

Employment Equity in the Office of the Auditor General of Canada

Annual Report 2023–24



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

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Introduction

This annual report on employment equity outlines the state of employment equity representation in the Office of the Auditor General of Canada (OAG) for the 2023–24 fiscal year.

Employment Equity Environment

Enabling legislation

The OAG has a legislative basis in the [Auditor General Act](#), the [Financial Administration Act](#), and a number of other statutes. The Auditor General's powers are set forth in legislation passed by Parliament.

Application of the Employment Equity Act

The OAG is subject to the [Employment Equity Act](#), in accordance with subsection 4(1)(c).

Work

The OAG serves Parliament by providing it with objective, fact-based information and expert advice on government programs and activities, gathered through audits. Parliamentarians use OAG reports to oversee government activities and hold the federal government to account for its handling of public funds.

The work completed by the OAG is called legislative auditing. The Auditor General of Canada is an officer of Parliament who carries out work on behalf of Parliament and who is accountable to Parliament.

The OAG carries out 3 main types of legislative audits: financial audits, performance audits of federal organizations, and special examinations of Crown corporations.

The OAG audits a vast range of activities conducted by the Government of Canada and the governments of Yukon, Northwest Territories, and Nunavut. These activities cover a wide variety of topics, such as health, culture, the environment, finance, agriculture, transportation, and scientific research. Since 1995, the OAG has also had a specific environmental and sustainable development mandate, established through amendments to the [Auditor General Act](#) and undertaken by the Commissioner of the Environment and Sustainable Development.

The Commissioner is responsible for monitoring sustainable development strategies of federal organizations, overseeing the environmental petitions process, and auditing the federal government's management of environmental and sustainable development issues.

Employees

As of 31 March 2024, the OAG employed 839 people dispersed between its head office in Ottawa and 4 regional offices in Vancouver, Edmonton, Montréal, and Halifax.

Our audit teams are composed of dedicated and accomplished professionals who bring a diverse mix of education, experience, and expertise to their work. The OAG's audit professionals are qualified in their fields and include accountants, engineers, lawyers, management experts, information technology professionals, environmental specialists, and economists.

The OAG is also composed of employees in a range of professions, which are grouped by corporate service areas of expertise, such as communications, finance, human resources, information technology, parliamentary liaison, and international relations.

Work environment

The OAG is dedicated to bringing together people, expertise, and technology for a better Canada, one audit at a time. We serve Canada through leadership and partnerships in audits that support trust in public institutions and continued public service excellence.

The OAG is committed to providing a healthy work environment where all are treated with dignity and respect and are supported as they strive toward fulfilling their career aspirations. The OAG encourages open and honest communication to create a climate of trust and collaboration. It values diversity and promotes inclusion, mental health, continuous learning, and work-life balance.

OAG employees are expected to demonstrate personal integrity and ethics and to adhere to OAG values, codes of conduct, and standards. In addition to technical skills, people management competencies are evaluated when staffing positions and are discussed periodically during check-ins between managers and employees. These discussions serve to support employees' engagement, talent management, and achievement of desired results.

Our commitment to diversity and inclusion is led from the top. Our strategic framework, which includes the OAG 2022–24 Strategic Plan, the 2023–26 People Management Strategy, and the 2023-26 OAG Diversity and Inclusion Plan, sets out priorities and areas of focus that are aligned and ensure that our diverse workforce evolves in a healthy, respectful, and safe work environment conducive to the achievement of the OAG's objectives.

The 2021–24 Triennial Employment Equity Plan continues to guide our efforts to improve the representation of designated groups. The OAG is currently working on producing the 2025–27 Triennial Employment Equity Plan in compliance with the *Employment Equity Act* requirements.

Additionally, the [Office of the Auditor General of Canada Accessibility Plan 2022–25](#) focuses on identifying, removing, and preventing accessibility barriers, ensuring compliance with legal and policy standards.

Structure

The Principal, Human Resources, serves as the Equity, Diversity, and Inclusion Champion and the Designated Senior Official for Employment Equity, Diversity, and Inclusion. As a result, the Human Resources group is responsible for ensuring that our hiring, development, and support practices reflect Canada's diverse population, promoting an inclusive work environment, and providing senior management with information required for decision making related to strategies to surpass the representation of workforce availability for each of the designated groups.

Additionally, during this fiscal year, the Human Resources group added a new manager position to meet the capacity demands that this work requires, reinforcing the OAG's commitment to employment equity, diversity, and inclusion. Moreover, in the upcoming fiscal year, the scope of our outreach activities will be expanded to place a stronger emphasis on talent management, equity, diversity, and recruitment, further advancing our efforts in these areas.

The OAG also has the Ombuds who supports employment equity by providing a confidential and impartial resource for addressing workplace issues. This role complements the efforts of the Equity,

Diversity, and Inclusion Champion and Designated Senior Official for Employment Equity, Diversity, and Inclusion by offering a safe space for employees to raise concerns, by monitoring trends, and by providing feedback to enhance the work environment.

To further support employment equity groups, the OAG has an Information and Communications Technology Accessibility team. This team focuses on advancing strategic information and communications technology accessibility initiatives, assisting in accessibility assessments, and providing guidance on system accessibility. It works closely with the Occupational Health and Safety team and the Accessibility Working Group to promote employees' well-being and safety.

These teams operate within a 3-tier governance structure at the OAG. In March 2024, an Equity, Diversity, Inclusion, Accessibility and Official Languages Committee was formally added to this structure to provide oversight and reports on compliance and progress toward achieving an inclusive, diverse, skilled, and engaged workforce. This committee reports to the People Management Committee, which makes recommendations to the Executive Committee on matters related to people management such as employment, equity, diversity, inclusion, accessibility and official languages.

The OAG has also formalized employee resource groups in this structure, which are voluntary, employee-led groups centered on shared characteristics such as gender, race, cultural heritage, sexual orientation, faith, age, and disability. Employee resource groups are designed to foster inclusion and support within the workplace.

Employment Equity Plan

In accordance with the requirements in section 10 of the [Employment Equity Act](#), the OAG maintains an employment equity plan. The 2021–24 Triennial Employment Equity Plan, which was finalized and presented to the Executive Committee in fall 2021, outlines the OAG's commitments to improving representation across various occupational groups and levels. It also highlights efforts to foster an inclusive, diverse, and respectful workplace, and it reports on activities undertaken to comply with legislation. Please refer to Appendix A for OAG's commitments, objectives, and results for the 2023–24 fiscal year.

Employment Equity Implementation

Implementation of legislation

The OAG has implemented the modernized self-identification questionnaire to comply with employment equity legislation. The information gathered is confidential and used for different purposes, particularly for the annual workforce analysis to assess the representation of designated groups within each occupational category at the OAG. The results as of 31 March 2024 are presented in Appendix B.

Recruitment

The OAG developed a diversity and inclusion plan for 2023–26, which establishes priorities to enable the OAG to attract, acquire, and retain a qualified and experienced workforce to achieve its vision, mission, and strategic outcomes. The plan reinforces the OAG's continued focus on building and retaining a diverse workforce that reflects Canada's population, with particular emphasis on recruiting Indigenous Peoples and Persons with disabilities across the organization and increasing the representation of racialized and Black employees (members of visible minorities) at senior levels.

Activities, training, and communications

The following activities have been instrumental in promoting a corporate environment that supports employment equity, diversity, and inclusion awareness.

Activities

Name of initiative	Description
OAG at Capital Pride Parade	The OAG participated in the Capital Pride Parade on 27 August 2023 in support of inclusion for all 2-spirit, lesbian, gay, bisexual, transgender, queer, intersex, and additional sexually and gender-diverse (2SLGBTQI+) employees and to promote the OAG as a welcoming employer who values diversity and inclusion.
Coffee chats	The OAG held a series of coffee chats featuring a diverse list of guest speakers who shared their unique perspectives and experiences. These sessions addressed critical themes, such as reevaluating relationships with failure, connecting generosity with mental health, crafting personal stories related to diversity, and fostering courage and authenticity in leadership.
Mosaic program	The OAG sponsored 3 individuals in relation with the Mosaic Leadership Development program. Two of our sponsored employees have been appointed to management roles through this program.

Training

The OAG reviews its curriculum annually to align with its strategic plan and its people management strategy, particularly focusing on talent management. The goal of the curriculum is to provide resources for employees to develop and maintain the skills, competencies, and knowledge to excel at the OAG.

The OAG promotes respect, diversity, and inclusion in the workplace through its employee onboarding program and through its learning curriculum, which includes courses from the Canada School of Public Service. Some of the related courses offered to all managers and employees are on the following topics:

- diversity
- Indigenous history
- prevention of violence, harassment, and discrimination
- respect and inclusion
- unconscious bias
- values and ethics
- gender-based analysis plus

The Leadership Blueprint training program began in September 2023 and continued into September 2024. All managers and middle managers attended the training first. The program is being rolled out to all employees. The 7 modules focused specifically on establishing a common understanding of expected leadership-like behaviours (leadership mindset—how to be) and provided an opportunity to learn how to integrate these behaviours in our daily activities (leadership skills—how to do). The

modules included a lens of equity, diversity and inclusion. Throughout the delivery, strengthening leadership skills and creating and maintaining a psychologically safe workplace were at the forefront.

Communications

The OAG uses internal and external communication channels (Microsoft Teams-dedicated diversity and inclusion channel, Instagram, LinkedIn, Facebook, and so on) to raise awareness about a wide range of ethnocultural days and celebrations throughout the year. These posts highlighted numerous events¹.

Additionally, from 1 April 2023 to 31 March 2024, the Equity, Diversity, Inclusion, Accessibility and Official Languages Committee actively leveraged a dedicated communication channel on various topics².

Numerical goals

The OAG strives to surpass the representation of workforce availability for each of the designated groups: women, Indigenous peoples, persons with disabilities, and racialized employees. The OAG identified key performance indicators in its 2022–24 Strategic Plan that relate to the representation of specific designated groups, as reflected in Appendix A.

Employment Equity Representation

The OAG has a specialized workforce:

- The OAG employs 839 employees who are distributed across 7 of the 14 Employment Equity Occupational Groups (Exhibit 1).
- Most employees (84.6%) are concentrated in 2 of these groups: professionals and middle and other managers (Exhibit 2).

¹ Topics included Passover; Easter; Vaisakhi; Asian Heritage Month; Vesak Day; International Day against Homophobia Transphobia, and Biphobia; National Indigenous History Month; Pride Season; Saint-Jean-Baptiste Day; Canadian Multiculturalism Day; Eid Mubarak; Canada Day; International Day of the World's Indigenous Peoples; National Acadian Day; Public Service Pride Week; Official Languages Day; Rosh Hashanah; Yom Kippur; Franco-Ontarian Day; Gender Equality Week; National Day for Truth and Reconciliation; Persons Day; International Inuit Day; Indigenous Veterans Day; Diwali; Transgender Awareness Week; International Day for the Elimination of Violence Against Women; Hanukkah; Human Rights Day; Christmas; Kwanzaa; Black History Month; International Women's Day; Ramadan; International Day to Combat Islamophobia; International Francophonie Day; International Day for the Elimination of Racial Discrimination; Holi; International Transgender Day of Visibility; and National Indigenous Languages Day.

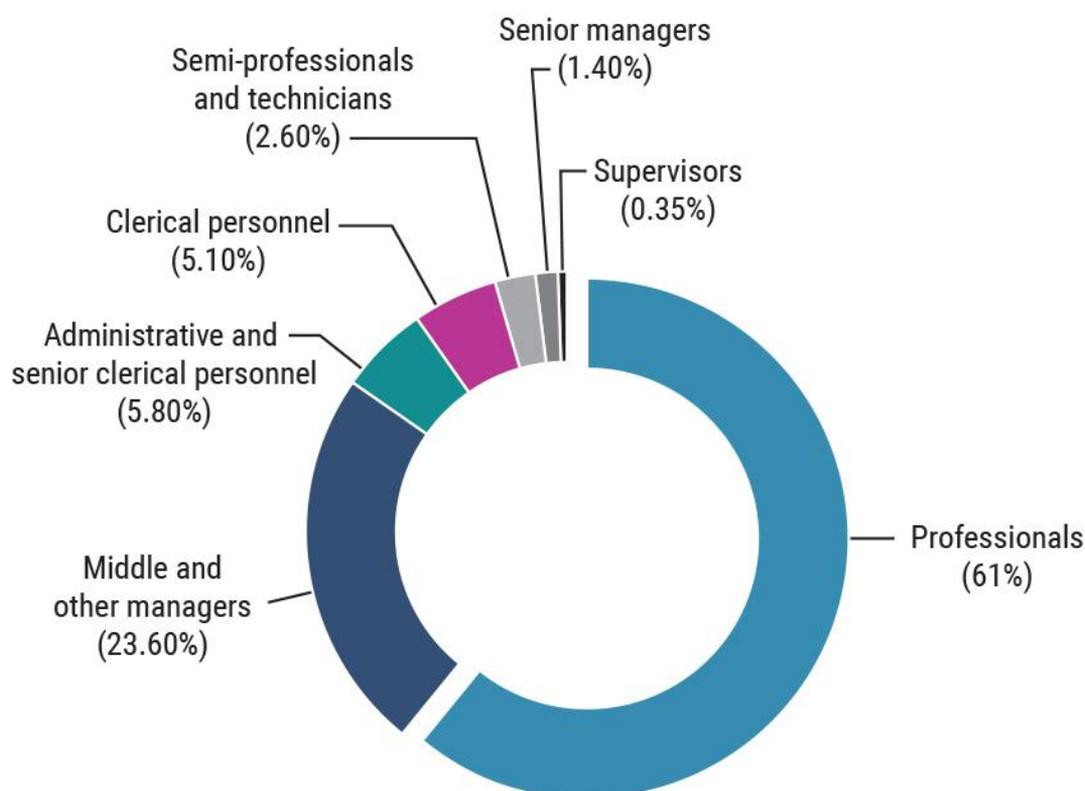
² Topics included Indigenous voices; Canada School of Public Service events on equity, diversity, and inclusion; a guide to support Jewish employees; Canada School of Public Service events on 2SLGBTQI+, Emancipation Day, Capital Pride Parade, National Day for Truth and Reconciliation, Remembrance Day, Holocaust Remembrance Day, National Day of Remembrance of the Québec City Mosque Attack and Action against Islamophobia.

The distribution of employees among the groups reveals a clear concentration in certain areas. Professionals constitute the largest segment of the workforce, representing 61.0%. Middle and other managers follow with 23.6%. Clerical personnel account for 5.1%, while administrative and senior clerical personnel make up 5.8%. Semi-professionals and technicians comprise 2.6%, senior managers make up 1.4%, and supervisors represent 0.35% of the workforce. This distribution shows that most employees are concentrated in professional and managerial roles, highlighting the OAG's focus on high-level expertise (Exhibit 2).

Exhibit 1—Employment equity occupational groups under which OAG employees are classified

- 1–Senior managers
- 2–Middle and other managers
- 3–Professionals
- 4–Semi-professionals and technicians
- 5–Supervisors
- 7–Administrative and senior clerical personnel
- 10–Clerical personnel

Exhibit 2—Distribution of OAG employees by employment equity occupational group



Representation of designated groups by employment equity occupational group—Highlights

The OAG compared its representation in each designated group with the most recent workforce availability figures provided by Employment and Social Development Canada in the department's [2016 Employment Equity Data Report](#).³ The OAG used national figures for this comparison in most areas, except for the administrative and senior clerical personnel and the clerical personnel categories, for which the OAG used data from the National Capital Region.

Exhibit 3 shows the 4 designated groups' representation in the OAG as a percentage of workforce availability by aggregated occupational group (managerial, professional, and administrative) as of 31 March 2024. The results are as follows:

Women

- The OAG surpasses the workforce availability for women in the managerial group. The OAG representation of women in this group is 58.1%, which is 133.8% of this group's workforce availability (43.4%). An increase of 5.1% is required to meet the workforce availability for the professional group.
- The OAG representation of women in this group is 48.2%, which represents 90.4% of this group's workforce availability (53.3%). An increase of 24.6% is required to meet the workforce availability for the administrative group.

³ <https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/programs/employment-equity/reports/2016-annual.html>

- The OAG representation of women in this group is 53.1%, which represents 68.3% of this group's workforce availability (77.7%).

Indigenous Peoples

- Increased representation of Indigenous peoples for the 3 aggregated occupational groups is required to meet workforce availability. The OAG representation of Indigenous peoples in the managerial group has decreased from 2.9% to 2.5% since last year, which represents 50.0% of this group's workforce availability (5.0%).
- An increase of 1.9% is required to meet the workforce availability for the professional group. The OAG representation of Indigenous peoples in this group is 1.0%, which represents 34.5% of this group's workforce availability (2.9%).
- The OAG representation of Indigenous Peoples in the administrative group is 0.0%.

Persons with disabilities

- The OAG surpasses the workforce availability for persons with disabilities in both the managerial and professional groups. The OAG representation of persons with disabilities in the managerial group is 12.6%, which represents 252.0% of this group's workforce availability (5.0%).
- The OAG representation in the professional group is 10.7%, which represents 120.2% of this group's workforce availability (8.9%).
- However, an increase of 5.9% is required to meet the workforce availability for the administrative group. The OAG representation in this group is 4.1%, which represents 41.0% of this group's workforce availability (10.0%).

Racialized employees

- The OAG surpasses the workforce availability for racialized employees in the professional group. The OAG representation of racialized employees in the professional group is 34.4%, which represents 157.0% of this group's workforce availability (21.9%). An increase of 0.4% is required to meet the workforce availability for the managerial group.
- The OAG representation of racialized employees in the managerial group is 10.1%, which represents 96.2% of this group's workforce availability (10.5%).
- The OAG surpasses the workforce availability in the administrative group. The OAG representation in the administrative group is 14.3%, which represents 110.5% of this group's workforce availability (12.9%). Exhibit 3—Designated groups' representation in the Office of the Auditor General of Canada as a percentage of workforce availability by aggregated occupational group on 31 March 2024.

Exhibit 3—Designated groups’ representation in the Office of the Auditor General of Canada as a percentage of workforce availability by aggregated occupational group on 31 March 2024

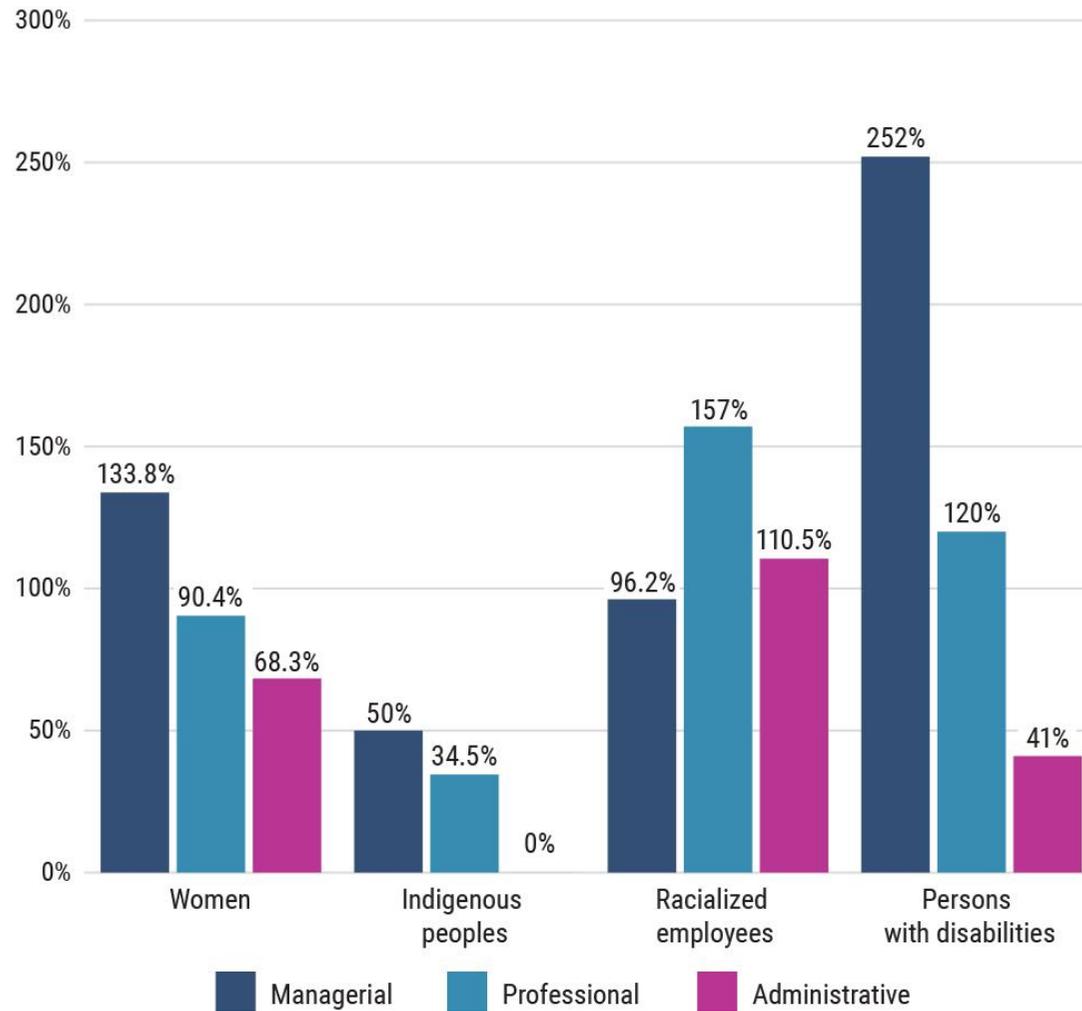


Exhibit 3—text version

Designated groups in the Office of the Auditor General of Canada	Percentage of workforce availability in the managerial group	Percentage of workforce availability in the professional group	Percentage of workforce availability in the administrative group
Women	133.8%	90.4%	68.3%
Indigenous Peoples	50.0%	34.5%	0.0%
Racialized Employees	96.2%	157.0%	110.5%
Persons with disabilities	252.0%	120.0%	41.0%

Women

As of 31 March 2024, women represented 50.7% (425 employees) of the OAG's workforce, which is below the workforce availability of 53.4% (Table 4a). This percentage has declined by 2.4% since the previous report, where it was 53.1%.

Women are well represented in all salary bands and surpass the workforce availability in the managerial group (Tables 3 and 11).

Indigenous peoples

Indigenous peoples represented 1.2% (10 employees) of the OAG's workforce, which is lower than the workforce availability of 3.6% (Table 5a). This percentage has declined by 0.5% since the previous report. We have yet to achieve full representation of this group.

Persons with disabilities

Persons with disabilities represented 10.8% (91 employees) of the OAG's workforce, which is higher than the workforce availability of 8.1%. There was an increase of 0.50% since the previous report (Table 6a). Persons with disabilities are well represented in all salary bands (Table 11).

Racialized employees

Racialized employees represented 26.0% (218 employees) of the OAG's workforce, which surpasses the workforce availability of 18.2% (Table 7a). This percentage has slightly declined by 0.8% since the previous report. Racialized employees are significantly underrepresented in the highest salary band (Table 11).

Representation in hires, promotions, and separations

This annual report includes an analysis of the number of employees from each designated group who were hired at, promoted at, or left the OAG during the 2023–24 fiscal year.

Hires

100 people joined the OAG (Table 8a). Of these new hires,

- 52 identified themselves as women (52.0%)
- 14 identified themselves as persons with disabilities (14.0%)
- 34 identified themselves as racialized employees (34.0%)

The number of hires for Indigenous peoples remains too low to be reported while maintaining confidentiality.

Promotions

134 employees were promoted (Table 9a). Of these promotions,

- 77 were women (57.5%)
- 16 were persons with disabilities (11.9%)
- 31 were racialized employees (23.1%)

The number of promotions for Indigenous peoples remains too low to be reported while maintaining confidentiality.

Separations

54 employees left the OAG (Table 10a). Of these separations,

- 24 were women (44.4%)
- 16 were racialized employees (29.6%)

The number of separations for Indigenous peoples and persons with disabilities remains too low to be reported while maintaining confidentiality.

Key Performance Indicators

As part of the 2022–24 Strategic Plan, specific performance indicators were established to track progress in increasing diversity at the OAG. These indicators are as follows (Exhibit 4):

Exhibit 4—Key performance indicators

Indicator: Representation of selected employment-equity designated groups	Baseline: 31 March 2022	Midpoint: 31 March 2023	Endpoint: 31 March 2024
<p>Increase Indigenous representation by 15% in 2022–23 and by 20% in 2023–24:</p> <ul style="list-style-type: none"> – On 31 March 2023, target number is 23 employees; Increase of 3 in 2022–23 to 2.9 % of the population. – On 31 March 2024, target number is 28; Increase of 5 in 2023–24 to 3.5 % of the population. 	2.5% (20 employees)	1.7% (13 employees)	1.2% (10 employees)
<p>Increase representation of persons with disabilities by 33% in 2022–23 and by 66% in 2023–24:</p> <ul style="list-style-type: none"> – On 31 March 2023, target number is 52 employees; increase of 13 in 2022–23 to 6.6 % of the population. – On 31 March 2024, target number is 86; increase of 34 in 2023–24 to 10.9 % of the population. 	4.9% (39 employees)	10.3% (81 employees)	10.8% (91 employees)
<p>Increase the representation for Indigenous, Black, and other racialized employees (visible minorities) and for persons with disabilities in the executive group by 25% each year:</p> <ul style="list-style-type: none"> – On 31 March 2023, target number is 34 employees; increase of 7 in 2022–23 to 19.9% of the population. – On 31 March 2024, target number is 43; increase of 9 in 2023–24 to 24.8 % of the population. 	15.9% (27 employees)	22.0% (38 employees)	24.6% (44 employees)

Call to Action on Anti-Racism, Equity, and Inclusion

Since the release of the Clerk of the Privy Council’s call to action in November 2021, the OAG has been actively advancing anti-racism, equity, and inclusion. Despite ongoing initiatives and the launch of our diversity and inclusion plan in December 2023, progress toward meeting our employment equity goals requires ongoing efforts. While we have achieved successes in surpassing representation targets for certain groups, challenges persist, particularly in increasing representation for Indigenous Peoples.

Our commitment to fostering an inclusive workplace involves setting specific targets, implementing mandatory training, and supporting various employee resource groups. Senior management acknowledges the need for continued efforts to address existing gaps and effectively meet our goals.

They are committed to reassessing the OAG's strategies to enhance our diverse and equitable work environment.

Furthermore, a performance audit team conducts equity, diversity, and inclusion audits across government. The first audit from this team, tabled in fall 2023, focused on the inclusion in the workplace for racialized employees across multiple federal organizations. The audit revealed that racialized employees experienced significantly higher rates of reported discrimination compared with their non-racialized counterparts. While organizations have developed equity, diversity, and inclusion plans, the audit emphasized a gap in effectively leveraging data to guide these efforts. The OAG assessed its own performance against the same 11 themes and observed similar conclusions.

The OAG's diversity and inclusion plan and its Triennial Employment Equity Plan include performance indicators designed to track progress and address disparities. This approach highlights the importance not only of establishing clear targets but also of using comprehensive data to drive meaningful change and assess the impact of our employment equity efforts and inclusion initiatives.

Additionally, the OAG is reinforcing its commitment to equity, diversity, and inclusion by incorporating a gender-based analysis plus lens into performance audits and special examinations. These audits offer valuable insights to enhance federal policies, programs, and services, thereby supporting the government's broader anti-racism and equity, diversity, and inclusion objectives.

Conclusion

The OAG's vision is "to bring together people, expertise, and technology for a better Canada, one audit at a time." It is no accident that people are first in our vision statement. People are the key to our success, and we believe that diversity brings a richness and resonance that improves our work and our value to Canadians.

Fostering a diverse and inclusive environment is a priority for the OAG. As such, our strategic framework, which originates from the OAG's strategic plan and is reinforced in our people management strategy and our diversity and inclusion plan, includes objectives focused on maintaining a workforce that reflects the diversity of Canada's population.

Moreover, these objectives are reinforced by specific business outcomes—namely, that the OAG achieves a diverse workforce and an inclusive workplace where employees feel welcome and valued.

The OAG strives to achieve these outcomes by providing managers and employees with the information, tools, and awareness training they need so that everyone is empowered to contribute to and can feel part of an inclusive work environment and culture.

Attracting, hiring, and retaining a greater diversity of candidates continue to be challenges for the OAG and are a focus of ours. While the numbers of persons with disabilities and racialized employees at the OAG were higher than workforce availability as of 31 March 2024, the representation of Indigenous Peoples and women did not meet the workforce availability. Additionally, the OAG needs to improve senior management representation, namely for persons with disabilities, Indigenous Peoples, and racialized employees. There is still much work to do.

The OAG is convinced of the importance of continuing the work to increase the representation of designated groups, reducing barriers, identifying opportunities for improvement, and implementing solutions. To address the gaps identified in this report, specific numerical goals have been identified as performance indicators in the OAG's 2022–24 Strategic Plan and 2021–24 Triennial Employment

Equity Plan. The OAG will strive to increase the representation and the inclusion of these groups within its workforce through activities identified in its strategic plans, accessibility projects, and ongoing awareness and learning events and training. Management must focus on innovative and non-traditional approaches to recruitment and increase its emphasis on equity, diversity, and inclusion in employment-related programs and processes. In addition, the OAG is currently conducting an employment systems review to identify and remove the barriers that have been identified.

Appendix A—Office of the Auditor General of Canada Employment Equity Action Plan: 2023–2024 Commitments, Objectives, and Results

The following activities allow the Office of the Auditor General of Canada (OAG) to meet its legislative requirements.

1. Collection of workforce information

Objective: Maintain accurate data on designated groups to build on successes and identify opportunities for improvement.

Activities	Objectives	Results
1a. Achieve a 100% completion rate for self-identification forms by closely monitoring the receipt of forms from new and newly promoted employees.	100% completion rate for all new and newly promoted employees, yearly	Completed. The self-identification form has been 100% completed by active and newly hired employees since the launch of the new form in January 2023.
1b. Remind employees that they can self-identify at any time and that the information they provide will be used in compiling statistics on employment equity.	1 communication per year	Ongoing. This practice is integrated into our operational cycle.
1c. Update the OAG's self-identification questionnaire on the basis of a new Treasury Board of Canada Secretariat approach.	3 months after secretariat approval	Completed in 2022–23.

2. Workforce analysis and establishment of numerical goals

Objective: Support recruitment initiatives that address the underrepresentation of members of designated groups.

Activities	Objectives	Results
2a. Establish a staffing dashboard and distribute it 3 times per year to monitor progress toward achieving employment equity objectives and to influence hiring decisions.	3 times per year	<p>In progress.</p> <p>A dashboard that supports timely monitoring of progress toward achieving representation using disaggregated data was distributed twice in 2023–24.</p>
2b. Share with and train hiring managers and members of selection panels on their responsibilities related to employment equity during staffing processes.	100% completion rate of training for all members of selection panels	<p>Ongoing.</p> <p>The diversity and inclusion action plan was launched in December 2023. This plan includes specific awareness and training for hiring managers on inclusive hiring practices through the Canada School of Public Service.</p>

Activities	Objectives	Results
<p>2c. Review and share demographic information on designated group members when planning all hiring processes. Leverage staffing options to achieve numerical goals, such as restricting the area of selection to designated groups and using non-advertised appointment processes.</p>	<p>Representation objectives to meet workforce availability:</p> <p>Indigenous Peoples:</p> <ul style="list-style-type: none"> • 10% increase in 2021–22 • 15% increase in 2022–23 • 20% increase in 2023–24 <p>Persons with disabilities:</p> <ul style="list-style-type: none"> • 10% increase in 2021–22 • 33% increase in 2022–23 • 66% increase in 2023–24 	<p>Ongoing.</p> <p>Demographic information on the representation of designated groups is reviewed and shared with managers and senior management to assist with staffing plans and decisions.</p> <p>Staffing options have been leveraged to contribute to achieving representation objectives.</p>

3. Employment systems review

Objective: Review policies, practices, and processes to identify systemic barriers and recommendations to eliminate them.

Activities	Objectives	Results
<p>3a. Review the OAG’s current policies, practices, and processes to identify systemic barriers.</p>	<p>Begin contract work: fall 2021</p> <p>Begin employment systems review work: summer 2022</p>	<p>In progress.</p> <p>A contract was awarded and the employment systems review began in May 2024. The review is expected to be completed by January 2025.</p>

4. Employment equity plan—Positive practices

Objective: Build a workplace that promotes diversity and inclusion.

Activities	Objectives	Results
<p>4a. Implement an employment equity policy, and ensure that it is reviewed every 5 years so that it is aligned with best practices. Positive practices are instituted for integrating employment equity into other OAG policies and guidelines.</p>	<p>Documents reviewed and updated every 5 years</p>	<p>In progress.</p> <p>We are currently reassessing the need for an employment equity policy. Our human resources policies are currently being reviewed with employment equity, diversity, and inclusion and gender-based analysis plus lenses. In addition, employment equity, diversity, and inclusion is already embedded in the OAG’s strategic plan and is an area of focus in the people management strategy.</p> <p>The employment systems review will result in a report that will include recommendations on positive practices.</p>

Activities	Objectives	Results
4b. Identify and build a diverse pool of employees for selection boards and pools of pre-qualified candidates from the 3 designated groups: Indigenous peoples, persons with disabilities, or members of visible minorities.	To create a pool of potential selection board members and a pool of qualified candidates from the 3 designated groups	Ongoing. A call-out letter was sent across the organization to establish a diverse pool of candidates to serve as selection board members. Employees who have responded are in a pool to serve as selection board members.
4c. Ensure that more than 50% of selection boards include at least 1 member of 1 of the following 3 designated groups: Indigenous peoples, persons with disabilities, or members of visible minorities.	More than 50% of selection boards have a member of 1 of the 3 designated groups on an ongoing basis	Ongoing. A call-out letter was sent across the organization to establish a diverse pool of candidates to serve as selection board members. Employees who have responded are in a pool to serve as selection board members. Results for fiscal year 2023-24 are being assessed.
4d. Analyze and evaluate the requirement for hiring managers and members of selection panels to follow unconscious-bias training before participating in a selection panel.	Pilot: 2021–22 Assess results: 2022–23	Ongoing. In 2022–23, the requirement for mandatory training for hiring managers on unconscious-bias training was implemented. Hiring managers attest in writing that the training has been completed prior to participating in a selection panel.

Activities	Objectives	Results
<p>4e. Implement an exit survey for all employee groups with an offer of one-on-one interviews to gather data on the reasons employees leave the organization. Produce a report, analyze the data to determine whether barriers exist for members of designated groups, consult with key stakeholders, and communicate the action plan to appropriate audiences.</p>	<p>Exit survey sent to 100% of departing employees and an annual report completed</p>	<p>Ongoing.</p> <p>This practice is integrated into our operational cycle.</p> <p>Departing employees are offered an exit interview with the Ombuds. Data from these interviews is analyzed and findings, areas for improvement, and appropriate actions, if required, are captured in an annual summary which is shared with our People Management Committee.</p>
<p>4f. Proactively identify current topics on employment equity, and promote related courses available at the OAG or through the Canada School of Public Service by sending quarterly communications (at a minimum).</p>	<p>Quarterly</p>	<p>Ongoing.</p> <p>The OAG curriculum for 2023–24 included courses recommended for employees at all levels on the topic of employment equity.</p>
<p>4g. Organize and support a minimum of 3 employment equity awareness activities and events per year.</p>	<p>3 activities or events related to employment equity per fiscal year</p>	<p>Ongoing.</p> <p>The OAG participated in the Capital Pride Parade, held a coffee chat on the theme of crafting personal stories related to diversity, and sponsored 3 individuals by participating in the Mosaic Leadership Development program.</p>

Activities	Objectives	Results
<p>4h. Implement accessible software solutions and inclusive design (for Internet, INTRANet, and desktop publishing).</p>	<p>Ongoing starting in 2021–22</p>	<p>Ongoing.</p> <p>The Inclusive Design team has defined accessibility requirements for the life cycle of projects or products. They are currently creating an accessibility testing strategy to assist in procuring and developing accessible software.</p>
<p>4i. Review, improve, and proactively add assistive technology and equipment to the OAG standard equipment kit.</p>	<p>Ongoing starting in 2021–22</p>	<p>In progress.</p> <p>The OAG has 22 software programs related to accessibility. Eleven software programs were approved, 3 software programs are in progress, and 8 software programs are being assessed because of security or integration issues. During the referred fiscal year, Microsoft 365 was fully integrated, which has enhanced many accessibility tools already included in the program.</p>

5. Monitoring of progress and review and revision of the plan

Objective: Proactively identify gaps and resolve them on an ongoing basis.

Activities	Objectives	Results
<p>5a. Provide updates to the Principal, Human Resources, on the status of the activities, and identify changes required to achieve objectives.</p>	<p>Reviews conducted twice a year and included as part of the annual employment equity report</p>	<p>Ongoing.</p> <p>Employment equity representation data was shared with the Principal of Human Resources and senior management throughout 2023–24 and the results of the 2021–24 Employment Equity Triennial Plan will be presented to our governance committee as part of its oversight role of the annual employment equity report. Measures will be identified to address any areas that require improvement.</p>
<p>5b. Review opportunities for improving this plan as part of the annual reporting process to ensure ongoing progress. Analyze data and consult with key stakeholders and adjust the plan to address new areas for improvement or risks identified. Obtain approval from the Principal, Human Resources, and communicate any changes to the plan to employees.</p>	<p>Annually</p>	<p>Completed.</p> <p>As part of the annual reporting process, it was determined that no change was required to the 2021–24 Triennial Employment Equity Plan.</p> <p>During the 2024–25 fiscal year, the Human Resources team will be developing the 2025–27 Employment Equity Plan, which will align with the diversity and inclusion plan.</p>

6. Communication with employees

Objective: Consistently promote employment equity to employees.

Activities	Objectives	Results
<p>6a. Develop an integrated communication plan that allows the OAG to highlight employment equity through the Our Diverse and Inclusive Workplace INTRANet page and other communication media, including Microsoft Teams.</p>	<p>100% of activities and events communicated to employees</p>	<p>Ongoing.</p> <p>The Human Resources and Communications teams promoted a wide range of ethnocultural days and celebrations throughout the year using various internal and external channels, such as Microsoft Teams, Instagram, LinkedIn, Facebook, and so on. The list of highlighted events includes numerous observances such as Passover, Easter, Vaisakhi, Asian Heritage Month, and many others.</p>
<p>6b. Identify special topics for discussion related to employment equity and determine the best communication medium for these messages.</p>	<p>Include special topics in the communication plan (6a)</p>	<p>Ongoing.</p> <p>A communication plan was developed to inform staff of the new 2023–26 diversity and inclusion plan.</p>

7. Consultation and collaboration with employee representatives

Objective: Understand the needs and issues that affect designated group members by engaging in meaningful consultation.

Activities	Objectives	Results
7a. Consult with OAG employees and the union on the development of the employment equity plan and any subsequent changes.	OAG employees and union consulted on the development of the employment equity plan every 3 years, with subsequent revisions made when appropriate	<p>Completed.</p> <p>Consultation with the union and employees occurred at the time of the development of the employment equity plan.</p> <p>No change to the plan was required in 2023–24.</p>

8. Maintenance of records

Objective: Maintain the confidentiality of sensitive employee data with the goal of building and maintaining trust.

Activities	Objectives	Results
8a. Ensure that records are confidentially maintained by restricting access to employment equity data in the information systems.	100% of requests to provide access to employment equity data in the system approved by the Director, Human Resources	<p>Completed.</p> <p>Employment equity data access is very limited to ensure confidentiality is maintained.</p> <ul style="list-style-type: none"> - All data that is shared through reporting is maintained at a high level, and if necessary, key data is

Activities	Objectives	Results
		<p>suppressed to ensure that individuals cannot be identified.</p> <ul style="list-style-type: none"> - Access to sensitive reports is very limited and monitored by the Human Resources reporting team. - Direct access to the data in the information systems is very limited and is managed and monitored by the Human Resources systems team.
8b. Automate the collection of self-identification forms to further increase the confidentiality of the data.	2022–23	<p>Completed.</p> <p>The automation of the new self-identification form was completed in January 2023. The automation ensured that there will be very limited access to data and that employees can change responses at any time using the secure link to the form.</p>

Monitoring

Leads are responsible for planning, coordinating, and implementing activities according to the timelines identified, identifying and measuring key indicators related to their activities, and reporting progress and achievements to ensure employment equity objectives are achieved.

Appendix B—Statistics

Report coverage

This report contains information as of 31 March 2024 on the Office of the Auditor General of Canada's (OAG's) indeterminate employees and determinate employees with terms of 6 months or more. Employees who were on secondment to other organizations are also included in the OAG's numbers.

No information is reported in the tables on students or casual workers.

Data on people in the designated groups

All data was obtained through voluntary self-identification.

The completeness and accuracy of employment equity data depend on employees' willingness and comfort to self-identify.

The OAG's voluntary self-identification process began in April 1997. This questionnaire was revised in 2022 in light of legal requirements, new legislation, and feedback from the research community. The OAG automated the revised questionnaire in January 2023. As a result, all employees regardless of status are required to complete the questionnaire once. In addition, at any time during their employment, all employees can update their self-identification questionnaire using the secure link to the form.

Tables 4 to 7 show the OAG's representation as a percentage of workforce availability, with comparative figures for the previous year. The OAG believes that this is the best way to measure the current state of representation for each designated group.

The OAG provides information by employment equity occupational group. Tables 4 to 7 include information for the 3 National Occupational Classification unit groups that account for most employees—audit managers (unit group 0414), financial auditors (unit group 1111), and performance auditors (unit group 4169).

Workforce availability

Workforce availability is the distribution of people in the designated groups as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based on Canadian citizens in occupations in the Canadian workforce that correspond to the occupations in the public service and is derived from 2016 Census data.

Table 1—Representation of designated groups in the Office of the Auditor General of Canada

As at 31 March 2024

Group	Number	Percentage of population	Workforce availability
All employees	839	Not applicable	Not applicable
Women	425	50.7%	53.4%
Indigenous peoples	10	1.2%	3.6%
Persons with disabilities	91	10.8%	8.1%
Racialized employees	218	26.0%	18.2%

Table 2—Distribution of employees by designated group and region of work

As at 31 March 2024

Region of work	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Edmonton	16	8	50.0%	*	*	*	*	7	43.8%
Halifax	15	7	46.7%	*	*	*	*	*	*
Montréal	33	18	54.5%	*	*	*	*	16	48.5%
Ottawa	757	383	50.6%	9	1.2%	83	11.0%	183	24.2%
Vancouver	18	9	50.0%	*	*	*	*	11	61.1%
Total	839	425	50.7%	10	1.2%	91	10.8%	218	26.0%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 3—Representation of designated groups by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	12	6	50.0%	*	*	*	*	*	*
Middle and other managers	198	115	58.1%	*	*	25	12.6%	20	10.1%
Professionals	512	247	48.2%	*	*	55	10.7%	176	34.4%
Semi-professionals and technicians	22	6	27.3%	*	*	*	*	*	*
Supervisors	3	*	*	*	*	*	*	*	*
Administrative and senior clerical personnel	49	26	53.1%	*	*	*	*	7	14.3%
Clerical personnel	43	24	55.8%	*	*	*	*	9	20.9%
Total	839	425	50.7%	10	1.2%	91	10.8%	218	26.0%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 4a—Representation of women by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
All occupations	839	425	50.7%	53.4%	94.8%	100.0%+
Senior managers	12	6	50.0%	42.2%	100.0%+	100.0%+
Middle and other managers	198	115	58.1%	43.4%	100.0%+	100.0%+
Professionals	512	247	48.2%	53.3%	90.4%	93.4%
Semi-professionals and technicians	22	6	27.3%	34.1%	80.0%	94.7%
Supervisors	3	*	*	62.5%	*	*
Administrative and senior clerical personnel	49	26	53.1%	77.7%	68.3%	100.0%+
Clerical personnel	43	24	55.8%	85.5%	65.3%	68.3%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 4b—Representation of women by the 3 largest National Occupational Classification unit groups

As at 31 March 2024

National Occupational Classification unit group (only 0414, 1111, and 4169)	Number of employees	Number of women	Percentage of women	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
Audit Manager	130	76	58.5%	40.5%	100.0%+	100.0%+
Financial Auditor	250	112	44.8%	55.5%	80.7%	83.5%
Performance Auditor	135	70	51.9%	58.6%	88.5%	88.1%

Totals may not equal the sum of components because of rounding and suppression.

Table 5a—Representation of Indigenous peoples by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of Indigenous peoples	Percentage of Indigenous peoples	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
All occupations	839	10	1.2%	3.6%	33.3%	45.9%
Senior managers	12	*	*	6.5%	*	*
Middle and other managers	198	*	*	5.0%	*	64.0%
Professionals	512	*	*	2.9%	*	*
Semi-professionals and technicians	22	*	*	2.6%	*	*
Supervisors	3	*	*	4.5%	*	*
Administrative and senior clerical personnel	49	*	*	3.6%	*	*
Clerical personnel	43	*	*	4.6%	*	*

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 5b—Representation of Indigenous peoples by the 3 largest National Occupational Classification unit groups

As at 31 March 2024

National Occupational Classification unit group (only 0414, 1111, and 4169)	Number of employees	Number of Indigenous peoples	Percentage of Indigenous peoples	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
Audit Manager	130	*	*	6.3%	*	*
Financial Auditor	250	*	*	1.5%	*	*
Performance Auditor	135	*	*	6.4%	*	*

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 6a—Representation of persons with disabilities by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of persons with disabilities	Percentage of persons with disabilities	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
All occupations	839	9	10.8%	8.1%	100.0%+	100.0%+
Senior managers	12	*	*	5.0%	*	*
Middle and other managers	198	25	12.6%	5.0%	100.0%+	100.0%+
Professionals	512	55	10.7%	8.9%	100.0%+	100.0%+
Semi-professionals and technicians	22	*	*	7.6%	*	*
Supervisors	3	*	*	27.5%	*	*
Administrative and senior clerical personnel	49	*	*	10.0%	*	*
Clerical personnel	43	*	*	9.3%	*	*

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 6b—Representation of persons with disabilities by the 3 largest National Occupational Classification unit groups

As at 31 March 2024

National Occupational Classification unit group (only 0414, 1111, and 4169)	Number of employees	Number of persons with disabilities	Percentage of persons with disabilities	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
Audit Manager	130	14	10.8%	5.0%	100.0%+	100.0%+
Financial Auditor	250	19	7.6%	8.9%	85.4%	90.8%
Performance Auditor	135	21	15.6%	8.9%	100.0%+	100.0%+

Totals may not equal the sum of components because of rounding and suppression.

Table 7a—Representation of racialized employees by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of racialized employees	Percentage of racialized employees	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
All occupations	839	218	26.0%	18.5%	100.0%+	100.0%+
Senior managers	12	*	*	5.9%	*	*
Middle and other managers	198	20	10.1%	10.5%	96.2%	92.7%
Professionals	512	176	34.4%	21.9%	100.0%+	100.0%+
Semi-professionals and technicians	22	*	*	19.3%	100.0%+	100.0%+
Supervisors	3	*	*	13.3%	*	*
Administrative and senior clerical personnel	49	7	14.3%	12.9%	100.0%+	100.0%+
Clerical personnel	43	9	20.9%	19.5%	100.0%+	93.5%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Totals may not equal the sum of components because of rounding and suppression.

Table 7b—Representation of racialized employees by the 3 largest National Occupational Classification unit groups

As at 31 March 2024

National Occupational Classification unit group (Only 0414, 1111, and 4169)	Number of employees	Number of racialized employees	Percentage of racialized employees	Workforce availability	Representation as a percentage of workforce availability (31 March 2024)	Representation as a percentage of workforce availability (31 March 2023)
Audit Manager	130	8	6.2%	6.8%	91.2%	100.0%+
Financial Auditor	250	99	39.6%	29.0%	100.0%+	100.0%+
Performance Auditor	135	49	36.3%	9.9%	100.0%+	100.0%+

Totals may not equal the sum of components because of rounding and suppression.

Table 8a—Hiring by designated group

(includes all new hires since the beginning of the chosen fiscal year)

As at 31 March 2024

Hiring as a percentage of workforce availability	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
All occupations	100	52	52.0%	*	*	14	14.0%	34	34.0%
Workforce availability	Not applicable	Not applicable	53.4%	Not applicable	3.6%	Not applicable	8.0%	Not applicable	18.2%
Hiring as a percentage of workforce availability	Not applicable	Not applicable	97.4%	Not applicable	*	Not applicable	100.0%+	Not applicable	100.0%+

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Data includes employees hired into term positions (6 months or more) and indeterminate positions. Totals may not equal the sum of components because of rounding and suppression.

Table 8b—Hiring by employment equity occupational group

(includes all new hires since the beginning of the chosen fiscal year)

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	13	7	53.8%	*	*	*	*	6	46.2%
Professionals	57	31	54.4%			7	19.4%	21	36.8%
Semi-professionals and technicians	*	*	*	*	*	*	*	*	*
Supervisors	*	*	*	*	*	*	*	*	*
Administrative and senior clerical personnel	13	*	*	*	*	*	*	*	*

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Clerical personnel	10	7	70.0%	*	*	*	*	*	*
Total	100	52	52.0%	*	*	14	14.0%	34	34.0%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Data includes employees hired into term positions (6 months or more) and indeterminate positions. Totals may not equal the sum of components because of rounding and suppression.

Table 9a—Promotions by designated group

(includes all promotions since the beginning of the chosen fiscal year, including those who have since left)

As at 31 March 2024

	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Employee total as at 31 March 2024	839	425	50.7%	10	1.2%	91	10.8%	218	26.0%
Promotion rate	134	77	57.5%	*	*	16	11.9%	31	23.1%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Data includes promotions and reclassifications. Totals may not equal the sum of components because of rounding and suppression.

Table 9b—Promotions by employment equity occupational group

(includes all promotions since the beginning of the chosen fiscal year, including those who have since left)

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	31	14	45.2%	*	*	*	*	6	19.4%
Professionals	80	51	63.8%	*	*	11	13.8%	22	27.5%
Semi-professionals and technicians	*	*	*	*	*	*	*	*	*
Supervisors	*	*	*	*	*	*	*	*	*
Administrative and senior clerical personnel	8	*	*	*	*	*	*	*	*
Clerical personnel	11	*	*	*	*	*	*	*	*
Total	134	77	57.5%	*	*	16	11.9%	31	23.1%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Data includes promotions and reclassifications. Totals may not equal the sum of components because of rounding and suppression.

Table 10a—Separations by designated group

As at 31 March 2024

Attrition rate	Number of employees	Percentage of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Employee total as at 31 March 2024	839	Not applicable	425	50.7%	10	1.2%	91	10.8%	218	26.0%
Number	54	6.4%	24	44.4%	*	*	*	*	16	29.6%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Table 10b—Separations by employment equity occupational group

As at 31 March 2024

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	12	7	58.3%	*	*	*	*	*	*

Employment Equity Occupational Group	Number of employees	Number of women	Percentage of women	Number of Indigenous peoples	Percentage of Indigenous peoples	Number of persons with disabilities	Percentage of persons with disabilities	Number of racialized employees	Percentage of racialized employees
Professionals	32	14	43.8%	*	*	*	*	*	*
Semi-professionals and technicians	*	*	*	*	*	*	*	*	*
Supervisors	*	*	*	*	*	*	*	*	*
Administrative and senior clerical personnel	*	*	*	*	*	*	*	*	*
Clerical personnel	*	*	*	*	*	*	*	*	*
Total	54	24	44.4%	*	*	*	*	16	29.6%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.

Table 11—Distribution of employees by designated group and salary band

As at 31 March 2024

Salary band (\$)	Number of employees	Percentage of employees	Number of women	Percentage of women	Percentage of all employees in this designated group	Number of Indigenous peoples	Percentage of Indigenous peoples	Percentage of all employees in this designated group	Number of persons with disabilities	Percentage of persons with disabilities	Percentage of all employees in this designated group	Number of racialized employees	Percentage of members of racialized employees	Percentage of all employees in this designated group
Under 50,000	*	*	*	*	*	*	*	*	*	*	*	*	*	*
50,000 to 74,999	109	13.0%	54	49.5%	12.7%	*	*	*	13	11.9%	14.3%	33	30.3%	15.1%
75,000 to 99,999	180	21.5%	98	54.4%	23.1%	*	*	*	17	9.4%	18.7%	55	30.6%	25.2%
100,000 to 149,999	370	44.1%	174	47.0%	40.9%	*	*	*	41	11.1%	45.1%	114	30.8%	52.3%
150,000+	180	21.5%	99	55.0%	23.3%	*	*	*	20	11.1%	22.0%	16	8.9%	7.3%
Total	839	100.0%	425	50.7%	100.0%	10	1.2%	100.0%	91	10.8%	100.0%	218	26.0%	100.0%

* Information for small numbers (0 to 5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may have also been suppressed.