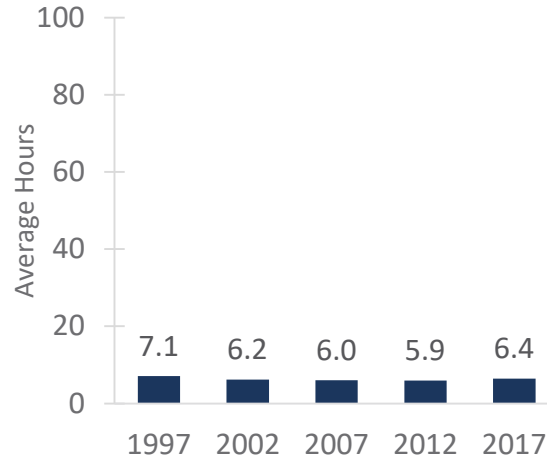
Work Hours- Detailed Measures

- On average, executives report working 44.5 hours per week in the office and 6.4 hrs per week outside of the office. Average working hours in the office are consistent with 2012 (44.8), while executives report working more hours outside of the office than in 2012 (5.9).
- Executives report working approximately one Saturday (0.9) and one Sunday (1.1) per month, slightly higher than was reported in 2012 but lower than in 2002 (1.2 and 1.5 respectively).

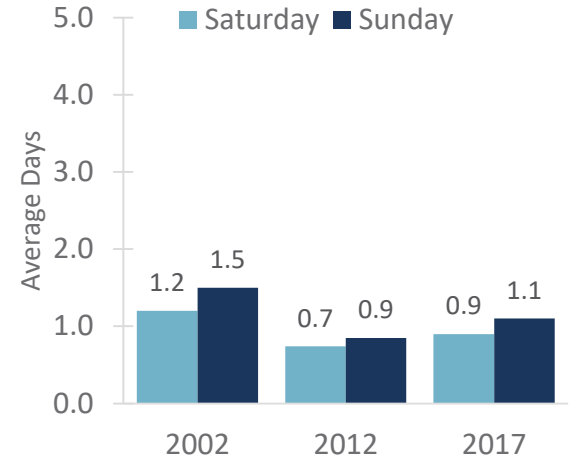
HOURS PER WEEK IN THE OFFICE



HOURS PER WEEK AT HOME



WEEKEND DAYS / MONTH*



Q1. How many hours do you normally work per week in your job at the office? Base: All Answering (n=3014) / Q2. How many hours per week do you spend on work while at home in addition to your regular office hours? Base: All Answering (n=3011) / Q3. What is the average number of weekend days you worked per month? Base: All Answering (n=3006)

*1997 and 2007 data not available

Absenteeism and Vacation Time

- In 2017, executives report taking 5.9 sick days per year compared to 5.3 in 2012 and 21.2 vacation days compared to 19.9 in 2012. The number of sick days and vacation days taken in the past year has continued to steadily increase since the first survey in 1997. On average, executives report being absent a total of 27.8 days in the past 12 months.



Impact of Technology on Organizational Environment

-Tracking

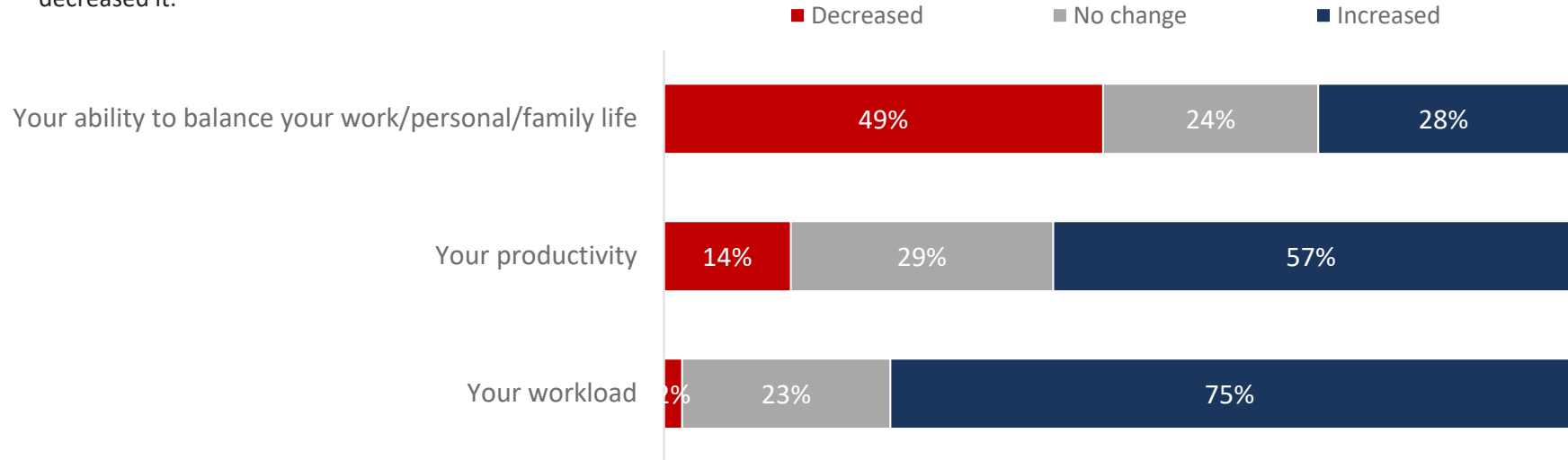
- Three-quarters of executives (75%) feel that e-technology has increased their workload, lower than in 2012 (84%) and back in line with 2007 (76%).
- Nearly half (49%) feel that the use of e-technology has decreased their ability to balance work/ life balance, higher than in 2012 (46%). The proportion who feel e-technology has decreased work/life balance has increased steadily since 2002.
- Well over half of executives (57%) feel that e-technology has increased their productivity, lower than in 2012 (59%) but higher than in 2007 (51%) or 2002 (54%).

TECHNOLOGY IMPACT	NATIONAL 2002	NATIONAL 2007	NATIONAL 2012	NATIONAL 2017
Increased Workload	80%	76%	84%	75%
Decreased Work/Life Balance	31%	39%	46%	49%
Increased Productivity	54%	51%	59%	57%

Impact of Technology on Organizational Environment

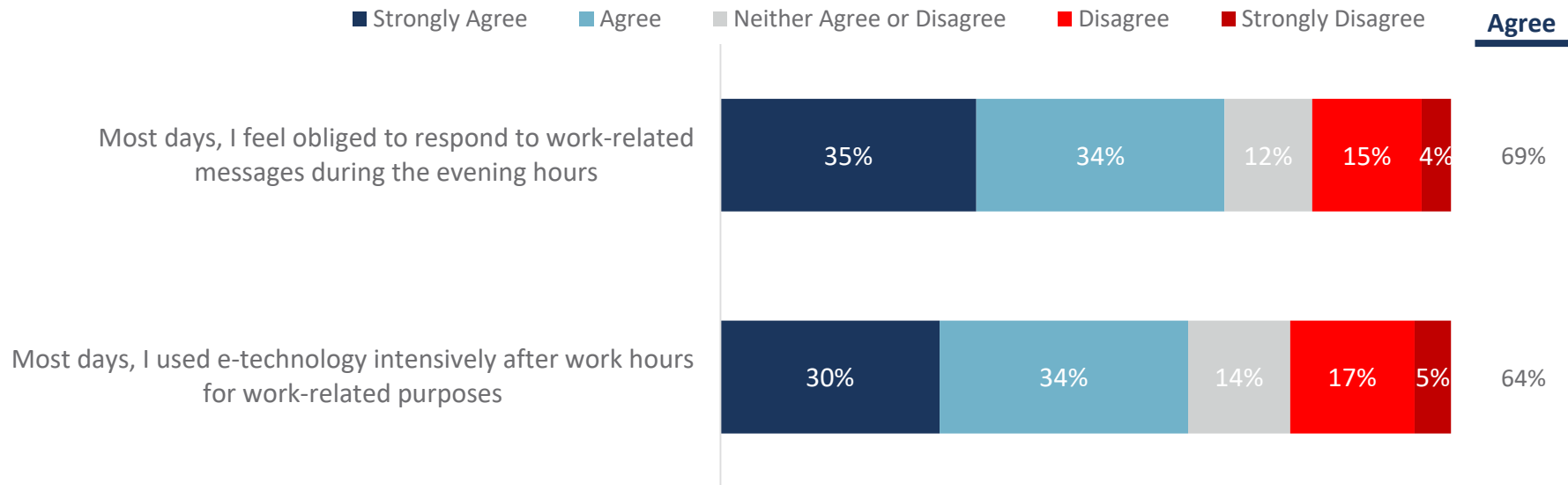
- Detailed Measures

- Half of executives (49%) feel that the use of e-technology has decreased their ability to balance work and their personal life, while nearly three in ten feel it has increased their ability (28%) and closer to one-quarter feel it has had no impact (24%). More than half (57%) feel that e-technology has increased their productivity, while three in ten feel it has had no impact (29%) and around one in ten decreased (14%). Three-quarters feel that e-technology has increased their workload (75%), while nearly one-quarter say it has had no impact (23%) and 2% that it decreased it.



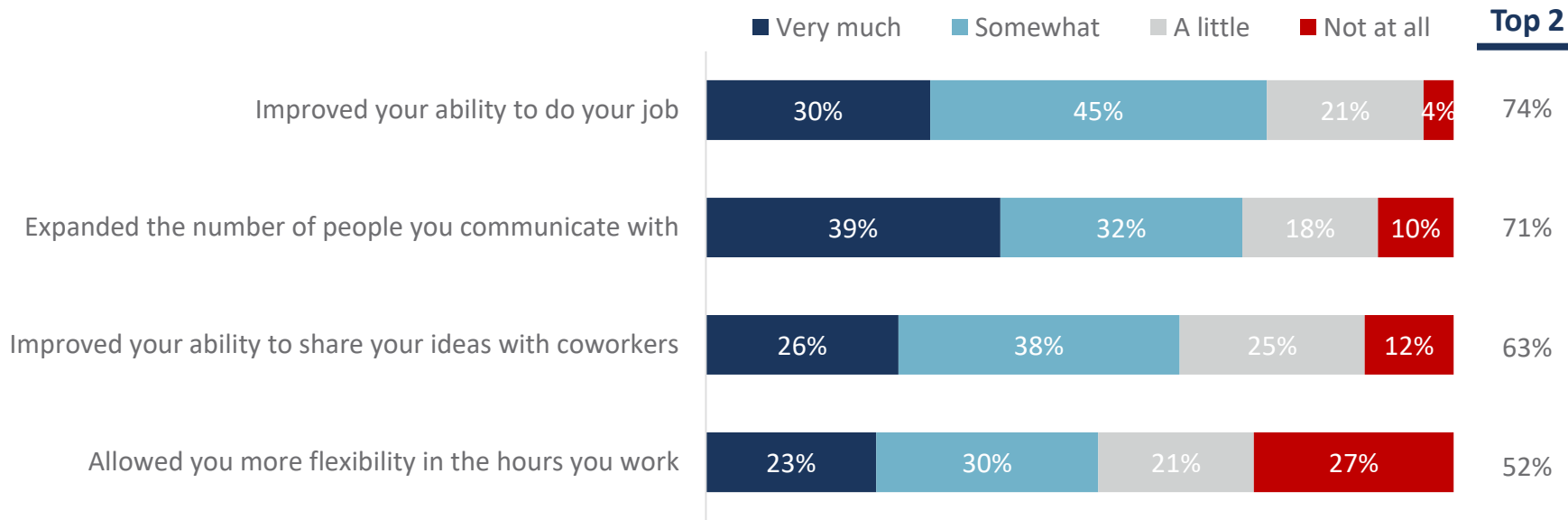
Impact of Technology on Work Hours

- At nearly seven in ten (69%), the vast majority of executives report feeling obligated to respond to work-related messages during evening hours while closer to two-thirds (64%) feel they use e-technology intensively after work hours for work-related purposes.



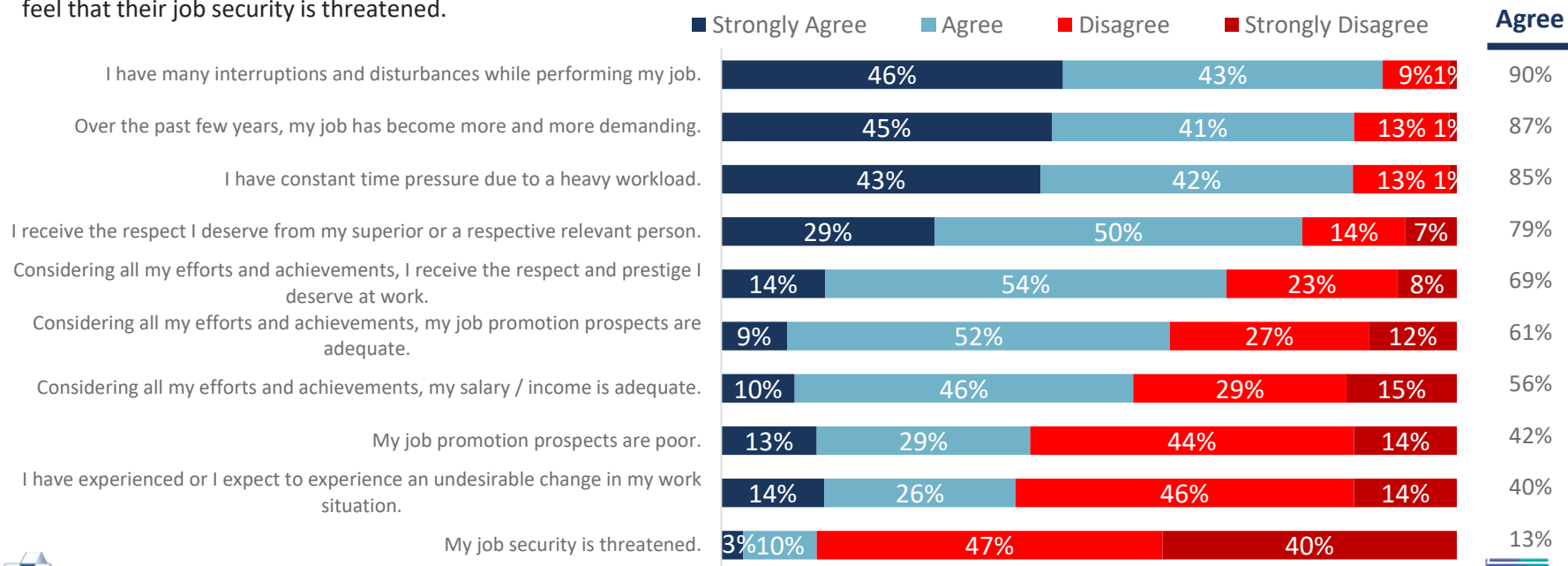
Impact of Technology on Work Environment

- At nearly three-quarters (74%), a strong majority of executives feel that e-technology has at least somewhat improved their ability to do their job, followed by closer to seven in ten who feel it has helped to expand the number of people they communicate with. Nearly two-thirds think that e-technology has improved their ability to share ideas with co-workers while closer to half feel it has allowed more flexibility in work hours.



Effort/Reward- Detailed Measures

- At nine in ten, executives are most likely to agree that they have many interruptions and disturbances while performing their job, followed closely by the feeling that their job has become more demanding the past few years, and that they have constant time pressure due to a heavy workload. Eight in ten agree that they receive respect from their superiors while seven in ten feel that they receive the respect they deserve at work. Fewer, but still a majority, agree that their job promotion prospects are adequate and that their salary is adequate. Executives are by-far least likely to feel that their job security is threatened.



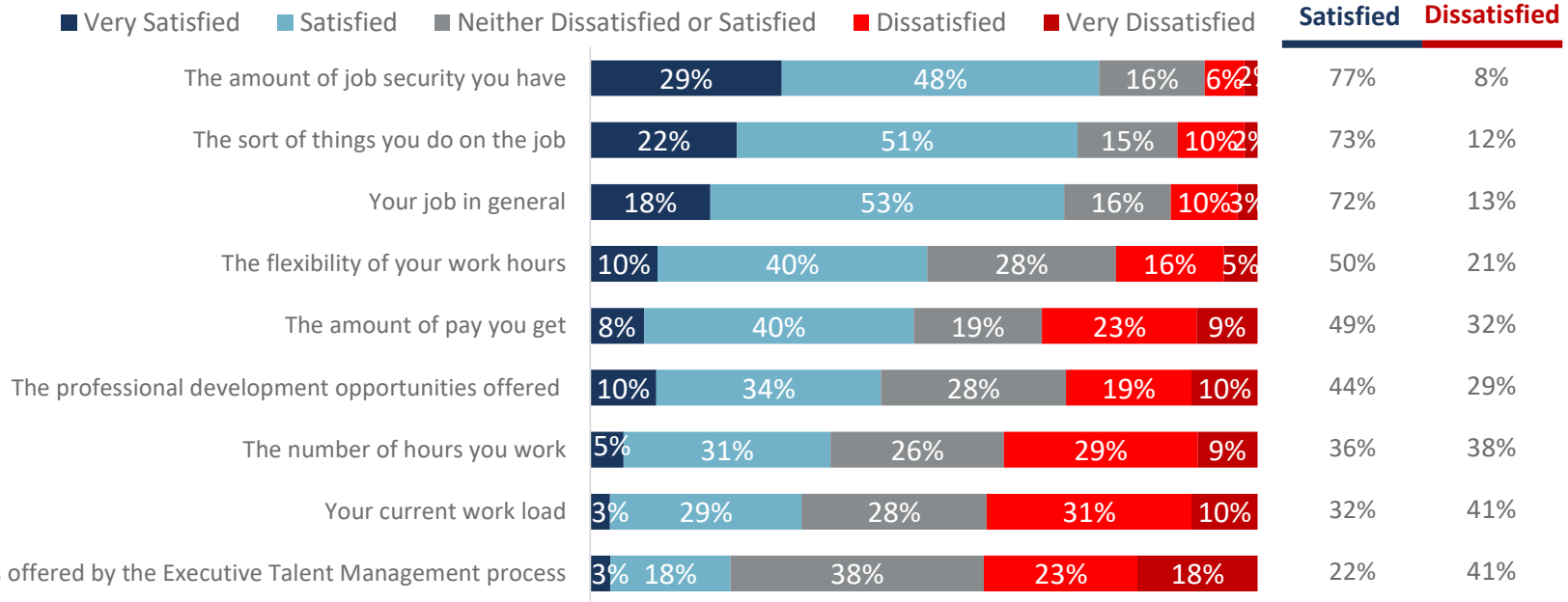
Job Satisfaction- Tracking

- Compared to 2012, executives report a higher level of satisfaction with their job security but lower levels of satisfaction with pay and to a lesser extent workload.
- Satisfaction with pay, which is lower than 2012 and 2007 figures, has returned to levels last seen in 2002.

SATISFACTION ABOUT...	MEAN SCORE			
	NATIONAL AVERAGE 2002	NATIONAL AVERAGE 2007	NATIONAL AVERAGE 2012	NATIONAL AVERAGE 2017
Job security	4.1	4.2	3.7	4.0
Tasks	3.9	3.9	3.8	3.8
Pay	3.3	3.6	3.8	3.2
Career goals	3.4	3.4	3.3	3.2
Hours	2.8	2.9	3.1	3.0
Workload	2.8	2.8	3.0	2.8

Job Satisfaction- Detailed Measures

- At more than three-quarters, executives are most likely to be satisfied with their job security, followed by closer to seven in ten who are satisfied with the type of work they do or their job in general. Half of executives report being satisfied with the flexibility of work hours or their pay.
- Satisfaction is lowest for the number of hours they work, current work load or the possibility offered by the Executive Talent Management process.





YOUR ORGANIZATION

Executive Summary (4)

- At eight in ten, the vast majority of executives feel it is at least somewhat easy to talk with colleagues (80%) or that they can be relied on when things get tough at work (79%). Closer to three quarters feel their immediate supervisor can be relied upon when things get tough at work (73%), while fewer but still a majority, feel that colleagues are at least somewhat willing to listen to their personal problems (58%) or that their immediate supervisor goes out of their way to make their work life easier (57%).
- Compared to 2012, the level of support received from supervisors (combined mean score of 2.9) has increased marginally since 2012 (2.8), returning to levels seen in 2007 (2.9), while the level of support received from colleagues (3.0) has remained unchanged (3.0).
- Nearly six in ten (57%) executives report a high level of commitment to their organization, higher than in 2012 (52%) but lower than in 2007 (65%). Looking at the detailed measures, two-thirds agree (66%) that their department has a great deal of personal meaning to them, while inversely only two in ten (21%) do not feel emotionally attached to their department.
- At well over eight in ten (86%), the vast majority of executives feel proud of the work they do always, very often or often, followed by three quarters (76%) who feel immersed in their work and seven in ten who report being happy when they work intensely (72%) or are enthusiastic about their job (70%) in the same frequency. Closer to six in ten feel like going to work when they get up in the morning (62%) or feel their job inspires them (60%) at least on an often basis.
- Just over half of executives (51%) report that most days are extremely or quite stressful, consistent with 2012 (51%) figures. Over four in ten report that most of their days are either a bit stressful (43%) or quite a bit stressful (43%), while fewer than one in ten report it is extremely stressful (8%) or not very stressful (5%) and only 1% not at all stressful.

Executive Summary (5)

- Few executives report incidence of incivility from their supervisor, a co-worker or an employee on a regular basis; however these incidence are reported among a minority from time to time. At most, 7% report being put down by their supervisor at least on a regular basis, while fewer report their supervisor being rude (3%), unprofessional (3%), making jokes at their expense (2%) or yelling at them (2%) in the same frequency. Two percent or fewer report incidence of incivility from their co-workers or an employee on a regular basis in any of the situations provided.
- At two-thirds (64%), the majority of executives agree that members of their management team are able to bring up problems or tough issues, followed by fewer than six in ten (58%) who agree that no one on the team would deliberately act in a way that undermines their efforts, while closer to half (53%) feel it is safe to take a risk on their management team.
- More than half of executives (54%) report that their work obligations make it difficult to feel relaxed at home or that work takes up time they would have liked to spend with family/ friends at least on a regular basis (53%). Closer to four in ten (44%) feel their work schedule makes it difficult to fulfill domestic obligations in the same frequency, while one-third (33%) have to cancel appointments with friends/ family due to work-related commitments regularly.
- Nearly half of executives agree that they get a break from the demands of work in their free time (45%), while one-third (35%) distance themselves from work. Only around one in ten (14%) forget about work or don't think about it at all (9%) in their free time.
- Two-thirds (64%) of executives feel they bounce back quickly after hard times, while closer to six in ten (60%) agree they usually come through difficult times with little trouble or that it does not take long to recover from a stressful event (57%).

Executive Summary (6)

- Nearly half of executives (48%) report feeling used up at the end of the workday at least once a week in the past year, while one-third feel emotionally drained by their work (35%) or feel tired when they get up in the morning to face another day (34%) in the same frequency. Fewer than three in ten (28%) indicate feeling less enthusiastic about work at least once a week in the past year, followed by one quarter (25%) who feel burnt out after work.
- Two-in-ten (19%) executives report having been verbally harassed or tormented at work in the past 12 months, lower than in 2012 (22%). Among those who did, four in ten (41%) report it was their direct supervisor, followed by around one-quarter who mention a subordinate (28%) or superior (27%) while slightly fewer mention a co-worker (23%). Compared to 2012, those who experienced harassment are slightly more likely to report it was from a superior (27% vs. 23%) and less likely to mention a client (12% vs. 24%).
- Well over eight in ten executives (84%) feel they know how to deal effectively with a situation that may threaten or harm staff, of which a strong majority agree (59%), while one-quarter strongly agree (24%).
- At seven in ten (70%), the vast majority of executives have thought about leaving their current position at least once a month in the past 6 months considerably higher than in 2012 (52%).

Key Differences by Subgroup

EXECUTIVE LEVEL

Work Environment

- The higher the level the executive the more likely they are to feel positive sentiment towards their current job including pride, enthusiasm and energy and are also more likely to feel immersed in their work and to be happy when working intensely. Higher level executives are also more likely to agree that it is safe to take a risk on their management team.
- Inversely, the lower level the executive and specifically those EX01 and EX02 are more likely to feel burnt out from work including feeling more cynical, emotionally drained and used up at the end of the day. They are also more likely to doubt the importance of their work and feel less enthusiastic or interested in their work.
- The higher level the executive the more likely they are to strongly agree that they are capable of effectively handling situations that may harm or threaten staff. Higher level executives are also more likely to agree they tend to bounce back quickly after hard times, usually come through difficult times with little trouble or do not take long to recover from stressful events.

Key Differences by Subgroup

	REGION
Work Environment	<ul style="list-style-type: none"> • Executives based in the NCR are more likely to believe that their supervisors and work colleagues are willing to listen to their personal problems, while those in Quebec are less likely to think that their colleagues can be relied on when things get tough. • Executives in Quebec are more likely to say they often get carried away with their work, are inspired by it, or feel vigorous and bursting with energy while at work, while those outside the NCR are generally more likely to say they look forward to going to work in the morning and to feel strong and vigorous at their job than those working in the NCR. • Executives in the NCR are more likely to report professional incivility – specifically receiving demeaning, rude, or derogatory remarks from their supervisor in the past six months. However, they are less likely to report that their employees put them down, were condescending, or made demeaning, rude, or derogatory remarks about them during the same time period. • Executives based outside the NCR (and in particular those in the Prairies) are more likely to agree that they are capable of effectively handling situations that may harm or threaten staff. • Executives based in the Atlantic region are more likely to feel that no one on their management team would deliberately undermine their efforts or that it is safe to take a risk on their management team, while those working outside the NCR are more likely to agree that members of their management team are able to bring up tough problems and issues. • Executives in the NCR are more likely to say they feel tired when they get up to face another day and are also more likely to say they have thought about leaving their current position at least monthly in the past 6 months. Those working outside the NCR are more likely to feel they tend to bounce back quickly after hard times and executives based in the Atlantic region are more likely to feel they get a break from the demands of work.
Impact of work on personal life	<ul style="list-style-type: none"> • Executives based in Ontario are more likely to say that their work schedule often makes it difficult for them to fulfil their domestic obligations or cancel appointments with their family/friends.

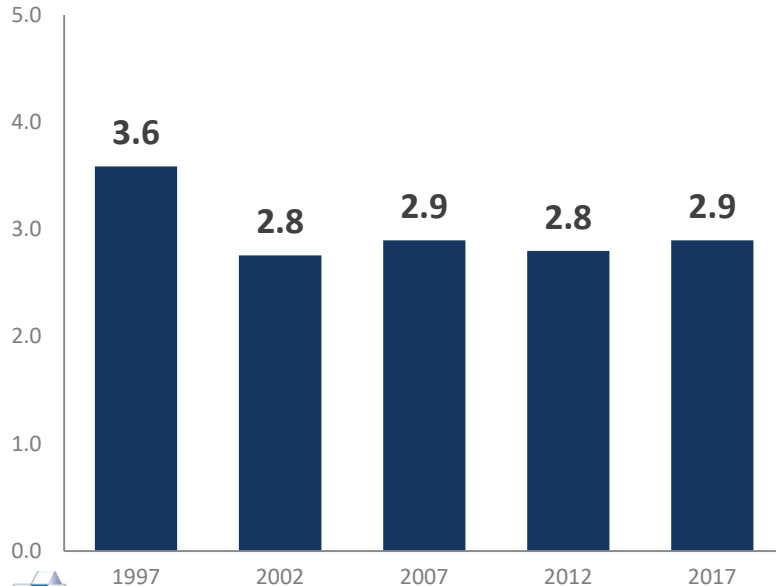
Key Differences by Subgroup

	AGE	GENDER
Work Environment	<ul style="list-style-type: none"> Younger executives are more likely to believe that their supervisors and work colleagues are willing to listen to their personal problems and somewhat more likely to feel their immediate superior can be relied upon when things get tough at work. 	<ul style="list-style-type: none"> Female executives are more likely to feel that their colleagues at work are willing to listen to their personal problems. Female executives are also more likely to say they often get carried away, are immersed in their work, inspired, and feel vigorous and bursting with energy while at work. However, they are also more likely to feel that most of their days are extremely / quite a bit stressful and to say that they are emotionally drained, burnt out, tired, and used up at the end of the workday at least once a week. Male executives are more likely to agree that no one on their management team would deliberately undermine their efforts. Female executives are more likely to report being verbally harassed or tormented at work. Of those who report being harassed, male executives are more likely to say the person who harassed them was a client or a stranger.
Impact of work on personal life		<ul style="list-style-type: none"> Female executives report work obligations have greater impact on their personal life and are more likely to say that it has made it difficult for them to fulfil their domestic obligations, taken up time they would have liked to spend with family/friends, or made them cancel appointments with their family/friends. Further, female executives are less likely to agree that they forget about work in their free time.

Organizational Support- Tracking

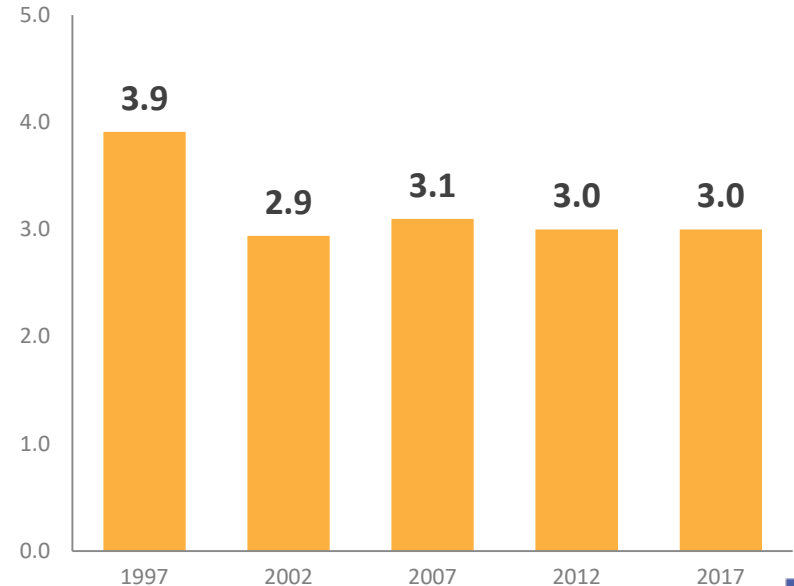
SUPERVISOR SUPPORT

- The level of support received from supervisors (2.9) has increased marginally since 2012 (2.8), returning to levels seen in 2007 (2.9).



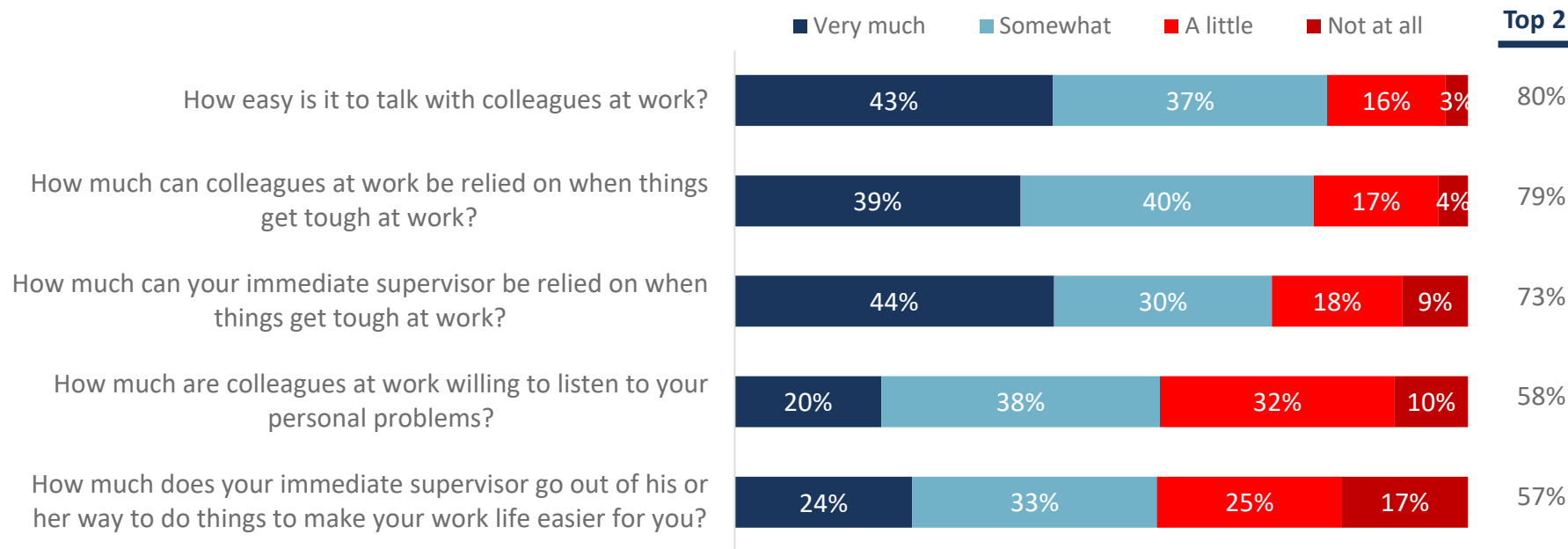
COLLEAGUE SUPPORT

- The level of support received from colleagues (3.0) has remained unchanged since 2012 (3.0).



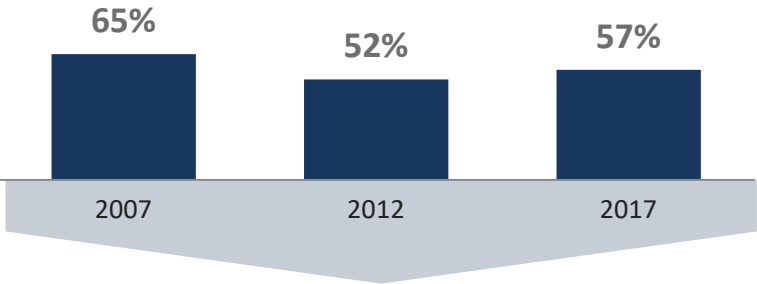
Organizational Support- Detailed Measures

- At eight in ten, executives are more likely to feel it is at least somewhat easy to talk with colleagues or that they can be relied on when things get tough at work. Closer to three quarters feel their immediate supervisor can be relied upon when things get tough at work, while fewer but still a majority, feel that colleagues are at least somewhat willing to listen to their personal problems or that their immediate supervisor goes out of their way to make their work life easier.



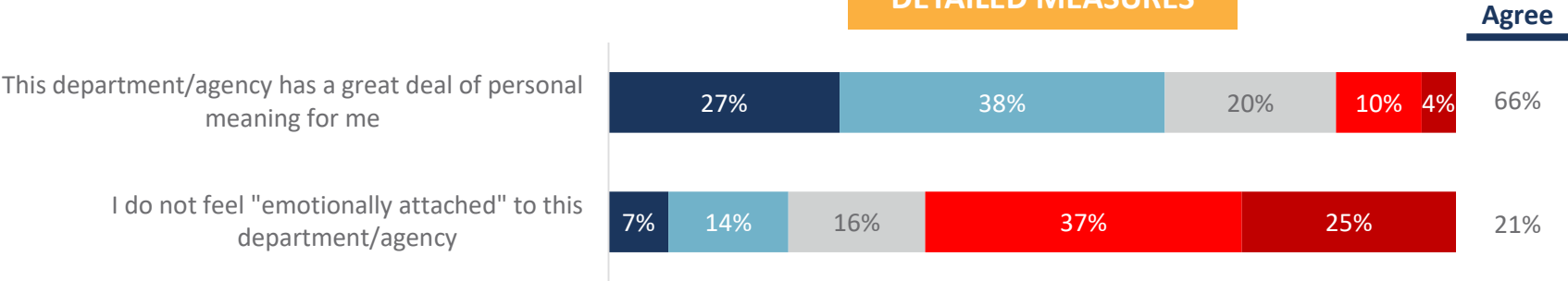
Organizational Commitment- Tracking

% HIGH LEVEL OF COMMITMENT



- Nearly six in ten executives report a high level of commitment to their organization. The proportion who report a high level of commitment has increased compared to 2012 but remains lower than in 2007.
- When looking at the detailed measures, two-thirds agree that their department has a great deal of personal meaning to them, while inversely only two in ten do not feel emotionally attached to their department.

DETAILED MEASURES

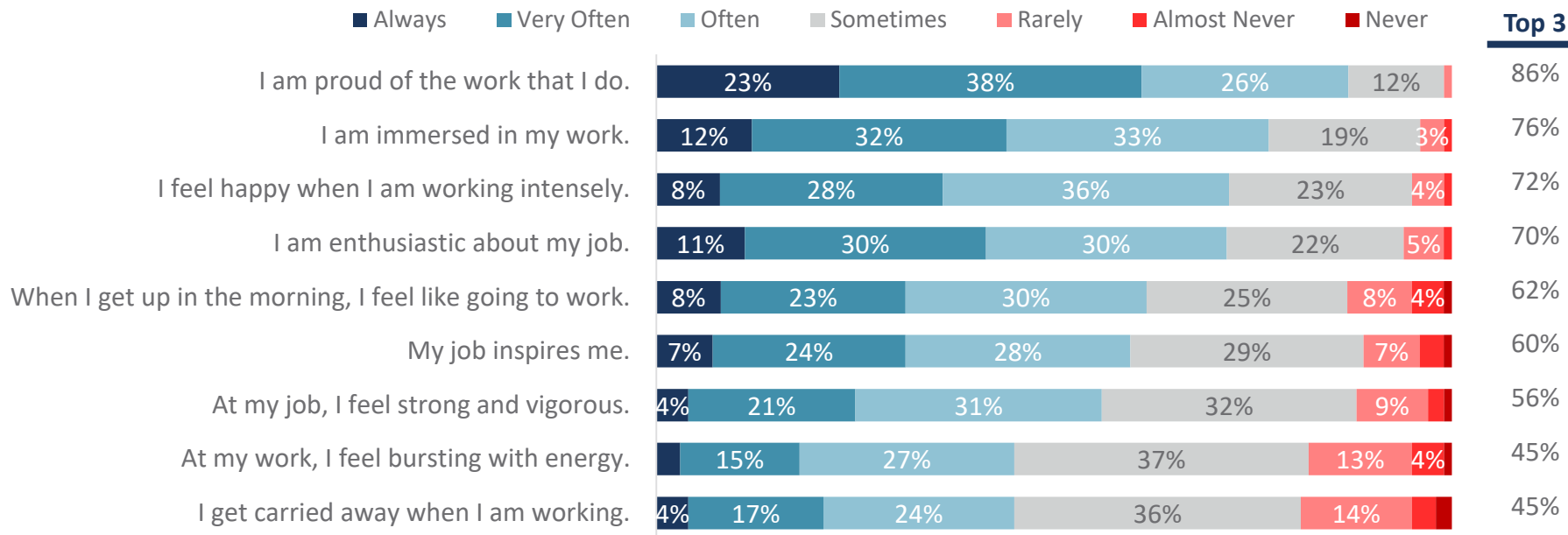


Q13. To what extent do you agree or disagree with the following statements?
Base: All Answering (n=2821)



Engagement- Detailed Measures

- At well over eight in ten, executives are most likely to say that they feel proud of the work they do always, very often or often, followed by three quarters who feel immersed in their work in the same frequency. Seven in ten report being happy when they work intensely or are enthusiastic about their job at least often, while closer to six in ten feel like going to work when they get up in the morning or feel their job inspires them.

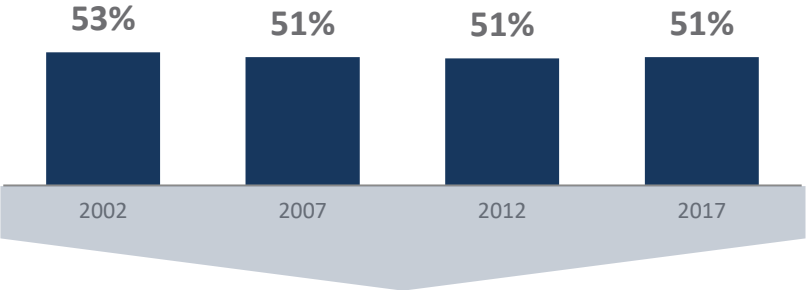


Values <4% not labelled

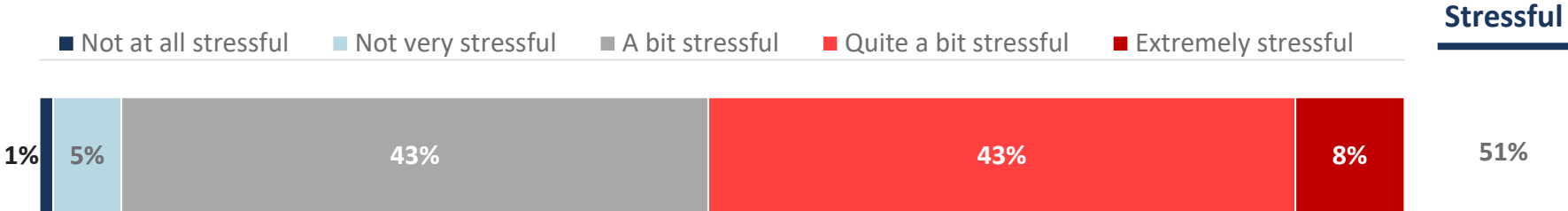
YOUR ORGANIZATION

Stressfulness- Tracking

% MOST DAYS EXTREMELY/ QUITE STRESSFUL



- Just over half of executives report that most days are extremely or quite stressful, consistent with 2012 and 2007 figures.
- When looking at the detailed measure, over four in ten report that most of their days are either a bit stressful or quite a bit stressful, while fewer than one in ten report it is extremely stressful or not very stressful.

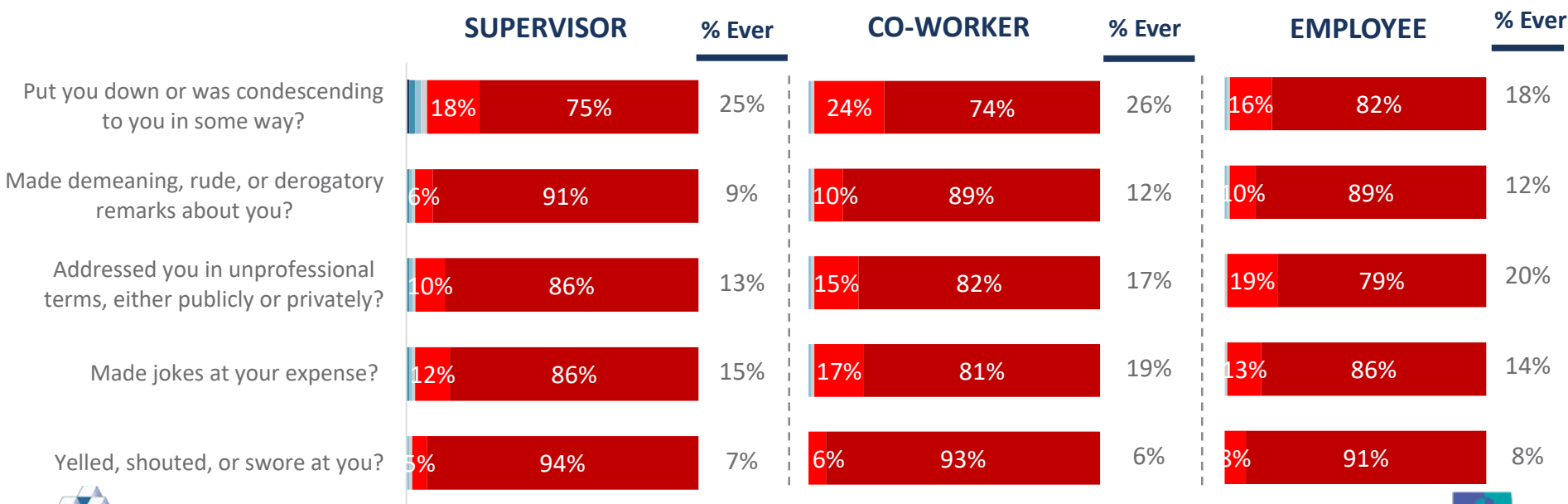


YOUR ORGANIZATION

Incivility- Detailed Measures

- Few executives report incidence of incivility from their supervisor, a co-worker or an employee on a regular basis; however these instances are reported among a minority from time to time. At most, one quarter report ever being put down by their supervisor, while fewer report their supervisor being rude, unprofessional, making jokes at their expense or yelling at them in the same frequency. Similar proportions have experienced incidence of incivility from their co-workers or an employee at some point before.

■ Daily ■ Very Often ■ Often ■ Regularly ■ Now and then ■ Never



Q16/ Q17/ Q18. In the past 6 months, how often has your own supervisor/ peers/ employees behaved in the following ways at work...
Base: All Answering (n=2802/ n=2797/ n=2794)

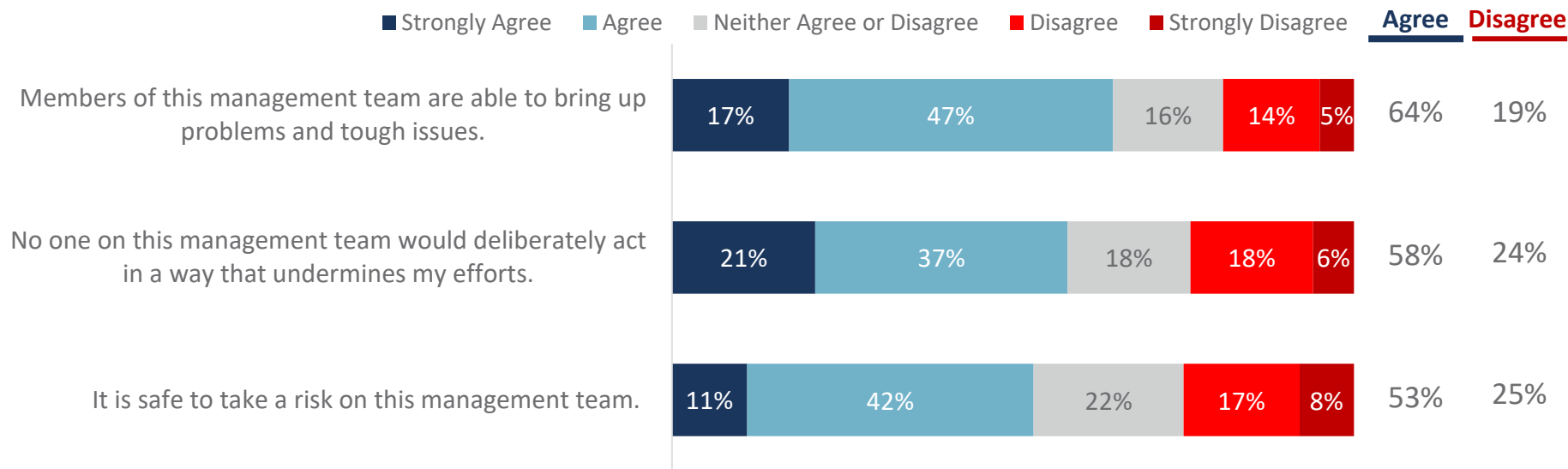
Values <4% not labelled

© 2017 Ipsos



Attitudes Towards Management Team

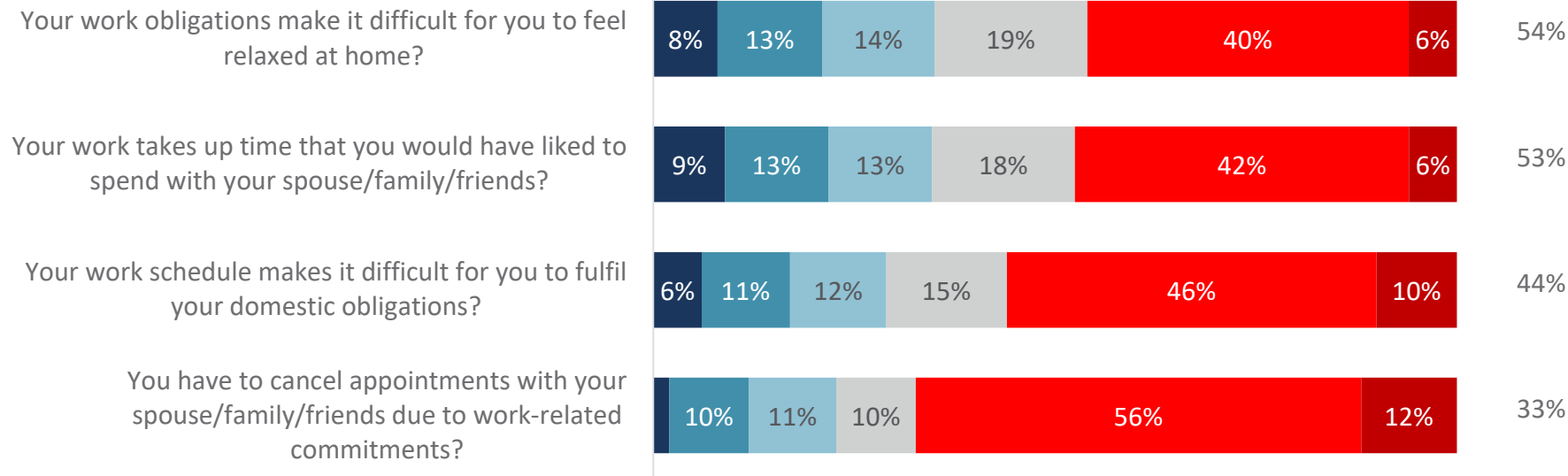
- At two-thirds, the majority of executives agree that members of their management team are able to bring up problems or tough issues. Nearly six in ten agree that no one on the team would deliberately act in a way that undermines their efforts, while closer to half feel it is safe to take a risk on their management team.



Work Home Interference- Detailed Measures

- Just over half of executives report that their work obligations make it difficult to feel relaxed at home or that work takes up time they would have liked to spend with family/ friends at least on a regular basis. Closer to four in ten feel their work schedule makes it difficult to fulfill domestic obligations in the same frequency, while one-third have to cancel appointments with friends/ family due to work-related commitments regularly.

■ Daily ■ Very Often ■ Often ■ Regularly ■ Now and then ■ Never **Top 4**

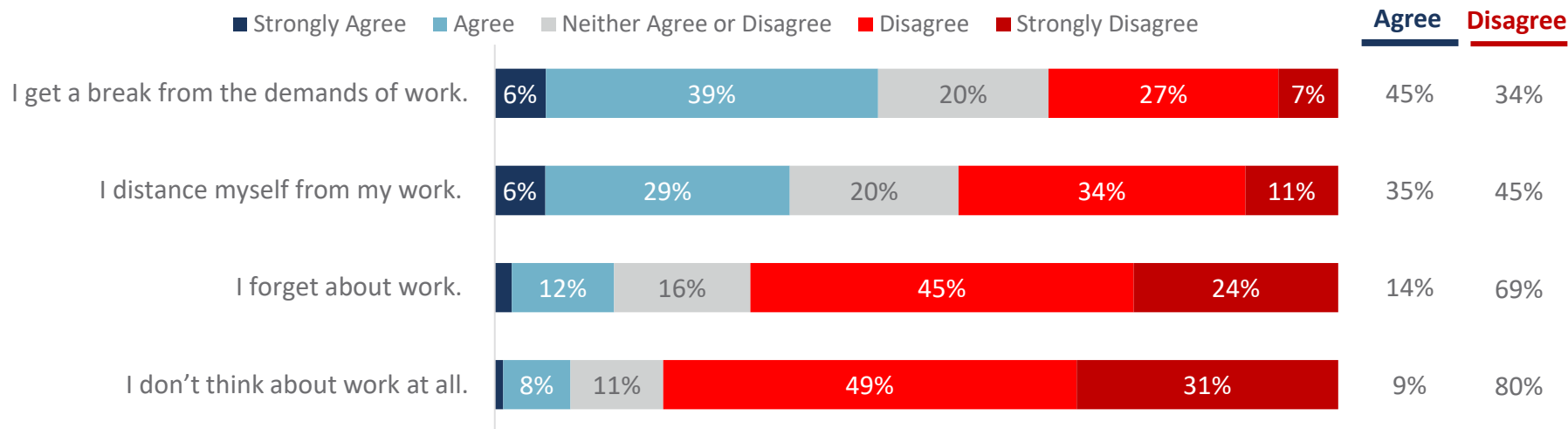


Values <4% not labelled

Recovery- Detailed Measures

- Nearly half of executives agree that they get a break from the demands of work in their free time, while one-third distance themselves from work in their free time. Around one in ten agree that they forget about work or don't think about it at all in their free time.

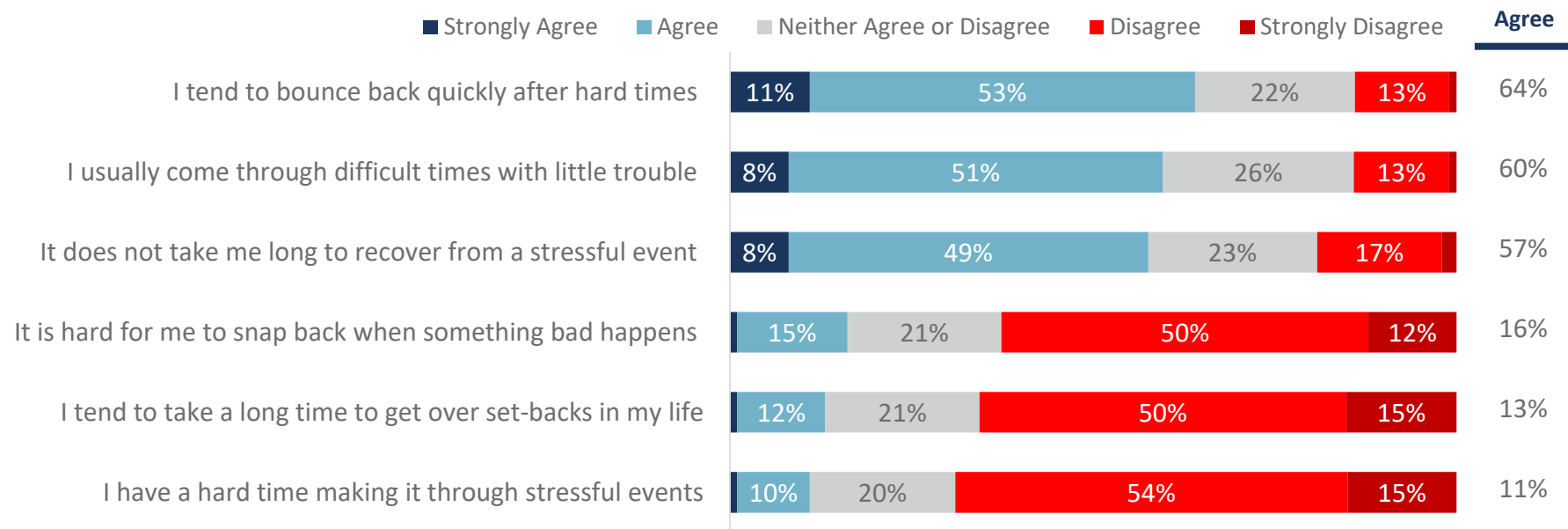
IN MY FREE TIME AFTER WORK...



Values <4% not labelled

Resilience- Detailed Measures

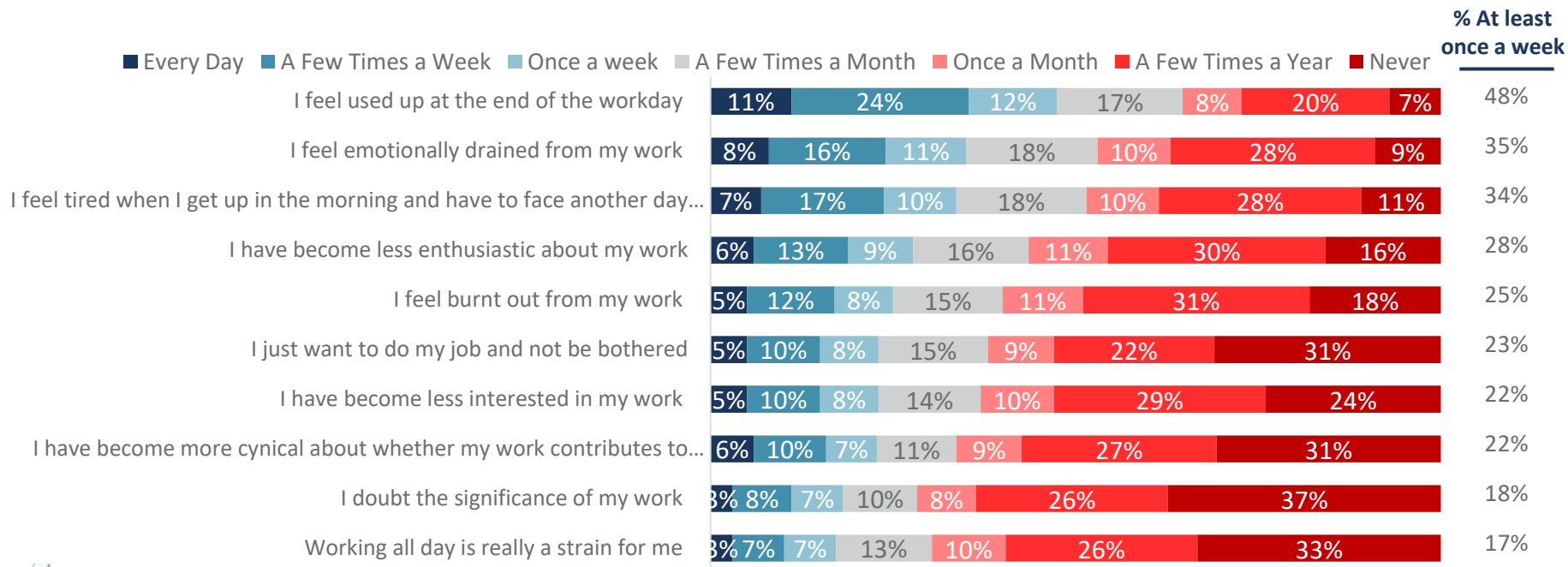
- Two-thirds of executives agree they tend to bounce back quickly after hard times, while closer to six in ten agree they usually come through difficult times with little trouble or that it does not take long to recover from a stressful event.
- Comparably, fewer than two in ten agree to the inverse of these statements and in particular that it is hard to snap back when something bad happens, that they tend to take a long time to get over set-backs in life or that they have a hard time making it through stressful events.



Values <4% not labelled

Burnout- Detailed Measures

- Nearly half of executives report feeling used up at the end of the workday at least once a week in the past year, while one-third feel emotionally drained by their work or feel tired when they get up in the morning to face another day in the same frequency. Around three in ten indicate feeling less enthusiastic about work at least once a week in the past year, followed by one quarter who feel burnt out after work to the same degree.



Harassment- Tracking

- Two-in-ten (19%) executives report having been verbally harassed or tormented at work in the past 12 months, lower than in 2012 (22%).
- Among those who did, four in ten report it was their direct supervisor, followed by around one-quarter who mention a subordinate or superior while slightly fewer mention a co-worker. Compared to 2012, those who experienced harassment are slightly more likely to report it was from a superior (27% vs. 23%) and less likely to mention a client (12% vs. 24%).

VERBAL HARASSMENT IN PREVIOUS 12 MONTHS	%
2002	18%
2007	21%
2012	22%
2017	19%

SOURCE	NATIONAL 2012	NATIONAL 2017
Direct supervisor	39%	41%
Subordinate	30%	28%
Superior	23%	27%
Co-worker	24%	23%
Clients	24%	12%
Strangers	1%	0.2%

Ability to Deal With Threatening Situations

- Well over eight in ten executives agree (84%) that they know how to deal effectively with situation that may threaten or harm staff, of which a strong majority agree, while one-quarter strongly agree.

I KNOW HOW TO DEAL EFFECTIVELY WITH SITUATIONS THAT MAY THREATEN OR HARM STAFF

■ Strongly Agree

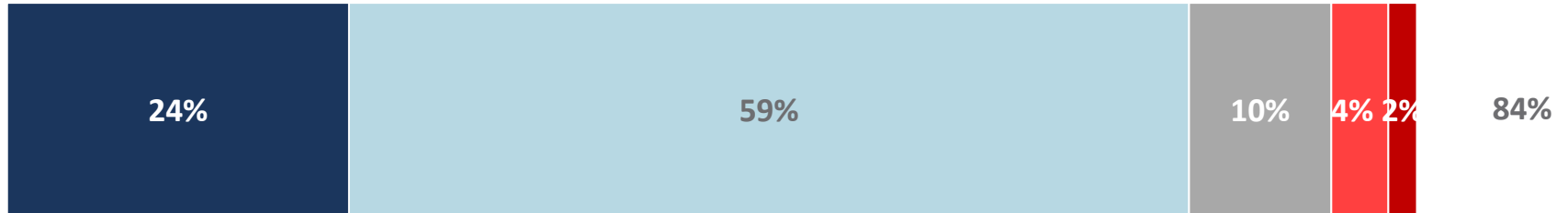
■ Agree

■ Neither Agree or Disagree

■ Disagree

■ Strongly Disagree

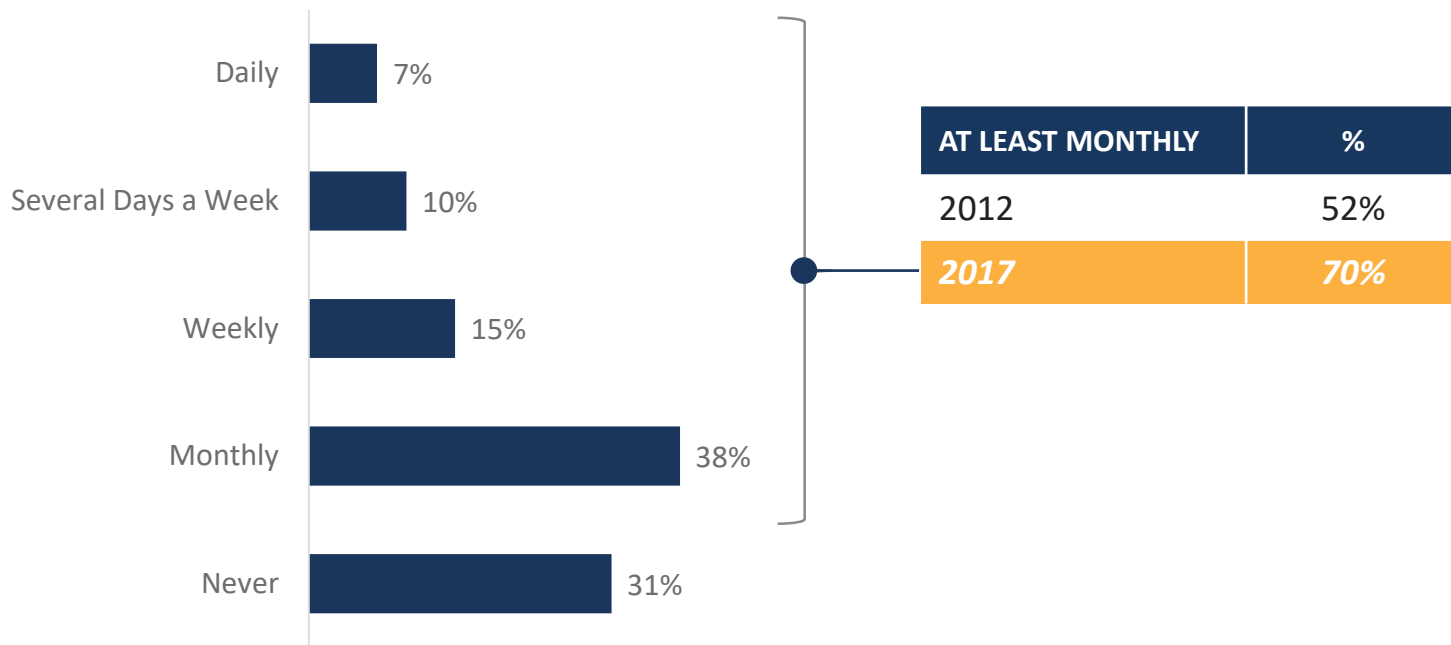
Agree



YOUR ORGANIZATION

Intent to Leave

- At seven in ten, the vast majority of executives have thought about leaving their current position at least once a month in the past 6 months.
- Compared to 2012, the proportion who are considering leaving their current position at least monthly has increased considerably from 52%.



A man in athletic wear is in a starting crouch on a rooftop. He is wearing a white tank top, grey shorts, and black sneakers with green accents. He has a black armband with a smartphone attached to his left arm and is wearing earbuds. The background shows a city skyline with tall buildings under a bright, hazy sky. A chain-link fence is visible behind him.

YOUR HEALTH

Executive Summary (7)

- Nearly six in ten (57%) executives rate their overall health as 'Excellent' or 'Very good', while three in ten (31%) feel it is 'Good' and just over one in ten (12%) 'Fair' or 'Poor'. Compared to past results, the proportion who feel they have 'Excellent' / 'Very good' health is consistent with 2012 figures (57%) but lower than in 2007 (61%) or 2002 (60%).
- Comparatively, closer to half of executives (54%) rate their overall mental health 'Excellent' or 'Very good', while three in ten (31%) feel it is 'Good' and more than one in ten (15%) 'Fair' or 'Poor'.
- Thinking about the amount of stress in their life, more than four in ten (44%) executives feel that most days are at least quite a bit stressful, while slightly more (46%) feel a bit of stress and one in ten not very (9%) or not at all stressful (1%).
- Four in ten (40%) executives are classified as obese for BMI (kg/m^2) based on their self-reported height and weight, just over one third (35%) are within the acceptable range, while two in ten (20%) are considered overweight. Only four percent (4%) of executives are considered underweight. Fewer executives are classified as obese than in 2012 (40% vs. 43%) however it still remains the largest category of executives.
- When BMI is broken out by gender we observe significant differences between male and female executives. Female executives are nearly twice as likely to fall into the acceptable (46% vs. 25%) or underweight categories (6% vs. 2%), while male executives are much more likely to be considered overweight (25% vs. 16%) or obese (49% vs. 32%).
- On average, executives report being active (moderate or vigorous physical activity) 3.2 times out of a 7 day week, higher than in 2012 (2.9) due to an increase in those exercising 4 or more times in a 7 day week. Of those who did undertake a physical activity, half did so for between 31 to 60 minutes (51%), while nearly three in ten (28%) exercised for 16-30 minutes and around one in ten (8%) less than 15 minutes or more than one hour (14%).

Executive Summary (8)

- Just over one in ten (13%) executives fall into a high risk or problem drinker category (in excess of 15 drinks per week for men and 10 drinks per week for women) higher than in 2012 (9%) and back to levels observed in 2007 (12%). Further, 6% of executives report smoking daily or occasionally which has steadily declined over the years (7% in 2012, 9% in 2007 and 13% in 2002).
- Four in ten (43%) executives report being diagnosed with back or neck pain in the past 12 months, followed by two in ten who report gastro-intestinal discomfort (18%), depression or anxiety (15%) or cardiovascular issues (14%). Six percent (6%) report other mental health issues, while incidence of other chronic conditions stands at 2% or lower.
- When grouped into categories, executives are more likely to report being diagnosed for a musculoskeletal condition than in 2012 (45% vs. 28%), while incidence of mental health issues (21% vs. 11) or gastro-intestinal issues (18% vs. 8%) have also increased doubling since 2012. Fewer however report being diagnosed with cardiovascular (14% vs. 17%) or respiratory issues (1% vs. 6%) than in the past.
- Three-quarters (74%) of executives report taking pain-relievers in the past month, while 16% report taking sleeping pills, 10% antidepressants and 7% blood pressure medication.

Executive Summary (9)

- On average, executives report sleeping 6.7 hours per night consistent with 2012 (6.7). The proportion of executives who sleep less than 6 hours a night stands at 8%, also consistent with previous waves (9% in 2012).
- Just over half (55%) of executives report having difficulty staying awake when they want to all or most of the time, while four in ten (42%) find sleep refreshing and three in ten (31%) report having trouble sleeping at least most of the time.
- At nearly seven in ten (68%), a strong majority of executives have gone to work sick or in a bad state of health.
- On average, executives report going to work when they were sick or not feeling well 7.5 days in the past 12 months consistent with 2012 (7.5). Among those who went to work sick or not feeling well, they report their performance at two-thirds (67%) of their capacity, consistent with 2012 (68%).
- Just over one in ten (15%) executives report having sought professional counselling for either personal or work related problems, lower than in 2012 (21%) and back in line with 2007 (16%) and 2002 (15%) levels.
- Nearly one-quarter (23%) of executives report taking sick or vacation leave days for stress and report taking on average 11.1 days for this purpose in the past 12 months.

Key Differences by Subgroup

	EXECUTIVE LEVEL	REGION
Self-Reported Health Status	<ul style="list-style-type: none"> Executives at the EX01 level are less likely to say their overall mental health is excellent or very good. Lower level executives are also more likely to report having gone to work when they have felt unwell and among those who have to report a lower level of capacity on those days. 	<ul style="list-style-type: none"> Executives in the NCR are more likely to self-assess their general health as excellent or very good, while those based in Quebec or abroad are more likely to rate their mental health as excellent or very good. Executives in the NCR are more likely to fall into the normal range for BMI than those who work outside, in addition those in Quebec or abroad are more likely to have be in the normal range than those in other areas outside the NCR. Executives in the Atlantic provinces, the Prairies and to a lesser extent Ontario are more likely to be obese. Executives in the Prairies are also more likely to feel that most days are extremely or quite a bit stressful and also among the most likely to participate in moderate or vigorous physical activity more frequently and for longer durations.
Diagnosed Health Conditions	<ul style="list-style-type: none"> Lower level executives and specifically EX01 - EX03 are more likely to have been diagnosed or received treatment for depression/ anxiety and are more likely to have sought counselling for either work-related or personal reasons. 	<ul style="list-style-type: none"> Executives in the NCR are less likely to have been diagnosed or received treatments for cardiovascular issues or hypothyroidism.
Risk behaviours	<ul style="list-style-type: none"> EX01 level executives have less drinks per week on average than higher level executives. 	<ul style="list-style-type: none"> Executives in the NCR are more likely to report drinking alcoholic beverages at least once per week. They are also less likely to have been diagnosed or received treatments for cardiovascular issues or hypothyroidism.

Key Differences by Subgroup

	GENDER
Self-Reported Health Status	<ul style="list-style-type: none">Female executives are more likely to say their general health is excellent or very good and are more likely to be underweight or in the normal range for BMI, while male executives are more likely to be overweight or obese.
Diagnosed Health Conditions / Medication Usage	<ul style="list-style-type: none">Female executives are more likely to have been diagnosed with back or neck pain, gastro-intestinal discomfort, migraines, hypothyroidism, depression/anxiety and other mental health issues while male executives are more likely to have been diagnosed with cardiovascular issues or diabetes.Female executives are more likely to take pain relievers, sleeping pills, antidepressants, thyroid medications or vitamins/minerals/ supplements, while males executives are more likely to take medication for diabetes, blood pressure, cholesterol medication, or no medication at all.
Risk behaviours	<ul style="list-style-type: none">Male executives consume more alcoholic beverages per week and are more likely to drink everyday or 4-6 times a week. However, they are also more likely to engage in physical activity more frequently and for a longer duration than their female counterparts.
Sleep behaviour	<ul style="list-style-type: none">Male executives are both more likely to say they have trouble sleeping most or all of the time but also more likely to say they find sleep refreshing. In terms of actual hours slept, female executives report getting more sleep than male executives and in particular for eight or more hours.

Key Differences by Subgroup

AGE

Self-Reported Health Status

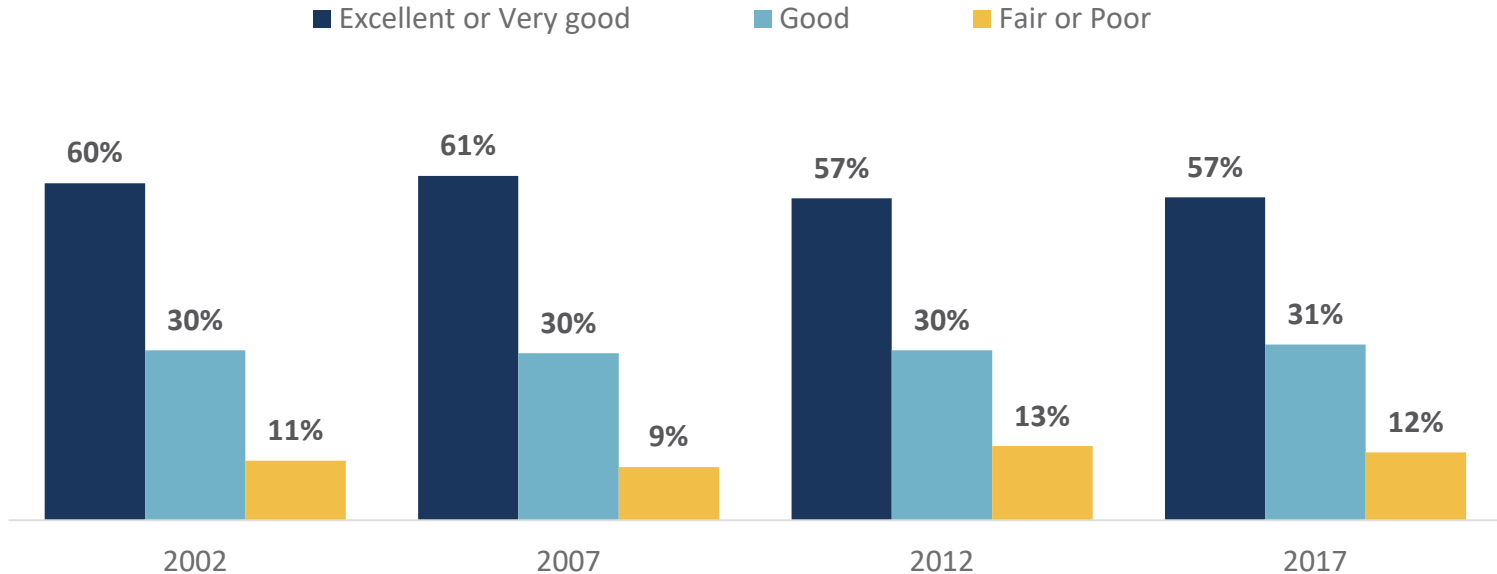
- Younger executives (particularly those under 44) are more likely to be underweight or in the normal range for BMI, while older executives (over 45) are more likely to be obese.

Professional Counselling

- Younger executives are somewhat more likely to report having sought professional counselling for personal problems.

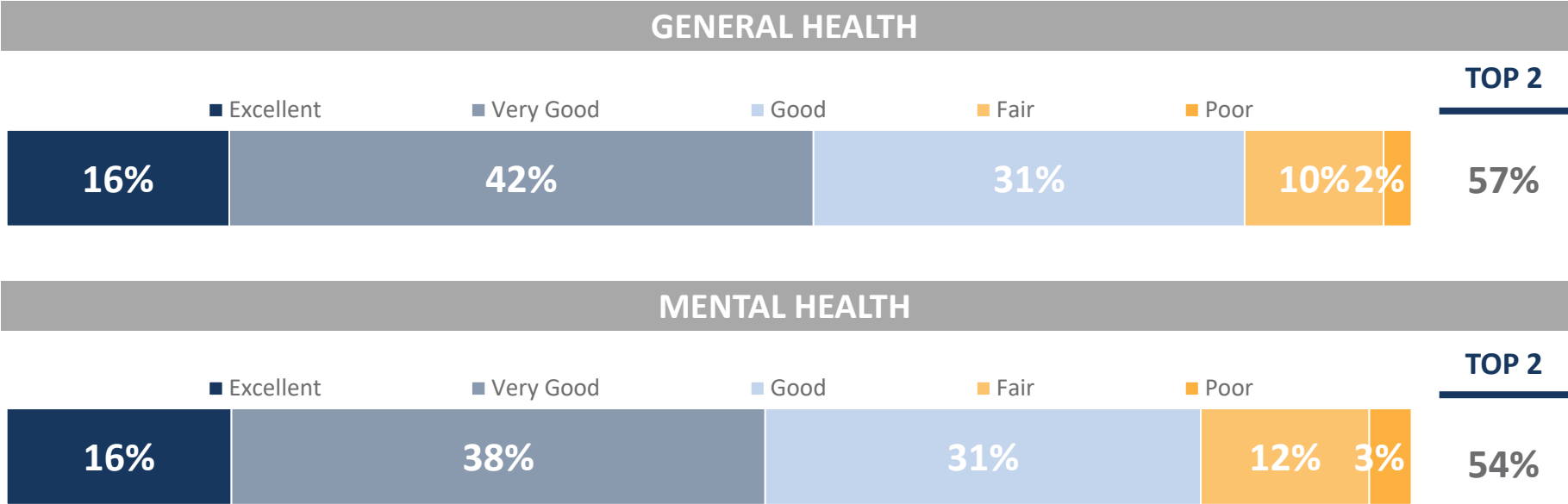
Self-Rated Health Status- Tracking

- Nearly six in ten executives report their overall health is 'Excellent' or 'Very good', while three in ten feel it is 'Good' and just over one in ten 'Fair' or 'Poor'. Compared to past results, the proportion who feel they have 'Excellent' / 'Very good' health is consistent with 2012 but lower than in 2007 or 2002.



Self-Rated Health Status- Detailed Measures

- Nearly six in ten feel that their overall health is 'Excellent' or 'Very good', followed by three in ten who feel it is 'Good' and just over one in ten who feel it is 'Fair' or 'Poor'. Comparatively, closer to half of executives rate their overall mental health 'Excellent' or 'Very good', while the same proportion feel it is 'Good' and slightly more 'Fair' or 'Poor'.

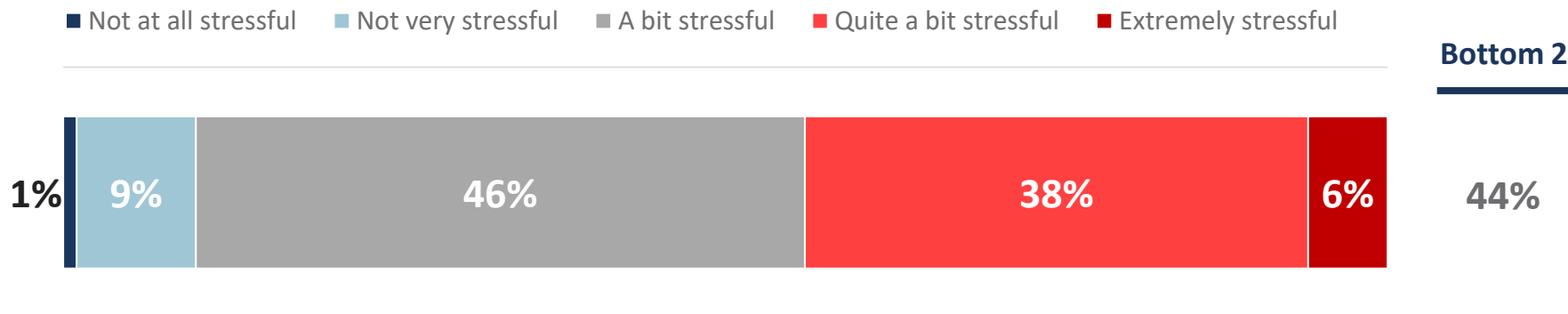


Q28. In general, would you say your health is...? Base: All Answering (n=2742)/ Q29. In general, would you say your mental health is...? Base: All Answering (n=2740). © 2017 Ipsos



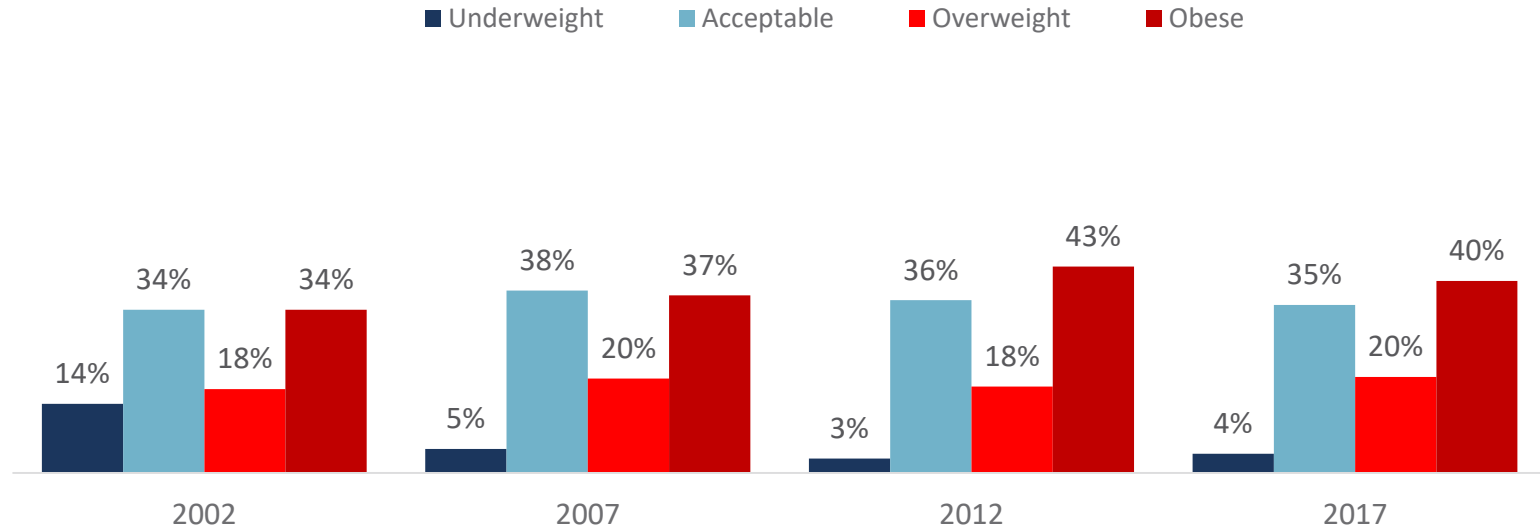
Self-Rated Amount of Stress

- More than four in ten (44%) executives feel that most days are at least quite a bit stressful, while slightly more feel a bit of stress (46%) and one in ten not very (9%) or not at all stressful (1%).



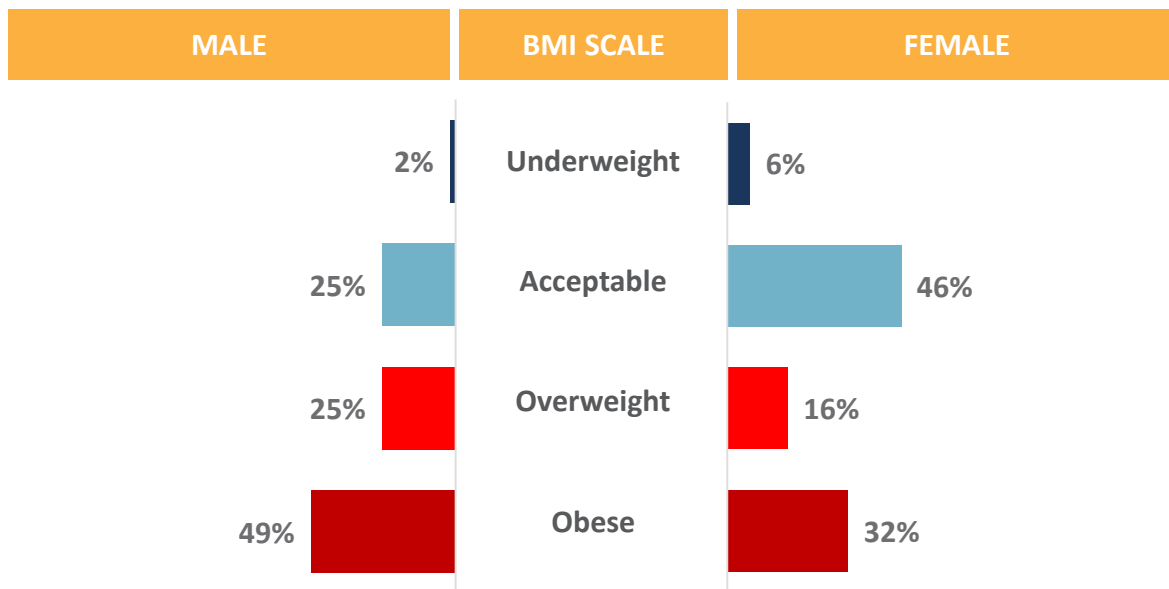
Body Mass Index (BMI)- Tracking

- In 2017, four in ten executives are classified as obese based on their self-reported height and weight, just over one third are within the acceptable range, while two in ten are considered overweight. Only four percent of executives are considered underweight.
- Fewer executives are classified as obese than in 2012 however it still remains the largest category of executives.



Body Mass Index (BMI)- Detailed Measures

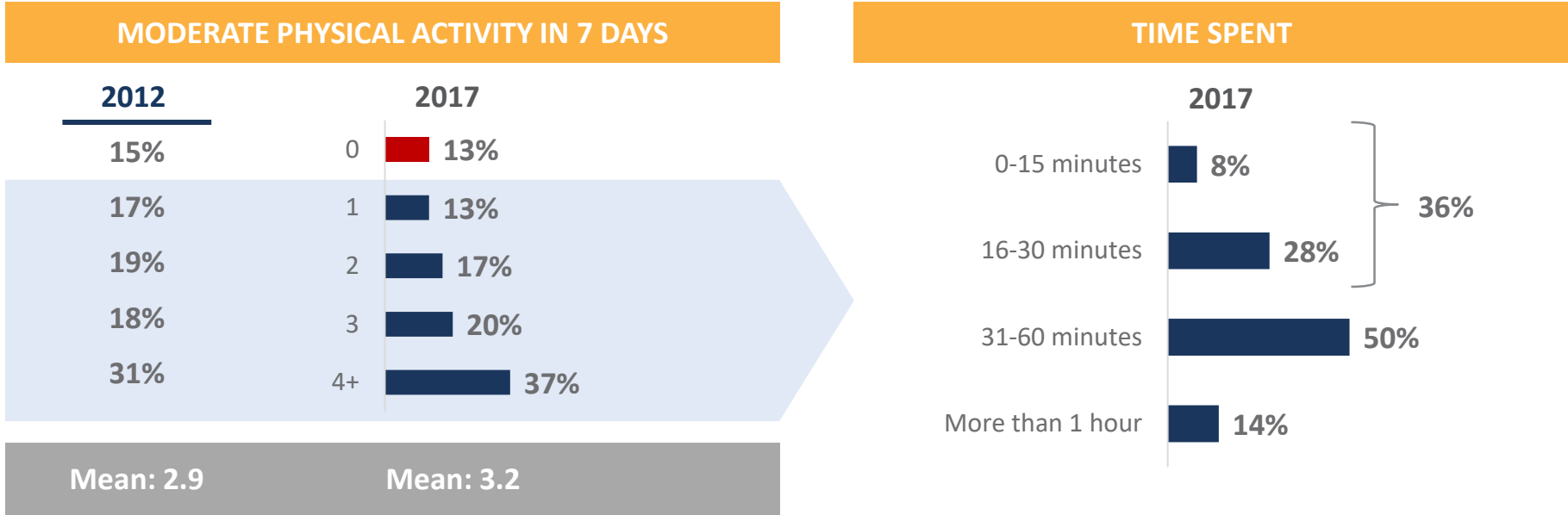
- When BMI is broken out by gender we observe significant differences between male and female executives. Female executives are nearly twice as likely to fall into the acceptable or underweight categories, while male executives are much more likely to be considered overweight or obese.
- Almost half (46%) of female executives are classified in the acceptable range compared to one quarter (25%) of male executives while nearly half (49%) of male executives classified as obese compared to one third (32%) of female executives.



YOUR HEALTH

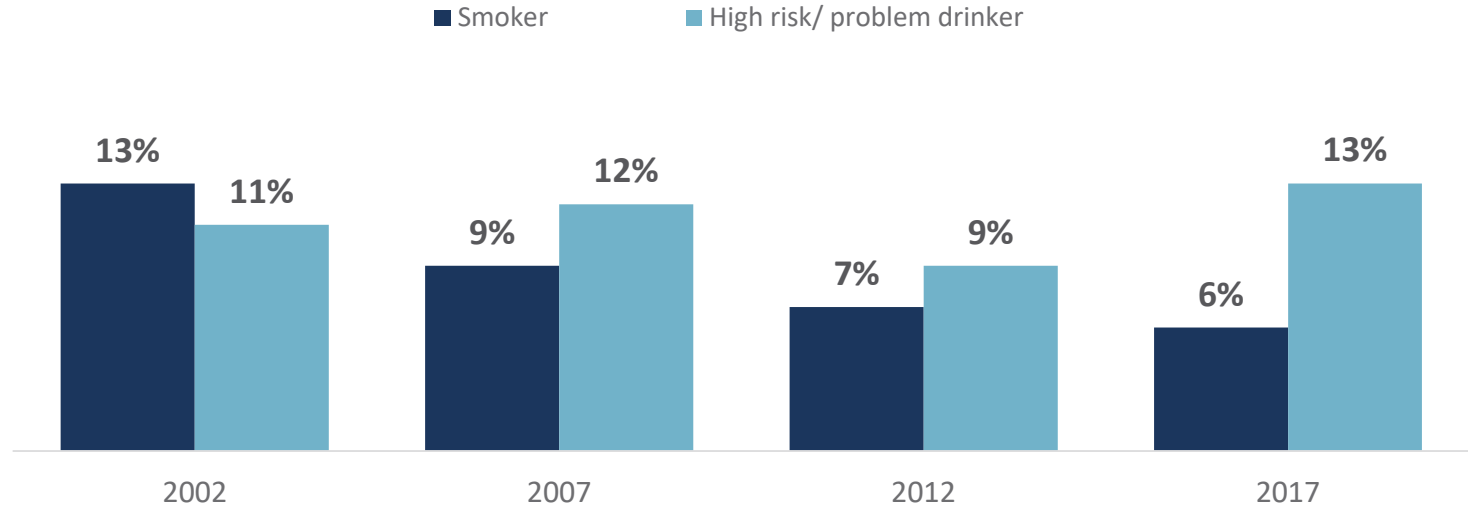
Physical Activity

- On average, executives report being active (moderate or vigorous physical activity) 3.2 times out of a 7 day week, higher than in 2012 due to an increase in those exercising 4 or more times in a 7 day week. Of those who did undertake a physical activity, half did so for between 31 to 60 minutes, while nearly three in ten exercised for 16-30 minutes and around one in ten less than 15 minutes or more than one hour.



Smoking and Alcohol Use- Tracking

- In 2017, 13% of executives fall into a high risk or problem drinker category (in excess of 15 drinks per week for men and 10 drinks per week for women) higher than in 2012 and back to levels observed in 2007.
- At 6% of executives, the proportion who report smoking daily or occasionally continues to decline, down from 7% in 2012, 9% in 2007 and 13% in 2002.

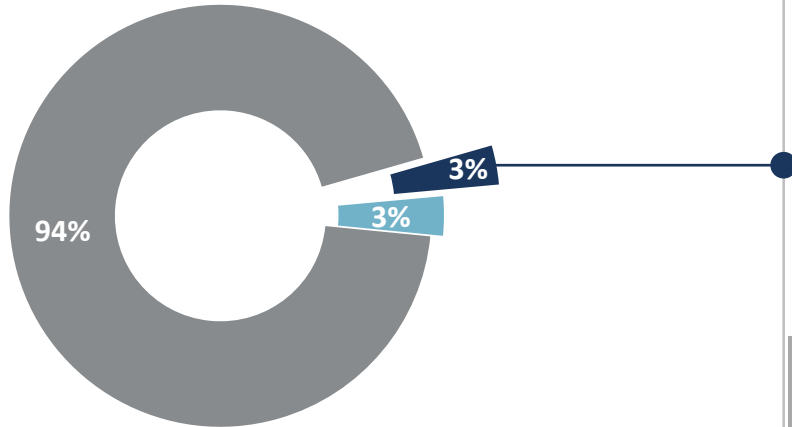


Cigarette Smoking

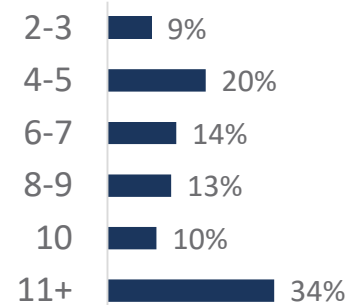
- Six percent (6%) of executives report smoking, 3% on an occasional basis and 3% daily.
- On average, those who smoke daily report consuming 10.5 cigarettes per day.

FREQUENCY OF SMOKING

■ Daily ■ Occasionally ■ Not at all



AVERAGE NUMBER SMOKED DAILY

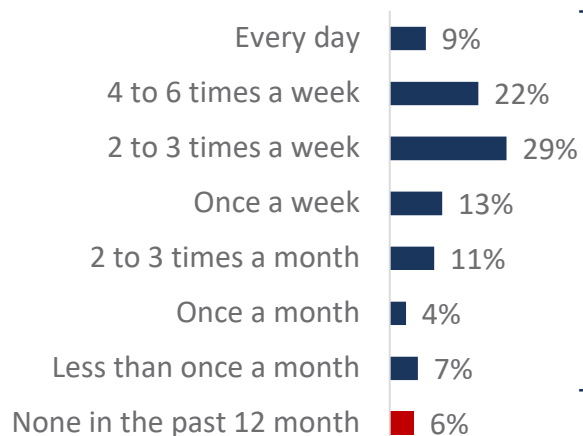


Mean: 10.5

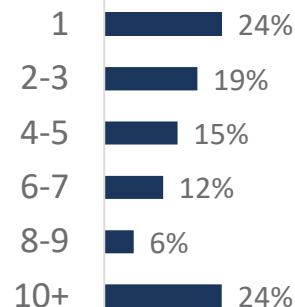
Alcohol Consumption

- Over nine in ten executives (94%) report having consumed alcohol in the past year of which the majority drink at least 2 to 3 drinks a week.
- On average, those who drank in the past year report consuming 6.1 alcoholic beverages per week.

FREQUENCY OF CONSUMPTION



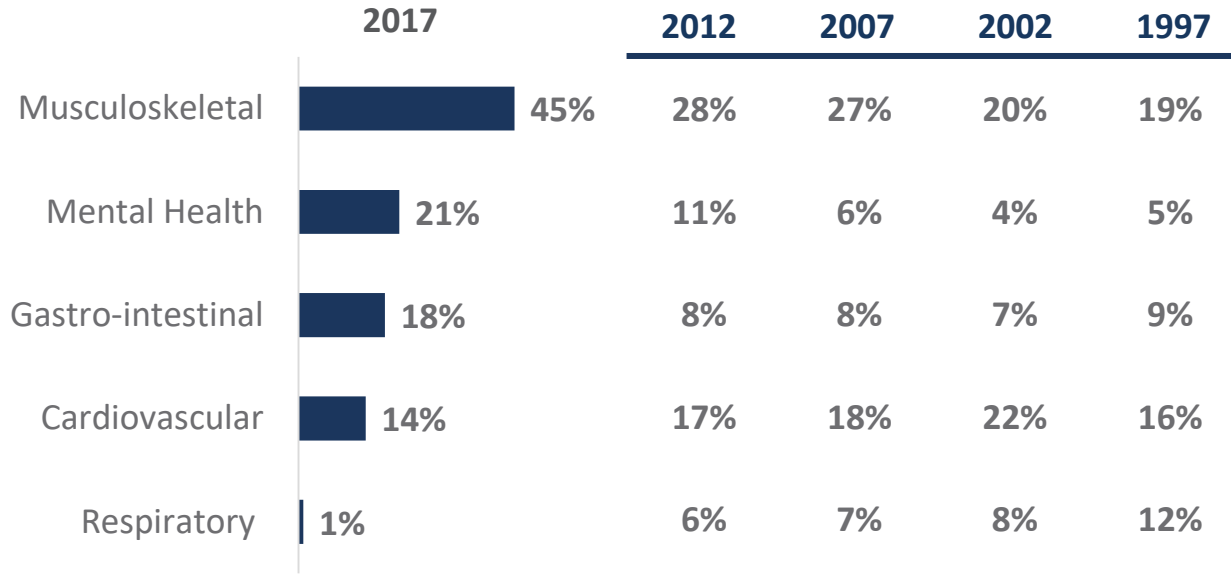
AVERAGE WEEKLY CONSUMPTION



Mean: 6.1

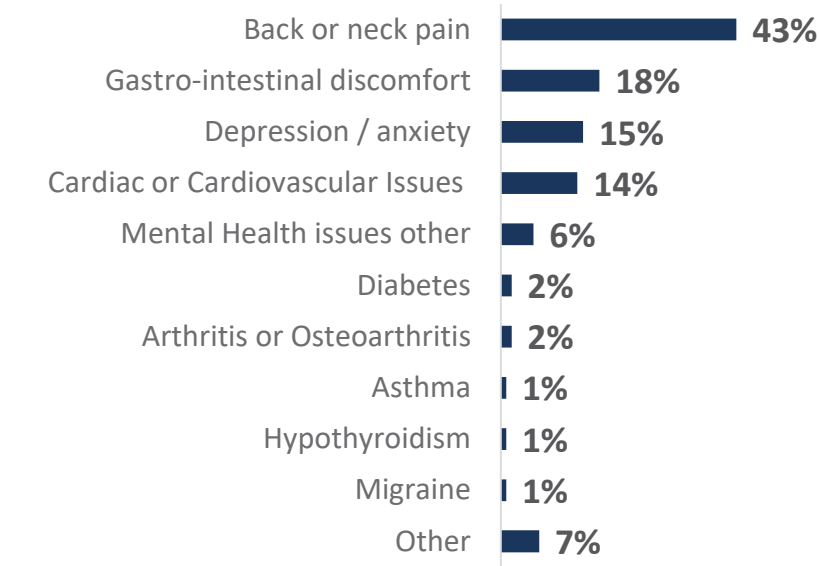
Diagnosed Chronic Conditions- Tracking

- Executives are more likely to report being diagnosed for a musculoskeletal condition than in 2012, while incidence of mental health issues or gastro-intestinal issues have also increased doubling since 2012. Fewer report being diagnosed with cardiovascular or respiratory issues than in the past.



Diagnosed Chronic Conditions- Detailed Measures

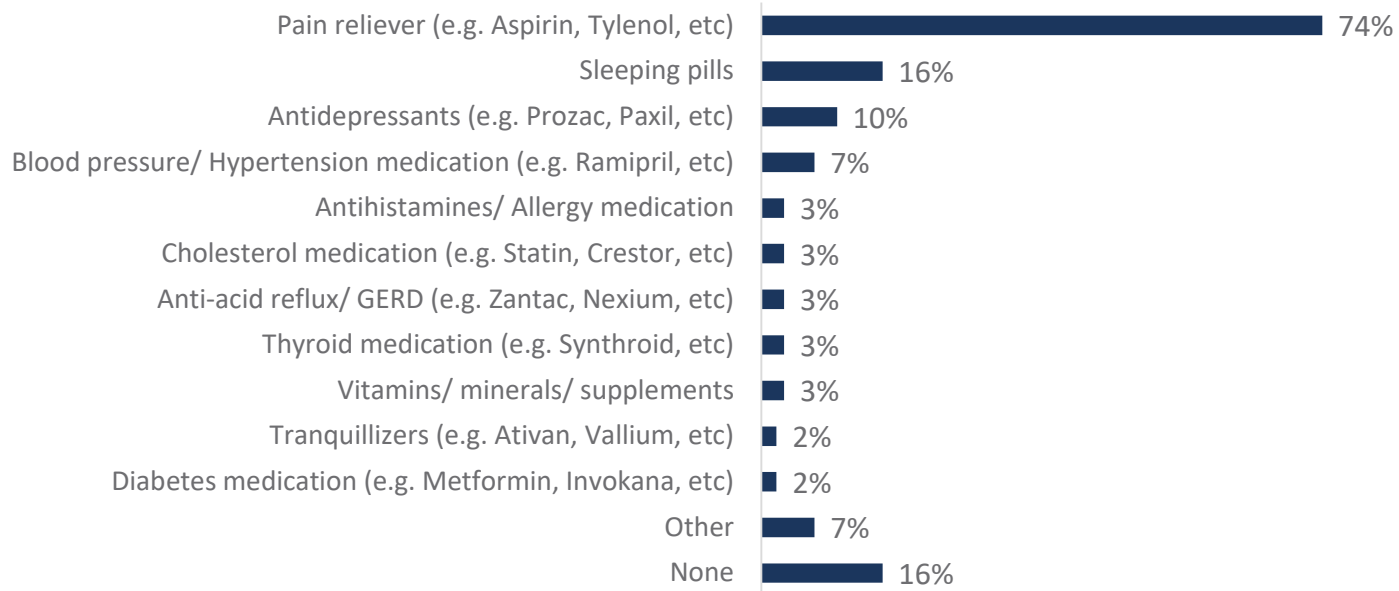
- Just over four in ten (43%) executives report being diagnosed with back or neck pain in the past 12 months, followed by two in ten (18%) who report gastro-intestinal discomfort, 15% depression or anxiety and 14% cardiovascular issues. Six percent (6%) report other mental health issues, while incidence of other chronic conditions stands at 2% or lower.



CLASSIFICATION	DETAILS
MUSCULOSKELETAL	Back or neck Arthritis or osteoarthritis
MENTAL HEALTH	Depression / anxiety Mental health issues other
GASTRO-INTESTINAL	Gastro-intestinal discomfort
CARDIOVASCULAR	Cardiac or cardiovascular Issues
RESPIRATORY	Asthma

Medication and Health Product Use

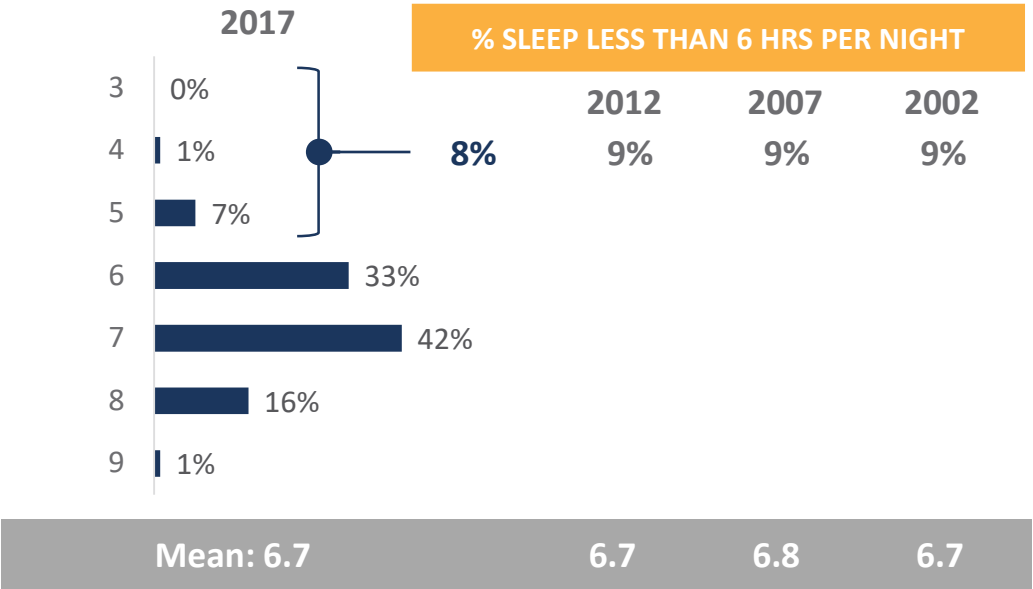
- Three-quarters of executives report taking pain-relievers in the past month, while 16% report taking sleeping pills, 10% antidepressants and 7% blood pressure medication.



YOUR HEALTH

Hours of Sleep

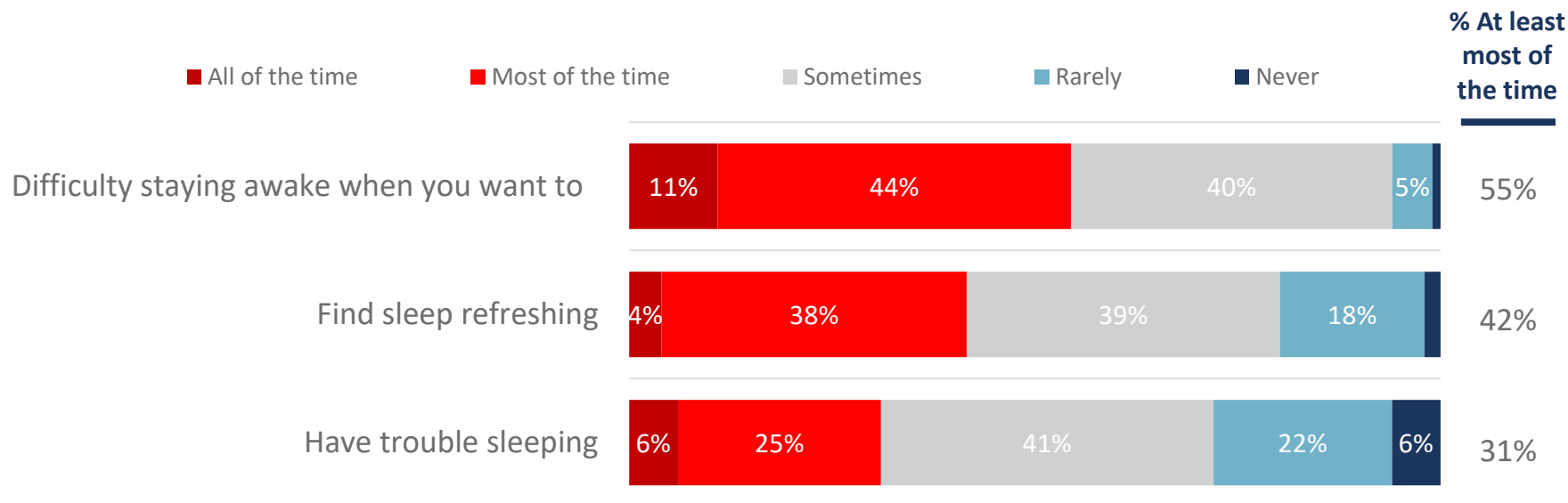
- On average, executives report sleeping 6.7 hours per night consistent with 2012 (6.7).
- The proportion of executives who sleep less than 6 hours a night stands at 8%, consistent with previous waves.



Q41. How many hours of sleep do you get in an average 24-hour period? / Q42. How often do you have trouble going to sleep or staying asleep?
Base: All Answering (n=2714)

Sleep Behaviours

- Just over half (55%) of executives report having difficulty staying awake when they want to all or most of the time, while four in ten (42%) find sleep refreshing in the same frequency and three in ten (31%) report having trouble sleeping.

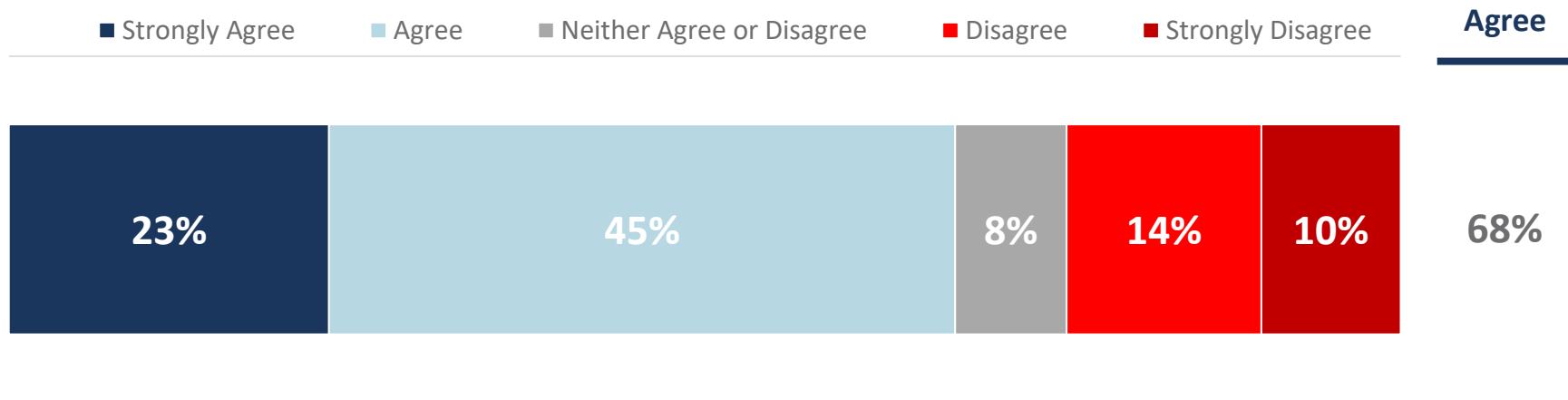


Values <4% not labelled

Going To Work Sick

- At nearly seven in ten (68%), a strong majority of executives agree to having gone to work sick or in a bad state of health, of which nearly one-quarter (23%) strongly agree while fewer than half agree (45%). One-quarter (24%) disagree with this statement, while fewer than one in ten are neutral (8%).

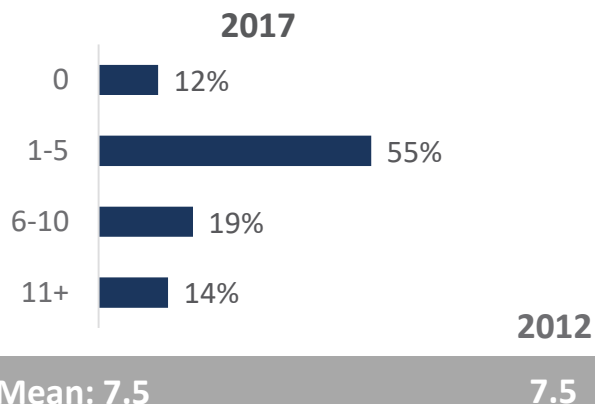
'I HAVE GONE TO WORK DESPITE FEELING THAT I REALLY SHOULD HAVE TAKEN SICK LEAVE DUE TO MY STATE OF HEALTH'



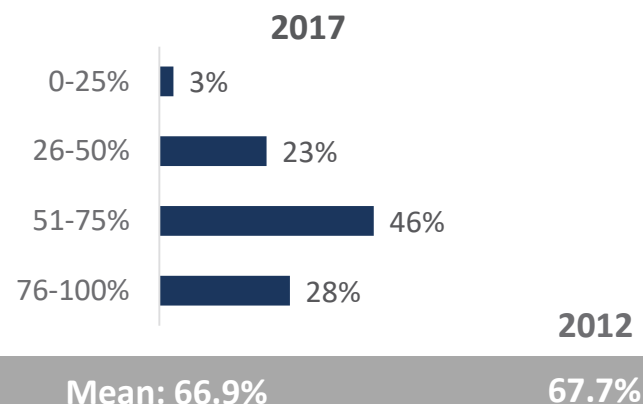
Presenteeism- Tracking

- On average, executives report going to work when they were sick or not feeling well 7.5 days in the past 12 months consistent with 2012 figures. Over half report going to work ill 1-5 days in the 12 months (55%), while two in ten did so between 6-10 days and around one in ten 11 more or days (14%).
- Among those who went to work sick or not feeling well, they report their performance at two-thirds (67%) of their capacity, consistent with 2012. Nearly half rate their performance between 51-75%, while around three in ten felt 76-100% and fewer than one-quarter 26-50%.

DAYS WENT TO WORK FEELING UNWELL

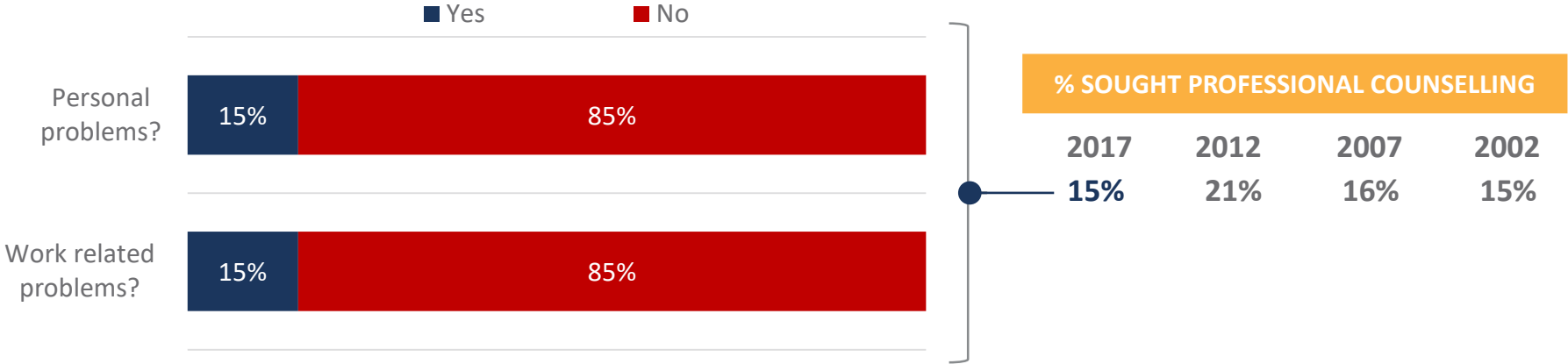


LEVEL OF PERFORMANCE ON THOSE DAYS



Sought Professional Counselling

- Just over one in ten (15%) executives report having sought professional counselling for either personal or work related problems, lower than in 2012 and back in line with 2007 and 2002.

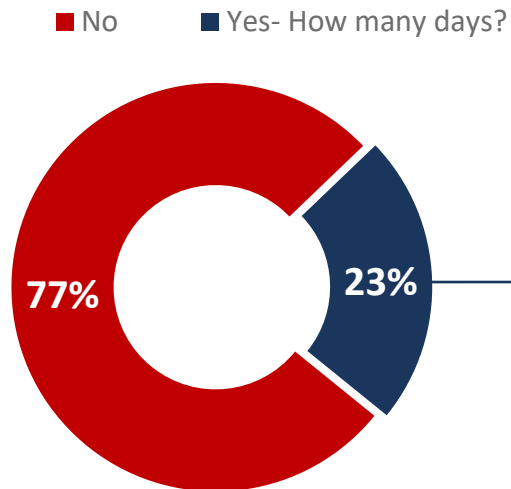


	EX01	EX02	EX03	EX04	EX05
	Q	R	S	T	U
Personal problems?	18% _{TU}	14% _T	14% _T	6%	-
Work related problems?	19% _{RSTU}	14% _{TU}	13% _{TU}	5%	2%

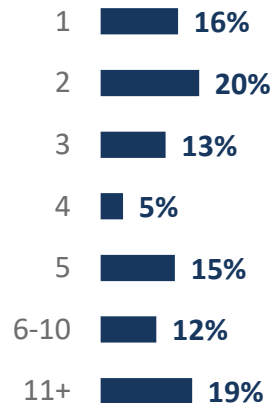
Vacation/Sick Days Taken For Stress

- Nearly one-quarter (23%) of executives report taking sick or vacation leave days for stress and report taking on average 11.1 days for this purpose in the past 12 months.


TAKEN SICK/ VACATION DAYS FOR STRESS



NUMBER OF DAYS TAKEN



Mean 11.1

A hand holding a pair of glasses against a warm, orange-toned background of a sunset or sunrise. The scene is out of focus, with silhouettes of people in the distance. The text 'PREPAREDNESS FOR FUTURE' is overlaid in large, white, bold, sans-serif capital letters.

PREPAREDNESS FOR FUTURE

Executive Summary (10)

- At nearly eight in ten (78%), the vast majority of executives agree that their employer makes efforts to prevent harm to employees, while closer to six in ten feel people in their workplace have a good understanding of the importance of employee mental health (63%) or that their employer deals effectively with situations that may threaten or harm staff (62%), while slightly fewer agree their employer offers services that adequately address their psychological and mental health (56%).
- Nearly half (47%) of executives think their workplace is psychologically healthy, while closer to four in ten feel they are reasonably able to balance the demands of work and personal life (44%) or that their employer promotes work-life balance (41%).
- A series of attitudinal statements on mental health in the workplace from a recent public study Ipsos conducted for Great-West Life Centre were included in the survey so that comparisons could be made between Executives in the Public Service and those in a similar managerial position across the country. The study was conducted among 2,047 managers/supervisors from September 19th to September 27th, 2016.
- Compared to the national managers norm, executives are less likely to agree to each statement for which a comparator existed and in some cases were half as likely to agree to the statement on mental health in the workplace. The largest gaps in opinion were regarding their ability to reasonably balance the demands of work and personal life (44% vs. 84%), that their employer promotes a work-life balance (41% vs. 73%) or that their workplace is psychologically healthy (47% vs. 75%).
- More than three-quarters (77%) of executives feel that people from all backgrounds are treated fairly, while two-thirds (64%) feel they are personally well versed in how to manage an increasingly diverse workforce. Compared to the national managers norm, executives are less likely to feel that people from all backgrounds are treated fairly (77% vs. 88%).

Executive Summary (11)

- Only one-quarter (26%) of executives feel they have the tools and technology available to them to do their jobs properly, followed by closer to two in ten (22%) who feel federal government employees are knowledgeable and ready to adopt new digital platforms as they emerge while one in ten (12%) feel the federal government is nimble enough to effectively communicate through social media.
- One in ten or fewer executives are confident the federal government has policies in place to keep pace with changes in technology (11%), that the federal government is prepared for dealing with the challenges that come with social media (10%) and that federal government employees are well-trained on how to utilize social media (6%).
- Executives provide a wide-variety of responses regarding the most pressing issue facing the federal government in the next 5 years of which the most common are challenges regarding staffing including recruiting or retaining young and talented individuals and dealing with the retirement of experienced employees, adapting to technological change and workplace demands around increasing workloads. Other common responses include perceived challenges around managing a younger workforce, the slow processes of government and a lack of adequate resources particularly technological.
- When thinking about the executive community specifically, the largest perceived challenges in the next 5 years are around managing an increasing workload including finding a good work-life balance and ensuring appropriate compensation for executives. Other commonly mentioned issues include recruiting/ retaining young talented individuals, succession planning and a lack of adequate resources/ tools.

Key Differences by Subgroup

	EXECUTIVE LEVEL
Impressions of workplace mental health	<ul style="list-style-type: none">• The higher the EX level the more likely they are to agree that people in their workplace understand the importance of mental health, that their employer deals effectively with situations that may harm or threaten staff, that their employer makes efforts to prevent harm and discrimination or that they would description their workplace as psychologically healthy.
Impressions of technology and the workplace	<ul style="list-style-type: none">• Those at EX05 level are also more likely to think that Federal Government employees are well-trained on how to use social media.

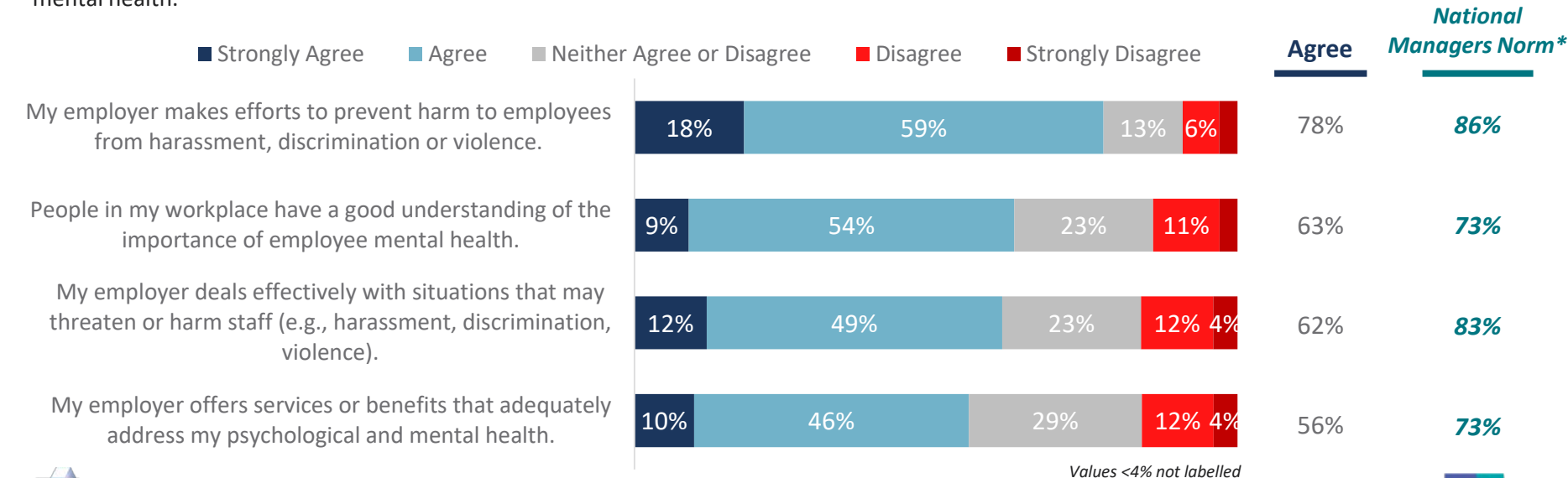
Key Differences by Subgroup

	AGE	REGION
Impressions of workplace mental health		<ul style="list-style-type: none">Executives outside the NCR are more likely to agree that their employer makes efforts to prevent harm or deals effectively with situations that may threaten or harm staff, that people in their workplace have a good understanding of the importance of mental health, that their workplace is psychologically healthy and that their employer promotes a work-life balance.
Impressions of diversity in the workplace		<ul style="list-style-type: none">Executives working aboard are more likely to agree that they are well-versed to manage an increasingly diverse workforce.
Impressions of technology and the workplace	<ul style="list-style-type: none">Older executives are more likely to agree that they have the tools they need to do their jobs properly	

PREPAREDNESS FOR FUTURE

Impressions of Workplace Mental Health

- Nearly eight in ten executives agree that their employer makes efforts to prevent harm to employees, followed by closer to six in ten who feel people in their workplace have a good understanding of the importance of employee mental health, that their employer deals effectively with situations that may threaten or harm staff or that their employer offers services that adequately address their psychological and mental health.
- Compared to the national managers norm, executives are less likely agree to each statement with the largest gaps in opinion terms of their employer effectively dealing with situations that may threaten or harm staff or offering services that adequately address their psychological and mental health.



Q50. Please indicate how much you agree or disagree with each of the following statements. Base: All Answering (n=2695)

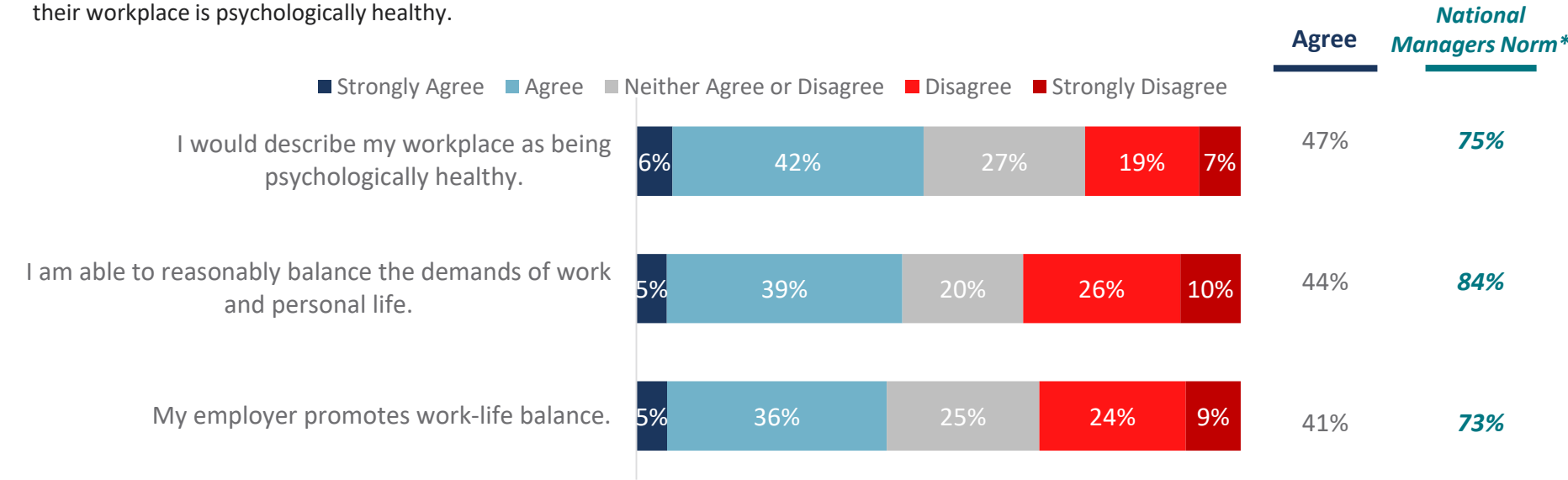
*Great-West Life Centre for Mental Health in the Workplace- Psychological Health and Safety in the Workplace Study (n=2,047 among managers/supervisors across Canada) in September 2016

© 2017 Ipsos



Impressions of Workplace Mental Health ...continued

- Nearly half of executives agree that their workplace is psychologically healthy, followed by slightly fewer who feel they are reasonably able to balance the demands of work and personal life and that their employer promotes work-life balance.
- Compared to the national managers norm, executives are much less likely to agree to each statement with half as many feeling they are able to balance the demands of work and personal life. There is also a sizable gap in terms feeling their employer promotes a work-life balance and that their workplace is psychologically healthy.



Q50. Please indicate how much you agree or disagree with each of the following statements.
Base: All Answering (n=2695)

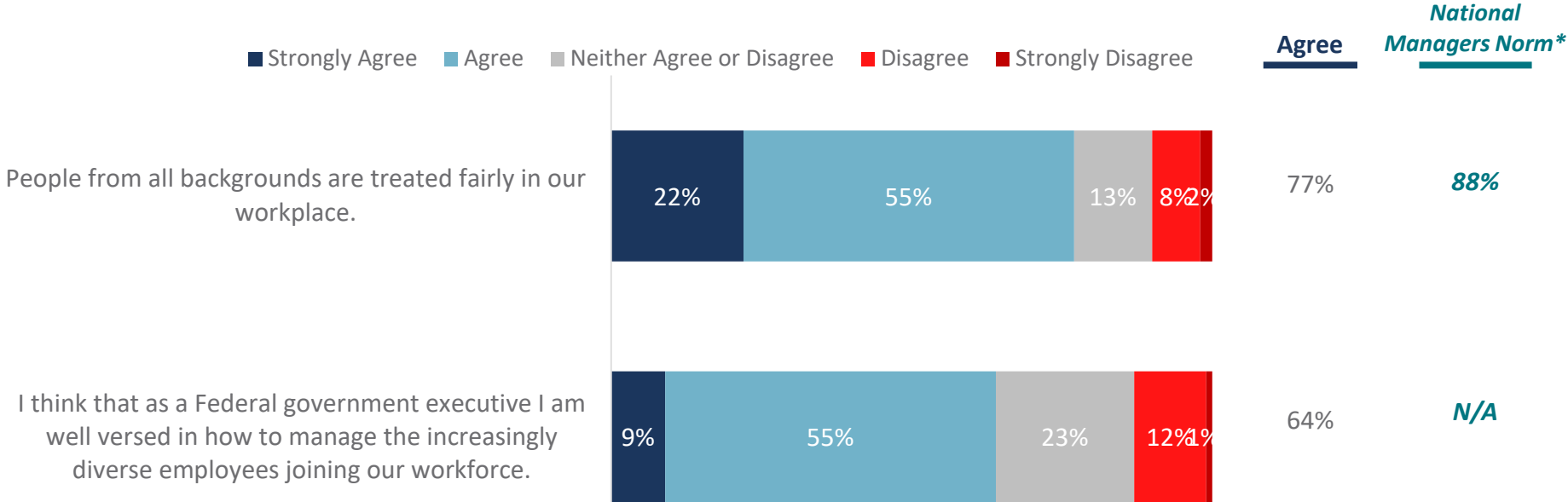
*Great-West Life Centre for Mental Health in the Workplace- Psychological Health and Safety in the Workplace Study (n=2,047 among managers/supervisors across Canada) in September 2016 © 2017 Ipsos



PREPAREDNESS FOR FUTURE

Impressions of Diversity in the Workplace

- More than three-quarters of executives feel that people from all backgrounds are treated fairly, while two-thirds feel they are personally well versed in how to manage an increasingly diverse workforce.
- Compared to the national managers norm, executives are less likely to feel that people from all backgrounds are treated fairly.

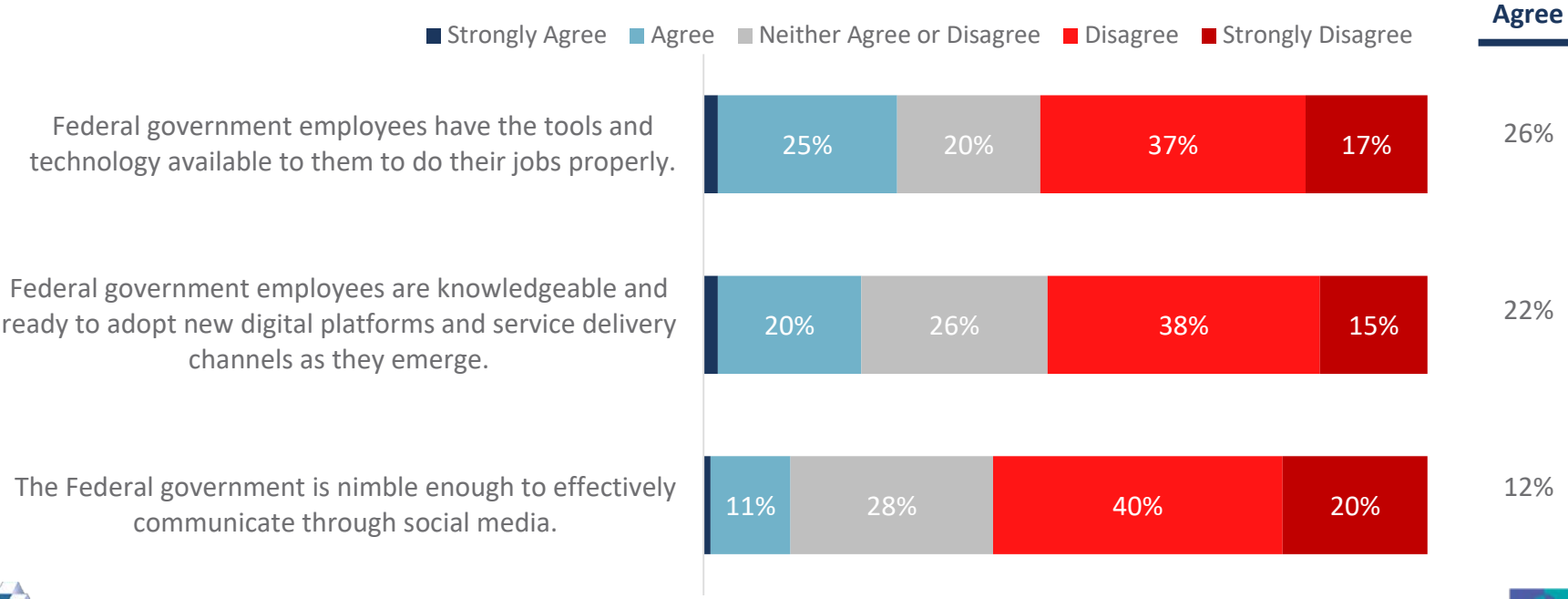


Q50. Please indicate how much you agree or disagree with each of the following statements.
Base: All Answering (n=2695)

*Great-West Life Centre for Mental Health in the Workplace- Psychological Health and Safety in the Workplace Study (n=2,047 among managers/supervisors across Canada) in September 2016

Impressions of Technology and the Workplace

- Only one-quarter of executives feel they have the tools and technology available to them to do their jobs properly, followed by closer to two in ten who feel federal government employees are knowledgeable and ready to adopt new digital platforms as they emerge while one in ten feel the federal government is nimble enough to effectively communicate through social media.

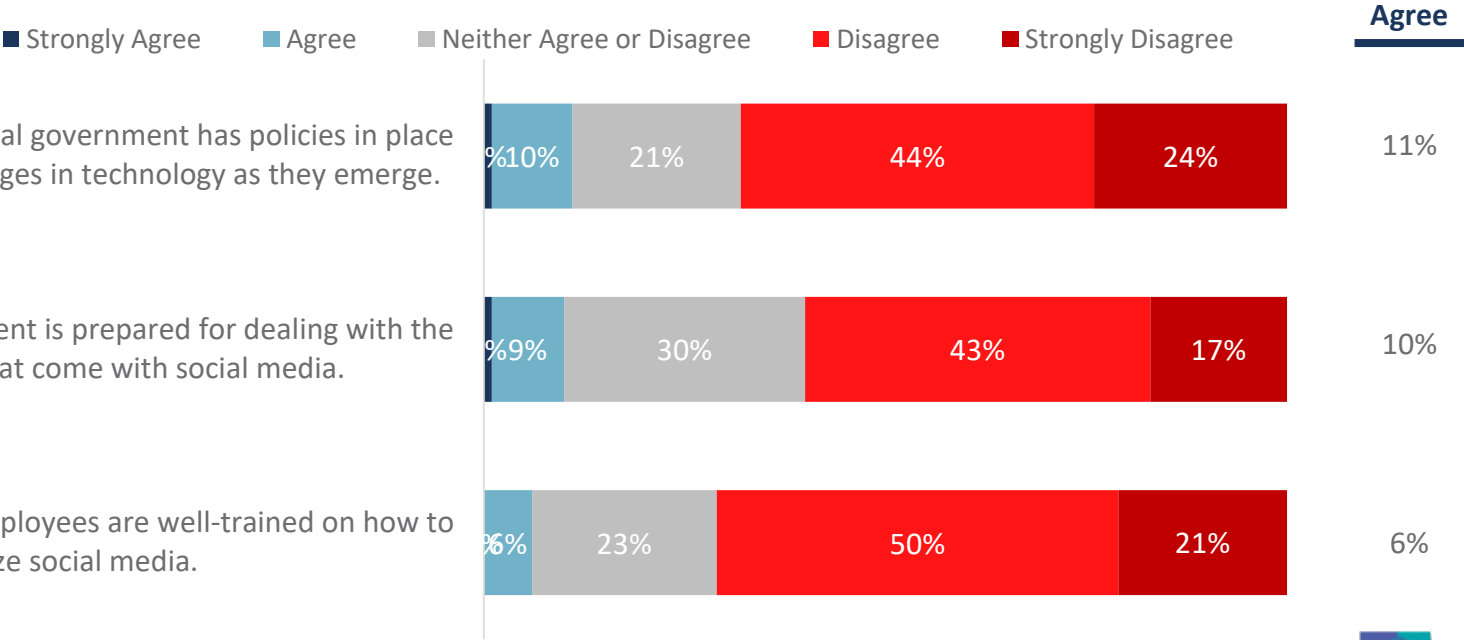


Q50. Please indicate how much you agree or disagree with each of the following statements.
Base: All Answering (n=2695)

PREPAREDNESS FOR FUTURE

Impressions of Technology *...continued*

- One in ten or fewer executives are confident the federal government has policies in place to keep pace with changes in technology, that the federal government is prepared for dealing with the challenges that come with social media and that federal government employees are well-trained on how to utilize social media.



Q50. Please indicate how much you agree or disagree with each of the following statements.
Base: All Answering (n=2695)

Biggest Challenge Facing the Federal Government

- Executives provide a wide-variety of responses of which the most common are challenges regarding staffing including recruiting or retaining young and talented individuals and dealing with the retirement of experienced employees, adapting to technological change and workplace demands around increasing workloads.



Biggest Challenge Facing the Federal Government ...cont'd

- Other common response include perceived challenges around managing a younger workforce, the slow processes of government and a lack of adequate resources particularly technological.



Biggest Challenge Facing the Federal Government ...cont'd



The biggest challenge is how to become and stay relevant to Canadians and to public servants.”



Staffing at an appropriate level with skilled resources and organizing to cope with the current and future workload.”



The lack of investment in our aging IT infrastructure and business intelligence tools is hindering our capacity and readiness to modernize services to Canadians in line with their expectations and needs.



We need to invest in developing emotional quotient and promoting genuine acceptance of diversity beginning in the earliest supervisory roles so that future leaders have the awareness and skills necessary to build a psychologically safe, healthy and high-performing workforce.



Increased expectations from Government leaders without the capacity to act on and advance those expectations in a quality way.



Open government and lack of adequate technological solutions and training.”



Dealing with increasing workplace mental health issues resulting from increasing demands on staff combined with decreasing resources.”



Talent attraction and retention. We need to become a modern employer and align with the well-established knowledge economy. Our collective agreements are agreed to in a 1930's industrialization mentality that hinders us from being nimble.



The generational handover, accompanied by the demographic shift of large scale retirements, will be extremely difficult to navigate while providing high quality fearless advice and loyal implementation.”



The burn-out of high performers and the lack of support to address the non-performers.”

Biggest Challenge Facing the Federal Government ...cont'd



Stop hiring senior personnel based on indicators that don't allow for an assessment of the true capacity of people to deliver on the work demanded by their positions, and successfully repairing the damage done by this approach over the last few decades."



Alienation of talent through failure to promote the right people, and failure to pay them."



Turnover, loss of corporate knowledge from baby boomers, onboarding new millennials and making it work, coping with how to do more with less."



Work life balance and an understanding that with technology, you do not need to be tied to your desk in order to do your job. Will need to have a significant change in leadership that understands this. Younger generation will need different options. "



Demographic changes, technological evolution, often irreconcilable expectations to maintain a work environment that is flexible and at the same time meets the increasing demands for service delivery."



Weak senior management - there seems to be a cadre of DGs/ADMs/Sr ADMs who have been promoted despite poor performance and limited people management skills. "



We continue to fall further and further behind with respect to IMIT and when we implement, it can be worse than before (e.g. Phoenix)."



We are burning out our hard-working employees. So much emphasis has been placed on bringing in new, young public servants, but the responsibility of training and developing these new employees is given to the same reliable employees who are already overworked."



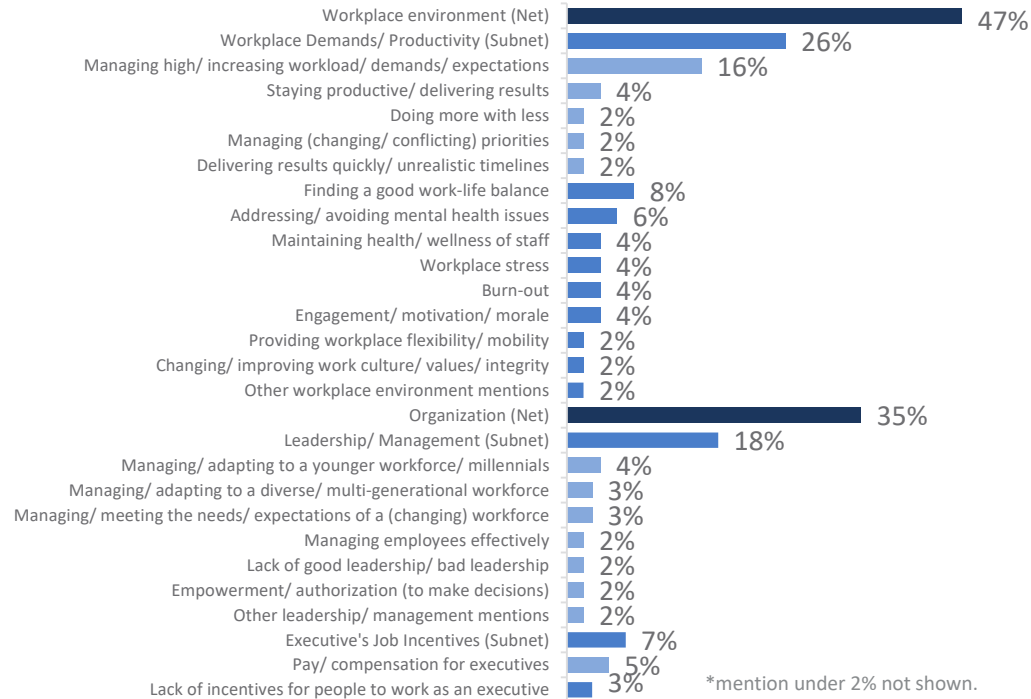
Walking the talk when it comes to creating the flexible and balanced workplace that millennials tell us they're looking for. We talk a good game about work-life balance, but for many this is still just lip service.



Toss up between fixing the Phoenix problem, and dealing with an increasingly chaotic situation in the USA.

Biggest Challenge Facing Executive Community

- When thinking about the executive community specifically, the largest perceived challenges in the next 5 years are around managing an increasing workload including finding a good work-life balance and ensuring appropriate compensation for executives.



Biggest Challenge Facing Executive Community ...cont'd

- Other commonly mentioned issues include recruiting/ retaining young talented individuals, succession planning and a lack of adequate resources/ tools.



Biggest Challenge Facing Executive Community ...cont'd



Retaining employees in a competitive market - addressing service deliver shortcomings given service centralization and budget cuts - managing a bimodal workforce (aging and youth)."



Modernizing. Developing digital literacy to meet challenges coming. Accept risks associated with direct interaction with population. Assign and distribute accountability and responsibility to each level."



Increasing demands - Shortened timelines - Lack of resources and staff - Short-term thinking; no long-term planning."



Retirements leaving voids which will be rapidly filled by inexperienced (not yet emotionally intelligent) leaders."



The hypocrisy of senior management's commitments to mental health and work-life balance on the one hand, and the continual, unrelenting pressures of the 24 hour news cycle, Ministers' offices, and senior executives' desire to get ahead at all costs."



Because of constant pressure: work-family balance."



A new generation of executives will be represented in the Executive committee in the next 5 years. These new Executives need to be well equipped to meet the facing demands of the job in terms of technical and soft skills. "



1) Meeting expectations with fewer and fewer human, financial and technological resources. 2) Trying to recruit very good candidates at the executive level from younger generations of employees with the current terms and conditions of employment."



24/7 work cycle - expected to be on call all the time."



A lack of strategic focus will mean that Government will not have the tools (including policies and legislation), training and systems in place to ensure the workforce is equipped to address the demands of tomorrow."

Biggest Challenge Facing Executive Community ...cont'd



Adapting to the new millenium new technology, "open government".



Adapting and evolving leadership roles aligned with an increasingly diverse workforce."



Executives are already a population at risk. in the coming years, their situation will deteriorate further in the areas of mental health and support from the employer.



Always providing leadership and demonstrating empathy for employees who are having mental health problems (stress, burnout, depression)."



Having individuals with the right skill set to meet the demands of the next 10 years with respect to managing people and programs. There seems like a lack of depth in experience for the next round of executives."



Open and transparent government engagement with the public.



Being ready for a new generation of employees, challenges of recruitment and retention, and organizational changes that are happening more and more frequently."



Executive burnout. I have been in processes for promotion where they have asked if I am prepared to work 60 hours or more a week and work regularly on weekends. When we have only had 0.5 or 0 percent pay increases for the past few years, who really wants to take on more work?



Onboarding a diverse, millennial workforce that is more motivated by mobility, learning opportunities, and flexibility than by pensions and incremental salary increases. "



Managing employees with very different expectations than "boomers".



Hiring individuals who understand and embrace the fact that being a public servant is about putting others first. Millennials struggle with this. Somehow it is the executive's role to coddle them while still trying to get the work done.



Managing a workforce given the workload (telework, mobility, low commitment to the department, etc.)



PROFILE

PROFILE OF RESPONDENTS: National

- The national sample of respondents (fully completed) is proportional to the distribution of executives across Ex-level, region, age, gender and official language according to the latest TBS Affiliation Report.

LEVEL	Public Service	Survey respondents
EX-1	51%	49%
EX-2	26%	27%
EX-3	17%	18%
EX-4	4%	4%
EX-5	2%	2%

AGE	Public Service	Survey respondents
Under 40	8%	6%
40-44	16%	14%
45-49	23%	25%
50-54	28%	29%
55-59	19%	19%
60+	7%	7%

REGION	Public Service	Survey respondents
NCR	72%	74%
Atlantic	5%	5%
Quebec	4%	5%
Ontario	5%	5%
Prairies	4%	4%
Pacific	4%	5%
Outside Canada	2%	3%

GENDER	Public Service	Survey respondents
Male	47%	50%
Female	53%	50%

OFFICIAL LANGUAGE	Public Service	Survey respondents
English	70%	65%
French	30%	35%

PROFILE OF RESPONDENTS: National

- The national sample of respondents is proportional to the distribution of executives across Ex-level by region according to the latest TBS Affiliation Report.

	EX-01		EX-02		EX-03		EX-04		EX-05	
REGION	PS	Survey	PS	Survey	PS	Survey	PS	Survey	PS	Survey
NCR	71%	72%	68%	71%	76%	81%	72%	77%	89%	90%
Atlantic	5%	6%	5%	4%	4%	4%	4%	5%	1%	2%
Quebec	4%	6%	6%	6%	3%	2%	5%	3%	1%	2%
Ontario	6%	6%	5%	5%	3%	5%	3%	2%	2%	-
Prairies	4%	4%	5%	6%	4%	2%	4%	6%	1%	2%
Pacific	4%	5%	3%	4%	2%	4%	3%	4%	0%	-
Outside Canada	3%	2%	6%	3%	6%	2%	9%	4%	7%	4%

PROFILE OF RESPONDENTS: National

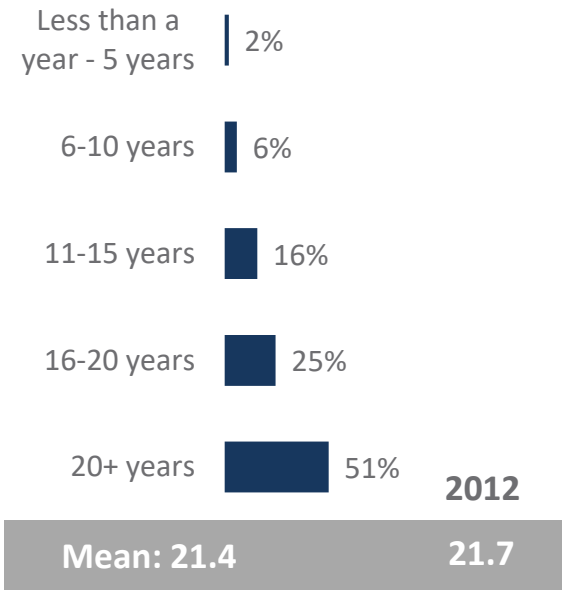
- Male executives are more likely to be older (specifically 55+) and to have been an executive for longer (specifically 16-20 years), while females executives are more likely to be younger (specifically 45- 49) and to have been an executive for less than a year to 5 years.

AGE			
	TOTAL	Male	Female
		A	B
Under 40	6%	4%	6%
40-44	14%	13%	15%
45-49	25%	23%	27% ^A
50-54	29%	29%	29%
55-59	19%	21% ^B	18%
60+	7%	9% ^B	6%
MEAN	50.4	50.9 ^B	49.8

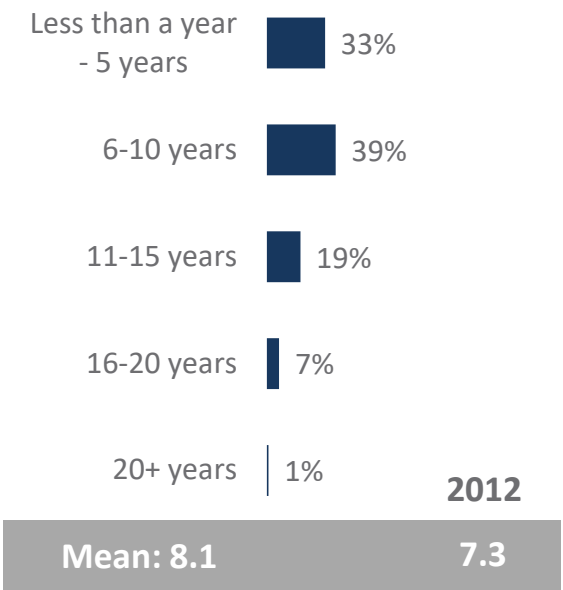
YEARS AS AN EXECUTIVE			
AGE	TOTAL	Male	Female
		A	B
Less than a year - 5 years	33%	31%	36% ^A
6-10 years	39%	40%	39%
11-15 years	19%	20%	19%
16-20 years	7%	8% ^B	6%
20+ years	1%	1%	1%
MEAN	8.1	8.4 ^B	7.8

PROFILE OF RESPONDENTS

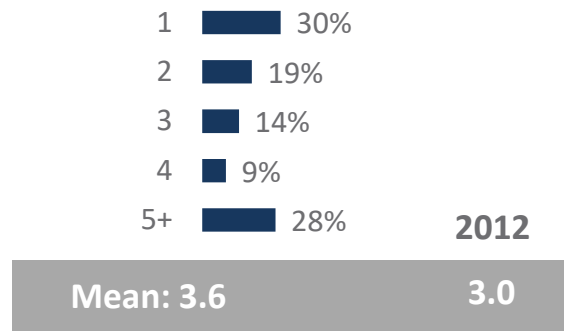
YEARS WITH THE FEDERAL PUBLIC SERVICE



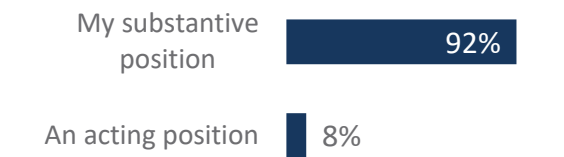
YEARS AS AN EXECUTIVE



LENGTH OF TIME IN CURRENT POSITION



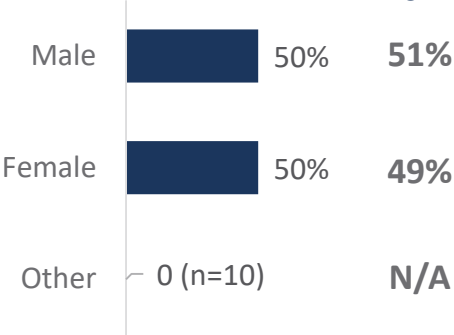
POSITION TYPE



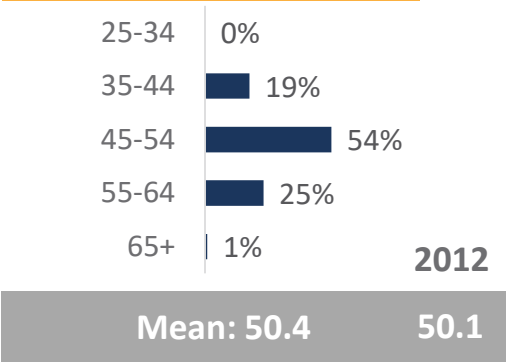
PROFILE OF RESPONDENTS

GENDER

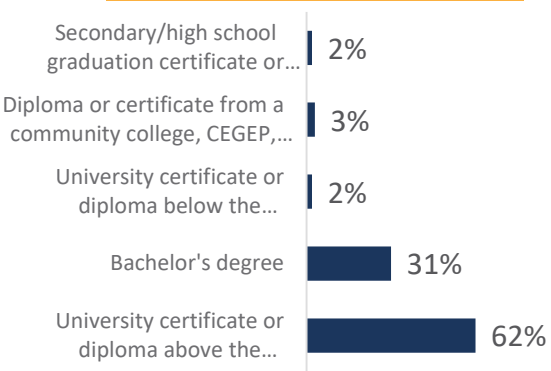
2012



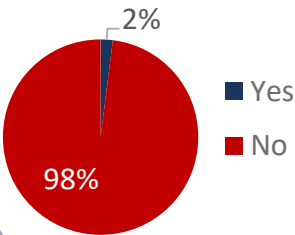
AGE



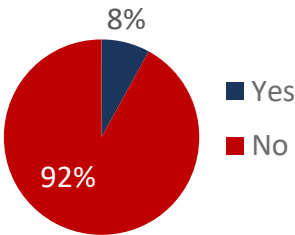
EDUCATION



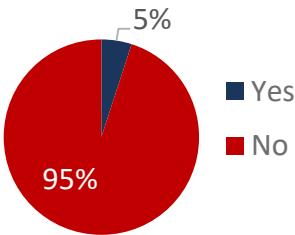
ABORIGINAL



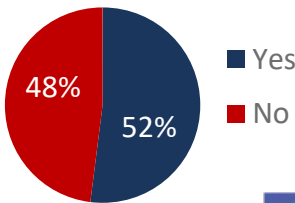
VISIBLE MINORITY



PERSON WITH DISABILITY

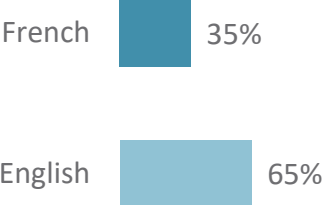


APEX MEMBER

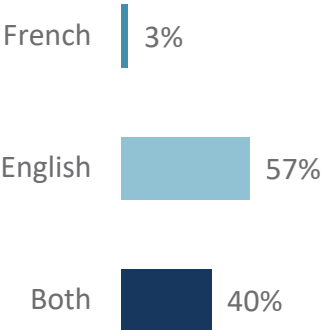


PROFILE OF RESPONDENTS

OFFICIAL LANGUAGE

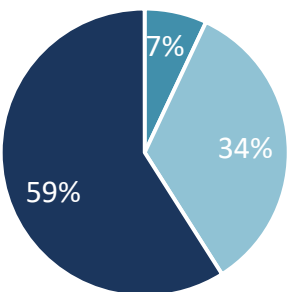


WORK LANGUAGE

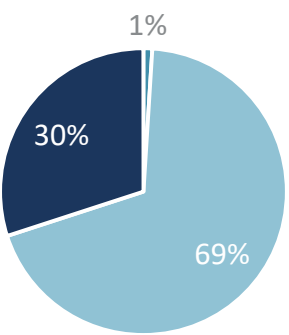


WORK LANGUAGE BY OFFICIAL LANGUAGE

FRENCH



ENGLISH



■ French ■ English ■ Both



APPENDIX- KEY SUBGROUPS

Note to Reader

- Statistically significant differences between subgroups are identified with letters. The statistically higher figure will have the letter corresponding to the column of the statistically lower figure placed beside it.
- In the example below, it can be concluded that the mean score for EX01 is statistically lower than all groups, that the mean score for EX03 and EX04 are higher than EX01 and EX02 and that scores for EX05 are higher than EX01, 02 and 03.

	Executive Level				
	EX01	EX02	EX03	EX04	EX05
	Q	R	S	T	U
Mean score	1.7	2.1 _Q	2.4 _{QR}	2.9 _{QR}	3.3 _{QRS}

WORK HOURS, BY KEY GROUPS

- The higher the EX level the more time spent working both inside and outside of the office, as well as on weekends and the more likely they are to work 55+ hours per week.
- Older executives tend to be more likely to work 55+ hours per week.
- Executives located outside the NCR work more hours per week at home specifically. Executives located in Ontario are more likely to work 55+ hrs per week than other executives located outside the NCR.

Mean score	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Total Work hours	50.9	50.6	51.1	53.2	50.5	50.8	51.5	52.1	50.6	51.7 _I	51.4	53 _I	51.1	51.2	51	52.9	49.4	51.1 _Q	53 _{QR}	54.5 _{QR}	58.4 _{QRS}
Hours per week in the office	44.5	44.4	44.6	45.8**	44.1	44.5	45	44.3**	44.4	44.9	44.8	45.7	44.9	44.3	44.6	45.1*	43.7	44.5 _Q	45.9 _{QR}	46.3 _{QR}	50 _{QRS}
Hours per week at home	6.4	6.2	6.5	7.4**	6.3	6.3	6.3	7.8**	6.2	6.8 _I	6.6	7.3 _I	6.2	6.9	6.4	7.7 _{IM*}	5.7	6.5 _Q	7.1 _Q	8.1 _{QR}	8.4 _{QR}
% Working 55+ hrs/ week	35%	35%	37%	36%	32%	35%	41% _{EF}	41%	36%	35%	31%	44% _{JKM}	30%	32%	34%	43%	27%	38%	51%	56%	65%
Weekend Days / Month worked	2.1	2	2.1	2.8	1.9	2	2.1	2.3	2	2	1.8	2.2	1.9	2.2	1.8	2.3	1.7	2.1 _Q	2.4 _{QR}	2.9 _{QR}	3.3 _{QRS}

****Very small/*Small base size**



Q1. How many hours do you normally work per week in your job at the office? Base: All Answering (n=3014) / Q2. How many hours per week do you spend on work while at home in addition to your regular office hours? Base: All Answering (n=3011) / Q3. What is the average number of weekend days you worked per month? Base: All Answering (n=3006)

ABSENTEEISM AND VACATION TIME, BY KEY GROUPS

- Female executives take more sick days and are absent from work more frequently than their male counterparts.
- Executives who work abroad tend to be more likely to take vacation days than those who work in Canada, while lower level executives are somewhat more likely to days for sick leave than higher level executives.

Mean Days

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Days Absent Including Holidays	27.8	26.6	29.1 _B	28 ^{**}	25.3	28.3 _E	29.2 _E	23.6 ^{**}	28.1	27.4	27.8	27.6	25.1	26.2	30.4	27.3 [*]	28.4	28.9 _S	26.4	24.7	24.4 [*]
Days Sick Leave	5.9	4.6	7.3 _B	4.7 ^{**}	5.4	5.9	6.7	2.8 ^{**}	6.3	5	6.1	5	4.5	4.2	6.2	3.1 [*]	6.7 _S	6.7 _S	4	3.4	2 [*]
Vacation	21.2	21.2	21.5	19.3 ^{**}	18.7	22 _E	22.1 _E	19.9 ^{**}	21.3	21.6	21.1	21.5	20.8	20.7	22.8 _{MN}	23.5 _{JKMN*}	20.9	21.7	21.5	21.3	22 [*]

****Very small/*Small base size**

IMPACT OF TECHNOLOGY ON WORK HOURS, BY KEY GROUPS

- The higher the EX level the more likely they are to feel obliged to respond to work-related messages during the evening hours or to use e-technology intensively after work hours.
- Executives based in Ontario or abroad are also more likely to use technology intensively after work hours for work-related purposes or feel obliged to respond to work-related messages during the evening hours.
- Male executives are more likely to report using e-technology intensively after work hours specifically for work-related purposes than their female counterparts.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2914	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Most days, I feel obliged to respond to work-related messages during the evening hours	69%	70%	67%	55%	65%	69%	70%	62%	67%	70% _K	61%	81% _{UKMNO}	68%	65%	70%	82% _{UKMN}	63%	71% _Q	77% _Q	83% _{QR}	75% _Q
Most days, I used e-technology intensively after work hours for work-related purposes	64%	66% _C	61%	64%	62%	64%	62%	55%	62%	66% _{KM}	58%	79% _{UKMNO}	58%	66%	63%	78% _{UKMO}	58%	66% _Q	71% _{QR}	78% _{QR}	75%

****Very small/*Small base size**

IMPACT OF TECHNOLOGY, BY KEY GROUPS

- Male executives are more likely to feel that the use of e-technology (i.e., cell phones, instant messaging, email, etc.) has increased their productivity but also decreased their work-life balance.
- Younger executives and those with at a higher EX level tend to be more likely to feel e-technology has increased their productivity.
- Executives who work abroad are more likely to feel the use of e-technology has decreased their work-life balance while those who work in the Pacific region are more likely to feel it has increased their workload.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2909	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Decrease your ability to balance your work/personal/family life	49%	51% _C	46%	45%	47%	48%	50%	52%	48%	50%	44%	51%	46%	47%	53%	64% IJKMN	48% _T	51% _T	50% _T	37%	50%
Increase your productivity	57%	61% _C	54%	73%	63% _{FG}	58% _G	52%	59%	57%	58%	54%	60%	62%	58%	55%	60%	54%	57%	62% _Q	69% _{QR}	58%
Increase your workload	75%	75%	76%	64%	71%	76% _E	76%	76%	74%	78%	75%	76%	78%	71%	86% IJKLN	84%	73%	76%	81% _{QRT}	70%	77%

**Very small/*Small base size

IMPACT OF TECHNOLOGY, BY KEY GROUPS (CONTINUED)

- Female executives are more likely to say that e-technologies have at least somewhat improved their ability to do their job and enabled them to have more flexibility in the hours they work.

Top 2 % – Very much / Somewhat

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2897	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Improved your ability to do your job	74%	73%	76% _B	73%	77%	73%	75%	79%	74%	75%	73%	79%	72%	73%	78%	76%	72%	74%	80% _{QR}	79%	79%
Expanded the number of people you communicate with	71%	70%	72%	64%	67%	71%	74% _E	76%	70%	74%	69%	75%	72%	74%	75%	79%	66%	73% _Q	79% _{QR}	81% _Q	79%
Improved your ability to share your ideas with coworkers	63%	62%	65%	64%	60%	63%	65% _E	66%	63%	63%	60%	70%	60%	63%	58%	72%	60%	64%	66% _Q	72% _Q	73%
Allowed you more flexibility in the hours you work	52%	49%	56% _B	45%	60% _{FG}	51%	49%	55%	53%	51%	55%	52%	51%	49%	49%	45%	52%	50%	53%	60%	54%

**Very small/*Small base size



Q9. How much have e-technologies (i.e. cell phones, instant messaging, email, BlackBerry®, etc)...
Base: All Answering (n=2897)

© 2017 Ipsos



107

WORK DEMANDS, BY KEY GROUPS

- Executives working in Ontario (outside NCR) are more likely to feel their job has become demanding the past few years.
- The lower level the executive and specifically those at EX01 level are less likely to feel they receive the respect and prestige they deserve at work.
- Younger executives tend to be more likely to agree that they receive the respect they deserve from their superior.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
<i>Base: All Answering</i>	2849	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
I have many interruptions and disturbances while performing my job	90%	89%	91%	91%	91%	91% _G	88%	83%	90%	89%	88%	92%	87%	88%	93%	85%	90%	89%	93% _R	89%	85%
Over the past few years, my job has become more and more demanding	87%	87%	87%	82%	87%	87%	85%	93%	87%	87%	86%	94% IJKMOP	86%	88%	84%	84%	88%	84%	89% _R	84%	81%
I have constant time pressure due to a heavy workload	85%	84%	86%	91%	87%	86%	83%	72%	85% _P	85% _P	84%	89% _P	85%	86%	88% _P	76%	84%	86%	89% _{QT}	82%	85%
I receive the respect I deserve from my superior or a respective relevant person	79%	79%	80%	100%	87% _{FG}	79%	75%	59%	79%	79%	80%	74%	85% _L	78%	80%	78%	78%	78%	82%	87% _{QR}	85%
Considering all my efforts and achievements, I receive the respect and prestige I deserve at work	69%	68%	69%	91%	73% _G	68%	66%	55%	68%	71% _L	78% _{IJLN}	62%	78% _{ILN}	64%	72%	70%	65%	69% _Q	74% _Q	78% _Q	79% _Q

**Very small/*Small base size



Q11. Please indicate if you agree or disagree with the following statements:
Base: All Answering (n=2849)

WORK DEMANDS, BY KEY GROUPS (CONTINUED)

- Female executives and those working abroad or in the Atlantic region are more likely to agree that their salary is adequate. Female executives, along with higher level executives are also more likely to agree their job promotion prospects are adequate whereas male executives and executives based outside the NCR are more likely to think they are poor.
- Lower level executives and specifically those at EX01 or EX02 are more likely to have experienced or expect to experience an undesirable change in their work situation.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2849	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Considering all my efforts and achievements, my job promotion prospects are adequate	61%	59%	63% _B	91%	72% _{FG}	61% _G	51%	41%	61%	61%	65%	53%	72% _{IJLNP}	58%	62%	51%	57%	62% _Q	67% _Q	74% _{QR}	58%
Considering all my efforts and achievements, my salary / income is adequate	56%	51%	60% _B	64%	55%	56%	53%	48%	57% _{IJLNO}	51% _L	53% _L	35%	67% _{IJKLNO}	47%	44%	63% _{IJLNO}	52%	57% _Q	59% _Q	63% _Q	62%
My job promotion prospects are poor	42%	46% _C	39%	9%	24%	40% _E	61% _{EF}	69%	41%	48% _{IM}	53% _{IM}	51% _{IM}	33%	48% _M	46% _M	60% _{IIM}	47% _{RS}	40%	36%	39%	46%
I have experienced or I expect to experience an undesirable change in my work situation	40%	41%	39%	9%	38%	39%	44% _F	48%	40% _O	39% _O	33%	52% _{IJKMO}	37%	46% _{KO}	30%	39%	43% _{STU}	43% _{STU}	35% _T	17%	23%
My job security is threatened	13%	14%	12%	-	9%	12% _E	17% _{EF}	21%	13% _P	12% _P	8%	16% _P	10%	19% _{IJKMP}	14% _P	4%	14%	13%	11%	10%	8%

**Very small/*Small base size



Q11. Please indicate if you agree or disagree with the following statements:
Base: All Answering (n=2849)

© 2017 Ipsos



109

JOB SATISFACTION, BY KEY GROUPS

- Female executives or those in the Atlantic region are more likely to be satisfied with the amount of pay they receive. Executives working abroad are more likely to express satisfaction with their job security. Executives located outside the NCR and younger executives are more likely to be satisfied with their job in general, while lower levels executive and specifically those at the EX01 are less likely to be satisfied with the sort of things they do and their job in general. Higher level executives, female executives, and those located outside the NCR are more likely to be satisfied with the possibilities offered by the Executive Talent Management process.

Satisfied %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2831	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48**
The amount of job security you have	77%	76%	79%	82%	81% _G	78% _G	74%	62%	77%	77%	83% _{LNO}	73%	80%	71%	71%	91% _{IJLMNO}	75%	78%	78%	87% _{QRS}	81%
The sort of things you do on the job	73%	72%	75%	73%	78% _F	72%	74%	69%	73%	76% _L	80% _L	68%	77%	76%	72%	85% _{ILO}	69%	76% _Q	78% _Q	81% _Q	83% _Q
Your job in general	72%	72%	72%	91%	78% _{FG}	70%	71%	62%	71%	76% _I	80% _I	70%	82% _{ILO}	74%	70%	81%	68%	72% _Q	78% _{QR}	80% _Q	88% _{QR}
The flexibility of your work hours	50%	52%	50%	36%	56% _{FG}	50%	48%	62%	51%	51%	58% _{LP}	45%	57%	54%	48%	43%	52%	49%	47%	46%	52%
The amount of pay you get	49%	44%	53% _B	55%	51% _G	50% _G	44%	38%	50% _{LO}	46% _{LO}	51% _{LO}	33%	61% _{IJLNO}	42%	38%	60% _{IJLNO}	46%	51% _Q	49%	64% _{QRS}	56%
The professional development opportunities offered by your department/agency	44%	43%	46%	36%	53% _{FG}	44% _G	39%	31%	45%	45%	45%	38%	54% _{IJLP}	42%	52% _{LP}	36%	42%	42%	47%	62% _{QRS}	46%
The number of hours you work	36%	37%	37%	45%	45% _{FG}	36%	33%	31%	37%	37%	34%	34%	46% _{IJKL}	35%	35%	37%	41% _{RS}	34%	29%	36%	33%
Your current work load	32%	33%	31%	36%	34%	31%	31%	31%	32%	33%	30%	33%	37%	33%	32%	33%	32%	30%	31%	44% _{QRS}	44% _R
The possibilities offered by the Executive Talent Management process to meet career goals and aspirations	22%	20%	24% _B	9%	25% _G	23% _G	18%	10%	21%	25% _{IP}	29% _{IP}	22%	27%	27%	24%	15%	20%	21%	24% _Q	36% _{QRS}	40% _{QRS}

**Very small/*Small base size



Q12. Please indicate how satisfied you are with:
Base: All Answering (n=2831)

© 2017 Ipsos



110

ORGANIZATIONAL SUPPORT, BY KEY GROUPS

- Female executives, younger executives, and those in the NCR are more likely to believe that their supervisors and work colleagues are willing to listen to their personal problems. Younger executives are also somewhat more likely to feel that their immediate superior can be relied upon when things get tough at work. Executives in Quebec are less likely to think that their colleagues can be relied on when things get tough at work.

Top 2 % – Very much / Somewhat

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2870	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
How easy is it to talk with colleagues at work?	80%	82%	79%	100%	83%	80%	80%	79%	82%	78%	76%	81%	82%	75%	76%	79%	80%	80%	80%	87%	88%
How much can colleagues at work be relied on when things get tough at work?	79%	79%	78%	91%	80%	78%	79%	79%	78% _K	80% _K	64%	84% _K	87% _{JK}	80% _K	83% _K	82% _K	77%	78%	82% _Q	86% _{QR}	83%
How much can your immediate supervisor be relied on when things get tough at work?	73%	75%	72%	82%	78% _G	75% _G	68%	62%	73%	73%	68%	75%	79% _{KP}	74%	74%	66%	74%	71%	71%	81% _{RS}	81%
How much are colleagues at work willing to listen to your personal problems?	58%	57%	61% _B	82%	65% _{FG}	60% _G	51%	45%	60% _{JKNP}	55%	49%	60%	58%	50%	61%	46%	58%	57%	58%	67%	60%
How much does your immediate supervisor go out of his or her way to do things to make your work life easier for you?	57%	58%	58%	73%	59% _G	59% _G	53%	45%	58% _P	57% _P	66% _{JOP}	60% _P	59%	55%	52%	45%	60% _S	56%	54%	52%	60%

**Very small/*Small base size



Q10. Now thinking about your immediate supervisor and work colleagues, please indicate how much you feel they impact each of the following areas?
Base: All Answering (n=2870)

© 2017 Ipsos



111

COMMITMENT, BY KEY GROUPS

- Executives at the EX01 and EX02 levels are less likely to agree that their department/agency has a great deal of personal meaning for them while those outside the NCR are more likely to agree with this statement and are more likely to feel 'emotionally attached' to their department/agency.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2821	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
This department/agency has a great deal of personal meaning for me	66%	66%	65%	64%	67%	63%	70% _F	62%	62%	75% _{IK}	67%	74% _I	76% _I	80% _{IK}	82% _{IK}	73%	63%	63%	69% _{QR}	82% _{QRS}	79% _{QR}
I do not feel "emotionally attached" to this department/agency	21%	22%	21%	18%	21%	22%	20%	17%	23% _{JM}	17%	16%	20%	15%	18%	17%	19%	23% _T	24% _{ST}	19%	14%	17%

**Very small/*Small base size

ATTITUDES TOWARDS CURRENT JOB, BY KEY GROUPS

- Female executives and those based in Quebec are more likely to say they often get carried away with their work, are inspired by it, or feel vigorous and bursting with energy while at work. Female executives are also more likely to feel immersed in their work. Those outside the NCR are generally more likely to say they look forward to going to work in the morning and to feel strong and vigorous at their job. The higher the level the executive the more likely they are to agree to each statement.

Top 3 % – Always/ Very Often/ Often

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2809	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
I am proud of the work that I do	86%	86%	87%	91%	86%	86%	88%	76%	86%	88%	88%	86%	88%	90%	86%	88%	83%	86%	90% _{QR}	93% _Q	98% _{QR}
I am immersed in my work	76%	73%	80% _B	82%	75%	75%	80% _{EF}	83%	76%	78%	73%	82%	80%	73%	82%	78%	72%	76% _Q	84% _{QR}	91% _{QR}	88% _Q
I feel happy when I am working intensely	72%	72%	74%	64%	74%	72%	75%	72%	73% _O	72% _O	72%	70%	71%	76% _O	63%	82% _{JO}	69%	74% _Q	74% _Q	89% _{QRS}	85% _Q
I am enthusiastic about my job	70%	69%	72%	91%	73% _F	69%	72%	76%	70%	72%	73%	71%	76%	68%	70%	81%	66%	71% _Q	78% _{QR}	87% _{QRS}	83% _Q
When I get up in the morning, I feel like going to work	62%	62%	63%	73%	63%	59%	67% _F	76%	61%	67% _I	70% _I	64%	69%	67%	62%	73% _I	57%	63% _Q	69% _{QR}	82% _{QRS}	83% _{QRS}
My job inspires me	60%	58%	62% _B	73%	60%	58%	64% _F	66%	59%	63% _L	70% _{IL}	54%	62%	61%	61%	75% _{IIL}	54%	60% _Q	69% _{QR}	81% _{QRS}	73% _Q
At my job, I feel strong and vigorous	56%	54%	58% _B	64%	56%	55%	58%	59%	55%	59% _{IL}	70% _{IILNO}	51%	62%	56%	52%	67% _L	50%	57% _Q	64% _{QR}	73% _{QR}	64% _{QR}
At my work, I feel bursting with energy	45%	42%	48% _B	73%	45%	43%	48%	34%	44%	47% _{LO}	70% _{IILMNOP}	39%	43%	42%	38%	46%	40%	44%	51% _{QR}	64% _{QRS}	73% _{QRS}
I get carried away when I am working	45%	40%	50% _B	27%	44%	44%	48%	24%	45%	46% _N	64% _{IILMNOP}	42%	46%	36%	38%	49%	44%	43%	49%	50%	50%

**Very small/*Small base size



Q14. The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.
Base: All Answering (n=2809)

© 2017 Ipsos



113

STRESSFULNESS, BY KEY GROUPS

- Female executives are more likely to feel that most of their days are extremely / quite a bit stressful.

Top 2 % – Extremely/ Quite a bit

Total	Gender		Age					Region of Workplace								Executive Level				
	Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
A 2807	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
51%	48%	54% _B	36%	46%	52% _E	54% _E	38%	52% _{MP}	49% _{MP}	58% _{JMP}	50%	41%	55% _{MP}	48%	36%	50%	51%	55%	53%	42%

**Very small/*Small base size

SUPERVISOR INCIVILITY, BY KEY GROUPS

- Executives in the NCR are more likely to say their supervisor has made demeaning, rude, or derogatory remarks about them daily/ very often or often in the past 6 months.

Top 5 % – % Ever

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2802	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Put you down or was condescending to you in some way?	25%	23%	26%	27%	23%	24%	26%	31%	24%	24%	24%	26%	18%	28%	28%	18%	24%	25% _U	24%	26%	12%
Made demeaning, rude, or derogatory remarks about you?	9%	8%	10%	18%	8%	9%	9%	14%	10%	8%	8%	9%	6%	8%	10%	6%	9%	10%	11%	5%	2%
Addressed you in unprofessional terms, either publicly or privately?	14%	13%	14%	18%	15%	13%	13%	10%	14%	13%	11%	13%	14%	16%	12%	7%	13%	14%	15%	11%	6%
Made jokes at your expense?	14%	16%	11%	18%	16%	14%	13%	10%	14%	13%	13%	13%	8%	19%	16%	12%	13%	17% _Q	14%	16%	19%
Yelled, shouted, or swore at you?	6%	7%	6%	9%	9%	6%	6%	10%	7%	6%	4%	9%	2%	10%	8%	3%	5%	8% _Q	7%	7%	4%

****Very small/*Small base size**



Q16. In the past 6 months, how often has your own supervisor behaved in the following ways at work...
Base: All Answering (n=2802)

© 2017 Ipsos



115

PEER INCIVILITY, BY KEY GROUPS

- There are limited significant differences across the key groups.

Top 5 % – % Ever

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2797	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 1**
Put you down or was condescending to you in some way?	26%	23%	30%	9%	28%	27%	25%	21%	28%	24%	23%	26%	20%	27%	29%	19%	26%	26%	26%	25%	31%
Made demeaning, rude, or derogatory remarks about you?	11%	11%	12%	9%	11%	12%	12%	3%	12%	11%	8%	12%	12%	10%	17%	7%	11%	13%	12%	8%	12%
Addressed you in unprofessional terms, either publicly or privately?	18%	17%	19%	-	22%	18%	16%	14%	18%	17%	11%	19%	16%	19%	22%	12%	18%	17%	20%	17%	21%
Made jokes at your expense?	19%	22%	15%	9%	18%	19%	20%	24%	19%	20%	14%	24%	18%	28%	22%	13%	18%	19%	20%	23%	35% _{QR5}
Yelled, shouted, or swore at you?	7%	6%	7%	-	8%	7%	5%	3%	7%	6%	3%	8%	5%	6%	9%	-	5%	6%	8%	7%	12% _Q

****Very small/*Small base size**



Q17. In the past 6 months, how often have your peers behaved in the following ways at work...
Base: All Answering (n=2797)

© 2017 Ipsos



116

EMPLOYEE INCIVILITY, BY KEY GROUPS

- Executives located in the NCR are less likely to say their employees put them down or made derogatory remarks about them.

Top 5 % – % Ever

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2794	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Put you down or was condescending to you in some way?	18%	16%	19%	18%	18%	18%	18%	7%	17%	20%	19%	26%	16%	23%	22%	13%	19% _R	17%	15%	13%	21%
Made demeaning, rude, or derogatory remarks about you?	11%	11%	12%	9%	11%	11%	12%	10%	10%	15%	11%	25%	7%	18%	17%	9%	12%	11%	11%	10%	12%
Addressed you in unprofessional terms, either publicly or privately?	21%	20%	22%	27%	23%	21%	21%	17%	19%	26%	17%	40%	23%	29%	28%	16%	22% _R	18%	21%	17%	23%
Made jokes at your expense?	14%	18%	11%	27%	13%	15%	13%	21%	14%	15%	17%	19%	10%	15%	18%	12%	13%	14%	13%	19%	19%
Yelled, shouted, or swore at you?	9%	8%	9%	-	10%	8%	9%	7%	8%	11%	9%	19%	9%	11%	12%	4%	9%	8%	7%	7%	6%

****Very small/*Small base size**



Q18. In the past 6 months, how often have your employees behaved in the following ways at work...
Base: All Answering (n=2794)

ATTITUDES TOWARDS MANAGEMENT TEAM, BY KEY GROUPS

- Male executives or those based in the Atlantic region are more likely to agree that no one on their management team would deliberately undermine their efforts. Executives outside the NCR are more likely to agree that members of their management team are able to bring up tough problems and issues. Higher level executives and those in the Atlantic region are more likely to agree that it is safe to take a risk on their management team.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2790	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Members of this management team are able to bring up problems and tough issues	64%	66%	63%	64%	66%	66% _G	61%	52%	64%	69% _I	71%	65%	73% _I	65%	70%	66%	63%	64%	65%	75% _{QR}	69%
No one on this management team would deliberately act in a way that undermines my efforts	58%	61% _C	56%	64%	56%	59%	58%	55%	57%	60%	64%	57%	70% _{ULNO}	54%	55%	61%	59%	56%	57%	58%	67%
It is safe to take a risk on this management team	53%	53%	53%	45%	54%	53%	53%	48%	52%	56%	62% _{IN}	52%	64% _{UNP}	48%	56%	48%	50%	51%	59% _{QR}	69% _{QRS}	60%

**Very small/*Small base size

IMPACT OF WORK ON PERSONAL LIFE, BY KEY GROUPS

- Female executives or those who are based out of Ontario are more likely to say that their work schedule often makes it difficult for them to fulfil their domestic obligations or makes them cancel appointments with their family/friends.
- Female executives are also more likely to feel that work often takes up time they would have liked to spend with family/friends.

Top 3 % – Daily/ Very Often/ Often

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2781	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Your work obligations make it difficult for you to feel relaxed at home?	35%	34%	36%	45%	35%	36%	32%	24%	35% _K	33% _K	24%	43% _{JKMO}	28%	34%	31%	43% _{KM}	34%	35%	38%	33%	33%
Your work takes up time that you would have liked to spend with your spouse/family/friends	35%	32%	36% _B	36%	37%	35%	33%	28%	35% _K	34% _K	25%	42% _{JKM}	30%	30%	35%	46% _{IJKMN}	31%	36% _Q	41% _Q	38%	40%
Your work schedule makes it difficult for you to fulfil your domestic obligations?	29%	26%	31% _B	36%	31% _G	29% _G	25%	24%	29% _K	27% _K	17%	37% _{IJKMO}	25%	27%	24%	36% _K	25%	29%	36% _{QR}	35% _Q	25%
You have to cancel appointments with your spouse/family/friends due to work-related commitments?	22%	19%	25% _B	27%	23%	23%	20%	21%	22%	22%	17%	29% _{IJK}	19%	24%	20%	27%	19%	24% _Q	25% _Q	27%	27%

**Very small/*Small base size



Q20. How often does it happen that...
Base: All Answering (n=2781)

© 2017 Ipsos



119

IMPRESSIONS OF TIME AWAY FROM WORK, BY KEY GROUPS

- Male executives are more likely to say they forget about work in their free time. Executives based in the Atlantic region are more likely to agree they get a break from the demands of work while executives in the NCR are more likely to agree that they don't think about work at all in their free time.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2777	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
I get a break from the demands of work	45%	46%	45%	55%	46%	45%	45%	55%	45%	48% _L	46%	36%	60% _{IJKLP}	51% _L	51% _L	45%	47%	44%	43%	47%	35%
I distance myself from my work	35%	36%	34%	36%	33%	36%	35%	31%	35% _L	35% _L	44% _{IJL}	22%	37% _L	35% _L	38% _L	34%	37% _R	32%	33%	31%	35%
I forget about work	14%	17% _C	13%	-	14%	15%	16%	21%	15%	14%	19% _N	11%	14%	10%	18%	15%	15%	15%	14%	14%	12%
I don't think about work at all	9%	10%	9%	-	9%	9%	9%	3%	10% _J	7%	10%	5%	6%	7%	7%	4%	10% _S	8%	7%	7%	10% _{RS}

**Very small/*Small base size



Q21. Please indicate the degree to which you agree or disagree with the following statements: In my free time after work...
Base: All Answering (n=2777)

© 2017 Ipsos



120

RESILIENCE, BY KEY GROUPS

- Male executives are more likely to agree they tend to take a long time to get over set-backs in their life. The higher level the executive the more likely they are to agree that they tend to bounce back quickly after hard times, that they usually come through difficult times with little trouble or that they do not take long to recover from stressful events. Executives outside the NCR are more likely to feel they tend to bounce back quickly after hard times.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2766	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
I tend to bounce back quickly after hard times	64%	63%	66%	64%	68% _F	62%	66%	69%	63%	69% _I	74% _I	68%	70%	69%	65%	63%	60%	65%	71% _{QR}	77% _{QR}	81% _{QR}
I usually come through difficult times with little trouble	60%	60%	60%	73%	62%	59%	60%	69%	60%	60%	60%	64%	61%	54%	64%	57%	58%	60%	63% _Q	74% _{QRS}	73% _Q
It does not take me long to recover from a stressful event	57%	58%	58%	64%	60%	56%	59%	62%	57%	60%	67% _I	57%	58%	55%	64%	55%	55%	58%	60% _Q	69% _{QR}	71% _Q
It is hard for me to snap back when something bad happens	16%	16%	17%	-	15%	18%	15%	-	17%	14%	14%	16%	17%	14%	12%	13%	19%	16%	12%	9%	8%
I tend to take a long time to get over set-backs in my life	13%	15% _C	12%	9%	13%	14%	13%	-	14%	12%	9%	18% _{JK}	11%	10%	12%	10%	15% _S	12%	13%	8%	8%
I have a hard time making it through stressful events	11%	10%	11%	-	9%	11%	11%	3%	11%	10%	9%	12%	10%	8%	10%	9%	12% _{SU}	12% _{SU}	6%	9%	2%

**Very small/*Small base size



Q22. Please indicate the extent to which you agree with each of the following statements:
Base: All Answering (n=2766)

© 2017 Ipsos



121

BURNOUT, BY KEY GROUPS

- Female executives are more likely to say they are emotionally drained, burnt out, tired, and used up at the end of the workday at least once a week. Executives in the NCR are also more likely to say they feel tired when they get up to face another day. The lower level the executive and specifically those EX01 and EX02 are more likely to agree to most statements about burnout.

Top 3 Box – Every Day/ A Few Times a Week/ Once a Week	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2752	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
I feel used up at the end of the workday	48%	44%	51% _B	45%	49%	49%	44%	41%	48% _K	46% _K	36%	49% _K	40%	53% _{KM}	54% _{KM}	48%	49% _{TU}	48% _{TU}	47% _{TU}	33%	31%
I feel emotionally drained from my work	35%	33%	37% _B	27%	37%	36%	33%	24%	35%	35% _P	31%	40% _P	30%	44% _{IJKMP}	38%	24%	38% _{ST}	34%	32%	27%	21%
I feel tired when I get up in the morning and have to face another day on the job	34%	30%	37% _B	18%	36% _G	34%	31%	34%	35% _{JM}	29%	29%	34%	23%	28%	33%	25%	36% _{TU}	34% _T	31%	23%	21%
I have become less enthusiastic about my work	28%	27%	28%	36%	24%	29%	28%	31%	28% _M	26% _M	25%	34% _{JM}	17%	24%	31% _M	21%	30% _S	29% _S	22%	21%	27%
I feel burnt out from my work	25%	23%	27% _B	27%	25%	26%	25%	17%	25%	25%	22%	30% _M	19%	30%	25%	21%	28% _{STU}	25% _{STU}	20% _U	13%	6%
I just want to do my job and not be bothered	23%	24%	22%	36%	21%	25% _G	21%	14%	23%	24% _M	23%	29% _M	16%	27% _M	24%	24%	27% _{RSTU}	22%	20%	15%	12%
I have become less interested in my work	22%	22%	22%	18%	19%	23%	22%	28%	23%	21%	18%	28% _{JP}	18%	23%	21%	15%	25% _{ST}	24% _{ST}	16%	13%	17%
I have become more cynical about whether my work contributes to anything	22%	22%	22%	27%	21%	22%	22%	17%	22%	22%	19%	30% _{IJKMP}	18%	25%	22%	15%	25% _{STU}	23% _{ST}	15%	8%	12%
I doubt the significance of my work	18%	17%	19%	18%	17%	19%	17%	17%	17%	19%	17%	21%	18%	20%	22%	16%	21% _{STU}	18% _{STU}	11%	8%	6%
Working all day is really a strain for me	17%	16%	17%	9%	13%	18% _E	16%	14%	17%	16%	13%	21%	13%	20%	18%	10%	19% _{STU}	17% _{STU}	12%	7%	4%

****Very small/*Small base size**



Q23. Over the past 12 months, how have you felt about your work? Please indicate the response that most applies to you.
Base: All Answering (n=2752)

© 2017 Ipsos



122

HARASSMENT, BY KEY GROUPS

- Female executives are more likely to report being verbally harassed or tormented at work. Of those who report being verbally harassed or tormented, males executives and those based outside the NCR are more likely to say the person who harassed them was a client or a stranger.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A 2748	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
% verbally harassed or tormented while you were at work	19%	16%	22% _B	18%	19%	19%	20%	17%	19% _M	19% _M	21% _M	20% _M	10%	20% _M	22% _M	15%	19%	19%	20%	15%	10%

Person who harassed you

Base: All Answering	524	213	296	2**	97	272	137	5**	372	127	28**	26**	13**	23**	27**	10**	251	140	91*	16**	5**
a direct supervisor	41%	39%	41%	50%	37%	40%	43%	20%	42%	35%	32%	38%	15%	35%	44%	30%	40%	41%	42%	31%	60%
a subordinate	28%	23%	30%	50%	32%	25%	30%	-	27%	32%	25%	27%	46%	26%	37%	50%	31% _R	21%	29%	38%	20%
a superior	27%	28%	25%	-	25%	30%	23%	40%	29%	21%	11%	27%	23%	22%	26%	20%	28%	29%	23%	6%	-
a co-worker	23%	22%	24%	-	20%	25%	20%	40%	24%	24%	36%	12%	23%	17%	37%	-	21%	22%	26%	25%	60%
a client	12%	15% _C	9%	-	12%	11%	13%	40%	9%	18% _I	18%	12%	38%	22%	15%	10%	13%	11%	12%	12%	-
a stranger	1%	3% _C	-	-	2%	-	2%	20%	1%	3% _I	-	-	15%	9%	-	-	1%	1%	1%	6%	-
Other	7%	8%	5%	-	6%	8%	6%	-	7%	7%	4%	12%	8%	13%	4%	-	6%	8%	8%	12%	-

**Very small/*Small base size



Q24. During the past 12 months, were you verbally harassed or tormented while you were at work? Base: All Answering (n=2748)
Q25. Was the person who harassed you...? Base: Verbally Harassed Or Tormented While At Work (n=594)

ABILITY TO DEAL WITH THREATENING SITUATIONS, BY KEY GROUPS

- The higher the level the executive and those based outside the NCR (and in particular those in the Prairies) are more likely to strongly agree that they are capable of effectively handling situations that may harm or threaten staff.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2746	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Strongly agree/ agree	84%	85%	83%	45%	77%	84%_E	89%_{EF}	79%	82%	87%_{IL}	85%	81%	92%_{IL}	91%_{IL}	84%	93%_{IL}	81%	83%	90%_{QR}	86%	88%
Strongly agree	24%	25%	23%	27%	17%	25% _E	28% _E	17%	24%	26% _{IL}	20%	25%	26% _{IL}	37% _{IJKLMO}	24%	24%	20%	25% _Q	30% _Q	34% _{QR}	40% _{QR}
Agree	59%	59%	60%	18%	61%	59%	61%	62%	58%	61%	65%	57%	66%	54%	60%	69%	61%	58%	61%	52%	48%

****Very small/*Small base size**



Q26. Please indicate the degree to which you agree or disagree with the following statement
Base: All Answering (n=2746)

THOUGHT ABOUT LEAVING, BY KEY GROUPS

- Males executives are more likely to report having thought about leaving at least monthly in the past six months, while female executives are more likely to say they have never thought about leaving their current position in that timeframe. Executives in the NCR are more likely to say they have thought about leaving their current position daily and less likely to say they have never thought about it.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A 2743	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
% At least monthly	70%	71%	67%	63%	66%	69%	73% _E	62%	70% _{KMP}	66%	59%	79% _{UKMOP}	60%	72% _{KP}	66%	53%	70%	68%	68%	66%	62%
Daily	7%	6%	7%	-	5%	7%	8% _E	14%	8% _{JKP}	5% _P	3%	5%	3%	9% _{JP}	6% _P	-	8% _S	7%	5%	4%	4%
Several Days a Week	10%	10%	9%	9%	8%	9%	10%	10%	9%	9%	9%	6%	7%	12%	12%	10%	11% _S	9% _S	5%	8%	6%
Weekly	15%	14%	15%	27%	15%	14%	15%	17%	14%	15%	14%	22% _{IJ}	13%	12%	16%	10%	14%	14%	18%	13%	12%
Monthly	38%	41% _C	36%	27%	38%	39%	40%	21%	39%	37%	33%	46% _{JKO}	37%	39%	32%	33%	37%	38%	40%	41%	40%
Never	31%	29%	33% _B	36%	34% _G	31%	27%	38%	30% _L	34% _{IL}	41% _{ILN}	21%	40% _{ILN}	27%	34% _L	46% _{IJLN}	29%	32%	32%	34%	38%

**Very small/*Small base size



Q27. In the past 6 months, how often have you thought about leaving your current position?
Base: All Answering (n=2743)

© 2017 Ipsos



125

PERCEPTIONS OF HEALTH, BY KEY GROUPS

- Female executives and those in the NCR are more likely to say their general health is excellent or very good.
- Executives who are based in Quebec or abroad are more likely to rate their mental health as excellent or very good, while lower level executives and specifically those at EX01 are less likely do so.

Top 2 % – Excellent / Very Good

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2742	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
General health	57%	56%	59% _B	64%	60%	56%	57%	69%	59% _{JLMO}	53% _O	64% _{JLMO}	48%	50%	58% _O	42%	58% _O	55%	59%	59%	58%	60%
Mental Health	54%	55%	54%	55%	50%	53%	60% _{EF}	76%	54%	56% _L	64% _{IILMO}	48%	52%	56%	51%	67% _{IILMO}	50%	57% _Q	57% _Q	67% _Q	79% _{QRS}

**Very small/*Small base size

SELF-RATED AMOUNT OF STRESS, BY KEY GROUPS

- Female executives and those who are based in the Prairies are more likely to feel that most days are extremely or quite a bit stressful.

Top 2 % – Extremely/ Quite a bit stressful

Total	Gender		Age					Region of Workplace								Executive Level				
	Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
A 2739	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
44%	41%	47% _B	45%	43%	45%	43%	31%	45% _M	42% _M	45% _M	47% _M	33%	52% _{JMO}	36%	39%	44%	44%	46%	40%	40%

***Very small/*Small base size*



Q30. Thinking about the amount of stress in your life, would you say that most days are:
Base: All Answering (n=2739)

© 2017 Ipsos



127

BODY MASS INDEX (BMI), BY KEY GROUPS

- Female executives and younger executives (particularly those under 44) are more likely to be underweight or in the normal range. Executives based in the NCR are more likely to fall into the normal range than those who work outside, in addition those based in Quebec or abroad are more likely to have be in the normal range than executives working in other areas of the country outside the NCR. Male executives are more likely to be overweight or obese, while older executives (over 45) or those Atlantic, the Prairies and to a lesser extent Ontario are more likely to be obese.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2651	B 1336	C 1318	D 11**	E 505	F 1444	G 676	H 28**	I 1913	J 684	K 131	L 129	M 125	N 112	O 120	P 67*	Q 1282	R 716	S 460	T 108	U 48*
Underweight	4%	2%	6% ^B	9%	6% ^{FG}	3%	3%	7%	3%	4%	6%	3%	4%	2%	4%	7%	4%	4%	3%	4%	2%
Normal range	35%	25%	46% ^B	64%	42% ^{FG}	34%	32%	36%	37% JLMN	32% ^M	43% JLMN	26%	24%	26%	32%	46% JLMNO	36%	34%	34%	37%	35%
Overweight	20%	25% ^C	16%	9%	19%	21%	20%	25%	20%	20%	18%	24%	18%	20%	25%	15%	19%	21%	21%	24%	19%
Obese	40%	49% ^C	32%	18%	33%	42% ^E	45% ^E	32%	40%	44% ^{KP}	34%	47% ^{KP}	54% IJKOP	53% IJKOP	39%	31%	41%	40%	42%	35%	44%

****Very small/*Small base size**

SLEEP BEHAVIOURS, BY KEY GROUPS

- Males executives are more likely to say that they have both trouble sleeping most of the time or find sleep refreshing. Those at EX04 are more likely than lower level executives to find sleep refreshing at least most of the time.

Top 2 % – All of the time / Most of the time

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2713	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Have trouble sleeping	31%	35% c	27%	45%	34%	30%	30%	55%	31%	31%	30%	30%	36%	32%	28%	27%	30%	30%	30%	39%	42%
Find sleep refreshing	41%	44% c	40%	45%	37%	41%	45% E	59%	41%	44% L	50% IL	36%	45%	47%	42%	49%	40%	41%	43%	55% QRS	48%
Difficulty staying awake when you want to sleep	55%	55%	55%	55%	57%	54%	54%	55%	54%	57%	54%	52%	57%	62%	63%	58%	52%	54%	59% Q	60%	62%

**Very small/*Small base size



Q42. How often do you have trouble going to sleep or staying asleep? Base: All Answering (=2714)

Q43. How often do you find your sleep refreshing? Base: All Answering (n=2713)

Q44. How often do you find it difficult to stay awake when you want to sleep? Base: All Answering (n=2709)

PHYSICAL ACTIVITY, BY KEY GROUPS

- Male executives or those based in the Prairies are more likely to participate in moderate or vigorous physical activity more frequently and for longer durations (over one hour).

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A 2722	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Moderate Physical Activity in Past 7 Days (MEAN)	3.2	3.4 _C	3	3.4	3.1	3.2	3.2	4	3.2	3.3 _{KL}	2.9	2.8	3.5 _{KL}	3.7 _{UJL}	3.5 _{KL}	3.2	3.1	3.1	3.2	3.4	3.3 _R
Time Spent																					
0-15 minutes	19%	19%	20%	-	22%	19%	19%	14%	20%	18%	20%	23% _{MO}	13%	19%	12%	19%	20%	18%	19%	16%	10%
16-30 minutes	25%	25%	24%	27%	20%	26% _E	26% _E	34%	25%	23%	25%	25%	26%	18%	22%	24%	24%	26%	22%	34% _{QS}	25%
31-60 minutes	44%	41%	46% _B	64%	47% _G	44%	40%	38%	43%	47%	41%	44%	54% _{IK}	45%	52%	46%	43%	42%	46%	41%	46%
More than 1 hour	12%	15% _C	10%	9%	10%	11%	15% _{EF}	14%	12%	12%	14%	8%	7%	19% _{IJLM}	13%	10%	12%	13%	13%	9%	19%

CIGARETTE SMOKING, BY KEY GROUPS

- There are limited differences across the key groups.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2722	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Cigarette smoking %																					
Daily	3%	4%	3%	-	3%	3%	4%	3%	3%	4% _K	1%	3%	4%	7% _{IK}	6% _K	1%	3%	3%	3%	3%	4%
Occasionally	3%	2%	3%	-	4% _G	3% _G	1%	-	3%	3%	3%	4%	3%	4%	2%	6%	3%	3%	3%	2%	2%
Mean # of Cigarettes Smoked Daily																					
<i>Base: Smoke Cigarettes Daily</i>	86	50*	35*	-	13**	47*	24**	1**	55*	26**	1**	4**	5**	8**	7**	1**	43*	23**	13**	3**	2**
Average number smoked daily (Mean)	10.5	11.3	9.5	-	9.6	10.5	11.5	3	10.5	10.1	18	11.8	10	9.8	9.1	6	11	9.7	9.8	12.3	16

ALCOHOL CONSUMPTION, BY KEY GROUPS

- On average, male executives consume more alcoholic drinks per week and are more likely to drink everyday or 4-6 times a week. Executives in the NCR are more likely to say they drink once a week while those at EX01 have less drinks per week on average than higher level executives.

Alcohol Consumption

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2752	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Less than once a month	7%	5%	8% _B	-	6%	7%	6%	7%	7%	7%	5%	11%	8%	5%	8%	3%	7%	7%	5%	6%	2%
Once a month	4%	4%	5%	-	5%	5%	3%	7%	5%	4%	4%	4%	3%	8% _{JP}	3%	-	5%	5%	3%	6%	2%
2 to 3 times a month	11%	8%	13% _B	9%	12%	11%	9%	7%	11%	11%	8%	12%	17% _{IJK}	10%	9%	10%	12%	10%	10%	8%	6%
Once a week	13%	12%	14%	9%	11%	14%	12%	14%	14% _{JK}	10%	6%	12%	10%	16% _{JK}	8%	10%	13%	13%	12%	11%	8%
2 to 3 times a week	29%	30%	27%	27%	29%	29%	28%	17%	28%	31%	39% _{IJL}	26%	32%	28%	30%	30%	29%	28%	28%	32%	33%
4 to 6 times a week	22%	25% _C	20%	45%	24%	22%	23%	24%	23% _L	22%	26% _L	16%	18%	20%	26% _L	28% _L	22%	20%	26% _R	21%	33% _R
Every day	9%	10% _C	7%	9%	7%	8%	12% _{EF}	14%	8%	10%	8%	15% _{IM}	6%	9%	12%	13%	7%	11% _Q	10% _Q	10%	12%
I haven't had an alcoholic beverage in the past 12 months	6%	6%	6%	-	6%	5%	7%	10%	6%	5%	5%	6%	6%	4%	4%	4%	6%	6%	6%	6%	2%

Average Weekly Consumption

<i>Base</i>	2568	1270	1253	11**	480	1380	635	26**	1818	652	125	121	118	109	115	64*	1220	681	436	102	47*
Weekly Consumption (Mean)	6.1	7 _C	5.3	6.9	5.7	5.9	6.9 _{EF}	5.5	6	6.5	7.1	6.2	6	5.6	7.2 _N	7.6 _N	5.5	6.6 _Q	6.8 _Q	6.6 _Q	7.5 _Q

*small base size **very small base size. Interpret with caution.



Q37. During the past 12 months, how often did you drink alcoholic beverages? Base: All Answering (n=2722)

Q38. How many drinks would you have in the average week? Base: Have Had An Alcoholic Beverage In The Past 12 Months (n=2568)

© 2017 Ipsos



132

DIAGNOSED CHRONIC CONDITIONS, BY KEY GROUPS

- Female executives are more likely to have been diagnosed with back or neck pain, gastro-intestinal discomfort, migraines, hypothyroidism, depression/ anxiety and other mental health issues while males executives are more likely to have been diagnosed for cardiovascular issues or diabetes. Executives in the NCR are less likely to have been diagnosed with cardiovascular issues or hypothyroidism. Lower level executives and specifically EX01 -EX03 are more likely to have been diagnosed with or received treatment for depression/ anxiety.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2720	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Back or neck pain	43%	36%	49% _B	36%	48% _{FG}	42%	41%	31%	42%	45% _M	50% _{MP}	47%	37%	47%	50% _{MP}	34%	44% _T	42%	44% _T	33%	38%
Gastro-intestinal discomfort	18%	16%	19% _B	9%	15%	17%	20%	14%	18%	17%	16%	21%	14%	14%	19%	21%	19%	18%	16%	17%	10%
Depression / anxiety	15%	12%	19% _B	9%	18%	15%	14%	7%	16% _K	14%	9%	17%	12%	16%	16%	10%	17% _{RTU}	14% _{TU}	16% _{TU}	6%	2%
Cardiac or Cardiovascular Issues (i.e. hypertension)	14%	17% _C	10%	-	6%	14% _E	20% _{EF}	14%	13%	17% _I	11%	22% _{IKP}	18%	22% _{IKP}	16%	9%	13%	13%	16% _T	8%	17%
Mental Health issues other	6%	5%	7% _B	-	7%	6%	6%	3%	6%	5%	5%	5%	2%	5%	8% _M	4%	7% _T	5%	5%	2%	2%
Diabetes	2%	3% _C	1%	-	1%	2%	3% _E	3%	2%	2%	1%	4%	2%	3%	3%	-	2%	2%	4% _{QR}	1%	2%
Arthritis or Osteoarthritis	2%	2%	2%	-	2%	2%	4% _F	3%	2%	2%	1%	3% _M	-	4% _M	2%	1%	2%	3%	2%	2%	-
Asthma	1%	1%	2%	-	1%	2%	1%	3%	1%	1%	4% _{IJMO}	1%	-	2%	-	1%	1%	1%	1%	-	-
Hypothyroidism	1%	-	2% _B	-	1%	1%	1%	-	1%	2% _I	1%	2%	1%	2%	4% _I	3%	1%	1%	1%	-	-
Migraine	1%	-	2% _B	-	1%	1%	1%	-	1% _J	-	-	-	-	-	1%	-	1%	1%	1%	2%	-
Other	7%	7%	8%	-	5%	8% _E	9% _E	-	7% _M	9% _M	8% _M	12% _{IM}	2%	12% _M	12% _{IM}	6%	8%	7%	7%	6%	8%

*small base size **very small base size. Interpret with caution.

Mentions <1% not shown

© 2017 Ipsos



MEDICATIONS TAKEN, BY KEY GROUPS

- Female executives are more likely to take pain relievers, sleeping pills, antidepressants, thyroid medications or vitamins/ minerals/ supplements, sleeping pills, pain relievers, and antidepressants while males executives are more likely to take medication for diabetes, blood pressure, or cholesterol medication, or no medication at all.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A 2717	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
Pain reliever	74%	68%	80% _B	64%	80% _{FG}	74% _G	70%	59%	74%	73%	67%	74%	76%	73%	76%	72%	74% _T	73%	77% _T	65%	69%
Sleeping pills	16%	14%	18% _B	-	13%	17% _E	16%	3%	17%	14%	16%	13%	13%	16%	12%	13%	17%	15%	17%	12%	6%
Antidepressants	10%	7%	12% _B	-	10%	10%	9%	3%	10%	8%	6%	11%	7%	11%	8%	4%	10%	8%	11%	6%	-
Blood pressure/ Hypertension medication	7%	8% _C	5%	-	2%	7% _E	10% _{EF}	14%	6%	8%	5%	11% _I	11% _{IK}	5%	8%	7%	5%	6%	10% _{QR}	6%	15% _{QR}
Antihistamines/ Allergy medication	3%	2%	3%	-	3%	2%	2%	7%	3% _J	1%	2%	1%	-	2%	-	4% _{JMO}	2%	3%	2%	2%	4%
Cholesterol medication	3%	5% _C	1%	-	1%	2% _E	7% _{EF}	3%	3%	4%	3%	7% _I	5%	4%	2%	1%	2%	4%	4% _Q	5%	4%
Anti-acid reflux/ GERD	3%	3%	2%	-	2%	2%	4% _F	3%	3%	3%	2%	6% _{UK}	2%	3%	2%	1%	2%	3%	4%	4%	2%
Thyroid medication	3%	1%	4% _B	-	2%	3%	3%	3%	2%	3%	5%	3%	2%	4%	5%	-	3%	3%	3%	2%	-
Vitamins/ minerals/ supplements	3%	2%	4% _B	9%	3%	3%	3%	7%	3%	3%	4%	2%	2%	4%	4%	3%	3%	3%	2%	2%	-
Tranquillizers	2%	2%	3%	-	3%	2%	2%	7%	2%	2%	2%	1%	2%	2%	3%	1%	3%	2%	3%	1%	-
Diabetes medication	2%	2% _C	1%	-	-	1% _E	3% _{EF}	3%	1%	2%	1%	2%	4% _I	3%	4% _I	-	1%	2%	2%	1%	4%
Other	7%	6%	8%	-	6%	7%	9% _E	10%	7%	7% _L	11% _L	3%	6%	12% _L	6%	7%	7%	8%	5%	5%	4%
None	16%	20% _C	12%	27%	15%	16%	17%	17%	16% _L	15% _L	17%	9%	14%	17%	16%	19% _L	16%	17% _S	13%	26% _{QRS}	21%

*small base size **very small base size. Interpret with caution.

Mentions <2% not shown

© 2017 Ipsos



HOURS OF SLEEP, BY KEY GROUPS

- On average, female executives report getting more sleep than male executives and in particular for eight or more hours. Executives based out of Ontario are more likely to report getting 5 hours of sleep per night on average.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
	2714	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Hours of sleep																					
3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	1%	1%	1%	-	-	1%	1%	-	1%	1%	2%	-	-	-	3% _{IJLM}	1%	1%	1%	-	-	-
5	7%	8%	7%	9%	7%	8%	7%	3%	7%	8%	7%	14% _{IJOP}	9%	11%	4%	4%	8%	7%	6%	8%	8%
6	33%	35% _C	31%	-	32%	32%	34%	48%	32%	33%	32%	37%	30%	33%	34%	34%	31%	35%	36% _Q	31%	33%
7	42%	42%	41%	55%	43%	41%	42%	24%	43% _K	39%	33%	35%	46% _K	36%	42%	48% _K	41%	41%	42%	45%	44%
8	16%	13%	18% _B	27%	17%	16%	15%	21%	16%	17%	24% _{IJLMP}	12%	14%	20%	15%	12%	18%	15%	14%	14%	15%
9	1%	1%	2% _B	9%	1%	2%	1%	-	1%	1%	2%	2%	2%	-	1%	-	2%	1%	1%	2%	-
Mean	6.7	6.6	6.7 _B	7.3	6.7	6.7	6.7	6.8	6.7 _L	6.7 _L	6.8 _L	6.5	6.7	6.7	6.7	6.6	6.7	6.7	6.7	6.7	6.6

PRESENTTEEISM, BY KEY GROUPS

- Female executives and lower level executives are more likely to agree that they have gone to work despite feeling that they really should have taken sick leave for health reasons.

Agree %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2711	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
'I have gone to work despite feeling that I really should have taken sick leave due to my state of health'	68%	66%	71% _B	55%	75% _{FG}	70% _G	59%	59%	69% _K	66%	60%	74% _{JK}	63%	66%	65%	66%	71% _{ST}	71% _{ST}	64% _T	51%	60%

**Very small/*Small base size

PRESENTEEISM, BY KEY GROUPS (CONTINUED)

- Lower level executives tend to be more likely to have reported going to work when they have felt unwell and among those who have to report a lower level of capacity on those days. Among those who have gone to work feeling unwell, executives from Quebec report a higher level of performance capacity.

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2713 / 2396	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Days went to work feeling unwell (Mean)	7.5	7.3	7.6	7.3	7	7.3	8	17.2	7.4	7.3	6.2	9.2	5.6	9	7.4	6.2	8.2 _T	7.4 _T	6.7 _T	3.9	4.2
Performance capacity on days feeling unwell (Mean %)	66.8	66.2	67.5	53.9	65.6	66.4	68.9 _{EF}	72.3	66.9	66.6	70.3 _{IJMNO}	66.7	65	65.8	64.9	67.2	65.3	67.7 _Q	69.4 _Q	70.2 _Q	70.2

**Very small/*Small base size



Q46. During the past 12 months, how many days did you go to work even though you were indisposed by physical or psychological health problems, or you were sick or not feeling well? Base: All Answering (n=2711)

Q47. Considering that you were indisposed by physical or psychological health problems during those working days, at what percentage would you estimate your level of performance or proficiency during those days? Base: One Or More Days Went To Work When Should've Taken Sick Day (n=2396)

SOUGHT PROFESSIONAL COUNSELLING, BY KEY GROUPS

- Female executives and those at a lower level are more likely to say they have sought counselling for either work-related or personal reasons. Younger executives are somewhat more likely to report having sought professional counselling for personal problems.

Yes %

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2708	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Work related problems?	15%	12%	19% _B	9%	16%	16%	15%	3%	16%	14%	17%	12%	12%	12%	14%	15%	19% _{RSTU}	14% _{TU}	13% _{TU}	5%	2%
Personal problems?	15%	13%	18% _B	9%	18% _G	16% _G	11%	3%	15%	14%	16%	16%	14%	14%	12%	9%	18% _{TU}	14% _T	14% _T	6%	-

**Very small/*Small base size

VACATION/SICK DAYS TAKEN FOR STRESS, BY KEY GROUPS

- On average, female executives take more sick or vacation leave days for stress-related reasons than male executives.

Among Those Who Took Sick Days – Mean # of Days Taken

	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Base: All Answering	2708	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
Number of Days Taken	11	8.2	12.8 _B	1.5**	7.4	11.8	12.1	9.5**	10.6	11.4	20.7**	6.4**	4.9**	6.7*	23.1 ₁ *	2.6**	11.3	11.6	8.3*	22.3**	2**

**Very small/*Small base size

PERCEPTIONS OF EMPLOYER/WORKPLACE, BY KEY GROUPS

- Male executives are more likely to agree people from all backgrounds are treated fairly, that their employer deals effectively with situations that may harm staff and makes efforts to prevent harm, and to describe their workplace as psychologically healthy. Executives outside the NCR are more likely to agree that their employer makes efforts to prevent harm or deals effectively with situations that may threaten or harm staff, that people in their workplace have a good understanding of the importance of mental health, and that their workplace is psychologically healthy, while those working abroad are more likely to agree that they are well-versed to manage an increasingly diverse workforce. The higher the executive level the more likely they are to agree that people in their workplace understand the importance of mental health, that their employer deals effectively with situations that may harm or threaten staff, that their employer makes efforts to prevent harm and discrimination or that they would describe their workplace as psychologically healthy.

Agree %	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
Base: All Answering	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
My employer makes efforts to prevent harm to employees from harassment, discrimination or violence	2695	1342	1326	11**	509	1449	680	29**	1923	686	132	129	125	113	120	67*	1290	721	461	108	48*
People from all backgrounds are treated fairly in our workplace	78%	82% _C	74%	82%	74%	79% _E	78%	72%	76%	83% _I	78%	84% _I	91% _{IJKOP}	83%	79%	78%	76%	77%	79%	92% _{QRS}	90% _{QR}
I think that as a Federal government executive I am well versed in how to manage the increasingly diverse workforce	77%	80% _C	74%	82%	79%	77%	77%	69%	76%	79%	80%	75%	83%	80%	77%	82%	75%	79% _Q	80% _Q	75%	77%
People in my workplace have a good understanding of the importance of employee mental health	64%	64%	63%	64%	61%	63%	67% _E	66%	62%	66%	64%	64%	64%	68%	66%	76% _I	61%	65% _Q	68% _Q	70% _Q	67%
My employer deals effectively with situations that may threaten or harm staff (e.g., harassment, discrimination, violence)	63%	63%	63%	73%	64%	63%	64%	62%	62%	68% _{IP}	65%	64%	80% _{IJKLP}	69% _P	69% _P	54%	60%	62%	68% _{QR}	81% _{QRSU}	67%
My employer offers services or benefits that adequately address my psychological and mental health	62%	68% _C	56%	55%	58%	64% _E	60%	55%	60%	65% _I	61%	66%	74% _{IJKP}	64%	67%	60%	57%	62% _Q	66% _Q	76% _{QR}	77% _{QR}
I would describe my workplace as being psychologically healthy	56%	57%	55%	45%	53%	57%	56%	45%	54% _P	60% _{IP}	58% _P	60% _P	74% _{IJKLOP}	64% _P	57% _P	39%	54%	57%	56%	62%	65%
	47%	51% _C	45%	45%	49%	46%	48%	55%	46%	53% _I	51%	49%	63% _{IJKLN}	46%	56% _I	55%	44%	49% _Q	49%	61% _{QRS}	69% _{QRS}

PERCEPTIONS OF EMPLOYER/WORKPLACE, BY KEY GROUPS

- Male executives are more likely to agree that Federal Government employees are knowledgeable about digital platforms, have the tools to do their jobs properly, and that policies are in place to keep pace with technology, while female executives are more likely to agree that the Federal Government is nimble enough to communicate through social media. Older executives are more likely to agree that they have the tools they need to do their jobs properly, while executives working outside the NCR are more likely to agree that their employer promotes a work-life balance. Those at EX05 level are more likely to think that Federal Government employees are well-trained on how to use social media.

Agree %	Total	Gender		Age					Region of Workplace								Executive Level				
		Male	Female	25-34	35-44	45-54	55-64	>65	NCR	Outside NCR	Quebec	Ontario	Atlantic	Prairies	Pacific	Abroad	EX01	EX02	EX03	EX04	EX05
<i>Base: All Answering</i>	A 2695	B 1342	C 1326	D 11**	E 509	F 1449	G 680	H 29**	I 1923	J 686	K 132	L 129	M 125	N 113	O 120	P 67*	Q 1290	R 721	S 461	T 108	U 48*
I am able to reasonably balance the demands of work and personal life	44%	46%	43%	55%	44%	44%	45%	55%	44%	46% _L	48%	36%	54% _{IJL}	47%	45%	45%	45%	42%	42%	46%	48%
My employer promotes work-life balance	41%	43%	40%	45%	45% _F	40%	41%	52%	39% _P	46% _{IP}	44% _P	44% _P	56% _{IJOP}	55% _{IJOP}	42% _P	27%	42%	40%	39%	44%	42%
Federal government employees have the tools and technology available to them to do their jobs properly	26%	29% _C	24%	9%	22%	27% _E	28% _E	31%	26%	27% _{LO}	29%	19%	33% _{LO}	35% _{LO}	19%	33% _{LO}	25%	28%	24%	40% _{QRS}	38% _S
Federal government employees are knowledgeable and ready to adopt new digital platforms and service delivery channels as they emerge	22%	24% _C	19%	18%	20%	21%	23%	28%	21%	24% _K	14%	19%	29% _{IK}	35% _{IJKL}	23%	22%	22%	21%	19%	23%	29%
The Federal government is nimble enough to effectively communicate through social media	12%	10%	13% _B	9%	10%	12%	13%	10%	12%	12%	9%	10%	13%	10%	12%	19% _{JK}	12%	13%	9%	16%	12%
I am confident the federal government has policies in place to keep pace with changes in technology as they emerge	11%	12% _C	10%	9%	9%	11%	12% _E	10%	11%	10%	10%	9%	12%	12%	12%	7%	11%	12%	9%	12%	10%
The Federal government is prepared for dealing with the challenges that come with social media	10%	10%	10%	9%	9%	9%	12%	7%	10%	10% _M	15% _{IM}	10%	6%	12%	9%	9%	10%	9%	8%	14%	17%
Federal government employees are well-trained on how to utilize social media	6%	6%	6%	9%	5%	6%	6%	-	6%	6%	9%	4%	5%	5%	3%	12% _{ILO}	6%	7%	5%	5%	15% _{QRST}



Q50. Please indicate how much you agree or disagree with each of the following statements.
Base: All Answering (n=2695)

****Very small/*Small base size**

© 2017 Ipsos



Contacts



Michel Vermette

Chief Executive Officer



info@apex.gc.ca



613-995-6252

Michael Howell

Associate Vice President



michael.howell@ipsos.com



+416 572 4407