# Table of contents

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong></td>
<td>Key highlights</td>
</tr>
<tr>
<td><strong>02</strong></td>
<td>Detailed results</td>
</tr>
<tr>
<td><strong>03</strong></td>
<td>Respondent profile</td>
</tr>
<tr>
<td><strong>04</strong></td>
<td>Methodology</td>
</tr>
</tbody>
</table>
01. Key highlights
Key highlights

Level of worry remains **high** but is **quite stable** compared to July 2020*

- **80%** CND economy  
  Slight decrease since July (-1pt)

- **78%** Worldwide economy  
  Slight decrease since July (-1pt)

- **59%** One’s business  
  Slight increase since July (+1pt)

**And despite** the current crisis context…

<table>
<thead>
<tr>
<th>Eco-responsible practices remain top of mind</th>
<th>But online sales are still quite anecdotal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>40%</strong> Have taken actions to <strong>reduce</strong> their environmental impact in the past year.</td>
<td><strong>53%</strong> Have <strong>none</strong> of their revenues coming from online sales and 27% have less than a quarter.</td>
</tr>
</tbody>
</table>

*Proportion of 7-10 out of 10 scores (10 being “very worried”).
**Key highlights (cont.)**

Topics of interest to entrepreneurs appear to be **influenced by the crisis**

<table>
<thead>
<tr>
<th>Least interest</th>
<th>Most interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>28% Employee hiring and retention</td>
<td>63% Innovation and creativity</td>
</tr>
<tr>
<td>35% Being successful with e-commerce</td>
<td>58% Support as a person and a business leader</td>
</tr>
<tr>
<td>35% Business transition</td>
<td>28%</td>
</tr>
</tbody>
</table>

**Being creative is deemed necessary to survive the current situation**

In many cases, changes made have been **forced** rather than the continuation of projects initiated

- 55% Were forced to implement changes related to **employee management and working conditions**
- 53% Were forced to change some of their **processes and ways of doing things**

Feel that the changes implemented as a result of the pandemic have been **beneficial** to their business, whereas 29% say it is still too early to tell.
Key highlights (cont.)

Entrepreneurs feel the need to be supported as a **person** who leads a business

**They want to feel more strategic**

- 43% Would like to get advice on how to be more strategic with the business

They find it easy* to...

- 42% Get coaching or mentoring on leadership
- 36% Get access to physical health support / services
- 29% Get access to a group of peers

Business **transition** may not stand out in the current context but **retirement** does

- 15% Of business owners are likely to **sell the business** within the next year
- 26% Of business owners are likely to **retire** within the next 3 years
- 46% Of those who intend to retire say that the COVID-19 crisis **influenced their decision**

*Proportion of 7-10 out of 10 scores (10 being “very easy”).
Labour shortages continue to be felt, sometimes for different reasons than before the crisis, but often for the same type of employees.

67% find it difficult to hire new employees now.

38% find it difficult to retain existing employees now.

28% find it more difficult to hire new employees now than before the crisis, whereas 16% find it more difficult to retain employees in the current setting.

The same employee profiles are difficult to attract and retain.

<table>
<thead>
<tr>
<th>Employee Profile</th>
<th>Attract (20%)</th>
<th>Retain (17%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized workers</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>General workers</td>
<td>26%</td>
<td>15%</td>
</tr>
<tr>
<td>Professionals / white collars</td>
<td>25%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Looking for specialized workers made recruitment more difficult; CERB exacerbated the problem.

“The scarcity of specialized technicians makes the market competitive and unsolicited offers are sent to them.”

(Translated from French)

“The CERB has made it nearly impossible to hire new labour. People collecting the CERB get paid to do nothing so there is no incentive to look for a job!”
02.
Detailed results
Level of worry among entrepreneurs for the Canadian and worldwide economy is down slightly from July. Level of worry for one’s business is slightly up, mostly for those in Accommodation and food services.

Q0. How worried are you about the impact of COVID-19 on ...?

Significantly ↑ proportion of respondents worried about their business among:
- Accommodation and food services (86%)

Average out of 10
- CDN economy: 7.8
- WW economy: 7.7
- Their business: 6.6

Base: All qualified respondents (n Sep wave = 622-626). Results are presented in terms of scores of 7+ out of 10. Due to rounding, totals may not equal to 100%. The average score of the current survey wave was calculated by excluding those who didn’t know or preferred not to answer, whereas the scale includes these respondents. Opinions were expressed using a scale from 0 to 10, where 0 means "Not worried at all" and 10 means "Extremely worried".
Nearly **two thirds** of respondents are interested in **innovation and creativity**, followed in second place by **support for the entrepreneur** as an individual and business leader.

S2Q1. Which of the following **topics** are of personal interest to you?

- Innovate and be creative to increase the success of your business (63%)
- How to support the entrepreneur as a person and as a business leader (58%)
- Business transition / Retirement of entrepreneurs (35%)
- How to be successful using e-commerce (35%)
- Hiring and retaining employees in the current context (28%)
- Managing finances during a crisis (5%)
- None of these topics (5%)

*Innovate and be creative*
*Significantly ↑ results among:*
  - Those in the Prairies (73%)
  - Retail companies (79%)
  - Large businesses (80%)

*Support the entrepreneur*
*Significantly ↑ results among:*
  - Small businesses (64%)
  - Less than 5 employees (66%)

Base: All qualified respondents (n=626). Multiple answers were allowed, therefore total may exceed 100%. Only responses mentioned by 5% or more respondents are presented.
Two in five companies have taken several actions or more to reduce their environmental impact in the past year. No significant differences are noted between subgroups of respondents.

S8Q1. To what extent have you taken concrete actions to reduce your company’s environmental impact in the past 12 months?

Base: All qualified respondents (n=605). Those who didn’t know were excluded from the calculation base. *Sum of 7-10 out of 10.
The **vast majority** of companies generate most of their revenues **outside of online sales**. Only about one in ten have at least half of their revenues coming from online sales.

**S8Q2. What percentage of your total sales come from online sales?**

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>53%</td>
</tr>
<tr>
<td>1% to 24%</td>
<td>27%</td>
</tr>
<tr>
<td>25% to 49%</td>
<td>9%</td>
</tr>
<tr>
<td>50% to 74%</td>
<td>4%</td>
</tr>
<tr>
<td>75% to 99%</td>
<td>4%</td>
</tr>
<tr>
<td>100%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**At least half:**  

**12%**

Base: All qualified respondents (n=611). Those who didn’t know were excluded from the calculation base.
02.1
Business transition
A minority of entrepreneurs plan to sell or close their business within the next year. Sales intentions are higher in Quebec, among medium-sized businesses and older business owners.

S3Q1a. How likely is it that your business will close within the next year?

**Likely to close:**
- Very likely (9-10 out of 10): 6%
- Somewhat likely (7-8 out of 10): 6%
- Somewhat unlikely (5-6 out of 10): 11%
- Very unlikely (0-4 out of 10): 77%

S3Q1b. How likely is it that your business will be sold within the next year?

**Likely to sell:**
- Very likely (9-10 out of 10): 7%
- Somewhat likely (7-8 out of 10): 8%
- Somewhat unlikely (5-6 out of 10): 12%
- Very unlikely (0-4 out of 10): 73%

Base: All qualified respondents (n=607-609). Those who didn’t know or preferred not to answer were excluded from the calculation base.
Of those who plan to sell their business, more than half plan to sell to an external buyer who is not a competitor. Nearly half keep their minds open by choosing more than one selling option.

S3Q5. Who do you intend to sell your business to?

- **External buyers who are not competitors**: 58%
- **A competitor**: 41%
- **Members of the company’s management team**: 20%
- **Employees of the company’s on payroll**: 17%
- **Family members**: 16%
- **Do not know**: 17%
- **Preferred not to answer**: 2%

Selected more than one selling option: 47%
Over one quarter of entrepreneurs say they intend to retire within the next three years. They are more likely to be found in the 65+ age group and in medium-sized companies.

S3Q2. How likely are you to retire as a business owner within the next 3 years?

- Very likely (9-10 out of 10): 14%
- Somewhat likely (7-8 out of 10): 12%
- Somewhat unlikely (5-6 out of 10): 12%
- Very unlikely (0-4 out of 10): 62%

Likely to retire: 26%

Base: All qualified respondents (n=586). Those who didn’t know were excluded from the calculation base.
Almost **half** of respondents who said they intended to retire felt that the COVID-19 crisis **influenced their decision**. The impact is much weaker among those who do not intend to retire.

S3Q2b. To what extent did the COVID crisis **influence your decision** to retire?

- **Strong influence** (9-10 out of 10): 21%
- **Somewhat of an influence** (7-8 out of 10): 24%
- **Neutral** (5-6 out of 10): 10%
- **No or little influence** (0-4 out of 10): 45%

**Influenced it:** 46%

S3Q2c. To what extent did the COVID crisis **influence your decision** **not** to retire?

- **Strong influence** (9-10 out of 10): 5%
- **Somewhat of an influence** (7-8 out of 10): 8%
- **Neutral** (5-6 out of 10): 9%
- **No or little influence** (0-4 out of 10): 77%

**Influenced it:** 14%

Base: S3Q2b = Business owners who intend to retire (n=162) and S3Q2c = Business owners who do not intend or have low intentions to retire (n=420). Those who didn’t know were excluded from the calculation base.
Overall, more than half of companies say they have some kind of transition plan. The larger the company, the more likely it is to have a transition plan.

S3Q4. Does your company have a transition plan?

<table>
<thead>
<tr>
<th>Plan Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal plan</td>
<td>44%</td>
</tr>
<tr>
<td>No plan at this time</td>
<td>44%</td>
</tr>
<tr>
<td>High-level formal plan</td>
<td>7%</td>
</tr>
<tr>
<td>Formal and detailed plan</td>
<td>5%</td>
</tr>
</tbody>
</table>

Have some plan: 56%

Significantly ↑ results among:
- Medium- (62%) and large-sized (75%) businesses
- Older (65+) business owners (69%)
- 20 to 49 employees (69%) and 100+ employees (86%)
- Businesses in Atlantic (75%)

Base: All qualified respondents (n=618). Those who preferred not to answer were excluded from the calculation base.
02.2
Employee hiring and retention
**Hiring** new employees is deemed **more difficult** than retaining existing ones at this time. Hiring is seen as less difficult by companies with 100+ employees and those in the tech sector.

S4Q1a. How easy is it for your company to **recruit** new employees?

- **Very easy** (9-10 out of 10): 12%
- **Somewhat easy** (7-8 out of 10): 20%
- **Somewhat difficult** (5-6 out of 10): 23%
- **Very difficult** (0-4 out of 10): 44%

**Difficult:** 67%

S4Q1b. How easy is it for your company to **retain** existing employees?

- **Very easy** (9-10 out of 10): 26%
- **Somewhat easy** (7-8 out of 10): 36%
- **Somewhat difficult** (5-6 out of 10): 19%
- **Very difficult** (0-4 out of 10): 19%

**Difficult:** 38%

*Base: All qualified respondents (n=593-610). Those who didn’t know were excluded from the calculation base.*
In general, companies are finding it more difficult to recruit now than they did before the crisis. The situation for retention, on the other hand, remains more or less the same.

S4Q2. Looking back to the period before the COVID-19 crisis, how does the current hiring and retention situation compare in terms of…?

<table>
<thead>
<tr>
<th></th>
<th>Hiring</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worse</td>
<td>28%</td>
<td>16%</td>
</tr>
<tr>
<td>Comparable</td>
<td>45%</td>
<td>59%</td>
</tr>
<tr>
<td>Better</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>Do not know</td>
<td>15%</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Difference worse minus better:**

**Hiring:** +16 pts

**Retention:** 0 pts

Base: All qualified respondents (n=626). Those who didn’t know were excluded from the calculation base.
Specialized and general workers are the hardest to recruit and retain, followed by white collars. Unsurprisingly, this varies according to the company’s profile, as their needs tend to differ.

S4Q3/4. Are there types of jobs for which it is more difficult for you to attract new employees / retain existing employees?

<table>
<thead>
<tr>
<th>Types of Jobs</th>
<th>Attract</th>
<th>Retain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized workers</td>
<td>31%</td>
<td>20%</td>
</tr>
<tr>
<td>General workers</td>
<td>26%</td>
<td>17%</td>
</tr>
<tr>
<td>Professionals / white collar employees</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>Technicians</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>Team leaders or first-level managers</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Service and reception employees</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>Members of the senior management team</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>None</td>
<td>19%</td>
<td>42%</td>
</tr>
</tbody>
</table>

Base: All qualified respondents (n=571-572). Those who didn’t know were excluded from the calculation base.
About a quarter said finding specialized workers made recruiting difficult, mostly in manufacturing and retail. Workers opting to stay on CERB was also commonly stated, more so in construction.

S4Q5. What could explain why you are having problems recruiting or retaining employees at this time?

In respondents’ words...

Employees in our industry are difficult to find, we have had to look outside of Canada for skilled trades people. Lack of new entries coming into the trades have to grow our own which takes 5 years or more to be productive have the necessary skills.

The CERB is making it extremely difficult to get workers back on the job, as well as recruiting. During the month of August, our revenue was suppressed by almost 10% due to lack of staff available in our hotels and restaurants.

The CERB has made it nearly impossible to hire new labour. People collecting the CERB get paid to do nothing so there is no incentive to look for a job!

The scarcity of resources on the market, the caliber of people needed, and the specificity of the knowledge required. We are doing fine at the moment. (Translated from French)

The scarcity of specialized technicians makes the market competitive and unsolicited offers are sent to them. (Translated from French)
02.3 Innovation and creativity
The crisis has mainly brought entrepreneurs to be creative in terms of processes and management of workforce and working conditions.

S5Q1. To what extent has the situation of the past few months prompted you to be creative and reinvent what you did in the following areas?

- Processes and ways of doing things: 51%
- Employee mgt and working conditions: 46%
- Products and service offering: 41%
- E-commerce and online presence: 38%
- Business model: 36%

Base: All qualified respondents (n=612-622). Results are presented in terms of the proportion of 7 out of 10.
In many cases, the changes have been **forced** rather than the continuation of projects initiated, especially when it comes to employee **management** and **processes**.

S5Q2. In general, has the crisis **forced** you to make changes or has it simply brought you to **move ahead** with projects that were already planned?

**Were forced to change on…**

- **55%** Employee mgt and working conditions
- **53%** Processes and ways of doing things
- **44%** Products and service offering
- **41%** Business model
- **34%** E-commerce and online presence

Base: Respondents who said they had to be creative in a given area (n=306-453). Results are presented in terms of the proportion who said the crisis forced them to change (rather than brought them to move ahead with projects already planned).
More than a third of respondents consider that the changes implemented as a result of the pandemic have been beneficial to their business. Three in ten feel it is still too early to tell.

S5Q3. Overall, how beneficial has the implementation of these changes been to your company?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very beneficial (9-10 out of 10)</td>
<td>9%</td>
</tr>
<tr>
<td>Somewhat beneficial (7-8 out of 10)</td>
<td>25%</td>
</tr>
<tr>
<td>Somewhat not beneficial (5-6 out of 10)</td>
<td>21%</td>
</tr>
<tr>
<td>Not at all beneficial (0-4 out of 10)</td>
<td>15%</td>
</tr>
<tr>
<td>Too early to say</td>
<td>29%</td>
</tr>
</tbody>
</table>

Beneficial*: 34%

Base: Respondents who have been brought to be creative and reinvent themselves because of the crisis (n=539). Those who didn’t know were excluded from the calculation base. *Sum of 7-10 out of 10.
02.4 Entrepreneur’s needs
S6Q1. As a business owner, which of the following would you most like to have information or support about in order to help you **better manage your business**?

- **Advice/help on how to be more strategic with the business**: 43%
- **Access to a formal or informal network of peers**: 26%
- **Advice or training on how to adopt and implement technology**: 25%
- **Advice or training on financial management**: 21%
- **Coaching or mentoring on leadership**: 19%
- **Human resources and employee management support**: 17%
- **Coaching on time management or optimization**: 16%
- **Mental health support / access to services**: 9%
- **Physical health support / access to services**: 7%
- **Other**: 9%
- **Nothing at the moment**: 18%

*Base: Business owners only (n=583). Multiple mentions were allowed, therefore total may exceed 100%. Those who preferred not to answer were excluded from the calculation base.*
Entrepreneurs say they would benefit from **access to health services** for them and their employees, support for managing their **stress and anxiety**, and having an **ongoing coach**.

### Coaching and mentoring on leadership

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having an ongoing coach (general)</td>
<td>34%</td>
</tr>
<tr>
<td>How a leader can motivate/engage employees</td>
<td>24%</td>
</tr>
<tr>
<td>General leadership coaching for new team leaders</td>
<td>14%</td>
</tr>
<tr>
<td>Peer-to-peer coaching</td>
<td>13%</td>
</tr>
<tr>
<td>Moral support and guidance</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Physical health support and access to services*

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to health services for me and employees</td>
<td>68%</td>
</tr>
<tr>
<td>Maintaining health</td>
<td>17%</td>
</tr>
<tr>
<td>Finding time for self-care</td>
<td>11%</td>
</tr>
<tr>
<td>Accountability for maintaining healthy habits</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Mental health support and access to services*

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing stress and anxiety</td>
<td>55%</td>
</tr>
<tr>
<td>Finding time to devote to well-being</td>
<td>21%</td>
</tr>
<tr>
<td>Access to psychologists and mental health services</td>
<td>18%</td>
</tr>
<tr>
<td>Support group for entrepreneurs</td>
<td>18%</td>
</tr>
<tr>
<td>Mental health effects of working remotely</td>
<td>16%</td>
</tr>
</tbody>
</table>

Base: Business owners who need information or support on the above-mentioned topics (n=20-77). S6Q2 was an open-ended question for which answers were coded; only top mentions are presented on this slide. *Sample size is small, please interpret with caution.
How to retain/hire employees during the crisis, advice on workflow optimization, re-configure their strategic plan and develop one’s time management skills would be most needed.

Coaching on time management or optimization
- Workflow optimization: 40%
- Offer time management skills program: 37%
- Time management IT tools: 16%
- Remote work/life time management: 14%
- Time management during crisis: 9%
- Advice and tips from peers: 9%

Advice on being more strategic with the business
- Re-configuring strategic business plan: 29%
- Strategic thinking courses or advice: 17%
- Re-orientation of business or diversifying: 14%
- Strategic marketing: 14%
- Crisis management strategies: 10%
- Financing management: 9%

HR and employee management support
- Advice on how to retain/hire employees during crisis: 44%
- HR coaching (general information): 25%
- HR best practices during crisis: 18%
- Information on labour standards and regulations: 10%
- Ensuring employee wellness during crisis: 9%

Base: Business owners who need information or support on the above-mentioned topics (n=65-159). S6Q2 was an open-ended question for which answers were coded; only top mentions are presented on this slide.
Interacting with **peers of the same sector** is clearly seen as a beneficial form of support. Practical advice on **technology implementation** and **cash flow management** also stand out.

<table>
<thead>
<tr>
<th>Access to a formal or informal network of peers</th>
<th>Advice or training on financial management</th>
<th>Advice or training on how to adapt and implement tech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchanging and discussing with peers of the same sector</td>
<td>Cashflow management</td>
<td>Financing of technology needed</td>
</tr>
<tr>
<td>Access to or expand network</td>
<td>Access to business financial experts</td>
<td>Keeping up to date with latest technology</td>
</tr>
<tr>
<td>Share innovation ideas with business owners</td>
<td>Financial monitoring</td>
<td>Implementing point of sales system</td>
</tr>
<tr>
<td>General business mentorship</td>
<td>Managing finances during crisis</td>
<td>Social media training</td>
</tr>
<tr>
<td>Creating partnerships</td>
<td>Debt management</td>
<td>Best IT tools</td>
</tr>
<tr>
<td>Support group for entrepreneurs</td>
<td>Financial programs and accessibility</td>
<td>Making transition to technology easier</td>
</tr>
</tbody>
</table>

Base: Business owners who need information or support on the above-mentioned topics (n=61-102). S6Q2 was an open-ended question for which answers were coded; only top mentions are presented on this slide.
Accessing coaching or mentoring on **leadership** is deemed easy by **2 in 5** business owners, whereas mental health support, HR support and coaching on time management seem more difficult to access.

S6Q3. To what extent is it **easy to access support outside your business** on the following areas of interest?

<table>
<thead>
<tr>
<th>Area</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching or mentoring on leadership</td>
<td>42%</td>
</tr>
<tr>
<td>Physical health support / access to services</td>
<td>36%</td>
</tr>
<tr>
<td>Access to a formal or informal network of peers</td>
<td>29%</td>
</tr>
<tr>
<td>Advice/help on how to be more strategic with the business</td>
<td>28%</td>
</tr>
<tr>
<td>Advice or training on financial management</td>
<td>28%</td>
</tr>
<tr>
<td>Advice or training on how to adopt and implement technology</td>
<td>26%</td>
</tr>
<tr>
<td>Human resources and employee management support</td>
<td>22%</td>
</tr>
<tr>
<td>Mental health support / access to services</td>
<td>19%</td>
</tr>
<tr>
<td>Coaching on time management or optimization</td>
<td>17%</td>
</tr>
</tbody>
</table>

*Base: Business owners who need information or support on at least one topic (n=30-222). Results are presented in terms of those who find easy to access support outside their business (proportion of 7 to 10 out of 10 scores).*
03.
Respondent profile
Region

B.C. & North 16%

Prairies 20%

Ontario 37%

Quebec 21%

Atlantic 7%

Base: All respondents (n=626).
Number of employees, annual sales and revenue growth

Number of employees

- Less than 5 employees: 57%
- 5 to 19 employees: 30%
- 20 to 49 employees: 8%
- 50 to 99 employees: 3%
- 100 employees or more: 2%

Annual sales

- Less than $500K: 24%
- $250K to <$500K: 18%
- $500K to <$1M: 18%
- $1M to <$2M: 15%
- $2M to <$5M: 14%
- $5M to <$10M: 6%
- $10M and over: 5%

Revenue growth

- Negative growth: 41%
- >0% to <5%: 17%
- 5% to <10%: 10%
- 10% to <20%: 9%
- 20% or more: 10%

Base: All respondents (n=626).
Sector of activity

Sector of activity

- Professional services, finance and insurance: 30%
- Manufacturing: 14%
- Technology, information and cultural industries: 8%
- Retail: 8%
- Construction: 6%
- Wholesale trade: 6%
- Accommodation and food services: 4%
- Other private services: 4%
- Primary sectors: 3%

Base: All respondents (n=626). Only sectors with 3%+ are presented.
Gender ownership, age of owners and diversity groups

**Gender ownership**
- Mainly by men: 51%
- Men and women in equal proportions: 31%
- Mainly by women: 13%
- Preferred not to answer: 5%

**Age of owners**
- Less than 45 years old: 10%
- 45 to 54 years old: 26%
- 55 to 59 years old: 22%
- 60 to 64 years old: 19%
- 65 years old and over: 23%

**Diversity groups**
- Do not belong to any of these groups: 58%
- Person of immigrant origin: 21%
- Child of a person of immigrant origin: 10%
- Member of a visible minority group: 12%
- Aboriginal person: 2%
- Preferred not to answer: 6%

Base: All respondents (n=595-626).
04. Methodology
Methodology

- **Survey methodology:** Online.

- **Respondent profile:** Business owners and business decision makers from BDC ViewPoints panel.

- **Survey dates:** September 15 to 27, 2020.

- **Margin of error:** The maximum margin of error for a probability sample of 626 respondents is ± 3.9 percentage points, 19 times out of 20. As this survey is based on a non-probability sample, these numbers should be interpreted with caution.

- **Data processing and analysis** were performed by the BDC Research and Market Intelligence team.

- **Weighting factors:** Results were weighted by region and number of employees to be representative of the Canadian SME population.

- **Data processing note:** Unless otherwise mentioned, calculation bases exclude respondents who preferred not to answer the question. Other appropriate exclusions are detailed on the different slides.
Thank you.

Research and Market Intelligence
For more info, please contact us at:
marketingresearch@bdc.ca