



# Teamwork in the Workplace Report

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# Methodology

- Methodology:** This online survey was conducted in March/April 2023 among a sample of 5,505 adult Canadians who are currently working, of this sample, 4,407 indicated working on a team; the sample used in this report is made up of the 4,407 respondents who met the selection criteria.
- Weighting:** National results have been weighted by the most current census data in terms of gender, age, and region to ensure the total sample is representative of the population as a whole. The sample had the following splits:

## Regional split:

	%	Count	Margin of error
Atlantic	7%	313	±5.5%
Quebec	25%	1109	±2.9%
Ontario	38%	1670	±2.4%
Prairies	7%	301	±5.6%
Alberta	11%	478	±4.5%
B.C.	12%	536	±4.2%

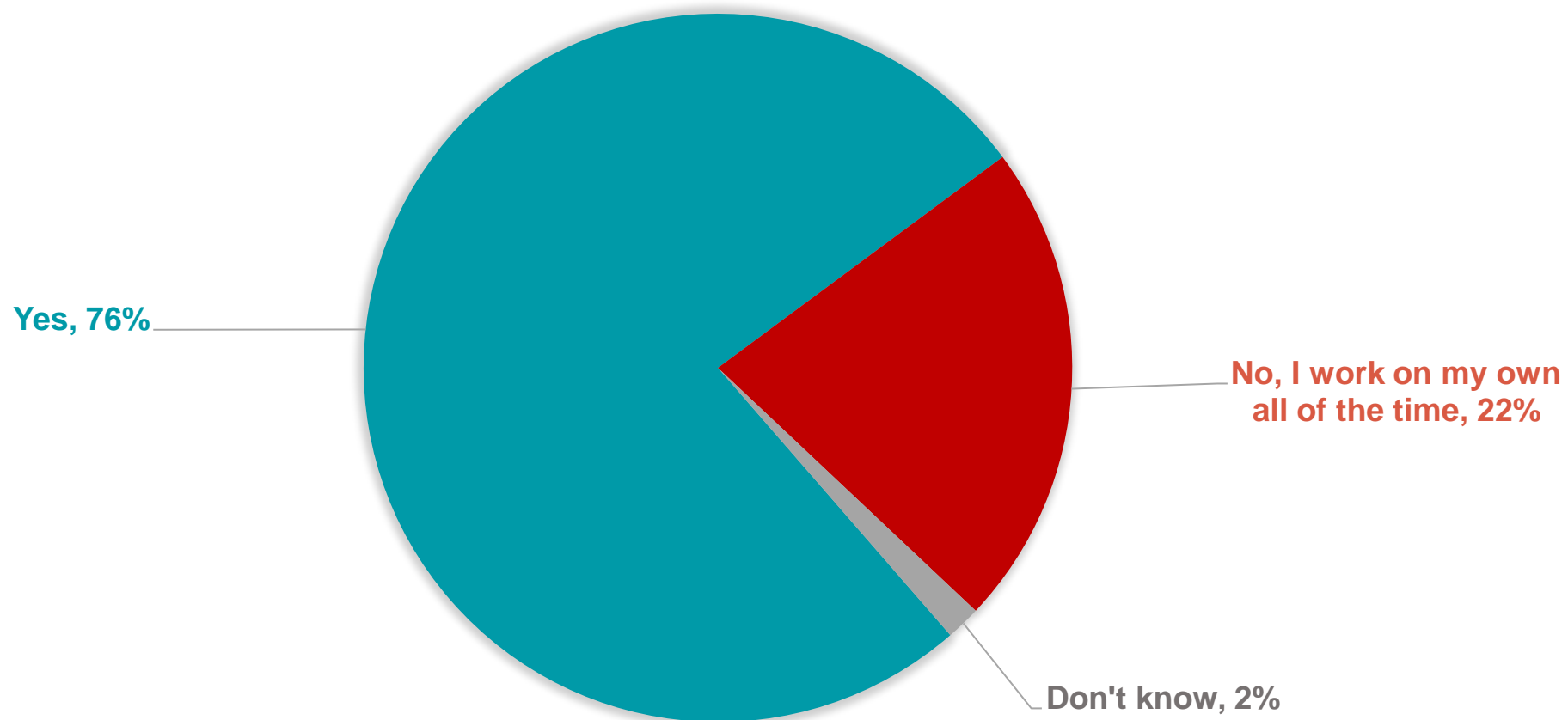
## Other demographics:

	Counts
<b>Age:</b>	18-34 36%
	35-54 44%
	55+ 20%
<b>Industry</b>	Health care 12%
	First responders 2%
	Education 10%
	Finance/legal/insurance 8%
	Manufacturing 7%
	Retail 2%

	Counts
<b>Marginalized Groups</b>	Racialized Person 19%
	2SLGBTQIA+ 7%
	Mood Disorder 11%
	Mental Impairment 2%
	Chronic Pain 5%
	Physical disability 3%
<b>Organization Size</b>	Less than 100 37%
	101-500 17%
	501+ 46%
<b>Role</b>	Manager 37%
	Not manager 63%

For information on margin of error and statistical significance see page 4.

# Three-quarters (76%) of respondents indicated they work in a team



Q70: Do you work in a team environment?  
Criteria sample size = 4407

# How to interpret this Report

In any population level sample, the average response is said to be accurate within a certain margin of error. That is, if 70% of people indicate something and the margin of error is 2%, the actual response could be 68% to 72%, and we would expect that would be true if we re-did the study 19 times out of 20.

One of the major factors in calculating margins of error is the size of the sample being studied. As such, the margin of error is different for each subgroup analyzed in the following pages. When something is highlighted with an arrow, it means we determined that it is significantly different from the overall average based on that particular groups specific margin of error. Since we know the actual score sits in a range (in the above example, the range of 68% to 72%) we look for scores that are not overlapping to determine significance.

As every groups margin of error is different, it may take a greater variation from the average for a particular score to be statistically significant.

We further note that in Key Findings and in findings on page we will typically refer to the percentage of respondents who indicated that something is Often or Always occurring, unless the indicator is a negative question, in which case we use the inverse response of Never or Rarely.

We note that all responses here are individual's perceptions of their workplaces. Respondents were not aware of the content of the questions before they started (a blind study).

Finally, in a few instances through the report, the total percentage does not equal 100% due to rounding.

# Key findings

# Key Findings

## **Respondents reported a high level of respect and inclusivity within their team, but slightly less respondents feel comfortable expressing themselves, and some do not believe their team holds everyone accountable.**

- One fifth (19%) of respondents indicated that their team does not “always” or “frequently” interact respectfully and is not free of discrimination (22%). Additionally, one quarter believe that their team does not frequently resolve differences in opinions respectfully (28%), and one-in-four say they do not feel valued as a team member (24%). Approximately one-in-four do not often feel comfortable being themselves at work (26%), one third are uncomfortable speaking up (33%) and do not agree that all their team members are frequently held accountable (33%).

## **Key finding by segment**

### **Regions:**

- Respondents from Quebec had higher than average scores on most team aspects, including respectful interactions (86%), feeling comfortable speaking up (76%) , and feeling valued (82%). However, they were far less likely to say they could be themselves at work (45%). Meanwhile, those from Ontario, Alberta, and B.C. felt more comfortable being themselves at work (76%, 79%, and 76%, respectively) but less comfortable reaching out for help (74%, 70%, and 69%, respectively).

### **Age:**

- Respondents 55 years and older indicated higher levels of respect and inclusion within their teams, compared to younger age groups (55+ - 77% vs. 18-34 - 70%). Younger employees are less comfortable being themselves (65%) and speaking up (63%). Middle-aged respondents are less likely to feel all their team members are held accountable (63%).

### **Position:**

- Managers report being more at ease expressing themselves than non-managers. Three-quarters of managers reported feeling comfortable being themselves (73%) and speaking up when disagreeing with team members (74%), compared to non-managers (67% and 64%, respectively).

### **Industry:**

- Health care workers reported lower than average on most aspects of respect and inclusion on their teams, and retail workers are less likely to say their team resolves differences respectfully (51%).

### **Marginalized groups:**

- Those who identify as racialized Canadians (63%), 2SLGBTQIA+ individuals (56%), and those with a mood disorder (59%) report feeling less comfortable voicing disagreement with team members, and those who identify as 2SLGBTQIA+ and those with a mood disorder are less likely to feel comfortable being themselves at work (61% and 62% respectively). While those with mental impairments reported lower scores on respectful interactions (69%) and being valued as a team member (59%); they are also far less likely to feel comfortable reaching out for help (51%). In addition, the sense of accountability within teams was lower among those with a mood disorder (61%), mental impairment (45%), or chronic pain (57%).

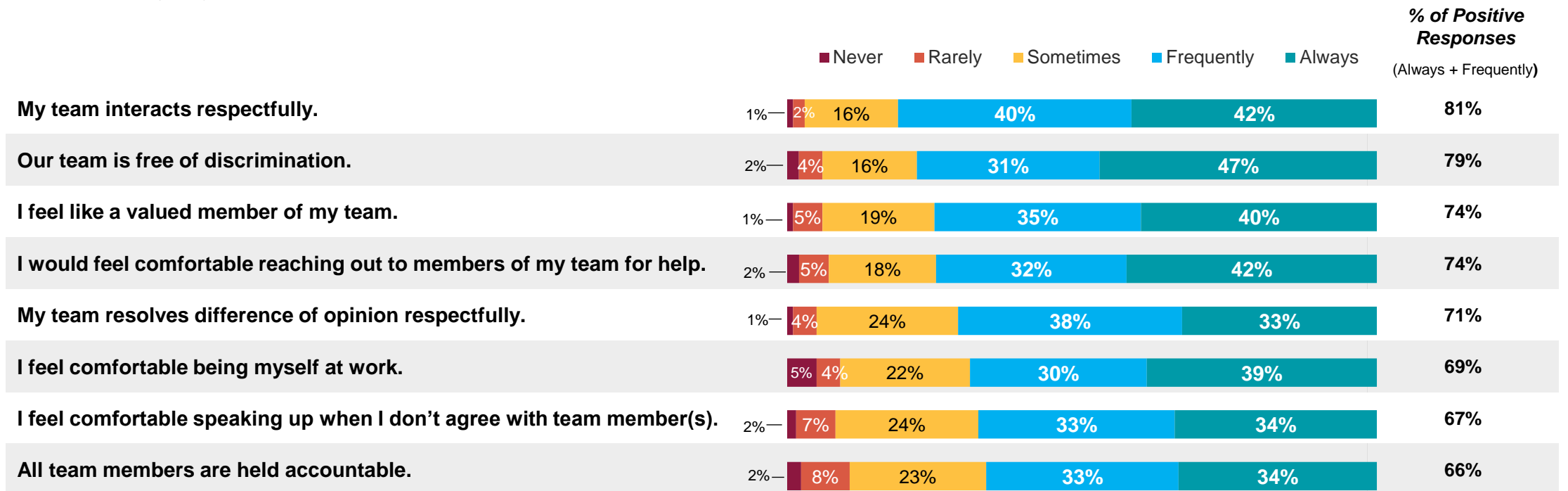
## Detailed findings

# Teamwork

- One-in-five respondents say their **team does not frequently or always interact respectfully** (19%) and **is not free of discrimination** (22%). Nearly one third also say their **team does not frequently or always resolve difference of opinion respectfully**. (29%).
- One-quarter **do not feel like a valued team member** (25%) or feel **comfortable reaching out to their team members for help** (25%)
- Three-in-ten respondents don't **feel comfortable being themselves at work** (31%), and a similar proportion are **not comfortable speaking up when they disagree with team members** (33%). In addition, a third of respondents **do not agree** that all their team members are held **accountable** (34%).

Teamwork Index  
**73 %**

*Average of the positive responses from all statements*



Q7: How often do the following happen at your work? sample size = 4407 (Respondents who work in a team)  
% of Positive Scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.



# Teamwork by Segment



- Respondents **55 years or older** scored higher on almost all aspects of teamwork compared to younger age cohorts. **Younger respondents** (18-34 years) are less likely to say they feel comfortable being themselves at work (65%) or speaking up when in disagreement (63%). While **middle-aged respondents** (35-54 years) are less likely to agree that all their team members are held accountable (63%).
- Respondents from **Quebec** scored higher than average on several aspects of teamwork; the majority report experiencing **respectful team interactions** (86%), feeling comfortable **speaking up** (76%) or **reaching out for help** (82%), as well as feeling like a **valued team member** (82%). However, they are far less likely to say they can **be themselves at work** (45%).
- Conversely, those from **Ontario, Alberta, and B.C.** are more likely to feel **comfortable being themselves at work** (76%, 79%, and 76%, respectively) but are less comfortable **reaching out for help** (74%, 70%, and 69%, respectively) compared to those living in Quebec.
- Those working in **retail** are far less likely to feel their team **resolves differences of opinion respectfully** (51%).

Statement	% of Positive Responses	Age			Region					
		18-34	35-54	55+	ATL	QC	ON	PR	AB	BC
All team members are held accountable.	66%	65%	<b>63% ▼</b>	<b>70% ▲</b>	61%	66%	68%	66%	67%	64%
My team resolves difference of opinion respectfully.	71%	69%	69%	<b>74% ▲</b>	69%	73%	71%	68%	71%	69%
I feel comfortable being myself at work.	69%	<b>65% ▼</b>	<b>67% ▼</b>	<b>75% ▲</b>	74%	<b>45% ▼</b>	<b>76% ▲</b>	75%	<b>79% ▲</b>	<b>76% ▲</b>
I feel comfortable speaking up when I don't agree with team member(s).	68%	<b>63% ▼</b>	66%	<b>73% ▲</b>	68%	<b>76% ▲</b>	66%	61%	65%	64%
Our team is free of discrimination.	79%	<b>75% ▼</b>	<b>77% ▼</b>	<b>83% ▲</b>	82%	79%	78%	81%	80%	76%
I would feel comfortable reaching out to members of my team for help.	74%	73%	75%	76%	75%	<b>82% ▲</b>	74%	68%	<b>70% ▼</b>	<b>69% ▼</b>
My team interacts respectfully.	81%	<b>80% ▼</b>	<b>80% ▼</b>	<b>85% ▲</b>	83%	<b>86% ▲</b>	80%	80%	81%	78%
I feel like a valued member of my team.	74%	<b>71% ▼</b>	<b>72% ▼</b>	<b>79% ▲</b>	74%	<b>82% ▲</b>	<b>72% ▼</b>	70%	73%	71%

Q7: How often do the following happen at your work? sample size = 4407 (Respondents who work in a team)

# Teamwork by Segments

- **Racialized Canadians** feel less comfortable speaking up when disagreeing with team members (63%) and are less likely to agree that their team is free of discrimination (75%), interacts respectfully (79%), or that they feel valued as a team member (69%). Similarly, those with **mental impairment** scored lower on discrimination within their team (68%), respectful interactions (69%), and being valued as a team member (59%); they are also far less likely to feel comfortable reaching out for help (51%).
- Those who identify as **2SLGBTQ+** are less likely to agree that their team respectfully resolves differences (62%) and are less comfortable being themselves at work (61%) or speaking up (56%). They are also less likely to feel valued at work (64%). Similarly, those with a **mood disorder** scored lower on respectful resolution of differences (62%), the ability to speak up when disagreeing with team members (59%), and discrimination within their team (75%).
- In addition, the sense of **accountability of all team members** was lower among those with a mood disorder (61%), mental impairment (45%), or chronic pain (57%).
- Respondents working in **small organizations** (less than 100 employees) scored higher than average on most team aspects while those working in larger organizations (501+ employees) scored lower on several aspects.
- **Unionized workers** scored much lower on team aspects, across the board, compared to those in non-unionized positions.

% of Positive Responses (Always/ Frequently)	Total	Marginalized Groups									Organization Size			Unionized Position	
		Racialized Canadian	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Any Marginalized group	None (Marginalized groups)	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
All team members are held accountable.	66%	68%	64%	61% ▼	45% ▼	57% ▼	64%	65%	67%	66%	71% ▲	65%	63% ▼	59% ▼	70% ▲
My team resolves difference of opinion respectfully.	71%	71%	62% ▼	68%	61%	68%	76%	70%	71%	71%	73% ▲	69%	69%	66% ▼	73% ▲
I feel comfortable being myself at work.	69%	71%	61% ▼	62% ▼	63%	71%	75%	69%	69%	69%	71% ▲	69%	67% ▼	62% ▼	73% ▲
I feel comfortable speaking up when I don't agree with team member(s).	68%	63% ▼	56% ▼	59% ▼	63%	59% ▼	59% ▼	63% ▼	70% ▲	69% ▲	71% ▲	69%	64% ▼	62% ▼	70% ▲
Our team is free of discrimination.	79%	75% ▼	77%	75% ▼	68% ▼	75%	79%	76% ▼	80% ▲	80% ▲	80%	78%	78%	75% ▼	81% ▲
I would feel comfortable reaching out to members of my team for help.	74%	73%	70%	72%	51% ▼	69%	71%	73%	75%	75%	74%	78% ▲	74%	71% ▼	76% ▲
My team interacts respectfully.	81%	79% ▼	81%	79%	69% ▼	75% ▼	79%	79% ▼	83% ▲	82% ▲	81%	82%	81%	78% ▼	83% ▲
I feel like a valued member of my team.	74%	69% ▼	64% ▼	66% ▼	59% ▼	70%	71%	70% ▼	77% ▲	76% ▲	78% ▲	75%	71% ▼	71% ▼	76% ▲

# Teamwork by Segment



- Those who identify as **racialized Canadians** feel less comfortable speaking up when disagreeing with team members (63%) and are less likely to agree that their team is free of discrimination (75%), interacts respectfully (79%), or that they feel valued as a team member (69%). Similarly, those who identify as having a **mental impairment** reported higher frequency of discrimination (68%), less frequent respectful interactions (69%), felt less valued as a team member (59%) and were far less likely to feel comfortable reaching out for help (51%).
- Those who identify as **2SLGBTQIA+** are less likely to agree that their team respectfully resolves differences (62%) and are less comfortable being themselves at work (61%) or speaking up (56%). They are also less likely to feel valued at work (64%). Similarly, those with a **mood disorder** felt that differences of opinions were less often resolved respectfully (62%), the ability to speak up when disagreeing with team members (59%), and discrimination within their team (75%).
- In addition, the sense of **accountability of all team members** was lower among those with a mood disorder (61%), mental impairment (45%), or chronic pain (57%).

Statement	% of Positive Responses	Marginalized Groups							
		Racialized group	2SLGBTQIA+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person
All team members are held accountable.	66%	68%	64%	61% ▼	45% ▼	57% ▼	64%	67%	66%
My team resolves difference of opinion respectfully.	71%	71%	62% ▼	68%	61%	68%	76%	71%	71%
I feel comfortable being myself at work.	69%	71%	61% ▼	62% ▼	63%	71%	75%	69%	69%
I feel comfortable speaking up when I don't agree with team member(s).	68%	63% ▼	56% ▼	59% ▼	63%	59% ▼	59% ▼	70% ▲	69% ▲
Our team is free of discrimination.	79%	75% ▼	77%	75% ▼	68% ▼	75%	79%	80% ▲	80% ▲
I would feel comfortable reaching out to members of my team for help.	74%	73%	70%	72%	51% ▼	69%	71%	75%	75%
My team interacts respectfully.	81%	79% ▼	81%	79%	69% ▼	75% ▼	79%	83% ▲	82% ▲
I feel like a valued member of my team.	74%	69% ▼	64% ▼	66% ▼	59% ▼	70%	71%	77% ▲	76% ▲

Q7: How often do the following happen at your work? sample size = 4407 (Respondents who work in a team)

# Teamwork by Segment



- **Managers** felt more comfortable expressing themselves compared to non-managers. Three-quarters say they are comfortable **being themselves** at work (73%) and **speaking up when they don't agree with team members** (74%), compared to 67% and 64% of non-managers, respectively.
- Those working in **retail** are far less likely to feel their team **resolves differences of opinion respectfully** (51%).
- Meanwhile, **health care workers** reported lower on almost all aspects of teamwork, while those working in the **finance, legal, and insurance services sectors** scored higher on most aspects.
- Respondents working in **small organizations** (less than 100 employees) reported higher than average on most aspects of teamwork while those working in larger organizations (501+ employees) reported lower on several aspects.
- **Unionized workers** reported much lower on most aspects of teamwork, across the board, compared to those in non-unionized positions

Statement	% of Positive Responses	Manager		Industry						Organization Size			Unionized Position	
		Manager	Non manager	Health care	First responders	Education	Finance/legal/ insurance	Manufacturing	Retail	Less than 100	101-500	501+	Unionized	Not unionized
All team members are held accountable.	66%	68%	65%	59% ▼	50% ▼	56% ▼	74% ▲	71%	59%	71% ▲	65%	63% ▼	59% ▼	70% ▲
My team resolves difference of opinion respectfully.	71%	72%	70%	63% ▼	64%	67%	77% ▲	75%	51% ▼	73% ▲	69%	69%	66% ▼	73% ▲
I feel comfortable being myself at work.	69%	73% ▲	67% ▼	64%	53% ▼	64%	74% ▲	70%	71%	71% ▲	69%	67% ▼	62% ▼	73% ▲
I feel comfortable speaking up when I don't agree with team member(s).	68%	74% ▲	64% ▼	61% ▼	69%	55% ▼	69%	77% ▲	66%	71% ▲	69%	64% ▼	62% ▼	70% ▲
Our team is free of discrimination.	79%	78%	79%	70% ▼	67%	77%	82%	78%	70%	80%	78%	78%	75% ▼	81% ▲
I would feel comfortable reaching out to members of my team for help.	74%	74%	75%	71%	65%	72%	80% ▲	82% ▲	68%	74%	78% ▲	74%	71% ▼	76% ▲
My team interacts respectfully.	81%	80%	82%	74% ▼	67% ▼	80%	87% ▲	80%	78%	81%	82%	81%	78% ▼	83% ▲
I feel like a valued member of my team.	74%	76%	73%	69% ▼	67%	72%	75%	77%	66%	78% ▲	75%	71% ▼	71% ▼	76% ▲

Q7: How often do the following happen at your work? sample size = 4407 (Respondents who work in a team)

# Teamwork by Segments

- Respondents who **work fully remotely** report above average on most aspects of teamwork. Compared to non-remote workers, the biggest differences were related to getting along better with team members including **resolving differences respectfully** (78%), **higher team accountability** (73%) **more respectful interactions** (86%), as well as **less discrimination** (85%). (Compared to non-remote workers: 64%, 62%, 78%, and 76% respectively)
- Those who have a **hybrid arrangement** scored above average on **respectful team interactions** (84%), **resolution of differences** (75%), **expressing disagreement** (70%), and **accountability** (69% ).
- Respondents who do **not work remotely** reported below average on almost all aspects of teamwork, with the lowest being reported for **accountability** (62%) and **conflict resolution** (64%).

Statement	% of Positive Responses	Remote work		
		Not remote	Hybrid (Less than 5 days at home)	Fully remote (5 or more days at home)
<b>My team interacts respectfully.</b>	81%	78% ▼	84% ▲	86% ▲
<b>Our team is free of discrimination.</b>	79%	76% ▼	79%	85% ▲
<b>I would feel comfortable reaching out to members of my team for help.</b>	74%	72% ▼	76%	79% ▲
<b>I feel like a valued member of my team.</b>	74%	73% ▼	76%	77%
<b>My team resolves difference of opinion respectfully.</b>	71%	64% ▼	75% ▲	78% ▲
<b>I feel comfortable being myself at work.</b>	69%	68%	69%	71%
<b>I feel comfortable speaking up when I don't agree with team member(s).</b>	68%	64% ▼	70% ▲	70%
<b>All team members are held accountable.</b>	66%	62% ▼	69% ▲	73% ▲

Q7: How often do the following happen at your work? sample size = 4407 (Respondents who work in a team)