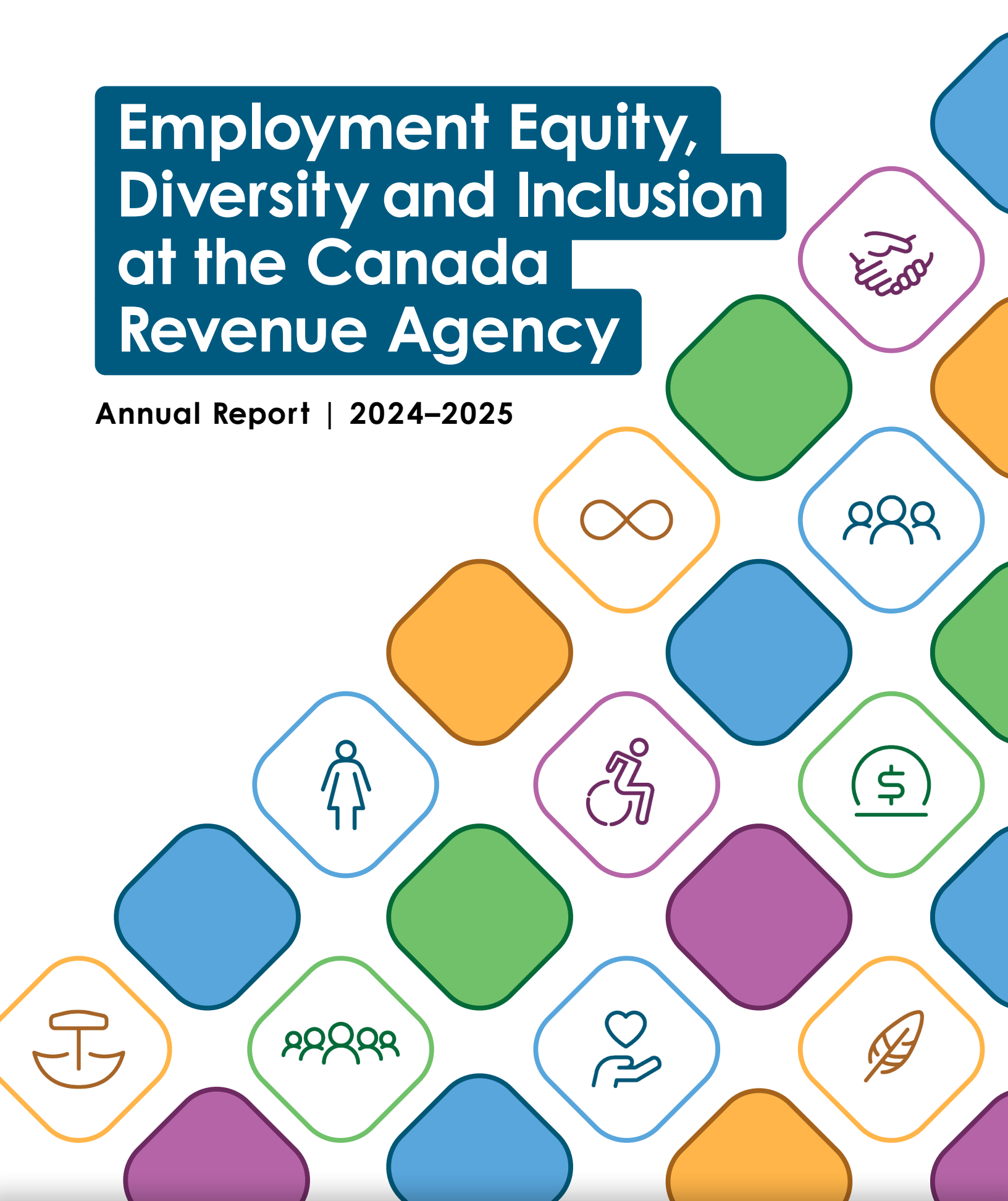


# Employment Equity, Diversity and Inclusion at the Canada Revenue Agency

Annual Report | 2024–2025



Canada Revenue  
Agency

Agence du revenu  
du Canada

Canada

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# Message from the Commissioner and Deputy Commissioner

We are pleased to present to the Parliament of Canada the Employment Equity, Diversity, and Inclusion at the Canada Revenue Agency (CRA) Annual Report 2024–2025. This report reflects the CRA's ongoing commitment to promoting equitable employment and fostering a workplace where all employees, including members of employment equity groups designated in the Employment Equity Act: Indigenous Peoples, persons with disabilities, visible minorities, and women, have opportunities to succeed in their careers.

At the CRA, we are committed to eliminating employment barriers and offering an inclusive workplace for all employees. This commitment is rooted in the CRA's People First Philosophy and is aligned with the [Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion](#), as well as the Government of Canada's broader vision for addressing systemic inequities across the public service.

The CRA continues to adapt to the evolving social and economic landscape while holding true to our core values of integrity, professionalism, respect, and collaboration. Some examples of the programs and initiatives that the CRA has implemented over the past year to foster an inclusive workplace culture and advance systemic change across the CRA include:

- the CRA Directive on Equity, Diversity, and Inclusion, implemented in January 2025, guides inclusive decision-making in all aspects of our work
- the CRA's Equity, Diversity, and Inclusion Performance Measurement Framework is enabling us to monitor and evaluate our progress in achieving our equity, diversity, and inclusion (EDI) priorities and evaluate the effectiveness of our actions
- the Agency People Strategy continues to support inclusive talent management and leadership development that reflect the diversity of Canada
- the [CRA's Indigenous Strategy 2024–2027](#) was developed to build trust and improve service delivery for Indigenous peoples through continued engagements, tailored services, and increased Indigenous participation in the tax and benefits system
- the development of CRA's next Accessibility Plan was initiated, which will guide our work to remove accessibility barriers within the CRA's programs and services

The CRA has made progress in increasing representation among all four designated employment equity groups, however significant work remains and we will continue sustained efforts. While this report reflects progress up to March 31, 2025, it is important to note that, despite the fiscal constraints that federal departments are facing and which are expected to face in the coming years, EDI will remain a key priority at the CRA.

We would like to recognize the invaluable contributions of the CRA equity and diversity networks and CRA employees at all levels for their dedication to advancing progress towards our EDI goals. Your collective efforts and dedication are building a stronger, more inclusive CRA.

We invite you to read this year's Employment Equity, Diversity, and Inclusion Annual Report to learn more about the CRA's actions, progress, and continued efforts to shape a workplace where everyone feels valued, empowered, and able to thrive.

**Bob Hamilton**  
Commissioner  
Canada Revenue Agency

**Jean-François Fortin**  
Deputy Commissioner  
Canada Revenue Agency

# Introduction

The Canada Revenue Agency's 2024-2025 Employment Equity, Diversity and Inclusion (EEDI) Annual Report provides an update on the progress the CRA made towards reaching its goals and objectives in support of the legislative requirements set out in the Employment Equity Act and the CRA's 2021–2026 Employment Equity, Diversity, and Inclusion Action Plan.

In recent years, several factors have required the CRA to adapt its workforce strategies to meet fiscal challenges. The CRA remains committed to creating a respectful and inclusive work environment while continuing to make meaningful progress towards its EDI goals. The CRA has focused on:

- applying equitable and inclusive practices at all stages of the employment journey
- developing mechanisms to measure the impact of our EDI efforts to provide a better understanding of how well the CRA is meeting our EDI goals
- providing all employees with opportunities to learn about employment equity, diversity, inclusion, accessibility and anti-racism
- supporting our leaders with resources and tools to model equitable and inclusive leadership behaviour in support of the CRA's EDI goals and People First approach

The following report provides an overview of the results of the March 31, 2025, workforce analysis and provides a snapshot of the CRA's progress in closing national-level gaps in Employment Equity (EE) group representation. It also describes activities and initiatives undertaken during the 2024 2025 fiscal year in support of the commitments outlined in our action plan and that contribute to increasing equity, diversity and inclusion throughout the organization.

## What the data tells us as of March 31, 2025

Over the past year, the CRA has continued to monitor and make steady progress towards achieving full representation of the four EE designated groups (Indigenous peoples, persons with disabilities, visible minorities, and women). The Labour Market Availability (LMA) rates used for the analysis are based on the 2021 Census and the 2022 Canadian Survey on Disability. The LMA rates applied in this report are new, so the data in this report are not directly comparable to the data in past reports. To help interpret this report, please see Appendix B: Technical notes.

### Highlights from the data

- Persons with disabilities, visible minorities, and women are fully represented at the national level for the CRA workforce, and, similar to the previous reporting cycle, while the internal representation rate of Indigenous peoples has increased, this designated group is underrepresented.
- For the CRA's executive (EX) group, the internal representation rate increased for persons with disabilities and women. Both of those designated groups are represented

above the LMA at the national level. The visible minorities group and Indigenous peoples group are underrepresented this year.

- The participation rate of employees who have submitted the CRA's EDI self-identification questionnaire, also known as the Workforce Profile Questionnaire (WPQ), continued to climb for the seventh consecutive year, reaching a participation rate of 94.9%.

The following section provides a more in-depth portrait of the progress made in the past year on internal representation of the four EE groups. The CRA will continue to remain agile to respond to reduced government spending while ensuring we are embedding a culture of inclusion and belonging for all employees.



## The CRA's overall workforce

The numbers in parenthesis represent the change in the workforce and executive populations over a one-year period, since March 31, 2024..

### CRA workforce population

53,676<sup>1</sup> (-5,543)

### CRA executive population

483 (-2)

The CRA's total workforce has decreased by approximately 9 percent since March 31, 2024. This decrease can be attributed to multiple factors including, but not limited to, regular employee attrition activities and various financial impacts to the CRA's budget. We will continue to monitor and adjust to ongoing developments in our operating environment as necessary.

1 As of March 31, 2025

## CRA workforce internal representation compared to the LMA

The numbers in brackets represent the change of internal representation of the CRA workforce for the four employment equity designated groups in percentage points over a one-year period, since March 31, 2024.

| Employment Equity designated groups | CRA workforce internal representation | LMA   | Met/Not met |
|-------------------------------------|---------------------------------------|-------|-------------|
| Indigenous peoples                  | 3.4% [+0.1]                           | 3.7%  | Not met     |
| Persons with disabilities           | 14.4% [+1.0]                          | 14%   | Met         |
| Visible minorities                  | 40.6% [+1.0]                          | 29%   | Met         |
| Women                               | 59.3% [-0.2]                          | 58.7% | Met         |

During this one-year period, the overall portrait of EE group representation in the workforce was positive, with persons with disabilities, visible minorities, and women fully represented. The internal representation (IR) rates of Indigenous peoples did grow over the last fiscal, although this group is underrepresented. While the IR rate for women decreased slightly, the group is represented above the LMA rate of 58.7%. Since the LMA

rates applied in this report are new, the data in this report are not directly comparable to past reports.

## 2SLGBTQI+ internal representation

In 2023, the CRA amended its WPQ to include an option for individuals to self-identify as a member of the 2SLGBTQI+ community. This was done to better understand our workforce and to address a lack of data for this group. As a result, 2,085 of the CRA's 53,676 employees voluntarily self-identified as 2SLGBTQI+ as of March 31, 2025. There are no LMA data or other benchmarks available to provide more insight for this community at this time.

## CRA executive internal representation compared to LMA

The numbers in brackets represent the change of internal representation of the CRA executive population for the four employment equity designated groups in percentage points over a one-year period, since March 31, 2024.

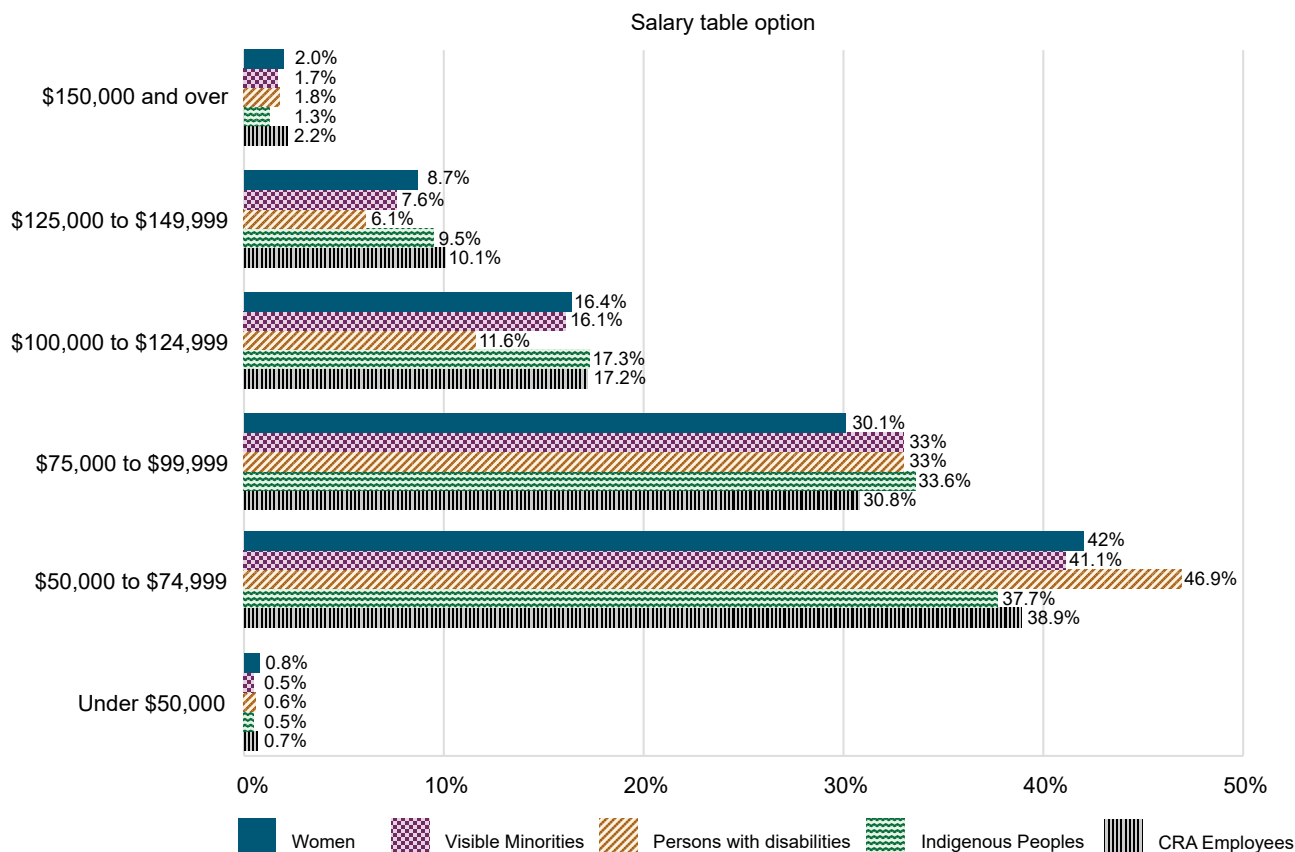
| Employment Equity designated groups | CRA executive internal representation | LMA   | Met/Not met |
|-------------------------------------|---------------------------------------|-------|-------------|
| Indigenous peoples                  | 2.7% [0.0]                            | 3%    | Not met     |
| Persons with disabilities           | 13.7% [+0.9]                          | 6.7%  | Met         |
| Visible minorities                  | 19.5% [-0.3]                          | 19.8% | Not met     |
| Women                               | 55.7% [+1.5]                          | 38.2% | Met         |

The overall portrait of EE group IR at the executive level changed slightly between March 31, 2024, and March 31, 2025. The IR of executives who identified as a person with a disability and executives who identified as a woman increased, with both of those EE groups being fully represented. While the internal representation of executives who identified as an Indigenous person remained stable at 2.7%, this group is underrepresented. The 2021 LMA rate for visible minorities in the EX group has increased by 3.4 percentage points compared to the 2016 rate of 16.4%, leaving a gap at the executive level for this EE group.

## Salary distribution by employment equity group

When we apply an EE lens to the CRA's employee population broken down by salary range, minimal variances are noted within most, and the proportion of EE members is comparable to that of the overall population.

Within the CRA's workforce population, the highest proportion of employees self-identifying as a member of an EE group falls within the \$50,000 to \$74,999 salary band, where the majority of CRA's entry level positions are found. When comparing EE group members to all employees within this salary bracket, there is a higher proportion of persons with disabilities (46.9%). Similarly, there are lower proportions of persons with disabilities in the higher salary ranges of \$100,000 to \$124,999 and \$125,000 to \$149,999.



## Percentage of employment equity groups within hires, promotions, and separations

Recruitment and retention during the 2024–2025 fiscal year were significantly impacted as the CRA took necessary steps to respond to the fiscal challenges that the Government of Canada departments and agencies are facing. For more information, please refer to Table A5, Hiring, separation, and promotion rates of designated group members.

Since the 2023–2024 fiscal year, the number of new hires within the CRA decreased by 66.5%. There were 1,423 new hires in the 2024–2025 fiscal year, compared to 4,244 in the 2023–2024 fiscal year. Comparing new hires to the LMA of each group, the CRA was able to hire beyond the LMA for visible minorities (29.0%), with 39.1% of new hires being visible minorities. The CRA did not meet the benchmarks for new hires for the remaining EE groups.

When examining separations across the CRA, there was an increase of 20.3% in the 2024–2025 fiscal year (8,217 to 9,887). Internal benchmarks for separation must be lower than the internal representation rate to ensure the percentage of EE members leaving the CRA does not exceed their proportion of the workforce. The CRA met these benchmarks for Indigenous peoples, persons with disabilities, and visible minorities. When comparing the proportion of women leaving the CRA with their IR, the CRA was not able to meet the required benchmark of less than 59.3%, with 60.4% of separations during 2024–2025 being women.

Promotions decreased throughout the CRA, dropping from 5,542 to 1,953 (a percentage decrease of 64.8%). The CRA did meet the IR benchmark for visible minorities (40.6%), with 42.0% of promotions being given to visible minorities. The CRA did not meet benchmarks for Indigenous peoples, persons with disabilities, and women, with each being promoted at a rate that was less than their internal representation.

## Indigenous peoples

The table below shows the new hire, separation, and promotion rates compared to benchmarks for the Indigenous peoples group.

| Staffing type | Proportion of Indigenous peoples | Benchmark used    | Benchmark value | Met/Not met |
|---------------|----------------------------------|-------------------|-----------------|-------------|
| New hires     | 2.3%                             | Meets/exceeds LMA | 3.7%            | Not met     |
| Separations   | 3.3%                             | Less than IR      | 3.4%            | Met         |
| Promotions    | 3.1%                             | Meets/exceeds IR  | 3.4%            | Not met     |

## Persons with disabilities

The table below shows the new hire, separation, and promotion rates compared to benchmarks for the persons with disabilities group.

| Staffing type | Proportion of persons with disabilities | Benchmark used    | Benchmark value | Met/Not met |
|---------------|-----------------------------------------|-------------------|-----------------|-------------|
| New hires     | 5.8%                                    | Meets/exceeds LMA | 14.0%           | Not met     |
| Separations   | 12.2%                                   | Less than IR      | 14.4%           | Met         |
| Promotions    | 13.6%                                   | Meets/exceeds IR  | 14.4%           | Not met     |

## Visible minorities

The table below shows the new hire, separation, and promotion rates compared to benchmarks for the visible minorities group.

| Staffing type | Proportion of visible minorities | Benchmark used    | Benchmark value | Met/Not met |
|---------------|----------------------------------|-------------------|-----------------|-------------|
| New hires     | 39.1%                            | Meets/exceeds LMA | 29%             | Met         |
| Separations   | 38.8%                            | Less than IR      | 40.6%           | Met         |
| Promotions    | 42.0%                            | Meets/exceeds IR  | 40.6%           | Met         |

## Women

The table below shows the new hire, separation, and promotion rates compared to benchmarks for women.

| Staffing type | Proportion of visible minorities | Benchmark used    | Benchmark value | Met/Not met |
|---------------|----------------------------------|-------------------|-----------------|-------------|
| New hires     | 56.5%                            | Meets/exceeds LMA | 58.7%           | Not met     |



| Staffing type | Proportion of visible minorities | Benchmark used   | Benchmark value | Met/Not met |
|---------------|----------------------------------|------------------|-----------------|-------------|
| Separations   | 60.4%                            | Less than IR     | 59.3%           | Not met     |
| Promotions    | 56.5%                            | Meets/exceeds IR | 59.3%           | Not met     |

## Indigenous peoples

The numbers in brackets represent the change in the number of Indigenous peoples in the workforce and executive populations over a one-year period, since March 31, 2024.

| Indigenous peoples workforce population (#) | Internal representation (%) | LMA  | Met/Not met |
|---------------------------------------------|-----------------------------|------|-------------|
| 1,811 [-149]                                | 3.4%                        | 3.7% | Not met     |

| Indigenous executive population (#) | Internal representation (%) | LMA | Met/Not met |
|-------------------------------------|-----------------------------|-----|-------------|
| 13 [0]                              | 2.7%                        | 3%  | Not met     |

Efforts towards hiring and retention for the Indigenous peoples group may have contributed to an increase in the IR between March 31, 2024, and March 31, 2025, going from 3.3% to 3.4%. For executives, IR remained stable at 2.7% but fell short of the LMA rate of 3%.

## Representation of Indigenous peoples by employment equity occupational groups

| Employment equity occupational groups <sup>1</sup> | CRA workforce | Indigenous peoples | LMA         | Met/Not met    |
|----------------------------------------------------|---------------|--------------------|-------------|----------------|
| Middle and other managers (EEOG02)                 | 7.2%          | 2.8%               | 2.9%        | Not met        |
| Professionals (EEOG03)                             | 30.6%         | 1.7%               | 1.7%        | Met            |
| Supervisors (EEOG05)                               | 2.8%          | 8.0%               | 4.8%        | Met            |
| Administrative and senior clerical (EEOG07)        | 46.9%         | 3.8%               | 4.4%        | Not met        |
| Clerical personnel (EEOG10)                        | 10.7%         | 5.4%               | 6.1%        | Not met        |
| <b>Total employees</b>                             | <b>100.0%</b> | <b>3.4%</b>        | <b>3.7%</b> | <b>Not met</b> |

<sup>1</sup> The National Occupational Classification (NOC) has undergone a major structural revision with the release of NOC 2021. As a result, there is a new baseline for analysis, and direct year-over-year comparisons with previous data are not possible due to changes in occupational groupings and coding.

At the level of employment equity occupational groups (EEOGs), the IR of Indigenous

peoples meets LMA in both the Professionals and Supervisors groups. The CRA did not meet its targets for Middle and other managers (EEOG-02), Administrative and senior clerical (EEOG-07) and Clerical personnel (EEOG-10) groups.

### Intersectional data for Indigenous peoples

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Having a disability | Women        |
|---------------------|--------------|
| 29.3% [+1.3]        | 67.4% [-1.0] |

Among the 3.4% of the workforce who self-identified as Indigenous, those who self-identified as having a disability increased year-over-year by 1.3 percentage points, while the number who self-identified as women decreased by 1 percentage point, sitting at 67.4% during the most recent workforce analysis.

### Representation of Indigenous peoples by subgroup

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Subgroup                         | Percent (%) of Indigenous peoples | Percent (%) of all CRA employees |
|----------------------------------|-----------------------------------|----------------------------------|
| Métis                            | 50.8% [0.0]                       | 1.7%                             |
| Native American or First Nations | 41.9% [+0.1]                      | 1.4%                             |
| Inuk (Inuit)                     | 0.7% [-0.3]                       | 0.0%                             |
| No disclosure of subgroup        | 6.6% [+0.3]                       | 0.2%                             |

Subgroup representation within the Indigenous peoples group remained relatively stable since the previous workforce analysis. Those who self-identified as Métis remained unchanged, representing 50.8% of the Indigenous population. The Native American or First Nations population increased by 0.1 percentage point, with representation at 41.9%. Representation within the Inuk (Inuit) population decreased slightly by 0.3 percentage points since the previous workforce analysis, representing 0.7% of the Indigenous population.



### Persons with disabilities

The numbers in [brackets] represent the change in the persons with disabilities workforce and executive populations over a one-year period, since March 31, 2024.

| Persons with disabilities workforce population (#) | Internal representation (%) | LMA | Met/Not met |
|----------------------------------------------------|-----------------------------|-----|-------------|
| 7,745 [-210]                                       | 14.4%                       | 14% | Met         |

| Persons with disabilities executive population (#) | Internal representation (%) | LMA  | Met/Not met |
|----------------------------------------------------|-----------------------------|------|-------------|
| 66 [+4]                                            | 13.7%                       | 6.7% | Met         |

The IR of persons with disabilities increased from 13.4% to 14.4%, which is higher than the LMA rate of 14%.

For the EX group, the IR of employees who identified as a person with a disability continued to increase year-over-year, representing 13.7% of the executive population, which exceeds the LMA rate of 6.7%.

## Representation of persons with disabilities by EEOGs

| Employment equity occupational groups <sup>1</sup> | CRA workforce | Persons with disabilities | LMA        | Met/Not met |
|----------------------------------------------------|---------------|---------------------------|------------|-------------|
| Middle and other managers (EEOG02)                 | 7.2%          | 13.8%                     | 6.7%       | Met         |
| Professionals (EEOG03)                             | 30.6%         | 9.9%                      | 12.7%      | Not met     |
| Supervisors (EEOG05)                               | 2.8%          | 27.7%                     | 25.0%      | Met         |
| Administrative and senior clerical (EEOG07)        | 46.9%         | 16.2%                     | 15.5%      | Met         |
| Clerical personnel (EEOG10)                        | 10.7%         | 16.8%                     | 13.2%      | Met         |
| <b>Total employees</b>                             | <b>100.0%</b> | <b>14.4%</b>              | <b>14%</b> | <b>Met</b>  |

At the EEOG level, there is a gap in the EEOG03 group while all other groups are fully represented.

<sup>1</sup> The National Occupational Classification (NOC) has undergone a major structural revision with the release of NOC 2021. As a result, there is a new baseline for analysis, and direct year-over-year comparisons with previous data are not possible due to changes in occupational groupings and coding.

## Intersectional data for persons with disabilities

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Indigenous | Visible minorities | Women       |
|------------|--------------------|-------------|
| 6.9% [0.0] | 19.9% [+0.6]       | 65.0% [0.0] |

Intersectional data for persons with disabilities who also identified as either Indigenous or a woman remained stable between March 31, 2024, and March 31, 2025. There was an increase (+0.6) for persons with disabilities who also identified as a visible minority, with this group increasing to 19.9% as of March 31, 2025.

## Representation of persons with disabilities by subgroup

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Subgroup                       | Percent (%) of persons with disabilities | Percent (%) of all CRA employees |
|--------------------------------|------------------------------------------|----------------------------------|
| Mental health                  | 41.1% [-1.2]                             | 5.9%                             |
| Chronic illness                | 24.2% [-0.1]                             | 3.5%                             |
| Other disability               | 17.7% [-0.3]                             | 2.6%                             |
| Learning disabilities          | 14.1% [+0.1]                             | 2.0%                             |
| Mobility                       | 10.7% [-0.6]                             | 1.6%                             |
| Deaf or hard of hearing        | 7.6% [-0.2]                              | 1.1%                             |
| Coordination or dexterity      | 4.2% [-0.3]                              | 0.6%                             |
| No disclosure of subgroup      | 8.5% [+2.7]                              | 1.2%                             |
| Blind or visual impairment     | 3.7% [-0.3]                              | 0.5%                             |
| Speech and language impairment | 1.1% [0.0]                               | 0.2%                             |

Subgroup representation within the persons with disabilities group remained relatively stable since the last workforce analysis. Individuals choosing not to disclose their subgroup information increased by 2.7 percentage points.



## Visible minorities

The numbers in brackets represent the change in the visible minorities' workforce and executive populations over a one-year period, since March 31, 2024.

| Visible minorities workforce population (#) | Internal representation (%) | LMA | Met/Not met |
|---------------------------------------------|-----------------------------|-----|-------------|
| 21,784 [-1,696]                             | 40.6%                       | 29% | Met         |

| Visible minorities executive population (#) | Internal representation (%) | LMA   | Met/Not met |
|---------------------------------------------|-----------------------------|-------|-------------|
| 94 [-2]                                     | 19.5%                       | 19.8% | Not met     |

There was an increase in the IR rate of employees who identified as a visible minority, from 39.6% to 40.6% and the CRA is fully represented at the workforce level.

The CRA has made positive progress towards full representation within the EX group, meeting LMA in the 2023–2024 fiscal year. However, the LMA increased from 16.4% in 2016 to 19.8% in 2021. This group is now underrepresented at the executive level, with the IR at 19.5%.

## Representation of visible minorities by EEOGs

| Employment equity occupational groups <sup>1</sup> | CRA workforce | Visible minorities | LMA        | Met/Not met |
|----------------------------------------------------|---------------|--------------------|------------|-------------|
| Middle and other managers (EEOG02)                 | 7.2%          | 31.5%              | 21.5%      | Met         |
| Professionals (EEOG03)                             | 30.6%         | 50.2%              | 35.9%      | Met         |
| Supervisors (EEOG05)                               | 2.8%          | 24.8%              | 25.2%      | Not met     |
| Administrative and senior clerical (EEOG07)        | 46.9%         | 39.0%              | 28.1%      | Met         |
| Clerical personnel (EEOG10)                        | 10.7%         | 29.7%              | 19.0%      | Met         |
| <b>Total employees</b>                             | <b>100.0%</b> | <b>40.6%</b>       | <b>29%</b> | <b>Met</b>  |

At the EEOG level, visible minorities are fully represented in four of five groups.

<sup>1</sup> The National Occupational Classification (NOC) has undergone a major structural revision with the release of NOC 2021. As a result, there is a new baseline for analysis, and direct year-over-year comparisons with previous data are not possible due to changes in occupational groupings and coding.

## Intersectional data for persons with disabilities

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Having a disability | Women       |
|---------------------|-------------|
| 7.1% [+0.6]         | 56.1% [0.0] |

Intersectional data for visible minorities indicate that 56.1% are women (no change from March 31, 2024) and 7.1% identified as also having a disability (an increase of +0.6).

## Representation of visible minorities by subgroup

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Subgroup                   | Percent (%) of visible minorities | Percent (%) of all CRA employees |
|----------------------------|-----------------------------------|----------------------------------|
| South Asian or East Indian | 29.4% [-0.1]                      | 11.9%                            |

| Subgroup                                                     | Percent (%) of visible minorities | Percent (%) of all CRA employees |
|--------------------------------------------------------------|-----------------------------------|----------------------------------|
| Black                                                        | 20.4% [-1.3]                      | 8.3%                             |
| Chinese                                                      | 18.3% [+0.9]                      | 7.4%                             |
| Non-white West Asian, North African, or Arab                 | 8.0% [0.0]                        | 3.3%                             |
| Filipino                                                     | 6.6% [-0.1]                       | 2.7%                             |
| Southeast Asian                                              | 3.3% [+0.1]                       | 1.3%                             |
| No disclosure of subgroup                                    | 4.3% [+0.3]                       | 1.7%                             |
| Person of mixed origin                                       | 2.9% [-0.1]                       | 1.2%                             |
| Non-white Latin American                                     | 2.7% [-0.1]                       | 1.1%                             |
| Korean                                                       | 2.0% [+0.1]                       | 0.8%                             |
| Other visible minority group – Specification required        | 1.9% [+0.2]                       | 0.8%                             |
| Japanese                                                     | SUPP                              | SUPP                             |
| Other Aboriginal person not from Canada or the United States | SUPP                              | SUPP                             |

Subgroup representation within the visible minorities group remained relatively stable since the 2024 workforce analysis. The largest increase was noted in the CRA's Chinese population, increasing 0.9 percentage points and representing 18.3% of visible minorities. Black employees at the CRA are the second largest visible minorities subgroup population. The IR of that visible minority subgroup decreased by 1.3 percentage points since last year, sitting at 20.4%.



## Women

The numbers in brackets represent the change in the workforce and executive populations for women over a one-year period, since March 31, 2024.

| Women workforce population (#) | Internal representation (%) | LMA   | Met/Not met |
|--------------------------------|-----------------------------|-------|-------------|
| 31,825 [-3,409]                | 59.3%                       | 58.7% | Met         |

| Women executive population (#) | Internal representation (%) | LMA   | Met/Not met |
|--------------------------------|-----------------------------|-------|-------------|
| 269 [+6]                       | 55.7%                       | 38.2% | Met         |

Despite the decrease in workforce population, women are fully represented at the workforce level. The IR remained relatively stable at 59.3% as of March 31, 2025. It was 59.5% on March 31, 2024.

Within the EX group, the representation of women increased to 55.7% as of March 31, 2025, from 54.2% on March 31, 2024. The new percentage exceeds the LMA rate of 38.2%.

## Representation of women by EEOGs

| EEOGs <sup>1</sup>                          | CRA workforce | Women        | LMA          | Met/Not met |
|---------------------------------------------|---------------|--------------|--------------|-------------|
| Middle and other managers (EEOG02)          | 7.2%          | 52.4%        | 40.3%        | Met         |
| Professionals (EEOG03)                      | 30.6%         | 49.8%        | 46.3%        | Met         |
| Supervisors (EEOG05)                        | 2.8%          | 65.1%        | 56.2%        | Met         |
| Administrative and senior clerical (EEOG07) | 46.9%         | 63.8%        | 68.1%        | Not met     |
| Clerical personnel (EEOG10)                 | 10.7%         | 69.6%        | 65.8%        | Met         |
| <b>Total employees</b>                      | <b>100.0%</b> | <b>59.3%</b> | <b>58.7%</b> | <b>Met</b>  |

At the EEOG level, women are fully represented in four of five groups. A gap is present in the Administrative and senior clerical group.

<sup>1</sup> The National Occupational Classification (NOC) has undergone a major structural revision with the release of NOC 2021. As a result, there is a new baseline for analysis, and direct year-over-year comparisons with previous data are not possible due to changes in occupational groupings and coding.

## Intersectional data for women

The numbers in brackets represent the change in percentage points over a one-year period, since March 31, 2024.

| Indigenous | Having a disability | Visible minorities |
|------------|---------------------|--------------------|
| 3.8% [0.0] | 15.8% [+1.1]        | 38.4% [+1.0]       |

Women who identified as a visible minority increased to 38.4% as of March 31, 2025 (+1.0). Those who identified as Indigenous remained stable at 3.8% (0.0). Women who identified as having a disability experienced the largest increase, going from 14.7% on March 31, 2024, to 15.8% as of March 31, 2025.

# What has been done

The CRA has continued to prioritize diversity and inclusion throughout every stage of the employee journey. This ongoing commitment aligns with the CRA's goal of fostering an inclusive workplace where every employee feels valued and has a strong sense of belonging.

The information presented in the following section represents recruitment efforts that took place in 2024–2025 before CRA budget changes restricted certain hiring activities.



## Strengthening diversity in recruitment

In the 2024–2025 fiscal year, the CRA improved its recruitment strategies and onboarding processes to ensure equity-deserving groups have fair and equal access to employment opportunities. These efforts included:

- developing tailored recruitment outreach materials for designated groups that highlight career opportunities and supports available at the CRA, with a focus on promoting inclusive and equitable hiring practices
- launching several targeted recruitment campaigns aimed at addressing employment equity gaps in the workforce, specifically focused on visible minority groups, persons with disabilities, and Indigenous peoples in the CRA workforce
- promoting inclusive student hiring by training managers on the recruitment of students who self-identify as members of designated groups through programs such as:
  - the Federal Student Work Experience Program
  - the Indigenous Student Employment Program
  - Connecting Pathways for Indigenous Students
- implementing the CRA's Indigenous Strategy 2024–2027, which identified the hiring, retention, and career development of Indigenous employees as one of six strategic priorities

To address potential barriers while making our staffing processes more objective and fair, the CRA:

- implemented a streamlined accommodation process for persons with disabilities during recruitment, which included finalizing the duty to accommodate process for medical reasons and launching a review to expand accommodation procedures in staffing processes
- launched a pilot program that removed candidates' names from applications, providing selection boards with only candidate ID numbers to help mitigate unconscious bias in the assessment process
- requiring training on unconscious bias and intercultural awareness, and ensuring all staffing boards include equity group representation

The CRA has observed positive indicators with respect to the recruitment of students who identified as belonging to the following EE groups: Indigenous peoples, persons with disabilities, and women. For newly hired student workers during the 2024–2025 fiscal year:

- 9.9% identified as Indigenous, representing an increase of 4.7% from the previous year
- 6.9% identified as a person with a disability, an increase of 2.7% from the previous year
- 23.2% identified as a visible minority, a decrease of 12% from the previous year
- 47.1% were women, representing a slight increase of 0.3% from the previous year

For student workers who bridged into term or permanent positions at the CRA during the the 2024–2025 fiscal year:

- 6.7% were Indigenous
- 5.9% identified as having a disability
- 40.6% were members of visible minority groups
- 49.3% were women, representing an increase of 4.9% from the previous year



## Supporting equitable career development

Fostering an inclusive environment that supports a diverse and skilled workforce remains a cornerstone of the CRA's People First Strategy. The CRA is committed to providing equitable career development opportunities throughout the entire employment lifecycle. Key actions the CRA has taken to advance these goals include:

- strengthening mentorship and sponsorship programs to support the career progression of employees from equity-deserving groups, including
  - MentorMe
  - Connecting Pathways for Indigenous Students
  - SponsorMe Plus
- participating in Lifting as You Lead Mentoring Circles, a public service-wide program focused on inclusive career development
- continuing to focus within the Agency Leadership Development Program on increasing diverse representation, with an objective that a minimum of 70% of cohort participants were individuals who self-identified as a visible minority, Indigenous person, or person with a disability (all intakes exceeded this objective for the 2024–2025 fiscal year)
- formalizing the Leadership Learning Initiative into the National Leadership Learning Program, which focuses on developing diverse leaders within the CRA, with a target minimum of 50% of participants being individuals who self-identified as a member of a designated EE group
- expanding access to official language development tools and coaching, with targeted outreach to equity-deserving groups, including by:
  - offering tailored language coaching
  - promoting second language support programs
  - encouraging participation in buddy and mentoring initiatives

- launching and supporting grassroots leadership initiatives across the CRA, such as the Aspiring Leaders Program and Succession Planning and Readiness Committee, which offered mentoring from senior leaders to employees from equity-deserving groups
- partnering with internal employee networks to promote inclusive leadership conversations, notably through the “Exchanging Wisdom – Reverse Mentoring” event which attracted over 590 attendees and facilitated meaningful dialogue between executives and employees of diverse backgrounds

During 2024–2025, the CRA remained focused on evolving leadership and development initiatives and programs to ensure equitable opportunities for career growth and development. Its goals were to cultivate an engaged workforce, strength the leadership pipeline, and build a dynamic and diverse executive population.



## Supporting an inclusive environment for all employees

Fostering a respectful, inclusive, and supportive workplace culture remains a key priority for the CRA.

The CRA continues to provide employees with opportunities to participate in EDI initiatives and to build respectful relationships across the organization. Examples of this work in 2024–2025 include:

- collaborating with equity and diversity employee networks and partners to host 64 events promoting inclusion, including a range of activities that showcased all upcoming EDI events and commemorative dates across the organization
- publishing the Leave for Traditional Indigenous Practices paid leave policy in April 2024, which gives clear guidance on eligibility criteria and procedures for Indigenous employees observing traditional Indigenous practices
- improving the CRA orientation experience with the addition of virtual events which spotlighted each employment equity network on a rotating basis
- including “Ask Me Anything” segments in the virtual orientation events, where network members and representatives shared personal lived experiences and highlighted the networks’ roles in support and advocacy
- advancing anti-racism education through the Coming Together Series, featuring events on islamophobia and antisemitism, with over 1,600 participants
- raising awareness of gender-based violence and reconciliation through Moose Hide Campaign events, distributing pins and facilitating solidarity actions at multiple CRA locations
- implementing the KAIROS Blanket Exercise, a vital educational resource aimed at promoting an understanding of historical and contemporary experiences of Indigenous peoples in Canada (these sessions offer participants valuable insights into Indigenous history, culture, and resilience, while fostering empathy and reinforcing the CRA’s commitment to reconciliation)

The CRA continued to engage closely with employees and leaders at all levels to deepen our understanding of the diverse perspectives and lived experiences within its workforce.

The National Employment Equity and Diversity Committee brings together executives, EDI network leads, and union representatives from across the organization to offer valuable insight and guidance on EDI related programs, policies, and initiatives. Also, our EDI employee networks fosters inclusion by representing equity-deserving groups, promoting awareness of diverse identities, and building community through events and initiatives.

In 2024–2025, the EDI employee networks collaborated on several events for the CRA to increase awareness and support of intersectionality, such as:

- Exploring Intersectionality (May 2024), organized by The Pride Network and the Visible Minorities Network (VMN)
- National Pride event (June 2024), organized by the Indigenous Employee Network (IEN) and the Pride Network
- Indigenous Disability Awareness Month event (November 2024), organized by the Persons with Disabilities Network (PWDN) and IEN
- International Women's Day event (March 2025) organized by the Women's Collaborative Network (WCN) and CRA Black Employee Network (CRA BEN)

Also, the EDI employee networks continued to support their members and provide learning events and resources to all employees in the 2024–2025 fiscal year:

- In just one year since its launch, the BEN grew to become one of the largest Black employee networks in the public service
- The IEN continued to support all employees including their members through the Indigenous Speaker Series and through events for the National Day for Truth and Reconciliation and Indigenous History Month
- The PWDN created their first terms of reference and drafted their multi-year strategic priorities to help guide their activities
- The Pride Network has increased membership by 18% since 2023
- The VMN continues to promote equitable representation of visible minorities in the organization and explore intersectionality between EDI networks
- The WCN celebrated five years since launching and continued to raise awareness about gender equality through events such as Women in STEM: Breaking barriers in Leadership

To further support an inclusive environment, the CRA implemented the Directive on Equity, Diversity, and Inclusion, with the goal of building a workforce that is reflective of Canada's diverse population and making sure employees feel valued, respected, and included as members of the organization.

The CRA prioritized listening to employees by gathering feedback through surveys, focus groups, and consultations on a range of topics. This input shapes initiatives and programs that reflect the evolving needs and priorities of our workforce.

# Measurement and impact assessment

In 2024, the CRA implemented an EDI performance measurement framework to better track and measure its progress in fostering an inclusive workplace. An inclusive workplace allows the CRA to effectively deliver services. This framework will enable the CRA to identify trends and challenges and make sure its EDI efforts remain effective, even in uncertain times.

## Looking ahead

The CRA remains committed to being a diverse and equitable organization that fosters a sense of community, belonging, and inclusion for all employees. While operating within the fiscal restraints necessary to meet government savings targets, the Agency remains committed to advancing equity, diversity, and inclusion. In the months ahead the CRA will foster EEDI and measure the impact of its EDI programs by:

- building on the successes and lessons learned from implementing EDI initiatives and programs over the past year
- shifting focus from external recruitment to supporting the retention and career development of the CRA employees who are members of employment equity groups
- maintaining a focus on values and ethics to break down barriers and find new ways to adapt the CRA's EDI programs to meet the needs of the evolving environment
- continuing to respond to the Clerk's Call to Action on anti-racism, equity and inclusion
- improving the EDI Performance Measurement Framework
- developing a new Employment Equity, Diversity, and Inclusion Action Plan and Accessibility Action Plan

Looking to the future, the CRA remains dedicated to building a more inclusive, equitable, and diverse CRA, where employees are supported at all phases of the employment journey.

# Appendices

## Appendix A: CRA employment equity statistics

### A1: Representation of designated groups in the CRA's total workforce as of March 31, 2025

**Table 1.1: National representation of designated groups in comparison to Labour Market Availability (LMA)**

| Employment equity designated groups | Number of CRA employees* | Representation of designated group members (%) | LMA (%)** |
|-------------------------------------|--------------------------|------------------------------------------------|-----------|
| Indigenous peoples                  | 1,811                    | 3.4                                            | 3.7       |
| Persons with disabilities           | 7,745                    | 14.4                                           | 14        |
| Visible minorities                  | 21,784                   | 40.6                                           | 29        |
| Women                               | 31,825                   | 59.3                                           | 58.7      |
| <b>Total number of employees</b>    | <b>53,676</b>            | -                                              | -         |

**Table 1.2 Number of CRA employees and representation of Indigenous peoples by work location**

| Work location             | Number of CRA employees* | Number of Indigenous peoples | Representation of Indigenous peoples (%) |
|---------------------------|--------------------------|------------------------------|------------------------------------------|
| Alberta                   | 3,456                    | 113                          | 3.3                                      |
| British Columbia          | 6,177                    | 165                          | 2.7                                      |
| Manitoba                  | 3,838                    | 319                          | 8.3                                      |
| New Brunswick             | 1,228                    | 42                           | 3.4                                      |
| National Capital Region   | 12,382                   | 310                          | 2.5                                      |
| Newfoundland and Labrador | 2,575                    | 121                          | 4.7                                      |

| Work location        | Number of CRA employees* | Number of Indigenous peoples | Representation of Indigenous peoples (%) |
|----------------------|--------------------------|------------------------------|------------------------------------------|
| Nova Scotia          | 1,099                    | 71                           | 6.5                                      |
| Ontario minus NCR    | 13,049                   | 412                          | 3.2                                      |
| Prince Edward Island | 1,477                    | 26                           | 1.8                                      |
| Quebec minus NCR     | 7,740                    | 190                          | 2.5                                      |
| Saskatchewan         | 653                      | 42                           | 6.4                                      |

**Table 1.3 Number of CRA employees and representation of persons with disabilities by work location**

| Work location             | Number of CRA employees* | Number of persons with disabilities | Representation of persons with disabilities (%) |
|---------------------------|--------------------------|-------------------------------------|-------------------------------------------------|
| Alberta                   | 3,456                    | 485                                 | 14.0                                            |
| British Columbia          | 6,177                    | 718                                 | 11.6                                            |
| Manitoba                  | 3,838                    | 565                                 | 14.7                                            |
| New Brunswick             | 1,228                    | 256                                 | 20.8                                            |
| National Capital Region   | 12,382                   | 1,502                               | 12.1                                            |
| Newfoundland and Labrador | 1,099                    | 618                                 | 24.0                                            |
| Nova Scotia               | 1,206                    | 253                                 | 23.0                                            |
| Ontario minus NCR         | 13,049                   | 1,678                               | 12.9                                            |
| Prince Edward Island      | 1,477                    | 328                                 | 22.2                                            |
| Quebec minus NCR          | 7,740                    | 1,225                               | 15.8                                            |
| Saskatchewan              | 653                      | 117                                 | 17.9                                            |

**Table 1.4 Number of CRA employees and representation of visible minorities by work location**

| Work location             | Number of CRA employees* | Number of visible minorities | Representation of visible minorities (%) |
|---------------------------|--------------------------|------------------------------|------------------------------------------|
| Alberta                   | 3,456                    | 2,027                        | 58.7                                     |
| British Columbia          | 6,177                    | 3,953                        | 64.0                                     |
| Manitoba                  | 3,838                    | 1,880                        | 49.0                                     |
| New Brunswick             | 1,228                    | 155                          | 12.6                                     |
| National Capital Region   | 12,382                   | 4,638                        | 37.5                                     |
| Newfoundland and Labrador | 2,575                    | 247                          | 9.6                                      |
| Nova Scotia               | 1,099                    | 219                          | 19.9                                     |
| Ontario minus NCR         | 13,049                   | 5,586                        | 42.8                                     |
| Prince Edward Island      | 1,477                    | 115                          | 7.8                                      |
| Quebec minus NCR          | 7,740                    | 2,737                        | 35.4                                     |
| Saskatchewan              | 653                      | 227                          | 34.8                                     |

**Table 1.5 Number of CRA employees and representation of women by work location**

| Work location           | Number of CRA employees* | Number of women | Representation of women (%) |
|-------------------------|--------------------------|-----------------|-----------------------------|
| Alberta                 | 3,456                    | 2,125           | 61.5                        |
| British Columbia        | 6,177                    | 3,687           | 59.7                        |
| Manitoba                | 3,838                    | 2,347           | 61.2                        |
| New Brunswick           | 1,228                    | 769             | 62.6                        |
| National Capital Region | 12,382                   | 6,686           | 54.0                        |

| Work location             | Number of CRA employees* | Number of women | Representation of women (%) |
|---------------------------|--------------------------|-----------------|-----------------------------|
| Newfoundland and Labrador | 2,575                    | 1,709           | 66.4                        |
| Nova Scotia               | 1,099                    | 642             | 58.4                        |
| Ontario minus NCR         | 13,049                   | 7,996           | 61.3                        |
| Prince Edward Island      | 1,477                    | 1,002           | 67.8                        |
| Quebec minus NCR          | 7,740                    | 4,474           | 57.8                        |
| Saskatchewan              | 653                      | 386             | 59.1                        |

**Data source for tables 1.1 to 1.5:** Corporate Administrative Systems as of March 31, 2025

**Notes:** The National Capital Region includes Ottawa, Gatineau, and surrounding areas. Provinces and territories with less than 10 employees are not included to respect the confidentiality of information.

Columns reflecting internal representation and LMA are not to be calculated vertically.

\* Does **not** include the executive group (EX and DM). The number of employees include CRA permanent and term employees who did not self-identify as an employment equity designated group member.

\*\* The LMA rate for Indigenous peoples, visible minorities, and women is from the 2021 Census. The LMA rate for persons with disabilities is from the 2022 Canadian Survey on Disability.

## A2 Distribution of employees by designated group and employment equity occupational group (EEOG) as of March 31, 2025

**Table 2.1 Representation of designated groups in the executive level**

| Employment equity designated group | Number of CRA employees in executive level | Representation in executive group* (%) | LMA** (%) |
|------------------------------------|--------------------------------------------|----------------------------------------|-----------|
| Indigenous peoples                 | 13                                         | 2.7                                    | 3         |
| Persons with disabilities          | 66                                         | 13.7                                   | 6.7       |
| Visible minorities                 | 94                                         | 19.5                                   | 19.8      |
| Women                              | 269                                        | 55.7                                   | 38.2      |

**Data source:** Corporate Administrative Systems as of March 31, 2025.

\* The total number of CRA executives as of March 31, 2025, was 483. Representation is the proportion of executives who self-identified as designated group members. Data is not to be calculated vertically.

\*\* The LMA rate for Indigenous peoples, visible minorities and women is based on the 2021 Census. The LMA rate for persons with disabilities is based on the 2022 Canadian Survey on Disability.

**Table 2.2 Representation of Indigenous peoples by employment equity occupational group**

| Employment equity occupational group        | Number of CRA employees* | Proportion of total CRA employees* (%) | Number of Indigenous peoples | Representation of Indigenous peoples (%) | LMA of Indigenous peoples** (%) |
|---------------------------------------------|--------------------------|----------------------------------------|------------------------------|------------------------------------------|---------------------------------|
| Middle and other managers (EEOG02)          | 3,860                    | 7.2                                    | 110                          | 2.8                                      | 2.9                             |
| Professionals (EEOG03)                      | 16,401                   | 30.6                                   | 274                          | 1.7                                      | 1.7                             |
| Semi-professionals and technicians (EEOG04) | Suppressed               | Suppressed                             | Suppressed                   | Suppressed                               | 8.1                             |

| Employment equity occupational group                                                | Number of CRA employees* | Proportion of total CRA employees* (%) | Number of Indigenous peoples | Representation of Indigenous peoples (%) | LMA of Indigenous peoples** (%) |
|-------------------------------------------------------------------------------------|--------------------------|----------------------------------------|------------------------------|------------------------------------------|---------------------------------|
| Supervisors (EEOG05)                                                                | 1,528                    | 2.8                                    | 123                          | 8.0                                      | 4.8                             |
| Administrative and senior clerical (EEOG07)                                         | 25,160                   | 46.9                                   | 962                          | 3.8                                      | 4.4                             |
| Clerical personnel (EEOG10)                                                         | 5,751                    | 10.7                                   | 311                          | 5.4                                      | 6.1                             |
| Intermediate Sales & Service Personnel (EEOG11)                                     | 779                      | 1.5                                    | 15                           | 1.9                                      | 3.2                             |
| Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13) | Suppressed               | Suppressed                             | Suppressed                   | Suppressed                               | 6.4                             |
| <b>Total number of employees</b>                                                    | <b>53,676</b>            | <b>-</b>                               | <b>1,811</b>                 | <b>-</b>                                 | <b>3.7</b>                      |

**Table 2.3 Representation of persons with disabilities by employment equity occupational group**

| Employment equity occupational group | Number of CRA employees* | Proportion of total CRA employees* (%) | Number of persons with disabilities | Representation of persons with disabilities (%) | LMA of persons with disabilities* (%) |
|--------------------------------------|--------------------------|----------------------------------------|-------------------------------------|-------------------------------------------------|---------------------------------------|
| Middle and other managers (EEOG02)   | 3,860                    | 7.2                                    | 531                                 | 13.8                                            | 6.7                                   |
| Professionals (EEOG03)               | 16,401                   | 30.6                                   | 1,622                               | 9.9                                             | 12.7                                  |

| Employment equity occupational group                                                | Number of CRA employees* | Proportion of total CRA employees* (%) | Number of persons with disabilities | Representation of persons with disabilities (%) | LMA of persons with disabilities* (%) |
|-------------------------------------------------------------------------------------|--------------------------|----------------------------------------|-------------------------------------|-------------------------------------------------|---------------------------------------|
| Semi-professionals and technicians (EEOG04)                                         | Suppressed               | Suppressed                             | Suppressed                          | Suppressed                                      | 13.6                                  |
| Supervisors (EEOG05)                                                                | 1,528                    | 2.8                                    | 424                                 | 27.7                                            | 25.0                                  |
| Administrative and senior clerical (EEOG07)                                         | 25,160                   | 46.9                                   | 4,076                               | 16.2                                            | 15.5                                  |
| Clerical personnel (EEOG10)                                                         | 5,751                    | 10.7                                   | 967                                 | 16.8                                            | 13.2                                  |
| Intermediate Sales & Service Personnel (EEOG11)                                     | 779                      | 1.5                                    | 90                                  | 11.6                                            | 13.3                                  |
| Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13) | Suppressed               | Suppressed                             | Suppressed                          | Suppressed                                      | 10.3                                  |
| <b>Total number of employees</b>                                                    | <b>53,676</b>            | <b>-</b>                               | <b>7,955</b>                        | <b>-</b>                                        | <b>14.0</b>                           |

**Table 2.4 Representation of visible minorities by employment equity occupational group**

| Employment equity occupational group | Number of CRA employees * | Proportion of total CRA employees*(%) | Number of visible minorities | Representation of visible minorities (%) | LMA of visible minorities* (%) |
|--------------------------------------|---------------------------|---------------------------------------|------------------------------|------------------------------------------|--------------------------------|
| Middle and other managers (EEOG02)   | 3,860                     | 7.2                                   | 1,215                        | 31.5                                     | 21.5                           |
| Professionals (EEOG03)               | 16,401                    | 30.6                                  | 8,229                        | 50.2                                     | 35.9                           |

| Employment equity occupational group                                                | Number of CRA employees * | Proportion of total CRA employees* (%) | Number of visible minorities | Representation of visible minorities (%) | LMA of visible minorities* (%) |
|-------------------------------------------------------------------------------------|---------------------------|----------------------------------------|------------------------------|------------------------------------------|--------------------------------|
| Semi-professionals and technicians (EEOG04)                                         | Suppressed                | Suppressed                             | Suppressed                   | Suppressed                               | 30.9                           |
| Supervisors (EEOG05)                                                                | 1,528                     | 2.8                                    | 379                          | 24.8                                     | 25.2                           |
| Administrative and senior clerical (EEOG07)                                         | 25,160                    | 46.9                                   | 9,803                        | 39.0                                     | 28.1                           |
| Clerical personnel (EEOG10)                                                         | 5,751                     | 10.7                                   | 1,710                        | 29.7                                     | 19.0                           |
| Intermediate Sales & Service Personnel (EEOG11)                                     | 779                       | 1.5                                    | 373                          | 47.9                                     | 30.7                           |
| Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13) | Suppressed                | Suppressed                             | Suppressed                   | Suppressed                               | 23.7                           |
| <b>Total number of employees</b>                                                    | <b>53,676</b>             | <b>-</b>                               | <b>21,784</b>                | <b>-</b>                                 | <b>29.0</b>                    |

**Table 2.5 Representation of women by employment equity occupational group**

| Employment equity occupational group        | Number of CRA employees * | Proportion of total CRA employees* (%) | Number of women | Representation of women (%) | LMA of women* (%) |
|---------------------------------------------|---------------------------|----------------------------------------|-----------------|-----------------------------|-------------------|
| Middle and other managers (EEOG02)          | 3,860                     | 7.2                                    | 2,023           | 52.4                        | 40.3              |
| Professionals (EEOG03)                      | 16,401                    | 30.6                                   | 8,166           | 49.8                        | 46.3              |
| Semi-professionals and technicians (EEOG04) | Suppressed                | Suppressed                             | Suppressed      | Suppressed                  | 60.2              |
| Supervisors (EEOG05)                        | 1,528                     | 2.8                                    | 995             | 65.1                        | 56.2              |

| Employment equity occupational group                                                | Number of CRA employees * | Proportion of total CRA employees* (%) | Number of women | Representation of women (%) | LMA of women* (%) |
|-------------------------------------------------------------------------------------|---------------------------|----------------------------------------|-----------------|-----------------------------|-------------------|
| Administrative and senior clerical (EEOG07)                                         | 25,160                    | 46.9                                   | 16,046          | 63.8                        | 68.1              |
| Clerical personnel (EEOG10)                                                         | 5,751                     | 10.7                                   | 4,003           | 69.6                        | 65.8              |
| Intermediate Sales & Service Personnel (EEOG11)                                     | 779                       | 1.5                                    | 457             | 58.7                        | 63.0              |
| Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13) | Suppressed                | Suppressed                             | Suppressed      | Suppressed                  | 12.0              |
| <b>Total number of employees</b>                                                    | <b>53,676</b>             | <b>-</b>                               | <b>33,825</b>   | <b>-</b>                    | <b>58.7</b>       |

**Data source for tables 2.2 to 2.5:** Corporate Administrative Systems, as of March 31, 2025

Note: Columns reflecting internal representation and LMA are not to be calculated vertically.

\* This does not include the executive group (EX and DM).

\*\* The LMA rate for Indigenous peoples, visible minorities, and women is from the 2021 Census. The LMA rate for persons with disabilities is from the 2022 Canadian Survey on Disability.

## A3 Distribution of employees by designated group and salary range as of March 31, 2025

**Table 3.1 Distribution of designated group members by salary**

| Salary band (\$)       | Number of CRA employees | Proportion of CRA employees (%) | Indigenous peoples | Persons with disabilities (%) | Members of visible minorities (%) | Women (%)   |
|------------------------|-------------------------|---------------------------------|--------------------|-------------------------------|-----------------------------------|-------------|
| Under \$50,000         | 363                     | 0.7%                            | 0.5%               | 0.6%                          | 0.5%                              | 0.8%        |
| \$50,000 to \$74,999   | 21,088                  | 38.9%                           | 37.7%              | 46.9%                         | 41.1%                             | 42.0%       |
| \$75,000 to \$99,999   | 16,687                  | 30.8%                           | 33.6%              | 33.0%                         | 33.0%                             | 30.1%       |
| \$100,000 to \$124,999 | 9,335                   | 17.2%                           | 17.3%              | 11.6%                         | 16.1%                             | 16.4%       |
| \$125,000 to \$149,999 | 5,473                   | 10.1%                           | 9.5%               | 6.1%                          | 7.6%                              | 8.7%        |
| \$150,000 and over     | 1,213                   | 2.2%                            | 1.3%               | 1.8%                          | 1.7%                              | 2.0%        |
| <b>Total</b>           | <b>54,159</b>           | <b>100%</b>                     | <b>100%</b>        | <b>100%</b>                   | <b>100%</b>                       | <b>100%</b> |

**Data source:** Corporate Administrative Systems, as of March 31, 2025. Totals include the executive group (EX and DM).

## A4: Distribution of employees by designated group and age groups as of March 31, 2025

**Table 4.1: Distribution of designated group members by age groups**

| Age groups   | Number of CRA employees | Number of Indigenous peoples | Indigenous peoples (%) | Number of persons with disabilities | Persons with disabilities (%) | Number of visible minorities | Visible minorities (%) | Number of women | Women (%)   |
|--------------|-------------------------|------------------------------|------------------------|-------------------------------------|-------------------------------|------------------------------|------------------------|-----------------|-------------|
| 16 to 24     | 845                     | 30                           | 3.6                    | 80                                  | 9.5                           | 309                          | 36.6                   | 415             | 49.1        |
| 25 to 29     | 5,145                   | 177                          | 3.4                    | 560                                 | 10.9                          | 2,339                        | 45.5                   | 2,802           | 54.5        |
| 30 to 34     | 7,318                   | 227                          | 3.1                    | 922                                 | 12.6                          | 3,559                        | 48.6                   | 4,129           | 56.4        |
| 35 to 39     | 7,636                   | 252                          | 3.3                    | 1,025                               | 13.4                          | 3,515                        | 46.0                   | 4,489           | 58.8        |
| 40 to 44     | 8,046                   | 289                          | 3.6                    | 1,137                               | 14.1                          | 3,682                        | 45.8                   | 4,843           | 60.2        |
| 45 to 49     | 7,658                   | 266                          | 3.5                    | 1,225                               | 16.0                          | 3,001                        | 39.2                   | 4,715           | 61.6        |
| 50 to 54     | 6,835                   | 239                          | 3.5                    | 1,131                               | 16.5                          | 2,305                        | 33.7                   | 4,261           | 62.3        |
| 55 to 59     | 5,635                   | 211                          | 3.7                    | 867                                 | 15.4                          | 1,684                        | 29.9                   | 3,522           | 62.5        |
| 60 to 64     | 3,423                   | 99                           | 2.9                    | 578                                 | 16.9                          | 950                          | 27.8                   | 2,059           | 60.2        |
| 65+          | 1,618                   | 34                           | 2.1                    | 286                                 | 17.7                          | 534                          | 33.0                   | 859             | 53.1        |
| <b>Total</b> | <b>54,159</b>           | <b>1,824</b>                 | <b>3.4</b>             | <b>7,811</b>                        | <b>14.4</b>                   | <b>21,878</b>                | <b>40.4</b>            | <b>32,094</b>   | <b>59.3</b> |

**Table 4.2: Average age of CRA designated group members**

|                      | All CRA employees | Indigenous peoples | Persons with disabilities | Visible minorities | Women |
|----------------------|-------------------|--------------------|---------------------------|--------------------|-------|
| Average age* (years) | 44.3              | 44.2               | 45.7                      | 42.6               | 44.7  |

**Data Source for tables 4.1 to 4.2:** Corporate Administrative Systems, as of March 31, 2025

\*This includes the executive group (EX) and the Deputy Minister group (DM).

## A5: Hiring, separation, and promotion rates of designated group members

**Table 5.1: Hiring\***

| Fiscal Year | Number of CRA employees | Number of Indigenous peoples | Indigenous peoples (%) | Number of persons with disabilities | Persons with disabilities (%) | Number of visible minorities | Visible minorities (%) | Number of Women | Women (%) |
|-------------|-------------------------|------------------------------|------------------------|-------------------------------------|-------------------------------|------------------------------|------------------------|-----------------|-----------|
| 2024-2025   | 1,423                   | 33                           | 2.3                    | 82                                  | 5.8                           | 557                          | 39.1                   | 804             | 56.5      |
| 2025-2026   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2026-2027   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2028-2029   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2029-2030   |                         |                              |                        |                                     |                               |                              |                        |                 |           |

**Table 5.2: Separation**

| Fiscal Year | Number of CRA employees | Number of Indigenous peoples | Indigenous peoples (%) | Number of persons with disabilities | Persons with disabilities (%) | Number of visible minorities | Visible minorities (%) | Number of Women | Women (%) |
|-------------|-------------------------|------------------------------|------------------------|-------------------------------------|-------------------------------|------------------------------|------------------------|-----------------|-----------|
| 2024-2025   | 9,887                   | 328                          | 3.3                    | 1,203                               | 12.2                          | 3,833                        | 38.8                   | 5,971           | 60.4      |
| 2025-2026   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2026-2027   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2028-2029   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2029-2030   |                         |                              |                        |                                     |                               |                              |                        |                 |           |

**Table 5.3: Promotion**

| Fiscal Year | Number of CRA employees | Number of Indigenous peoples | Indigenous peoples (%) | Number of persons with disabilities | Persons with disabilities (%) | Number of visible minorities | Visible minorities (%) | Number of Women | Women (%) |
|-------------|-------------------------|------------------------------|------------------------|-------------------------------------|-------------------------------|------------------------------|------------------------|-----------------|-----------|
| 2024-2025   | 1,953                   | 61                           | 3.1                    | 265                                 | 13.6                          | 821                          | 42.0                   | 1,104           | 56.5      |
| 2025-2026   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2026-2027   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2028-2029   |                         |                              |                        |                                     |                               |                              |                        |                 |           |
| 2029-2030   |                         |                              |                        |                                     |                               |                              |                        |                 |           |

**Data source:** Corporate Administrative Systems from April 1, 2024, to March 31, 2025

**Note:** Representation at the CRA includes permanent employees and term employees of three months or more. It includes the executive group (EX and DM).

\*Hiring only includes first-time/new external hires to the CRA as well as “students bridged”. It cannot be compared to separation as it is based on a different sample of information.

**Table 6: 2SLGBTQI+ statistics**

| Number of CRA employees | Number of 2SLGBTQI+ people | Representation of 2SLGBTQI+ people (%) |
|-------------------------|----------------------------|----------------------------------------|
| 53,676                  | 2,085                      | 3.9%                                   |

**Data source:** Workforce Profile Questionnaire

\* This does **not** include the executive group (EX and DM).

## Appendix B: Technical notes

### Period under review

This report covers the April 1, 2024, to March 31, 2025, fiscal year.

### Workforce covered by the report and the source of data

This report presents the statistical profile of designated groups at the end of the fiscal year. It compares their internal representation rates with their LMA rates. Employment and Social Development Canada provided the LMA rates for each designated group. The LMA rates of Indigenous peoples, visible minorities, and women comes from the 2021 Census of Canada. The LMA rate of persons with disabilities comes from the 2022 Canadian Survey on Disability. In both cases, they represent the most recent official LMA numbers.

The CRA, however, calculates tailored LMA figures that reflect the specific occupational and geographic composition of its workforce.

This report uses information on permanent employees and term employees of three months or more. It takes into account active and temporarily inactive employees, such as employees on maternity leave and people on leave for the care and nurturing of preschool children. It does not include data on students or term employees of less than three months.

The data in this report comes from the CRA's Corporate Administrative Systems (CAS).

The self-identification information (obtained through voluntary disclosure) of employees who are Indigenous peoples, persons with disabilities, and visible minorities is confidential and kept secure. Only authorized employees and employees responsible for maintaining and supporting CAS employment equity data at the CRA have access to the data. The data on women comes from employee files.

This report uses data that is voluntarily disclosed by employees through the WPQ. Respondents can select only one option when choosing a subgroup after they choose an employment equity group and may choose not to select any subgroup at all.

### Weighting method

The CRA applied the 2021 LMA for the first time to the March 31, 2025, workforce analysis. Therefore, previous years comparisons are not available, and the March 31, 2025, data will serve as a baseline for the next five years, or until more recent LMA data become available. Unless indicated otherwise, the data in this report comes from the CAS as of March 31, 2025.

The CRA workforce analysis uses the national occupational classification (NOC) system, which Employment and Social Development Canada developed with Statistics Canada. This system classifies occupations using two criteria: type of skills (type of occupation or field of work) and level of skills (time and length of training). The CRA workforce analysis measures how designated group members are represented internally and compares it with their tailored LMA.

The CRA calculates tailored LMA using a weighted approach that considers NOC categories and geographic locations. This method ensures the LMA accurately reflects the mix of occupations and regions relevant to our workforce, providing a better benchmark for employment equity analysis.

## Appendix C: Definitions

### Employment equity occupational group

The unit group of occupations from the National Occupational Classification that is used by Statistics Canada and regrouped into 14 employment equity occupational groups to reflect the occupational structure within an organization under Schedule V of the Finance Administration Act.

### Hiring

The staffing action to hire an employee (a permanent employee or a term employee of three months or more) at the CRA during the fiscal year covered by this report. The figures show the number of employees hired and may include more than one staffing action. Hiring includes only first-time/new external hires to the CRA and bridged students. It cannot be compared to separation, because it is based on a different sample of information.

### Indigenous peoples

Indigenous peoples means the same as Aboriginal peoples. The Employment Equity Act, states that “Aboriginal peoples means persons who are Indians, Inuit or Métis.”

### Labour market availability

The workforce availability includes the distribution of persons in the designated groups as a percentage of the entire Canadian workforce. This includes data for Canadian citizens and permanent residents, according to the organization’s staffing directives. Workforce availability for employees is based on the figures for the total Canadian workforce (in keeping with the Census of Canada definition) who held employment in the Canadian labour market corresponding to occupations at the CRA.

### Permanent employees

An employee appointed to the CRA for an unspecified time.

### Promotion

A permanent appointment to a new position where the maximum rate of pay is greater than that of the employee’s substantive position by one of the following:

- an amount equal to the lowest increase in the new position
- an amount equal to a maximum rate of 4% of the new position

### Separation

When a permanent employee or a term employee of three months or more left the CRA during the fiscal year covered by this report.

The figures in this report reflect the number of employees who left the CRA. The number of separations includes people who retired or resigned and those whose term employment ended. People on leave without pay are not included in the separation data because their leave is temporary.