

# Women in Nuclear Canada Member Survey

---

## Findings

**Final Report**

**June, 2020**



### Executive Summary

WiN Canada commissioned a member survey to gain a deeper understanding of their members and generate insights on how they can add tangible value to members' careers. The survey explored member characteristics, their career progression and ambitions, their workplace challenges, and finally the role they would like WiN Canada to play as they navigate their careers. Accordingly, the survey's design and subsequent analysis of responses were structured to provide insights into these focus areas.

In addition, to provide context for the member survey, WiN Canada commissioned a complementary industry survey for employers in the nuclear industry. The purpose of this survey was to better understand the gender mix and distribution in the industry.

The survey results provide an interesting and complex lens into the perceptions of the members, their work environments, and the value that WiN Canada brings. The landscape involves understanding who the members are and where they work, how they are motivated to succeed, the supports and barriers to their success, and the relationship they have or would like to have with WiN Canada.

#### *Where WiN Members Work*

Most members are employed by the utilities or the agencies that support these utilities, with only a small percentage working for the remaining private sector companies.<sup>1</sup> The results also give insight into where WiN members are in their careers: age demographics are equally distributed among early, mid, senior and late-career individuals, with most members having been in the sector for over 10 years. WiN members are also highly educated, with 66% having a university degree and over one-quarter of respondents holding a post-graduate degree.

Results show that women form a minority of those employed in the nuclear industry. They are also more likely to be employed in non-STEM careers and at lower levels of seniority when compared to men. Survey responses also indicate that WiN Canada members skew higher in responsibility levels than do women in the nuclear industry as a whole.

#### *WiN Member Professional Development Ambitions*

Results also indicate that members are highly motivated to develop professionally. Virtually all respondents from senior management have university degrees, and 30% of respondents are either enrolled or intend to enroll in additional education of some kind. 90% are seeking soft-skills development, and this is particularly common among those that have aspirations for higher education. Most respondents also expressed a desire to advance professionally through promotion.

#### *Challenges Facing Women in The Workforce*

WiN Canada members believe the nuclear sector is a great place for women to work. However, while they feel supported at the workplace, members view getting rewarded for their work as a challenge. This is particularly the case for those that aspire to be promoted. Results from the industry survey lend support to concerns raised by members, that women in the nuclear industry face barriers in navigating their careers.

---

<sup>1</sup> Note that Bruce Power is classified as a utility and is, in fact, a private company as well.

Respondents reported feeling not valued or respected at work, primarily due to the prevalence of sexism in the workplace. Fortunately, workplace programs that promote gender equity impact greatly on these perceptions. Mentorship programs have similar benefits but have limited availability. The results also suggest that the type of workplace impacts respondents' sense of promotability.

### *The Value of WiN to Its Members*

The responses show that women join WiN Canada for networking and access to industry information and events. Networking, conferences, and seminars are the most commonly recognized sources of value for respondents. However, once they have joined, only 33% of respondents see professional development value from their membership to WiN Canada.

WiN members overwhelmingly want more support for professional development, which reflects observations that their gender inhibits their career growth. Access to mentorship is the second most highly valued potential opportunity for WiN Canada. This may be an important theme for new offerings to both attract and retain members.

The barriers to members' participation in WiN Canada appear to be mostly outside of WiN Canada's control. Optimizing location decisions for events is one possible action that may benefit some members.

The above findings provide valuable information to WiN Canada about the challenges its members face in the workforce and where they look to WiN Canada for support. The insights provided from the survey should help WiN Canada advance its strategy to provide tangible value to its members.

## Contents

|  |    |
|--|----|
| Executive Summary.....   | i  |
| 1.0 Introduction .....   | 1  |
| 2.0 Methodology.....   | 2  |
| 2.1 Member Survey Design.....  | 2  |
| 2.2 Member Survey Response Levels and Results Validity .....                 | 3  |
| 2.3 Industry Survey Design and Response Levels .....                         | 5  |
| 2.4 Notes on Reporting of Findings .....                                     | 5  |
| 3.0 Background of Members.....   | 7  |
| 3.1 Employer Characteristics .....   | 7  |
| 3.2 Job Characteristics .....  | 8  |
| 3.3 Age and Experience Demographics .....                                    | 9  |
| 3.4 Education .....  | 10 |
| 3.5 Gender Mix in the Industry .....   | 10 |
| 4.0 Professional Development.....  | 12 |
| 4.1 Education Level and Employment Categories .....                          | 12 |
| 4.2 Further Education .....  | 13 |
| 4.3 Professional Development.....  | 14 |
| 5.0 Gender Equity in the Workplace.....                                      | 15 |
| 5.1 The Importance of Gender Equity in the Workplace .....                   | 15 |
| 5.2 Perception of a Career in Nuclear.....                                   | 16 |
| 5.3 Women Feel Strongly Supported but Not Rewarded .....                     | 16 |
| 5.4 Workplace Culture .....  | 17 |
| 5.5 Gender Impacting Workplace Perceptions and Missed Opportunities .....    | 18 |
| 5.6 Workplace Programs for Gender Equity.....                                | 22 |
| 5.7 Workplace Sexism .....   | 22 |
| 5.8 Workplace Equity and Mentorship Programs Moderate Workplace Sexism ..... | 23 |
| 6.0 Relationship between Members and WiN Canada.....                         | 25 |
| 6.1 Factors Influencing Decision to Join WiN Canada Membership .....         | 25 |
| 6.2 Value of WiN Canada Events.....  | 25 |
| 6.3 Members Not Getting Value .....  | 26 |
| 6.4 WiN Canada Information Events.....                                       | 27 |

## *Women in Nuclear Canada Member Survey Findings*

---

|     |   |    |
|-----|---|----|
| 6.5 | WiN Canada Barriers.....                                | 27 |
| 7.0 | Summary and Conclusion .....                            | 29 |
|     | Appendix A – Member Survey Results.....                 | 31 |
|     | Appendix B – Industry Survey Overview and Results ..... | 32 |

### 1.0 Introduction

WiN Canada commissioned a survey to gain a deeper understanding of their members and generate insights on how they can add tangible value to their members' careers. The member survey explored member characteristics, their career progression and ambitions, their workplace challenges, and finally the role they would like WiN Canada to play as they navigate their careers. Accordingly, the survey's design and subsequent analysis of responses were structured to provide insights into these focus areas.

WiN Canada conducted the survey online from January 7 to February 6, 2020. The survey responses were collected and analyzed over the month of February 2020. This report presents the results of that analysis.

In addition, to provide context for the member survey, WiN Canada commissioned a complementary industry survey for employers in the nuclear industry. The purpose of this survey was to better understand the gender mix and distribution in the industry. This survey was sent in early February and responses submitted until June 8, 2020 have been incorporated in this document.

The methodology deployed in the development of the surveys and the assessments of results is described in Section 2.0.

Within this report, the findings are presented in four sections:

- The background on WiN members in terms of where they work, what they do, their age and education is summarized in Section 3.0.
- WiN member pathways to professional development are provided in Section 4.0, including how education levels vary by employment. This section also examines member aspirations for further education and professional development.
- Findings related to WiN member perceptions of gender equity in the workplace are discussed in Section 5.0 which explores the nature and benefits of careers for women in the nuclear sector, how workplace culture impacts their career development, and the impact and perceived prevalence of sexism in the workplace and how it is moderated.
- Finally, the relationship between WiN members and WiN is explored in Section 6.0, which characterizes why women join WiN and the value they perceive and/or would like WiN to provide.

Appendix A provides a list of all of the member survey questions and the statistical results of WiN member responses.

Appendix B provides details of the industry survey, which was sent to employers of WiN members.

### 2.0 Methodology

The methodology deployed for this exercise comprised two surveys, a member survey, which was targeted at the individual members of WiN Canada and formed the primary source of information for this document, and an industry survey, which was aimed at their employers, and was used to supplement the member survey.

The member survey included distinct approaches for survey design, confirmation of statistically valid results, and analytical and reporting techniques relevant to interpreting the results. The industry survey, on the other hand, asked for summary-level, generalized information from employers and was used to provide context for the findings from the member survey.

#### 2.1 Member Survey Design

The member survey's structure and questions were designed to fulfill WiN Canada's objectives while minimizing the burden of completing the survey.

The design of the survey was influenced by criteria provided by WiN Canada, interviews with WiN Canada executives, and industry-standard survey practices. Questions were adapted from Survey Monkey's pre-vetted questions and the Government of Canada's guidelines on gender and diversity self-identification. Selected questions were also influenced by other surveys of women in the workplace, which included:

- *The State of Women in Construction in Canada*, conducted by the Construction Sector Council;
- *Gaining Insights on Career Satisfaction for Women in Mining*, prepared by the Canadian Institute of Mining, Metallurgy, and Petroleum;
- *Attracting and engaging women in Canadian manufacturing*, prepared by Canadian Manufacturers and Exporters (CME);
- *Women in manufacturing*, prepared by Deloitte;
- *A Profile of Women Working in Ontario's Music Industry*, prepared by Nordicity; and
- *The present and future of women at work in Canada*, prepared by McKinsey & Company.

The survey consisted of five categories of questions using the following criteria:

##### 1. Current Career Stage

- This category characterized the respondent's current place in their career.
- The first questions asked are the most likely to be answered. This is the most important category of the survey, as it gathers basic information on where the respondent's career is today. The information collected here provided context for the answers to all the questions that follow. Accordingly, it was the first category of the survey.

##### 2. Gender Equity in the Workplace

- This category concerned the state of gender equity in the workplace, including the value the workplace places in gender equity and the presence of gender-based barriers.

### 3. Aspirations and Professional Development

- This category characterized by where the respondent intends to take their career. This includes further training and professional development, and the ways in which they engage with the nuclear industry.

### 4. Role for WiN Canada in Equipping and Empowering Members

- This category informed WiN which of their events and services the respondent finds helpful, what actions the organization should prioritize, and which other organizations the respondent is involved with for their professional development.

### 5. Demographics

- These questions served to provide additional context for the questions already answered. As a consequence, these questions were placed last in the survey. This ordering is common practice in survey design.

The survey questions and the results for each question are provided in Appendix A.

## 2.2 Member Survey Response Levels and Results Validity

WiN Canada's membership at the time this survey was conducted encompassed 2918 members. However, within the WiN member database, only 2173 had authorized WiN Canada to contact them. As a result, the survey was only distributed to this smaller group.

The survey received 473 responses over the 30 days it was open, a response rate of almost 22%. Of these, 385 provided completed surveys, with 88 partially completed. A response rate of 22% exceeds the rate required to support statistically valid findings.<sup>2</sup>

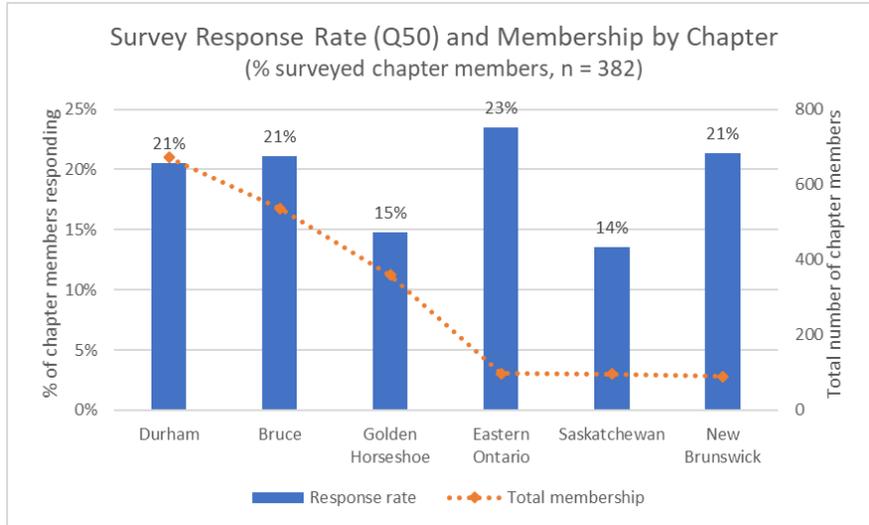
For those survey responses that identified their chapter affiliation (ref Q50), response rates were also reasonable across all chapters of WiN Canada, with some modest variation.<sup>3</sup> The Durham, Bruce, New Brunswick, and Eastern Ontario chapters all had identified member response rates of over 20%. The remaining two chapters, Golden Horseshoe and Saskatchewan, had lower response rates, with approximately 15% of each of their members responding. While lower, these still represent an adequate basis for statistically relevant findings.

---

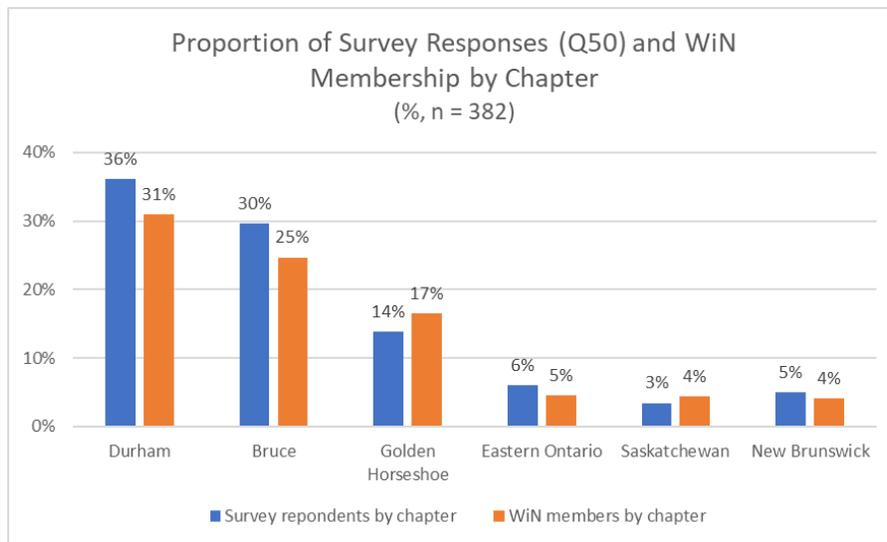
<sup>2</sup> A response rate greater than 10% is typically deemed sufficient for most surveys of this nature.

<sup>3</sup> 85% of WiN Canada Members invited to respond, 1850 members in total, are associated with a chapter.

## Women in Nuclear Canada Member Survey Findings



These differences in response rates by chapter could slightly skew the overall relevance of the results, where they may differ between chapters. The Durham, Bruce, New Brunswick, and Eastern Ontario chapters were overrepresented, in that they make up a higher share of survey responses than their share of WiN Canada’s membership.<sup>4</sup> The other two chapters, Golden Horseshoe and Saskatchewan, were slightly underrepresented. The presence of the large utilities and former crown corporations in these chapters, as opposed to the predominately private sector companies in the other chapters, may account for the differences. When any such potential skewing of overall results is perceived, the results have been assessed by relevant cross-cutting factors.



<sup>4</sup> Charts were compiled by comparing the number of members in each chapter from WiN Canada’s membership lists with the chapters that respondents indicated on the survey (Q51 inquired about members’ province of residence).

### 2.3 Industry Survey Design and Response Levels

The industry survey was designed to provide an additional lens on women's careers in the nuclear industry. The survey was distributed to industry organizations, which together employ 67% of WiN Canada's members. Note that employment details of WiN members were sourced from self-reported information, as provided by members in the WiN Canada member database.

Each organization was requested to provide summarized breakdowns of their employment: by gender, by responsibility level (e.g., non-supervisory, frontline or section manager, manager, senior manager, executive) and by job educational requirements (e.g., Professional – STEM, Professional – non-STEM, Technologist). These categories were determined in consultation with WiN Canada executives, along with HR staff at some employers.

The industry survey complements the member survey in two respects: (1) it includes information about both women and men<sup>5</sup> and is able to provide comparisons between them on select aspects of employment; and (2) it is likely a more representative picture of women in the industry and can be used to identify the extent to which the member survey is representative of women in the industry overall.

By June 8, 2020, over 75% of employers had completed the industry survey. Report findings have been compiled and incorporated based on responses received from ten organizations. Of these, one did not provide usable data for job educational requirements, hence results from this organization's response were only incorporated for charts concerning responsibility level (this has been indicated in the relevant charts).

The survey questions and summarized results are provided in Appendix B.

### 2.4 Notes on Reporting of Findings

Only the first question in the member survey required a response, which asked whether respondents were members of WiN Canada. All other questions were optional. Survey responses from individuals who did not consider themselves members of WiN Canada were not included in the analysis.

Results from partially completed member surveys were used for questions that were answered. For cross-tabulations, results were used only if the respondent answered both of the questions. As a consequence, the number of responses used varies very modestly between analyses undertaken.

Of the 378 respondents who answered Q44 on gender, over 98% identified themselves as women. Respondents not identifying as women were not filtered out in the analysis.

It must be emphasized that while the results are statistically valid for assessing the circumstance of WiN membership, to the extent that the results of the survey are used to inform the state of the workplace for women in the nuclear industry in general, any insights may be limited by the degree that WiN Canada's membership is representative of women in the industry. This has not been assessed.

A number of questions in the member survey had respondents select answers along a scale for agreement or frequency. The term 'margin' is used to provide a number to make results for these questions easier to compare. For agreement questions, the margin is the percent of respondents who agree, minus those who disagree. For questions requiring frequency responses, the margin is the

---

<sup>5</sup> Though some members of WiN Canada are men, very few completed the survey. Comparing women and men among member survey respondents wouldn't produce meaningful results.

## *Women in Nuclear Canada Member Survey Findings*

---

percent of respondents who say the event in question occurs never or rarely, minus those who say it occurs more frequently.

Finally, one brief note on the findings from the industry survey. Five types of responsibility levels were identified in the survey questionnaire: Non-supervisory, Front Line or Section Manager, Manager, Senior Manager, and Executive. For simplicity and ease of comparison with the member survey, we have combined these into three categories: Non-supervisory / entry level (equates to Non-supervisory), Middle Management (equates to Front line or Section manager, and Manager), and Senior Management / Executive (equates to Senior manager, and Executive).

### 3.0 Background of Members

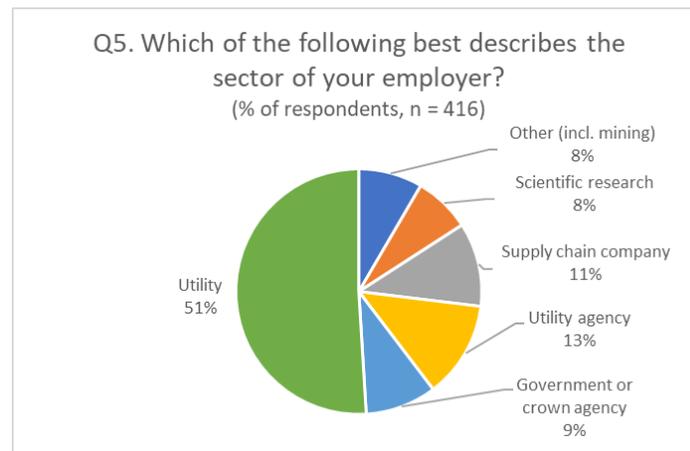
The background on WiN members in terms of where they work, what they do, their age and education is provided in this section.

Member survey results show that most WiN Canada members are employed by the utilities or the agencies that support them, with only a small percentage working for the remaining private sector companies.<sup>6</sup> The results also give insight into where WiN members are in their careers: age demographics are equally distributed among early, mid, senior and late career individuals, with most members having been in the sector for over 10 years. WiN members are also highly educated, with 66% having a university degree and over one-quarter of respondents holding a post-graduate degree.

The industry survey supplements these findings. Results show that women form a minority<sup>7</sup> of those employed in the nuclear industry. They are also more likely to be employed in non-STEM careers and at lower levels of seniority when compared to men. Finally, when comparing the industry and member surveys, we notice that WiN Canada members skew higher in responsibility levels than do women in the nuclear industry as a whole. This is helpful to keep in mind when reviewing the member survey findings.

#### 3.1 Employer Characteristics

Respondents were asked two questions about the nature of their employers. The majority of respondents, 51%, were employed by a utility (Q5). Government and utility agencies represent 22% of WiN members, while 27% are employed in the private sector or academia (comprising supply chain companies, scientific research organizations and other).



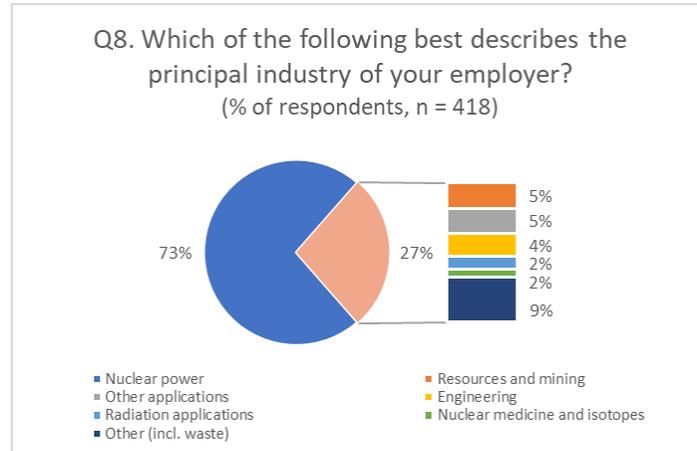
The principal industry of employment among respondents was highly concentrated (Q8), with 73% identifying it as nuclear power. This is consistent with majority of respondents being employed by a utility or affiliated agency, since nearly all of those are employed in support of the nuclear power industry.<sup>8</sup>

<sup>6</sup> Note that Bruce Power is classified as a utility and is in fact a private company as well.

<sup>7</sup> The results from the industry survey indicated that 22% of employees are women, but a recent survey by the Canadian Nuclear Association indicates that women comprise only 17% of employees.

<sup>8</sup> 96% of respondents in the utility sector worked in the nuclear power industry.

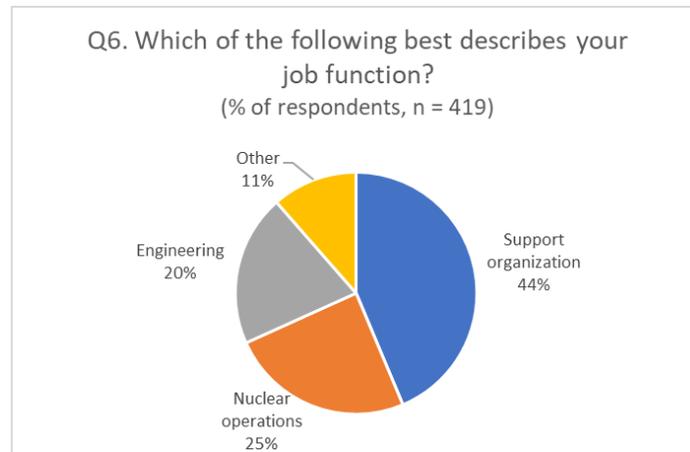
The second-most common response to Q8 was ‘Other’ with the single most common written-in clarification being the “nuclear waste industry”. Each of the other industries had less than 5% of respondents employed.



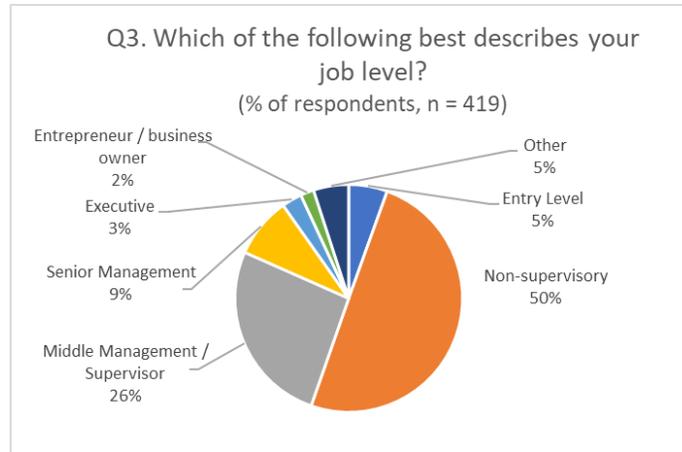
### 3.2 Job Characteristics

Job characteristics were assessed by two survey questions: Job function (Q6); and Job level (Q3).

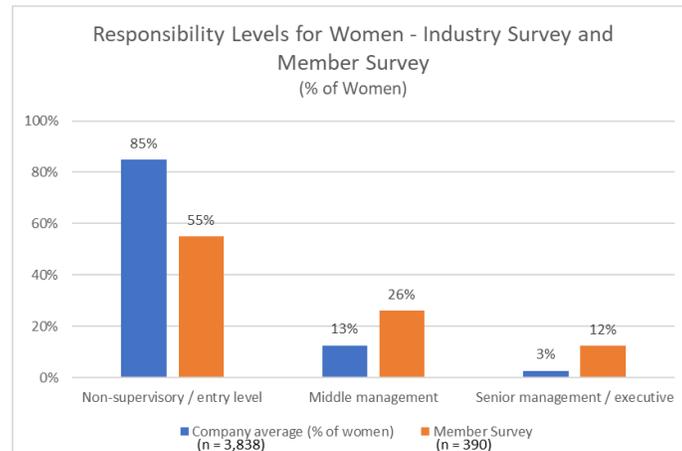
For job function, just under a majority of respondents, 44%, were employed in organizational support roles. The “Other” option for this question allowed for write-in answers, which produced a wide variety of responses, the most common of which was project management.



In terms of job level, the vast majority of respondents (76%) were employed in either a non-supervisory (but not entry level) role, or in middle-management. As with the employment characteristics question, the “Other” option for the job level question prompted a wide variety of write-in responses, with no decipherable dominant answer.



For context, it is important to note that the member survey respondents were typically employed at higher responsibility levels than women in the industry as a whole. To illustrate, while 55% of respondents in the member survey were employed in non-supervisory or entry level roles, a much larger majority (85%) of women are employed in these roles industry-wide.<sup>9</sup>



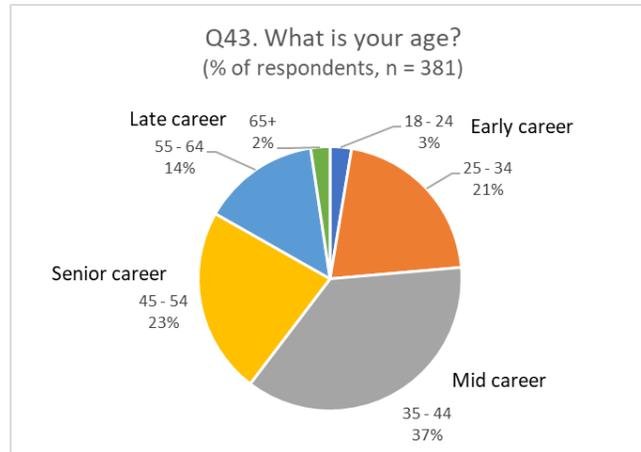
The data shows that WiN Canada members who responded to this survey have greater experience and are more advanced in their careers, on average, than women in the industry as a whole.

### 3.3 Age and Experience Demographics

Age and experience demographics were explored by two questions related to years employed in the nuclear industry (Q7) and age (Q43).

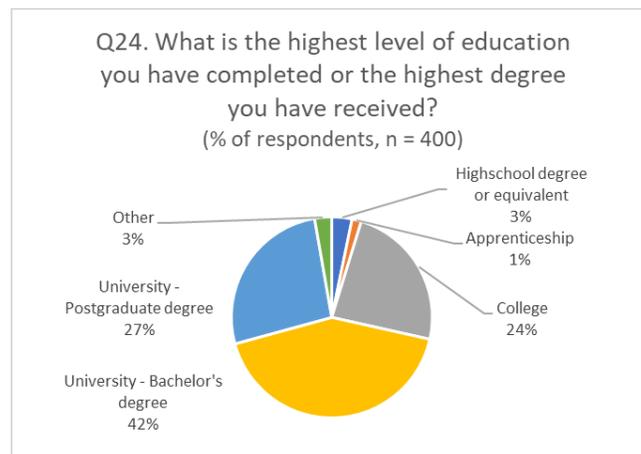
Most respondents were well into their careers in the nuclear industry, with 63% having been in the industry for over 10 years, versus 20% who had been there for less than 5 years. Correspondingly, 75% of respondents were between the ages of 35 and 64, with very few (5%) being under the age of 25 or over the age of 64. The demographic by age is relatively well-balanced between early, mid and senior career members.

<sup>9</sup> 'Entrepreneur / business owner' and 'Other' were not included in the chart for the member survey results since there are no comparable categories for the company averages.



**3.4 Education**

Education is indicated by whether the respondents have progressed beyond high school with apprenticeships, college or university pursuits. Responses suggest that WiN members are highly educated, with 42% having a Bachelor’s degree as their highest form of education. Postgraduate degrees (26%) and College (24%) were the next most common.



**3.5 Gender Mix in the Industry**

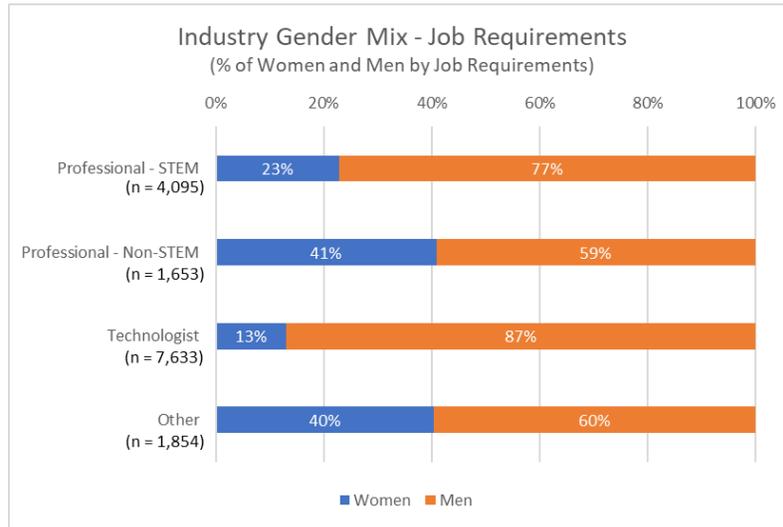
Women form a minority in the workplace and the gender mix varies across job education requirements and employment levels<sup>10</sup>.

The industry survey shows that women form 23% of those working in the industry as STEM Professionals, and an even smaller proportion of those working as Technologists, which require college diplomas or trades training. By contrast, women comprise 41% of those working as non-STEM

<sup>10</sup> These observations are based on results from the industry survey, which indicated that 22% of employees are women (compared to 17% from a survey by the Canadian Nuclear Association). Therefore, these observations should be considered directional.

## Women in Nuclear Canada Member Survey Findings

Professionals, which require a Bachelor's degree but not in STEM, and 40% of Other jobs, which do not have specific degree requirements.



Note: This chart does not include results from one organization which did not provide job requirements data

## 4.0 Professional Development

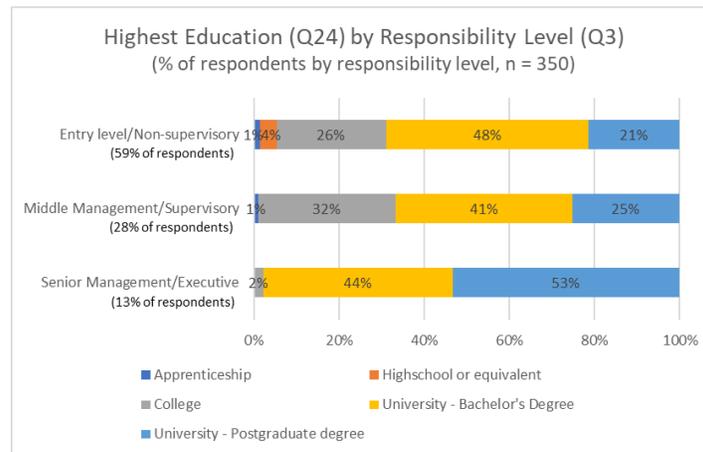
WiN member pathways to professional development are characterized by: (1) how education levels vary by responsibility level and sector; and, (2) the degree to which members aspire to further education and professional development.

WiN Canada members are well educated and highly motivated to develop professionally. Virtually all respondents from senior management have university degrees, and 30% of respondents are either enrolled or intend to enroll in additional education of some kind. 90% are seeking soft-skills development, and this is particularly common among those that have aspirations for higher education. Most respondents expressed a desire to advance professionally through promotion.

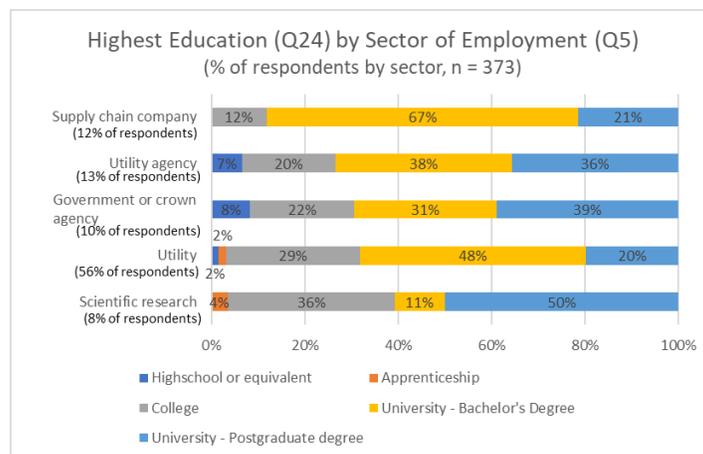
### 4.1 Education Level and Employment Categories

Professional development pathways have been examined by contrasting how the highest education level achieved varies with responsibility level (Q5) and sector of employment (Q6).

The distribution of education levels is consistent for entry / non-supervisory and middle management roles. Notably, almost all senior management / executive roles have university degrees.



The supply chain sector in particular has attracted more highly educated WiN members. Education levels are consistent across WiN members working in the utilities, the government, and their agencies.

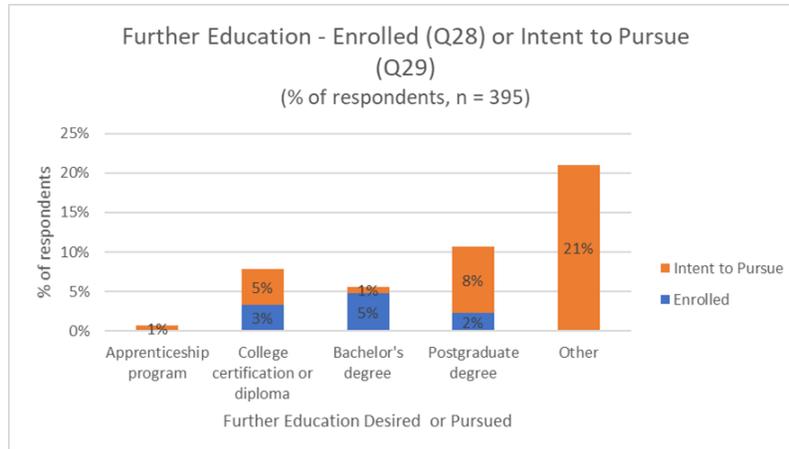


Surprisingly, scientific research organizations employ the fewest highly educated members.

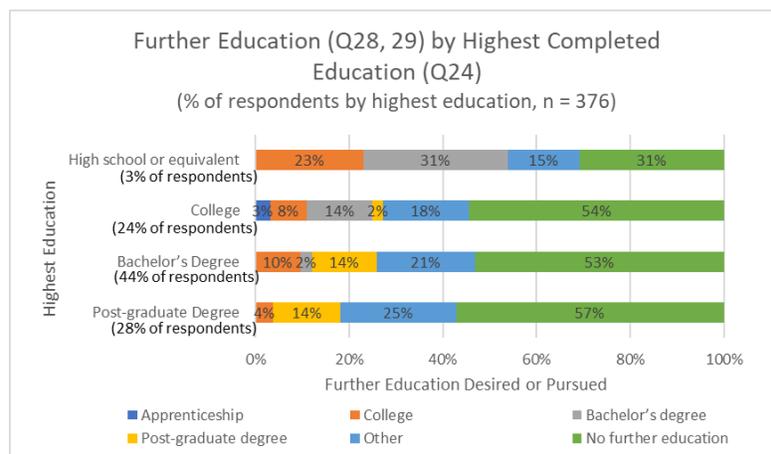
### 4.2 Further Education

Respondents were asked if they were enrolled in post secondary education (Q28) or intend to pursue additional educational development (Q29), and these responses have been assessed against their current education levels.

11% of respondents indicated that they were enrolled (Q28), with most undertaking part-time studies (9% choose part-time, while only 2% choose full-time). Roughly half of those currently enrolled are studying for Bachelors' degrees. The remaining 89% of respondents were not enrolled in a program.



Furthermore, just over half (52%) of respondents indicated they were not enrolled and had no interest in enrolling in any further post-secondary education within the next five years. The other 48% who are enrolled or intend to pursue further education comprised 11% who are already enrolled, 16% who intend to enroll in a particular post-secondary program or degree (apprenticeship, college / diploma, bachelors or postgraduate), and 21% who selected 'other' and providing a write-in response. Most of these write-in answers identified employer-offered training courses, while other respondents wished to pursue some degree in the future, but were uncertain about the specifics.



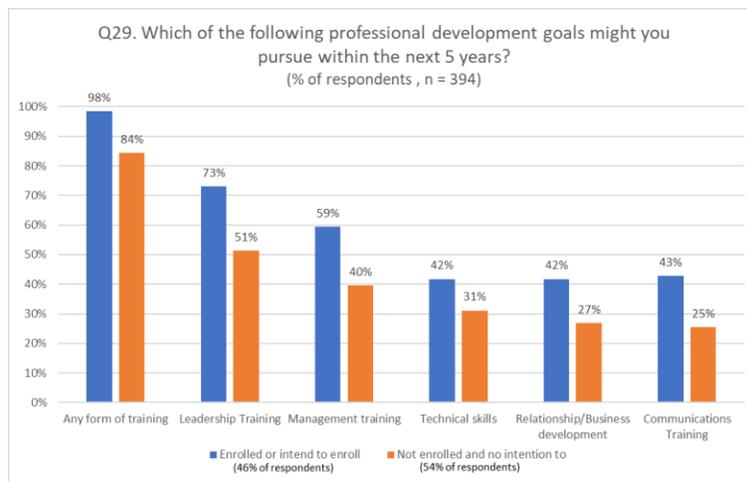
\* Differences due to rounding

Notably, when assessed from the lens of the respondent’s existing education level (Q24), interest in such non-traditional forms of further education tended to increase with the level of higher education already completed. 25% of Postgraduate-holding respondents expressed interest in “other” forms of further education, as compared to 21% of respondents with Bachelors’ degrees, and 18% of respondents with College education.

**4.3 Professional Development**

Professional development isn’t only about formal education, the workplace is in need of employees with well developed soft skills.

Most WiN Members desire professional soft skills development (Q29). The vast majority of respondents intend to pursue some form of professional development, regardless of whether they are pursuing post-secondary education (98% seek soft skills) or not interested in post secondary education (84% seek soft skills).



The most common intended professional development is leadership training (63%), followed by management training (50%). About one third of respondents intend to pursue each of the other three forms of professional development. Preferences for forms of professional development did not differ strongly between those who are enrolled in higher education and those who are not.<sup>11</sup> This suggests that just because respondents don’t want further education does not mean that they have no interest in other sorts of professional development. Nearly all respondents want to develop their soft skills in some way.

This result is consistent with the finding that most respondents (77%) expressed a desire to advance professionally through promotion (Q31).

<sup>11</sup> “Enrolled or intend to enrol” includes those who answered “yes” to Q25 or Q27.

## 5.0 Gender Equity in the Workplace

WiN member perceptions of gender equity in the workplace are explored in this section. Topics addressed include the nature and benefits of careers for women in the nuclear sector, how workplace culture impacts their career development, and the impact and perceived prevalence of sexism in the workplace and how it is moderated.

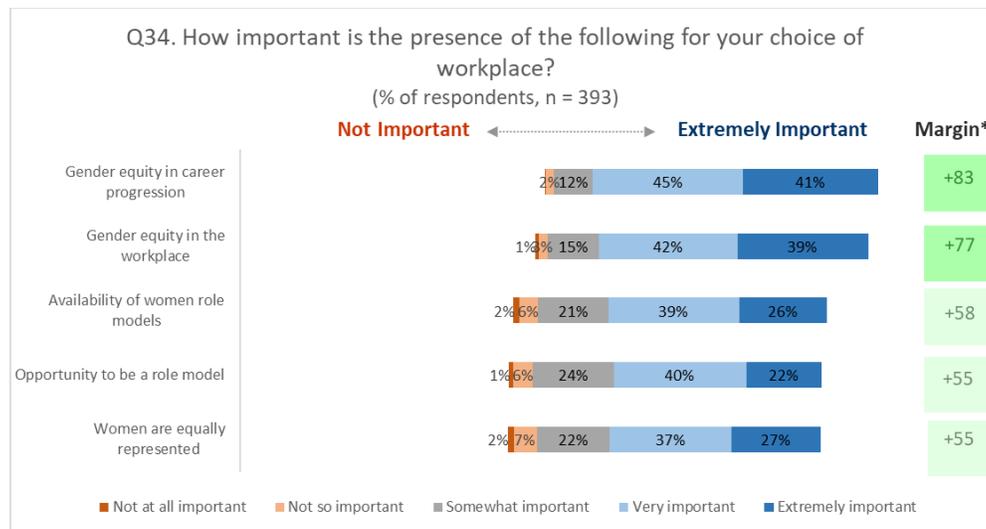
WiN Canada members believe the nuclear sector is a great place for women to work. However, while they feel supported at the workplace, members view getting rewarded for their work as a challenge. This is particularly the case for those that aspire to be promoted. Results from the industry survey lend support to concerns raised by members, that women in the nuclear industry face barriers in navigating their careers. Data suggests that women don't advance as quickly as men.

Respondents reported feeling not valued or respected at work, primarily due to prevalence of sexism in the workplace. Fortunately, workplace programs that promote gender equity impact greatly on these perceptions. Mentorship programs have similar benefits, but have limited availability. The results suggest that the type of workplace impacts respondents' sense of promotability.

### 5.1 The Importance of Gender Equity in the Workplace

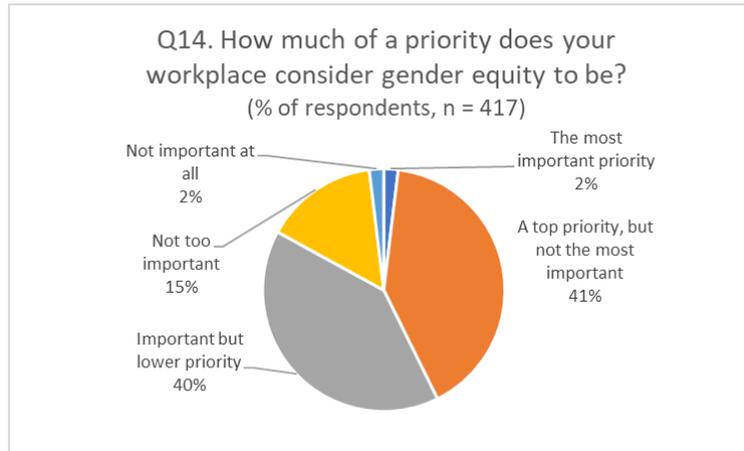
There are two dimensions to gender equity perceptions: The importance of gender equity by WiN members; and the priority that workplaces place on gender equity.

Women significantly value the presence of gender equity in the workplace (Q34). Indicators like gender equity in career progression, gender equity in the workplace, the availability of women role models, the opportunity to be a role model, and equal representation for women were all ranked as very or extremely important aspects of a workplace by the vast majority of respondents.



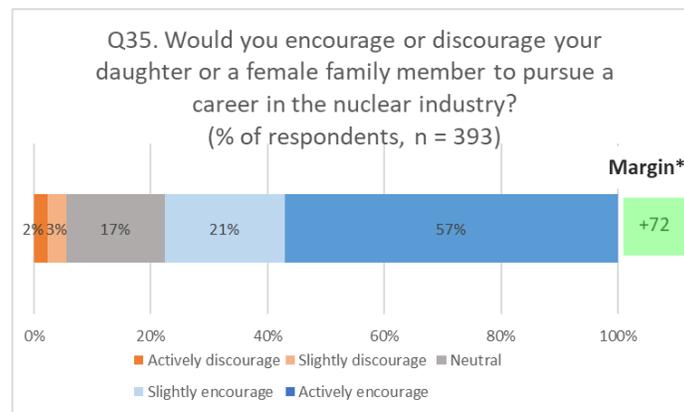
Most respondents indicated that their workplaces are taking gender equity seriously (Q14). The vast majority (83%) indicated their workplaces consider gender equity to be an important priority. Over half

of those respondents say their workplace considers gender equity to be one of their top priorities (41% overall) or the top priority (2% overall).



**5.2 Perception of a Career in Nuclear**

A measure of how women feel about how well the nuclear sector offers expected career benefits could be indicated by the degree to which women encourage others to seek employment in the sector. The vast majority of respondents (78%) would encourage female family members to seek a career in the nuclear sector (Q35). This is much higher than the 40% of respondents that indicated they had other family in the sector (Q13).



\* Positive margin indicates that more respondents would 'encourage' / 'actively encourage' than would 'discourage' / 'actively discourage'

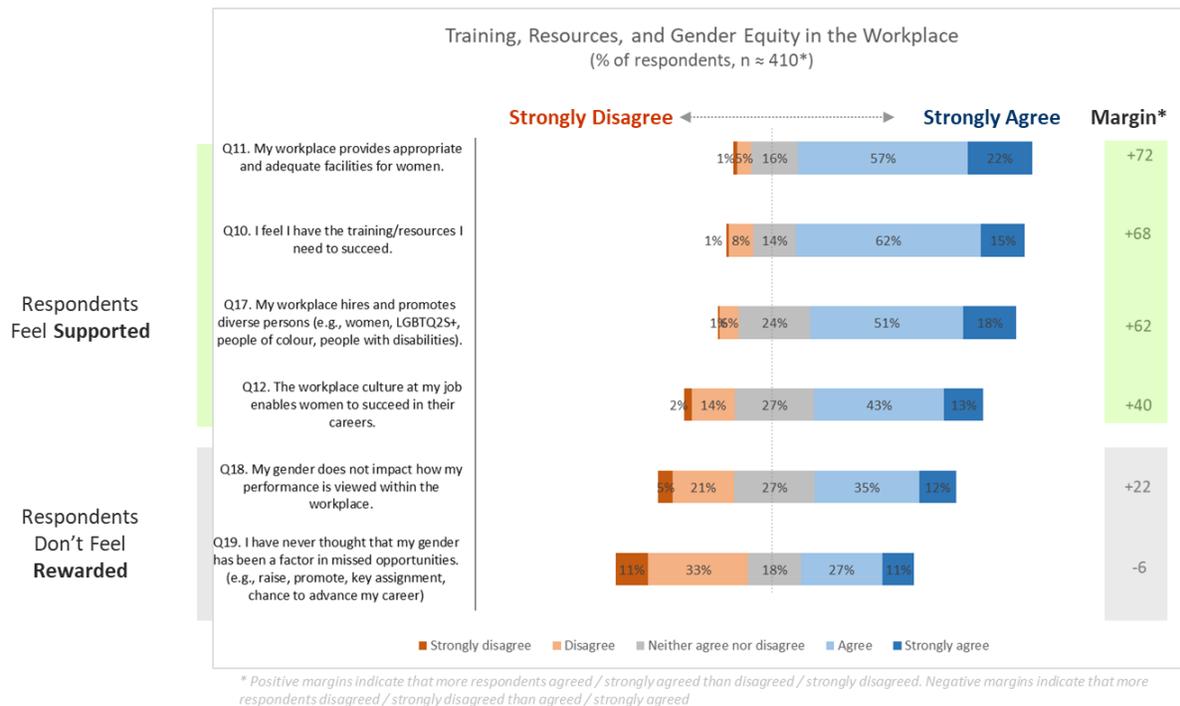
This positive perspective on employment in the sector provides a helpful context for interpreting the results of this survey that relate to how well women feel they are supported and treated in the sector. In general, respondents have conveyed a positive view of employment in the nuclear sector, but as the following results will show, there are notable opportunities for improving the career progression for women.

**5.3 Women Feel Strongly Supported but Not Rewarded**

Supports provided for women in the workplace include a multitude of parameters that have been queried: facilities (Q11), training (Q10); diversity (Q17); culture (Q12); recognition (Q18); and negative gender bias (Q19).

Most respondents feel they are adequately supported by workplace facilities, training and culture. A broad agreement seems to exist that workplaces provide appropriate and adequate training, resources, and facilities for women. This holds true across various groups (e.g., across respondents with different employment characteristics). Culture is deemed to be less supportive than other practices, albeit still contributing to an overall positive experience for most.

However, fewer respondents believe that they are being adequately rewarded for their performance, with many saying that their gender has been a factor in this. In fact, 26% say their gender has negatively impacted how their performance is viewed in the workplace. More negatively, the plurality of respondents (44%) say they have thought their gender has played a role in missing a raise, promotion or other career opportunity, compared to 38% who have not thought that.



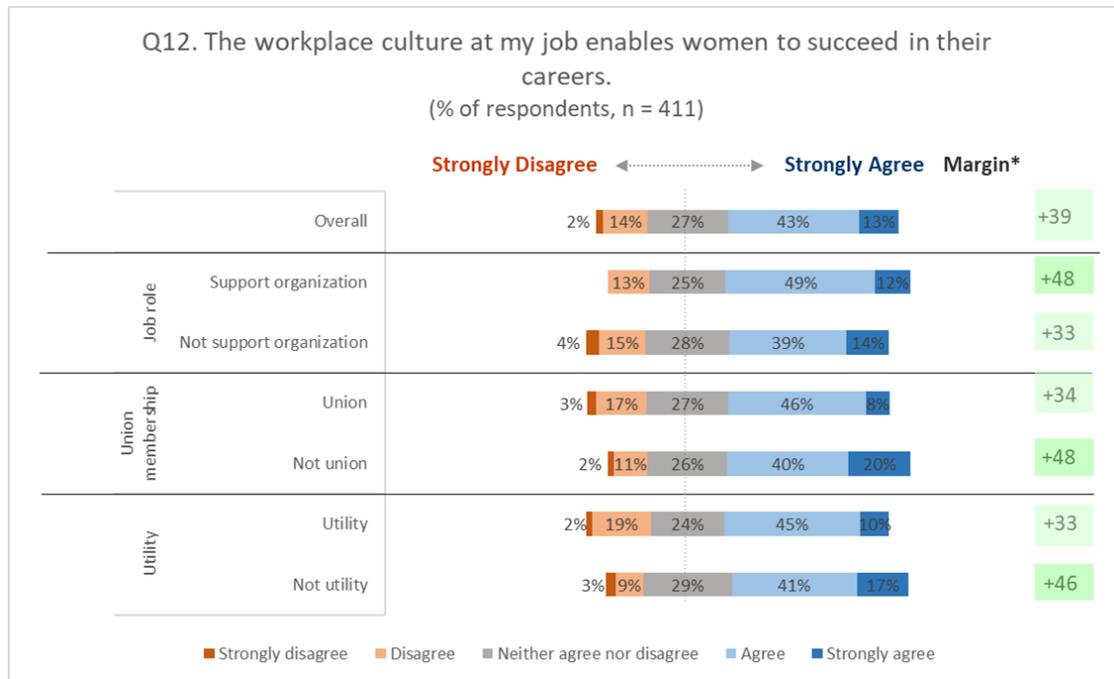
### 5.4 Workplace Culture

Notwithstanding the positive view that WiN members have on the presence of supports for women, it is not clear if career growth for women is equally supported by the culture of all employers. Most respondents (56%) were generally positive about their workplace culture, with 43% and 13% of all answering “agree” or “strongly agree”, respectively. The workplace culture impacts on gender equity are assessed across three factors: job role, union environments, and utility employers.

Respondents in support organizations were especially positive about how the workplace culture at their job enables women to succeed in their careers, but those engaged in other areas or job roles within the work force are less positive.

Respondents who were members of a union answered “disagree” or “strongly disagree” at a higher rate than those who were not members of a union (20% versus 13%). Nevertheless, a majority of union members (54%) are still positive about their workplace culture.

## Women in Nuclear Canada Member Survey Findings



\* Positive margins indicate that more respondents selected 'Extremely important' / 'Very Important' over 'Not so important' / 'Not at all important'

Fewer respondents in the utility sector said their workplace culture facilitates women’s career success than respondents from other sectors: 21% of utility sector respondents disagree that their workplace culture enables women to succeed, compared to 12% of non-utility workers. However, a majority of workers both inside and outside the utility sector agree their workplace culture enables the success of women.

Some of the common themes in written responses on barriers to women thriving in the nuclear sector (Q22) and the features of workplace environment supportive to women (Q23) speak to the matter of workplace culture. Many respondents indicated a lack of flexibility within the workplace as a barrier for women, especially for women with children potentially having to conform to working conditions with inflexible schedules and locations. Another common response indicated an “old boy’s club” culture in the workplace which hampers efforts to create an inclusive environment regardless of whatever workplace policies exist to promote such an environment. Though overall views on workplace culture are fairly positive among respondents, these comments do identify important points to work on within the industry.

### 5.5 Gender Impacting Workplace Perceptions and Missed Opportunities

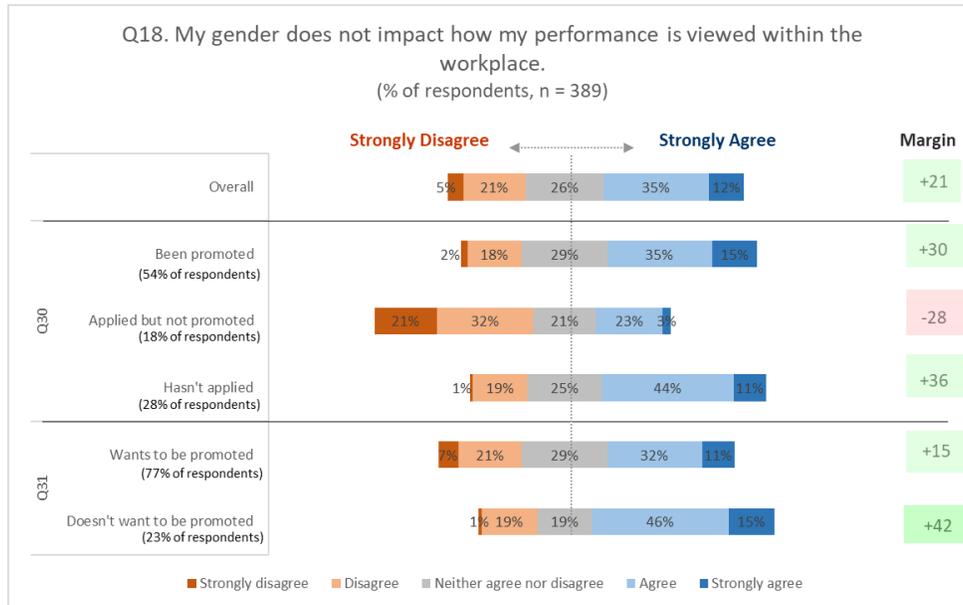
Assessment of survey responses highlights that gender may play a role in how WiN members’ performance is viewed in the workplace and may result in missed career opportunities. Certain groups appear to have experienced this more acutely than others. These factors relate to promotion success and aspiration, union membership, and utility employment.

Overall, WiN members indicated a somewhat positive sentiment (margin of +21) that gender doesn’t play a role in how their performance is viewed in the workplace. However, it is notable that the degree of positivity on this question is lower than for the questions concerning whether members felt

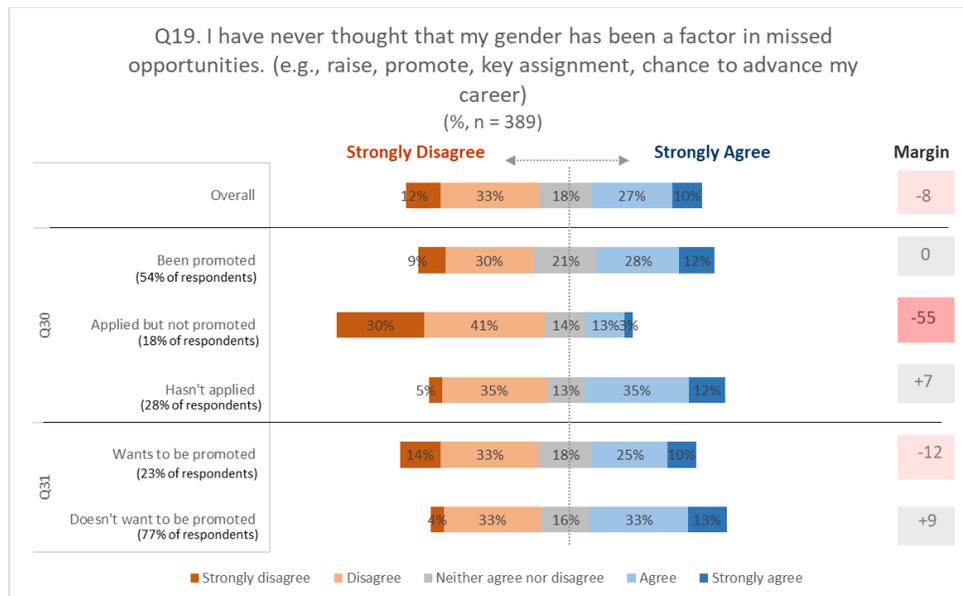
## Women in Nuclear Canada Member Survey Findings

supported in the workplace. Members also indicated that gender may be impacting their ability to seize opportunities (margin of -8).

This challenge is further exacerbated for respondents who have been unsuccessful in getting promoted (18% of members – Q30). When asked whether gender impacted how their performance was viewed (Q18) they believed it might be the case (margin of -28), and again when asked whether gender had been a factor in missed opportunities (Q19), these respondents overwhelmingly believed it to be so (margin of -55).



*\* Positive margins indicate that more respondents agreed / strongly agreed than disagreed / strongly disagreed. Negative margins indicate that more respondents disagreed / strongly disagreed than agreed / strongly agreed*

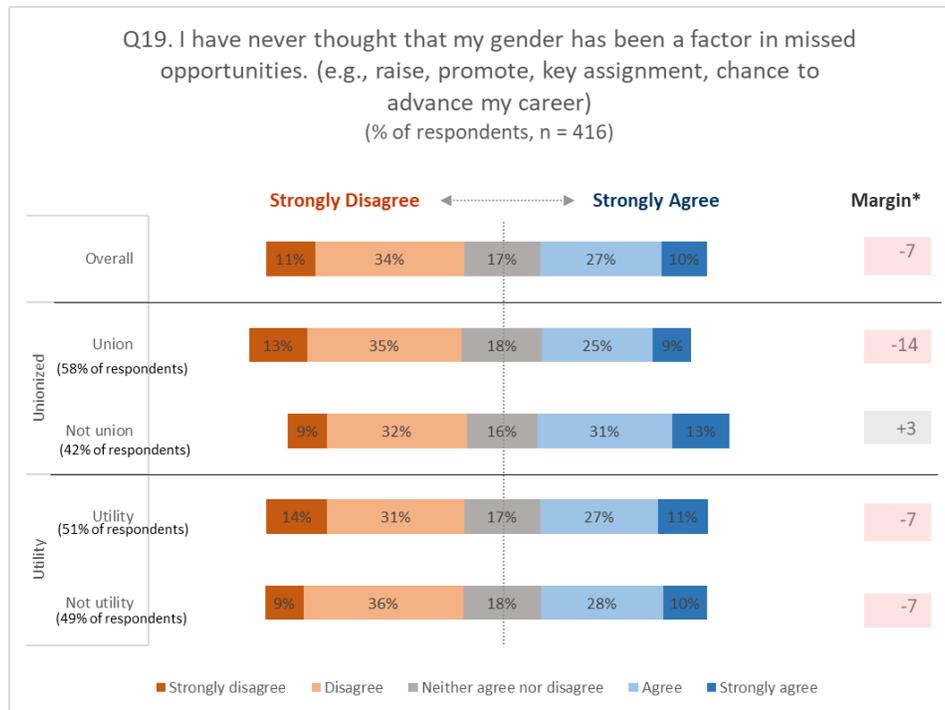


*\* Positive margins indicate that more respondents agreed / strongly agreed than disagreed / strongly disagreed. Negative margins indicate that more respondents disagreed / strongly disagreed than agreed / strongly agreed*

## Women in Nuclear Canada Member Survey Findings

On union membership, over half of respondents said they were a member of a union (Q9). Union members reported greater sense of gender influence on missed opportunities than non-union members (margins of 48% versus 41% respectively). This difference may be correlated with other factors rather than being an indicator of issues with unionized workplaces.

Respondents employed in the utility sector felt the same as employees in other sectors with 45% of respondents believing that gender had been a factor in missed opportunities. Having said that, the members within utilities felt impacted more strongly by gender (14%) than those in other sectors (9%). Employment in the utility sector does not seem to explain the issue with unionized workplaces above.

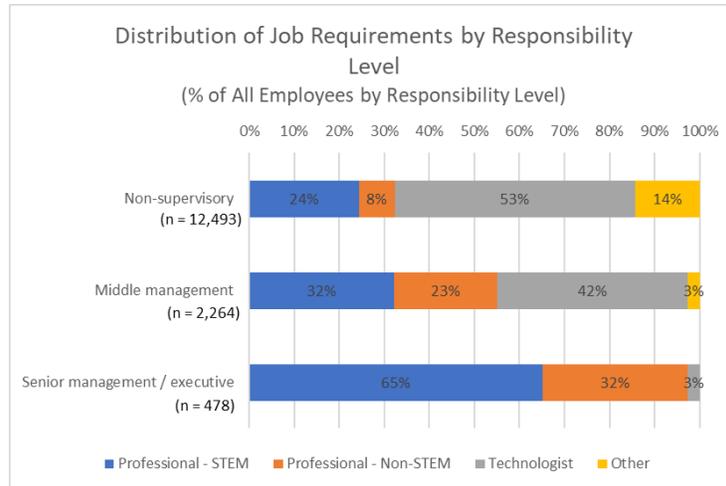


\* Positive margins indicate that more respondents agreed / strongly agreed than disagreed / strongly disagreed. Negative margins indicate that more respondents disagreed / strongly disagreed than agreed / strongly agreed

Responses to qualitative questions spoke to the issue of the role of gender in workplace perceptions and missed opportunities. Respondents indicated that the small proportion of women employed at many companies, especially at higher levels of management, is itself a barrier to women’s success since it helps to reinforce social biases. Some respondents suggested that men are less likely to promote women in part because managers tend to promote people like themselves, or that they’re hesitant to consider women for promotion based on assumptions about women’s desire to have a family and how that would conflict with working in management. Respondents highlighted that gender role expectations were a barrier, e.g., the expectation that women are most suitable to taking on administrative roles, or that even when employed in non-administrative roles they should be taking on administrative tasks like taking the minutes at meetings.

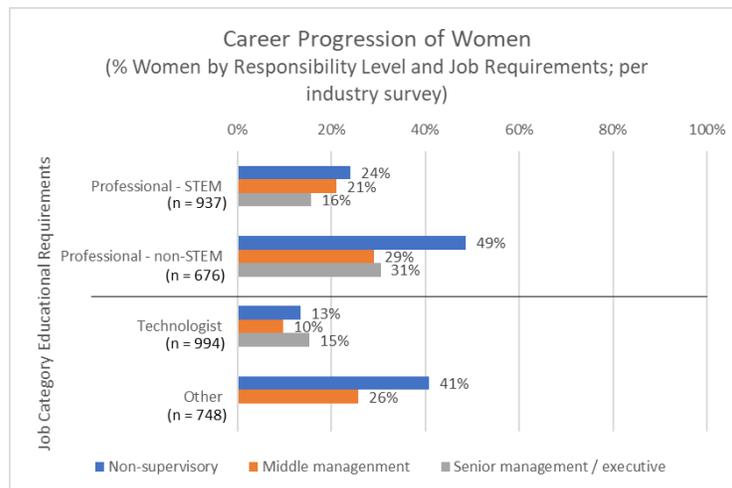
Industry survey results show there are two types of job categories with respect to career progression opportunities, Professional STEM and non-STEM, where career progression to senior management is likely, and Technologist and Other, where such progression is less likely.

## Women in Nuclear Canada Member Survey Findings



*Note: This chart does not include results from one organization which did not provide job requirements data*

The results suggest that when progression to senior management is likely, women make up a smaller proportion of middle and senior management than they do at the non-supervisory level. For instance, among non-STEM Professionals, women are about half (49%) of those employed at the non-supervisory level but under one-third of those employed at the middle management and senior management levels. This data lends support to concerns raised by members, that women in the nuclear industry face barriers in navigating their careers.

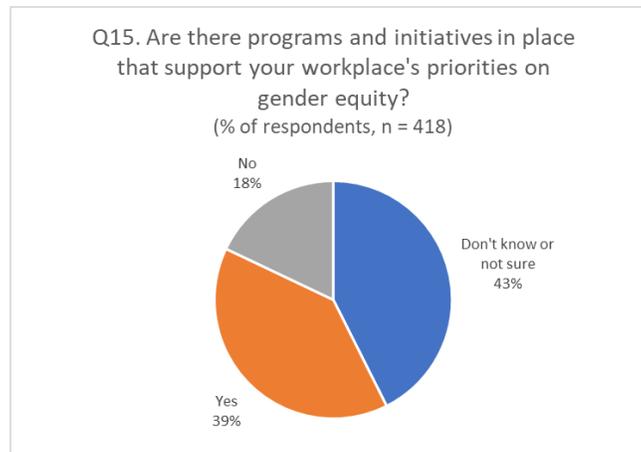


*Note: This chart does not include results from one organization which did not provide job requirements data*

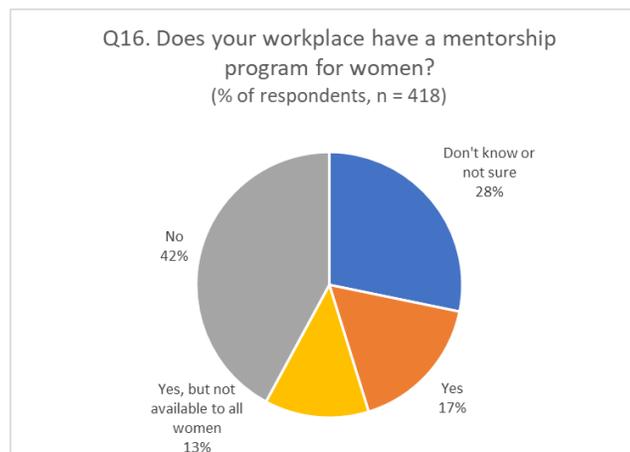
### 5.6 Workplace Programs for Gender Equity

Workplace programs that promote gender equity and support career growth for women through mentorship are two examples by which the workplace is changing.

Almost 40% of WiN members believe that their employer has gender equity programs to support their priorities (Q15). However, a plurality of respondents (43%) don't know or are not sure if their workplaces have programs to support gender equity. No examples of programs were given in the survey response, so it is possible some respondents may not have known what the question referred to.



The availability of mentorship programs is less prevalent. While 30% of WiN members believe that mentorship programs are available (Q16), 13% believe that these programs have limited availability. Furthermore, 42% do not have workplace mentorship programs for women, while 28% did not know or were not sure.



### 5.7 Workplace Sexism

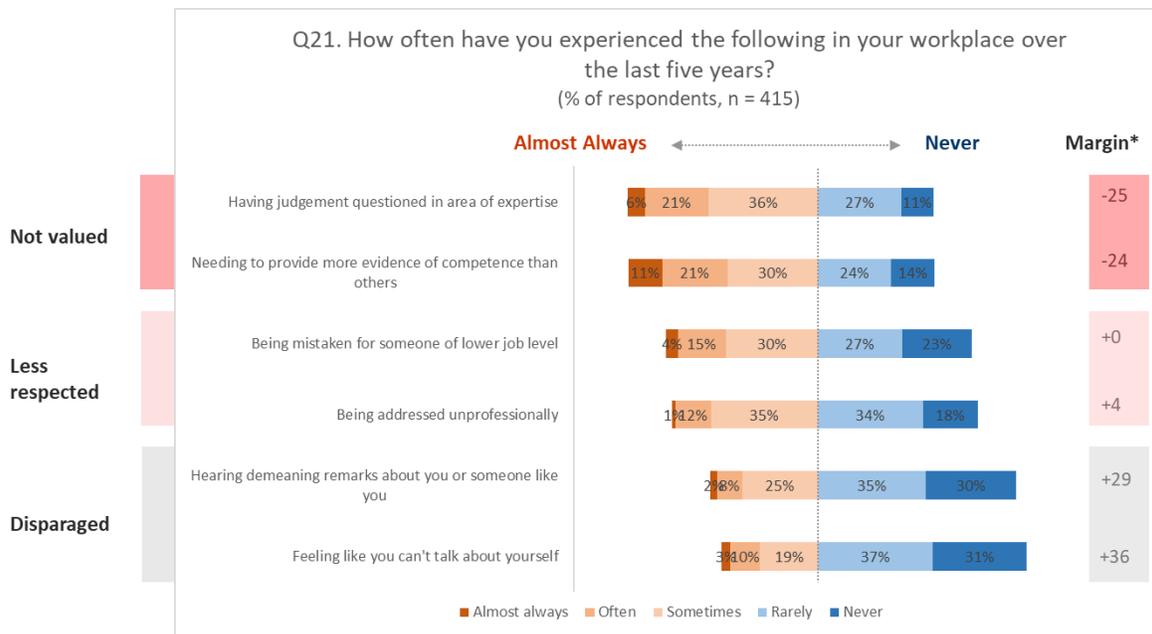
Workplace sexism can come in many forms and may directly or indirectly impact whether women are able to succeed in the workplace.

Responses made it clear that many WiN members do not feel fully or appropriately valued or respected at their workplace, with over 30% having had their self esteem impacted through experiences that disparaged their value.

## Women in Nuclear Canada Member Survey Findings

In the survey, respondents were asked to indicate how often a selection of experiences of workplace sexism occurred to them. Their answers showed that examples of workplace sexism are prevalent but tend to fall into three different groups:

1. *More frequent and perhaps more subtle*, such as having your judgement questioned (occurs sometimes or more often for 63% of respondents), or needing to provide more evidence of competence (62% of respondents). This may convey a sense of *not being valued* in the workplace.
2. *Middling frequency and overt*, such as being mistaken for having a lower job level (49% of respondents), or being addressed in a less-than-professional manner (47% of respondents). This may convey a sense of *being less respected* than one’s peers.
3. *Less frequent but more overt*, such as hearing demeaning remarks about yourself or people like you (35% of respondents), or feeling like you can’t talk about yourself (32% of respondents). These experiences *could be disparaging* to one’s character and can impact on self esteem.



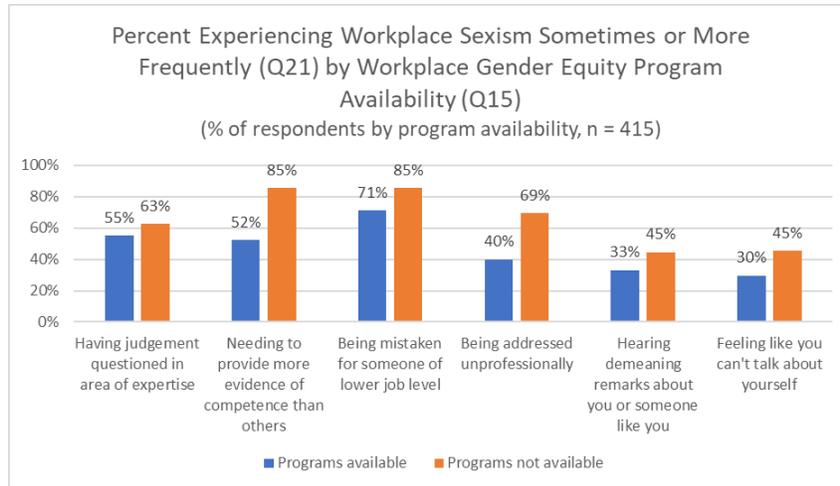
\* Positive margins indicate that most respondents selected 'rarely' or 'never'. Negative margins indicate that most respondents selected 'sometimes', 'often' or 'almost always'

### 5.8 Workplace Equity and Mentorship Programs Moderate Workplace Sexism

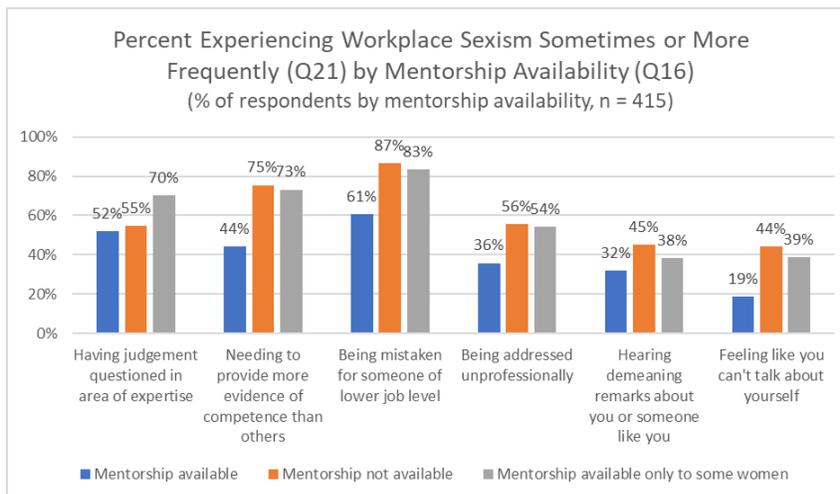
Each of the examples of workplace sexism mentioned above are less common in workplaces with gender equity programs than in workplaces without such programs.<sup>12</sup> This difference between workplaces does not seem to depend on the general frequency of experiences of sexism (e.g., more frequent and more subtle vs. less frequent but more overt). This correlation between gender equity programs and less frequent experiences of sexism are not necessarily proof that these programs are effective, as it is possible that workplaces with these programs care more about such issues in the first place. These results do, however, back up respondents’ comments that workplace training that addresses implicit bias could help to create a more supportive workplace culture for women.

<sup>12</sup> Whether such programs are available is determined from Q15.

## Women in Nuclear Canada Member Survey Findings



Workplaces with mentorship programs for women also experience workplace sexism less frequently, but only if those programs are available to all women.<sup>13</sup> Workplaces with mentorship programs available only for some women have similar rates of sexism as those with no programs at all, and, in the case of having one's judgement questioned, actually perform worse. Written-in comments from respondents indicate that lack of access to mentorship programs for women in the workplace is a barrier for women in nuclear, especially with respect to ensuring that the programs are broadly available.



<sup>13</sup> Whether such programs are available based on Q16.

### 6.0 Relationship between Members and WiN Canada

The relationship between WiN members and WiN is characterized by why women join WiN and the value they perceive and/or would like WiN to provide.

The results show that women join WiN Canada for networking and access to industry information and events. Once they have joined, finding opportunities for mentorship becomes important for their professional development goals. This may be an important theme for new offerings to both attract and retain members.

Networking, conferences and seminars are the most commonly recognized sources of value for respondents. Only 33% of respondents see professional development value in WiN Canada.

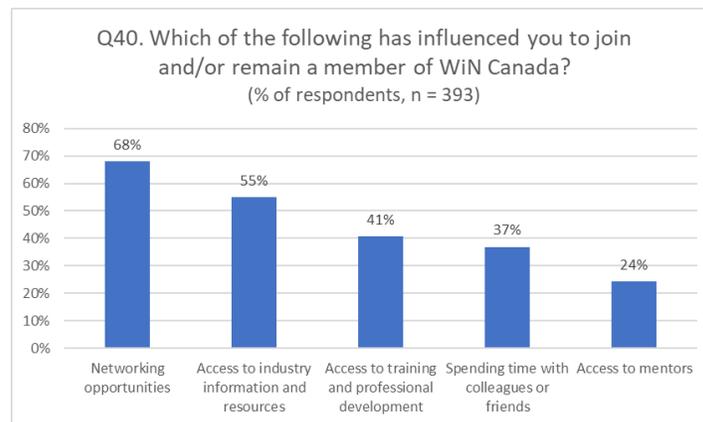
Overwhelmingly, WiN members want more support for professional development, which reflects observations that their gender inhibits their career growth. Access to mentorship is the second most highly valued potential opportunity.

The barriers to members' participation in WiN Canada appear to be mostly outside of WiN Canada's control. Optimizing location decisions for events is one possible action that may benefit some members.

When given an opportunity to address further comments to WiN Canada, members generally spoke positively of the value of the organization to them and to their efforts in having this survey conducted.

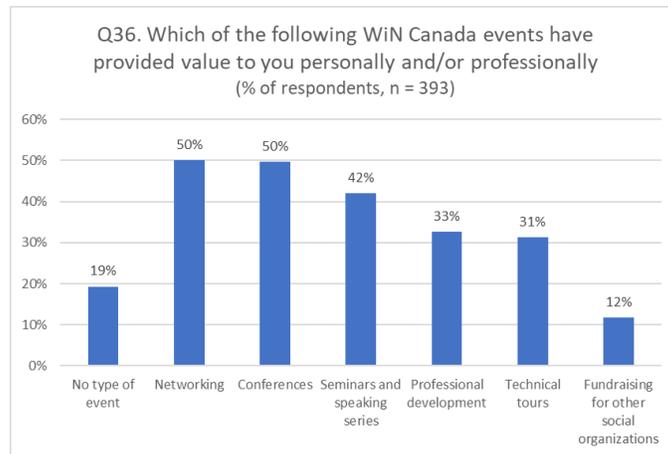
#### 6.1 Factors Influencing Decision to Join WiN Canada Membership

Access to networking is the most common factor for influencing membership in WiN Canada (68%), followed by access to industry information resources. Access to mentors was the least common reason cited, likely because WiN Canada does not offer mentorship events itself.

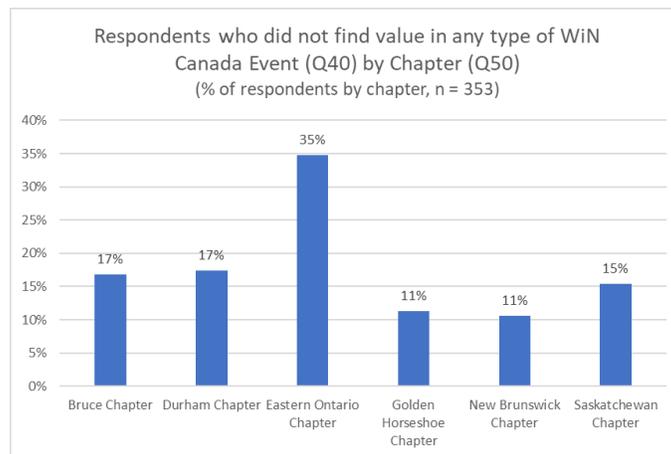


#### 6.2 Value of WiN Canada Events

The majority of respondents (81%) found some type of WiN Canada-offered event to be of value to them. This includes those that selected an "Other" type of event, which are not listed on the charts below. Networking events and conferences were the most common events of value to respondents.



Respondents from the Eastern Ontario chapter were notably less likely to have found any event valuable than those of other chapters.<sup>14</sup>



### 6.3 Members Not Getting Value

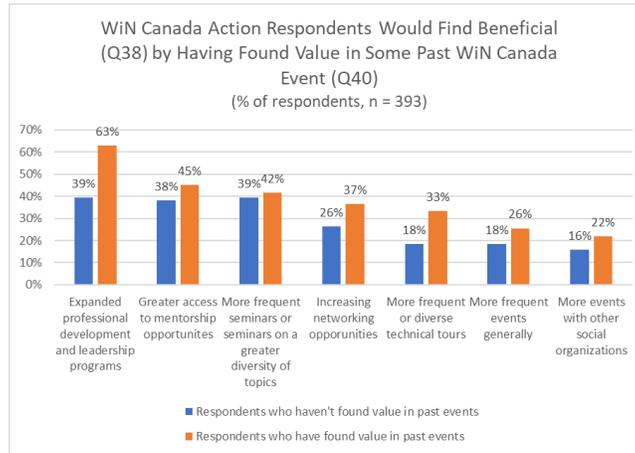
The single largest action WiN Canada could take to benefit members would be to expand its professional development and leadership programs. This was requested by the majority of respondents, with 39% of respondents who had found no value in WiN Canada events to date finding it beneficial, as well as 63% of those who had found some value in them (58% overall). Only 24% of respondents, however, thought that more frequent events, in general, would be of value to them.

The next most valuable action WiN Canada could take for its members would be to improve access to mentorship and information seminars. This applies to all members, regardless of whether they feel they have previously obtained value from their membership.

Respondents who haven't had an event provide value for them see much less benefit in WiN Canada providing additional technical tours or professional development programs than do those that have seen

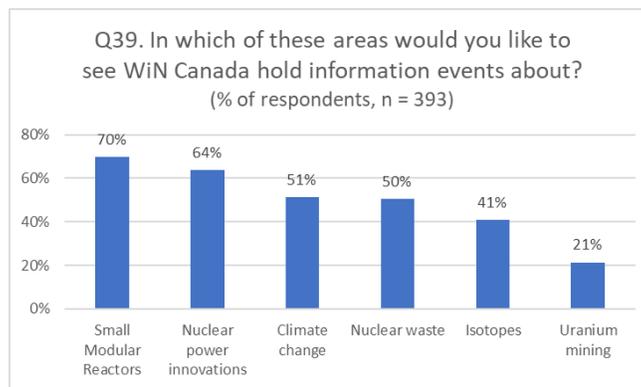
<sup>14</sup> Chapter determined from Q50.

value from some WiN Canada event. Views are similar on the value of more frequent or more diverse seminars and access to mentorship opportunities.



#### 6.4 WiN Canada Information Events

In terms of WiN Canada’s informational events, respondents desire information about emergent issues rather than general nuclear sector knowledge. SMRs (70%) and nuclear power innovations (64%) were the most common topics of interest to WiN members for informative events. Events on uranium mining are not of interest to most respondents, with the exception of those from the Saskatchewan chapter, of whom 62% would like to see more such events.

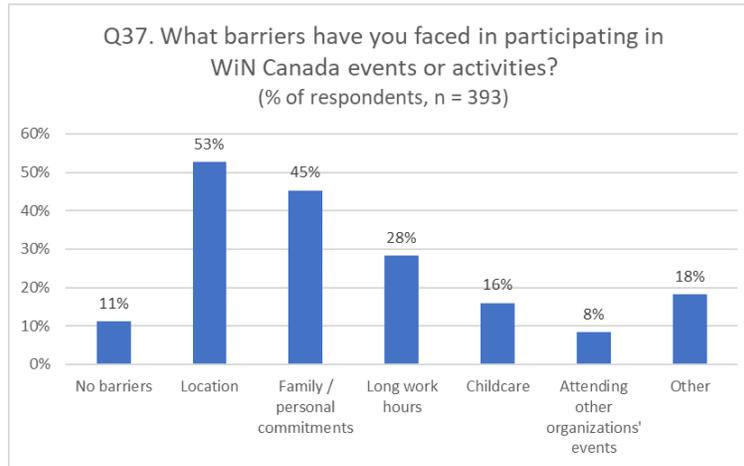


#### 6.5 WiN Canada Barriers

Location and Family/Personal Commitments are the largest barriers respondents face in participating in WiN activities (53% and 45% respectively). Only a small proportion of respondents (11%) indicated they have not faced any sort of barrier to attending.<sup>15</sup> Among respondents overall, 16% said childcare has been a barrier for them, but among the 68% of respondents who have worked while living with children that figure goes up to 26%. Overall, only 8% of respondents said that attending other organization’s events was a barrier, but if we consider the 18% of respondents who are also members of other women’s organizations, the proportion who consider it a barrier is far higher (20%). Respondents selecting “other” (18% of total) commonly discussed event cost or lack of support from their employer

<sup>15</sup> Including those who did not select “other”, not listed in the charts.

as barriers to attending events. The prevalence of these barriers does not vary significantly across chapters.



### 7.0 Summary and Conclusion

The survey results provide an interesting and complex lens into the perceptions of the members, their work environments, and the value that WiN Canada brings. The landscape involves understanding who the members are and where they work, how they are motivated to succeed, the supports and barriers to their success, and the relationship they have or would like to have with WiN Canada.

#### *Where WiN Members Work*

Most members are employed by the utilities or the agencies that support these utilities, with only a small percentage working for the remaining private sector companies.<sup>16</sup> The results also give insight into where WiN members are in their careers: age demographics are equally distributed among early, mid, senior and late-career individuals, with most members having been in the sector for over 10 years. WiN members are also highly educated, with 66% having a university degree and over one-quarter of respondents holding a post-graduate degree.

Results show that women form a minority of those employed in the nuclear industry. They are also more likely to be employed in non-STEM careers and at lower levels of seniority when compared to men. Survey responses also indicate that WiN Canada members skew higher in responsibility levels than do women in the nuclear industry as a whole.

#### *WiN Member Professional Development Ambitions*

Results also indicate that members are highly motivated to develop professionally. Virtually all respondents from senior management have university degrees, and 30% of respondents are either enrolled or intend to enroll in additional education of some kind. 90% are seeking soft-skills development, and this is particularly common among those that have aspirations for higher education. Most respondents also expressed a desire to advance professionally through promotion.

#### *Challenges Facing Women in The Workforce*

WiN Canada members believe the nuclear sector is a great place for women to work. However, while they feel supported at the workplace, members view getting rewarded for their work as a challenge. This is particularly the case for those that aspire to be promoted. Results from the industry survey lend support to concerns raised by members, that women in the nuclear industry face barriers in navigating their careers.

Respondents reported feeling not valued or respected at work, primarily due to the prevalence of sexism in the workplace. Fortunately, workplace programs that promote gender equity impact greatly on these perceptions. Mentorship programs have similar benefits but have limited availability. The results also suggest that the type of workplace impacts respondents' sense of promotability.

#### *The Value of WiN to Its Members*

The responses show that women join WiN Canada for networking and access to industry information and events. Networking, conferences, and seminars are the most commonly recognized sources of value for respondents. However, once they have joined, only 33% of respondents see professional development value from their membership to WiN Canada.

---

<sup>16</sup> Note that Bruce Power is classified as a utility and is, in fact, a private company as well.

## *Women in Nuclear Canada Member Survey Findings*

---

WiN members overwhelmingly want more support for professional development, which reflects observations that their gender inhibits their career growth. Access to mentorship is the second most highly valued potential opportunity for WiN Canada. This may be an important theme for new offerings to both attract and retain members.

The barriers to members' participation in WiN Canada appear to be mostly outside of WiN Canada's control. Optimizing location decisions for events is one possible action that may benefit some members.

The above findings provide valuable information to WiN Canada about the challenges its members face in the workforce and where they look to WiN Canada for support. The insights provided from the survey should help WiN Canada advance its strategy to provide tangible value to its members.

**Appendix A – Member Survey Results**

Confidential data

**Appendix B – Industry Survey Overview and Results**

Confidential data