



EMPLOYMENT EQUITY ANNUAL REPORT 2022-2023



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



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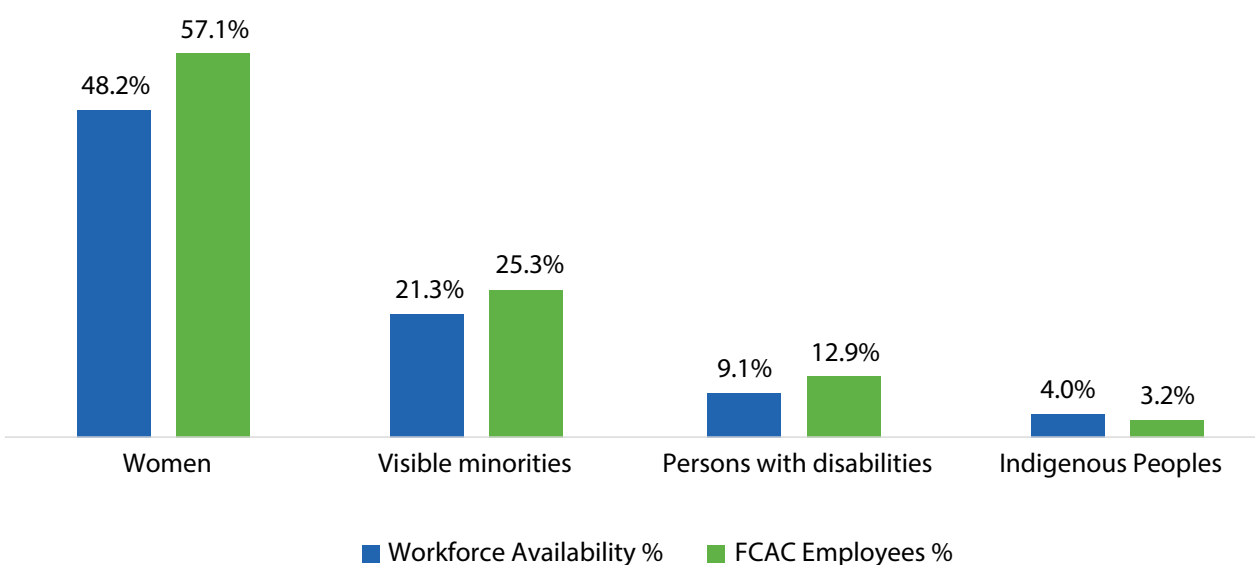
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Executive summary

The Employment Equity Annual Report 2022–2023 prepared by the Financial Consumer Agency of Canada (FCAC) provides an analysis of the workforce representation of the 4 designated groups (Women, Members of Visible Minorities, Indigenous peoples¹, and Persons with Disabilities). It also includes statistical information related to hiring, promotions and separations during the fiscal period.

As of March 31, 2023, FCAC had 217 employees. The graph below illustrates the workforce representation at FCAC, as compared to the Canadian workforce availability data adapted from the Statistics Canada 2016 Census and 2017 Canadian Survey on Disability. In 2022–2023, Women continue to be well represented at FCAC relative to the workforce availability, and representation increased slightly from 56.6% the previous year to 57.1% this year. Representation of Visible Minorities increased from 20.6% to 25.3% in 2023, now exceeding workforce availability. Representation of Persons with Disabilities increased from 11.6% to 12.9% and continues to exceed workforce availability. Representation of Indigenous peoples has increased to 3.2% but remains slightly below workforce availability of 4.0%. The Agency continues to be proactive and engaged in various efforts to achieve full representation.

Percentage Representation of Employment Equity Groups



NOTE: Adapted from Statistics Canada, the 2016 Census and the 2017 Canadian Survey on Disabilities

FCAC's approach to employment equity is supported by its Equity, Diversity and Inclusion (EDI) Action Plan, and includes targeted recruitment to enhance and sustain representation, new action measures informed by our first Employment Systems Review (ESR), accommodation and accessibility measures, and intentional efforts to celebrate diversity and promote an inclusive and respectful workforce. The Agency will continue to build on its successes and lessons learned as it implements the plan over the next 2 years.

¹ The term "Indigenous peoples" aligns with international usage and in this report replaces the legislative term "Aboriginal peoples" that appears in the *Employment Equity Act* and *Employment Equity Regulations*.

1. General overview

The mandate of the Financial Consumer Agency of Canada (FCAC or the Agency) is to supervise federally regulated financial entities and strengthen the financial literacy of Canadians. As a regulator, FCAC monitors and supervises the compliance of financial institutions, external complaint bodies and payment card network operators with consumer protection measures set out in legislation, public commitments, and codes of conduct. Through research and education, the Agency enhances the financial literacy of Canadians and raises awareness of their rights and responsibilities in their dealings with financial institutions. FCAC derives its mandate from the *Financial Consumer Agency of Canada Act*, which outlines FCAC's functions, administration, and enforcement powers, and lists the sections of federal laws and regulations under its supervision.

Listed in Schedule V of the *Financial Administration Act*, FCAC is a separate agency, reporting to Parliament through the Minister of Finance. FCAC has a non-unionized workforce and is subject to the *Public Service Employment Act* (PSEA). The Agency's only office is located in Ottawa (National Capital Region) as plans to open a Toronto office are delayed. During 2022–2023, FCAC's population grew by 15%. As of March 31, 2023, the Agency had 217 employees.

Building on already established practices, the Agency sustained its intentional efforts to address representation gaps for underrepresented designated groups and sponsored events and learning activities designed to raise awareness around specific diversity and inclusion topics.

2. Approach to Employment Equity

FCAC's core principles are intended to foster an organizational culture that prioritizes the well-being of its team members and the achievement of its consumer protection mandate. The principles of our "one mandate, one team" approach, coupled with a strong commitment to diversity, inclusion and bilingualism, are the foundational pieces that allow us to build a truly diverse workforce and foster a strong sense of belonging for our employees.

One of the goals of the Agency's [2021–2026 Strategic Plan](#) is to enable the future of work, by strengthening its people management practices and fostering a culture of innovation, collaboration and excellence.

2.1 Equity, Diversity and Inclusion (EDI) Action Plan 2022–2025

Over the past few years, FCAC has taken steps to move beyond good intentions and toward finding ways to make a real difference. Building on this foundation, the Agency introduced its first FCAC Equity, Diversity and Inclusion (EDI) Action Plan in March 2022, which outlines concrete actions to be taken through 2025. The action plan was updated in March 2023 and the EDI Champion presented the first annual action plan update to our governance structure, followed by an announcement to all employees on our intranet site. The update showcased our progress achieved over the first year since the plan's launch and provided an opportunity to engage in consultation and adjust to our evolving context. We continue to seek opportunities for ongoing consultation with employees and employment equity and equity-seeking groups.

FCAC is proud to report that much progress has been made in each of the plan's 4 overarching goals:

- fostering a culture of diversity and inclusion at the Agency
- creating a more and inclusive workplace and achieving a representative workforce
- integrating EDI into core Agency programming
- measuring our progress and reporting on actions

In 2022–2023, the Agency completed the following concrete actions in support of the plan:

- The corporate objectives in all 2022–2023 performance agreements include commitments to diversity and inclusion at appropriate levels of accountability. These objectives will remain in effect for 2023–2024.
- All executives, managers and supervisors completed mandatory training to be subdelegated HR authorities. This training included information on upcoming changes to the *PSEA* that aim to strengthen diversity and inclusion and remove or mitigate biases and barriers faced by equity-seeking groups across the public service. As of March 31, 2023, all hiring managers also completed the *Inclusive Hiring Practices for a Diverse Workforce* course, which is another prerequisite for sub-delegation.

- A call for volunteers was launched in February 2023 to establish a working group to develop and implement a tailored program for FCAC EDI Ambassadors, which will support and engage EE and equity-seeking group members. The working group launched in late March 2023 and will continue its work in 2023–2024.
- The Agency shared its planned approach to meeting the requirements of the *Pay Equity Act* and following a call to recruit employee representatives in December 2022, employees endorsed their representatives, and the Pay Equity Committee was formed in February 2022. In 2023–2024, the committee will undertake the necessary analysis and develop a draft plan to be presented to employees for comment.
- We have also advanced EDI through our core business activities, for example through the National Financial Literacy Strategy and its Measurement Plan, a bulletin on access to basic banking services and an internal linguistic toolbox which features guidelines for inclusive writing.

Additional actions such as those related to the Agency’s first Employment Systems Review, targeted recruitment, accessibility and EDI promotion are profiled below in greater detail.

2.2 Employment Systems Review (ESR)

FCAC engaged a third-party expert in the field of EDI to conduct its first ESR from September 2022 to March 2023. The comprehensive exercise included 4 key activities:

- Review of background documentation – Key human resources (HR) and strategic documents were reviewed to gain a good understanding of the organization and its EE context.
- Policy review – All key HR policies and procedures, as well as other documents relevant to EE were reviewed.
- Data analysis – A high-level review of EE data from 2019–2020 to 2021–2022 was conducted. This included a review of representation by designated group, occupational category, external recruitment, promotions, and separations. Overall representation data current as of February 2023 was also considered.
- Consultation – Consultations were carried out with a total of 42 individuals over 2 phases. The first phase included key stakeholders such as the Commissioner, Chief Human Resources Officer (CHRO) and the HR team. The second phase included confidential group discussions and individual interviews with employees, managers and executives who self-identify as equity-seeking group members. An “open” group session was also made available to all employees who wished to provide input.

Additionally, the EDI Champion, our Workplace Advisory Committee (WAC), and the Senior Advisor responsible for EDI, formed an advisory group for the ESR. The consultant met with this group at the onset of the review and after the consultation phase to present them with the results of the review.

The results of the review were positive and recognized our efforts to increase our representation of the designated groups over the last 3 years. No systemic barriers were found, and feedback shows that overall, equity-seeking group members feel supported, respected and enjoy our work environment.

The consultant provided one recommendation, that the Agency offer comprehensive, multi-year EDI sensitization and education for all employees. The consultant also observed that the Agency should continue with the following good practices:

- Establishing the working group to develop the EDI Ambassadors program to provide more opportunities for group members to connect and provide input on EDI initiatives – the working group was formed in March 2023.
- Developing and updating policies that integrate EE considerations – a new action was added to the EDI Action Plan.
- Implementing the EDI Action Plan and updating it to include goals for addressing significant representation gaps – a new action was added to the EDI Action Plan.
- Promoting transparency in staffing by posting opportunities – as an ongoing practice, opportunities are posted on the intranet.

The consultant concluded that FCAC has the necessary senior management commitment, and a good foundation for continuing to put in place EE initiatives to support its goals of a diverse and inclusive workplace.

The ESR’s results were shared broadly throughout the Agency. The report was shared with senior management and the advisory group. A detailed summary of the report was also shared with all employees as an annex to the EDI Action Plan as part of the March 2023 update.

2.3 Targeted Recruitment

As FCAC is subject to the PSEA, recruitment practices are non-partisan and merit-based, with the goal of ensuring a workforce that is representative of the diversity, linguistic duality and range of backgrounds and skills of Canadians.

In 2022–2023, FCAC hired 48 new employees, of which 42 identified as belonging to one or more EE designated groups:

- 31 Women
- 22 Visible Minorities
- 7 Persons with Disabilities
- 5² Indigenous Peoples

The Agency also promoted 12 individuals throughout the year, 10 of whom had self-identified as members of one or more EE designated groups.

Sustained and intentional efforts to increase the diversity of our workforce yielded positive results. By the end of 2022–2023, the representation of women, visible minorities and persons with disabilities exceeded their WFA.

In 2022–2023, FCAC continued to strengthen the use of EDI inclusive recruitment strategies in staffing processes. 23 completed staffing actions were intentional in targeting equity seeking individuals. The recording of specific EE hires was also initiated to track efforts on targeted hiring. Strategies included targeting EE groups as a volume management technique in some processes. Furthermore, some specific programs were leveraged or promoted within the Agency as staffing options, such as the Virtual Door to Talent with Disabilities, Policy and Data Analyst - Careers for Persons with Disabilities and the Indigenous Career Pathways.

An action plan was developed to ensure FCAC's readiness for the coming into force of the latest amendments to the PSEA, which aim to strengthen diversity and inclusion and remove or mitigate biases and barriers faced by equity-seeking groups. For example, required updates to people management policies have been identified and 100% of active hiring managers and executives completed the Inclusive Hiring Practices for a Diverse Workforce course.

Hiring managers continue to work in partnership with HR to leverage available programs, seek diversity in selection boards, and experiment with new strategies. For example, a nameless digital exam administered by an independent third party was used for an external process.

2.4 Accessible and modern workplace

2.4.1 Enhancing accessibility through our workplace modernization

The physical workplace has undergone a major renovation in 2021 and 2022 and the Agency gradually reopened its doors to a vibrant and welcoming space in January 2023. The modernized office offers FCAC employees a safe, accessible and inclusive workspace, fully equipped with ergonomic furniture, while the open concept provides natural light. The accessible design meets the Canadian Standards Association's built environment standards and includes accessible, universal washrooms, accessible kitchen spaces with lowered counters and roll-under sinks, power door openers, adjustable workstations and height-adjustable desks, wide hallways with enough space for a person using a wheelchair to move freely, a colour-coding system to help people with low vision find their way around and Braille lettering on signs throughout the building. Greater variety and number of workspaces are available to best suit the work, such as touchdown workspaces, focus rooms, phone booths, open collaboration zones, small and large boardrooms. The new space is also equipped with the latest technologies (e.g., multi-authentication door access, online reservation system, new Smart boards) to support our hybrid work model.

² Data is suppressed (S) to protect confidentiality of information when the representation number is five or less.

2.4.2 Hybrid work model

As part of its Return to the Office Strategy and the opening of its modernized office, FCAC moved towards the implementation of its hybrid model of work. Supported by the Policy on Flexible Work Arrangements and Telework launched in September 2021, the model offers flexibility, supports employee well-being, empowers managers and employees, and embraces diversity.

FCAC's hybrid model of work recognizes that many activities can easily be performed while teleworking, but also that certain activities are performed more effectively in person. The 4Cs approach – connect, collaborate, create and celebrate – guides teams in determining the appropriate balance of in-office requirements and telework. New tools, including team charters, have been developed to support managers and employees in having discussions and establishing their plans.

2.4.3 Flexible work arrangements

Additionally, FCAC recognizes that flexible work arrangements can contribute to the attraction and retention of a diverse workforce, and include benefits such as improved motivation and productivity, reduced stress, and increased support for work-life balance. The FCAC Policy on Flexible Work Arrangements and Telework brings together information on the various options available including flexible hours of work, telework, compressed work weeks, leave with income averaging, pre-retirement transition leave, and part-time hours of work.

2.4.4 Workplace accommodations

FCAC implemented its first Policy on Accommodation in October 2021, which recognizes the duty to accommodate employees as well as persons seeking employment up to the point of undue hardship and in a timely manner. Beyond a duty, the Agency believes that an enabling environment that allows everyone to maximize their contributions and potential supports a high-performing workforce committed to achieving our ambitious vision to be the leader and innovator in financial consumer protection.

When it was launched, the policy and accompanying FAQs were broadly promoted on the intranet and posted on the EDI intranet page and the HR team presented the policy to all branches during their all-staff meetings. We inform prospective employees that FCAC will ensure that their needs are accommodated when they apply on an advertised process. All our posters include a statement to this effect and offers of accommodation are continued throughout the process, including during all assessment phases and with the letter of offer, which invites them to raise their accommodations needs with their new supervisor. The need to consider accommodation requirements is also included in the onboarding checklists for hiring managers and new employees. Individual ergonomic assessments are readily available to all employees and performed as required.

Feedback provided through recent consultations on FCAC's Accessibility Plan and ESR suggested opportunities to increase awareness. To consolidate efforts among internal parties, a practical guide has been developed for HR and an information document for managers is being developed. Additionally, key designated HR representatives completed related training. The policy was also featured in Agency-wide announcements throughout the year to further promote it. Its effectiveness will be further monitored through the 2022–2023 Public Service Employment Survey (PSES) results on questions related to the duty to accommodate.

2.4.5 Accessibility plan

FCAC's 3-year [Accessibility Plan](#) was published in December 2022, following internal and external consultations. The plan details the current state of accessibility at the Agency relative to the 6 applicable priority areas under the *Accessible Canada Act* and outlines the actions we will take to remove identified barriers, prevent new ones from forming, and promote EDI in our workforce and core business activities. In response to the only barrier identified under Employment, FCAC included text on the "Job opportunities" webpage that indicates that applicants will be redirected to the "GC Jobs" webpage, where members of the public can search for and apply to jobs at FCAC.

2.5 Celebrating diversity

FCAC recognizes that celebrating diversity and providing opportunities to learn is pivotal to raising awareness and fostering a healthy, inclusive, and respectful environment. It is also an opportunity to foster a sense of community amongst many teleworking employees and promote helpful resources and partners' events.

In 2022–2023, the Agency featured 17 core diversity and inclusion-related events plus 3 rotational events from its calendar of commemorative events. There are also 2 official languages and 4 mental health and wellness events that are recognized annually, allowing the Agency to recognize a total of 26 events each year.

In addition to posting informative announcements on the Agency's intranet site, FCAC organized quarterly corporate learning-type events in support of identified priorities for EDI. These varied subject events provided opportunities for employees to engage in a constructive dialogue in a safe and welcoming environment. Attendance to the EDI events demonstrate employees' genuine interest and commitment.

FCAC organized the following activities and events:

- Jewish Heritage Month - as part of FCAC's EDI Book Club, Dr. Rebecca Clifford was invited to speak about her book *Survivors: Children's Lives After the Holocaust, story of children who survived the chaos and trauma of the Holocaust*.
- 2022 Government of Canada Charitable Work Campaign (GCWCC) - the campaign focussed on EDI under the theme "Differences Makes Us Stronger". A guest speaker discussed systemic inequity and discrimination amongst low income and racialized communities during the launch event and the EDI Champion spoke at the closing ceremony.
- International Day for Persons with Disabilities – Canadian author Amanda Leduc read excerpts of her book *Disfigured On fairy tales, Disability, and Making Space*, which was followed by an engaging discussion on disability and accessibility.
- National Day of Remembrance of the Québec City Mosque Attack and Action against Islamophobia - a speaker from the Federal Speakers' Forum on Diversity and Inclusion shared her lived experience as a Muslim woman in Canada and facilitated an interactive questions and answers session.

2.6 Promoting a healthy, inclusive and respectful workplace

Launched in November 2020, the FCAC Mental Health and Wellness Action Plan 2020–2023 focuses on 3 strategic goals that align with the Federal Public Service Workplace Mental Health Strategy: fostering a respectful culture, building capacity with tools and resources, and measuring and reporting on actions.

The following actions were taken in 2022–2023 to support the plan's implementation:

- The corporate objectives in the 2022–2023 performance agreements include commitments to create a healthy and respectful workplace at appropriate levels of accountability. These objectives will remain in effect for 2023–2024.
- FCAC introduced Agency-wide time management practices to support mental health including:
 - 4 Focus Time Fridays were scheduled in May 2022 to support employees in setting aside productive time without interruptions.
 - Building on the success of Focus Time Fridays, weekly focus times for all employees have since been scheduled on Wednesday afternoons as of January 2023 to encourage uninterrupted work time.
 - Body and Brain Breaks were implemented and consist of short breaks to help refocus and/or stretch before each meeting.
- The Policy on Workplace Harassment and Violence Prevention was updated in January 2023, in collaboration with our Occupational Health and Safety Committee (OHSC). Phased mandatory training continues to be offered and 98% of executives and managers, and 100% of employees completed their designated courses.
- Since the launch of the program in 2021, a total of 7 sessions of The Working Mind (TWM) and 4 sessions of Mental Health First Aid (MHFA) were offered. 153 participants attended TWM or the MHFA trainings or both, including 92% of the FCAC management team.

- Employee Assistance Program (EAP) services continue to be regularly promoted on the intranet and an information session was held in May 2022.
- Independent Ombuds and informal conflict management system (ICMS) services are also offered to support employees at all levels. Two information sessions on Ombuds and ICMS Services were held in October 2022 - one for employees and one for managers.
- With the support of a qualified third party, the development of FCAC's Hazard Prevention Program (HPP) is underway, informed by the results of the hazard identification and risk assessment and the Guardian Minds at Work Survey completed in Spring 2022, which included a deeper dive on psychological hazards and the 13 psychosocial factors.
- **Not Myself Today**, a Canadian Mental Health Association initiative, was regularly promoted through weekly wellness tips posted on the intranet and specific modules highlighted throughout the year.
- **LifeSpeak** campaigns were promoted on a quarterly basis, and Mental Health Week, Mental Illness Awareness Week and World Mental Health Day, Bell Let's Talk Day and World Suicide Prevention Day were highlighted.

2.7 Sustaining our culture of inclusive linguistic duality

FCAC is committed to fulfilling its obligations as an employer under the *Official Languages Act* (OLA) and maintaining a strong capacity to deliver services in both official languages. The first triennial action plan was introduced in June 2022 and was updated in March 2023. We celebrated events such as the Rendez-vous de la francophonie and International Francophonie Day, and employees joined the OL Champion, FCAC's Commissioner, to record a video to celebrate Official Languages Day. FCAC also continued to offer training options to learn or maintain second language skills, including its part-time group language training program, which is accessible to all interested employees. Over the next year, we will continue to build on our successes to sustain a strong organizational culture that respects the requirements of the OLA and approaches linguistic duality as a fundamental component of our inclusive and respectful workplace.

3. Quantitative information

In keeping with its obligations under the *Employment Equity Act* and its desire to be a diverse and inclusive employer, FCAC strives to have a workforce that reflects the availability of the 4 designated groups of the Canadian workforce.

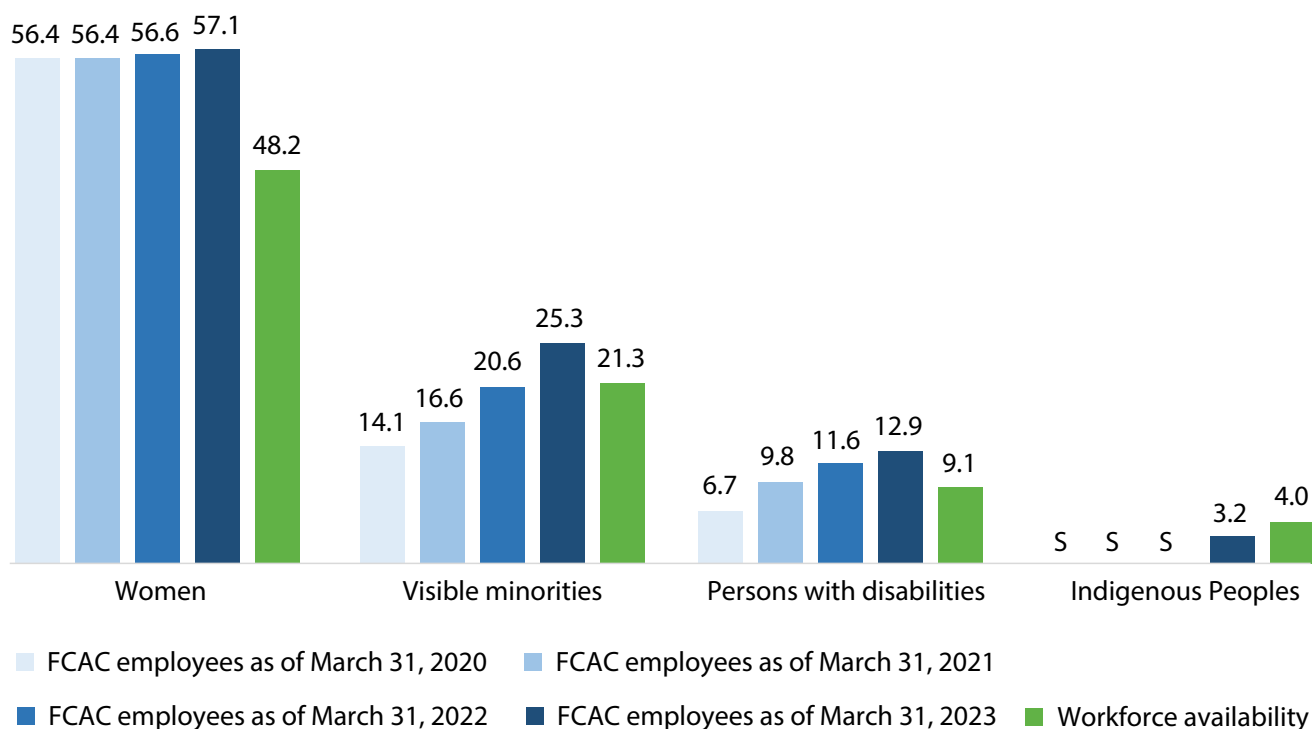
In 2022–2023, FCAC grew again from 189 to 217 employees, an increase of 15%. Given that FCAC is a small organization, it takes a minimal amount of employee movement to affect representation. We continue to send each new employee the EE self-identification form and package via a personalized email, providing them with additional context regarding the importance of completing the form. Our completion rate remains at 100%.

To determine if the 4 designated groups are equitably represented at the Agency, their representation was compared to the 2016 Census and the 2017 Canadian Survey on Disabilities. The data presented in this report relates to the 217 employees in indeterminate positions and terms over 3 months on strength as of March 31, 2023, who self-identified as belonging to one or more of the 4 EE designated groups.

3.1 Highlights

For the fiscal year 2022–2023, FCAC’s representation of the 4 designated groups is as follows:

Percentage Representation of Employment Equity Groups



NOTE: Workforce availability data (WFA) is based on the 2016 Census and the 2017 Canadian Survey on Disabilities.

- The representation of Women was 57.1% which surpassed the WFA of 48.2%.
- The representation of Visible Minorities was 25.3% which surpassed the WFA of 21.3%.
- The representation of Persons with Disabilities was 12.9% which surpassed the WFA of 9.1%.
- The representation of Indigenous Peoples was 3.2% which is now only slightly lower than the WFA of 4%.

3.2 Women

Women were well represented and constituted 57.1% of the workforce, which is 8.9 percentage points above the availability of 48.2%. Women were represented in all occupational groups. Their representation of the WFA is 226.4% for Senior Managers, 112.8% for Middle and Other Managers, and 106.7% for Professionals. However, there are representation gaps for the Admin & Senior Clerical and Semi-Professionals & Technical groups.

3.3 Indigenous Peoples

The number of FCAC employees who identified as Indigenous Peoples is at 3.2% which remained only slightly below the workforce availability of 4%. FCAC has a gap of 2 persons to achieve full representation. While this is no longer considered a significant gap, representation of members of this group will receive sustained attention. Indigenous peoples were represented in the Senior Managers, Professionals, and Admin & Senior Clerical Personnel occupational groups. They are underrepresented in 2 of the 7 EE occupational groups (EOG), the Middle and Other Managers and the Semi-Professionals and Technical.

3.4 Persons with Disabilities

Persons with Disabilities were well represented and constituted 12.9% of the workforce, exceeding the availability of 9.1% by 3.8 percentage points. They were represented in all occupational groups, except Intermediate Sales & Service Personnel. 12.4 % of Professionals, our largest occupational group, were Persons with Disabilities.

3.5 Members of Visible Minorities

The overall representation of members of Visible Minorities increased steadily over the last 4 years, from 14.1% in 2019–2020, to 16.6% in 2020–2021, 20.6% in 2021–2022 and 25.3% in 2022–2023. Members of Visible Minorities were represented in all occupational groups.

3.6 New Hires

Of the 48 new hires in 2022–2023, 64.5% were Women, 45.8% were members of Visible Minorities, 14.6% were Persons with Disabilities. The results for Indigenous Peoples have been suppressed to protect confidentiality. Our sustained recruitment efforts to increase representation among members of Visible Minorities over the past 4 years have yielded positive results. We note that 18.4% of hires in 2019–2020 were among this group and that this rate has gradually and significantly increased to 25% in 2020–2021, 40.5% the following year and 45.8% this year.

3.7 Promotions

There was a total of 12 promotions in 2022–2023, of which 83% were members of one or more of the designated groups. 75% of the promotions were Women, which is significantly higher than last year (53.9%). The numbers for members of Visible Minorities have been suppressed to protect confidentiality. There were no promotions of Indigenous Peoples and Persons with Disabilities.

3.8 Separations

In 2022–2023, there were 18 departures, of which 66.7 % were Women. The numbers were suppressed for members of Visible Minorities and Persons with Disabilities and there were no departures of Indigenous Peoples.

4. Future strategies

With the introduction of the EDI Action Plan in 2022, the Agency has a concrete roadmap which allows us to chart our progress and measure our results, while ensuring that we continue to consult with designated group members and equity seeking groups. While we continue to make tangible and meaningful progress, we recognize that there is still work to be done in ensuring that all 4 designated groups either match or exceed workforce availability and that we continue to create a welcoming, safe and inclusive workplace for all FCAC employees.

Ongoing initiatives will include:

- Continuing to optimize the use of EDI strategies in staffing processes, through the use of inclusive recruitment strategies.
- Fostering a safe and positive environment where conversations around racism, reconciliation, accessibility and inclusion can take place, and where opportunities and issues are regularly discussed at all levels of the governance structure.
- Promoting events from the EDI commemorative calendar to raise awareness and organizing quarterly corporate learning-type events in support of identified priorities for EDI, providing opportunities for employees to engage in a constructive dialogue in a safe and welcoming environment.
- Maintaining the representation of the EDI Championship at the senior executive level given the importance attributed to EDI.



In addition to our ongoing initiatives, the focus in 2023–2024 will be on the following priorities:

- **Develop and implement a tailored program for FCAC EDI Ambassadors** to support and engage EE and equity-seeking group members.
- Continue to implement the EDI Action Plan with a **focus on the new measures informed by the ESR**.
- Collaborate with the Canadian Human Rights Commission currently performing an **Employment Equity Audit**.
- Leverage our departmental **2022–2023 Public Service Employment Survey (PSES) results** to measure progress and engage employees in our ongoing dialogue regarding equity and inclusion, anti-racism and the obligation to take accommodation measures.
- **Develop a pay equity plan** for the Agency in accordance with the *Pay Equity Act*.

Our differences make us stronger, more adaptable, and more dynamic. Diversity enriches our organization, our partnerships, and our service to Canadians. Ensuring a representative workforce is at the foundation and the Agency is committed to implementing and evaluating the measures we are taking to address identified gaps and to foster a work environment that is safe and welcoming to all.

Annex 1

The following tables are based on FCAC data as of March 31, 2023.

Table 1 – Representation of the Designated Groups at FCAC

Representation March 31, 2023	FCAC Representation		Workforce Availability (WFA)		Representation of WFA	
	#	%	#	%	#	%
Women	124	57.1%	104.6	48.2%	19	119.5%
Indigenous Peoples	7	3.2%	8.7	4.0%	-2	80.6%
Persons with Disabilities	28	12.9%	19.7	9.1%	8	141.8%
Visible Minorities	55	25.3%	46.2	21.3%	9	119.0%

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

Representation March 31, 2023	Total Employees	Women		Indigenous Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
FCAC	217	124	57.1%	7	3.2%	28	12.9%	55	25.3%
WFA	N/A	104.6	48.2%	8.7	4.0%	19.7	9.1%	46.2	21.3%

FCAC does not have any regional offices.

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

Representation March 31, 2023	Total Employees	Women		Indigenous Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
All Occupations	217	124	57.1%	7	3.2%	28	12.9%	55	25.3%
Senior Managers	16	10	62.5%	*	*	*	*	*	*
Middle & Other Managers	27	12	44.4%	0	0.0%	*	*	6	22.2%
Professionals	121	71	58.7%	*	*	15	12.4%	29	24.0%
Clerical Personnel	8	7	87.5%	0	0.0%	*	*	*	*
Admin & Senior Clerical Personnel	27	18	66.7%	*	*	*	*	9	33.3%
Semi-Professionals & Technical	12	*	*	0	0.0%	*	*	*	*
Intermediate Sales & Service Personnel	6	*	*	0	0.0%	0	0.0%	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

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

Representation March 31, 2023	Total Employees	FCAC Representation Women		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	217	124	57.1%	105	48.2%	19	118.6%
Senior Managers	16	10	62.5%	4	27.6%	6	226.4%
Middle & Other Managers	27	12	44.4%	11	39.4%	1	112.8%
Professionals	121	71	58.7%	67	55.0%	4	106.7%
Clerical Personnel	8	7	87.5%	5	68.7%	2	127.4%
Admin & Senior Clerical Personnel	27	18	66.7%	22	82.4%	-4	80.9%
Semi-Professionals & Technical	12	*	*	6	53.5%	*	*
Intermediate Sales & Service Personnel	6	*	*	4	68.4%	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

Table 5 – Representation of Indigenous peoples by EE Occupational Groups (EEOG)

Representation March 31, 2023	Total Employees	FCAC Representation Indigenous Peoples		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	217	7	3.2%	9	4.0%	-2	80.6%
Senior Managers	16	*	*	1	3.2%	*	*
Middle & Other Managers	27	0	0.0%	1	2.7%	-1	0.0%
Professionals	121	*	*	3	2.4%	*	*
Clerical Personnel	8	0	0.0%	0	4.2%	0	0.0%
Admin & Senior Clerical Personnel	27	*	*	1	3.5%	*	*
Semi- Professionals & Technical	12	0	0.0%	1	4.2%	-1	0.0%
Intermediate Sales & Service Personnel	6	0	0.0%	0	4.5%	0	0.0%

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

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

Representation March 31, 2023	Total Employees	FCAC Representation PWD		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	217	28	12.9%	20	9.1%	8	141.8%
Senior, Middle & Other Managers	43	*	*	2	5.0%	*	*
Professionals	121	15	12.4%	11	8.9%	4	139.3%
Clerical Personnel	8	*	*	1	9.3%	*	*
Admin & Senior Clerical Personnel	27	*	*	3	10.0%	*	*
Semi-Professionals & Technical	12	*	*	1	7.6%	*	*
Intermediate Sales & Service Personnel	6	0	0.0%	1	10.8%	-1	0.0%

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

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

Representation March 31, 2023	Total Employees	FCAC Representation Visible Minorities		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	217	55	25.3%	46	21.3%	9	119.0%
Senior Managers	16	*	*	2	11.5%	*	*
Middle & Other Managers	27	6	22.2%	5	17.6%	1	126.3%
Professionals	121	29	24.0%	28	23.2%	1	103.3%
Clerical Personnel	8	*	*	2	21.9%	*	*
Admin & Senior Clerical Personnel	27	9	33.3%	4	16.4%	5	203.3%
Semi-Professionals & Technical	12	*	*	2	19.1%	*	*
Intermediate Sales & Service Personnel	6	*	*	2	25.4%	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

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

Representation March 31, 2023	Total Employees	Women		Indigenous Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
\$									
\$52,400 - \$65,400	16	12	75.0%	0	0.0%	*	*	*	*
\$63,800 - \$80,100	33	21	63.6%	0	0.0%	7	21.2%	11	33.3%
\$75,300 - \$96,900	46	24	52.2%	*	*	*	*	14	30.4%
\$94,800 - \$120,300	80	46	57.5%	*	*	9	11.3%	15	18.8%
\$112,200 - \$142,800	26	11	42.3%	0	0.0%	*	*	*	*
Total	201	114	56.7%	*	*	27	13.4%	52	25.9%

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

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

Representation March 31, 2023	Total Employees	Women		Indigenous Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
\$127,800 - \$159,500	10	7	70.0%	*	*	*	*	*	*
\$148,300 - \$184,900	*	*	*	*	*	*	*	*	*
\$171,100 - \$213,800	*	*	*	*	*	*	*	*	*
GCQ & OCQ	*	*	*	*	*	*	*	*	*
Total	16	10	62.5%	*	*	*	*	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*

Table 10 – Representation of the FCAC Designated Groups by new hires, promotions and separations

Representation March 31, 2023	Total Employees	Women		Indigenous Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
Hires	48	31	64.6%	*	*	7	14.6%	22	45.8%
Promotions	12	9	75.0%	0	0.0%	0	0.0%	*	*
Terminations	18	12	66.7%	0	0.0%	*	*	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less. Additionally, to avoid residual disclosure, other data points, may also be suppressed.*