

Employment Equity  
in the Office of the  
Auditor General of Canada

Annual Report 2024–25



Office of the  
Auditor General  
of Canada

Bureau du  
vérificateur général  
du Canada

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## Table of Contents

Introduction.....	1
Employment Equity Environment.....	1
Enabling legislation .....	1
Application of the Employment Equity Act .....	1
Work .....	1
Employees .....	1
Work environment .....	2
Structure.....	2
Employment Equity Plan.....	3
Employment Equity Implementation.....	4
Implementation of legislation .....	4
Note on terminology.....	4
Recruitment .....	4
Activities, training, and communications .....	4
Activities.....	4
Training.....	5
Communications .....	6
Numerical goals .....	6
Employment Equity Representation.....	7
Representation of designated groups by employment equity occupational group—Highlights .....	9
Women.....	11
Indigenous peoples.....	11
Persons with disabilities .....	12
Racialized people .....	12
Representation in hires, promotions, and separations.....	12
Hires .....	12
Promotions.....	13
Separations .....	13
Call to Action on Anti-Racism, Equity, and Inclusion.....	13
Conclusion .....	14
Appendix A—Office of the Auditor General of Canada Employment Equity Action Plan: Commitments, Objectives, and Results.....	16
Appendix B—Statistics .....	28

## 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 2024–25 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 the Yukon, the 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 March 31, 2025, the OAG employed 800 people divided 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.

Our commitment to diversity and inclusion is led from the top. Our strategic framework, which includes the OAG's 2025–30 Strategic Plan, 2023–26 People Management Strategy, and 2023–26 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 OAG's 2021–24 Triennial Employment Equity Plan continues to guide our efforts to improve the representation of designated groups: women, Indigenous peoples, persons with disabilities, and racialized people. With the objective of merging our employment equity plan with our diversity and inclusion plan, the OAG has produced a transitional 2025–26 Employment Equity Plan in compliance with the requirements of the Employment Equity Act.

Additionally, the OAG's [2022–25 Accessibility Plan](#) focuses on identifying, removing, and preventing accessibility barriers and ensuring compliance with legal and policy standards.

## **Structure**

In the 2024–25 fiscal year, the OAG placed a particular focus on fostering a skilled, inclusive, and engaged workforce and a healthy, inclusive, and respectful work environment. With this aim, the structure of the Human Resources Group was reviewed to distinguish its corporate services from its operational services.

A corporate Principal, Human Resources, was appointed to take on the role of Designated Senior Official for Employment Equity, Diversity, and Inclusion. This is complemented by the operational Principal, Human Resources, who continues to serve as the Equity, Diversity, and Inclusion Champion. Together, they are responsible for ensuring that OAG's people management practices,

from hiring to advancement, enable the OAG to reflect Canada's diverse population in every one of its sectors and at all levels. The dissociation of the roles contributes to breaking silos, which provides equity, diversity, and inclusion with an increased visibility and allows the roles to exert greater influence. Beyond oversight and compliance, they drive change by promoting an inclusive work environment; by providing key and timely information to senior management, which supports strategic decision making; and by allowing awareness to be raised and concrete actions to be put in place through their strong advocacy.

Additionally, during this fiscal year, the Accessibility Coordinator function was integrated into the Human Resources Group as part of the Employment Equity, Diversity, Inclusion, Accessibility, and Official Languages team. This change will allow for better efficiency, because both functions will be better able to leverage their expertise and capacity to meet demand.

The OAG Ombuds also supports employment equity by providing a confidential and impartial resource for addressing workplace issues. This role complements the efforts of the champion and the designated senior official, 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 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.

The Employment Equity, Diversity, Inclusion, Accessibility, and Official Languages Committee provides oversight and reports on compliance and progress toward achieving an inclusive, diverse, skilled, and engaged workforce. It is chaired by the manager of the Employment Equity, Diversity, Inclusion, Accessibility, and Official Languages team and reports to the People Management Committee. The People Management Committee makes recommendations to the Executive Committee on matters related to people management, such as those involving employment equity, diversity, inclusion, accessibility, and official languages.

The OAG has also formalized employee resource groups, which are voluntary, employee-led groups centred on shared characteristics, such as gender, race, cultural heritage, sexual orientation, age, and disability. The 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 was finalized and presented to the Executive Committee in fall 2021. The plan was extended to 2025–26 to allow deliverables that were still in progress to advance further. It 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 the OAG's commitments, objectives, and results for the 2024–25 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 March 31, 2025, are presented in [Appendix A](#).

### Note on terminology

The term “Indigenous peoples” is consistent with the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) and with language most commonly used by the Government of Canada. In this report, the legislative term “Aboriginal peoples,” which appears in the [Employment Equity Act](#) and the [Employment Equity Regulations](#), has been replaced with the term “Indigenous peoples.”

The term “members of visible minorities” appears in both the Employment Equity Act and the Employment Equity Regulations and is used throughout this report. The term refers to members of racialized groups or racialized people. The Treasury Board of Canada Secretariat recognizes that the term “racialized” has gained widespread acceptance in the public service and can therefore be understood as interchangeable with “members of visible minorities” in this report.

[2SLGBTQI+](#) terminology is continuously evolving. This abbreviation refers to individuals who are Two-Spirit, lesbian, gay, bisexual, transgender, queer, and intersex or who use other terms related to gender and sexual diversity communities.

## Recruitment

The OAG’s 2023–26 Diversity and Inclusion Plan establishes priorities that will help the organization attract, hire, and retain a qualified and experienced workforce to achieve the OAG’s vision, mission, and strategic outcomes. This 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 people and persons with disabilities across the organization and increasing the representation of racialized and Black employees at senior levels.

## Activities, training, and communications

The diversity and equity plan commits to promoting awareness and training activities for a workplace free of harassment, racism, and discrimination. As such, the following activities have supported the delivery of that objective with the involvement of senior management and the participation of employees.

### Activities

Two types of initiatives were conducted internally throughout the year to raise awareness around equity, diversity, and inclusion: awareness sessions and commemorative publications.

For awareness sessions, all staff were invited to presentations delivered by guest speakers. Speakers were interdepartmental or external subject matter experts who shared their expertise on an inclusion-related topic and shared details about their lived experiences. Sessions concluded with live question-and-answer periods and short surveys. In the 2024–25 fiscal year, 6 events took place to commemorate Sikh Heritage Month, Canadian Jewish Heritage Month, National Indigenous History Month, National Day for Truth and Reconciliation, International Day of Persons with Disabilities, and Black History Month. The latter was designed and delivered by the OAG’s very first employee resource group, the Black and racialized group.

The OAG posts messages to an array of dedicated Microsoft Teams channels to keep staff members informed of key commemorative dates, interdepartmental commemorative events, and learning events. In 2024–25, information was posted about the following inclusion-related topics: National Accessibility Week, National Indigenous Peoples Day, Public Service Pride Week, Indigenous Veterans’ Day, International Day of Persons with Disabilities, Tamil Heritage Month, Black History Month, and International Women’s Day.

## **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.

Both the OAG’s diversity and inclusion plan and its accessibility plan introduced new required training for 2024–25. Its purpose was to raise awareness and to educate learners on the challenges that members of diverse groups face. All employees were required to complete 2 hours of accessibility, diversity, and inclusion training from a selected list of courses. Employees were also required to take a course related to Indigenous history or culture, which also counted toward their required hours of training on accessibility, diversity, and inclusion. Because of this overlap in requirements, compliance was high: 91% completed at least 1 course on an Indigenous topic. Many additional courses were completed from the list of courses provided on accessibility, diversity, and inclusion. This suggests that employees want to understand and learn more about these topics. Additionally, hiring managers and committee members were required to complete the Canada School of Public Service’s Inclusive Hiring Practices for a Diverse Workforce (COR120) course to ensure that selection committees applied inclusive practices when involved in staffing processes.

The Leadership Blueprint training program began in September 2023. All senior managers and middle managers attended the training first. The program has since been rolled out to all employees. The 7 modules focused specifically on establishing a common understanding of expected leadership behaviours and provided an opportunity to learn how to integrate these behaviours into daily activities. The modules included equity, diversity, and inclusion topics. The program placed strengthening leadership skills and creating and maintaining a psychologically safe workplace at the forefront.

## Communications

In addition to its Microsoft Teams internal bulletin system, the OAG raises awareness about a wide range of ethnocultural days and celebrations throughout the year on external communication channels (such as Instagram, LinkedIn, and Facebook). In the 2024–25 fiscal year, 40 commemorative days related to equity, diversity, inclusion, and accessibility were highlighted: 21 internally and 37 externally. The posts highlighted events such as Passover, Asian Heritage Month, Bell Let’s Talk, gender-based analysis plus awareness, International Pronouns Day, and many more.

## Numerical goals

The OAG strives to surpass the representation of workforce availability for each designated group. The OAG’s representation goals for each designated group are reflected in Exhibit 1.

### Exhibit 1—The Office of the Auditor General of Canada’s representation goals for the 2024–25 to 2026–27 fiscal years

Designated group	31 March 2025	31 March 2026	31 March 2027
Women	51.2%	51.2%	51.2%
Indigenous peoples	1.2%	3.5%	4.4%
Persons with disabilities	11.4%	12.1%	12.8%
Racialized people	26.8%	26.8%	26.8%
Black people	8.3%	8.3%	8.3%
Other racialized people	18.5%	18.5%	18.5%
Indigenous, Black, and other racialized people and persons with disabilities in the executive group	24.6%	24.6%	28.1%

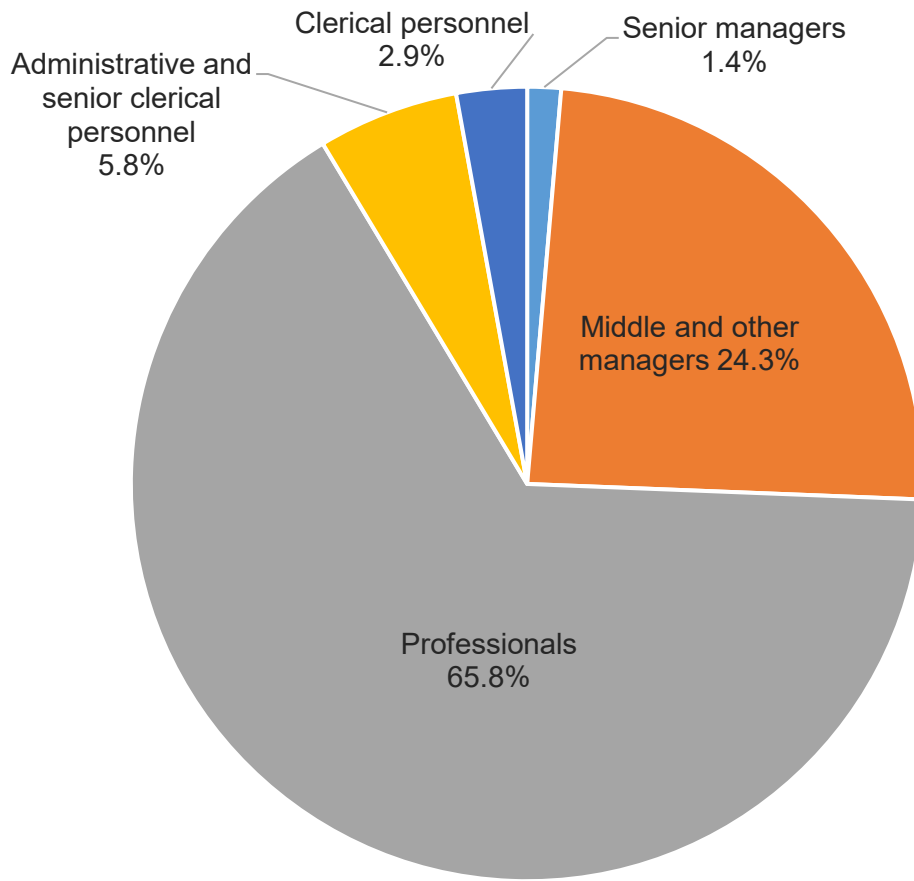
## Employment Equity Representation

The OAG has a specialized workforce:

- Of the 14 [employment equity occupational groups](#), the OAG's 800 employees are distributed across the following 5 groups:
  - 1–Senior managers
  - 2–Middle and other managers
  - 3–Professionals
  - 7–Administrative and senior clerical personnel
  - 10–Clerical personnel
- The distribution of employees among the employment equity occupational groups reveals a clear concentration in certain areas. Ninety percent of the workforce is employed in 2 groups: professionals, as well as middle and other managers.

Professionals constitute the largest segment of the workforce, representing 65.8%. Middle and other managers follow with 24.3%. Administrative and senior clerical personnel make up 5.8%, and clerical personnel account for 2.9%. Senior managers make up 1.4% of the workforce. This distribution highlights the OAG's focus on high-level expertise (Exhibit 2).

**Exhibit 2—Distribution of the Office of the Auditor General of Canada’s employees by employment equity occupational group**



<b>Employment equity occupational group</b>	<b>Distribution</b>
Professionals	65.8%
Middle and other managers	24.3%
Administrative and senior clerical personnel	5.8%
Clerical personnel	2.9%
Senior managers	1.4%

## **Representation of designated groups by employment equity occupational group—Highlights**

In 2024–25, the OAG completed a reassessment of the employment equity occupational groups and national occupational codes associated with the positions within its structure. In addition, some roles were redefined during the fiscal year. As a consequence, there may be some variations in the year-over-year comparison.

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](#), as 2021 data will become available only in late fall 2025. The OAG used national figures for this comparison in most areas, except for the administrative and senior clerical personnel and the clerical personnel groups, for which the OAG used data from the National Capital Region. Because workforce availability data does not exist for the Black employees subgroup, Black employees will be accounted for as part of members of visible minorities for which data is available.

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 March 31, 2025.

**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 March 31, 2025**

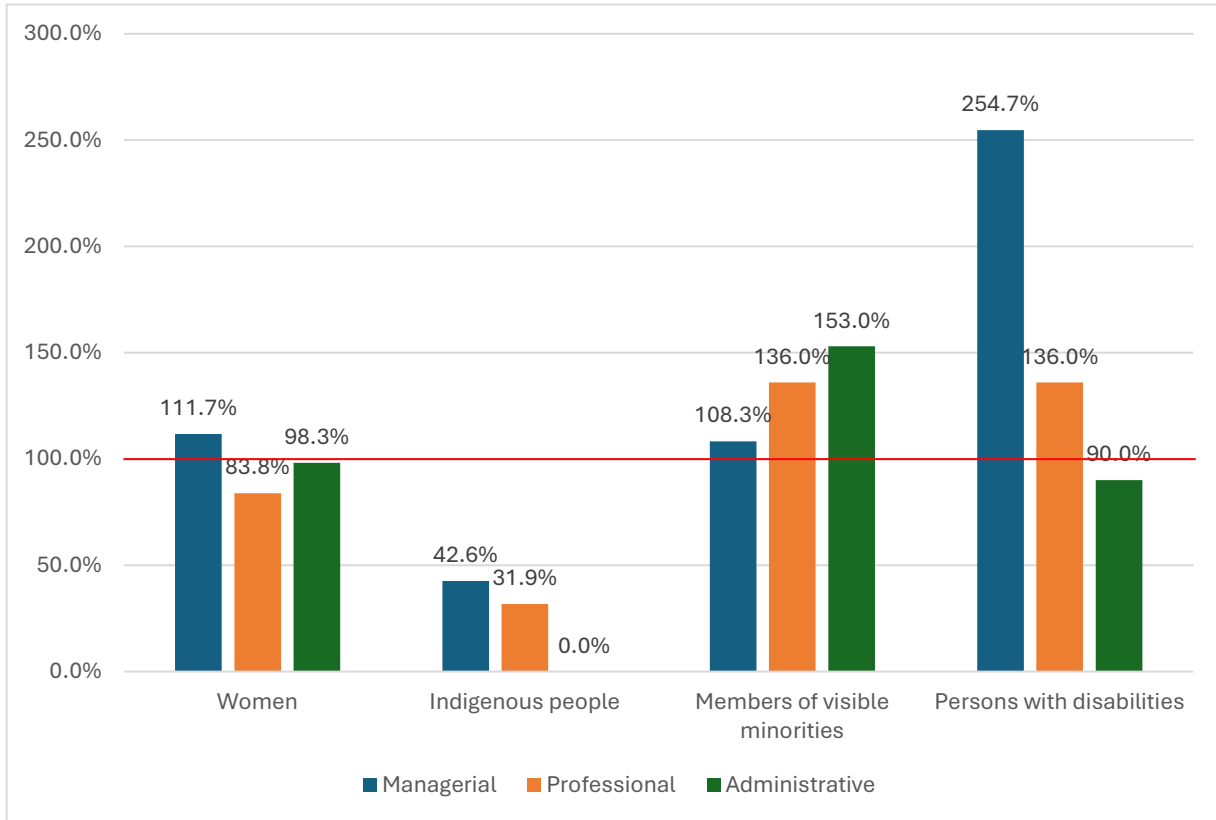


Exhibit 3—Text version

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	111.7%	83.8%	98.3%
Indigenous peoples	42.6%	31.9%	0.0%
Members of visible minorities	108.3%	136.0%	153.0%
Persons with disabilities	254.7%	136.0%	90.0%

## Women

As of March 31, 2025, women represented 51.1% of the OAG's workforce, which surpasses parity despite being below the workforce availability of 56.5% ([Table 4a](#)). This percentage is quite stable compared with the previous report, where it was 50.7%. Their representation was as follows for the following groups:

- 57.1% in the managerial group, compared with a 51.1% of workforce availability
- 47.1% in the professional group, compared with a 56.2% of workforce availability
- 63.8% in the administrative and clerical group, compared with a 64.9% of workforce availability

Women are well represented in most salary bands but fell 2.8 percentage points below parity for the \$100,000–\$149,999 salary band ([Table 11](#)).

## Indigenous peoples

Indigenous peoples represented 1.3% of the OAG's workforce, which is lower than their workforce availability of 3.4% ([Table 5a](#)). This percentage has slightly increased by 0.1 percentage points since the previous report because of a small reduction in the OAG's overall workforce. A significant increase (273.2%) is necessary to achieve full representation for this group. Their representation was as follows for the following groups:

- 2.4% for the managerial group, compared with a workforce availability of 5.7%
- 1.0% for the professional group, compared with a workforce availability of 3.0%
- 0% for the administrative group, compared with a workforce availability of 4.0%

To avoid identifying individual employees, representation of Indigenous peoples per salary band could not be presented in a disaggregated format, but the OAG's Indigenous workforce was all comprised in the bands ranging from \$75,000 and above. A significant increase in representation for the 3 aggregated occupational groups is required to meet workforce availability.

## Persons with disabilities

Persons with disabilities represented 12.0% of the OAG’s workforce, which is higher than the workforce availability of 8.0%. There was an increase of 1.2 percentage points since the previous report ([Table 6a](#)), which is attributed to both a reduced overall population and an increase of employees that self-identified as persons with disabilities. Their representation was as follows in the following groups:

- 12.7% in the managerial group, compared with a workforce availability of 5.0%
- 12.2% in the professional group, compared with a workforce availability of 8.9%
- 8.7% in the administrative group, compared with a workforce availability of 9.7% (This is, however, an improved representation, which was of 4.1% in the past exercise.)

Persons with disabilities are well represented in all salary bands ([Table 11](#)).

## Racialized people

Racialized people represented 26.6% of the OAG’s workforce, which surpasses the workforce availability of 20.6% ([Table 7a](#)). This percentage has slightly increased by 0.6 percentage points since the previous report because of a small reduction in the OAG’s overall workforce and some increase in employees’ self-identification as members of visible minorities. Racialized people are significantly underrepresented in the highest salary band, accounting for 10.2% of employees in the \$150,000+ salary range ([Table 11](#)). Their representation was as follows in the following groups:

- 10.7% in the managerial group, compared with a workforce availability of 9.9% (This positive representation level is mostly explained by a surpassing representation at the senior management level, while the middle and other managers’ level is 19% below workforce availability.)
- 33.5% in the professional group, compared with a workforce availability of 24.6%
- 21.7% in the administrative group, compared with a workforce availability of 14.2% (The representation rate in this occupational group significantly increased from the 14.3% of the last exercise because of its decrease in overall population.)

## Representation in hires, promotions, and separations

This section of the annual report presents an analysis of the number of employees from each designated group who were hired at, promoted at, or left the OAG during the 2024–25 fiscal year. As employees may self-identify in more than 1 designated group, the total for each section presented below may not add up to 100%.

### Hires

Eighteen people joined the OAG ([Table 8a](#)). This is a significant decrease from the 100 people who had joined in the previous fiscal year. Of the 2024–25 new hires,

- 7 self-identified as women (38.9%)
- 5 self-identified as persons with disabilities (27.8%)
- 5 self-identified as racialized people (27.8%)
- none self-identified as Indigenous peoples

## Promotions

Fifty-two employees were promoted ([Table 9a](#)) in 2024–25 compared with 134 in the previous exercise. Of these promotions,

- 30 self-identified as women (57.7%)
- 8 self-identified as persons with disabilities (15.4%)
- 18 self-identified as racialized people (34.6%)

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

## Separations

Fifty-eight employees left the OAG ([Table 10a](#)) in 2024–25. This is stable compared with the separation level of 54 from the previous exercise. Of the 2024–25 separations,

- 27 self-identified as women (46.6%)
- 15 self-identified as racialized people (25.9%)

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

## 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 with key performance indicators, implementing mandatory training and practices, and establishing clear roles and responsibilities to ensure accountability. Senior management acknowledges the need for continued efforts to address existing gaps and effectively meeting our goals. The OAG’s 2025–30 Strategic Plan is centred on enhancing our diverse and inclusive work environment through a call to “Dare to do different.”

The OAG is strengthening its performance and talent management tools, which will be key enablers of our strategic commitments. Equity, diversity, inclusion, and official language targets are now embedded across all levels of the organization. Through the new performance management tools, these priorities are actively cascading to every employee, reinforcing alignment with our strategic plan and fostering a more inclusive and representative workplace.

Furthermore, a performance audit team conducts equity, diversity, and inclusion audits across government. This team’s first audit, tabled in October 2023, focused on racialized employees’ inclusion in the workplace across multiple federal organizations, including the OAG. The OAG will

leverage data to guide efforts in reducing rates of reported discrimination, in particular for racialized employees.

The OAG's diversity and inclusion plan and triennial employment equity plan include performance indicators designed to track progress and address disparities. This approach highlights the importance of establishing clear targets and using comprehensive data to drive meaningful change and assess the impact of our employment equity and inclusion initiatives. The strategic plan's actions "Digitally enable our workforce" and "Digitally enable our workplace" aim to equip employees for their operational and people-management work.

The OAG completed an employment systems review in 2024–25, which will identify corrective actions. Along with the 2024 Public Service Employment Survey results and other internal consultations' findings, it will inform the next employment equity, diversity, and inclusion plan.

Additionally, the OAG continues to reinforce 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, 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 remain an area of focus. Women were represented at or higher than parity, and persons with disabilities and racialized people were represented at higher rates than their respective workforce availabilities, as of March 31, 2025. The representation of Indigenous peoples has historically not met the workforce availability in any occupational group. Additionally, improvement is still necessary for some designated groups in a few occupational groups: professional women, clerical personnel with disabilities, and members of visible minority groups in middle management.

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. 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.

## Appendix A—Office of the Auditor General of Canada Employment Equity Action Plan: 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% annual completion rate for all new and newly promoted employees	Ongoing  The self-identification form has been 100% completed by active and newly hired employees since its launch in January 2023. This practice has been integrated into the operational cycle.
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.	Annual communication	Ongoing.  This practice is integrated into our operational cycle.

## 2. Workforce analysis and establishment of numerical goals

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

Activities	Objectives	Results
<p>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.</p>	<p>3 times per year</p>	<p>Given the very limited staffing activity, the initiative was placed at a lower priority.</p> <p>Over the past year, staffing activities have been very limited and primarily consisted of temporary measures that did not provide an opportunity to advance employment equity recruitment efforts. Very few external recruitments took place; nevertheless, we are taking this opportunity to work more closely with the Reporting team to improve access to timely data.</p>
<p>2b. Share with and train hiring managers and members of selection panels on their responsibilities related to employment equity during staffing processes.</p>	<p>100% completion rate of training for all members of selection panels</p>	<p>Ongoing.</p> <p>The Canada School of Public Service’s Inclusive Hiring Practices for a Diverse Workforce (COR120) course is part of the mandatory curriculum for all hiring managers. Members of selection boards must also complete the course. In addition, hiring managers are equipped with the Public Service Commission of Canada’s Tool for Mitigating Biases and Barriers in Assessment, which provides inclusion considerations for various assessment methods. For 2024–25, the 100% completion rate was attained. This practice has been integrated into the operational cycle.</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 by 2027:</p> <ul style="list-style-type: none"> <li>• Women: 51.2%</li> <li>• Indigenous peoples: 4.4%</li> <li>• Persons with disabilities: 12.8%</li> <li>• Racialized people: 26.8% <ul style="list-style-type: none"> <li>○ Black people: 8.3%</li> <li>○ Other racialized people: 18.5%</li> </ul> </li> <li>• Indigenous, Black, and other racialized people and persons with disabilities in the executive group: 28.1%</li> </ul>	<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>Efforts remain necessary to achieve our representation objectives. Access to disaggregated information is planned to better leverage available demographic information on designated group members.</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 Begin employment systems review work: summer 2022</p>	<p>In progress. In addition to the employment systems review presented below, a policy suite review is underway and will continue into 2026–27.</p>
<p>3b. Develop and execute an action plan based on the recommendations of the review.</p>	<p>2023–24</p>	<p>In progress. This activity has been rescheduled for 2025–26, as the employment systems review was completed only in January 2025. Once the root cause analysis of the findings is completed and prioritization is confirmed with other sources of data, the internal collaboration with concerned parties will begin to develop and execute an action plan. The consultation is being planned for better collaboration on the creation of the action plan.</p>

Activities	Objectives	Results
3c. Train and provide information to Human Resources, hiring managers, and members of selection panels on changes resulting from the recommendations of the review (including new roles and responsibilities, tools, approaches, and targets).	2025–26	<p>In progress.</p> <p>Although hiring managers and members of selection panels are already being trained on inclusive hiring practices, namely through the Canada School of Public Service’s Inclusive Hiring Practices for a Diverse Workforce (COR120) and Authority Delegation Training: Managing People Effectively (COR152) mandatory training courses, more tools and training will become available in line with the employment systems review findings.</p>

#### 4. Employment equity plan—Positive practices

**Objective: Build a workplace that promotes diversity and inclusion.**

Activities	Objectives	Results
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.	Documents reviewed and updated every 5 years	<p>In progress.</p> <p>Employment equity has been integrated into the new OAG staffing policy, and practices are being reinforced via mandatory training.</p>

Activities	Objectives	Results
<p>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.</p>	<p>To create a pool of potential selection board members and a pool of qualified candidates from the 3 designated groups</p>	<p>Ongoing.</p> <p>Employees interested in serving as selection board members completed the Canada School of Public Service's Inclusive Hiring Practices for a Diverse Workforce (COR120) course and attended an information session led by Human Resources on the role. Participation rate in this information session was too low to allow the creation of a pool.</p>
<p>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.</p>	<p>More than 50% of selection boards have a member of 1 of the 3 designated groups on an ongoing basis</p>	<p>Ongoing.</p> <p>Selection boards' composition will be monitored for all selection processes. Hiring managers will then be supported in diversifying their selection boards, where applicable.</p>
<p>4d. 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>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 that is shared with the People Management Committee.</p>

Activities	Objectives	Results
<p>4e. 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>Completed.</p> <p>This practice has been integrated into the operational cycle. The OAG curriculum for 2024–25 included a series of recommended Canada School of Public Service courses for all employees. In addition, new employees are encouraged to sign up for the GCLearning newsletter to receive information on new courses, including employment equity courses. On a monthly basis, training courses offered by the Association of Professional Executives of the Public Service of Canada, including on topics related to employment equity, are promoted to the executive audience via the Microsoft Teams Management Link channel.</p>
<p>4f. 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>Completed.</p> <p>A calendar of commemorative dates is now integrated into our operations. We continue our collaborative efforts with internal key parties to ensure more integrated efforts. For the 2024–25 fiscal year, 5 awareness sessions were organized for employees, and 40 social media posts commemorated dates related to equity, diversity, inclusion, and accessibility.</p>

Activities	Objectives	Results
<p>4g. 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>Seventeen applications, tools, and features were completed, including Microsoft Exchange Online, OneDrive, Stream, Visio, and Whiteboard.</p> <p>Seven applications, tools, and features are in progress, including Microsoft Power Automate, Viva, and Power Apps.</p> <p>Four applications, tools, and features are planned to be assessed in the next fiscal year (2025–26).</p> <p>The OAG launched a new intranet page on several new apps available to all employees.</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>Completed.</p> <p>As for previous years, employment equity representation data was shared with the Principal, Human Resources, and senior management throughout 2024–25, and the results of the 2024–25 Triennial Employment Equity 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. This is now integrated in our operational ongoing activities.</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 in 2023–24 that no change was required to the 2021–24 Triennial Employment Equity Plan.</p> <p>During the 2025–26 fiscal year, the Human Resources team will develop the transitional 2025–27 Employment Equity Plan, which will comprise activities carried over from the current plan and the diversity and inclusion plan and stemming from the employment systems review and certain consultations.</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, in collaboration with the relevant employee resource groups, promoted a wide range of ethnocultural days and celebrations throughout the year using various internal and external channels, such as Microsoft Teams, Instagram, LinkedIn, and Facebook.</p> <p>The Our Diverse and Inclusive Workplace intranet page was updated in 2021, in connection with this deliverable. In 2025–26, a new update will be completed to ease employee navigation and information searching.</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 (see activity 6a)</p>	<p>Ongoing.</p> <p>A communication plan was developed to inform staff of the 2023–26 Diversity and Inclusion Plan.</p> <p>A plan of commemorative events is created annually.</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	Completed.  Consultation with the union and employees occurred during the development of the employment equity plan.  No change to the plan was required in 2023–24.  OAG employees and the union will be consulted for the transitional 2025–27 Employment Equity Plan.

## 8. Maintenance of records

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

Activities	Objectives	Results
<p>8a. Ensure that records are confidentially maintained by restricting access to employment equity data in the information systems.</p>	<p>All requests for access to employment equity data in the system require approval from the Director, Human Resources</p>	<p>Completed.</p> <p>Employment equity data access is very limited to ensure confidentiality is maintained:</p> <ul style="list-style-type: none"> <li>• All data that is shared through reporting is maintained at a high level, and if necessary, key data is suppressed to ensure that individuals cannot be identified.</li> <li>• Access to sensitive reports is very limited and monitored by the Human Resources reporting team.</li> <li>• Direct access to the data in the information systems is very limited and is managed and monitored by the Human Resources systems team.</li> </ul>

### 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 March 31, 2025, 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 of March 31, 2025

<b>Group</b>	<b>Number</b>	<b>Percentage of population</b>	<b>Workforce availability</b>
All employees	800	Not applicable	Not applicable
Women	409	51.1%	56.5%
Indigenous peoples	10	1.3%	3.4%
Persons with disabilities	96	12.0%	8.0%
Racialized employees	213	26.6%	20.6%

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

As of March 31, 2025

Region of work	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Edmonton	16	7	43.8%	*	*	*	*	6	37.5%
Halifax	13	5	38.5%	*	*	*	*	*	*
Montréal	31	16	51.6%	*	*	*	*	12	38.7%
Ottawa	724	371	51.2%	9	1.3%	83	11.0%	183	25.3%
Vancouver	16	10	50.0%	*	*	*	*	11	61.1%
<b>Total</b>	<b>800</b>	<b>425</b>	<b>62.5%</b>	*	*	<b>91</b>	<b>10.8%</b>	<b>11</b>	<b>68.8%</b>

\* 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 of March 31, 2025

Employment equity occupational group	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	11	6	54.5%	*	*	*	*	*	*
Middle and other managers	194	111	57.2%	*	*	25	12.9%	21	10.8%
Professionals	526	248	47.1%	*	*	64	12.2%	176	33.5%
Administrative and senior clerical personnel	46	32	69.6%	*	*	*	*	8	17.4%
Clerical personnel	23	12	52.2%	*	*	*	*	7	30.4%
<b>Total</b>	<b>800</b>	<b>409</b>	<b>51.1%</b>	<b>10</b>	<b>1.3%</b>	<b>96</b>	<b>12.0%</b>	<b>213</b>	<b>26.6%</b>

\* 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 of March 31, 2025

<b>Employment equity occupational group</b>	<b>Number of employees</b>	<b>Number of women</b>	<b>Percentage of women</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability (March 31, 2025)</b>	<b>Representation as a percentage of workforce availability (March 31, 2024)</b>
All occupations	800	409	51.1%	56.5%	90.5%	93.5%
Senior managers	11	6	54.5%	46.0%	100.0%+	100.0%+
Middle and other managers	194	111	57.2%	56.2%	100.0%+	100.0%+
Professionals	526	248	47.1%	56.2%	83.8%	88.9%
Administrative and senior clerical personnel	46	32	69.6%	52.4%	100.0%+	62.7%
Clerical personnel	23	12	52.2%	77.4%	67.4%	65.3%

\* 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 of March 31, 2025

<b>National Occupational Classification unit group (only 0414, 1111, and 4169)</b>	<b>Number of employees</b>	<b>Number of women</b>	<b>Percentage of women</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability (March 31, 2025)</b>	<b>Representation as a percentage of workforce availability (March 31, 2024)</b>
Audit Manager	125	73	58.4%	59.8%	97.7%	100.0%+
Financial Auditor	237	104	43.9%	55.5%	79.0%	80.7%
Performance Auditor	123	67	54.5%	66.6%	81.8%	87.9%

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

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

As of March 31, 2025

Employment equity occupational group	Number of employees	Number of Indigenous employees	Percentage of Indigenous employees	Workforce availability	Representation as a percentage of workforce availability (March 31, 2025)	Representation as a percentage of workforce availability (March 31, 2024)
<b>All occupations</b>	<b>800</b>	<b>10</b>	<b>1.3%</b>	<b>3.4%</b>	<b>36.6%</b>	<b>32.9%</b>
Senior managers	11	*	*	7.1%	*	*
Middle and other managers	194	*	*	4.4%	59.0%	49.5%
Professionals	526	*	*	3.0%	31.9%	33.4%
Administrative and senior clerical personnel	46	*	*	2.4%	*	*
Clerical personnel	23	*	*	5.6%	*	*

\* 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 people by the 3 largest National Occupational Classification unit groups**

As of March 31, 2025

<b>National Occupational Classification unit group (only 0414, 1111, and 4169)</b>	<b>Number of employees</b>	<b>Number of Indigenous employees</b>	<b>Percentage of Indigenous employees</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability (March 31, 2025)</b>	<b>Representation as a percentage of workforce availability (March 31, 2024)</b>
Audit Manager	125	*	*	5.4%	*	*
Financial Auditor	237	*	*	1.5%	*	*
Performance Auditor	123	*	*	6.5%	*	*

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

As of March 31, 2025

Employment equity occupational group	Number of employees	Number of employees with disabilities	Percentage of employees with disabilities	Workforce availability	Representation as a percentage of workforce availability (March 31, 2025)	Representation as a percentage of workforce availability (March 31, 2024)
<b>All occupations</b>	<b>800</b>	<b>96</b>	<b>12.0%</b>	<b>8.0%</b>	<b>100.0%+</b>	<b>100.0%+</b>
Senior managers	11	*	*	5.0%	*	*
Middle and other managers	194	25	12.9%	5.0%	100.0%+	100.0%+
Professionals	526	64	12.2%	8.9%	100.0%+	100.0%+
Administrative and senior clerical personnel	46	*	*	10.0%	*	*
Clerical personnel	23	*	*	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 of March 31, 2025

<b>National Occupational Classification unit group (only 0414, 1111, and 4169)</b>	<b>Number of employees</b>	<b>Number of employees with disabilities</b>	<b>Percentage of employees with disabilities</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability (March 31, 2025)</b>	<b>Representation as a percentage of workforce availability (March 31, 2024)</b>
Audit Manager	125	15	12.0%	5.0%	100.0%+	100.0%+
Financial Auditor	237	21	8.9%	8.9%	99.0%	84.9%
Performance Auditor	123	23	18.7%	8.9%	100.0%+	100.0%+

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

**Table 7a—Representation of members of visible minority groups by employment equity occupational group**

As of March 31, 2025

Employment equity occupational group	Number of employees	Number of racialized employees	Percentage of racialized employees	Workforce availability	Representation as a percentage of workforce availability (March 31, 2025)	Representation as a percentage of workforce availability (March 31, 2024)
All occupations	800	213	26.6%	20.6%	100.0%+	100.0%+
Senior managers	11	*	*	6.4%	*	*
Middle and other managers	194	21	10.8%	13.4%	81.0%	99.7%
Professionals	526	176	33.5%	24.6%	100.0%+	100.0%+
Administrative and senior clerical personnel	46	8	17.4%	10.2%	100.0%+	100.0%+
Clerical personnel	23	7	30.4%	18.2%	100.0%+	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.

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

**Table 7b—Representation of members of visible minority groups by the 3 largest National Occupational Classification unit groups**

As of March 31, 2025

<b>National Occupational Classification unit group (Only 0414, 1111, and 4169)</b>	<b>Number of employees</b>	<b>Number of racialized employees</b>	<b>Percentage of racialized employees</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability (March 31, 2025)</b>	<b>Representation as a percentage of workforce availability (March 31, 2024)</b>
Audit Manager	125	11	8.8%	11.1%	79.0%	98.1%
Financial Auditor	237	95	40.1%	29.0%	100.0%+	100.0%+
Performance Auditor	123	46	37.4%	19.3%	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 of March 31, 2025

Hiring as a percentage of workforce availability	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
All occupations	18	7	38.9%	*	*	*	*	*	*
Workforce availability	Not applicable	Not applicable	56.5%	Not applicable	3.4%	Not applicable	8.0%	Not applicable	20.6%
Hiring as a percentage of workforce availability	Not applicable	Not applicable	68.9%	Not applicable	*	Not applicable	*	Not applicable	*

\* 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 of March 31, 2025

Employment equity occupational group	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	*	*	*	*	*	*	*	*	*
Professionals	12	6	50.0%	*	*	*	*	*	*
Administrative and senior clerical personnel	*	*	*	*	*	*	*	*	*
Clerical personnel	*	*	*	*	*	*	*	*	*
<b>Total</b>	<b>18</b>	<b>7</b>	<b>38.9%</b>	*	*	*	*	*	*

\* 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 of March 31, 2025

	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Employee total as of March 31, 2025	800	409	51.1%	10	1.3%	96	12.0%	213	26.6%
Promotion rate	52	30	57.7%	*	*	8	15.4%	18	34.6%

\* 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.

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 of March 31, 2025

Employment equity occupational group	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	*	*	*	*	*	*	*	*	*
Professionals	48	29	60.4%	*	*	6	12.5%	16	33.3%
Administrative and senior clerical personnel	*	*	*	*	*	*	*	*	*
Clerical personnel	*	*	*	*	*	*	*	*	*
<b>Total</b>	<b>52</b>	<b>30</b>	<b>57.7%</b>	*	*	<b>8</b>	<b>15.4%</b>	<b>18</b>	<b>34.6%</b>

\* 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 of March 31, 2025

Attrition rate	Number of employees	Percentage of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Employee total as of March 31, 2024	800	Not applicable	409	51.1%	10	1.3%	96	12.0%	213	26.6%
Number	58	7.3%	27	46.6%	*	*	*	*	15	25.9%

\* 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 of March 31, 2025

Employment equity occupational group	Number of employees	Number of women	Percentage of women	Number of Indigenous employees	Percentage of Indigenous employees	Number of employees with disabilities	Percentage of employees with disabilities	Number of racialized employees	Percentage of racialized employees
Senior managers	*	*	*	*	*	*	*	*	*
Middle and other managers	14	8	57.1%	*	*	*	*	*	*
Professionals	38	17	44.7%	*	*	*	*	13	34.2%
Administrative and senior clerical personnel	*	*	*	*	*	*	*	*	*
Clerical personnel	*	*	*	*	*	*	*	*	*
<b>Total</b>	<b>58</b>	<b>27</b>	<b>46.6%</b>	*	*	*	*	<b>15</b>	<b>25.9%</b>

\* 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 of March 31, 2025

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 employees	Percentage of Indigenous employees	Percentage of all employees in this designated group	Number of employees with disabilities	Percentage of employees 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	50	6.3%	25	50.0%	6.1%	*	*	*	6	12%	6.3%	22	44.0%	10.3%
75,000 to 99,999	197	24.6%	109	55.3%	26.7%	*	*	*	28	14.2%	29.2%	56	28.4%	26.3%
100,000 to 149,999	377	47.1%	178	47.2%	43.5%	*	*	*	42	11.1%	43.8%	117	31.0%	54.9%
150,000+	176	22.0%	97	55.1%	23.7%	*	*	*	20	11.4%	20.8%	18	10.2%	8.5%
<b>Total</b>	<b>800</b>	<b>100.0%</b>	<b>409</b>	<b>51.1%</b>	<b>100.0%</b>	<b>10</b>	<b>1.3%</b>	<b>100.0%</b>	<b>96</b>	<b>12.0%</b>	<b>100.0%</b>	<b>213</b>	<b>26.6%</b>	<b>100.0%</b>

\* 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.