



Canada Revenue
Agency

Agence du revenu
du Canada

Employment Equity, Diversity and Inclusion at the Canada Revenue Agency

Annual Report 2021 - 2022

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Message from the Commissioner and Deputy Commissioner of the Canada Revenue Agency

We are pleased to present to the Parliament of Canada the Employment Equity, Diversity and Inclusion at the Canada Revenue Agency Annual Report, 2021-2022.

This report demonstrates the commitment of the Canada Revenue Agency (CRA) to identify and eliminate barriers impeding full participation, equal opportunity, and fair employment for the designated employment equity groups: Indigenous peoples, persons with disabilities, visible minorities and women, as well as to advance equity, diversity, inclusion and accessibility for all equity-deserving groups.

This past year has been the latest in a string of difficult years. The persistent impacts of the COVID-19 pandemic have underscored the disadvantages and marginalization experienced by certain communities, and the presence of systemic racism, discrimination and barriers to inclusion in our society and our institutions. The social, political, and economic instability felt both in Canada and around the world has heightened the need and demand for a more equitable society. The CRA's People First philosophy promotes empathy, which is the foundation of our ongoing work to support Canadians through these challenging times and mitigate impacts on employee well-being and safety.

The Public Service of Canada continues to address the profound systemic inequities and persistent discriminatory practices and policies in our society and our institutions, as evidenced in the Minister of National Revenue's Mandate Letter, the ongoing implementation of the Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service and in reports like Many Voices One Mind: A Pathway to Reconciliation. The Employment Equity, Diversity and Inclusion Annual Report offers insight into the Government of Canada priorities including anti-racism, reconciliation with Indigenous peoples, the collection and use of disaggregated data to measure progress and drive lasting improvements in workforce diversity.

At the CRA, our aspiration to create a more inclusive, diverse, equitable and accessible organization is duly matched by concrete actions in four key spheres:

- Improving opportunities for equity-deserving groups
- Strengthening inclusion in our everyday operations
- Hard-wiring diversity and inclusion in our corporate culture
- Measuring Employment Equity representation in our workforce

Despite progress achieved in advancing the Agency's commitment to diversity and inclusion, we still have a lot of work to do – work that will be guided by the Employment Equity, Diversity and Inclusion Action Plan. Looking ahead, we will:

- establish and implement an Anti-Racism Engagement Strategy to help employees understand how they can help combat racism in the workplace;
- initiate the implementation of recommendations from the Employment Systems Review and the Canadian Human Rights Commission's Horizontal Audit on the Employment of Racialized People in Executive and Management Positions in the Public Sector;
- implement CRA's Strategy for the Recruitment, Onboarding and Retention of Persons with Disabilities and publish CRA's first Accessibility Action Plan by December 2022; and
- adopt an enhanced self-identification questionnaire to strengthen our ability to collect data to measure the diversity of our workforce and to gauge our progress in building a workforce, reflective of the Canadian population we serve.

We are moving the dial forward through the work of dedicated CRA employees and managers, and this work will continue. We would like to acknowledge the vital role of CRA's employee networks, specifically the Indigenous Employee Network, the Persons With Disabilities Network, the Women's Collaborative Network, the Visible Minorities Network, and LGBTQ2+ Network. We would also like to recognize the efforts of our senior leaders, who have taken tangible action to ensure our workforce reflects the diverse backgrounds of the citizens we serve.

We invite you to read this year's report about the initiatives, activities and measures we put in place at the CRA to support a genuinely diverse workforce and inclusive culture, where each employee develops a sense of belonging and trust, and is able to bring their authentic self to work.

Bob Hamilton

Commissioner and Chief Executive Officer
Canada Revenue Agency

Brigitte Diogo

Deputy Commissioner
Canada Revenue Agency

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Introduction

“We continue the work that will move us closer to the public service Canadians desire – one where everyone feels supported and included, and reflects the people we serve.”

– Janice Charette, Clerk of the Privy Council

At the Canada Revenue Agency (CRA), equity, diversity, accessibility and inclusion are at the heart of our People First philosophy and our values of professionalism, integrity, respect and collaboration. In June 2021, we implemented the 2021 to 2025 Employment Equity, Diversity and Inclusion Action Plan, which sets out our renewed commitment to foster a respectful, diverse, accessible and inclusive work culture, free from discrimination, harassment and racism. The Plan, which received full endorsement from CRA senior management, reflects the priorities established in consultation with the CRA’s National Employment Equity and Diversity Committee (NEEDC), employee networks, union representatives and employees to make progress on Employment Equity, Diversity and Inclusion (EEDI) at the Agency.

During the past year, the CRA’s efforts to strengthen inclusion and improve employment outcomes for employment equity (EE) designated groups (Indigenous peoples, persons with disabilities, visible minorities and women) as well as members of equity-deserving groups (for example, the LGBTQ2+¹ community) centered on:

- Building a more diverse executive team, which better reflects the diversity of the Canadian public the CRA serves, while emphasizing leadership’s ongoing commitment to creating an inclusive organizational culture
- Attracting, recruiting and hiring a diverse and representative talent pipeline by sourcing candidates from employment equity designated groups (EE groups) through new tactics and developing tools and resources to help existing employees from equity-deserving groups be better equipped to grow and develop their careers so they can take full advantage of advancement opportunities
- Enhancing awareness and support for equity, diversity, inclusion, accessibility and anti-racism by providing information to help individuals find practical ways of embedding these considerations in their day-to-day work

The aspirations above were captured in the CRA’s Employment Equity Diversity and Inclusion Action Plan through commitments to:

- Achieve a workforce that reflects Canada’s labour market availability (LMA) for the four EE groups as well as the diversity of the population we serve
- Further integrate understanding and demonstrated support for Employment Equity, Diversity and Inclusion and anti-racism into our workplace culture

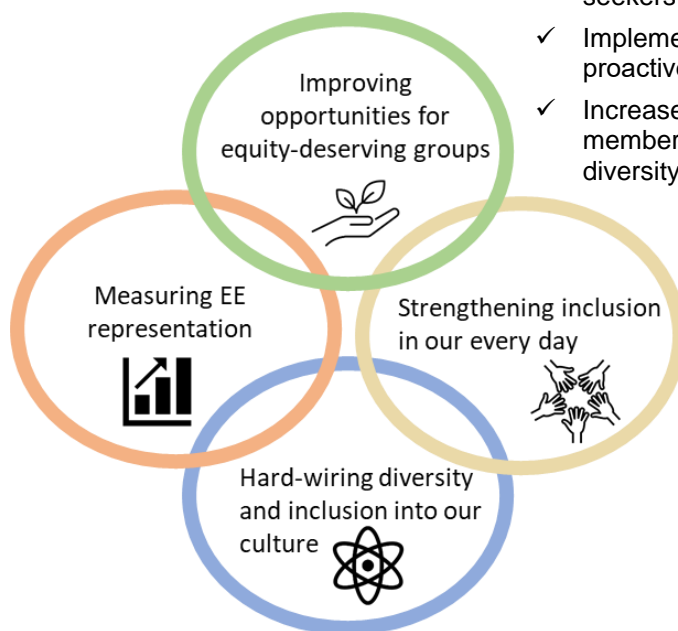
The report that follows provides a detailed overview of the specific measures the CRA undertook to achieve progress against the commitments in the Plan, while also offering a preview of the activities it will prioritize in the coming year to continue to make sustained progress in our journey to foster a truly diverse, equitable, accessible and inclusive workplace.

¹ LGBTQ2+ is an acronym that stands for lesbian, gay, bisexual, transgender, queer/questioning, two-spirit, and other forms of diversity in gender identity, gender expression, romantic and/or sexual orientation.

Highlights

At the CRA, our aspirations of creating a more inclusive, diverse, equitable and accessible organization are duly matched by concrete actions in four key spheres highlighted below.

- ✓ Attained a 90.7% self-identification participation rate, which contributes to building a diverse and inclusive organization
- ✓ Sustained progress in building a diverse and representative leadership cadre by increasing representation of the visible minorities group
- ✓ Improved representation for the persons with disabilities group by reaching 10.2% of the workforce, despite some occupational groups remaining underrepresented



- ✓ Held consultations to identify accessibility barriers faced by job seekers with disabilities
- ✓ Implemented a National EE Staffing Strategy (NEESS) to proactively work towards closing the CRA's EE gaps
- ✓ Increased leadership development opportunities for EE group members in management feeder-group positions to strengthen diversity at the executive level

- ✓ Trained over 5,000 employees on unconscious bias since the launch of a new workshop
- ✓ Celebrated and recognized a wide range of commemorative events to foster better understanding, respect and inclusion among individuals
- ✓ Offered 127 Positive Space training sessions, with over 1,900 participants, to support inclusion and awareness on matters pertaining to LGBTQ2+ communities.

In the upcoming fiscal year, we will:

- ✓ Establish and implement the CRA's Anti-Racism Engagement Strategy to help employees understand how they can help combat racism in the workplace
- ✓ Start implementing recommendations from the CRA's Employment Systems Review and the Canadian Human Rights Commission's Horizontal Audit on the Employment of Racialized People in Executive and Management Positions in the Public Sector
- ✓ Implement the CRA's Strategy for the Recruitment, Onboarding and Retention of Persons with Disabilities and publish the CRA's Accessibility Action Plan by December 2022
- ✓ Adopt an enhanced self-identification questionnaire to strengthen our ability to collect data to measure the diversity of our workforce and to gauge our progress in building a workforce, reflective of the Canadian population we serve

Measuring EE representation

At the CRA, we believe in the principle that what gets measured, gets done. Accordingly, we have set ambitious goals to close all national EE gaps in representation by 2024 so that we may proactively keep pace with the changing diversity in the Canadian labour market.

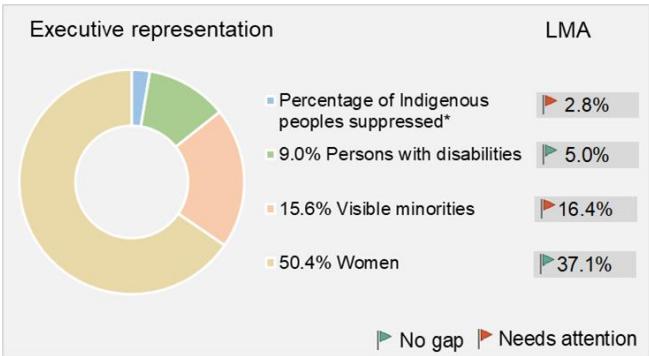
To accomplish these goals, we are leveraging data to better monitor our progress and help us take more deliberate actions to address underrepresentation of diverse groups both in our overall workforce, and within our executive population.

Below are the highlights of the progress we have made as well as the key challenges which remain. ¹

Portrait of our workforce representation

Knowing who we are, is key to knowing where we still have room to grow to mirror the diverse Canadian society the Agency serves. In the past year, the Agency’s workforce grew by 18%, from 46,840 to 55,587 employees. Analysis of our EE statistics shows that the diversity of the CRA’s workforce has, at a macro level, either kept close pace with or, as in the case of the visible minorities group, far exceeded the LMA. When looking more closely at representation within and throughout the various occupational groups, it is clear that there are some areas that continue to require focussed attention. Mindful of the importance of building a diverse and representative leadership cadre, and employee base, our analysis presents findings from these two perspectives.

- In the **executive leadership group**, internal representation (IR) has grown over the period in three of the four EE groups.
 - The persons with disabilities and women groups have continued to increase and remain fully represented.
 - The visible minorities group has steadily increased, over a three-year period, with internal representation reaching 15.6% on March 31, 2022, compared to the expected representation of 16.4%.
 - The Indigenous peoples group has not made progress and continues to fall short of the expected representation.

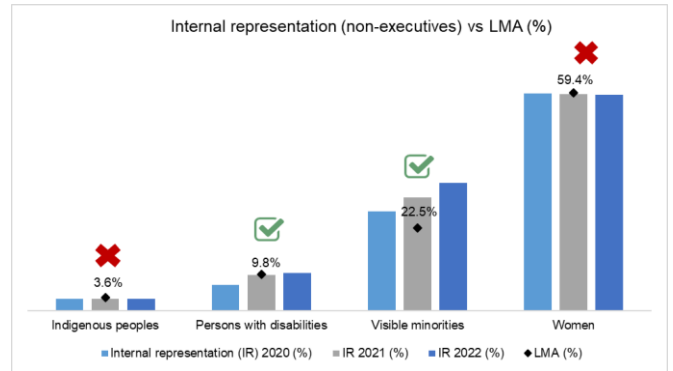


*To respect confidentiality, the employment equity numbers have been suppressed.

¹ See [Appendix A](#) for data sources

- In the **CRA’s workforce** (excluding the executive group), the internal representation (IR) of the four EE groups at a macro level continued to follow the trends established over the past three years.

- Indigenous peoples remained stable but underrepresented at 3.2% of the workforce, compared to 3.6% LMA – a gap of 0.4 percentage point.
- Persons with disabilities are fully represented at the Agency for the first time at 10.2%, surpassing the LMA rate of 9.8%.
- Visible minorities continued to be fully represented at 34.8% of the workforce, surpassing the LMA of 22.5%.
- Women continued to be slightly underrepresented at 58.9% compared to the LMA of 59.4%.



- When drilling further down into the data and examining the five major EE occupational groups (excluding the executive group), two important milestones have been achieved.

- Full representation in the “Middle and other managers” occupational group for all EE groups
- Full representation in all occupational groups for the visible minority group

Employment Equity occupational group	Indigenous peoples	Persons with disabilities	Visible minorities	Women
Middle and other managers	✓	✓	✓	✓
Professionals	✓	✗	✓	✓
Supervisors	✓	✗	✓	✓
Administrative and senior clerical	✗	✓	✓	✗
Clerical personnel	✗	✓	✓	✗

As demonstrated in the table above:

- Indigenous peoples are fully represented in three groups: “Middle and other managers” (closed the gap) and the “Professionals” and “Supervisors” groups, strengthening the leadership pipeline. However, gaps remain in the “Administrative and senior clerical” and the “Clerical personnel” groups.
- Persons with disabilities are fully represented in three groups: “Middle and other managers,” “Administrative and senior clerical” and “Clerical personnel”. Nevertheless, gaps remain in the “Professionals” and “Supervisors” groups although representation increased from the previous year for both.
- Visible minorities are fully represented in all five groups (closed the gap in the “Supervisors” group).
- Women are fully represented in three groups: “Middle and other managers,” “Professionals,” and “Supervisors,” even though gaps remain in the “Administrative and senior clerical” and the “Clerical personnel” groups.

New hires, promotions and separation rates

In the 2021-2022 fiscal year, the CRA hired 10,665 first-time external employees, an increase of 160% year-over-year.

As illustrated¹, hiring rates increased for all four EE groups, compared to the previous year. Promotion and separation rates were consistent with the trends observed in the workforce. Overall, the persons with disabilities and visible minorities groups have grown, the Indigenous peoples group has remained stable, and the women group has decreased. Of note, is that the promotion rate for the Indigenous peoples group fell below expectations, an unfortunate shift that the Agency will look to reverse.

	Indigenous peoples	Persons with disabilities	Visible minorities	Women
Hirings	1.8% [+0.5]	5.6% [+0.1]	39.4% [+6.9]	57.4% [+1.6]
Promotions	3.0% [-0.9]	10.5% [+1.1]	42.1% [+14.3]	59.7% [-0.1]
Separations	3.7% [+0.0]	9.3% [+0.7]	23.3% [+4.5]	59.1% [-2.3]

Overall, during the year, we made progress towards our goal of building an increasingly representative workforce and closing all national gaps by 2024. Notably, we achieved full representation for the persons with disabilities group, closed occupational group gaps for Indigenous peoples and visible minorities, increased internal Representation in nearly all occupational groups, as well as, increased the hiring rates for all EE groups.

Despite the above, we have fallen short in moving the dial for the Indigenous peoples EE group, which remains underrepresented as a whole and within the “Administrative and senior clerical” and “Clerical personnel” occupational groups. The women EE group is also underrepresented in the same areas. Given that these two occupational groups cover approximately two-thirds of the CRA’s workforce, these findings present opportunities for action in the year ahead.

As presented in this report, we will also continue to advance initiatives which will sustain progress in achieving equitable representation in the executive group and support the successful recruitment, onboarding and retention of persons with disabilities.

Disaggregated and intersectional EE group data

The CRA has committed to strengthening our ability to gauge our progress in building a diverse and inclusive organization, reflective of the Canadian population we serve. As a first step, we have started to generate and publish EE subgroup and intersectional data. This information will provide the CRA with a more holistic portrait of the diversity of our workforce, enabling a more nuanced analysis of the make-up of the workforce as well as the workplace issues that impact experiences across EE groups and within subgroups.

Based on the voluntary self-identification information provided through the Workforce Profile Questionnaire, the tables that follow provide an overview of the internal representation data (as of March 31, 2022) for subgroups within the Indigenous peoples, persons with disabilities and visible minorities groups.²

¹ The numbers in parentheses represent the change of percentage points in hiring, promotions or separations over a one-year period, since March 31, 2021.

² The numbers in parentheses represent the change of percentage points within each EE subgroup over a one-year period, since March 31, 2021. Due to small numbers for some subgroups, small changes may appear larger in terms of a percentage change. While disaggregated data offers insights into the subgroup populations, it is important to use the data with caution and be aware of its limitations. One of the limitations of the current collection tool is that those who

The **Indigenous peoples** EE group represents 3.2% of the CRA's internal workforce (excluding the executive group)

- 95.9% of Indigenous peoples at the CRA self-identify as either Métis or North American Indian / First Nation
- Over the past year, the proportion of individuals who self-identify as Métis has decreased by 1.8 percentage points, whereas the North American Indian/First Nation subgroup representation has increased by 1.5 percentage points

Subgroup	% of Indigenous peoples	% of all CRA employees
Métis	53.4% [-1.8%]	1.7%
North American Indian/First Nation	42.5% [1.5%]	1.4%
Inuk (Inuit)	0.8% [0.0%]	0.0%
No disclosure of subgroup	3.3% [0.3%]	0.1%

The **visible minorities** EE group makes up 34.8% of the CRA's internal workforce (excluding the executive group)

- Cumulatively, the three largest subgroups represent approximately 70% of the visible minorities group
- Over the past year, the internal representation of Black employees increased by 3.8%, the highest proportional growth rate noted among visible minority subgroups.
- The visible minorities group has the smallest percentage of respondents who chose not to self-identify at the subgroup level, at 2.3%, compared to the other two EE groups

Subgroup	% of visible minorities	% of all CRA employees
South Asian/East Indian	29.4% [1.4%]	10.2%
Black	21.5% [3.8%]	7.5%
Chinese	18.7% [-3.7%]	6.5%
Non-white West Asian, North African, or Arab	7.6% [0.5%]	2.7%
Filipino	7.3% [-0.4%]	2.5%
Southeast Asian	3.3% [0.0%]	1.1%
No disclosure of subgroup	2.3% [-0.4%]	0.8%
Person of mixed origin	3.1% [-0.3%]	1.1%
Non-white Latin American	2.6% [0.3%]	0.9%
Korean	2.0% [0.0%]	0.7%
Other visible minority group	1.9% [-1.2%]	0.7%
Japanese	0.3% [-0.1%]	0.1%
Other Aboriginal person	SUPP	SUPP

The **persons with disabilities** EE group makes up 10.2% of the CRA's internal workforce (excluding the executive group)

- Almost 40% of persons with disabilities have self-identified as living with a "mental health" issue
- Over the past year, all subgroups have proportionately remained stable, except for the "mental health" subgroup, which has increased by 5.9 percentage points
- The persons with disabilities group has the largest percentage that has chosen not to self-identify with a subgroup at 3.9% (compared to the other two EE groups)
- About 19.0% of persons with disabilities have chosen to identify with "other disability," suggesting gaps in the subgroup descriptions

Subgroup	% of persons with disabilities	% of all CRA employees
Mental health	39.5% [5.9%]	4.0%
Chronic illness	21.9% [-0.3%]	2.2%
Other disability	19.0% [-0.6%]	1.9%
Learning disabilities	12.3% [-0.2%]	1.3%
Mobility	11.6% [-1.4%]	1.2%
Deaf or hard of hearing	9.1% [-1.7%]	0.9%
Co-ordination or dexterity	5.3% [-0.8%]	0.5%
No disclosure of subgroup	3.9% [-0.5%]	0.4%
Blind or visual impairment	4.6% [-0.6%]	0.5%
Speech and language impairment	1.4% [-0.1%]	0.1%

self-identify as visible minorities, can only choose the one subgroup which they feel best describes their race or colour, instead of being able to choose multiple subgroups, which may apply.

We all have multiple identity factors that intersect to make us who we are. Through intersectionality,¹ we can analyze how combinations of these factors influence our experiences.

The following presents the intersectional representation of members of the four EE groups, with one other EE group, based on their self-identification information. For example, for the Indigenous peoples group, 68.1% of employees who self-identified as an Indigenous person also self-identified as being a woman, and 20.4% as being a person with a disability. As of March 31, 2022:

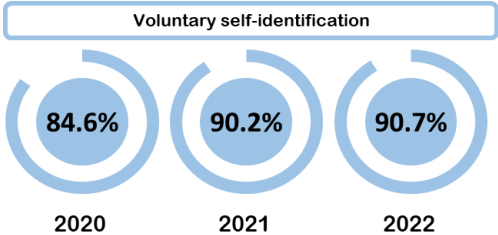
- 1,783 employees self-identified as Indigenous peoples (3.2% of the workforce)
- 5,670 employees self-identified as persons with disabilities (10.2% of the workforce)
- 19,369 employees self-identified as visible minorities (34.8% of the workforce)
- 32,729 employees were women (58.9% of the workforce)



Self-identification participation

The CRA carried out a self-identification campaign to increase awareness and understanding of how self-identifying provides all employees with a voice in shaping the CRA’s diverse and inclusive organizational culture.

Over 90.7% of our employees completed the CRA’s Workforce Profile Questionnaire, exceeding the Canadian Human Rights Commission’s 80% recommended threshold for data to be considered reliable. This high response rate provides the CRA with robust data to develop strategies and initiatives to address EE groups’ underrepresentation in our workforce.



Improving opportunities for equity-deserving groups



At the CRA, we acknowledge that intentional and continued effort is required to increase opportunities for the career development and advancement of equity-deserving groups, an essential step in building a more diverse workforce. During the past year, we examined various phases of the employment journey of candidates and employees to find opportunities to level the playing field for these groups and improve their employment outcomes.

¹Intersectionality is an analytical framework which illustrates how aspects of a person’s identity (for example, gender, and race) combine to create particular forms of discrimination and privilege.

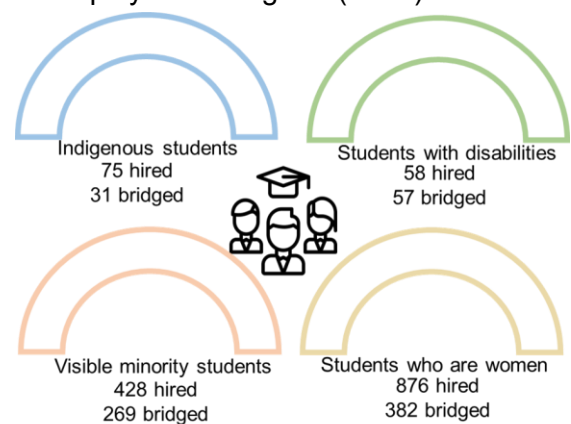
Increasing diversity in recruitment

We have put in place initiatives designed to identify and address barriers that hinder equity-deserving groups' access to employment opportunities at all levels of our organization. Concrete steps to achieve the objectives above included:



- Identifying accessibility barriers faced by job seekers with disabilities by conducting consultations with job seekers from the general public, CRA employees with disabilities and external-supported employment organizations, such as Performance Plus Rehabilitation and Care Inc., SaskAbilities, and accessibility centres at post-secondary institutions. These steps increased the recognition of the CRA as an employer of choice for persons with disabilities and deepened partnerships with recruitment organizations that improve EE group members' employment opportunities.
- Hosting five focus groups with employees from each of the CRA's employee networks (all four EE group networks and the LGBTQ2+ network) to openly discuss their impressions and experiences throughout the recruitment process in view of identifying and removing any potential barriers preventing them from taking full advantage of employment opportunities. Insights gathered informed the development of the CRA's recruitment strategy.
- Leveraging 197 CRA brand ambassadors to continue to promote CRA employment opportunities across Canada, through recruitment events and outreach activities, over virtual platforms. In 2021-2022, the CRA expanded outreach beyond students and graduates, to groups that support the employment of mid-career professionals, as well as those from equity-deserving groups, at all stages of their career. The brand ambassadors connected with community organizations and accessibility centres in post-secondary institutions to share information about the CRA as a top employer. For example, the Ontario Region hosted an information session about CRA career opportunities to members of the Ontario Disability Employment Network. Additionally, we trained five Indigenous brand ambassadors, who attended Indigenous recruitment events and liaised with Indigenous communities.

- Prioritizing recruitment programs to increase representation of Indigenous peoples and persons with disabilities. Recruiting from the CRA's Indigenous Student Employment Program (ISEP) and the Employment Opportunity for Students with Disabilities of the Federal Student Work Experience Program (FSWEP), the CRA hired more than double the number of Indigenous students and three times as many students with disabilities, compared to the previous fiscal year. Among the new hires to the CRA, 781 students were bridged into the workforce, an increase of 16% over the previous year. Representation rates were above expectations for Indigenous peoples and visible minority groups. In its second year as a participating organization, the CRA selected three interns from the Federal Internship Program for Canadians with Disabilities.



- Leveraging virtual job opportunities and remote staffing solutions to attract potential candidates living outside major centres in the province of Quebec. One of the important goals was to increase opportunities for certain EE groups (for example, Indigenous peoples) who wanted to remain connected to their communities while pursuing meaningful employment opportunities within the Public Service of Canada. Lessons learned from this experience will inform future recruitment campaigns and tactics to continue to attract a diverse and solid pool of candidates from equity-deserving groups.

To increase objectivity and fairness in management and executive-level hiring processes, we put in place two important initiatives, requiring that these staffing boards:

- Include a minimum of two members from EE groups to minimize bias in the staffing process and reflect the diversity of the workforce. Accordingly, to make sure the CRA can draw on a diverse base of potential interviewers from EE groups, employees who self-identify as members of EE groups are encouraged to indicate their interest to participate in staffing boards through the confidential self-identification process.
- Complete mandatory unconscious bias training, along with various diversity and inclusion and intercultural effectiveness and awareness training, to strengthen objectivity in the hiring process. Additional unconscious bias training modules have been incorporated into the Interview Training Program for those conducting character-based leadership interviews for executive level positions.

To reach the CRA's goal of closing gaps in representation for each of the four EE groups, we implemented targeted recruitment initiatives by:

- Developing and implementing a National Employment Equity Staffing Strategy (NEESS) for non-executive (EX) positions that requires hiring managers to select qualified candidates, using EE as the first appointment criterion, for advertised staffing processes, when a gap in representation exists for permanent and temporary appointments of six months and more.
- Leveraging a targeted executive-level staffing process launched in December 2020 to improve the representation of Indigenous peoples and visible minorities in leadership positions. To date, more than 10 qualified candidates from this staffing process have been appointed to the executive group.
- Developing, jointly with collaboration of persons with disabilities and in line with the principles of "Nothing Without Us", a pilot project, tailored to attract, recruit and onboard persons with disabilities. The Quebec Region staffing process will be implemented in fiscal 2022-2023 and will be monitored to provide insight for future initiatives.

Supporting equitable career development

We recognize that hiring diverse candidates is just the first step in making the workforce more diverse and creating the right conditions for people of diverse backgrounds to thrive. For members of equity-deserving groups to be able to fully participate and grow in their chosen careers, they need to be equipped with the right tools and resources to support their professional growth and development. With this objective in mind, we implemented a number of initiatives to address barriers identified by equity-deserving groups during our employee consultations. To this effect we:

- Revamped the **MentorMe Program** to strengthen support and access to mentoring for all employees, including for those in equity-deserving groups. The CRA held awareness sessions, including one for Visible Minority Network members, to promote the program and educate potential participants about the importance that mentoring can have on their career development.
- Sponsored two national Indigenous-focused career development and retention initiatives, that is the **Indigenous Mentoring Initiative** and the **Buddy Initiative**, intended to provide culturally sensitive support to Indigenous students during their first weeks on the job by pairing them with an experienced Indigenous peer who can help to foster a sense of belonging.
- Promoted the national **Language Buddy Program** and the Mauril application to employees from diverse backgrounds to ensure that they have the opportunity to develop and maintain their second official language skills. In an organization which offers seamless service from coast-to-coast, bilingualism is a strength, which helps employees access career advancement opportunities particularly at the management level.

- Implemented an 18-month **Leadership Learning Initiative**, adapted to a virtual work environment, to maximize leadership development for those individuals in EE groups in management feeder-group positions; 55% of the 105 participants are members of visible minorities, Indigenous peoples, or persons with disabilities.
- Launched the 2022 cohort intake process for the **Agency Leadership Development Program**, with the objective to achieve a participation rate of 70% from three of the four EE groups. Program information sessions were delivered to members of the EE networks.
- Implemented a number of initiatives for candidates who participated in executive-level staffing processes to strengthen efforts to foster the development of a more diverse leadership pipeline, with increased representation of Indigenous peoples and visible minority group members. These included:
 - Launching a new second language coaching program, “**Springboard to level C,**” to maximize the potential for EE candidates in a qualified executive pool to achieve their second language oral requirement to seize future opportunities in leadership roles.
 - Developing a new sponsorship program, **SponsorMe**, creating 16 pairings with senior leader sponsors. Sponsors support the skill and career development of their protégé by helping to identify and advocate for appropriate and challenging development opportunities.
 - Launching a tailored leadership development program, based on Character Leadership, which provides mentoring, coaching, and learning circles customized to support individuals in their personal growth and leadership journeys.

Strengthening inclusion in our every day

The CRA is committed to being a respectful, inclusive workplace free from discrimination, harassment and racism where people can be and bring their true selves to work. Creating a space for open, candid discussion with employees on inclusion related matters is key to nurture the kind of environment in which all individuals can thrive. Some of the ways in which we have achieved this included consulting employees through different forums and engaging networks.

Listening to our employees





Throughout the year, the CRA consulted broadly with management, employees, their representatives and employee diversity networks, making sure that the workforce’s wide range of voices, from coast-to-coast, were incorporated into new initiatives to advance diversity and inclusion throughout the organization.


- The National Employment Equity and Diversity Committee (NEEDC) provides a forum for regions and branches to contribute directly to building a more diverse workforce and inclusive workplace. Made up of executive-level champions, national leads of the five employee networks, management and youth networks and unions, the Committee met quarterly to inform program initiatives, like the development of the Employment Equity, Diversity and Inclusion Action Plan’s commitments in support of employment equity, diversity, inclusion and anti-racism, as well as to provide diverse perspectives regarding how the Agency should address the topics of discrimination, bias, and racism.
- The CRA’s five employee diversity networks, established to support Indigenous employees, persons with disabilities, visible minorities, women and the LGBTQ2+ community, have been a driving force of change, in support of a culture of inclusion. They have provided valuable input in consultations, like those examining options to support the Clerk of the Privy council’s Call to Action to further embed anti-racism accountability across the organization. The networks have also played an


impactful role by creating forums for members to share their lived experiences and to increase discussion and awareness, through a range of initiatives. Collectively, they are helping to make sure that safe spaces are provided to employees to learn, express themselves and grow, while modelling how to navigate uncomfortable conversations, for example:

- In recognition of Black History Month, the Visible Minority Network organized several events. The Royal Canadian Mounted Police Chief Human Resources Officer shared her experiences with racism and discrimination, shedding light on the shared responsibility to bring tangible change in the federal public service. Another event, with the president of the African Communities of Manitoba and medical health professionals, raised awareness of racism's impact on increasing disparities in the mental health of those who are Black, Indigenous, and/or people of colour (BIPOC).
 - In recognition of Women's History Month, the Women's Collaborative and the Visible Minority Networks combined forces to highlight how the challenges women of colour face in the workplace are intersectional. They created an engaging panel discussion on navigating intersecting identities, dealing with intersectional discrimination and overcoming barriers to build a truly diverse and inclusive workforce.
 - The Indigenous Employee Network promoted Sharing Circles to grant Indigenous and non-Indigenous employees a forum to reflect on the impact of the tragic recoveries of the Indigenous children buried in unmarked graves at several residential schools. This joint opportunity for solemn reflection helped strengthen ties and understanding among Indigenous and non-Indigenous employees, paving a way to progress on the road to reconciliation.
- Although many events and initiatives were conducted throughout the year, the following are being provided as examples of the ways in which the networks have contributed to advancing diversity and inclusion.


Increased membership in the **five** CRA employee networks 


Persons with Disabilities Network created a **consultative group** of over 70 employees who are available for consultations on **accessibility** strategies, policies, directives, and program initiatives. 


 **Visible** Minority Network core governance team was awarded the 2020 CRA award of **Excellence for Diversity, Inclusion and Healthy Workplace**.

KAIROS blanket exercise was adapted to the **virtual environment** to give Indigenous and non-Indigenous employees the opportunity to experience the roles of First Nations, Inuit and Métis people. 

The LGBTQ2+ and the Visible Minority Networks developed a series of infographics and videos to educate people about:

- what **Pride** means to them to celebrate the Public Service Pride Week in 2021. 
- important contributions of Black Canadians** in all sectors of society to commemorate Black History Month.
- acknowledging the pain that Black employees** experienced pursuant to the 2020 tragic events in the United States.

The LGBTQ2+ Network formed a **working group** to review and implement recommendations made by the **Emerge from the Purge Report**. 

 Visible Minority Network **in partnership** with the Women's Collaborative Network and the Indigenous Employee Network presented an event entitled **Where are our Daughters?**, a candid talk about Canada's missing and murdered Indigenous Women.

- Since the beginning of the pandemic, the CRA has conducted five employee pulse surveys to obtain a better understanding of the well-being of our workforce. The results, including those with an Employment Equity, Diversity and Inclusion lens, provided timely information to complement the results of the 2020 Public Service Employee Survey and have been used to provide feedback in order to adapt services to meet the needs of a largely virtual workforce and to prepare for the future of work.
- The CRA has an inclusive suite of programs, policies and practices to support the well-being and inclusion of our workforce and is constantly adapting them to reflect changing needs. For example,

 - The **Adaptive Technology Program** provides support to employees of the CRA with disabilities and functional limitations.
 - The centralized **Early Intervention and Return to Work Program** assists managers and employees with determining reasonable accommodation options.
 - The CRA provides **impartial and confidential advice and guidance** to employees and managers on issues related to allegations of discrimination, harassment, violence and diversity and inclusion. The services are provided in a neutral space, that is free of bias.

Increasing awareness and understanding

We believe that everyone has a role to play in fostering an inclusive organization. We have created meaningful initiatives, resources and opportunities to build greater awareness and understanding of equity, diversity, inclusion and racism among employees at all levels in the organization.



- The CRA is establishing a learning program to lead and influence equity, diversity, inclusion, and anti-racism through development. The offer will be an open, self-paced, and experiential learning program that optimizes digital learning tools to advance learners' cultural intelligence through self-awareness, cultural sensitivity and leadership culture at all levels and to adopt effective behaviours that contribute to creating a more inclusive workplace.
- In addition, we have created several key resources to support employees in developing effective diversity and inclusion practices by:



- Training over 5,000 employees on unconscious bias since the summer of 2021.
- Instituting guidelines to encourage the practice of conducting meaningful land acknowledgements during all corporate major events and meetings in support of efforts to strengthen reconciliation with Indigenous peoples.
- The CRA Ally Guide tool is being leveraged by teams to understand the simple and meaningful actions they can take to support inclusion. As a result, employees are increasingly joining CRA employee networks as allies and having more challenging conversations to create a safe and respectful workplace culture.

• In 2021, we spotlighted equity, diversity, inclusion and anti-racism in various learning events and training initiatives across the organization. Concretely, we:

- Held a panel discussion during CRA's Annual Executive Forum, focused on practical ways to embed Employment Equity, Diversity and Inclusion in our roles as leaders.
 - Refreshed the national brand ambassador training to include unconscious bias training and empathy-mapping workshops, better equipping the brand ambassadors to effectively conduct outreach with equity-deserving groups.
 - Offered 127 Positive Space training sessions, with over 1,900 participants, adapted to the virtual work environment. The training helps to increase learning and enables participants to support inclusion and awareness on matters pertaining to LGBTQ2+ communities.
 - Implemented a new Directive on learning, which contains new parameters for the Second Official Language Training program to better prioritize access for employees who have self-identified as a member of an EE group(s).
- In support of our People First philosophy, the CRA launched a campaign focused on Empathy in Service. This approach teaches employees to be aware of their own biases and the impact those biases can have on their ability to empathize with a diverse client base.

- Celebrated and recognized a wide range of commemorative events, promoted both nationally and by local Employment Equity, Diversity and Inclusion networks to acknowledge the important contributions of various groups in shaping and enriching our culture with a view to foster better understanding, respect and inclusion among individuals. See [Appendix B](#) for the list of recognized events.

Making the CRA accessibility-centric

The coming into force of the regulations in December 2021 supporting the implementation of the Accessible Canada Act has been a catalyst to help the organization make strides in embedding accessibility as a key lens in the way we function.

In line with the principle of “Nothing Without Us,” we have formed working groups comprised of persons with disabilities (for example, the Persons with Disabilities Engagement and Consultative Group) and various functional partners. With a focus on accessibility, these working groups bring different perspectives to identifying, removing and preventing barriers to the full participation of persons with disabilities who engage with the CRA as clients or as employees.

As part of efforts to embed accessibility in our culture, we have:

- Taken the initial steps to conduct an environmental scan to make sure we have a sound understanding of the barriers faced by persons with disabilities, from both an internal and external perspective. Insights from the scan will be prioritized in the comprehensive Accessibility Action Plan due to be published at the end of 2022.
- Facilitated awareness sessions on accessibility by making it the topic at a “Spotlight on Service” event, fostering an accessibility-centric culture with our clients and employees.
- Developed a quarterly newsletter entitled “Accessibility Matters” which provides updates on advances made to address accessibility barriers in the various priority areas under the plan.

Hard-wiring diversity and inclusion into our culture

During the year, we continued to drive change by taking a number of concrete actions to strengthen organizational accountability, to identify and address inequalities and remove barriers to inclusion.

Fostering accountability

To drive accountability for embedding Employment Equity, Diversity and Inclusion in our systems and practices, we:

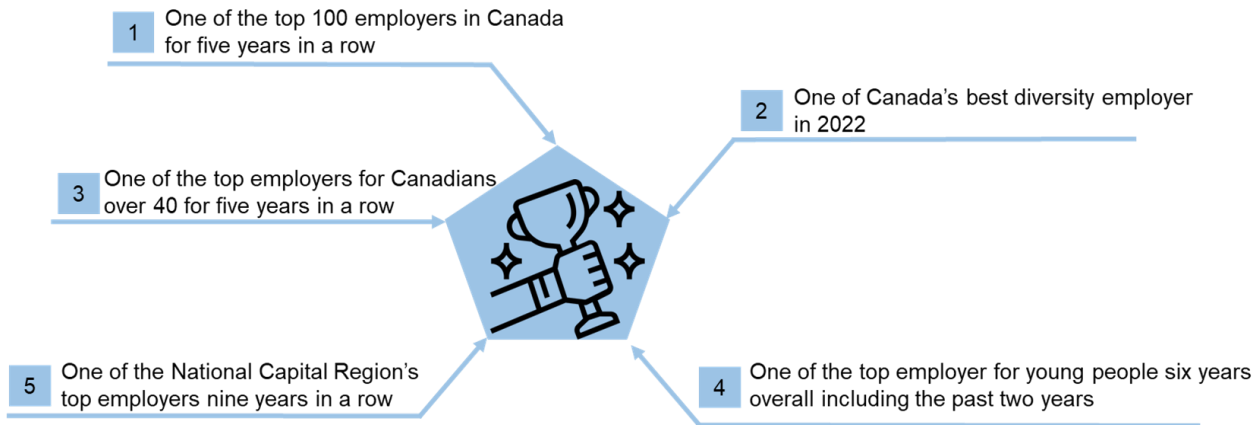
- Integrated targeted performance measures on anti-racism, equity, diversity and inclusion in executive and manager performance agreements to uphold leadership accountability for making sustained progress in advancing Employment Equity, Diversity and Inclusion objectives.
- Implemented enhancements to our EE data collection method (Workforce Profile Questionnaire), expanding options for gender identity by including a third gender, including new consent options to encourage employees to participate in diversity and inclusion-related activities, and capturing better information to improve statistics.
- Developed and implemented the CRA’s Indigenous Portfolio Action Plan 2021-2022 to 2023-2024, aiming to address the needs of Indigenous peoples, from both an internal and external perspective.
- Established a Pay Equity Committee to implement the provisions of the Pay Equity Act. The Committee will create the CRA’s pay equity plan to ensure pay equity is reached and maintained by

redressing any systemic gender-based discrimination that could be identified in the compensation practices and systems of employers that is experienced by employees who occupy positions in predominantly female job classes, so that they receive equal pay for work of equal value.

- Initiated an Employment Systems Review (ESR), led by an independent third-party, to assess our formal and informal HR policies, practices, and systems to gather insights on any systemic issues faced by equity-deserving groups at the CRA.
- Participated in the Canadian Human Rights Commission's (CHRC) Horizontal Audit on the Employment of Racialized People in Executive and Management Positions in the Public Sector to better understand where we could potentially improve employment outcomes for visible minorities operating at the management or executive level.

Looking forward

The CRA has made valuable progress in advancing diversity in the workforce and inclusion in the workplace, efforts that have contributed to the organization being awarded a Best Diversity Employers Award in Canada for 2022.



Despite these important accolades, we recognize that we can and must do more to make sure that all employees, and in particular members of equity-deserving groups, have a fair and equal chance to participate fully in influencing the culture of our organization to make it more diverse and inclusive. The CRA continues to explore more avenues to fully respond to the Clerk of the Privy Council's Call to Action to tackle discrimination, bias, and racism, while supporting the CRA in building a more diverse workforce and inclusive workplace. We will be steadfast in our resolve to pursue the implementation of a number of initiatives started in the 2021 to 2022 fiscal year.

In the upcoming fiscal year, the CRA will:

- Implement its Strategy for the Recruitment, Onboarding and Retention of Persons with Disabilities to deliver on our public service commitment to hire 750 individuals with disabilities and, at the same time, improve the employment experience of employees who identify as persons with disabilities.
- Publish its first Accessibility Action Plan by December 2022.
- Establish and implement an Anti-Racism Engagement Strategy to help employees to understand the steps they can take to help combat racism in the workplace.

- Initiate the implementation of the recommendations from the CRA's Employment Systems Review, as well as those from the Canadian Human Rights Commission's Horizontal Audit on the Employment of Racialized People in Executive and Management Positions in the Public Sector.
- Develop corporate guidelines on the creation of special programs to advance and promote inclusion and diversity beyond the four EE groups, eliminating or reducing barriers (for example, racism, homophobia, etc.) faced by equity-deserving groups.
- Adopt an enhanced data collection tool (in alignment with the Treasury Board of Canada Secretariat's modernized self-identification questionnaire) to strengthen the CRA's ability to collect data to measure the diversity of our workforce, conduct more inclusive analysis and to inform future decisions.

The CRA remains committed to frankly assessing shortcomings in its diversity and inclusion efforts, and to taking action to support a diverse workforce and foster an inclusive workplace. Collectively, with a leadership team that models inclusive behaviours and decision-making practices, and an engaged workforce, the CRA will continue to build a more inclusive organizational culture. Employment Equity, Diversity and Inclusion will be an integral part of our corporate identity, whereby it is not just the nice thing to do, but the right thing to do for a respectful workplace that puts our people first.

"The Public Service must continue to look at opportunities to strengthen its diversity, and to create an inclusive culture that is committed to learning, tolerance and excellence. It is critical to our ability to serve Canadians, to attract the best talent to address challenges, and to lead by example for other employers."

– Borbey Mendelsohn Report

Appendices

Appendix A: CRA employment equity statistics

A1 Representation of designated groups in the CRA's total workforce as of March 31, 2022

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	1,783	3.2	3.6
Persons with disabilities	5,670	10.2	9.8
Visible minorities	19,369	34.8	22.5
Women	32,729	58.9	59.4
Total number of employees	55,587	-	-

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	3,780	124	3.3
British Columbia	6,586	183	2.8
Manitoba	4,233	318	7.5
New Brunswick	1,273	35	2.7
National Capital Region (NCR)	12,567	277	2.2
Newfoundland and Labrador	3,225	126	3.9
Nova Scotia	1,002	69	6.9
Ontario minus NCR	12,849	431	3.4
Prince Edward Island	1,626	28	1.7
Quebec minus NCR	7,750	146	1.9
Saskatchewan	695	46	6.6

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	3,780	345	9.1
British Columbia	6,586	532	8.1
Manitoba	4,233	366	8.6
New Brunswick	1,273	168	13.2
National Capital Region	12,567	1,021	8.1
Newfoundland and Labrador	3,225	531	16.5
Nova Scotia	1,002	156	15.6
Ontario minus NCR	12,849	1,499	11.7
Prince Edward Island	1,626	219	13.5
Quebec minus NCR	7,750	758	9.8
Saskatchewan	695	75	10.8

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	3,780	1,887	49.9
British Columbia	6,586	3,775	57.3
Manitoba	4,233	1,840	43.5
New Brunswick	1,273	138	10.8
National Capital Region	12,567	4,008	31.9
Newfoundland and Labrador	3,225	319	9.9
Nova Scotia	1,002	146	14.6
Ontario minus NCR	12,849	4,620	36.0
Prince Edward Island	1,626	107	6.6
Quebec minus NCR	7,750	2,323	30.0
Saskatchewan	695	205	29.5

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	3,780	2,262	59.8
British Columbia	6,586	3,770	57.2
Manitoba	4,233	2,567	60.6
New Brunswick	1,273	782	61.4
National Capital Region (NCR)	12,567	6,786	54.0
Newfoundland and Labrador	3,225	2,134	66.2
Nova Scotia	1,002	607	60.6
Ontario minus NCR	12,849	7,837	61.0
Prince Edward Island	1,626	1,109	68.2
Quebec minus NCR	7,750	4,470	57.7
Saskatchewan	695	405	58.3

Data source for tables 1.1 to 1.5: Corporate Administrative Systems as of March 31, 2022

Notes: The National Capital Region 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 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, 2022

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	S	S	2.8
Persons with disabilities	41	9.0	5.0
Visible minorities	71	15.6	16.4
Women	229	50.4	37.1

Data source: Corporate Administrative Systems as of March 31, 2022 and from the Executive Programs and Services Division and the Agency Leadership Development Program.

* The total number of CRA executives as of March 31, 2022, was 454. 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.

S: 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)	3,520	6.3	97	2.8	2.7
Professionals (EEOG03)	13,770	24.8	214	1.6	1.5
Semi-professionals and technicians (EEOG04)	163	0.3	S	S	3.6
Supervisors (EEOG05)	1,390	2.5	99	7.1	4.5
Administrative and senior clerical (EEOG07)	28,903	52.0	1,003	3.5	4.0
Clerical personnel (EEOG10)	7,829	14.1	360	4.6	5.9
Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13)	12	0	S	S	3.2
Total number of employees	55,587	100	1,783	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)	3,520	6.3	331	9.4	5.0
Professionals (EEOG03)	13,770	24.8	993	7.2	8.9
Semi-professionals and technicians (EEOG04)	163	0.3	19	11.7	7.6
Supervisors (EEOG05)	1,390	2.5	292	21	27.5
Administrative and senior clerical (EEOG07)	28,903	52.0	3,194	11.1	10.0
Clerical personnel (EEOG10)	7,829	14.1	838	10.7	9.3
Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13)	12	0	S	S	10.5
Total number of employees	55,587	100	5,670	10.2	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)	3,520	6.3	883	25.1	17.6
Professionals (EEOG03)	13,770	24.8	5,782	42	32.0
Semi-professionals and technicians (EEOG04)	163	0.3	53	32.5	26.2
Supervisors (EEOG05)	1,390	2.5	315	22.7	21.5
Administrative and senior clerical (EEOG07)	28,903	52.0	10,186	35.2	20.5
Clerical personnel (EEOG10)	7,829	14.1	2,150	27.5	15.3
Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13)	12	0	S	S	6.4
Total number of employees	55,587	100	19,369	34.8	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)	3,520	6.3	1,820	51.7	39.4
Professionals (EEOG03)	13,770	24.8	6,671	48.4	47.1
Semi-professionals and technicians (EEOG04)	163	0.3	113	69.3	52.5
Supervisors (EEOG05)	1,390	2.5	896	64.5	55.6
Administrative and senior clerical (EEOG07)	28,903	52.0	17,914	62	65.9
Clerical personnel (EEOG10)	7,829	14.1	5,315	67.9	68.9
Semi-skilled manual workers (EEOG12) and Other sales and service personnel (EEOG13)	12	0	S	S	45.4
Total number of employees	55,587	100	32,729	58.9	59.4

Data source for tables 2.2 to 2.5: Corporate Administrative Systems, as of March 31, 2022

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

* Does **not** include the executive group (EX 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, 2022

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 44,999	563	1.0	31	5.5	1.7
45,000 to 49,999	995	2.8	44	4.4	4.2
50,000 to 54,999	3,255	8.6	123	3.8	11.0
55,000 to 59,999	12,665	31.2	377	3.0	32.1
60,000 to 64,999	5,430	40.9	153	2.8	40.6
65,000 to 69,999	6,860	53.1	282	4.1	56.4
70,000 to 74,999	5,268	62.5	258	4.9	70.8
75,000 to 79,999	2,848	67.6	91	3.2	75.8
80,000 to 84,999	3,097	73.1	110	3.6	82.0
85,000 to 89,999	1,438	75.7	36	2.5	84.0
90,000 to 94,999	2,783	80.7	68	2.4	87.8
95,000 to 99,999	1,977	84.2	47	2.4	90.4
100,000 to 104,999	1,154	86.2	30	2.6	92.1
105,000 to 109,999	1,528	89.0	36	2.4	94.1
110,000 to 114,999	1,513	91.7	20	1.3	95.2
115,000 to 119,999	755	93.0	16	2.1	96.1
120,000 and over	3,912	100	70	1.8	100
Total	56,041	.	1,792	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 44,999	563	1.0	51	9.1	0.9
45,000 to 49,999	995	2.8	114	11.5	2.9
50,000 to 54,999	3,255	8.6	296	9.1	8.1
55,000 to 59,999	12,665	31.2	1,128	8.9	27.8
60,000 to 64,999	5,430	40.9	481	8.9	36.2
65,000 to 69,999	6,860	53.1	888	12.9	51.8
70,000 to 74,999	5,268	62.5	731	13.9	64.6
75,000 to 79,999	2,848	67.6	297	10.4	69.8
80,000 to 84,999	3,097	73.1	367	11.9	76.2
85,000 to 89,999	1,438	75.7	138	9.6	78.6
90,000 to 94,999	2,783	80.7	316	11.4	84.2
95,000 to 99,999	1,977	84.2	195	9.9	87.6
100,000 to 104,999	1,154	86.2	114	9.9	89.6
105,000 to 109,999	1,528	89.0	134	8.8	91.9
110,000 to 114,999	1,513	91.7	104	6.9	93.7
115,000 to 119,999	755	93.0	61	8.1	94.8
120,000 and over	3,912	100	296	7.6	100
Total	56,041	.	5,711	10.2	.

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 44,999	563	1.0	103	18.3	0.5
45,000 to 49,999	995	2.8	207	20.8	1.6
50,000 to 54,999	3,255	8.6	1,014	31.2	6.8
55,000 to 59,999	12,665	31.2	4,885	38.6	31.9
60,000 to 64,999	5,430	40.9	2,296	42.3	43.8
65,000 to 69,999	6,860	53.1	2,214	32.3	55.1
70,000 to 74,999	5,268	62.5	1,628	30.9	63.5
75,000 to 79,999	2,848	67.6	1,094	38.4	69.1
80,000 to 84,999	3,097	73.1	1,082	34.9	74.7
85,000 to 89,999	1,438	75.7	578	40.2	77.7
90,000 to 94,999	2,783	80.7	986	35.4	82.8
95,000 to 99,999	1,977	84.2	537	27.2	85.5
100,000 to 104,999	1,154	86.2	407	35.3	87.6
105,000 to 109,999	1,528	89.0	621	40.6	90.8
110,000 to 114,999	1,513	91.7	502	33.2	93.4
115,000 to 119,999	755	93.0	258	34.2	94.7
120,000 and over	3,912	100	1,028	26.3	100
Total	56,041	.	19,440	34.7	.

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 44,999	563	1.0	388	68.9	1.2
45,000 to 49,999	995	2.8	673	67.6	3.2
50,000 to 54,999	3,255	8.6	2,076	63.8	9.5
55,000 to 59,999	12,665	31.2	7,856	62.0	33.4
60,000 to 64,999	5,430	40.9	3,157	58.1	42.9
65,000 to 69,999	6,860	53.1	4,273	62.3	55.9
70,000 to 74,999	5,268	62.5	3,287	62.4	65.9
75,000 to 79,999	2,848	67.6	1,526	53.6	70.5
80,000 to 84,999	3,097	73.1	1,783	57.6	75.9
85,000 to 89,999	1,438	75.7	841	58.5	78.5
90,000 to 94,999	2,783	80.7	1,408	50.6	82.7
95,000 to 99,999	1,977	84.2	1,189	60.1	86.3
100,000 to 104,999	1,154	86.2	680	58.9	88.4
105,000 to 109,999	1,528	89.0	776	50.8	90.8
110,000 to 114,999	1,513	91.7	669	44.2	92.8
115,000 to 119,999	755	93	424	56.2	94.1
120,000 and over	3,912	100	1,952	49.9	100
Total	56,041	.	32,958	58.8	.

Data source for tables 3.1 to 3.4: Corporate Administrative Systems, as of March 31, 2022.

Notes: The percentage column represents the designated group's share of each salary band. For example, 63.8% 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, 9.5% of all women earned less than \$55,000, as of March 31, 2022. Totals include the executive group (EX and DM).

A4 Distribution of employees by designated group and age groups as of March 31, 2022

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 24	2,356	68	2.9	181	7.7	815	34.6	1,278	54.2
25 to 29	6,428	191	3.0	480	7.5	2,647	41.2	3,457	53.8
30 to 34	7,008	188	2.7	580	8.3	2,962	42.3	3,905	55.7
35 to 39	7,600	241	3.2	679	8.9	3,235	42.6	4,454	58.6
40 to 44	7,670	269	3.5	780	10.2	2,865	37.4	4,581	59.7
45 to 49	7,114	225	3.2	816	11.5	2,407	33.8	4,348	61.1
50 to 54	6,940	271	3.9	820	11.8	1,931	27.8	4,404	63.5
55 to 59	6,160	201	3.3	749	12.2	1,403	22.8	3,789	61.5
60 to 64	3,361	100	3.0	437	13.0	763	22.7	2,009	59.8
65+	1,404	38	2.7	189	13.5	412	29.3	733	52.2
Total	56,041	1,792	3.2	5,711	10.2	19,440	34.7	32,958	58.8

Table 4.2 Average age of CRA designated group members

	All CRA employees	Indigenous peoples	Persons with disabilities	Visible minorities	Women
Average age* (years)	43.4	43.9	45.5	41.3	43.8

Data Source for tables 4.1 to 4.2: Corporate Administrative Systems, as of March 31, 2022

*Includes the executive group (EX 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*	10,665	197	1.8	593	5.6	4,201	39.4	6,121	57.4
Separation	5,770	212	3.7	534	9.3	1,342	23.3	3,408	59.1
Promotion	6,291	191	3.0	662	10.5	2,648	42.1	3,757	59.7

Data source: Corporate Administrative Systems from April 1, 2021 to March 31, 2022.

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

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

Appendix B: Commemorative events that recognize and promote equity, diversity and inclusion

The CRA commemorative calendar of “Official languages, employment equity and diversity” events consists of the following recognized and celebrated events:

- ▶ Canadian Multiculturalism Day
- ▶ International Day of Pink
- ▶ World Day for Cultural Diversity for Dialogue and Development
- ▶ National Coming Out Day
- ▶ Transgender Day of Remembrance
- ▶ Moose Hide Campaign
- ▶ Asian Heritage Month
- ▶ National Indigenous History Month
- ▶ National Indigenous Peoples Day
- ▶ Orange Shirt Day
- ▶ Gender Equality Week
- ▶ Women's History Month
- ▶ National Day for Truth and Reconciliation
- ▶ 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
- ▶ The Journée internationale de la Francophonie (International Francophonie Day)
- ▶ English Language Day
- ▶ National AccessAbility Week
- ▶ Pride Season
- ▶ Linguistic Duality Day

Appendix C: Technical notes

1. Period under review

This report covers the April 1, 2021, to March 31, 2022, 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 2021 to 2025 Employment Equity, Diversity and Inclusion Action Plan. 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, 2022, data in this report shows the CRA's year 3 progress using the new LMA benchmarks. Unless indicated otherwise, the data in this report comes from the CAS as of March 31, 2022.

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 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 employees

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.

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