



**EMPLOYMENT EQUITY,
DIVERSITY AND INCLUSION AT
THE CANADA REVENUE
AGENCY**
ANNUAL REPORT 2020–2021

Message from the Commissioner of the Canada Revenue Agency

I am pleased to present to the Parliament of Canada the Employment Equity, Diversity and Inclusion at the Canada Revenue Agency Annual Report, 2020–2021.

Through this report, the Canada Revenue Agency (CRA) reiterates its commitment to identify and break down internal and external barriers that prevent full participation, equal opportunity, and fair employment for the designated employment equity groups: Indigenous peoples, persons with disabilities, visible minorities and women.

The ongoing COVID-19 pandemic has had a profound impact on the health, life, work and well-being of millions of Canadians and people around the world. This devastating health and economic crisis has brought to light heightened stigmatization of certain communities, systemic racism, intolerance towards cultural and ethnic differences, as well as persistent inequities in our society and our institutions. Senseless acts of violence against racialized and marginalized communities have also brought to light the unwavering determination of people to stand up against intolerance in all its forms.

In Canada and all over the world, millions of people took to the streets this past year, in protest of social injustice, demanding greater equity, diversity, inclusion, and respect for basic fundamental rights to live and work without fear of oppression, discrimination or harassment. This social context has underscored the need for the Public Service of Canada, including us at the CRA, to examine our current state of affairs, build on progress made and tackle discriminatory systemic practices and policies, including unconscious bias.

During the year, we consulted widely with our stakeholders, management, employees and their representatives to identify existing and potential systemic barriers in our organization. We took swift and decisive action to enhance understanding and support employment equity, diversity, inclusion and anti-racism through awareness and education. We also examined our management, recruitment and staffing practices and created measures to increase representation of visible minority groups and Indigenous peoples in the Executive Group. One of our first actions taken was a targeted staffing process to build a richer and more diverse executive talent base.

As noted in this report, the results of our consultations and our renewed efforts toward a more inclusive workforce that is representative of employment equity groups as per their Canadian labour market availability, are highlighted in our Employment Equity, Diversity and Inclusion Action Plan for 2021 to 2025.

In the coming year, the CRA will conduct a thorough employment systems review, through a third party, in support of our commitment to the call to action of January 2021 from the Clerk of the Privy Council and Secretary to the Cabinet. This review will guide us in combatting discrimination and racism, identifying and removing systemic barriers in our formal and informal policies, practices, and systems.

We are making progress, but we have a long way to go as a society and as an organization. Nevertheless, I have great hope in the future of our workforce when I see the incredible dedication, collaboration and efforts that employees and managers at the CRA demonstrate to create a more diverse, respectful and inclusive workplace. I would also like to acknowledge the long-standing work of employment equity and diversity networks at the CRA, specifically the Indigenous Employee Network, the Persons with Disabilities Network, the Women's Collaborative Network, the Visible Minorities Network, and the LGBTQ2+ Network, among others.

I invite you to read this year's report about the initiatives, activities and measures we put in place at the CRA to align our words and intentions with tangible actions toward a more diverse and equitable workforce and inclusive workplace, where everyone has a sense of belonging and can contribute fully.



**Bob Hamilton,
Commissioner
Canada Revenue Agency**

TABLE OF CONTENTS

Message from the Commissioner of the Canada Revenue Agency 2

Introduction 5

Executive summary..... 6

Section 1: CRA results and analysis 8

Representation of Indigenous peoples 9

Representation of persons with disabilities..... 10

Representation of visible minorities..... 11

Representation of women..... 12

Section 2: EE activities and achievements in 2020 to 2021 13

Section 3: Diversity and Inclusion 18

Section 4: Appendices 21

Appendix A: CRA employment equity statistics 21

A1: Representation of designated groups in the CRA's total workforce as of March 31, 2021 21

A2: Distribution of employees by designated group and employment equity occupational group (EEOG) as of March 31, 2021..... 23

A3: Distribution of employees by designated group and salary range as of March 31, 2021 26

A4: Distribution of employees by designated group and age groups as of March 31, 2021 30

A5: Hiring, separation and promotion rates of designated group members..... 31

Appendix B: Commemorative events and examples of awareness activities that recognize and promote equity, diversity and inclusion 32

Appendix C: Technical notes..... 34

Appendix D: Definitions 35

STAY CONNECTED 36

Introduction

The Employment Equity, Diversity and Inclusion 2020–2021 annual report provides an update of the Canada Revenue Agency's (CRA) progress toward reaching its goals and objectives in support of the legislative requirements of the [Employment Equity Act \(EE Act\)](#) (external link). The report also highlights the CRA's achievements in its commitments to:

- promote and foster equity, diversity and inclusion
- create a respectful, culturally competent workplace
- foster health, safety and well-being
- eliminate systemic barriers and make reasonable accommodations
- ensure zero-tolerance of discrimination, harassment and racism

The employment equity data tables in [Appendix A](#) illustrate the CRA's progress during the 2020–2021 fiscal year toward achieving and maintaining a representative workforce that reflects Canada's labour market availability (LMA) for the four designated groups of the EE Act: Indigenous peoples¹, persons with disabilities, visible minorities and women.

This report presents results and analysis for the final reporting year of the CRA Employment Equity, Diversity and Inclusion Action Plan for 2018–2019 to 2020–2021.



"At the CRA, diversity and inclusion are at the core of the four enduring values guiding our organization: collaboration, professionalism, respect, and integrity. These values are central to our vision of putting people first, and are stronger because of diversity and inclusion, not in spite of them."

CRA Diversity and Inclusion Framework, 2020

¹ "Aboriginal peoples" is the expression used in the *EE Act* and Regulations. To support the government's reconciliation mandate with the Indigenous peoples of Canada, the CRA and other government departments use "Indigenous" instead of "Aboriginal."

Executive summary

On March 11, 2020, the World Health Organization characterized COVID-19 as a pandemic. Throughout this period of instability, the CRA has continued to display its People First philosophy by rapidly finding innovative solutions to adjust its services to meet client needs. As well, these solutions supported the Government of Canada in implementing its economic recovery plan.

The CRA also applied this change management approach to support the health and well-being of its workforce, who were working either virtually or in person in a very different work environment. Amidst this challenging backdrop, the CRA stayed committed to achieving a representative workforce, breaking down barriers to equal employment for all equity-deserving group members¹ and building a diverse and inclusive workplace. In spring 2020, while Canadians mobilized to respond to a heightened awareness of the lingering presence of systemic racism in Canada, the CRA extensively consulted with its National Employment Equity and Diversity Committee (NEEDC), employee networks, union representatives and employees.

These consultations shaped the CRA's Employment Equity (EE), Diversity and Inclusion Action Plan 2021 to 2025. The plan is an evergreen document and will be updated regularly to align with the changing social and demographic landscape. It contains activities to address existing areas of underrepresentation and increase diversity, develop inclusion and address racism.

As of March 31, 2021, the CRA's internal representation of:

- Indigenous peoples remained stable but underrepresented compared to the LMA
- Persons with disabilities increased from 7% to 9.7% over a one-year period, almost attaining the LMA rate of 9.8%
- Visible minorities continued to surpass the LMA
- Women were slightly underrepresented by 0.3% compared to the LMA

This report confirms the national level of representation for non-executive groups of the five major employment equity occupational groups (EEOGs) by designated group, tables found in Section 4 of the report:

- Indigenous peoples are fully represented in two EEOGs: professionals and supervisors. Over a one-year period, gaps have decreased for the middle and other managers, and the clerical personnel group; however, gaps increased slightly for the administrative and senior clerical group.
- Persons with disabilities are fully represented in three EEOGs: middle and other managers, administrative and senior clerical, and clerical personnel. The professionals

¹ Equity-deserving groups refer to the four groups designated under the *EE Act*, and others (such as LGBTQ2+ (Lesbian, gay, bisexual, transgender, queer/questioning, two-spirit and others) people and religious minorities) that are emerging in the current human rights context.

and supervisors groups remain underrepresented; however, both gaps have decreased over a one-year period.

- Visible minorities are fully represented in four EEOGs. Although progress has been made, the supervisors group remains underrepresented.
- Women are fully represented in four EEOGs, but they remain underrepresented in the administrative and senior clerical group.

In the executive group, persons with disabilities and women remain fully represented and above the LMA. The representation of the Indigenous peoples and visible minorities groups are still below the LMA.

The CRA's national participation rate for self-identification increased to 90.2%, a significant increase of 5.6% over a one-year period. This participation rate exceeds the Canadian Human Rights Commission's 80% requirement. As well, it provides the CRA with data to help it develop strategies and initiatives to address underrepresentation in its workforce.

The CRA's total workforce increased by 4.7%, from 44,732 employees to 46,840, compared to the previous year. The CRA hired 4,088 first-time external employees. This number includes 672 students who were bridged into the workforce.

The CRA has always been at the forefront of employment equity. The important social drivers during the past year and the Clerk of the Privy Council's Call to Action have allowed the Agency to take stock of its strengths and opportunities for improvement as relates to better representation and inclusion of equity-deserving groups. For example, in the coming year, the CRA will conduct an Employment Systems Review. This review will look at the CRA's formal and informal policies, practices, and programs and identify existing or potential barriers that may prevent employees from contributing to their full potential.

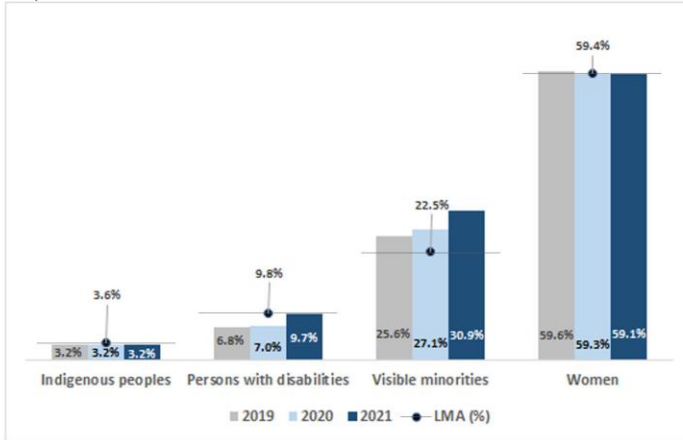
The insights gained through this annual report offer invaluable direction to support the CRA in achieving its commitment to providing a workplace that is respectful, free of discrimination and harassment, and which values diversity, inclusion and equal opportunity.

Section 1: CRA results and analysis

Employment equity representation at the CRA

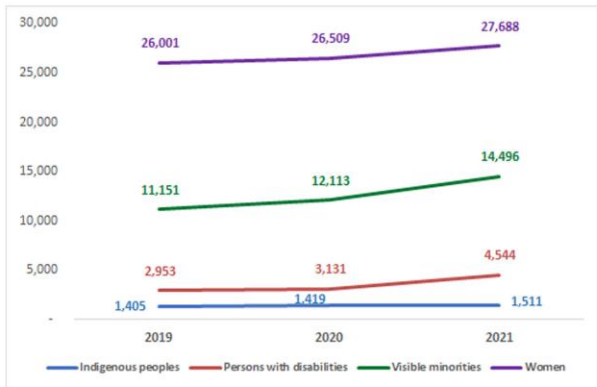
Internal representation (non-executives) vs LMA (%)

In 2021, there was underrepresentation at the national level for Indigenous peoples, persons with disabilities and women groups. Visible minorities group continues to be fully represented.

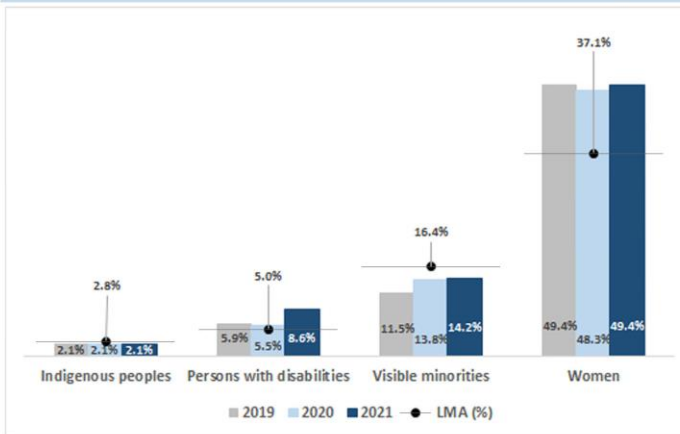


Internal representation in all EE groups

The number of employees in **all four** EE designated groups at the CRA continues to increase.



Internal representation (executives) vs LMA (%)



Average age at the CRA



Total population average age is **44.6**



Indigenous peoples average age is **44.9**



Persons with disabilities average age is **47.1**



Visible minorities average age is **42.8**



Women average age is **45.1**

EE flow data analysis table

Internal representation remained mostly stable with increases for persons with disabilities and visible minorities groups. In the chart below, a note of "needs attention" indicates when the hiring rate is lower than the LMA, the separation rate is higher than the internal representation and the promotion rate is lower than the internal representation. A note of "caution" indicates when there is less than 1% difference.

	Indigenous peoples	Persons with disabilities	Visible minorities	Women
Hirings	✘ 1.3%	✘ 5.5%	✔ 32.5%	✘ 55.8%
Separations	⚠ 3.7%	✔ 8.6%	✔ 18.8%	✘ 61.4%
Promotions	✔ 3.9%	⚠ 9.4%	✘ 27.8%	✔ 59.8%

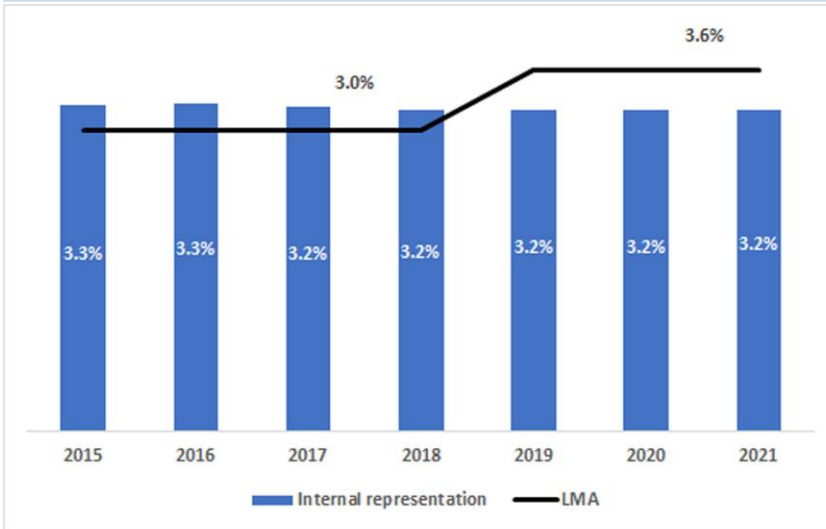
Legend: ✔ On track ⚠ Caution ✘ Needs attention

Source: Data from Corporate Administrative Systems as of March 31, 2021



Representation of Indigenous peoples

Annual internal representation of Indigenous peoples (%)



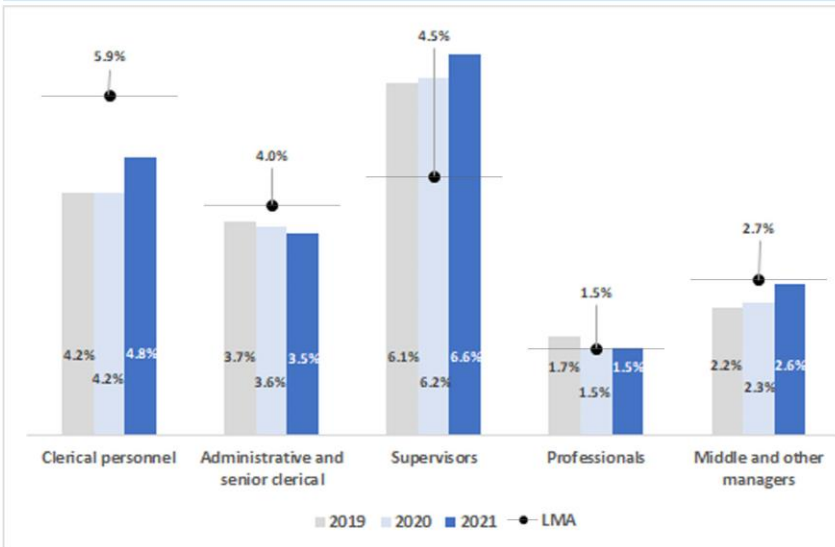
From 2015 to 2018, the CRA's internal representation of Indigenous peoples was stable and above the LMA rate.

In 2019, the LMA rose; however, the CRA's internal workforce did not keep pace.

As of March 31, 2021, the internal representation of Indigenous peoples remained stable, however they were underrepresented.

Indigenous peoples student bridging slightly decreased by 0.3%

Internal representation of Indigenous peoples by employment equity occupational groups vs LMA (%)



Of the five major occupational groups, the representation of Indigenous peoples **met or exceeded** the LMA in the following groups:

- supervisors
- professionals

The representation of Indigenous peoples **did not meet** the LMA in the following groups:

- clerical personnel
- administrative and senior clerical
- middle and other managers

Indigenous peoples were underrepresented in the executive level

Internal representation of Indigenous peoples by province (%)

	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	National Capital Region	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland and Labrador
IR 2021	✓ 3.2%	⚠ 3.8%	✓ 8.1%	✗ 8.2%	⚠ 3.2%	⚠ 2.1%	✗ 1.7%	✓ 2.3%	✗ 6.1%	⚠ 1.7%	⚠ 3.8%
IR 2020	✓ 3.3%	✓ 4.1%	⚠ 7.2%	✗ 7.5%	✗ 3.0%	⚠ 2.1%	✗ 1.7%	✓ 1.8%	✗ 5.6%	⚠ 1.8%	✓ 4.2%
IR 2019	✓ 3.3%	✓ 4.4%	⚠ 7.1%	✗ 6.9%	✗ 3.0%	⚠ 2.3%	✗ 1.7%	✓ 2.5%	✗ 5.4%	⚠ 1.9%	✓ 4.2%
LMA	2.8%	4.1%	7.6%	9.2%	3.7%	2.4%	2.4%	0.9%	7.6%	2.0%	4.1%

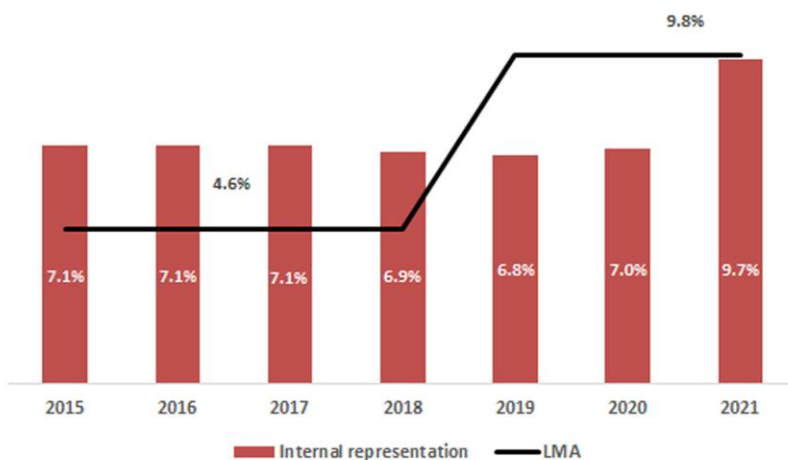
Legend: ✓ On track (Gap is equal to or greater than 0%)
 ⚠ Caution (Gap is equal or less than -0.5%)
 ✗ Needs attention (Gap is greater than -0.5%)

Source: Data from Corporate Administrative Systems as of March 31, 2021



Representation of persons with disabilities

Annual internal representation of persons with disabilities (%)



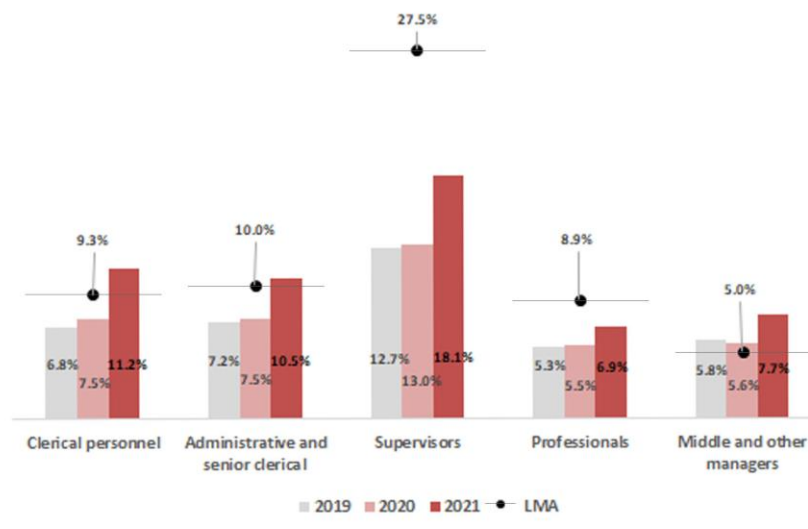
From 2015 to 2018, the CRA's internal representation of persons with disabilities was stable and above the LMA rate.

In 2019, the LMA rose; however, the CRA's internal workforce had been slower to keep pace.

As of March 31, 2021, the internal representation of persons with disabilities steadily increased and moved closer to the LMA, however, they were still slightly underrepresented.

Persons with disabilities student bridging increased by 2.5%

Internal representation of persons with disabilities by employment equity occupational groups vs LMA (%)



Of the five major occupational groups, the representation of persons with disabilities **met or exceeded** the LMA in the following groups:

- clerical personnel
- administrative and senior clerical
- middle and other managers

The representation of persons with disabilities **did not meet** the LMA in the following groups:

- supervisors
- professionals

Persons with disabilities were fully represented in the executive level

Internal representation of persons with disabilities by province (%)

	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	National Capital Region	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland and Labrador
IR 2021	9.0%	9.8%	14.3%	9.4%	9.8%	7.9%	9.5%	12.3%	14.6%	14.8%	14.0%
IR 2020	6.3%	7.4%	10.7%	6.3%	7.7%	6.1%	6.1%	9.9%	10.2%	8.5%	9.0%
IR 2019	5.9%	7.6%	11.8%	5.8%	7.3%	6.2%	5.7%	10.1%	10.6%	8.1%	7.7%
LMA	10.1%	9.9%	9.9%	10.4%	10.0%	9.0%	10.0%	10.3%	9.7%	10.2%	10.2%

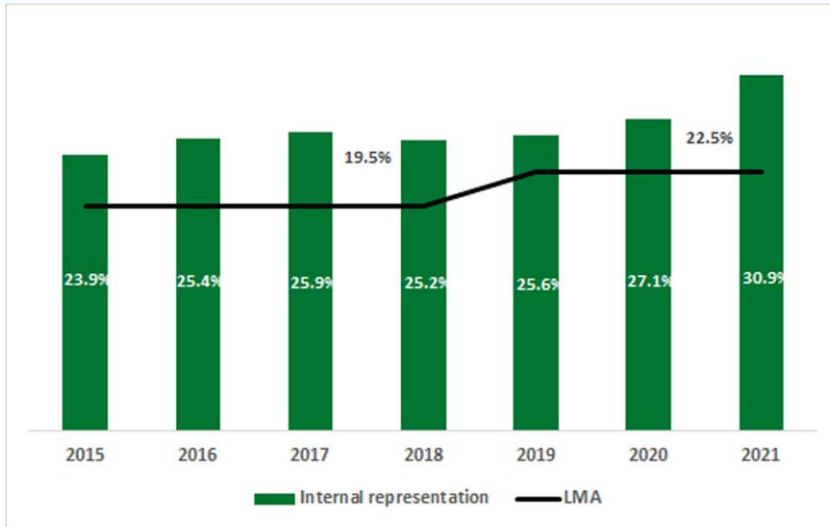
Legend: On track (Gap is equal to or greater than 0%)
 Caution (Gap is equal or less than -0.5%)
 Needs attention (Gap is greater than -0.5%)

Source: Data from Corporate Administrative Systems as of March 31, 2021



Representation of visible minorities

Annual internal representation of visible minorities (%)



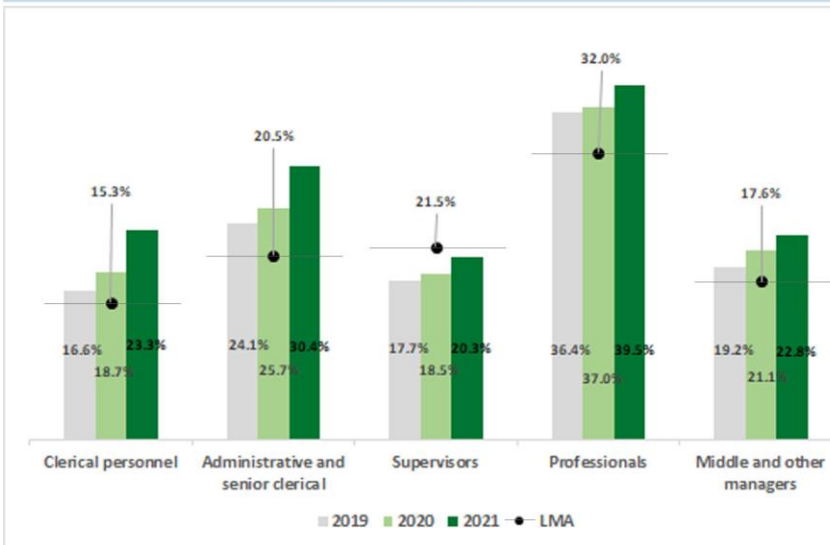
From 2015 to 2018, the CRA's internal representation of visible minorities increased steadily and remained above the LMA rate.

In 2019, the LMA rose and the CRA's internal workforce has maintained representation.

As of March 31, 2021, visible minorities were fully represented at the national level.

Visible minorities student bridging increased by 16.7%

Internal representation of visible minorities by employment equity occupational groups vs LMA (%)



Of the five major occupational groups, the representation of visible minorities **met or exceeded** the LMA in the following groups:

- clerical personnel
- administrative and senior clerical
- professionals
- middle and other managers

The representation of visible minorities **did not meet** the LMA in the following group:

- supervisors

Visible minorities were underrepresented in the executive level

Internal representation of visible minorities by province (%)

	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	National Capital Region	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland and Labrador
IR 2021	53.0%	42.5%	21.9%	35.6%	33.8%	29.4%	23.1%	4.7%	13.2%	3.3%	5.5%
IR 2020	48.7%	37.6%	18.9%	27.7%	29.6%	26.1%	18.4%	2.6%	11.0%	2.5%	3.9%
IR 2019	45.5%	36.7%	16.1%	23.1%	28.9%	24.8%	16.6%	1.7%	10.5%	2.2%	3.7%
LMA	40.7%	28.3%	12.9%	23.2%	24.9%	20.5%	10.7%	1.2%	6.8%	2.0%	3.2%

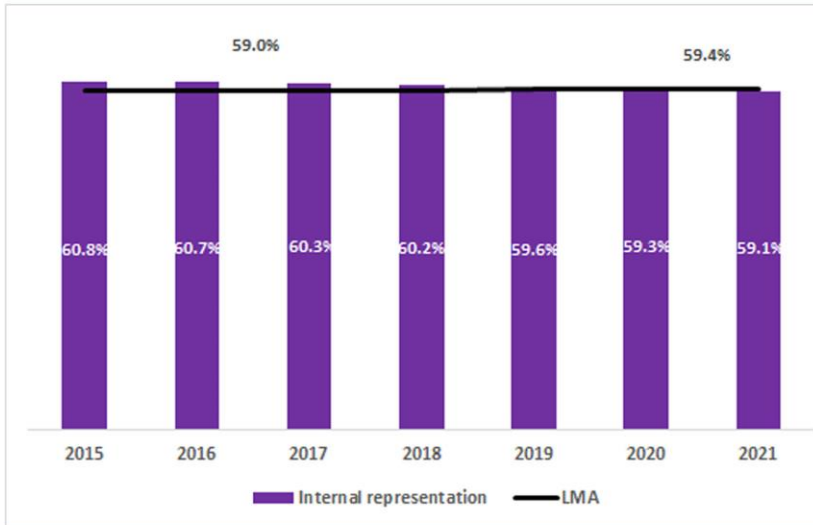
Legend: On track (Gap is equal to or greater than 0%)
 Caution (Gap is equal or less than -0.5%)
 Needs attention (Gap is greater than -0.5%)

Source: Data from Corporate Administrative Systems as of March 31, 2021



Representation of women

Annual internal representation of women (%)



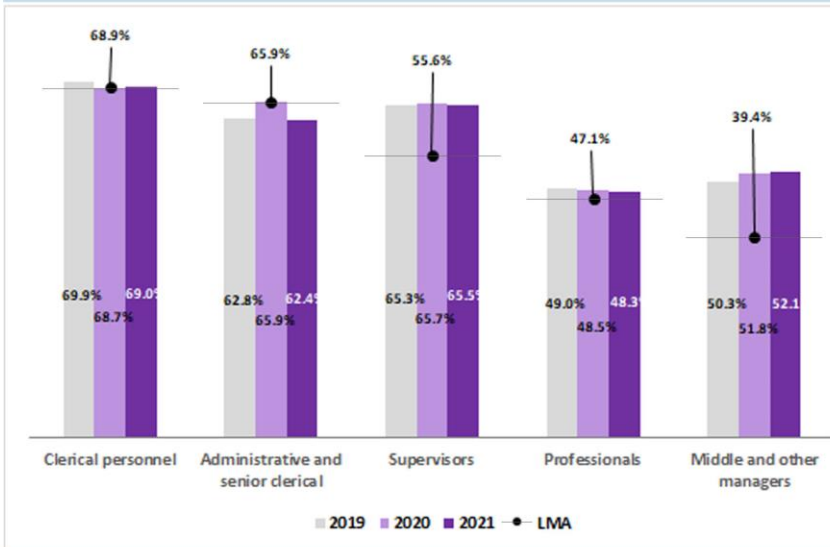
From 2015 to 2018, the CRA's internal representation of women was stable and above the LMA rate.

In 2019, there was a slight rise in the LMA; however, the CRA's internal workforce has been slightly declining since then.

As of March 31, 2021, the internal representation of women remained stable, however, they were underrepresented.

Women student bridging increased by 2.0%

Internal representation of women by employment equity occupational groups vs LMA (%)



Of the five major occupational groups, the representation of women **met or exceeded** the LMA in the following groups:

- clerical personnel
- supervisors
- professionals
- middle and other managers

The representation of women **did not meet** the LMA in the following group:

- administrative and senior clerical

Women were fully represented in the executive level

Internal representation of women by province (%)

	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	National Capital Region	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland and Labrador
IR 2021	⚠ 57.9%	✅ 60.2%	⚠ 55.9%	⚠ 62.1%	⚠ 61.1%	✅ 54.1%	⚠ 58.3%	✅ 62.6%	⚠ 58.9%	⚠ 70.1%	✅ 66.4%
IR 2020	⚠ 57.5%	✅ 60.5%	⚠ 55.7%	⚠ 62.8%	⚠ 60.9%	✅ 54.3%	⚠ 58.8%	✅ 64.1%	⚠ 60.2%	⚠ 70.3%	✅ 67.8%
IR 2019	⚠ 58.0%	✅ 60.6%	⚠ 55.6%	⚠ 63.2%	⚠ 61.4%	✅ 54.4%	⚠ 59.4%	✅ 64.3%	⚠ 59.7%	⚠ 71.7%	✅ 66.9%
LMA	58.3%	59.0%	64.7%	64.0%	61.8%	50.7%	64.0%	59.9%	67.5%	72.1%	64.8%

Legend: On track (Gap is equal to or greater than 0%)
 Caution (Gap is equal or less than -0.5%)
 Needs attention (Gap is greater than -0.5%)

Source: Data from Corporate Administrative Systems as of March 31, 2021

Section 2:

EE activities and achievements in 2020 to 2021

“What is the CRA doing for the Accessible Canada Act?”

CRA milestones



The CRA is working with the persons with disabilities community to identify, eliminate and prevent barriers and enable everyone's full participation in our workplace.

This past year, the CRA completed the 'What We Heard' report and is working on its accessibility strategy.

Student recruitment

- 2.1% of students hired
- 2.7% of students bridged

Indigenous peoples



- 2.3% of students hired
- 4.0% of students bridged

Persons with disabilities



- 23.5% of students hired
- 38.2% of students bridged

Visible minorities



- 44.3% of students hired
- 50.4% of students bridged

Women



Source: Data from Corporate Administrative Systems as of March 31, 2021

Note: The total number of students hired was 876 and the total number of students bridged was 672. The total number of students hired includes external hires only.

The Seven Grandfather Teachings

In 2020, the CRA continued to highlight the importance of Indigenous culture with the Seven Grandfather Teachings, which are part of First Nation, Métis and Inuit cultures.

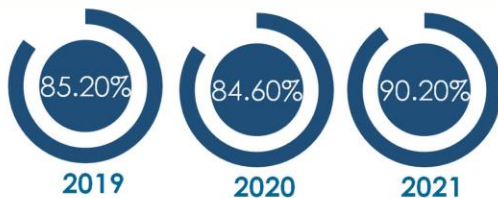
The CRA, in collaboration with the Indigenous Employee Network, integrated the fundamental elements in the Character leadership model values.



The CRA embraces the spirit of the Seven Grandfather Teachings as they inspire us to cultivate positive and respectful relationships.

STRENGTH LIES IN A DIVERSE AND INCLUSIVE WORKPLACE!

Voluntary Self-Identification



Workforce profile questionnaire

The CRA uses a workforce profile questionnaire to collect information on the composition of its workforce to determine how the four designated groups are represented internally. This questionnaire supports the CRA's legislated responsibilities under the *EE Act*.

Each year, the CRA conducts a campaign to encourage all employees to self-identify by completing the questionnaire. During the 2021 "Count me in" campaign, the CRA focused on increasing awareness of both visible and invisible disabilities. In addition, the campaign highlighted the opportunity self-identification offers for employees to have a voice in shaping future policies and practices. The self-identification participation increased by 5.6% over the previous year and can be attributed to increased awareness and engagement.

Communication, consultation and engagement

The CRA takes active measures to communicate, consult and engage with various stakeholders, including management, employees and employee representatives, on initiatives relating to employment equity, diversity and inclusion. One valuable stakeholder is the National Employment Equity and Diversity Committee (NEEDC). Chaired by a champion at the assistant commissioner level, this committee is made up of branch and regional executive champions, national leads for Indigenous peoples, persons with disabilities, visible minorities, women and LGBTQ2+ group networks as well as representatives from both unions.

With the heightened awareness of systemic racism, particularly anti-black racism, resulting from external events that occurred in 2020, the CRA consulted broadly throughout the year with the NEEDC, employee networks, union representatives and employees.

For example, in October 2020, the CRA launched an online engagement tool to obtain feedback from employees about diversity, inclusion and racism in the workplace. Subsequently, focus group sessions were held with equity-deserving group members and complemented the feedback received.

The NEEDC played a key leadership role by sharing valuable feedback from their branches and regions throughout the consultative process. This contributed to the CRA developing several new initiatives to advance diversity and inclusion, address systemic issues of racism and eliminate barriers in the workplace. Many of these initiatives were completed in 2020–2021, including:

- the CRA's Diversity and Inclusion Framework, and the Taking Action Together: Diversity, Inclusion and Anti-Racism at the CRA – "What We Heard" report;
- a targeted executive-level process to address underrepresentation within the visible minorities and Indigenous peoples designated groups;
- mandatory training on unconscious bias, diversity and inclusion and intercultural effectiveness and awareness for all executive and management staffing board members;
- specific performance measures linked to diversity and inclusion in manager and executive-level performance agreements;

Additionally, on January 21, 2021, Bill C-65 and the *Work Place Harassment and Violence Prevention Regulations* came into effect. The CRA communicated to all employees the importance of this new legislation and its goal of supporting the prevention of workplace harassment and violence. As a result, all employees have participated or will participate in new mandatory harassment training.

Recruitment and outreach

In response to the pandemic, the CRA adapted many of its resourcing and staffing strategies to reach and attract qualified candidates who represent the Canadian labour market. To overcome the lack of traditional in-person staffing processes because of the pandemic, the CRA started the "Virtual Hiring Project." This initiative successfully overcame the logistical challenges related to the pandemic by using virtual and remote alternatives to meet staffing needs.

Throughout the year, student outreach continued, reaching audiences across Canada through virtual events. Even though the overall number of students hired during this period decreased due to the pandemic, the number of students bridged into the CRA's workforce increased by 43% to 672 students. Among the students bridged in, employment equity group representation increased from the previous year in all but the Indigenous peoples group.

Due to the COVID-19 pandemic, the Student Ambassador program was put on hold for the 2020–2021 academic year. CRA brand ambassadors were tasked with completing the duties previously handled by student ambassadors. These duties included increasing the CRA's visibility on campuses and positioning the CRA as an attractive employment option for students, graduates and mid-career professionals. Additionally, the CRA recruited Indigenous brand ambassadors to attend Indigenous recruitment events and complete the duties that would traditionally be performed by Indigenous student ambassadors for the 2020–2021 academic year. The CRA had 12 Indigenous brand ambassadors, including six in the Western Region, two in the Ontario Region, two in the Quebec Region, and two in Headquarters.

As part of the CRA's commitment to contributing to the government-wide goal of hiring 5,000 persons with disabilities by 2025, the CRA encouraged managers to recruit students with disabilities through the Public Service Commission's Federal Student Work Experience Program, among others. As well, in January and February of 2021, the CRA Outreach team held virtual career fairs at Western University and Lakehead University. The sessions focused on future student and graduate employment opportunities at the CRA and on-the-job support for persons with disabilities and for Indigenous students.

Career development

The CRA establishes strategies to build and sustain the executive and leadership communities to help achieve current and future business priorities and objectives, such as increasing the representation rates for employment equity designated groups.

In the CRA's Agency Leadership Development Program, the participation rates of members of all four employment equity groups has risen slightly over the past three years. Between 2019 and 2021, the rates rose for:

- Indigenous peoples from 8% to 8.5%
- Persons with disabilities from 1% to 3.2%

- Visible minorities from 24% to 26.6%
- Women from 66% to 67%

To help increase representation, the program encourages branches and regions to consider diversity and inclusion when they identify candidates at the intake phase. In addition, the program holds review meetings three times a year with program stakeholders, including Advisory Committee members, alumni, and program leads. These meetings allow the program and stakeholders to explore ideas and strategies to increase diversity and inclusion elements in the program. Various stakeholders are currently reviewing the program's intake and curriculum to enhance elements related to diversity and inclusion within the program.

The CRA's MentorMe initiative is a national database of mentors and mentees. The purpose of the initiative is to establish mentoring relationships and support career conversations on non-technical topics, such as professional development, leadership skills and decision-making. In 2020–2021, a total of 490 mentees and 71 mentors registered for the program. Since the launch of MentorMe in September 2018, a total of 1,700 mentees and 626 mentors have registered. A total of 201 mentors expressed interest in mentoring about creating a culture of inclusion. The MentorMe program will be updated in 2021 to include additional elements of diversity and inclusion.

The Headquarters region's Indigenous Mentoring Initiative (IMI) was launched in late 2020–2021, and the program created 13 pairings. Due to the pandemic, the Indigenous Buddy initiatives for the Western, Atlantic, Quebec and Ontario regions were put on hold.

Employment equity awareness

Across the CRA, management encouraged employees to participate in national and local network events and activities that foster equity, diversity and inclusion. The CRA continues to recognize and promote commemorative events. See [Appendix B](#) for the list of recognized events and examples of activities.

The Indigenous Employee Network offers advice and guidance toward the CRA's progress on improving Indigenous inclusion. As a result, the CRA developed and implemented three awareness products:

1. the Seven Grandfather Teachings
2. the Guide for requesting and paying for Indigenous Elder services
3. the information page for Acknowledging Indigenous Peoples' land

The Persons with Disabilities Network organized events, conferences, lunch and learn events, and other activities to discuss grassroots issues that involve their community. For example, the network organized, promoted and shared sessions on "The Power of Personal Testimonies," during which employees shared their own experiences.

The Visible Minorities Network officially launched in August 2020. This network promoted Black History Month by developing a series of infographics and videos highlighting the important contributions of Black Canadians. In addition, it released a powerful video that acknowledged the pain Black employees experienced when witnessing the tragic events in the United States in 2020.

On International Women's Day in March 2021, the Women's Collaborative Network posted quotes from women across the agency on their GCcollab network account in line with the theme "Resilience during the time of COVID-19." The network also represented the CRA at the Federal Champions for Women Group meetings with other government departments.

In 2020–2021, the CRA participated in a consultation to determine the state of inclusion for LGBTQ2+ in the federal workplace. The outcome of the consultation will be a report called "Emerge from the Purge," which will be published in 2021–2022. The report will assess the current state of LGBTQ2+ training as well as equity, diversity and inclusion efforts within the Government of Canada and will recommend how the Government can move forward to make federal workplaces more inclusive for LGBTQ2+ people.

Well-being and accommodations

The CRA provides all employees with resources and services that support personal, professional, and organizational well-being.

Programs and services available to CRA employees include, but are not limited to:

- the Employee Assistance Program, the Informal Conflict Resolution Program and the Occupational Health and Safety programs. These programs give CRA employees and managers the resources they need to contribute to a safe, respectful and inclusive workplace.
- the Information Technology Branch implemented the CRA's Adaptive Technology Directive that came into effect May 2020. The directive guides the CRA's Adaptive Technology Program, which provides resources to employees who have functional limitations or a disability. This support is also available to applicants seeking work at the CRA.
- the Intervention and Return to Work Program coordinators support persons with disabilities by providing advice and guidance to managers and employees through the accommodation process. The coordinators review limitations and restrictions to help managers find reasonable workplace accommodation to help an employee stay at work or return to work. Labour Relations advisors help managers get information to identify medical limitations and restrictions.

Section 3:

Diversity and Inclusion at the CRA

Diversity, Inclusion and Anti-Racism



Moving Forward

The CRA is proactively taking steps to continue to advance and strengthen employment equity, diversity and inclusion. The Agency will continue to review formal and informal policies, practices, and systems to identify existing or potential barriers that may prevent employees from contributing to their full potential, as described in the EEDI Action Plan.

Public Service Employee Survey results 2020

	CRA	PS
I believe senior managers in my department or agency take adequate steps to support the mental health of employees during the COVID-19 pandemic	77%	70%
I am satisfied with the measures my department or agency is taking to protect my physical health and safety during the COVID-19 pandemic.	89%	81%
My department or agency implements initiatives that promote anti-racism in the workplace.	83%	75%

CRA Networks



Since the launch of the Visible Minorities Network in August 2020, the network gained almost 280 members.



The Indigenous Employee Network has grown to approximately 300 members since its inception in 2018.



After launching last year, the Persons with Disabilities Network has reached over 230 members.



Following the launch in 2019, the Women's Collaborative Network has grown to over 260 members.

Awards



Top 100 Employer in Canada four years in a row



Canada's Top Employers for Young People five times overall



National Capital Region's Top Employers eight years in a row



Canada's Top Employers Over 40 four years in a row



The LGBTQ2+ network has grown to 209 members. The Positive Space initiative awareness sessions have been given to 8,321 employees, 1,995 trained as program ambassadors, and 178 trained as awareness session trainers.

The CRA's People First philosophy

The CRA continued to adjust its processes to offer a supportive service culture to its clients and reflect a trusted, helpful, fair and people-centric organization. In fall 2020, the CRA launched empathy workshops to support employees and to promote inclusion and well-being in the changing work environment.

Diversity, Inclusion and Anti-Racism Action Plan

The CRA initiated extensive consultations that contributed to the development of a Diversity, Inclusion and Anti-Racism Action Plan. The CRA has implemented many of the plan's featured initiatives and incorporated others into its broader 2021–2025 Employment Equity, Diversity and Inclusion Action Plan.

The CRA's commitment to Gender-Based Analysis Plus (GBA+)

GBA+ is an approach the CRA uses to develop policies, procedures, and programs. GBA+ examines intersecting identity factors of diverse groups of women, men and gender-diverse people to ensure a more inclusive approach to developing, delivering and evaluating initiatives. The process supports the CRA's alignment toward becoming a more inclusive and diverse organization. For example, to advance gender equality, the CRA has launched an initiative to increase the representation of women in the Information Technology (IT) work stream. For this initiative, the IT Branch partnered with a local university and Advancing New Canadian Women in Technology, a bridging employment program in the private sector. This partnership was a way to reach out to women who have technical skills in engineering, technology, computer science and information technology. In this way, the IT Branch could match skills and jobs, and ultimately offer employment opportunities.

Language diversity in the workplace

The CRA Action Plan on Official Languages 2020–2021 to 2024–2025 focuses on diversity and equity issues, such as raising awareness of official languages and diversity obligations among recruitment teams.

During the pandemic, the CRA launched the virtual Second Official Language Training (SOLT) in the spring of 2020. The training uses various platforms, such as Microsoft (MS) Teams and Zoom. This virtual option for training strengthened access for all employees. Although in-person SOLT was typically easier to access in larger cities, the CRA was now able to offer SOLT to all CRA learners regardless of location.

Looking ahead

On January 22, 2021, the Clerk of the Privy Council and Secretary to the Cabinet addressed deputy ministers and the heads of federal departments and agencies to commit to combatting all forms of racism and discrimination and to eliminating all systemic barriers by invoking change in their organizations.

To support this commitment, the CRA will take the step of implementing an Employment Systems Review in the coming year. A third party will conduct the review of the CRA's formal and informal policies, practices, and systems. The review's aim is to identify existing or potential barriers that may prevent employees from contributing to their full potential.

The new multi-year CRA Employment Equity, Diversity & Inclusion Action Plan 2021 to 2022 through 2024 to 2025 includes specific, measurable activities to engage managers and employees into taking bolder and more concrete actions. In addition, its goal is to establish meaningful results and progress towards employment equity, diversity, inclusion, and anti-racism. As an evergreen document, it will be regularly updated to ensure it remains relevant and proactive.

Section 4: Appendices

Appendix A: CRA employment equity statistics

A1: Representation of designated groups in the CRA's total workforce as of March 31, 2021

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

Employment equity designated groups	Number of CRA employees*	Representation of designated group members (%)	LMA (%)**
Indigenous peoples	1,511	3.2	3.6
Persons with disabilities	4,544	9.7	9.8
Visible minorities	14,496	30.9	22.5
Women	27,688	59.1	59.4
Total number of employees	46,840	-	-

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

Work location	Number of CRA employees*	Number of Indigenous peoples	Representation of Indigenous peoples (%)
Alberta	3,101	117	3.8
British Columbia	5,357	169	3.2
Manitoba	3,408	278	8.2
New Brunswick	877	20	2.3
National Capital Region (NCR)	11,350	243	2.1
Newfoundland and Labrador	2,195	83	3.8
Nova Scotia	841	51	6.1
Ontario minus NCR	11,571	376	3.2
Prince Edward Island	1,332	22	1.7
Quebec minus NCR	6,235	105	1.7
Saskatchewan	567	46	8.1

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

Work location	Number of CRA employees*	Number of persons with disabilities	Representation of persons with disabilities (%)
Alberta	3,101	304	9.8
British Columbia	5,357	484	9.0
Manitoba	3,408	322	9.4
New Brunswick	877	108	12.3
National Capital Region	11,350	898	7.9
Newfoundland and Labrador	2,195	307	14.0
Nova Scotia	841	123	14.6
Ontario minus NCR	11,571	1,130	9.8
Prince Edward Island	1,332	197	14.8
Quebec minus NCR	6,235	590	9.5
Saskatchewan	567	81	14.3

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

Work location	Number of CRA employees*	Number of visible minorities	Representation of visible minorities (%)
Alberta	3,101	1,319	42.5
British Columbia	5,357	2,841	53.0
Manitoba	3,408	1,213	35.6
New Brunswick	877	41	4.7
National Capital Region	11,350	3,334	29.4
Newfoundland and Labrador	2,195	121	5.5
Nova Scotia	841	111	13.2
Ontario minus NCR	11,571	3,907	33.8
Prince Edward Island	1,332	44	3.3
Quebec minus NCR	6,235	1,440	23.1
Saskatchewan	567	124	21.9

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

Work location	Number of CRA employees*	Number of women	Representation of women (%)
Alberta	3,101	1,867	60.2
British Columbia	5,357	3,102	57.9
Manitoba	3,408	2,117	62.1
New Brunswick	877	549	62.6
National Capital Region	11,350	6,140	54.1
Newfoundland and Labrador	2,195	1,457	66.4
Nova Scotia	841	495	58.9
Ontario minus NCR	11,571	7,069	61.1
Prince Edward Island	1,332	934	70.1
Quebec minus NCR	6,235	3,638	58.3
Saskatchewan	567	317	55.9

Date source for tables 1.1 to 1.5: Corporate Administrative Systems as of March 31, 2021

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

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

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

** The LMA rate for Indigenous peoples, visible minorities and women is from the 2016 Census. The LMA rate for persons with disabilities is from the 2017 Canadian Survey on Disability.

A2: Distribution of employees by designated group and employment equity occupational group (EEOG) as of March 31, 2021

Table 2.1 Representation of designated groups in the Executive Cadre

Employment equity designated group	Number of CRA employees in executive cadre	Representation in executive cadre* (%)	LMA** (%)
Indigenous peoples	SUPP	SUPP	2.8
Persons with disabilities	37	8.6	5.0
Visible minorities	61	14.2	16.4
Women	213	49.4	37.1

Data source: Corporate Administrative Systems as of March 31, 2021.

* The total number of CRA executives as of March 31, 2021, was 431. Representation is the proportion of executives who self-identified as designated group members. Data is not to be calculated vertically.

** The LMA rate for Indigenous peoples, visible minorities and women is based on the 2016 Census. The LMA rate for persons with disabilities is based on the 2017 Canadian Survey on Disability.

SUPP: To respect confidentiality, the employment equity numbers have been suppressed.

Table 2.2 Representation of Indigenous peoples by employment equity occupational group

Employment equity occupational group	Number of CRA employees*	Proportion of total CRA employees* (%)	Number of Indigenous peoples	Representation of Indigenous peoples (%)	LMA of Indigenous peoples** (%)
Middle and other managers (EEOG02)	3,138	6.7	83	2.6	2.7
Professionals (EEOG03)	12,173	26.0	185	1.5	1.5
Semi-professionals and technicians (EEOG04)	138	0.3	8	5.8	3.6
Supervisors (EEOG05)	1,295	2.8	86	6.6	4.5
Administrative and senior clerical (EEOG07)	23,383	49.9	829	3.5	4.0
Clerical personnel (EEOG10)	6,701	14.3	320	4.8	5.9
Semi-skilled manual workers (EEOG12)	4	0.0	SUPP	SUPP	4.7
Other sales and service personnel (EEOG13)	8	0.0	SUPP	SUPP	2.3
Total number of employees	46,840	100.0	1,511	3.2	3.6

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

Employment equity occupational group	Number of CRA employees*	Proportion of total CRA employees* (%)	Number of persons with disabilities	Representation of persons with disabilities (%)	LMA of persons with disabilities* (%)
Middle and other managers (EEOG02)	3,138	6.7	241	7.7	5.0
Professionals (EEOG03)	12,173	26.0	845	6.9	8.9
Semi-professionals and technicians (EEOG04)	138	0.3	18	13.0	7.6
Supervisors (EEOG05)	1,295	2.8	234	18.1	27.5
Administrative and senior clerical (EEOG07)	23,383	49.9	2,453	10.5	10.0
Clerical personnel (EEOG10)	6,701	14.3	752	11.2	9.3
Semi-skilled manual workers (EEOG12)	4	0.0	SUPP	SUPP	10.3
Other sales and service personnel (EEOG13)	8	0.0	SUPP	SUPP	10.7
Total number of employees	46,840	100.0	4,544	9.7	9.8

Table 2.4 Representation of visible minorities by employment equity occupational group

Employment equity occupational group	Number of CRA employees *	Proportion of total CRA employees* (%)	Number of visible minorities	Representation of visible minorities (%)	LMA of visible minorities* (%)
Middle and other managers (EEOG02)	3,138	6.7	715	22.8	17.6
Professionals (EEOG03)	12,173	26.0	4,806	39.5	32.0
Semi-professionals and technicians (EEOG04)	138	0.3	40	29.0	26.2
Supervisors (EEOG05)	1,295	2.8	263	20.3	21.5
Administrative and senior clerical (EEOG07)	23,383	49.9	7,114	30.4	20.5
Clerical personnel (EEOG10)	6,701	14.3	1,558	23.3	15.3
Semi-skilled manual workers (EEOG12)	4	0.0	SUPP	SUPP	9.0
Other sales and service personnel (EEOG13)	8	0.0	SUPP	SUPP	4.9
Total number of employees	46,840	100.0	14,496	30.9	22.5

Table 2.5 Representation of women at the CRA by employment equity occupational group

Employment equity occupational group	Number of CRA employees *	Proportion of total CRA employees* (%)	Number of women	Representation of women (%)	LMA of women* (%)
Middle and other managers (EEOG02)	3,138	6.7	1,636	52.1	39.4
Professionals (EEOG03)	12,173	26.0	5,880	48.3	47.1
Semi-professionals and technicians (EEOG04)	138	0.3	96	69.6	52.5
Supervisors (EEOG05)	1,295	2.8	848	65.5	55.6
Administrative and senior clerical (EEOG07)	23,383	49.9	14,600	62.4	65.9
Clerical personnel (EEOG10)	6,701	14.3	4,627	69.0	68.9
Semi-skilled manual workers (EEOG12)	4	0.0	SUPP	SUPP	13.3
Other sales and service personnel (EEOG13)	8	0.0	SUPP	SUPP	63.2
Total number of employees	46,840	100.0	27,688	59.1	59.4

Data source for tables 2.2 to 2.5: Corporate Administrative Systems, as of March 31, 2021

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

* Does **not** include the executive group (EX, EC and DM).

** The LMA rate for Indigenous peoples, visible minorities, and women is from the 2016 Census. The LMA rate for persons with disabilities is from the 2017 Canadian Survey on Disability.

A3: Distribution of employees by designated group and salary range as of March 31, 2021

Table 3.1 Distribution of Indigenous peoples by salary band

Salary band (\$)	Number of CRA employees	Cumulative proportion of CRA employees (%)	Number of Indigenous peoples	Indigenous peoples (%)	Cumulative proportion of Indigenous peoples (%)
35,000 to 39,999	50	0.1	SUPP	SUPP	SUPP
40,000 to 44,999	559	1.3	24	4.3	1.6
45,000 to 49,999	854	3.1	37	4.3	4.1
50,000 to 54,999	2,725	8.9	124	4.6	12.2
55,000 to 59,999	8,272	26.4	244	2.9	28.3
60,000 to 64,999	4,661	36.2	153	3.3	38.4
65,000 to 69,999	6,325	49.6	252	4.0	54.9
70,000 to 74,999	5,084	60.4	232	4.6	70.2
75,000 to 79,999	2,479	65.6	79	3.2	75.4
80,000 to 84,999	2,634	71.2	91	3.5	81.4
85,000 to 89,999	1,122	73.5	29	2.6	83.3
90,000 to 94,999	2,606	79.1	64	2.5	87.5
95,000 to 99,999	2,113	83.5	44	2.1	90.4
100,000 to 104,999	846	85.3	20	2.4	91.7
105,000 to 109,999	1,615	88.7	40	2.5	94.3
110,000 to 114,999	1,202	91.3	16	1.3	95.4
115,000 to 119,999	1,680	94.8	21	1.3	96.8
120,000 and over	2,444	100.0	49	2.0	100.0
Total	47,271	.	1,520	3.2	.

Table 3.2 Distribution of persons with disabilities by salary band

Salary band (\$)	Number of CRA employees	Cumulative proportion of CRA employees (%)	Number of persons with disabilities	Persons with disabilities (%)	Cumulative proportion of persons with disabilities (%)
35,000 to 39,999	50	0.1	SUPP	SUPP	SUPP
40,000 to 44,999	559	1.3	49	8.8	1.1
45,000 to 49,999	854	3.1	98	11.5	3.3
50,000 to 54,999	2,725	8.9	276	10.1	9.3
55,000 to 59,999	8,272	26.4	791	9.6	26.6
60,000 to 64,999	4,661	36.2	378	8.1	34.8
65,000 to 69,999	6,325	49.6	718	11.4	50.5
70,000 to 74,999	5,084	60.4	608	12.0	63.8
75,000 to 79,999	2,479	65.6	250	10.1	69.2
80,000 to 84,999	2,634	71.2	324	12.3	76.3
85,000 to 89,999	1,122	73.5	81	7.2	78.1
90,000 to 94,999	2,606	79.1	256	9.8	83.6
95,000 to 99,999	2,113	83.5	193	9.1	87.9
100,000 to 104,999	846	85.3	68	8.0	89.3
105,000 to 109,999	1,615	88.7	128	7.9	92.1
110,000 to 114,999	1,202	91.3	80	6.7	93.9
115,000 to 119,999	1,680	94.8	105	6.3	96.2
120,000 and over	2,444	100.0	175	7.2	100.0
Total	47,271	.	4,581	9.7	.

Table 3.3 Distribution of visible minorities in each salary band

Salary band (\$)	Number of CRA employees	Cumulative proportion of CRA employees (%)	Number of visible minorities	Visible minorities (%)	Cumulative proportion of visible minorities (%)
35,000 to 39,999	50	0.1	SUPP	SUPP	SUPP
40,000 to 44,999	559	1.3	99	17.7	0.7
45,000 to 49,999	854	3.1	150	17.6	1.7
50,000 to 54,999	2,725	8.9	683	25.1	6.4
55,000 to 59,999	8,272	26.4	2,621	31.7	24.4
60,000 to 64,999	4,661	36.2	1,618	34.7	35.6
65,000 to 69,999	6,325	49.6	1,943	30.7	48.9
70,000 to 74,999	5,084	60.4	1,547	30.4	59.5
75,000 to 79,999	2,479	65.6	854	34.4	65.4
80,000 to 84,999	2,634	71.2	838	31.8	71.2
85,000 to 89,999	1,122	73.5	374	33.3	73.7
90,000 to 94,999	2,606	79.1	886	34.0	79.8
95,000 to 99,999	2,113	83.5	609	28.8	84.0
100,000 to 104,999	846	85.3	259	30.6	85.8
105,000 to 109,999	1,615	88.7	642	39.8	90.2
110,000 to 114,999	1,202	91.3	334	27.8	92.5
115,000 to 119,999	1,680	94.8	616	36.7	96.7
120,000 and over	2,444	100.0	479	19.6	100.0
Total	47,271	.	14,557	30.8	.

Table 3.4 Distribution of women in each salary band

Salary band (\$)	Number of CRA employees	Cumulative proportion of CRA employees (%)	Number of women	Women (%)	Cumulative proportion of women (%)
35,000 to 39,999	50	0.1	41	82.0	0.1
40,000 to 44,999	559	1.3	397	71.0	1.6
45,000 to 49,999	854	3.1	577	67.6	3.6
50,000 to 54,999	2,725	8.9	1,774	65.1	10.0
55,000 to 59,999	8,272	26.4	5,212	63.0	28.7
60,000 to 64,999	4,661	36.2	2,719	58.3	38.4
65,000 to 69,999	6,325	49.6	3,983	63.0	52.7
70,000 to 74,999	5,084	60.4	3,158	62.1	64.0
75,000 to 79,999	2,479	65.6	1,353	54.6	68.9
80,000 to 84,999	2,634	71.2	1,592	60.4	74.6
85,000 to 89,999	1,122	73.5	615	54.8	76.8
90,000 to 94,999	2,606	79.1	1,299	49.8	81.4
95,000 to 99,999	2,113	83.5	1,299	61.5	86.1
100,000 to 104,999	846	85.3	487	57.6	87.8
105,000 to 109,999	1,615	88.7	818	50.7	90.8
110,000 to 114,999	1,202	91.3	539	44.8	92.7
115,000 to 119,999	1,680	94.8	864	51.4	95.8
120,000 and over	2,444	100.0	1,174	48.0	100.0
Total	47,271	.	27,901	59.0	.

Data source for tables 3.1 to 3.4: Corporate Administrative Systems, as of March 31, 2021.

Notes: The percentage column represents the designated group's share of each salary band. For example, 65.1% represents the percentage of women in the \$50,000 to \$54,999 salary range. The percentage column is not to be calculated vertically.

The cumulative percentage column represents the cumulative total percentage of the designated group's share up to and including the identified salary band. For example, 28.7% of all women earned less than \$55,000, as of March 31, 2021.

Totals include the executive group (EX, EC, and DM).

A4: Distribution of employees by designated group and age groups as of March 31, 2021

Table 4.1 Distribution of designated group members by age groups

Age groups	Number of CRA employees	Number of Indigenous peoples	Indigenous peoples (%)	Number of persons with disabilities	Persons with disabilities (%)	Number of visible minorities	Visible minorities (%)	Number of women	Women (%)
16 to 19	23	SUPP	SUPP	SUPP	SUPP	SUPP	SUPP	12	52.2
20 to 24	1,550	52	3.4	92	5.9	476	30.7	843	54.4
25 to 29	4,630	128	2.8	321	6.9	1,697	36.7	2,451	52.9
30 to 34	5,237	140	2.7	369	7.0	1,939	37.0	2,905	55.5
35 to 39	6,068	208	3.4	487	8.0	2,255	37.2	3,499	57.7
40 to 44	6,382	213	3.3	620	9.7	2,122	33.2	3,900	61.1
45 to 49	6,264	209	3.3	672	10.7	1,998	31.9	3,815	60.9
50 to 54	6,622	261	3.9	708	10.7	1,721	26.0	4,178	63.1
55 to 59	6,081	177	2.9	739	12.2	1,275	21.0	3,722	61.2
60 to 64	3,152	93	3.0	397	12.6	673	21.4	1,917	60.8
65 to 69	986	30	3.0	138	14.0	288	29.2	533	54.1
70+	276	SUPP	SUPP	35	12.7	112	40.6	126	45.7
Total	47,271	1,520	3.2	4,581	9.7	14,557	30.8	27,901	59.0

Table 4.2 Average age of CRA designated group members

	All CRA employees	Indigenous peoples	Persons with disabilities	Visible minorities	Women
Average age* (years)	44.6	44.9	47.1	42.8	45.1

Data Source for tables 4.1 to 4.2: Corporate Administrative Systems, as of March 31, 2021

*Includes the executive group (EX, EC, and DM).

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

Table 5.1 Hiring, separation, and promotion rates by designated group

	Number of CRA employees	Number of Indigenous peoples	Indigenous peoples (%)	Number of persons with disabilities	Persons with disabilities (%)	Number of visible minorities	Visible minorities (%)	Number of Women	Women (%)
Hiring*	4,088	55	1.3	225	5.5	1,327	32.5	2,282	55.8
Separation*	5,056	187	3.7	436	8.6	953	18.8	3,102	61.4
Promotion*	2,324	90	3.9	218	9.4	645	27.8	1,389	59.8

Data source: Corporate Administrative Systems from April 1, 2020, to March 31, 2021

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

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

Appendix B: Commemorative events and examples of awareness activities that recognize and promote equity, diversity and inclusion

The CRA commemorative calendar of “Official languages, employment equity and diversity” events consists of 23 recognized and celebrated events.

These events are:

- ▶ Canadian Multiculturalism Day
- ▶ International Day of Pink
- ▶ World Day for Cultural Diversity, Dialogue and Development
- ▶ National Coming Out Day
- ▶ Transgender Remembrance Day
- ▶ Moose Hide Campaign
- ▶ Asian Heritage Month
- ▶ National Indigenous History Month
- ▶ Gender Equality Week
- ▶ Women's History Month
- ▶ National Disability Employment Awareness Month
- ▶ 16 Days of Activism against Gender-Based Violence
- ▶ National Day of Remembrance, and Action on Violence against Women
- ▶ International Women's Day
- ▶ International Day for the Elimination of Racial Discrimination
- ▶ International Day of Persons with Disabilities
- ▶ Black History Month
- ▶ Rendez-vous de la Francophonie
- ▶ Journée internationale de la Francophonie
- ▶ English Language Day
- ▶ National Accessibility Week
- ▶ Pride Month
- ▶ Linguistic Duality Day

Examples of awareness activities held in the regions and branches include but are not limited to:

- A national video shared with CRA employees that featured a panel discussion on the theme "The impact of inclusion for persons with disabilities in the workplace."
- "Now You Know Inclusion Series" with topics such as Colonialism in Canada, Systemic Racism, Ableism, Empathy, Mental Health, and LGBTQ2+.
- Ted Talks on violence against women as part of the Moose Hide Campaign.
- National webcast hosted by Bill Matthews, Deputy Minister and Ally for the UN Decade for People of African Descent, entitled "Understanding Anti-Black Racism and How to Be an Ally."
- Anti-racism forum discussion in November 2020 that welcomed Associate Deputy Minister Caroline Xavier and Farahdine Boisclair, Director of the Anti-Racism Task Force, from Immigration, Refugees and Citizenship Canada. They explored the presence of racism in the Public Service and engaged the CRA executive community in an insightful dialogue.
- "I Wish You Knew" email containing quotes, feelings, opinions and experiences from employees across Canada to help dispel myths, promote understanding and raise awareness about persons with disabilities in and outside of the workplace.
- Virtual events supporting transgender employees, including the Day of Pink and the International Day against Homophobia, Transphobia and Biphobia.
- Promotion of e-learning opportunities on events focusing on the changing workforce, sexual orientation, gender identity, and expression.
- World Day for Cultural Diversity, Dialogue and Development to raise awareness of different cultures, promote diversity and inclusion, and enhance employee engagement.
- Network conferences, lunch and learn events, and other activities to discuss grassroots issues that involve their communities.

Appendix C: Technical notes

1. Period under review

This report covers the April 1, 2020, to March 31, 2021, fiscal year.

2. Workforce covered by the report and the source of data

The report is based on the objectives and key activities of the CRA Employment Equity, Diversity and Inclusion Action Plan 2018–2019 to 2020–2021. This report presents the statistical profile of designated groups at the end of the fiscal year. It compares their internal representation rates with their LMA rates. Employment and Social Development Canada provided the LMA rates for each designated group. The LMA rates of Indigenous peoples, visible minorities and women comes from the 2016 Census of Canada. The LMA rate of persons with disabilities comes from the 2017 Canadian Survey on Disability. In both cases, they represent the most recent official LMA numbers.

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

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

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

3. Weighting method

The CRA received the new LMA data in 2019 and applied it for the first time to the March 31, 2019, workforce analysis. Therefore, previous years' comparisons are not available, and the March 31, 2019, data will serve as a baseline for the next five years. The March 31, 2020, data in this report shows the CRA's year-one progress using the new LMA benchmarks. Unless indicated otherwise, the data in this report comes from the CAS as of March 31, 2020.

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

Appendix D: Definitions

Employment equity occupational group

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

Hiring

The staffing action to hire an employee (permanent employee or term employee of three months or more) at the CRA during the fiscal year covered by this report. The figures show the number of employees hired and may include more than one staffing action.

Indigenous peoples

Indigenous peoples means the same as Aboriginal peoples. As stated in the *EE Act*, Aboriginal peoples means persons who are Indians, Inuit or Métis.

Permanent employee

An employee appointed to the CRA for an unspecified time.

Promotion

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

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

Separation

A permanent employee or a term employee of three months or more who leaves the CRA during the fiscal year covered by this report.

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

Workforce availability

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

STAY CONNECTED

 Follow the CRA on Twitter – **@CanRevAgency**

 Subscribe to a CRA **electronic mailing list**

 Add our **RSS feeds** to your feed reader

 Watch our tax-related videos on **YouTube**

© Her Majesty the Queen in Right of Canada, represented by the Minister of National Revenue, 2020. You can copy this publication without permission for internal use, as long as you acknowledge the source. However, making many copies of parts or all of this publication to sell or redistribute requires written permission from the Minister of National Revenue. You can write to the Minister at Ottawa ON K1A 0L5.

La version française de cette publication est intitulée Équité en matière d'emploi, diversité et inclusion à l'Agence du revenu du Canada – Rapport annuel 2019-2020.