



Employment Equity in the Public Service of Canada

2019–2020



ANNUAL REPORT

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Message from the President of the Treasury Board

I am pleased to present the 28th annual report to Parliament on employment equity in the public service of Canada for fiscal year 2019–20.

Since the end of the fiscal year covered in this report, conversations about anti-racism have brought to light the importance of the Government’s ongoing efforts to create a diverse and inclusive public service. While the COVID-19 pandemic has amplified many of these challenges, it also offers tremendous opportunities to rebuild a fairer, more resilient society.

The public service has long made diversity and inclusion a core value. But despite steady progress over the past decade, work remains to be done. In 2019–20, for example, of the four employment equity groups – women, Indigenous peoples, persons with disabilities, and members of visible minorities – persons with disabilities continued to be the only group for which the public service is not meeting workforce availability, especially under the new and expanded definition of disabilities. The previous six-year decline in representation of this group has now halted, and we are optimistic that our commitment to hire 5,000 (net) employees with disabilities by 2025, and provide new tools to support their hiring and retention, will lead to increases both in the representation of, and opportunities for, persons with disabilities in the public service.

Building and sustaining a diverse and inclusive public service improves service and outcomes for Canadians. This requires a government-wide effort to create and foster a culture that values inclusiveness – one that sees our differences as our strength and provides all our employees with a deep sense of belonging. To achieve this goal, we will continue to [generate and share data](#)ⁱ that give a more accurate picture of representation gaps, and to invest in the career pathways of our senior leaders. Our “Mentorship Plus” program will also improve the representativeness of our senior ranks. Using this data and learning from these initiatives, the public service can serve as a model for other organizations seeking the same goals.

In addition, we will support the review of the *Employment Equity Act* to ensure appropriate benchmarks for diversity and to address systemic barriers in the underlying framework. We will also foster a climate of open dialogue by engaging and educating public servants, and key community stakeholders will be invited to define and contribute to the change.

These are just a few of the ways Canada’s government is working to create a more diverse, inclusive, accessible, and representative workforce, and many new initiatives have been launched since the period covered in this report. For more information on this important work, please visit the Government of Canada’s [Diversity and inclusion areas of focus for the public service](#).ⁱⁱ



You are all invited to read this report to see how we are building a better public service to serve all Canadians.

Original signed by

Jean-Yves Duclos, P.C., M.P.
President of the Treasury Board of Canada



Employment equity in the public service

A workplace characterized by respect, dignity and fairness is at the core of one of the fundamental values of the public service of Canada: respect for people. Inherent in this value are the notions of diversity and inclusion to ensure that:

- ▶ the public service reflects the makeup of the population it serves
- ▶ the work environment is one where employees have a sense of belonging and where difference is embraced as a source of strength

The *Employment Equity Act* is one of the key pieces of the legislative foundation that ensures equity and fairness in the public service.

The act requires that the employer measure numerical progress toward representation and continuously improve the workplace experience regarding employment equity. This report provides:

- ▶ details on the public service’s performance in creating a representative workforce
- ▶ examples of ongoing activities and strategies intended to help identify, prevent and, remove barriers to the full participation of members of designated employment equity groups in all aspects of the workplace and employee life cycle

The *Employment Equity Act* designates four employment equity groups: women, Indigenous peoples, persons with disabilities and members of visible minorities. In the core public administration (CPA), targeted efforts to ensure that the public service meets or exceeds workforce availability of the designated groups, that is, their representation in “those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees.”¹

Employment equity representation in 2019–20

The 2019–20 fiscal year saw increases in both the size of the CPA (by 10,852 employees) and the number of employees who are members of all four employment equity groups. Employee self-identification data as measured against the available workforce shows that the CPA is generally representative of the population it serves, except for persons with disabilities. Representation of Indigenous peoples has remained stable, and representation of women and members of visible minorities, which already met workforce availability, continued to increase. Hiring and promotion rates for women and members of visible minorities also showed positive signs, suggesting that the number of members of these two groups will continue to meet or exceed workforce availability (see the infographic and narrative below).

1. *Employment Equity Act*, Part I, subsection 5(b)(ii).



There are areas for improvement. Persons with disabilities, whose representation is already below workforce availability, are not being hired or promoted at a rate that counters the separation rate (the rate at which they leave the public service). Similarly, Indigenous peoples, although currently represented at a rate that meets workforce availability, have hiring and promotion rates that suggest that this situation requires continued effort. Targeted measures for persons with disabilities and Indigenous peoples are needed to address these trends.

The leadership of the public sector is not as representative or diverse as the public service population at large. Although executives, women and members of visible minorities currently meet or exceed workforce availability benchmarks, Indigenous peoples and persons with disabilities do not. At the two most senior levels, which comprise assistant deputy ministers or equivalents, gaps remain in all four groups. Additionally, the hiring and promotion for members of all four groups are below what is needed to sustain representation rates or address under-representation at the executive level. Although the separation for all groups decreased since the previous year, the continued higher separation of female executives and members of visible minorities executives indicate that their current positive representation rates will not be sustained unless hiring and promotion increase significantly.





Employment equity in the core public administration

Employment equity population: 142,639

3 of the 4 employment equity designated groups are above workforce availability (WFA)

	Representation	WFA
Women	55.0% [+0.2] ✓	52.7%
Indigenous peoples	5.1% [0.0] ✓	4.0%
Persons with disabilities	5.2% [0.0] ✗	9.0%
Members of visible minorities	17.8% [+1.1] ✓	15.3%

	Women	Indigenous peoples	Persons with disabilities	Members of visible minorities
Hirings	58.3% [+1.8] ⚠	4.0% [-0.1] ⚠	3.9% [+0.2] ●	21.3% [+2.0] ●
Promotions	61.1% [+0.7] ⚠	4.9% [+0.1] ⚠	4.2% [-0.1] ●	19.9% [+1.2] ●
Separations	57.2% [-0.1] ●	5.3% [+0.2] ●	7.1% [+0.5] ●	10.5% [+0.7] ●

⚠ Caution ● Needs attention

2 of the 4 employment equity designated groups are above workforce availability in the executive ranks

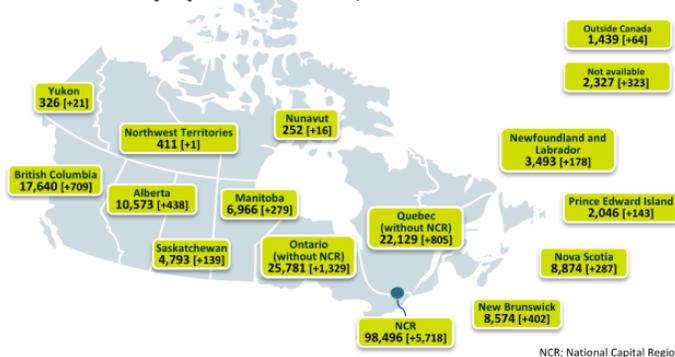
	Representation	WFA
Women	51.1% [+0.9] ✓	48.0%
Indigenous peoples	4.1% [0.0] ✗	5.1%
Persons with disabilities	4.7% [+0.1] ✗	5.3%
Members of visible minorities	11.5% [+0.4] ✓	10.6%

	Women	Indigenous peoples	Persons with disabilities	Members of visible minorities
Hirings	44.9% [-0.4] ●	*	●	*
Promotions	53.6% [-1.3] ●	3.9% [-1.1] ●	3.5% [-0.7] ●	13.0% [-0.6] ●
Separations	45.3% [-0.6] ⚠	4.7% [+2.0] ⚠	6.1% [-0.6] ●	6.5% [-0.4] ●

⚠ Caution ● Needs attention

*For small numbers ≤ than 5, information is suppressed to protect privacy.

Public service population: 214,120 [+10,852]



Salary distribution



Representation in the largest 5 occupational groups

	Women	Indigenous peoples	Persons with disabilities	Members of visible minorities
PA: Program and Administrative Services	72.8% [-0.4]	6.3% [-0.2]	6.2% [-0.1]	18.6% [+1.2]
EC: Economics and Social Science Services	58.2% [+0.2]	3.6% [+0.2]	5.3% [+0.3]	23.1% [+1.2]
IT: Information Technology	23.0% [-0.4]	3.1% [0.0]	5.9% [+0.1]	22.9% [+1.4]
TC: Technical Services	31.6% [+0.2]	4.9% [-0.1]	4.1% [-0.2]	11.2% [+0.4]
SV: Operational Services	20.6% [+0.3]	5.2% [+0.1]	4.5% [-0.2]	5.0% [+0.3]

Figures in square brackets represent the change since 2018–19

The source of representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

To learn more

- ▶ [Diversity and inclusion statistics](#)ⁱⁱⁱ



Toward a more diverse and inclusive public service

A more diverse and inclusive public service requires sustained action by many actors, including central agencies and arm's-length organizations that set policy parameters and targeted initiatives, deputy heads, human resources professionals, individual managers, and all public servants. The 2019–20 fiscal year saw several key initiatives that set the foundation for the future of people management in the public service:

- The people management policy framework was reviewed and updated, incorporating many changes from the application of a diversity and inclusion lens. The new ***Policy on People Management*** and its related directives came into force on April 1, 2020.
- The ***Directive on Employment Equity, Diversity and Inclusion*** now frames the Government of Canada's intention to move beyond current requirements for employment equity, emphasizing an increased focus on diversity and inclusion in its workforce and workplaces, and includes the requirement for deputy heads of federal organizations to designate a senior official or officials to be responsible for the directive's requirements.
- The ***Directive on the Duty to Accommodate*** now encourages a shift in organizational culture from accommodation being only for persons with disabilities to one that includes accommodation for all employees. The directive has a new requirement for managers to address the work-related needs of employees without resorting to a formal request for accommodation that requires burdensome proof from the employee.
- The **Joint Employment Equity Committee** is an ongoing advisory committee through which employment equity, diversity and inclusion policy, programs and initiatives are discussed among employees' representatives of bargaining agents, departments, the Public Service Commission of Canada, and the Treasury Board of Canada Secretariat's Office of the Chief Human Resources Officer. The committee's activities in 2019–20 included the following:
 - discussions about harassment and violence prevention
 - discussions about recruitment and staffing
 - presentations from partners such as the Office of Public Service Accessibility; the Public Service Commission of Canada; the Centre for Wellness, Inclusion and Diversity; and the Privy Council Office ("Beyond2020" exercise)

To learn more

- [Policy on People Management](#)^{iv}



Women

The representation rate for women steadily increased, including for executives, and continues to exceed estimated workforce availability (see the infographic and narrative below).

Overall, 2019–20 saw increases in women’s hiring and promotion and only a slight decrease in the separation. Although the separations remain proportionally higher for women than for the general population, higher-than-average hiring and promotion balances this out in terms of sustaining their representation. However, among executives, although women currently exceed workforce availability, hiring and promotion decreased. If this trend continues, representation rates for women executives may fall below workforce availability in the future. The public service is working to improve its promotion, recruitment, and leadership development in order to increase the representation of employment equity designated groups in senior leadership.

The concentration and representation of women across occupational groups continue to be inconsistent:

- ▶ The concentration of women continues to be very high in some occupational groups, such as:
 - › Health Services
 - › Human Resources Management
 - › Translation
 - › Program and Administrative Services
 - › Police Operations Support

- ▶ The representation of women in Information Technology has fallen. The representation of women has risen slightly in other low-representation occupational groups, but the sustainability of these gains is precarious in some occupational groups, such as:
 - › Ships’ Officers
 - › Operational Services
 - › Architecture, Engineering and Land Survey
 - › Correctional Services



Women in the public service whose average age is one year younger (43) than the average age of the public service overall (44) continue to experience an imbalance in salary distribution. Women were over-represented in the lower salary distribution. Overall, nearly twice as many women as men earned under \$50,000, and women were also over-represented compared to men in the salary bracket of less than \$74,999. This over-representation is a concern consistent with:

- ▶ the concentration of women in lower-paid jobs across occupations
- ▶ hiring and promotion rates to sustain representation at the executive level

Once the *Pay Equity Act* comes into force, the Treasury Board and other federal employers will be required to review the compensation of female-predominant job classes and ensure that they receive equal pay for work of equal value.





Women working in the core public administration

55.0% of employees in the core public administration are women [+0.2]

✓ Higher than their workforce availability of 52.7%

	Women
Hirings	58.3% [+1.8]
Promotions	61.1% [+0.7]
Separations	57.2% [-0.1]

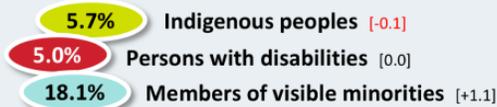
51.1% of executive positions are occupied by women [+0.9]

✓ Higher than their workforce availability of 48.0%

	Women
Hirings	44.9% [-0.4]
Promotions	53.6% [-1.3]
Separations	45.3% [-0.6]

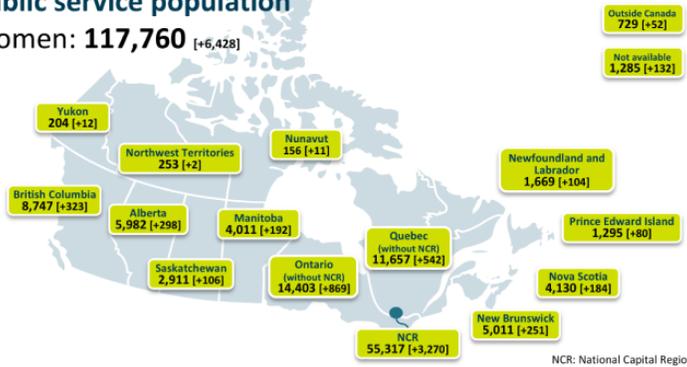
⚠ Caution ● Needs attention

Cross-sectional: Women

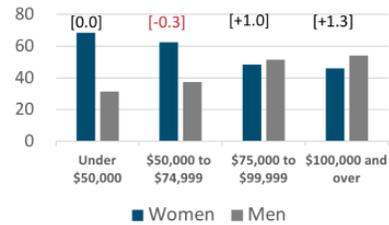


Public service population

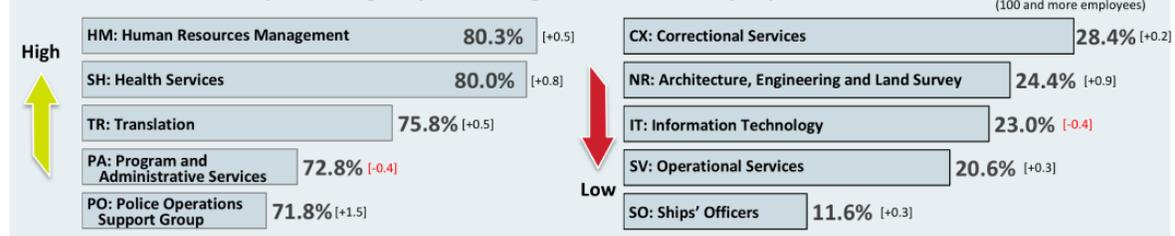
Women: 117,760 [+6,428]



Salary distribution



Occupational groups with highest and lowest proportion of women



Figures in square brackets represent the change since 2018-19.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

To learn more

- ▶ [Diversity and inclusion statistics](#)^v



Initiatives to support women

- The new **Pay Equity Act**, which received royal assent in 2018, will require public service employers to:
 - proactively review compensation systems to ensure that they provide equal pay for work of equal value
 - develop a pay equity plan within three years of the act coming into force

In 2019–20, the enabling regulations required to bring the act into force were developed and published in the *Canada Gazette*, Part I. In addition, the Treasury Board of Canada Secretariat continued with implementation readiness activities for pay equity in the public service.

To learn more

- [Government of Canada moves forward on pay equity to help address wage gaps in federally regulated workplaces^{vi}](#)



Indigenous peoples

The representation rate of Indigenous peoples in the CPA is above estimated workforce availability. However, this rate may not be sustainable because hiring has decreased slightly, and separation remains high (see the infographic and narrative below).

Indigenous peoples have not yet achieved representation levels at parity with workforce availability in the Executive group, which has lower hiring and promotion for Indigenous peoples than for non-Indigenous peoples. Indigenous peoples are leaving the public service at a rate that is higher than their peers. Indigenous peoples are on average one year older (45) than the average age of the public service overall (44).

In 2019–20, the representation of Indigenous peoples did not improve significantly in the occupational groups that have the lowest numbers compared to the previous year.

- ▶ The concentration of Indigenous peoples continues to be highest in the following occupation groups:
 - › Education and Library Science
 - › Correctional Services
 - › Health Services
 - › Program and Administrative Services
 - › Operational Services

- ▶ The under-representation of Indigenous peoples in the following occupational groups indicates that further efforts may be needed to meet or exceed estimated workforce availability:
 - › Border Services
 - › Economics and Social Science Services
 - › Information Technology
 - › Financial Management
 - › Applied Science and Patent Examination

Although the number of Indigenous peoples earning more than \$100,000 increased by 1.8 percentage points in 2019–20, it is still lower than the average, and there continues to be a higher concentration of Indigenous employees in the three lowest salary distributions.





Indigenous peoples

working in the core public administration

2019 to 2020

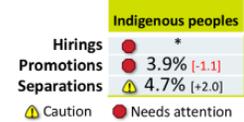
5.1% of employees in the core public administration have identified themselves as Indigenous peoples [0.0]

✓ Higher than their workforce availability of 4.0%



4.1% of executive positions are occupied by Indigenous employees [0.0]

✗ Lower than their workforce availability of 5.1%



*For small numbers less than 5, information is suppressed to protect privacy.

Cross-sectional: Indigenous peoples

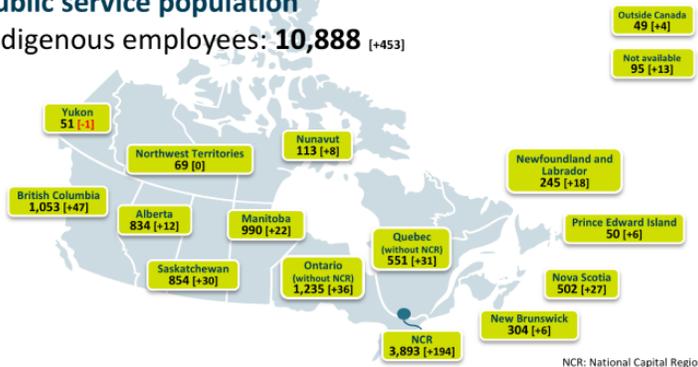


Salary distribution



Public service population

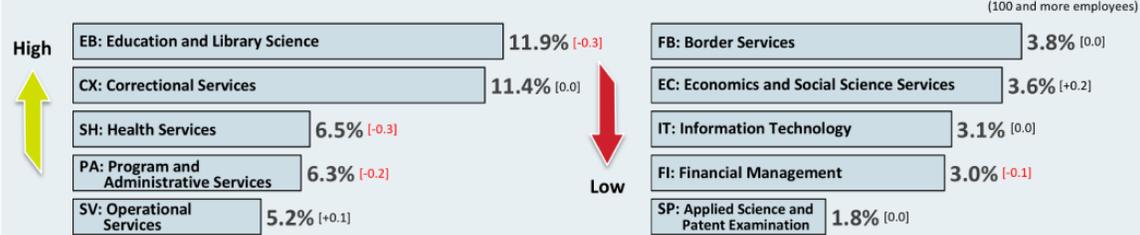
Indigenous employees: **10,888** [+453]



Subgroup population

Métis	2.1%	[-0.1]
North American Indian / First Nation	2.1%	[0.0]
Other	0.8%	[0.0]
Inuit	0.1%	[0.0]

Occupational groups with highest and lowest proportion of Indigenous employees



Figures in square brackets represent the change since 2018-19.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

To learn more

- ▶ [Diversity and inclusion statistics](#)^{vii}



Initiatives to support Indigenous peoples

- The GCpedia site **Building Bridges Through Learning** was launched by the Canada School of Public Service as a one-stop inventory of Indigenous-related learning, training and activities, providing employees with awareness and knowledge of Indigenous cultures, history and contemporary realities.
- Two pathway portals were launched:
 - The Public Service Commission of Canada worked with Indigenous employee networks to co-develop the **Indigenous Career Pathway**, which provides expertise and support for Indigenous recruitment. It includes:
 - the [Inventory of Indigenous Applicants](#)^{viii} (accessible only on the Government of Canada network), which comprises students who have experience in the federal public service and are available for rehiring or appointment opportunities
 - the [Indigenous Recruitment Toolbox](#)^{ix} (accessible only on the Government of Canada network), which provides resources and advice on Indigenous staffing
 - The Office of the Chief Human Resources Officer and Indigenous employee networks co-developed the **Career Pathways for Indigenous Employees** website to provide tools and resources to support Indigenous employees as they navigate their career in the federal public service.
- The **Indigenous Student Employment Opportunity** initiative, which provides onboarding, training, mentorship, networking activities and support services to Indigenous students and their hiring managers, is now open to applications year-round. To further support their inclusion and progress in the public service, students are also offered one-on-one mentorship sessions with Indigenous executives.
- **Pilimmaksaivik**, the whole-of government Inuit employment plan (which covers 2017–19 to 2022–23), oversaw the addition of 45 new Inuit employees in the federal government in Nunavut, for a total of 172, an increase from 123 in January 2017. In 2019, Pilimmaksaivik focused on implementing a pre-employment training plan to remove barriers for the 10,120 Nunavut Inuit who are interested in working for the Government of Canada but who may face challenges in doing so. This plan included the following:
 - the Inuit Learning and Development Plan, which had nine participants in its third cohort (including four in its new science stream)
 - Sivuliqtiurnimut Ilinniarniq, a multi-phased leadership training initiative, which had 12 Nunavut Inuit employees participating in the second cohort

To learn more

- [Indigenous recruitment: information for hiring managers](#)^x
- [Career pathways for Indigenous employees](#)^{xi} (accessible only on the Government of Canada network)
- [Pilimmaksaivik](#)^{xii} (accessible only on the Government of Canada network)



Persons with disabilities

In 2019–20, both the number and proportion of persons with disabilities in the workforce stabilized after a six-year decline (see the infographic and narrative below).

Persons with disabilities are under-represented both overall and in executive positions compared to workforce availability. Their hiring and promotion is lower than employees in general, with promotions decreasing compared to previous years. The difficulties in bridging the gaps are exacerbated by the fact that separations exceed new hires across the public service, and there are a limited number of executive-ready candidates. On average, people with disabilities are four years older (48) than the average age of the public service overall (44).

In 2019–20, the representation of persons with disabilities did not improve significantly with regard to the occupational groups' dispersion. Persons with disabilities continue to not meet workforce availability in any occupational group.

Although the number of persons with disabilities earning more than \$100,000 increased by 1.3 percentage points in 2019–20, it is still lower than the average, and there continues to be a higher concentration of people with disabilities in the three lowest salary distributions.





Persons with disabilities working in the core public administration

2019 to 2020

5.2% of employees in the core public administration have identified themselves as having a disability [0.0]

✗ Lower than their workforce availability of 9.0%

	Persons with disabilities
Hirings	3.9% [+0.2]
Promotions	4.2% [-0.1]
Separations	7.1% [+0.5]

● Needs attention

4.7% of executive positions are occupied by persons with disabilities [+0.1]

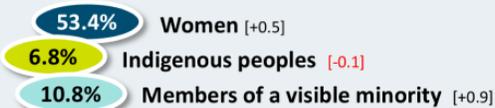
✗ Lower than their workforce availability of 5.3%

	Persons with disabilities
Hirings	*
Promotions	3.5% [-0.7]
Separations	6.1% [-0.6]

● Needs attention

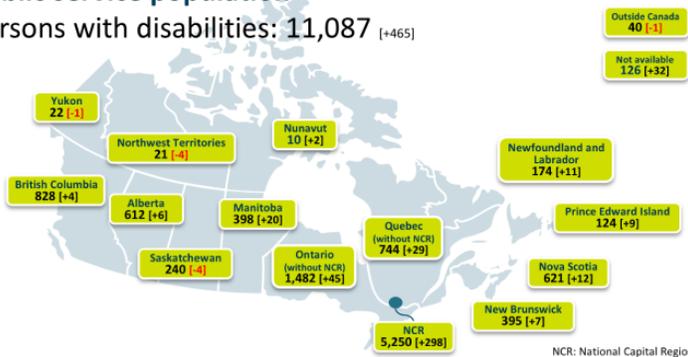
*For small numbers ≤ than 5, information is suppressed to protect privacy.

Cross-sectional: Persons with disabilities



Public service population

Persons with disabilities: 11,087 [+465]

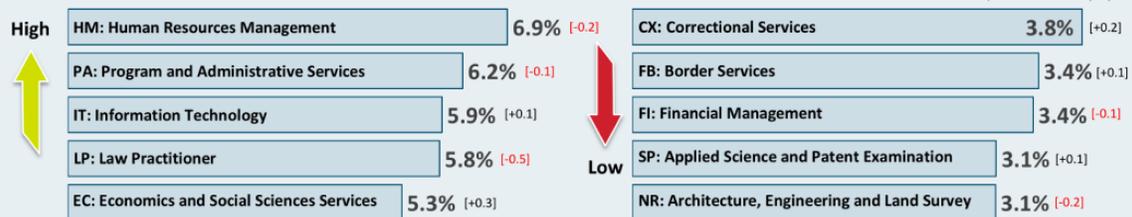


Subgroup population

Other disability	3.1%	[+0.1]
Mobility	0.8%	[0.0]
Deaf or hard of hearing	0.7%	[0.0]
Coordination or dexterity	0.4%	[0.0]
Blind or visual impairment	0.4%	[0.0]
Speech impairment	0.1%	[0.0]

Occupational groups with highest and lowest proportion of persons with disabilities

(100 and more employees)



Figures in square brackets represent the change since 2018–19.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

To learn more

- [Diversity and inclusion statistics](#)^{xiii}



Initiatives to support people with disabilities

- The **Accessibility Strategy for the Public Service of Canada**, released in May 2019, has five goals, two of them directly related to increasing the number of persons with disabilities working in the public service and improving their experiences of employment throughout their careers:
 - removing barriers to accessibility
 - inclusion in the public service
- A **Centralized Enabling Workplace Fund** launched a five-year \$10-million fund (2019–24) to support departments and agencies in developing new tools and guidance, improve existing processes, and experiment with innovative solutions that equip employees to contribute to reaching their full potential.
- A comprehensive **benchmarking study**, comprising two government-wide online surveys, was launched to document feedback from federal employees with disabilities and managers on challenges and opportunities to improve the federal workplace accommodation process.
- A new **Government of Canada Workplace Accessibility Passport** is being piloted by several early-adopter departments as a tool that will follow employees as they change jobs within the CPA. The passport will help streamline conversations with their managers about the tools and supports they need to succeed in their jobs.
- An **Accessibility Hub** was created by the Office of Public Service Accessibility as a source of guidance, tools, tips and best practices on accessibility for departments and agencies.
- The **Federal Internship Program for Canadians with Disabilities** was launched by the Public Service Commission of Canada. The first cohort of 20 interns was hired in eight departments and agencies.
- The **Employment Opportunity for Students with Disabilities**, operated by the Public Service Commission of Canada, is now open to applications year-round. This initiative offers tools such as an onboarding process, training, mentorship, networking activities, and support services to students with disabilities and their hiring managers, including a self-directed mentoring program for students that provides them with access to skilled public servant mentors.
- The **High School Students with Intellectual Disabilities Integration Project**, a pilot partnership with school boards for high school students with intellectual disabilities, had 14 successful placements in 2019–20. The Treasury Board of Canada Secretariat and the Public Service Commission of Canada continue to gather data with a view to formalizing the pilot as an ongoing student employment program.

To learn more

- [Progress Report on Implementation of “Nothing Without Us”: Accessibility Strategy for the Public Service of Canada \(2019–20\)^{xiv}](#)
- [Benchmarking Study of Workplace Accommodations^{xv}](#)



Members of visible minorities

Members of visible minorities have seen improvements in representation from 2018–19 to 2019–20, including among all subgroups, with Black employees seeing the largest increase (see the infographic and narrative below).

There is a slight increase in the number of executives who are members of a visible minority, which means that representation in both the general population and the Executive group exceed workforce availability. The hiring and promotion of members of visible minorities also increased. The average age of members of visible minorities is two years younger (42) than the average age of the public service overall (44).

In 2019–20, members of visible minorities continue to be concentrated in certain occupational groups.

- ▶ The number of members of visible minorities exceeds workforce availability in the following occupational groups:
 - › Financial Management
 - › Architecture, Engineering and Land Survey
 - › Economics and Social Science Services
 - › Information Technology
 - › Applied Science and Patent Examination
- ▶ Continued effort is required to:
 - › sustain an increase in occupational groups that have the lowest representation of members of visible minorities, including executives, and Operational Services, Technical Services and Correctional Services
 - › reverse the loss from the Electronics occupational group





Members of visible minorities working in the core public administration

2019 to 2020

17.8% of employees in the core public administration have identified themselves as a member of visible minorities [+1.1]

✓ Higher than their workforce availability of 15.3%

Members of visible minorities	
Hirings	21.3% [+2.0]
Promotions	19.9% [+1.2]
Separations	10.5% [+0.7]

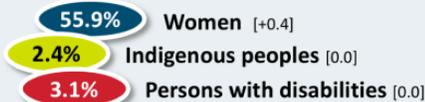
11.5% of executive positions are occupied by members of visible minorities [+0.4]

✓ Higher than their workforce availability of 10.6%

Members of visible minorities	
Hirings	*
Promotions	13.0% [-0.6]
Separations	6.5% [-0.4]

* For small numbers ≤ than 5, information is suppressed to protect privacy.

Cross-sectional: Members of visible minorities



Salary distribution



Public service population

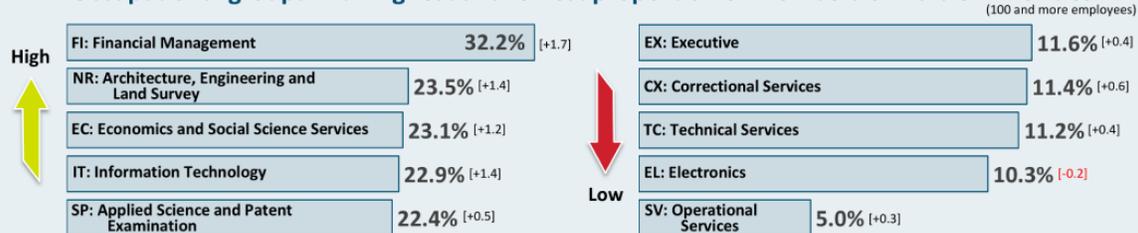
Members of visible minorities: 38,145 [+4,141]



Subgroup population

Black	3.5%	[+0.3]
Chinese	3.0%	[0.0]
South Asian / East Indian	3.0%	[+0.1]
Other visible minority group	2.3%	[0.0]
Non-white West Asian, North African or Arab	2.0%	[+0.2]
Person of mixed origin	1.4%	[+0.1]
Southeast Asian	0.8%	[+0.1]
Non-white Latin American	0.7%	[0.0]
Filipino	0.7%	[+0.1]
Korean	0.2%	[0.0]
Japanese	0.1%	[0.0]

Occupational groups with highest and lowest proportion of members of visible minorities



Figures in square brackets represent the change since 2018-19.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

To learn more

- [Diversity and inclusion statistics](#)^{xvi}



Initiatives to support members of visible minorities

- In July 2020, the **Canadian Human Rights Commission** announced that it had launched an audit to specifically examine the representation of racialized people in senior-level positions across the federal public service. This audit is intended to:
 - identify where employment equity gaps and barriers exist for racialized employees
 - raise awareness and provide an opportunity to share best practices in hiring, retention and promotion
- In October 2019, Canadian Heritage in collaboration with the Visible Minorities Champions and Chairs Committee held a **design jam** to introduce new ways of exploring issues of racism, discrimination, harassment and systemic barriers. The session explored areas such as:
 - the term “visible minorities” and whether this term remains the most effective language to support and promote employment equity
 - prototypes for concrete solutions to issues such as self-identification, career progression barriers, and ways to better assist members of visible minorities to qualify for and obtain positions at all levels of the public service
 - analysis and use of disaggregated data to better inform policies and programs pertaining to members of visible minorities within the public service



2019 Public Service Employee Survey

The Public Service Employee Survey (PSES) has historically included four demographic questions allowing respondents to self-identify as members of the four designated employment equity groups. The 2019 PSES included 112 questions on themes such as mental health, compensation, leadership, use of official languages, harassment and discrimination. The [2019 PSES section of the Open government portal](#)^{xvii} has more in-depth information.

Women

Women generally had more positive results than men, except in some areas, such as ethical workplace, harassment, and some aspects of work-related stress.

Indigenous peoples

Results for Indigenous employees were much less positive than for non-Indigenous employees. Of note, Indigenous employees were less positive about organizational support for inclusion.

Persons with disabilities

Results for persons with disabilities were less positive overall. Notably, the rates of indicating harassment and discrimination among persons with disabilities were both 17% higher than for the rest of the public service.

Members of visible minorities

Members of visible minorities had similar results for most aspects of the survey when compared with members of non-visible minorities. More positive results were observed concerning senior management and mental health, but results were less positive for inclusion and empowerment.

Feedback used to measure employee perceptions

We value the feedback that public servants provide us through the PSES and other community-specific surveys, and we use it to measure the impact on employees' perceptions of the policies and programs that organizations implement to support a safe, healthy and inclusive workplace.



The way forward: adopting an inclusive mindset

The public service is intensifying its commitments to build a work culture that values inclusiveness and diversity, recognizing the influence that this culture will have on public servants and diverse people in Canada for whom it provides services. Achieving levels of representation that reflect workforce availability, where we have done so, is an important step, but it is not enough. The day-to-day experience of individuals feeling a sense of belonging and being valued is paramount. Achieving true inclusion will involve promoting cultural competence² and fostering an attitudinal shift that welcomes diverse perspectives and recognizes the talent and contribution of diverse employees.

To sustain any progress, we will need to match our efforts in achieving diversity with efforts to foster inclusion in the workplace. A workplace that is not inclusive will ultimately fail to sustain diversity, maintain employment equity, and retain its workforce. Such a workplace cannot be an environment where individuals can thrive, regardless of their background. Only recently has the profound impact of understanding and appreciating the lived experience of individuals gained widespread recognition. Expanding opportunities for sharing lived experiences in safe, positive, and supportive settings will be vital to the development of an inclusive workplace culture.

To be truly inclusive, a workplace must have targeted programs and initiatives, meaningful participation, active listening, and engagement on charting paths forward. Specific, community-based approaches will be necessary to ensure that meaningful change can be achieved and that such change resonates with our equity-seeking employees.

The 2020–21 employment equity annual report will provide an update on significant new initiatives to improve diversity and inclusion in the workplace that have been launched since spring 2020. These include efforts to:

- ▶ generate and report data that give a more accurate picture of representation gaps, which can be used to align strategies for improvement
- ▶ increase the diversity of senior leaders
- ▶ ensure appropriate benchmarks to assess progress
- ▶ support the review of the *Employment Equity Act*
- ▶ examine the *Public Service Employment Act* to address bias and barriers in staffing
- ▶ pursue further education and awareness initiatives in support of inclusion

2. Cultural competence is the ability to understand and interact effectively with people from cultures other than one's own.



About this report

The *Employment Equity Act* came into force in 1986 with the goal of achieving equality in the workplace. It seeks to correct the conditions of disadvantage experienced by four designated groups by giving effect to the principles that employment equity requires special measures and the accommodation of differences. The four employment equity groups are:

- ▶ women
- ▶ Indigenous peoples
- ▶ persons with disabilities
- ▶ members of visible minorities

In 1996, Canada's federal public service became subject to the act and the *Employment Equity Regulations*.

Each fiscal year, the President of the Treasury Board must table a report in Parliament on the state of employment equity of the four designated groups within the core public administration,³ as well as similar reports produced by separate agencies with 100 or more employees.⁴

About the data

The data in this report focuses on employees to whom the regulations apply, which make up 92.6% of the active population of the core public administration:

- ▶ indeterminate employees
- ▶ employees on a term of three months or more
- ▶ seasonal employees

The data in this report is based on a mandatory self-identification form (paper or electronic) provided to all new employees. Employees may voluntarily self-identify as belonging to one or more of the designated groups.

3. The CPA comprises the 67 departments and agencies listed in Schedule I and Schedule IV of the *Financial Administration Act*.

4. Separate agencies comprise the federal organizations listed in Schedule V of the *Financial Administration Act*. In 2019–20, 20 such agencies had 100 or more employees.



Appendix: statistical tables of employment equity data specific to compliance requirements of section 21 of the *Employment Equity Act*

Table 1: distribution of public service of Canada employees by designated group according to department or agency

The following table includes information (as of March 31, 2020) regarding indeterminate, term, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Overall WFA	25,553	67.6	17,283	52.7%	1,125	4.4	1,561	9.0%	6,210	15.3%
Employment and Social Development Canada	24,943	10,197	40.9	865	3.5	1,388	5.6	2,530	10.1	
National Defence ¹	17,253	8,530	49.4	1,800	10.4	1,067	6.2	1,986	11.5	
Correctional Service Canada	15,940	9,512	59.7	523	3.3	798	5.0	2,712	17.0	
Public Services and Procurement Canada	13,666	6,411	46.9	485	3.5	508	3.7	2,455	18.0	
Canada Border Services Agency	11,909	4,852	40.7	569	4.8	489	4.1	867	7.3	
Fisheries and Oceans Canada ²	10,553	7,115	67.4	902	8.5	519	4.9	2,581	24.5	
Health Canada ³	7,740	5,769	74.5	457	5.9	311	4.0	1,147	14.8	
Royal Canadian Mounted Police (Civilian Staff)	7,452	4,790	64.3	226	3.0	338	4.5	2,413	32.4	
Immigration, Refugees and Citizenship Canada	6,849	3,471	50.7	196	2.9	341	5.0	1,251	18.3	
Environment and Climate Change Canada	6,686	2,198	32.9	234	3.5	400	6.0	1,304	19.5	
Shared Services Canada	6,180	3,453	55.9	396	6.4	240	3.9	1,543	25.0	
Global Affairs Canada	5,443	2,413	44.3	211	3.9	241	4.4	979	18.0	
Transport Canada	5,160	2,580	50.0	144	2.8	228	4.4	1,159	22.5	
Innovation, Science and Economic Development Canada	5,071	2,527	49.8	127	2.5	291	5.7	1,235	24.4	
Statistics Canada	4,879	3,151	64.6	1,214	24.9	245	5.0	816	16.7	
Crown-Indigenous Relations and Northern Affairs Canada ³	4,810	2,503	52.0	162	3.4	223	4.6	847	17.6	
Agriculture and Agri-Food Canada	4,670	3,198	68.5	181	3.9	279	6.0	954	20.4	
Department of Justice Canada	4,188	1,970	47.0	113	2.7	192	4.6	688	16.4	
Natural Resources Canada	3,136	2,278	72.6	132	4.2	223	7.1	280	8.9	
Veterans Affairs Canada	2,142	1,474	68.8	71	3.3	119	5.6	496	23.2	
Public Health Agency of Canada	2,085	1,256	60.2	51	2.4	129	6.2	418	20.0	
Treasury Board of Canada Secretariat	1,709	1,163	68.1	79	4.6	88	5.1	270	15.8	
Canadian Heritage	1,402	888	63.3	43	3.1	64	4.6	488	34.8	
Immigration and Refugee Board of Canada	1,157	688	59.5	53	4.6	74	6.4	198	17.1	
Public Safety Canada	987	652	66.1	55	5.6	54	5.5	149	15.1	
Public Prosecution Service of Canada										

Table 1: distribution of public service of Canada employees by designated group according to department or agency (cont'd)

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Library and Archives Canada	963	62.0	597	62.0	44	4.6	46	4.8	82	8.5
Privy Council Office	910	54.5	496	54.5	37	4.1	37	4.1	172	18.9
Public Service Commission of Canada	863	64.4	556	64.4	34	3.9	73	8.5	195	22.6
Department of Finance Canada	792	46.6	369	46.6	19	2.4	36	4.5	147	18.6
Courts Administration Service	719	65.6	472	65.6	20	2.8	40	5.6	169	23.5
Electors Canada	713	51.2	365	51.2	17	2.4	46	6.5	143	20.1
Canada School of Public Service	607	65.6	398	65.6	29	4.8	36	5.9	112	18.5
Canadian Space Agency	606	45.2	274	45.2	9	1.5	36	5.9	106	17.5
Atlantic Canada Opportunities Agency	566	64.0	362	64.0	16	2.8	27	4.8	28	4.9
Infrastructure Canada	539	62.5	337	62.5	15	2.8	23	4.3	108	20.0
Canadian Radio-television and Telecommunications Commission	493	53.8	265	53.8	24	4.9	23	4.7	86	17.4
Administrative Tribunals Support Service of Canada	438	64.4	282	64.4	11	2.5	24	5.5	65	14.8
Parole Board of Canada	425	79.8	339	79.8	21	4.9	22	5.2	61	14.4
Canadian Grain Commission	418	47.8	200	47.8	23	5.5	16	3.8	106	25.4
Impact Assessment Agency of Canada ⁴	389	67.1	261	67.1	23	5.9	14	3.6	53	13.6
Western Economic Diversification Canada	319	55.5	177	55.5	28	8.8	10	3.1	75	23.5
Canada Economic Development for Quebec Regions	303	55.4	168	55.4	*	*	10	3.3	53	17.5
Offices of the Information and Privacy Commissioners of Canada	263	61.2	161	61.2	14	5.3	11	4.2	32	12.2
Canadian Transportation Agency	260	55.0	143	55.0	*	*	14	5.4	50	19.2
Federal Economic Development Agency for Southern Ontario	237	64.1	152	64.1	9	3.8	21	8.9	70	29.5
Women and Gender Equality Canada	226	85.0	192	85.0	9	4.0	13	5.8	52	23.0
Transportation Safety Board of Canada	211	35.5	75	35.5	*	*	10	4.7	26	12.3
Registrar of the Supreme Court of Canada	205	60.5	124	60.5	10	4.9	14	6.8	23	11.2
Canadian Human Rights Commission	204	70.6	144	70.6	8	3.9	32	15.7	42	20.6
Office of the Commissioner of Official Languages	147	63.9	94	63.9	6	4.1	*	*	14	9.5
Office of the Governor General's Secretary	139	61.2	85	61.2	*	*	9	6.5	22	15.8
Canadian Northern Economic Development Agency	94	66.0	62	66.0	21	22.3	*	*	16	17.0
Patented Medicine Prices Review Board Canada	75	49.3	37	49.3	*	*	*	*	11	14.7
Civilian Review and Complaints Commission for the RCMP	68	57.4	39	57.4	*	*	*	*	14	20.6





Table 1: distribution of public service of Canada employees by designated group according to department or agency (cont'd)

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Canadian Dairy Commission	64	56.3	36	*	*	*	*	*	11	17.2
Veterans Review and Appeal Board	62	69.4	43	*	*	*	6	9.7	0	0.0
Office of the Commissioner for Federal Judicial Affairs Canada	55	65.5	36	*	*	*	*	*	*	*
Military Grievances External Review Committee	36	58.3	21	*	*	*	*	*	6	16.7
International Joint Commission	28	50.0	14	0	0.0	0	0	0.0	*	*
Office of the Public Sector Integrity Commissioner of Canada	26	53.8	14	*	*	*	*	*	*	*
Office of the Commissioner of Lobbying of Canada	23	39.1	9	0	0.0	0	0	0.0	0	0.0
Military Police Complaints Commission of Canada	20	65.0	13	0	0.0	0	0	0.0	*	*
Canadian Intergovernmental Conference Secretariat	19	52.6	10	*	*	*	*	*	*	*
Copyright Board Canada	14	50.0	7	0	0.0	0	0	0.0	*	*
Secretariat of the National Security and Intelligence Committee of Parliamentarians	9	*	*	0	0.0	0	0	0.0	0	0.0
RCMP External Review Committee	9	*	*	0	0.0	0	0	0.0	0	0.0
Total	214,120	55.0	117,760	5.1	10,888	5.1	11,087	5.2	38,145	17.8

Notes

WFA (workforce availability) is based on 2019 population data.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

¹ National Defence includes civilian staff only (data for members of the Canadian Armed Forces are not included because Treasury Board is not the employer).

² Fisheries and Oceans Canada data include data for the Canadian Coast Guard.

³ Health Canada (HC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) have been impacted by the creation of Indigenous Services Canada (ISC). Changes in administrative systems for these organizations have yet to occur, so departmental statistics do not reflect any changes. As a result, statistics related to HC and CIRNAC include employees that are now part of ISC. Statistics related to ISC are not yet available.

⁴ Renamed the Impact Assessment Agency of Canada in the Treasury Board of Canada Secretariat's Registry of Applied Tables on September 3, 2019.

* Information for small numbers has been suppressed (counts of 1 to 5). Additionally, to avoid residual leakage, other data points may also be suppressed.

Table 2: distribution of public service of Canada employees by designated group and region of work

The following table includes information (as of March 31, 2020) regarding indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Region of work	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Newfoundland and Labrador	3,493	47.8	1,669	47.8	245	7.0	174	5.0	81	2.3
Prince Edward Island	2,046	63.3	1,295	63.3	50	2.4	124	6.1	73	3.6
Nova Scotia	8,874	46.5	4,130	46.5	502	5.7	621	7.0	566	6.4
New Brunswick	8,574	58.4	5,011	58.4	304	3.5	395	4.6	300	3.5
Quebec (without the NCR) ¹	22,129	52.7	11,657	52.7	551	2.5	744	3.4	2,975	13.4
NCR (Quebec) ¹	29,205	57.4	16,752	57.4	1,473	5.0	1,537	5.3	5,429	18.6
NCR (Ontario) ¹	69,291	55.7	38,565	55.7	2,420	3.5	3,713	5.4	14,295	20.6
NCR ¹	98,496	56.2	55,317	56.2	3,893	4.0	5,250	5.3	19,724	20.0
Ontario (with out the NCR) ¹	25,781	55.9	14,403	55.9	1,235	4.8	1,482	5.7	6,092	23.6
Manitoba	6,966	57.6	4,011	57.6	990	14.2	398	5.7	917	13.2
Saskatchewan	4,793	60.7	2,911	60.7	854	17.8	240	5.0	420	8.8
Alberta	10,573	56.6	5,982	56.6	834	7.9	612	5.8	1,877	17.8
British Columbia	17,640	49.6	8,747	49.6	1,053	6.0	828	4.7	4,286	24.3
Yukon	326	62.6	204	62.6	51	15.6	22	6.7	28	8.6
Northwest Territories	411	61.6	253	61.6	69	16.8	21	5.1	36	8.8
Nunavut	252	61.9	156	61.9	113	44.8	10	4.0	29	11.5
Outside Canada	1,439	50.7	729	50.7	49	3.4	40	2.8	298	20.7
Not available ²	2,327	55.2	1,285	55.2	95	4.1	126	5.4	443	19.0
Total	214,120	55.0	117,760	55.0	10,888	5.1	11,087	5.2	38,145	17.8

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated groups, and men are included in the total. Representation by region is provided for information to support data reporting, although workforce availability is provided only at the national, aggregate level for the public service of Canada.

¹ NCR stands for National Capital Region and includes NCR Quebec and NCR Ontario.

² A portion of the geographic data is not available due to changes in the central data systems.





Table 3.1: distribution of public service of Canada employees by designated group and occupational groups in force

The following table includes information (as of March 31, 2020) regarding indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Occupational group	All employees		Women		Men		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
AT: Air Traffic Control	10	*	*	*	*	*	0	0.0	0	0.0	0	0.0
AO: Aircraft Operations	382	40	10.5	342	89.5	11	2.9	*	*	10	2.6	
AU: Auditing	152	76	50.0	76	50.0	*	*	*	*	42	27.6	
AV: Commerce and Purchasing	6,200	3,229	52.1	2,968	47.9	251	4.0	329	5.3	1,118	18.0	
CX: Correctional Services	7,092	2,014	28.4	5,075	71.6	808	11.4	268	3.8	809	11.4	
EB: Education and Library Science	1,085	743	68.5	342	31.5	129	11.9	45	4.1	144	13.3	
EC: Economics and Social Science Services	18,134	10,562	58.2	7,567	41.7	661	3.6	953	5.3	4,195	23.1	
EL: Electronics	1,082	71	6.6	1,009	93.3	34	3.1	45	4.2	111	10.3	
EX: Executive	5,895	2,970	50.4	2,925	49.6	244	4.1	278	4.7	681	11.6	
FB: Border Services	9,673	3,932	40.6	5,741	59.4	372	3.8	330	3.4	1,509	15.6	
FI: Financial Management	5,286	3,010	56.9	2,272	43.0	161	3.0	178	3.4	1,703	32.2	
FS: Foreign Service	1,866	1,021	54.7	845	45.3	76	4.1	67	3.6	388	20.8	
HIM: Human Resources Management	4,379	3,518	80.3	861	19.7	213	4.9	303	6.9	781	17.8	
IT: Information Technology	16,195	3,732	23.0	12,456	76.9	505	3.1	954	5.9	3,701	22.9	
LC: Law Management	317	202	63.7	115	36.3	10	3.2	13	4.1	33	10.4	
LP: Law Practitioner	3,026	1,767	58.4	1,253	41.4	125	4.1	177	5.8	525	17.3	
NRC: Architecture, Engineering and Land Survey	3,999	975	24.4	3,023	75.6	73	1.8	122	3.1	940	23.5	
PA: Program and Administrative Services	89,149	64,881	72.8	24,210	27.2	5,626	6.3	5,541	6.2	16,576	18.6	
PM-MCO: Negotiation, Mediation and Conciliation Officer	41	20	48.8	21	51.2	*	*	*	*	*	*	
PO: Police Operations Support	415	298	71.8	115	27.7	15	3.6	*	*	47	11.3	
PR: Non-Supervisory Printing Services	4	*	*	*	*	*	*	*	0.0	0	0.0	
RE: Research	2,699	899	33.3	1,800	66.7	33	1.2	64	2.4	572	21.2	

Table 3.1: distribution of public service of Canada employees by designated group and occupational groups in force (cont'd)

Occupational group	All employees		Women		Men		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
RO: Radio Operations	282	34.8	98	65.2	184	7.1	20	5.3	15	5.3	*	*
SH: Health Services	3,316	80.0	2,653	19.9	659	6.5	217	3.9	130	3.9	401	12.1
SO: Ships' Officers	1,246	11.6	144	88.4	1,102	1.7	21	1.8	23	1.8	41	3.3
SP: Applied Science and Patent Examination	8,772	53.0	4,648	47.0	4,124	1.8	159	3.1	268	3.1	1,964	22.4
SR(C): Ship Repair Chargehands and Production Supervisors (East)	56	*	*	*	*	*	*	*	*	*	*	*
SR(E): Ship Repair (East)	599	5.8	35	94.2	564	3.8	23	4.3	26	4.3	18	3.0
SR(W): Ship Repair (West)	698	4.6	32	95.3	665	3.2	22	2.6	18	2.6	24	3.4
SV: Operational Services	10,403	20.6	2,141	79.3	8,251	5.2	540	4.5	465	4.5	525	5.0
TC: Technical Services	10,604	31.6	3,349	68.4	7,253	4.9	524	4.1	435	4.1	1,184	11.2
TR: Translation	842	75.8	638	24.2	204	0.8	7	2.5	21	2.5	56	6.7
UT: University Teaching	207	24.2	50	74.4	154	*	*	*	*	*	37	17.9
Unknown	14	50.0	7	50.0	7	0.0	0	0.0	0	0.0	2	14.3
Total	214,120	117,760	55.0	45.0	96,248	5.1	10,888	5.2	11,087	5.2	38,145	17.8

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

* Information for small numbers has been suppressed (counts of 1 to 5). Additionally, to avoid residual disclosure, other data points may also be suppressed.



Table 3.2: distribution of public service of Canada employees by designated group and (outdated) occupational category

The following table includes information (as of March 31, 2020) regarding indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Occupational category (outdated)	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Executives ¹	6,212	51.1	3,172	51.1	254	4.1	291	4.7	714	11.5
EX (Executive)	5,895	50.4	2,970	50.4	244	4.1	278	4.7	681	11.6
LC (Law Management)	317	63.7	202	63.7	10	3.2	13	4.1	33	10.4
Scientific and Professional	41,355	54.0	22,342	54.0	1,378	3.3	1,765	4.3	8,816	21.3
Administrative and Foreign Service	105,165	62.4	65,623	62.4	5,639	5.4	6,071	5.8	20,716	19.7
Technical	13,640	27.4	3,733	27.4	631	4.6	523	3.8	1,354	9.9
Administrative Support	18,794	76.8	14,427	76.8	1,201	6.4	1,323	7.0	3,610	19.2
Operational	28,940	29.2	8,456	29.2	1,785	6.2	1,114	3.8	2,933	10.1
Undetermined	14	50.0	7	50.0	0	0.0	0	0.0	2	14.3
Total	214,120	55.0	117,760	55.0	10,888	5.1	11,087	5.2	38,145	17.8

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

¹ The LC (Law Management) group has been included as part of the Executive group since the 2011-12 fiscal year.

Table 4: distribution of public service of Canada employees by designated group and salary range

The following table includes information (as of March 31, 2020) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Salary range (\$)	All employees			Women			Indigenous peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	% of salary range	Number	% of salary range	% of EE [†] group	Number	% of salary range	% of EE [†] group	Number	% of salary range	% of EE [†] group	Number	% of salary range	% of EE [†] group
Under 5,000	61	0.0	*	*	*	*	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
5,000 to 9,999	175	0.1	29.7	52	29.7	0.0	*	*	*	*	*	*	*	*	*
10,000 to 14,999	66	0.0	*	*	*	*	*	*	*	*	*	*	*	*	*
15,000 to 19,999	201	0.1	58.7	118	58.7	0.1	10	5.0	0.1	12	6.0	0.1	43	21.4	0.1
20,000 to 24,999	214	0.1	69.6	149	69.6	0.1	9	4.2	0.1	8	3.7	0.1	40	18.7	0.1
25,000 to 34,999	651	0.3	81.0	527	81.0	0.4	44	6.8	0.4	40	6.1	0.4	102	15.7	0.3
35,000 to 49,999	8,948	4.2	68.9	6,162	68.9	5.2	507	5.7	4.7	545	6.1	4.9	1,593	17.8	4.2
50,000 to 74,999	92,653	43.3	62.6	57,986	62.6	49.2	5,137	5.5	47.2	5,234	5.6	47.2	17,670	19.1	46.3
75,000 to 99,999	67,327	31.4	48.4	32,610	48.4	27.7	3,675	5.5	33.8	3,235	4.8	29.2	11,322	16.8	29.7
100,000 to 149,999	40,265	18.8	45.5	18,338	45.5	15.6	1,384	3.4	12.7	1,816	4.5	16.4	6,920	17.2	18.1
150,000 to 199,999	3,240	1.5	49.8	1,615	49.8	1.4	*	*	*	170	5.2	1.5	406	12.5	1.1
200,000 to 249,999	314	0.1	*	*	*	*	*	*	*	15	4.8	0.1	*	*	*
250,000 and over	5	0.0	*	*	*	*	0	0.0	0.0	0	0.0	0.0	*	*	*
Total	214,120	100.0	55.0	117,760	55.0	100.0	10,888	5.1	100.0	11,087	5.2	100.0	38,145	17.8	100.0

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[†] EE: employment equity

* Information for small numbers has been suppressed (counts of 1 to 5). Additionally, to avoid residual disclosure, other data points may also be suppressed.





Table 5: hirings into, promotions within and separations from the public service of Canada by designated group

The following table includes information (as of March 31, 2020) regarding indeterminate, term, seasonal and temporary employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Action type	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Hirings	24,901	58.3	14,505	4.0	988	3.9	977	5,302	21.3	
Promotions	27,211	61.1	16,628	4.9	1,332	4.2	1,133	5,405	19.9	
Separations	13,043	57.2	7,459	5.3	697	7.1	931	1,371	10.5	

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

The sum of designated groups does not equal the total ("all employees") because employees may have voluntarily chosen to self-identify in more than one designated group, and men are included in the total.

"Hirings" refers to employees who were added to the public service of Canada payroll between April 1, 2019, and March 31, 2020.

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the *Financial Administration Act*, Schedules I and IV, and the *Public Service Employment Act*.

"Separations" refers to employees who left the public service of Canada payroll between April 1, 2019, and March 31, 2020.

Percentages are that designated group's share of all actions of the given type.

Table 6: distribution of public service of Canada employees by designated group and age range

The following table includes information (as of March 31, 2020) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Age range	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number employees	% of all employees	Number	% of age range	Number	% of age range	Number	% of age range	Number	% of age range
Under 20	116	0.1	50	43.1	6	5.2	0.1	*	*	*
20 to 24	5,920	2.8	3,537	59.7	267	4.5	2.5	1.6	1,370	23.1
25 to 29	18,657	8.7	11,143	59.7	755	4.0	6.9	5.7	4,538	24.3
30 to 34	22,030	10.3	12,258	55.6	1,032	4.7	9.5	6.6	4,663	21.2
35 to 39	29,342	13.7	16,536	56.4	1,372	4.7	12.6	9.7	5,603	19.1
40 to 44	33,762	15.8	19,312	57.2	1,699	5.0	15.6	13.5	6,357	18.8
45 to 49	32,181	15.0	18,007	56.0	1,856	5.8	17.0	15.4	5,427	16.9
50 to 54	30,284	14.1	16,461	54.4	1,822	6.0	16.7	17.2	4,529	15.0
55 to 59	25,519	11.9	12,872	50.4	1,346	5.3	12.4	17.5	3,260	12.8
60 to 64	11,836	5.5	5,634	47.6	556	4.7	5.1	8.6	1,677	14.2
65 to 69	3,516	1.6	1,555	44.2	145	4.1	1.3	2.9	533	15.2
70+	955	0.4	393	41.2	32	3.4	0.3	0.7	186	19.5
Unknown	2	0.0	2	100.0	0	0.0	0.0	*	*	*
Total	214,120	100.0	117,760	55.0	10,888	5.1	100.0	5.2	38,145	17.8

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

* EE: employment equity

* Information for small numbers has been suppressed (counts of 1 to 5). Additionally, to avoid residual leakage, other data points may also be suppressed.



Table 7: representation in the public service of Canada by designated group and fiscal year

The following table includes information (as of March 31, 2020) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Public service representation	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
As at March 31, 2020	214,120	55.0	117,760	55.0	10,888	5.1	11,087	5.2	38,145	17.8
As at March 31, 2019	203,268	54.8	111,332	54.8	10,435	5.1	10,622	5.2	34,004	16.7
As at March 31, 2018	192,467	54.8	105,465	54.8	9,876	5.1	10,181	5.3	30,273	15.7
As at March 31, 2017	185,484	54.5	101,136	54.5	9,726	5.2	10,259	5.5	28,058	15.1
As at March 31, 2016	181,674	54.4	98,846	54.4	9,358	5.2	10,092	5.6	26,336	14.5
As at March 31, 2015	180,681	54.3	98,051	54.3	9,232	5.1	10,204	5.6	24,849	13.8
As at March 31, 2014	181,356	54.1	98,078	54.1	9,239	5.1	10,390	5.7	23,919	13.2
As at March 31, 2013	188,342	54.2	102,124	54.2	9,491	5.0	10,871	5.8	23,812	12.6
As at March 31, 2012	198,793	54.6	108,620	54.6	9,785	4.9	11,418	5.7	23,978	12.1
As at March 31, 2011	202,631	54.8	111,051	54.8	9,486	4.7	11,388	5.6	22,998	11.3
As at March 31, 2010	202,386	54.8	110,867	54.8	9,307	4.6	11,620	5.7	21,567	10.7
As at March 31, 2009	195,667	54.7	107,089	54.7	8,892	4.5	11,468	5.9	19,264	9.8
As at March 31, 2008	186,754	54.4	101,589	54.4	8,190	4.4	11,001	5.9	17,207	9.2
As at March 31, 2007	179,540	53.9	96,816	53.9	7,610	4.2	10,192	5.7	15,787	8.8
As at March 31, 2006	176,630	53.8	95,013	53.8	7,381	4.2	10,169	5.8	15,112	8.6
As at March 31, 2005	165,856	53.5	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1
As at March 31, 2004	165,976	53.1	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8
As at March 31, 2003	163,314	52.8	86,162	52.8	6,426	3.9	9,155	5.6	12,058	7.4
As at March 31, 2002	157,510	52.5	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8
As at March 31, 2001	149,339	52.1	77,785	52.1	5,316	3.6	7,621	5.1	9,143	6.1
As at March 31, 2000* (Revenue Canada excluded)	141,253	51.4	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5
As at March 31, 1999 (Revenue Canada included)	178,340	51.5	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831	50.5	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1

Table 7: representation in the public service of Canada by designated group and fiscal year (cont'd)

Workforce availability	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
2016 Census and 2017 Canadian Survey on Disability	n/a	52.7	n/a	4.0	n/a	9.0	n/a	15.3	n/a	
2011 National Household Survey and 2012 Canadian Survey on Disability	n/a	52.5	n/a	3.4	n/a	4.4	n/a	13.0	n/a	
2006 Census and Participation and Activity Limitation Survey (PALS)	n/a	52.3	n/a	3.0	n/a	4.0	n/a	12.4	n/a	
2001 Census and PALS	n/a	52.2	n/a	2.5	n/a	3.6	n/a	10.4	n/a	
1996 Census and 1991 Health and Activity Limitation Survey (HALS)	n/a	48.7	n/a	1.7	n/a	4.8	n/a	8.7	n/a	
1991 Census and HALS	n/a	47.3	n/a	2.6	n/a	4.8	n/a	9.0	n/a	

* Revenue Canada became a separate employer, the Canada Customs and Revenue Agency, on November 1, 1999.

n/a: not applicable

Notes

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees. The data in this and other tables in this report cover employees identified for the purpose of employment equity in the Employment Equity Regulations and the Employment Equity Act. The estimates of workforce availability are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability and the post-Census Participation and Activity Limitation Survey (PALS). Estimates include only Canadian citizens in those occupations in the Canadian workforce that correspond to occupations in the federal public service. Workforce availability is based on 2019 population data.



Endnotes

- i. Generate and share data, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- ii. Diversity and inclusion areas of focus for the public service, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/diversity-inclusion-priorities-public-service.html>
- iii. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- iv. *Policy on People Management*, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32621§ion=html>
- v. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- vi. Government of Canada moves forward on pay equity to help address wage gaps in federally regulated workplaces, <https://www.canada.ca/en/employment-social-development/news/2020/11/pay-equity.html>
- vii. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- viii. Inventory of Indigenous Applicants, https://www.gcpeia.gc.ca/wiki/Indigenous_Career_Pathways_%E2%80%93_Inventory_of_Indigenous_Applicants
- ix. Indigenous Recruitment Toolbox, <http://extranet.psc-cfp.gc.ca/sib-dgsi/indigenous-recruitment-toolbox-eng.htm>
- x. Indigenous recruitment: information for hiring managers, <https://www.canada.ca/en/public-service-commission/jobs/services/gc-jobs/indigenous-recruitment-information-hiring-managers.html>
- xi. Career pathways for Indigenous employees, <https://intranet.canada.ca/cdl-dca/cpie-ccca/index-eng.asp>
- xii. Pilimmaksaivik, <https://www.gcpeia.gc.ca/wiki/Pilimmaksaivik>
- xiii. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- xiv. *Progress Report on Implementation of “Nothing Without Us”: Accessibility Strategy for the Public Service of Canada (2019–20)*, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc/progress-report-implementation-nothing-without-us-2019-20.html>
- xv. Benchmarking Study of Workplace Accommodations, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/benchmarking-study-workplace-accommodations.html>
- xvi. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
- xvii. 2019 PSES section of the Open government portal, <https://open.canada.ca/data/en/dataset/2e4a1eb3-82ba-4a14-a5a3-f40bc11660bf>

