



Financial Consumer
Agency of Canada

Agence de la consommation
en matière financière du Canada

2019-2020

Employment Equity Annual Report

This Annual Report is prepared for submission to Parliament pursuant to section 21 of the *Employment Equity Act*.

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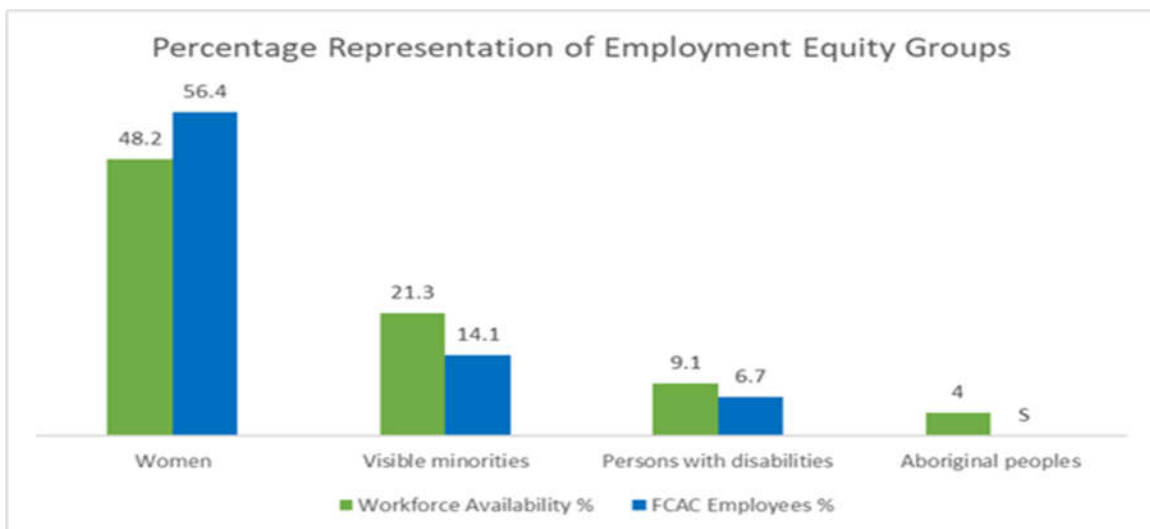
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Executive Summary

The Employment Equity Annual Report 2019-2020 prepared by the Financial Consumer Agency of Canada (FCAC) provides an analysis of the workforce representation of the four designated groups (Women, Members of Visible Minorities, Aboriginal Peoples, and Persons with Disabilities). It also includes statistical information related to hiring, promotions and separations during the fiscal period.

Section I of the report provides an overview of the organization. Section II includes the Agency's approach to Employment Equity (EE), while Section III focuses on a quantitative analysis of the workforce demographics. Finally, Section IV details future strategies which will support our commitment to maintaining and increasing our representative workforce.

As of March 31, 2020, FCAC's population reached 149 employees. The graph below illustrates the workforce representation at FCAC, as compared to the Canadian workforce availability identified in the data adapted from Statistics Canada, the 2016 Census and the 2017 Canadian Survey on Disability. In 2019-2020, Women continue to be well represented at FCAC relative to the workforce availability, and representation increased 1.8 percentage points since 2018-2019. The representation of Visible Minorities, Persons with Disabilities and Aboriginal Peoples are lower than their respective workforce availability. However, the number gap is less than three in the case of Aboriginal Peoples.



Adapted from Statistics Canada, the 2016 Census and the 2017 Canadian Survey on Disabilities
Data is suppressed (S) to protect confidentiality of information when the representation number was three or less.

1 General Overview

The Financial Consumer Agency of Canada (FCAC or the Agency) ensures federally regulated financial entities comply with consumer protection measures, promotes financial education and raises consumers' awareness of their rights and responsibilities. FCAC derives its mandate from the *Financial Consumer Agency of Canada Act*, which outlines FCAC's functions, administration and enforcement powers, and lists the sections of federal laws and regulations under its supervision.

Listed in Schedule 1.1 of the *Financial Administration Act*, FCAC is an independent agency, reporting to Parliament through the Minister of Finance. FCAC has a non-unionized workforce and is subject to the *Public Service Employment Act* (PSEA). The Agency's only office is located in Ottawa (National Capital Region). Over the course of the last three years, the organization has been growing and maturing and we have made a strong commitment to adapt and enhance our programs to meet current and future needs. 2017-2018 marked the first year that the Agency's population size exceeded 100 employees, elevating its status from a micro-agency to a small agency. As of March 31, 2020, there were 149 employees.

In December 2017, the Agency repatriated most HR services, including staffing and compensation, which had previously been rendered by a government third-party service provider. A new structure and additional resources were approved for the Agency's newly created Human Resources Branch in February 2019, and in April 2019, a new Senior HR Advisor was recruited to lead a portfolio of corporate files, including Employment Equity, Diversity and Inclusion. In 2019-2020, the Agency renewed its vision and mission statements and introduced its first People Management Framework. Foundational pieces were laid, with the introduction of a number of initiatives designed to ensure that the Agency continues to be a diverse, inclusive and values-based organization. However, we are at the beginning of our journey and it will take three to five years to fully develop and implement all components of our framework.

FCAC People Management Framework



2 Approach to Employment Equity

FCAC has always strived to reflect the principles surrounding employment equity, diversity, and inclusion in our people management policies and processes. As the FCAC is subject to the PSEA, recruitment practices are non-partisan and merit-based, with the goal of ensuring a workforce that is representative of the diversity, linguistic duality and range of backgrounds and skills of Canadians. Furthermore, the Agency's appointment processes are designed to prevent discrimination and systemic barriers.

In 2019-2020, a new governance structure was implemented for the Agency with a view to enhancing the efficiency and effectiveness of decision-making, communication, and implementation. Chaired by the Commissioner, the Executive Committee (EXCO) is the key decision-making forum and includes all direct reports, including the Chief Human Resources Officer. The FCAC Management Committee (FMC) is another executive-level committee that supports EXCO with strategic advice and recommendations on operational programs, policy development and internal service priorities. The Workplace Advisory Committee (WAC) is the voice of employees, charged with undertaking

meaningful consultation and enabling EXCO and FMC to make informed decisions. By engaging in transparent, two-way communication and listening to a number of diverse perspectives from different levels in the organization, we pursue our strategic priority to capitalize on the diversity of our talent.

Employment Self-Identification Campaign

In 2019-2020, FCAC launched its very first Employment Equity Self-Identification campaign “Be Counted!” on Canadian Multiculturalism Day. The campaign featured a newly designed hard copy questionnaire, a comprehensive Frequently Asked Questions (FAQ), and a participation guide. Employees were also invited to complete a questionnaire to capture their multilingual skills and education.

To sustain the success of the Employment Equity Self-Identification campaign, we now provide self-identification packages to all new employees and students. By introducing this new process to complement existing options available in our HR information system (*MyGCHR*), our completion rate for the form is 100% at the time of writing.

Public Service Employee Survey (PSES)

The PSES provides insights into various dimensions of people management and enables comparisons to the overall results of the public service. Almost 84% of FCAC’s personnel completed the 2019 survey (versus a 62% response rate for the public service). FCAC’s results were enviable, with a strong majority of respondents saying they are proud of the work they do, that they feel valued at work, and that they are satisfied with the workplace. Ninety-two (92%) of FCAC respondents agreed that overall, the Agency treats them with respect, 85% agreed that every individual in their work unit is accepted as an equal member of the team, and 79% agreed that the Agency respects individual differences (e.g. culture, work styles, ideas).

Employee engagement sessions were led by the WAC following the 2018 survey, and based on this feedback we launched our first ever PSES action plan in May 2019. Four areas of focus have been identified for the 2019-2022 period:

- **Strengthening leadership:** Our actions in this area focus on solidifying our governance structure, optimizing decision-making processes, enhancing internal communication, and building leadership capacity. Key accomplishments in 2019-

2020 included the introduction of the new governance structure and the People Management and Internal Communications Frameworks.

- **Maximizing performance and development:** Our actions in this area include updating our performance management program, enhancing promotion of job opportunities, reviewing our telework and flexible work arrangements policies, and taking a more strategic approach to learning and development, particularly for new employees. Key accomplishments in 2019-2020 included the launch of our new Performance Management Program and a more consistent process for promoting jobs on our intranet.
- **Anchoring our values and ethics:** Our actions in this area include promoting our values as well as the processes and resources available to help raise issues and concerns with confidence. They also include providing training on topics such as values, conflict management and respect in the workplace, as well as safe spaces to have sensitive discussions. As we turned our attention to reviewing our Code of Values and Ethics in 2019-2020, employees and managers provided input on examples of effective behaviours for demonstrating the FCAC values (Respect for Democracy, Respect for People, Integrity, Stewardship and Excellence) through the PSES engagement sessions and governance committees. In addition, we established a Memorandum of Understanding (MOU) with Health Canada for the provision of confidential Informal Conflict Management and Ombuds services.
- **Sustaining engagement:** Our actions in this area highlight opportunities to incorporate more team and community-building activities, further promote our mental health and wellness initiatives, streamline our recognition program, and continue the dialogue through the PSES and other engagement activities. Key accomplishments in 2019-2020 included the revitalization of our Social Committee and the launch of a new Awards and Recognition Program. The program has four components: informal recognition, instant awards, the Commissioner's Award of Excellence, and service awards. We also initiated work on a new Mental Health and Wellness Action Plan that will be launched in 2020-2021.

Four bilingual engagement sessions were held following the release of the 2019 results to inform updates to the plan. Fifty-four employees and managers participated in these interactive sessions, sharing their ideas to help shape the future of the Agency. Activities included anonymous polling, a World Café, and small group discussions.

During these sessions, employees indicated their interest in having a champion and action plan to further the Agency's commitment to diversity and inclusion. Supported by HR and the WAC, our Commissioner will be taking on the newly established role of Champion of Diversity, Inclusion and Bilingualism in 2020-2021.

The PSES Action Plan clearly demonstrates the Agency's commitment to addressing those areas that are of concern to employees. Timelines for implementation are established and progress is closely monitored, with employees continuing to have a voice throughout the process.

Merit and Values-Based Staffing

As FCAC is subject to the PSEA, all FCAC internal and external appointments are merit-based, free from political influence, and reflect our staffing guiding principles of achieving a diverse and high-performing organization.

In addition to posting jobs on jobs.gc.ca, opportunities are now promoted on the Home Page of the FCAC intranet site. Our job posters include the following statement: "The Public Service of Canada is committed to building a skilled and diverse workforce that reflects the Canadians we serve. We promote employment equity and encourage you to indicate if you belong to one of the designated groups when you apply." Applicants are encouraged to self-identify as appropriate, and the Agency implements measures to ensure candidates are assessed in a fair and equitable manner. Additionally, FCAC accepts foreign credentials with sufficient proof of Canadian equivalency.

At FCAC, only executives (REX-07 and above) have sub-delegated staffing authority. Before exercising this authority, they are required to attend a briefing session offered by the Human Resources Branch that outlines their role and responsibilities. They must sign an attestation form that confirms that they will consider EE objectives and ensure that assessments are conducted in good faith, are free from bias and personal favouritism, and in a manner that is supportive of an individual's right to accommodation.

One of FCAC's strategic priorities for 2019-2020 was to "bolster the organization" with an objective of increasing bench strength and diversifying organizational skills to respond to Financial Consumer Protection Framework and sector innovations. As a result, 61 vacant positions were filled and 18.4% of employees hired identified as

belonging to a visible minority group. There was a total of 10 promotions, of which 60% were members of one or more of the designated groups.

Workplace Accommodation and Accessibility

Recognizing that accommodation measures are a key component of creating a healthy and enabling workplace, FCAC is committed to ensuring that, from the time prospective employees apply on an advertised process, they know that the organization will ensure that their needs are accommodated. Our posters include the following: “We are committed to providing an inclusive and barrier-free work environment, starting with the hiring process. If you need to be accommodated during any phase of the evaluation process, please use the Contact information below to request specialized accommodation. All information received in relation to accommodation will be kept confidential.”

These offers of accommodation are continued throughout the process, i.e. during all assessment phases, with the letter of offer inviting prospective employees to raise their accommodations needs with their immediate manager. Accommodations are also facilitated at the organizational level, as evidenced by the introduction of FCAC’s first Quiet Room for employees. Other rooms will be integrated into the longer-term accommodation design plans as the Agency looks to initiate a workplace modernization in 2020-2021.

Individual ergonomic assessments are readily available and performed as required. Examples of common equipment supplied as a result included specialized chairs, sit-to-stand workstations, computer equipment, and footrests. Broader workplace accommodation is also provided to employees as required.

Although as a separate employer we are not subject to the Treasury Board of Canada Secretariat (TBS) *Directive on the Duty to Accommodate*, we adhere to the same principles. As we continue to implement our People Management Framework and build its foundational components, we will be articulating a policy that is more specific to our needs and context.

Celebrating Diversity

FCAC is committed to creating a healthy, diverse, inclusive, and respectful environment that raises awareness of the richness and value our diversity brings to our employees, our teams, and the organization as a whole.

In 2019-2020, the Agency adopted a deliberate approach to promoting diversity and inclusion in the workplace. In consultation with the WAC, a calendar of commemorative events was developed, featuring special and meaningful events to raise awareness of what diversity and inclusion means. There was particular attention given to the following:

- Multiculturalism Day – launch of EE Self-Identification campaign
- Linguistic Duality Day – launch of Official Languages campaign with a communiqué including information on active offers, bilingual meetings, becoming bilingual, language maintenance, managerial obligations
- Bell Let's Talk Day – mandala mindfulness colouring break, and a PSES engagement session on sustaining engagement with a special focus on mental health and wellness and workplace culture.

Other important dates were highlighted with specific messages on the FCAC intranet site, posters, and calls to participate in celebrations organized by third parties.

Promoting a Healthy, Inclusive and Respectful Workplace

After appointing the Agency's first champion of Mental Health and Wellness in 2018-2019, the focus has continued to be on raising awareness regarding mental health and mental illness and the role that everyone has to play in fostering a healthy, supportive, and respectful workplace.

We continue to promote courses and events offered by the Canada School of Public Service, including a placemat which outlines the training in support of respectful and inclusive workplaces. In addition, the Agency offered three bilingual workshops on resilience, led by a certified professional coach with over 20 years of experience in the field of human resilience. The sessions focused on protecting your resilience, productivity, work-life balance, motivation, and mental health. In total, 52 employees attended these sessions.

Sessions on “Gender and Sexual Diversity in the Workplace” focused on increasing awareness about LGBTQ2+ related issues and empowering employees to be more inclusive by challenging their own biases and behaviours. Attendance was mandatory for management and Human Resources professionals and encouraged for all other employees. There were 72 employees who attended these sessions.

FCAC also established a Memorandum of Understanding (MOU) with Health Canada for the provision of confidential Informal Conflict Management System (ICMS) and Ombuds services. The Ombuds Services Coordinators are impartial, neutral third parties available to listen and discuss workplace concerns. They provide information and guidance on matters related to harassment and conflict, and referrals to ICMS as appropriate. Qualified ICMS practitioners provide services such as conflict coaching, facilitated discussion, mediation and group processes. Information sessions were delivered to each branch to promote the available services. Through these services and those offered by the Employee Assistance Program (EAP), the Agency supports employees with information and confidential counselling on a variety of issues in support of an inclusive and respectful workplace.

During Mental Illness Awareness Week in October 2019, a kick-off video promoted activities taking place during the week:

- FCAC intranet promotion Centre of Expertise on Mental Health in the Workplace resources, services and tools
- Power Chat co-organized by the Federal Workplace Well-Being Network and the Centre of Expertise on Mental Health in the Workplace with a focus on the Federal Public Service Workplace Mental Health Strategy and its implementation
- Promotion of healthy activity ideas from the Canada’s Healthy Workplace Month website

Our PSES engagement sessions confirmed that FCAC employees appreciate the focus on mental health. They look forward with interest to being engaged in the development of our new Mental Health and Wellness Action Plan in 2020-2021.

FCAC supports flexible work arrangements such as telework, compressed work schedules, flexible hours of work and leave with income averaging as part of the continuous effort to promote a healthy work-life balance. At the onset of the COVID-19 pandemic in mid-March 2020, the Agency shifted to a remote work model with all employees working from home.

3 Quantitative Information

As an employer who must comply with the *Employment Equity Act*, FCAC strives to have a workforce that reflects the availability of the four designated groups of the Canadian workforce.

In 2019-2020, FCAC grew from 130 to 149 employees, an increase of 14.6%. Given that FCAC is a very small organization, it takes a minimal amount of employee movement to affect representation. Prior to 2019-2020, self-identification was not promoted beyond asking all new employees to self-identify through *MyGCHR*. Through our self-identification campaign, we achieved a completion rate of 100% and our data now provides us with a more complete and accurate picture of our workforce.

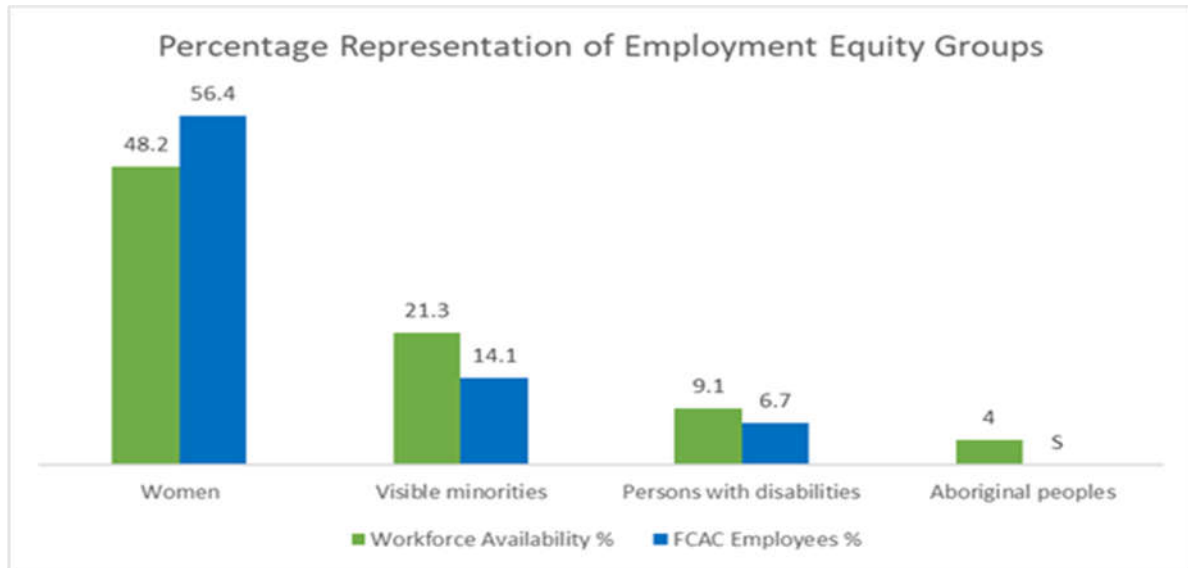
In order to determine if the four designated groups are equitably represented at the Agency, their representation was compared to the 2016 Census and the 2017 Canadian Survey on Disabilities.

The EE program at FCAC is still in the early stages of development, we are actively working to ensure that we have solid and reliable information on all EE occupational groups (EEOG). We are currently able to provide information for two EEOGs: Senior Managers and Middle and Other Managers. The identification of National Occupational Classification Codes (NOC) for all positions are a priority for the organization and the exercise will be pursued as we initiate a realignment of our branches in 2020-2021 in order to better position us to deliver on our mandate. We recognize that having a complete and accurate picture of our workforce will assist us in developing and implementing appropriate EE and diversity initiatives in support of ensuring a representative and inclusive workforce.

The data presented in this report relates to the 149 employees in indeterminate positions and terms over three months on strength as of March 31, 2020, who self-identified as belonging to one or more of the four EE designated groups.

Highlights

For the fiscal year 2019-2020, FCAC's representation of the four designated groups is as follows:



NOTES: Workforce availability data (WFA) is based on the 2016 Census and the 2017 Canadian Survey on Disabilities. Data is suppressed (S) to protect confidentiality of information when the representation number was five or less.

- The representation of Women is at 56.4% which surpasses the WFA of 48.2%.
- The representation of Visible Minorities increased from 13.9% to 14.1%, but is still lower than the WFA of 21.3%.
- The representation of Persons with Disabilities is at 6.7% which is lower than the WFA of 9.1%.
- The representation of Aboriginal Peoples is lower than the WFA of 4%.

Women

Globally, this designated group is well represented and is increasing. Women constitute 56.4% of the Agency's workforce, which is 8.2 % above the availability of 48.2%. The representation rate increased almost 2% from last year's rate of 54.6%.

Aboriginal Peoples

The number of FCAC employees who identified as Aboriginal Peoples remained below workforce availability of 4%. However, the number gap is less than three. Representation is suppressed to protect confidentiality.

Persons with Disabilities

The overall representation number of Persons with Disabilities decreased from 8.5% to 6.7% which is lower than the workforce availability of 9.1%. The number of Persons with Disabilities in the Senior, Middle or Other Managers group is suppressed to protect the confidentiality of the information and the number of other employees is residually suppressed.

Members of Visible Minorities

The overall representation of Members of Visible Minorities increased from 13.9% to 14.1% but is still lower than the workforce availability of 21.3%.

There are no members of Visible Minorities in the Senior Managers occupational group. All other numbers are suppressed or residually suppressed to protect the confidentiality of the information.

New Hires

Of the 38 new hires in 2019-2020, 29 (76.3%) were members of one or more of the four designated groups. 55.3% were Women and 18.4% were Members of Visible Minorities. The numbers for Persons with Disabilities are suppressed to protect confidentiality and there were no new hires of Aboriginal Peoples.

Promotions

In 2019-2020, there were a total of 10 promotions, of which 60% were members of one or more of the designated groups. 40% of the promotions were Women. The numbers have been suppressed for Aboriginal Peoples and Members of Visible Minorities. There were no promotions of Persons with Disabilities.

Separations

There were 22 FCAC departures in 2019-2020, of which 45.5% were Women and 22% were Members of Visible Minorities. The numbers are suppressed for Persons with Disabilities and there were no departures of Aboriginal Peoples.

4 Future Strategies

Diversity and inclusion have always been part of our culture, but as we work to implement our People Management Framework, our approaches are maturing and our efforts are becoming more proactive. The Agency is committed to continuing its progress towards ensuring that the four designated groups either match or exceed workforce availability.

While some of these have already been briefly mentioned in previous sections, our focus in 2020-2021 will be on the following priorities:

- **Continue promotion of self-identification:** We have learned that the personalized touch of providing new hires with individual self-identification packages works for our size of organization. These packages contain a hard copy of the questionnaire, and a set of FAQs. We will also continue to include a statement of support outlining our commitment to EE in our letters of offer.
- **Initiate development of an FCAC Employment Equity Action Plan:** Initiating the development of an Employment Equity Action Plan will be one of the key priorities for 2020-2021 as it will set goals for EE, diversity and inclusion, including a clear articulation of the required actions and prescribed timelines. The plan will also include actions such as the development of an accommodations policy and initiation of an Employment Systems Review. Progress will be monitored, and the results achieved will be shared with management and employees.
- **Initiate the identification of National Occupational Classification (NOC) codes for all positions:** Most FCAC positions currently do not have a NOC code attached to them. However, we recognize that a complete and accurate picture of our workforce will help us to develop and implement appropriate diversity measures and initiatives that underscore inclusion. FCAC will be launching an organizational realignment in 2020-2021 to ensure that we are achieving our mandate in the most effective and

efficient way possible. This will provide a timely opportunity to review all job profiles and conduct a complete analysis for each EEOG and fully apply the three-filter test when gaps exist.

- **Strengthen the use of Employment Equity strategies in FCAC's staffing processes:** As the Agency continues to grow, the importance of developing staffing plans with all branches becomes more imperative. Senior HR Portfolio Advisors will work with clients to continue to promote EE through selection processes, ensuring that managers are aware of the EE gaps and the staffing flexibilities that can be used to address them.
- **Identify an Agency champion for diversity, inclusion and bilingualism:** During the 2019 fall engagement sessions, FCAC employees indicated that they would like to see a champion identified to support diversity, inclusion and bilingualism. Our Commissioner will originate this role in early 2020-2021, promoting and supporting related initiatives as well as engaging with employees on specific topics and/or issues facing the Agency.
- **Continue the promotion of diversity and inclusion:** The calendar of commemorative events has now been firmly established and key dates will continue to be publicized on the Agency's intranet site, with the aim of facilitating employee participation in various types of activities whenever appropriate. Quarterly learning events will also be instituted, beginning in Q3.
- **Finalize and promote the Mental Health and Wellness Action Plan:** After having engaged employees in 2019-2020, the Mental Health and Wellness action plan will be finalized in 2020-2021. The plan will focus on the following strategic goals, which align with the goals of the Federal Public Service Workplace Mental Health Strategy: 1) Fostering a culture that is respectful to the mental health of all colleagues; 2) Building capacity with tools and resources for employees at all levels and; 3) Measuring and reporting on actions.
- **Address the PSES results:** FCAC recognizes the PSES as a powerful indicator of how employees view their workplace. Adjustments will be made to the Agency's PSES Action Plan based on the 2019 results and engagement sessions. In addition to furthering implementation of the PSES Action Plan, there will be an ongoing commitment to sustaining employee engagement that will be demonstrated as work

begins on the Employment Equity Action plan.

At FCAC, we recognize that our diversity is one of our greatest assets as it enriches us as individuals and strengthens our teams, partnerships and, ultimately, our service to Canadians. Employment Equity is at the foundation of building a representative workforce and FCAC is committed to the development and implementation of measures that will address our identified gaps and further our commitment to diversity and inclusion.

Annex 1

The following tables are based on FCAC data as of March 31, 2020:

Table 1 – Representation of the Designated Groups at FCAC

Representation March 31, 2020	FCAC Representation		Workforce Availability (WFA)		Representation of WFA	
	#	%	#	%	#	%
Women	84	56.38	71.82	48.20	12.18	116.96
Aboriginal Peoples	*	*	5.96	4.00	*	*
Persons with Disabilities	10	6.71	13.56	9.10	3.56	73.75
Visible Minorities	21	14.09	31.74	21.30	-10.74	66.17
<i>*Data is suppressed to protect confidentiality of information when the representation number was five or less.</i>						

Table 2 – Representation of the Designated Groups in the National Capital Region (NCR)

Representation March 31, 2020	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
FCAC	149	84	56.4	*	*	10	6.7	21	14.1
WFA	N/A	71.8	48.2	6.0	4.0	13.6	9.1	31.7	21.3
<i>FCAC does not have any regional offices.</i>									
<i>*Data is suppressed to protect confidentiality of information when the representation number was five or less.</i>									

Table 3 – Representation of the FCAC Designated Groups by EE Occupational Groups (EEOG)

Representation March 31, 2020	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
All Occupations	149	84	56.4	*	*	10	6.7	21	14.1
Senior Managers	9	*	*	*	*	0	0	0	0
Middle and Other Managers	17	*	*	*	*	*	*	*	*
Employees (all other occupations)	123	73	59.3	*	*	*	*	*	*
<i>*Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.</i>									

Table 4 – Representation of Women by EE Occupational Groups (EEOG)

Representation March 31, 2020	Total Employees	FCAC Representation Women		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	149	84	56.4	71.8	48.2	12.2	117.0
Senior Managers	9	*	*	2.5	27.6	*	*
Middle and Other Managers	17	*	*	6.7	39.4	*	*
Employees (all other occupations)	123	73	59.3	59.3	48.2	13.7	123.1
*Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.							

Table 5 – Representation of Aboriginal Peoples by EE Occupational Groups (EEOG)

Representation March 31, 2020	Total Employees	FCAC Representation Aboriginal Peoples		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	149	*	*	6	4.0	*	*
Senior Managers	9	*	*	0.3	3.2	*	*
Middle and Other Managers	17	*	*	0.5	2.7	-0.5	0
Employees (all other occupations)	23	*	*	4.9	4.0	*	*
*Data is suppressed to protect confidentiality of information when the representation number was five or less.							

Table 6 – Representation of Persons with Disabilities by EE Occupational Groups (EEOG)

Representation March 31, 2020	Total Employees	FCAC Representation PWD		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	149	10	6.7	13.6	9.1	-3.6	73.8
Senior, Middle and Other Managers	26	*	*	1.3	5.0	*	*
Employees (all other occupations)	23	*	*	11.2	9.1	*	*
*Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.							

Table 7 – Representation of Visible Minorities by EE Occupational Groups (EEOG)

Representation March 31, 2020	Total Employees	FCAC Representation Visible Minorities		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	149	21	14.1	31.7	21.3	-10.7	66.2
Senior Managers	9	0	0	1.0	11.5	-1.0	0
Middle Managers	17	*	*	3.0	17.6	*	*
Employees (all other occupations)	123	*	*	26.2	21.3	*	*
*Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.							

Table 8 – Representation of the FCAC Designated Groups by Salary Bands (RE Group)

Representation March 31, 2020	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
\$		#	%	#	%	#	%	#	%
39,700 – 49,500	0	0	0	0	0	0	0	0	0
49,000 – 61,100	12	8	66.7	0	0	*	*	*	*
59,700 – 74,900	21	14	66.7	0	0	*	*	5	23.8
70,500 – 90,800	30	15	50.0	*	*	*	*	6	20.0
88,700 – 112,700	59	33	55.9	*	*	*	*	4	6.9
105,100 – 133,700	18	11	61.1	0	0	*	*	*	*
Total	140	81	57.9	*	*	10	7.1	21	15.0
*Data is suppressed to protect confidentiality of information when the representation number was five or less.									

Table 9 – Representation of the FCAC Designated Groups by Salary Bands (REX Group)

Representation March 31, 2020	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
\$		#	%	#	%	#	%	#	%
119,700 – 149,500	5	*	*	*	*	0	0	0	0
138,900 – 173,300	*	*	*	0	0	0	0	0	0
160,300 – 200,300	*	0	0	0	0	0	0	0	0
210,000 – 262,100	0	0	0	0	0	0	0	0	0
GCQ & OCQ	*	*	*	0	0	0	0	0	0
Total	9	*	*	*	*	0	0	0	0
*Data is suppressed to protect confidentiality of information when the representation number was five or less.									

Table 10 – Representation of the FCAC Designated Groups by New hires, Promotions and Separations

Representation April 1, 2019 to March 31, 2020	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
New hires	38	21	55.3	0	0	*	*	7	18.4
Promotions	10	4	40.0	*	*	0	0	*	*
Separations	22	10	45.5	0	0	*	*	5	22.7
*Data is suppressed to protect confidentiality of information when the representation number was five or less.									