



Treasury Board of Canada
Secrétariat

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Canada

Employment Equity in the Public Service of Canada

Fiscal Year 2022 to 2023



ANNUAL REPORT

Employment Equity in the Public Service of Canada for Fiscal Year 2022 to 2023

From: Treasury Board of Canada Secretariat

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Message from the President of the Treasury Board

Each year, the President of the Treasury Board presents the annual report to Parliament on employment equity in the Public Service of Canada. As such, I am presenting the report for fiscal year 2022-23.

The Government of Canada continues to pursue and support an equitable and respectful workplace that ensures inclusion of all equity-seeking communities and advances reconciliation with Indigenous Peoples.

Over the past 3 decades, we have made considerable progress in increasing the representation of the 4 designated employment-equity groups, but there is more work to do to create a more representative federal public service, where everyone experiences a sense of belonging and has an opportunity to succeed.

In 2022-23, the government continued to make progress by using data trends on representation and hires, promotions, and departures to shine more light on the barriers faced by employment-equity groups.

Since then, we have taken additional steps to build a more diverse, inclusive, and accessible public service. These include:

- Introducing a panel of experts to provide recommendations on the design of a restorative engagement program to address harm and foster positive change within individuals, groups, institutions, and systems;
- Preparing a modernized approach to the collection of self-identification data to provide better data on employment equity and inclusion;
- implementing the GC Workplace Accessibility Passport in 55 government organizations, so that employees with disabilities can get the tools, supports, and measures they need to perform at their best;
- launching the second cohort of the Mosaic Program for equity-seeking employees at the EX minus 1 level;
- announcing the initial investments and future engagements as part of the Action Plan for Black Public Servants; and
- acting on the Auditor General's *Report 5—Inclusion in the Workplace for Racialized Employees*.

We have also been reviewing the recommendations of the *Employment Equity Act* Review Task Force and are working to respond to the task force's historic recommendations. These include creating new designated groups for Black people and people in the 2SLGBTQI+ community under the act and replacing the terms "Aboriginal Peoples" and "members of visible minorities" with "Indigenous Peoples" and "racialized people," as well as updating their definitions.

Finally, in line with the Clerk of the Privy Council’s “Call to Action on Anti-Racism, Equity, and Inclusion” and the “Call to Action Forward Direction,” the Treasury Board Secretariat is working to support departments in their efforts to achieve equity, remove barriers, and address and prevent all forms of discrimination and hate from federal workplaces.

I encourage you to read this report to find out more about our work to meaningfully include equity-seeking employees in the federal public service and better serve all Canadians.

The Honourable Anita Anand, P.C., M.P.
President of the Treasury Board of Canada

Introduction

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Employment equity in the public service

The *Employment Equity Act* is a key element of the legislative authority that helps ensure equity and fairness in the public service. Under the Act, the employer is required to measure progress in terms of representation and continually improve employment equity in the workplace. General representation, where designated groups are represented proportionally overall within the public service, is not sufficient; representation must be reflected in a more profound and targeted way through various indicators.

A diverse workforce in the public service is made up of individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives and experiences that are representative of Canada’s current and evolving population. An inclusive workplace is fair, equitable, supportive, welcoming and respectful. It recognizes, values and leverages differences in identities, abilities, backgrounds, cultures, skills, experiences and perspectives that support and reinforce Canada’s evolving human rights framework.¹

This report highlights key data that point to trends and gaps in representation in the core public administration (CPA) and outlines enterprise-wide initiatives and activities being taken within the federal public service to identify, eliminate and prevent barriers to the full participation of members of the employment equity groups. These initiatives focus on five areas of priority that the Treasury Board of Canada Secretariat (TBS) identified in January 2021:

1. generating and publishing data for a more accurate picture of representation gaps
2. increasing the diversity of senior leaders of the public service
3. ensuring the right benchmarks
4. addressing systemic barriers
5. promoting engagement and awareness

About this report

The public service of Canada has been subject to the *Employment Equity Act* and its regulations since 1996. Each fiscal year, the President of the Treasury Board must:

- table a report in Parliament on the state of employment equity of the four designated groups within the CPA

- table similar reports in Parliament produced by separate agencies that have 100 or more employees

This annual report presents a snapshot of data, as of March 31, 2023, and initiatives that took place during fiscal year 2022–23.

New this year is the introduction of multi-year data trends on representation, a breakdown of executives by level, additional information on salary bands, and trends on hires, promotions and separations.

Part 1 of the report provides an overview of employment equity in the core public administration. Part 2 provides data and initiatives pertaining to specific groups:

- women
- Indigenous Peoples
- persons with disabilities
- members of visible minorities
- Black employees

The statistical tables in Part 2 present information as of March 31, 2023, for indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. Notes on the data presented in the tables are available in the About the data section of this report.

Note to readers

Although statistical measures such as workforce availability (WFA), representation and gaps provide insights into the diversity of an organization and the public service, measures must also inform actions that are future-oriented. This report uses WFA availability based on the 2016 Census and the 2017 Canadian Survey of Disability as the most recent benchmarks for representation. To ensure that we continue to close gaps and sustain progress towards representation, WFA must be regarded as a floor and not a ceiling.

This report marks a transition year. At the time of writing, the recommendations of the arm’s-length task force on the *Employment Equity Act* review, led by the Labour Program, were released. TBS has noted the government’s initial commitments, released on December 11, 2023, that include the following:

- creating two new designated groups under the Act: Black people and 2SLGBTQI+ ² people
- replacing the term “Aboriginal peoples” with “Indigenous Peoples,” and updating the definition to include First Nations, Métis and Inuit and to ensure it is consistent with the *United Nations Declaration on the Rights of Indigenous Peoples Act*
- replacing the term “members of visible minorities” with “racialized people” and updating the corresponding definition
- aligning the definition of “persons with disabilities” with the *Accessible Canada Act* to make the definition more inclusive ³

The Government of Canada will soon consult with affected communities and organizations that represent unions and employers on how best to effectively implement these changes and how other Task Force recommendations could be implemented. The government will then introduce legislation to bring the Act into the 21st century.

Note on terminology

The term “Indigenous Peoples” is consistent with the *United Nations Declaration on the Rights of Indigenous Peoples Act* and the Labour Program of Employment and Social Development Canada. In this report, the legislative term “Aboriginal peoples” that appears in the *Employment Equity Act* and the *Employment Equity Regulations* has been

replaced with the term “Indigenous Peoples.” In December 2023, the Government of Canada committed to replacing the term “Aboriginal peoples” with “Indigenous Peoples” and updating the definition to include First Nations, Métis and Inuit. ⁴

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

TBS recognizes that the terminology and data definitions in this report do not yet reflect the above-noted initial commitments; however, they will be reflected in future iterations of this annual report. In addition, although this report uses the current benchmark of workforce availability, TBS will monitor future discussions and developments pertaining to the recommendations of the [Report of the Employment Equity Act Review Task Force](#) to systematically rethink employment equity data collection and benchmarks.

Part 1: Overview of employment equity in the core public administration

▼ In this section

- [Core public administration representation](#)
- [Public service-wide initiatives on diversity and inclusion: five areas of focus](#)
- [Final word](#)
- [About the data](#)

Core public administration representation

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers’ exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

Workforce availability (WFA) is calculated based on the 2016 Census and the 2017 Canadian Survey on Disability. Figures in square brackets represent the change since the previous year or fiscal year.

Core public administration population	Employment equity population
253,411 [+17,278]	176,441 [+14,792]

As of March 2023, the size of the CPA increased by 17,278 to a total of 253,411 employees. The number of employees ⁵ who identify as belonging to one or more employment equity groups increased by 14,792, accounting for a total of 176,441 employees and representing 69.6% of the CPA.

Three of the four employment equity designated groups are above their WFA at the aggregate level.

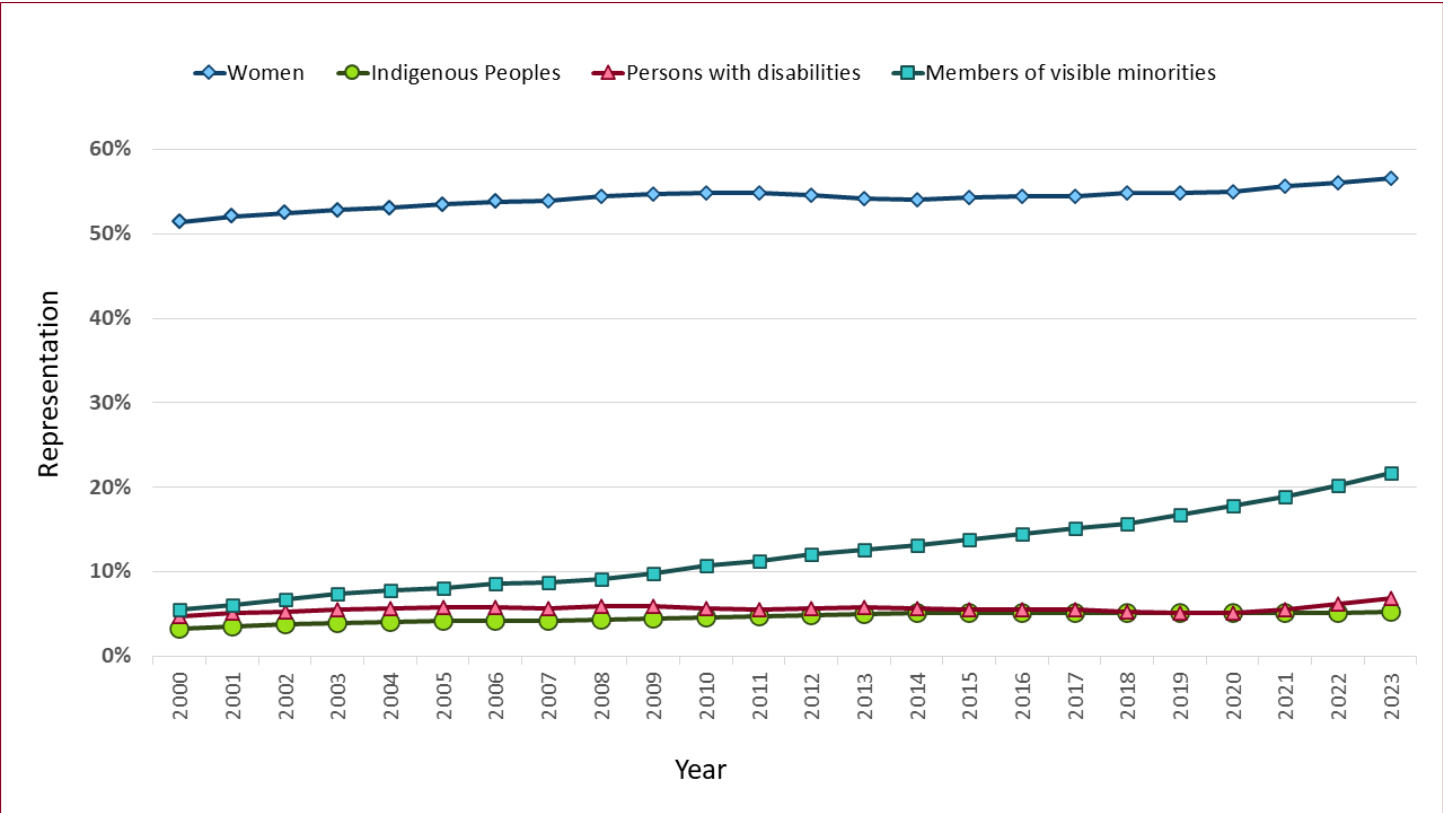
Core public administration representation and workforce availability

	Representation	WFA
Women	56.6% [+0.6]	53.7% Met
Indigenous Peoples	5.3% [+0.1]	3.8% Met
Persons with disabilities	6.9% [+0.7]	9.2% Not met
Members of visible minorities	21.7% [+1.5]	17.3% Met

Representation data for the four designated employment equity groups increased since the previous year, with the largest increase (1.5 percentage points) among members of visible minorities.

Although the representation of persons with disabilities has increased by 0.7 percentage points since the previous year, this group continues to be under-represented. As indicated in the [About the data](#) section of this report, WFA estimates for persons with disabilities increased substantially between the 2011 and 2016 Census and the 2012 and 2017 Canadian Survey on Disability. This increase is because the 2017 Canadian Survey on Disability expanded the definition of “persons with disabilities” to include disabilities related to pain and mental health. The self-identification data collected for the public service is not based on this expanded definition. A new Self-Identification Questionnaire has been developed and is expected to provide a more accurate picture that reflects this new definition once fully implemented in 2024.

Figure 1: Representation of employment equity groups in the core public administration, 2000 to 2023

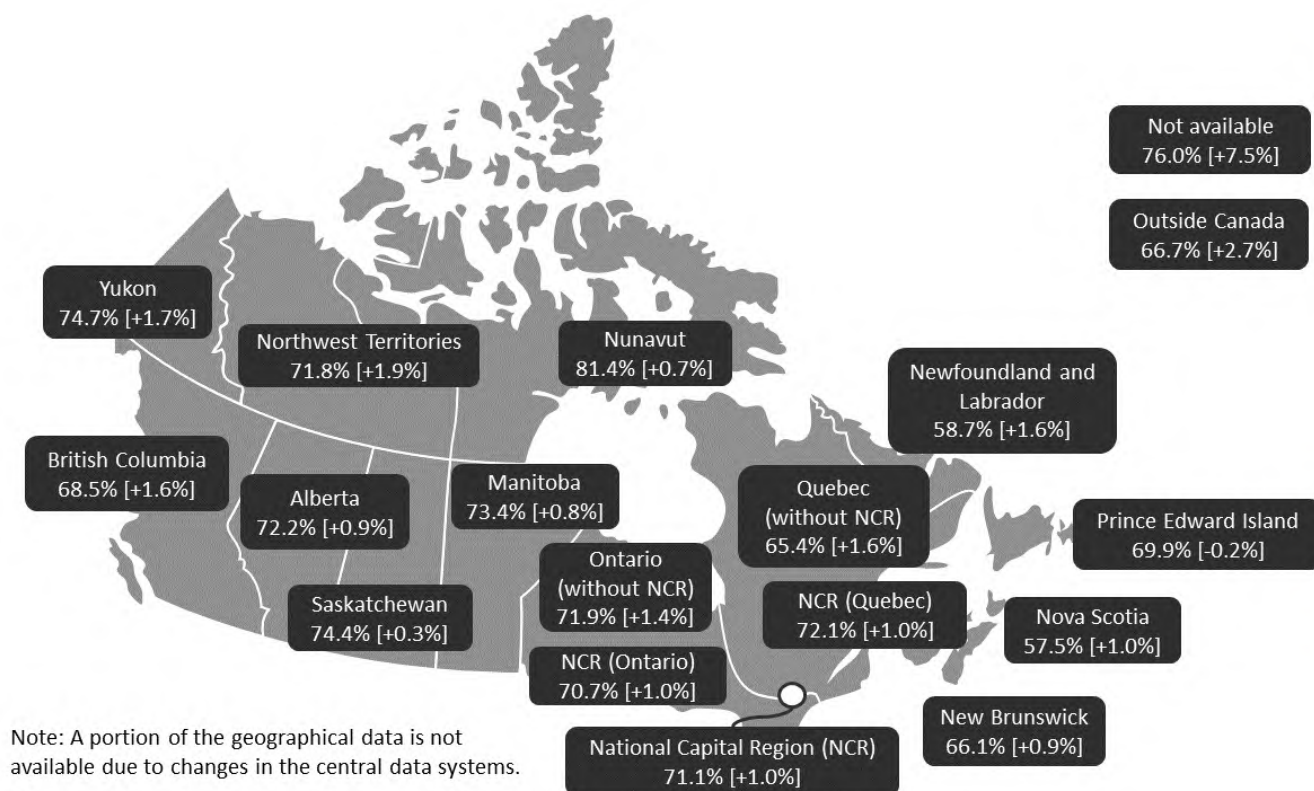


▼ Figure 1 - Text version

Year	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities
2000	51.4%	3.3%	4.7%	5.5%
2001	52.1%	3.6%	5.1%	6.1%
2002	52.5%	3.8%	5.3%	6.8%
2003	52.8%	3.9%	5.6%	7.4%
2004	53.1%	4.1%	5.7%	7.8%
2005	53.5%	4.2%	5.8%	8.1%
2006	53.8%	4.2%	5.8%	8.6%
2007	53.9%	4.2%	5.7%	8.8%
2008	54.4%	4.4%	5.9%	9.2%
2009	54.7%	4.5%	5.9%	9.8%
2010	54.8%	4.6%	5.7%	10.7%
2011	54.8%	4.7%	5.6%	11.3%
2012	54.6%	4.9%	5.7%	12.1%
2013	54.2%	5.0%	5.8%	12.6%
2014	54.1%	5.1%	5.7%	13.2%
2015	54.3%	5.1%	5.6%	13.8%
2016	54.4%	5.2%	5.6%	14.5%
2017	54.5%	5.2%	5.5%	15.1%
2018	54.8%	5.1%	5.3%	15.7%
2019	54.8%	5.1%	5.2%	16.7%
2020	55.0%	5.1%	5.2%	17.8%
2021	55.6%	5.2%	5.6%	18.9%
2022	56.0%	5.2%	6.2%	20.2%
2023	56.6%	5.3%	6.9%	21.7%

Between March 2000 and March 2023, the CPA saw growth in its workforce, from 141,253 (as of March 31, 2000, and excluding Revenue Canada) to 253,411. Women represented 51.4% of the CPA population in March 2000, increasing to 56.6% by March 2023. Notably, the visible minority group experienced the most substantial percentage point increase, increasing from 5.5% in March 2000 to 21.7% by March 2023. Representation of Indigenous Peoples grew from 3.3% to 5.3%, and representation of persons with disabilities increased from 4.7% to 6.9% during the same period.

Figure 2: Employment equity groups by region of work



▼ Figure 2 - Text version

Note: Figures in square brackets represent the change since March 2022.

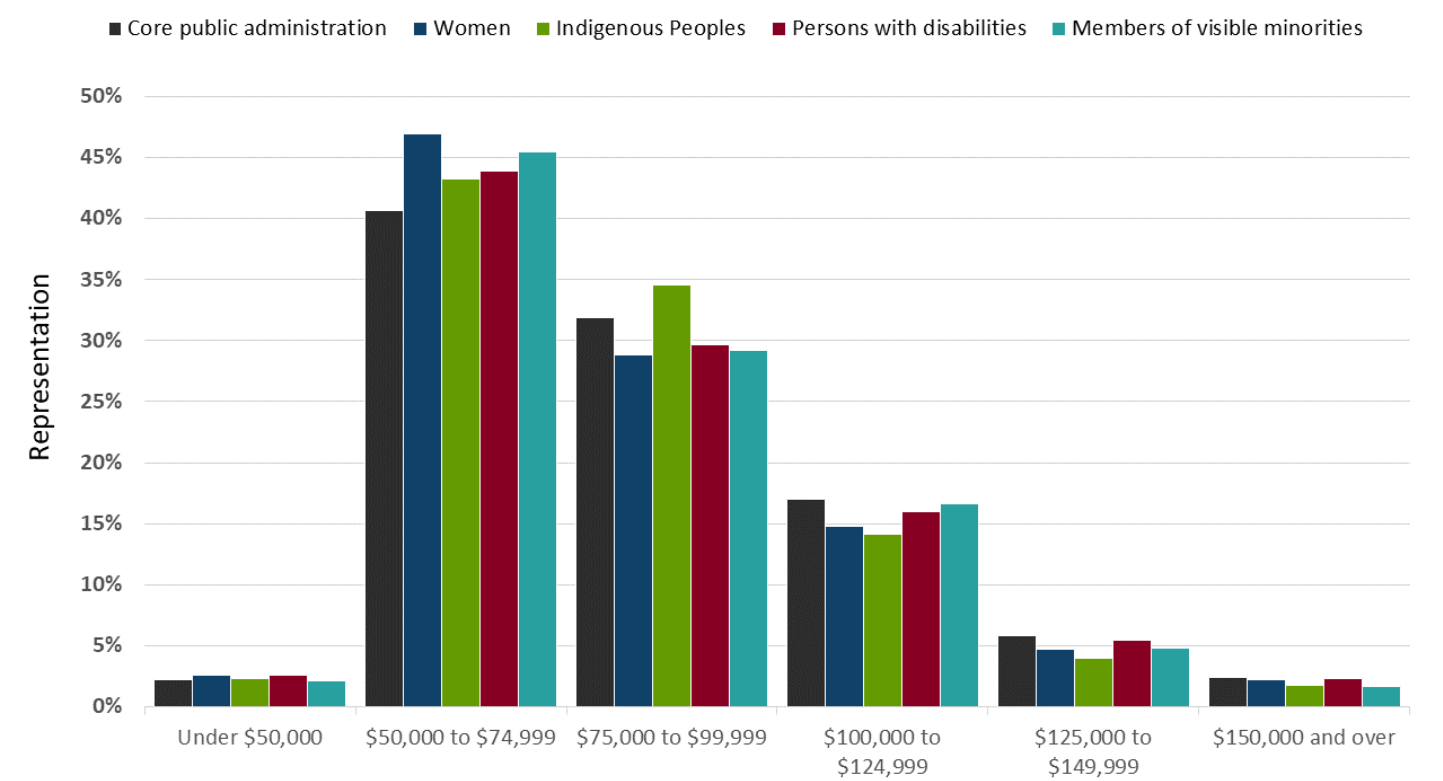
Following are percentages by province, territory and other categories:

- Newfoundland and Labrador: 58.7% [increase of 1.6 percentage points]
- Prince Edward Island: 69.9% [decrease of 0.2 percentage points]
- Nova Scotia: 57.5% [increase of 1.0 percentage points]
- New Brunswick: 66.1% [increase of 0.9 percentage points]
- Quebec (without the National Capital Region): 65.4% [increase of 1.6 percentage points]
- National Capital Region (Quebec): 72.1% [increase of 1.0 percentage points]
- National Capital Region (Ontario): 70.7% [increase of 1.0 percentage points]
- National Capital Region: 71.1% [increase of 1.0 percentage points]
- Ontario (without the National Capital Region): 71.9% [increase of 1.4 percentage points]
- Manitoba: 73.4% [increase of 0.8 percentage points]
- Saskatchewan: 74.4% [increase of 0.3 percentage points]
- Alberta: 72.2% [increase of 0.9 percentage points]
- British Columbia: 68.5% [increase of 1.6 percentage points]
- Yukon: 74.7% [increase of 1.7 percentage points]
- Northwest Territories: 71.8% [increase of 1.9 percentage points]
- Nunavut: 81.4% [increase of 0.7 percentage points]
- Outside Canada: 66.7% [increase of 2.7 percentage points]
- Not available: 76.0% [increase of 7.5 percentage points]

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

Representation, as defined by the percentage of CPA employees that identify as belonging to one or more employment equity group, has increased since the previous year in all but one region of work. Representation of employment equity employees is highest in Nunavut (81.4%), Yukon (74.7%) and Saskatchewan (74.4%). Newfoundland and Labrador and Nova Scotia have the lowest representation, at 58.7% and 57.5%, respectively.

Figure 3: Salary range distribution by employment equity group



▼ Figure 3 - Text version

Salary range	Core public administration	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities
Under \$50,000	2.2%	2.6%	2.3%	2.6%	2.1%
\$50,000 to \$74,999	40.7%	46.9%	43.2%	43.9%	45.5%
\$75,000 to \$99,999	31.9%	28.8%	34.6%	29.7%	29.2%
\$100,000 to \$124,999	17.0%	14.8%	14.1%	16.0%	16.6%
\$125,000 to \$149,999	5.8%	4.7%	4.0%	5.5%	4.8%
\$150,000 and over	2.4%	2.2%	1.8%	2.3%	1.7%

Compared with the CPA, the proportion of the four designated employment equity groups is higher in the \$50,000 to \$74,999 salary range and lower in the salary ranges of \$75,000 and over, except for the \$75,000 to \$99,999 salary range, where there is a higher proportion of Indigenous employees. For salaries under \$50,000, the proportions of women, Indigenous Peoples and persons with disabilities are higher compared with the CPA.

Hires by employment equity group 2016–17 to 2022–23

Fiscal year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	% of hires	Number	% of hires	Number	% of hires	Number	% of hires

Fiscal year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	% of hires	Number	% of hires	Number	% of hires	Number	% of hires
2016-17	16,081	9,281	57.7	703	4.4	603	3.7	2,875	17.9
2017-18	19,249	11,290	58.7	767	4.0	685	3.6	3,402	17.7
2018-19	23,334	13,181	56.5	962	4.1	866	3.7	4,510	19.3
2019-20	24,901	14,505	58.3	988	4.0	977	3.9	5,302	21.3
2020-21	24,229	14,592	60.2	927	3.8	1,053	4.3	5,148	21.2
2021-22	28,929	17,392	60.1	1,209	4.2	1,601	5.5	6,723	23.2
2022-23	33,361	20,378	61.1	1,471	4.4	2,295	6.9	8,960	26.9

- The share of women among new hires increased from 57.7% in 2016-17 to 61.1% in 2022-23.
- The share of hires for persons with disabilities almost doubled from 3.7% in 2016-17 to 6.9% in 2022-23.
- The share of new hires among members of visible minorities increased from 17.9% in 2016-17 to 26.9% in 2022-23.
- The share of hires of Indigenous Peoples fluctuated between 3.8% and 4.4% between 2016-17 and 2022-23.

Promotions by employment equity group 2016-17 to 2022-23

Fiscal year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	% of promotions	Number	% of promotions	Number	% of promotions	Number	% of promotions
2016-17	17,487	10,120	57.9	836	4.8	693	4.0	2,788	15.9
2017-18	20,660	12,260	59.3	1,015	4.9	837	4.1	3,560	17.2
2018-19	25,489	15,390	60.4	1,217	4.8	1,097	4.3	4,770	18.7
2019-20	27,211	16,628	61.1	1,332	4.9	1,133	4.2	5,405	19.9
2020-21	24,919	15,106	60.6	1,223	4.9	1,181	4.7	5,227	21.0
2021-22	29,295	18,256	62.3	1,493	5.1	1,681	5.7	6,818	23.3
2022-23	33,194	20,975	63.2	1,698	5.1	2,230	6.7	8,024	24.2

The data reveals an increase in the number of promotions for all four employment equity groups since 2016-17, especially among women and members of visible minorities. The percentage point increase in the share of promotions for women and members of visible minorities is higher compared to Indigenous Peoples and persons with disabilities.

Separations by employment equity group 2016-17 to 2022-23

Fiscal year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	% of separations	Number	% of separations	Number	% of separations	Number	% of separations
2016-17	12,491	7,249	58.0	602	4.8	902	7.2	1,490	11.9
2017-18	12,937	7,349	56.8	685	5.3	994	7.7	1,310	10.1
2018-19	12,898	7,381	57.2	655	5.1	850	6.6	1,260	9.8
2019-20	13,043	7,459	57.2	697	5.3	931	7.1	1,371	10.5
2020-21	12,446	6,996	56.2	590	4.7	841	6.8	1,354	10.9
2021-22	16,687	9,443	56.6	850	5.1	1,097	6.6	2,033	12.2

Fiscal year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	% of separations	Number	% of separations	Number	% of separations	Number	% of separations
2022-23	17,510	9,835	56.2	897	5.1	1,202	6.9	2,478	14.2

The share of separations for women and persons with disabilities declined when comparing 2016-17 to 2022-23; for Indigenous Peoples and members of visible minorities, the share of separations fluctuated but increased overall.

Representation in the largest five occupational groups (100 or more employees)

Occupational group	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities
PA: Program and Administrative Services	72.4% [-0.2]	6.4% [0.0]	8.1% [+0.7]	22.8% [+1.8]
EC: Economics and Social Science Services	59.8% [+0.6]	4.2% [+0.1]	8.1% [+1.1]	27.9% [+1.9]
IT: Information Technology	22.5% [-0.2]	3.4% [+0.1]	6.8% [+0.4]	26.6% [+1.1]
TC: Technical Services	32.9% [+0.6]	4.9% [-0.1]	4.7% [+0.4]	12.7% [+0.5]
SV: Operational Services	21.2% [-0.1]	5.3% [0.0]	3.9% [-0.1]	5.8% [+0.3]

The largest occupational group in the CPA is in the Program and Administrative Services (PA) group, followed by the Economics and Social Science Services (EC) and the Information Technology (IT) groups. Compared with the previous fiscal year, representation rates in these groups for women, Indigenous Peoples and persons with disabilities differed by less than 1 percentage point except for the EC group for persons with disabilities, which saw a 1.1 percentage point change. The representation rates for members of visible minorities increased in all five of these groups, with the most substantial changes in the EC group, with an increase of 1.9 percentage points, followed by the PA group, with an increase of 1.8 percentage points.

Representation in the executive ranks

Overall, three of the four employment equity designated groups are above their WFA in the executive ranks.

Core public administration representation and workforce availability in the executive ranks

	Representation	WFA
Women	54.2% [+1.0]	48.0% Met
Indigenous Peoples	5.2% [+0.3]	5.4% Not met
Persons with disabilities	7.7% [+1.2]	5.3% Met
Members of visible minorities	15.2% [+1.2]	10.8% Met

Executive level	All employees	Member of at least one EE * group	% of EX level
EX-01	3,935	2,689	68.3
EX-02	1,986	1,245	62.7

Notes

* EE: employment equity

Executive level	All employees	Member of at least one EE * group	% of EX level
EX-03	1,323	824	62.3
EX-04	269	167	62.1
EX-05	130	73	56.2
Total	7,643	4,998	65.4
Notes			
* EE: employment equity			

Executive level	All employees	Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
		Number	% of EX Level	% of EE * group	Number	% of EX Level	% of EE * group	Number	% of EX Level	% of EE * group	Number	% of EX Level	% of EE * group
EX-01	3,935	2,226	56.6	53.8	230	5.8	57.9	320	8.1	54.6	637	16.2	54.7
EX-02	1,986	1,029	51.8	24.9	92	4.6	23.2	151	7.6	25.8	288	14.5	24.7
EX-03	1,323	684	51.7	16.5	56	4.2	14.1	94	7.1	16.0	184	13.9	15.8
EX-04	269	139	51.7	3.4	13	4.8	3.3	14	5.2	2.4	41	15.2	3.5
EX-05	130	61	46.9	1.5	6	4.6	1.5	7	5.4	1.2	15	11.5	1.3
Total	7,643	4,139	54.2	100.0	397	5.2	100.0	586	7.7	100.0	1,165	15.2	100.0
Notes													
* EE: employment equity													

When considering the total number of employees in the executive category (7,643), members of the designated groups account for 65.4% of the executive workforce:

- women represent more than half of the overall total of executives at 54.2%, with their representation ranging from 56.6% at the EX-01 level and decreasing to 46.9% at the EX-05 level
- members of visible minorities account for 15.2% of the executive group, persons with disabilities account for 7.7% and Indigenous Peoples account for 5.2%

It is worth noting that the percentage of designated group members is more prominent in the EX-01 and EX-02 levels but decreases in the levels that progress to EX-05.

Share of hires, promotions and separations in the executive ranks

	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities
Hires	52.3% [-4.3]	6.8% [+0.2]	11.4% [+4.0]	15.2% [-2.0]
Promotions	59.4% [+1.3]	6.3% [+0.4]	9.1% [+2.3]	17.9% [-1.2]
Separations	51.1% [+4.3]	4.1% [-0.1]	11.0% [+3.6]	10.9% [+1.1]

Among the 132 new executive hires ⁶ in 2022–23, women had the largest share at 52.3%, followed by members of visible minorities, persons with disabilities and Indigenous Peoples. The same trend is observed for promotions. There were 1,247 EX promotions in 2022–23. ⁷ Women had the largest share of separations, followed by persons with disabilities, members of visible minorities and Indigenous Peoples.

Compared to last fiscal year:

- women had a decrease in the share of executive hires of 4.3 percentage points and an increase in the share of separations of 4.3 percentage points
- persons with disabilities had a 4.0 percentage point increase in the share of hires and a 3.6 percentage point increase in the share of separations

Public service–wide initiatives on diversity and inclusion: five areas of focus

1. Generate and publish data for a more accurate picture of representation gaps

Creating a representative and inclusive workplace that reflects the population it serves begins with improving the availability and reliability of existing data.

TBS's Office of the Chief Human Resources Officer (OCHRO) has continued to enhance the dissemination of disaggregated data:

- executive workforce statistics are now available by level through the [Human resources statistics](#) website
- employment equity representation data for CPA executives is also now available through the [Diversity and inclusion statistics](#) website

Since the first release of disaggregated data in September 2020, OCHRO has continued to update the information and expand the breakdowns available. For example:

- public service–wide employment equity representation data is available by:
 - province or territory of work
 - occupational group in force
 - occupational category
 - executives by level
 - salary range
 - age range
 - tenure
 - language requirement of the position
 - linguistic status of incumbents
 - level of second language proficiency
 - first official language
- Further disaggregated representation data for Indigenous Peoples, persons with disabilities and members of visible minorities is available by:
 - department or agency
 - province or territory of work
 - occupational group in force
 - occupational category
 - salary range
 - age range
 - tenure

WFA estimates were incorporated into OCHRO's [Human resources data visualization tool](#), giving the public access to estimates for the CPA population and executives by organization. As a result of changes to the *Public Service Employment Act*, WFA estimates have expanded beyond Canadian citizens to include permanent residents.

TBS's **Self-Identification Modernization Project** will allow for measurement and analysis of public service employee representation beyond the four employment equity designated groups by including more identities and by being centrally hosted on the TBS Application Portal.

In 2022–23, OCHRO continued to develop a new Self-ID Questionnaire with updated language and expanded identity options informed by a series of consultations with equity-seeking groups and stakeholders. Objectives of the project include enabling TBS and departments to meet legislative requirements of the *Employment Equity Act* and support the public service to provide an inclusive workplace and a greater sense of belonging for employees. The new self-ID application is anticipated to launch in 2024.

In collaboration with Statistics Canada, the [2022–23 Public Service Employee Survey](#) (PSES) collected important employee sentiment data and gathered insight on how equity-seeking groups were experiencing their workplace. As the largest universal [collection](#) of employee sentiment data in the public service, the PSES is invaluable to supporting evidence-based decision-making within departments, agencies and policy centres that shape programs enterprise-wide. The 2022–23 PSES was in collection from November 2022 to February 2023, with 91 participating organizations and a 53.4% response rate. Of interest are the following:

- 49% responded positively that the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service had a positive impact in their organization (for women, the figure was 53%; for racialized groups, the figure was 55%).
- More than four out of five employees feel that their organization treats them with respect, and three out of four employees feel that their organization respects individual differences.
- Overall, on questions about how employees feel toward whether their organization treats them with respect, respects individual differences, and whether the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service has had a positive impact in their organization, employees who identify as persons with disabilities and Indigenous Peoples are less positive than the overall public service response. Employees who identify as members of a racialized group or as women are generally more positive in their response to these questions than the overall public service population.
- Generally, results for employees who identified as being part of the 2SLGBTQIA+ community are less positive than the rest of the public service. For example, 80% of employees who identify as 2SLGBTQIA+ compared to 82% of employees who do not identify as 2SLGBTQIA+ felt that every employee in their work unit is accepted as an equal member. Further information is available at the [2022 results for 2SLGBTQIA+ communities](#).

The most recent PSES adopted an early version of the new Self-ID Questionnaire, which allowed employees to self-identify based on their gender, racial group, ethnic origin, 2SLGBTQIA+ identity, Indigenous identity, and as a person with disabilities. The same questions were used in the collection of the [Student Experience Survey](#), which supports interoperability of the results with the PSES data and allows for insight on how students belonging to one or more of the equity-seeking groups are experiencing the workplace in comparison to the broader public service. By using the new Self-ID Questionnaire as the standard, these insights can be integrated with other sources of administrative data available to:

- conduct deeper analysis
- identify trends
- bring into focus the data story of employees

The Public Service Commission of Canada (PSC) continues to maintain a collection of online visualization and forecasting tools. A publicly available interactive [Data visualization hub](#) is updated regularly, providing users with easy access to PSC data about the staffing system, including information on employment equity data for departments and agencies subject to the PSEA. The PSC makes annual projections on renewal and representation in the public service using a workforce macro-simulation tool that can, for example, inform recruitment efforts to meet the federal goal of 5,000 net new hires of persons with disabilities and share projections with deputy heads and heads of human resources.

2. Increase the diversity of senior leaders of the public service

Government-wide priorities

Increasing diversity among senior leaders of the public service is key to establishing a culture of inclusiveness that will help combat racism and address systemic barriers. It also strengthens policy advice, programs and service delivery.

OCHRO continues to enable a senior leadership group that models and reflects a culture of inclusion. For many years, Clerks of the Privy Council have expected senior leaders to foster diversity and inclusion in the public service, and this expectation was reflected in the annual **government-wide priorities**. TBS requires all executives in the CPA to include these priorities and associated performance measures in their performance agreement commitments.

Executives' success in meeting these expectations is part of their annual performance assessment.

Black and Indigenous executives

In 2021–22, OCHRO developed tailored strategies to increase representation and reduce barriers for **Black and Indigenous executives**. In 2022–23:

- a performance assessment framework was launched in partnership with executive diversity networks to measure progress and enable transparent and consistent monitoring of these strategies
- a needs analysis was launched to support the empirically based development of a third strategy tailored to executives who have lived experience of disability

Deputy Head Inclusion Stewards

OCHRO is actively working to increase the diversity of senior leaders and address biases and barriers in executive talent management:

- As part of the winter 2022–23 assistant deputy minister (ADM) talent management cycle, time was specifically set aside to discuss all ADMs who self-identified as a member of an employment equity group. The aim was to make them more visible and support their development.
- In addition, in support of inclusion, **Deputy Head Inclusion Stewards** were designated to recognize and address unconscious bias. Guidance and tools for the Inclusion Steward initiative were expanded and widely shared with departments to voluntarily implement these tools for executive and non-executive programs, such as talent and performance management at the organizational level.

Executive Leadership Development Program

The **Executive Leadership Development Program** (ELDP) continues to play a significant role in promoting diversity and inclusion among senior leaders:

- Through the Canada School of Public Service (CSPS), the program provides tailored learning and development opportunities for equity-seeking executives and has adopted culturally sensitive learning frameworks. The program aims to allocate at least 50% of its participants in the EX-01 to EX-03 cohort to Indigenous Peoples, members of visible minorities, and persons with disabilities. In 2022–23, OCHRO continued to enhance diversity in

the EX-01 to EX-03 and ADM ELDP streams, with an average of 60% of participants identifying as members of equity-seeking groups.

- Other initiatives have been undertaken to increase Indigenous Peoples' participation in the executive cohorts in response to persistent low participant rates. Information sessions were held for the Indigenous Senior Leadership Circle and the Indigenous Executive Network to raise awareness and encourage nominations. Information gathered at these meetings was shared with program partners, the CSPS and the PSC to make the necessary adjustments to programming. As a result, there has been an increase in the representation of these groups within program cohorts as follows (see table below):
 - the representation of Indigenous executives in the EX-01 to EX-03 stream increased from 6% in 2020 to 9% in 2023 and from 2% in 2020 to 9% in 2023 for the ADM stream
 - the representation of persons with disabilities increased from 7% to 13% for the EX-01 to EX-03 stream and from 0% to 2% for the ADM stream between 2020 and 2023
 - the representation of members of visible minorities in the EX-01 to EX-03 stream increased from 15% in 2020 to 39% in 2023 and from 6% in 2020 to 29% in 2023 for the ADM stream

Year	Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	EX-01 to EX-03	ADM (EX-04 and EX-05) stream	EX-01 to EX-03	ADM (EX-04 and EX-05) stream	EX-01 to EX-03	ADM (EX-04 and EX-05) stream
2020	6%	2%	7%	0%	15%	6%
2023	9%	9%	13%	2%	39%	29%

Mosaic Leadership Development Program

The **Mosaic Leadership Development Program** provides equity-seeking employees from under-represented communities with opportunities to overcome barriers and enter the executive group. It has four main components:

1. sponsorship
2. a multi-dimensional learning curriculum
3. experience-building opportunities
4. assessment by a diverse selection board against an EX-01 position identified by the organization

The first cohort of the program graduated in March 2023, with 38 diverse participants.

Mentorship Plus

The **Mentorship Plus** program supports the career progression of public service employees in under-represented and equity-seeking groups through traditional mentorship and sponsorship. In this program, a senior leader supports their protégé by advocating for them and actively participating in their career development. This support includes helping protégés gain the skills and competencies needed to move into executive positions.

In 2022–23, the program had been implemented in 52 organizations across the public service, including the CSPS, which hosts the Centralized Bank of Sponsors that offers sponsors to 40 departments and agencies.

Knowledge Circle for Indigenous Inclusion and Indigenous Coaching and Counseling Circle

Many Voices One Mind: A Pathway to Reconciliation Action Plan is the main strategy for Indigenous inclusion. It identified onboarding, retention, career development and advancement as systemic barriers to Indigenous employment.

In partnership with the **Knowledge Circle for Indigenous Inclusion**, the PSC created the **Indigenous Coaching and Counseling Circle** (ICCC) to:

- offer coaching and counselling services from a culturally competent group of Indigenous coaches to support aspiring Indigenous executives
- provide Indigenous executives with a way to reduce and potentially eliminate systemic barriers related to securing approval for coaching opportunities

In the ICCC's first three months, the five ICCC coaches supported 17 employees. Due to the ICCC's positive feedback and an increasing demand for coaches, the Knowledge Circle for Indigenous Inclusion will continue to offer this service in 2023–24.

3. Ensuring the right benchmarks

Employment equity benchmarks are reference points for employers to assess how they measure in terms of representation for each of the four employment equity designated groups. These benchmarks are used to guide the development of strategies that will strengthen diverse representation in the public service.

In the CPA, the benchmark used is workforce availability (WFA), which relies on:

- Employment and Social Development Canada's (ESDC's) labour market availability data
- Statistics Canada's (StatCan's) Census and Canadian Survey on Disability data

OCHRO acknowledges the recent benchmarking recommendations of the Employment Equity Act Review Task Force and commits to rethinking new approaches as part of anticipated consultations and developments led by ESDC and StatCan.

"Keeping it simple: Moving beyond workforce availability toward labour market availability and comprehensive barrier removal."

– A Transformative Framework to Achieve and Sustain Employment Equity: Report of the Employment Equity Act Review Task Force, 2023

4. Addressing systemic barriers

Systemic barriers⁸ arise from systems, policies and practices, traditions or cultural practices that may seem neutral but put certain individuals or groups at a disadvantage. Following are examples of various initiatives undertaken in 2022–23 to address systemic barriers.

Qualification Standards

In 2022–23, OCHRO's Classification Program increased the accessibility of tools used to determine job classifications and reduced bias in these tools.

The Qualification Standards outline the minimum requirements needed for each occupational group or classification in the CPA. OCHRO consulted with partners and organizations to identify and address potential biases and barriers in these standards. OCHRO developed a checklist to identify possible biases and barriers when creating or reviewing qualification standards. The checklist helps find and remove requirements that could create biases and barriers for members of equity-seeking groups. This project follows an amendment to the Public Service Employment Act, which requires employers to:

- evaluate qualification standards for biases or barriers when they are created or reviewed
- make reasonable efforts to remove them or mitigate the impact of biases or barriers

Recommendations of the Audit of Employment Equity Representation in Recruitment

The PSC continued to implement the recommendations from the Audit of Employment Equity Representation in Recruitment to help identify and eliminate potential barriers and biases in appointment processes and provided updated guidance. In 2022–23, 13 out of 14 PSC deliverables for the audit were closed, and 87% of organizations reported having initiated a review of their staffing frameworks and practices. Some of the concrete actions taken include:

- publishing a new Employment Systems Review: A Guide for the Federal Public Service
- implementing mandatory training on unconscious bias for staffing sub-delegation, as of April 1, 2022, supported by the CSPS course “Inclusive Hiring Practices for a Diverse Workforce”
- publishing Spotlight on diverse assessment boards
- strengthening employment equity obligations for deputy heads to ensure barrier-free appointment processes for employment equity groups
- expanding the Assessment Accessibility Ambassadors Network (accessible only on the Government of Canada network) to help the human resources community improve accommodation when assessing candidates

The Canadian Human Rights Commission continues work on an employment equity horizontal audit of how racialized people are employed in management and executive positions in the public service. The Commission also initiated conventional “employer-based” audits for selected departments and agencies that have not been audited for the past six years. The Commission will continue with its three-pronged approach to audits to make equality of opportunity a substantive reality in federally regulated workplaces:

1. conventional employer-based audits
2. horizontal issue-based audits
3. blitz requirement-based audits

2SLGBTQI+ Action Plan

In August 2022, the Government of Canada launched Canada’s first **Federal 2SLGBTQI+ Action Plan 2022**, which seeks to advance equality for 2SLGBTQI+ people in Canada and within the public service. The \$100-million Action Plan was created through extensive engagement, including:

- a national crowd-sourced survey
- written submissions
- roundtable discussions

The goal of the action plan is to stop discrimination and stigma based on sexual orientation, sex characteristics, gender identity and expression from emerging or worsening for future 2SLGBTQI+ generations.

TBS Official Languages Centre of Excellence

To better align official languages priorities with diversity and inclusion goals, TBS’s Official Languages Centre of Excellence has undertaken the following initiatives:

- After extensive consultations with key stakeholders, including equity-seeking networks, the Centre started the development of a new inclusive language training framework and established an advisory committee on second official language learning whose members include representatives of equity-seeking networks.
- In collaboration with the Public Service Alliance of Canada, a joint **Report on the Use of Indigenous Languages in Canada’s Public Service** was published in July 2023, which:
 - reviewed the use of Indigenous languages in the public service
 - examined Indigenous language skills in the performance of employees’ duties
 - examined the advantages that Indigenous language speakers bring to the public service

- In February 2023, TBS, Canadian Heritage, the Council of the Network of Official Languages Champions, in collaboration with the CSPS, held a Best Practices Forum on Official Languages on the theme “Changing the Narrative on Diversity, Inclusion and Official Languages” to share practices on how official languages can be used to promote bilingualism, diversity and inclusion in Canada.

Public Service Commission of Canada

The PSC provided expertise in policy development, application and interpretation regarding official languages in the appointment process, including examining the use of the Public Service Official Languages Exclusion Approval Order and Public Service Official Languages Appointment Regulations and helping organizations apply the terms and conditions of each. The PSC also provided testing for second official language proficiency.

In 2022–23, the PSC:

- reviewed and published guidance regarding official languages medical exclusions
- published frequently asked questions on exclusions from meeting official languages proficiency
- streamlined the following forms:
 - Statement of Agreement to Become Bilingual
 - Request for Exclusion on Medical Grounds

In October 2022, the PSC launched the Candidate Assessment Tool for second language evaluations. The tool allows departments and agencies to conduct remote, unsupervised second language tests for reading comprehension and written expression. The tool’s interface is now more accessible, modern and adaptable, and users can change the display settings to suit their needs.

The PSC:

- administers and oversees the provisions of the PSEA and the Public Service Employment Regulations regarding priority entitlements
- monitors staffing practices in relation to the legislative framework for priorities

Entitlements are provided for people who meet specific conditions, allowing them to be appointed before others to vacant positions in the public service.

The Priority Entitlements Program reviews its practices and procedures to remove systemic barriers that people in designated groups who have a priority entitlement might face when searching for jobs. In 2022–23, the program introduced the Priority Information Management System and communications tools.

Student employment

The Student Employment Programs Participants Regulations and the Treasury Board Policy on People Management (which governs the Directive on Student Employment) were amended in June 2021 to include students who are permanent residents with a preference for appointment that is equal to those who are Canadian citizens. This change applies to approved student employment programs for appointment processes that commenced on or after June 24, 2022.

Maturity Model on Diversity and Inclusion

OCHRO’s Maturity Model on Diversity and Inclusion is a voluntary self-assessment tool launched in August 2022 that enables federal organizations to learn their level of advancement in diversity and inclusion. Organizations submit their responses to a 22-question questionnaire and receive:

- a report that indicates their level of maturity across five dimensions
- tailored recommendations on how to progress to the next level

The model informs organizations how diverse and inclusive they are and recommends tangible actions for improvement.

Observer Program

In line with the Government of Canada's commitment to foster diversity and inclusion on boards and committees, TBS has responded to the 50 – 30 Challenge.⁹ For example, the Observer Program helps reduce barriers by providing senior public service employees in under-represented and equity-seeking groups with opportunities to participate as non-voting members on public sector pension and benefits plans boards and committees. Through this program:

- participants acquire important board and committee experience while developing in-depth knowledge related to the governance and oversight of these pension and benefits plans
- this participation provides the employer with a larger and more diverse pool of potential employer representative candidates for future appointments

Of the nine candidates in the first cohort of the program, three have already been appointed to serve as employer representatives. In 2022, the scope of the program was expanded to allow for more participants and those who will be completing their participation period later in 2024.

Engagement and awareness

Employment Equity Research Working Group

In 2022–23, the PSC's diversity and inclusion research and data work focused on several initiatives, including chairing an interdepartmental **Employment Equity Research Working Group** to inform work undertaken on employment equity, diversity and inclusion. This working group consists of experts in the field of employment equity, economists and statisticians who share information and research on barriers for employment equity groups.

In addition, the PSC conducted analysis on specific priority topics related to employment equity and diversity in the staffing system that included:

- publishing two thematic reports on the perceptions of federal public servants with disabilities and the perceptions of federal public servants who are members of an employment equity group, based on results from the Staffing and Non-Partisanship Survey 2021
- updating reports on separation trends for designated employment equity groups (from the *Public Service Employment Act*), non-advertised appointments by employment equity designated group, and the citizenship of applicants and external appointments
- the employment equity promotion rate study.

GC Jobs Transformation

Other PSC programs include the **GC Jobs Transformation** to modernize the Government of Canada recruitment platform to offer a seamless and intuitive experience for job seekers, hiring managers and human resource professionals alike.

Post-secondary recruitment

The **Post-Secondary Recruitment program** provides recent graduates with access to public service jobs. The 2022 campaign opened in November 2022 and focused on recruiting entry-level Data Scientists (EC).

Federal Speakers' Forum on Lived Experience

The Federal Speakers' Forum on Lived Experience, led by OCHRO, has combined the services of the former Federal Speakers' Forum on Diversity and Inclusion and the Federal Speakers' Bureau on Mental Health. The forum aims to build a community of speakers who share lived experiences related to mental health, accessibility, diversity and

inclusion. By sharing ideas and building connections, the Forum aims to open hearts and minds to inspire action toward a more inclusive workplace. By the end of 2022–23, 86 speakers were successfully matched to over 275 speaking engagements across the public service.

Canada School of Public Service

The Canada School of Public Service (CSPS) made extensive efforts to create an inclusive and equitable workplace by providing learning opportunities and products to develop knowledge, skills and competencies necessary to change mindsets and behaviours for greater reconciliation, equity, diversity and inclusion. In 2022–23, the CSPS offered:

- the “Positive Space Initiative: 2SLGBTQI+ Awareness” course
- “Becoming an Ambassador for 2SLGBTQI+ Inclusion” course
- a new resource for Positive Space facilitators
- an event on LGBTQ2+ inclusion titled “Being Your Authentic Self at Work”
- a new 2SLGBTQIA+ Inclusion Learning Path to encourage public service pride and inclusive workplaces, which includes the documentary video, *The Fruit Machine*

The CSPS’s mental health curriculum had significant modifications that included personal stories, experiences and recommendations from public servants belonging to employment equity groups. For example, the CSPS launched a pilot of an updated mental health awareness course that includes case studies, scenarios and personas that reflect the impact of racism and discrimination on mental health.

The CSPS hosted the Government of Canada Equity, Diversity and Inclusion Conference 2022 under Inaugural Visiting Scholar, Dr. Rachel Zellars, to emphasize the learning tools, strategies and achievements in response to the Clerk’s Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service.

The Leadership Series event, “Embodied Leadership for Anti-Racism, Equity and Inclusion,” was particularly well received.

Another successful achievement was the Jocelyne Bourgon Visiting Scholar Lecture: “The Time is Now for Black Canadians in the Public Service,” where public servants learned about the evolution of merit criteria and its impact on Black employees.

The CSPS also held events in support of:

- Asian Heritage Month 2022: “Celebrating Innovation and Perseverance”
- Islamic Heritage Month 2022: “Celebrating Muslim Leaders in Canada’s Federal Public Service”

In collaboration with the Federal Black Employee Caucus and the Black Executive Network, the CSPS held events on addressing anti-Black racism as part of its “Addressing Employment Barriers Faced by Black People in the Public Service” series, including:

- “Career Advancement”
- “Meaningful Retention”

CSPS updated three online courses on **workplace harassment and violence prevention** for employees, managers, health and safety committees, and designated recipients. Updates were also made to:

- “Canada Labour Code, Part II: An Overview”
- “Navigating the Work Place Harassment and Violence Prevention Regulations”

Human Resources Council

As the voice of the human resources (HR) community across the federal public service, the **Human Resources Council** (HRC) works collaboratively with all members of the HR community to build capacities and strengthen connections.

In 2022–23, the HRC offered many opportunities, including monthly Heads of HR meetings, to engage and mobilize central agency partners and better equip the community in leading excellence in human resources across the federal public service. With a focus on inclusion, the HRC conducted many successful engagements and initiatives that focused on equity, diversity, inclusion and accessibility, including:

- delivering a “**smartshop**” in partnership with the PSC to:
 - highlight changes to the PSEA on assessment processes
 - identify and mitigate the impact of potential biases and barriers in assessment for HR professionals
- publishing a **newsletter** focused on accessibility in the public service, with topics that included:
 - accessibility by design
 - accessibility tips and tricks
 - reporting on the HRC’s **community survey** on best practices in accessibility
- publishing a **spotlight piece** on the **Disability Inclusion and Workplace Accommodation Community of Practice**, which brings together professionals from human resources and other fields that work in disability management, the duty to accommodate and accessibility within their organizations
- engaging directly with heads of HR at **special HRC meetings** to gather input for the **review of the Employment Equity Act** and **changes to self-identification process** across the public service
- welcoming **guest speaker Tareq Hadhad** to the annual HR Leadership Awards Ceremony to share with the HR community his journey on resiliency, leadership through adversity, diversity and inclusion

In 2022–23, the HRC also launched two key foundational pieces:

- HRC’s **Strategic Plan and Vision 2025**
- a community **GCXchange site**

The strategic plan established the vision for the community with one of its pillars as **inclusion**, in which the HRC committed to:

- promoting a culture of inclusiveness that values diversity, including linguistic diversity, and accessibility
- addressing systemic barriers and racism

The HRC GCXchange has allowed HRC to advance on this commitment by consolidating and sharing important information for HR professionals. In addition to the HRC GCXchange’s extensive **resources centre**, there are many tools that were developed to assist the career development of HR professionals through the new “**helloHR**” **platform**, including the PE competency development framework and the related competency profile tool.

Joint Employment Equity Committee

The **Joint Employment Equity Committee** is an ongoing advisory committee through which employment equity, diversity and inclusion policy, programs and initiatives are discussed among employees’ representatives of bargaining agents, departments, the Public Service Commission of Canada, and TBS’s Office of the Chief Human Resources Officer. The committee’s consultations with TBS in 2022–23 have included the following:

- artificial intelligence decision-making
- *Employment Equity in the Public Service of Canada for Fiscal Year 2021 to 2022*
- Public Service Employee Survey results
- modernization of the Self-ID Questionnaire
- 2022–23 Management Accountability Framework results on equity, diversity, inclusion and accessibility

- accessibility action plans from the Office of Public Service Accessibility
- results from the public opinion survey of federal public servants with disabilities
- Government of Canada Workplace Accessibility Passport

Final word

Over the course of three decades, the public service has made significant strides in increasing the representation of the four employment equity designated groups. Substantial gaps persist, however, particularly regarding persons with disabilities.¹⁰

Despite the Government of Canada mandated direction to hire 5,000 new public servants with disabilities by 2025, the representation of persons with disabilities remains low at 6.9% while their workforce availability is 9.2%. Efforts in internship programs and tailored recruitment initiatives need to continue in pursuing this hiring target. However, employment equity does not end with the successful recruitment or promotion of persons with disabilities. To retain employees with disabilities, the Government of Canada should continue to prioritize the development of a disability-inclusive work culture.

When compared with the CPA, data on salary ranges show that the proportion of the four employment equity groups is higher in the \$50,000 to \$74,999 range and lower in the ranges of \$100,000 and above. When combined with other factors such as the increased number of hires and promotions among the four designated employment equity groups and the increase in representation in all designated groups, including at the executive levels, this data could signal that our ongoing commitment to supporting employment equity groups in the public service has yielded tangible progress. Further analysis is required to determine why the salary disparity between the employment equity groups and the CPA exists. The above-noted initiatives aim to address systemic barriers to career advancement and discrimination. Other factors such as successful entry-level targeted recruitment programs could also play a part.

Black employees' representation has continued to increase since last fiscal year. While positive trends in hires and promotions are apparent, when compared with the other employment equity groups, the proportion of Black employees continues to be the highest in the \$50,000 to \$74,999 salary range and lowest in all other salary ranges of \$75,000 and over. In June 2023, TBS established the Task Force for Black Public Servants to oversee the development and implementation of the Action Plan for Black Public Servants, which carried on the work begun in consultation with Black Public Servants and networks in 2022 to advance the government's efforts in support of Black public servants.

Currently, there are no requirements to collect and report on the representation of 2SLGBTQI+ employees, and as such, there is no representation data on this group. TBS will lead efforts¹¹ to further 2SLGBTQI+ diversity and inclusion by ensuring that the Centre for Diversity and Inclusion's future initiatives are informed by 2SLGBTQI+ federal employee networks, stakeholders and the Federal 2SLGBTQI+ Action Plan 2022. TBS will be well positioned to commence data collection in 2024 with the launch of a modernized approach to self-identification.

As the public service looks into the future, key drivers will include:

- recommendations from the Task Force on the *Employment Equity Act* Review
- the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service
- the findings and recommendations of the Auditor General report on inclusion in the workplace for racialized employees

The Public Service Employee Survey also provides valuable insight that can help guide and develop policies and initiatives.

As well, the steps TBS is taking to develop a restorative engagement program for employees to share their personal accounts in a safe confidential space will contribute to organizational culture change.

About the data

Population covered

The statistical tables in this report's Appendix present information as of March 31, 2023, or for fiscal year 2022–23, for indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act* (the core public administration (CPA)).

Notes on terms and data sources

- The source of representation data is the TBS Employment Equity Data Bank, which contains self-identification and self-declaration information (from the Public Service Resourcing System) provided by employees.
- The sum of designated groups does not equal the total ("all employees") because employees may have voluntarily chosen to self-identify in more than one designated group, and men are included in the total.
- "Hires" refers to employees who were added to the public service of Canada payroll between April 1, 2022, and March 31, 2023.
- Data on promotions are obtained from the PSC and include information from departments and agencies that fall under both the *Financial Administration Act*, Schedules I and IV, and the *Public Service Employment Act*.
- "Separations" refers to employees who left the public service of Canada payroll between April 1, 2022, and March 31, 2023.

Workforce availability

Workforce availability (WFA) estimates are used as a benchmark to assess the representativeness of employment equity designated groups within the CPA (organizations listed in Schedules I and IV of the *Financial Administration Act*) in accordance with the *Employment Equity Act*. The dynamics of hiring depend on the availability of designated group members for public service employment. The WFA varies geographically (national or by province or territory) or by the specific qualifications that organizations must fill. Four filters are considered:

1. citizenship: this filter is applied because the *Public Service Employment Act* gives preference to the hiring of Canadian citizens and, after June 29, 2021, permanent residents (section 39.1.c)
2. classification: this filter narrows consideration to occupations that the government deems relevant to the public service
3. education: this filter is used for some classifications to include only persons who have an educational degree for scientific and professional occupations, taking into account the public service qualification standards for jobs (educational requirements)
4. geography: this filter assumes that most organizational hiring will be done locally for most occupational groups rather than from wider geographic areas

WFA estimates are derived from the Labour Market Availability, which is derived from the 2016 Census ¹² and the 2017 Canadian Survey on Disability, which is performed every five years. Changes to the *Public Service Employment Act* came into effect in June 2021, including broadening the preference given to Canadian citizens in external advertised appointment processes to include permanent residents. As a result, as of March 2022, WFA includes Canadian citizens and permanent residents active in the labour market who are at least 15 years of age and is based on occupations in the Canadian workforce corresponding to the occupations in the public service. Prior to March 2022, WFA only included Canadian citizens active in the labour market who were at least 15 years of age and was based on occupations in the Canadian workforce corresponding to the occupations in the public service.

Note on workforce availability for persons with disabilities and visible minorities

The estimate of the WFA for persons with disabilities increased significantly between Census 2011 and Census 2016 (because of the Canadian Survey on Disability), from 4.4% in 2014–15 to 9.0% in 2018–19. The reason is that the 2017 Canadian Survey on Disability expanded the definition of persons with disabilities to include persons with disabilities related to pain and mental health. As this more inclusive definition has not yet been incorporated into the public service voluntary reporting exercise, it is impossible to predict the impact this will have once incorporated. Since 2021–22, significant work was undertaken on modernizing the Self-Identification Questionnaire. A new version that incorporates an expanded definition of persons with disabilities is expected to launch in 2024.

It should be noted that the current WFA reflects the potential workforce of permanent residents because of the change made to the *Public Service Employment Act* (as of June 2021). This change requires that Canadian citizens and permanent residents be given a hiring preference over non-permanent residents for selection processes advertised to the public. The addition of permanent residents had the greatest impact on the workforce availability benchmark for members of visible minorities.

Self-identification

Internal representation for Indigenous Peoples, persons with disabilities and members of visible minorities is based on employees who have voluntarily chosen to self-identify or self-declare through a recruitment process as being part of at least one employment equity group. Information on the sex at birth of employees is taken from the Government of Canada's pay system. Moving forward, the modernized Self-ID Questionnaire will capture data on gender that refers to social and personal identity and may be different from the person's biological sex.

Part 2: data and initiatives pertaining to specific groups

▼ In this section

- [Women](#)
- [Indigenous Peoples](#)
- [Persons with disabilities](#)
- [Members of visible minorities](#)
- [Black employees](#)

Women

Women working in the core public administration

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

Workforce availability (WFA) is calculated based on the 2016 Census and the 2017 Canadian Survey on Disability.

Figures in square brackets represent the change since the previous year or fiscal year.

Core public administration
253,411 [+17,278]

Women
143,406 [+11,107]

	Representation	WFA
Women	56.6% [+0.6]	53.7% Met
Women in the executive group	54.2% [+1.0]	48.0% Met

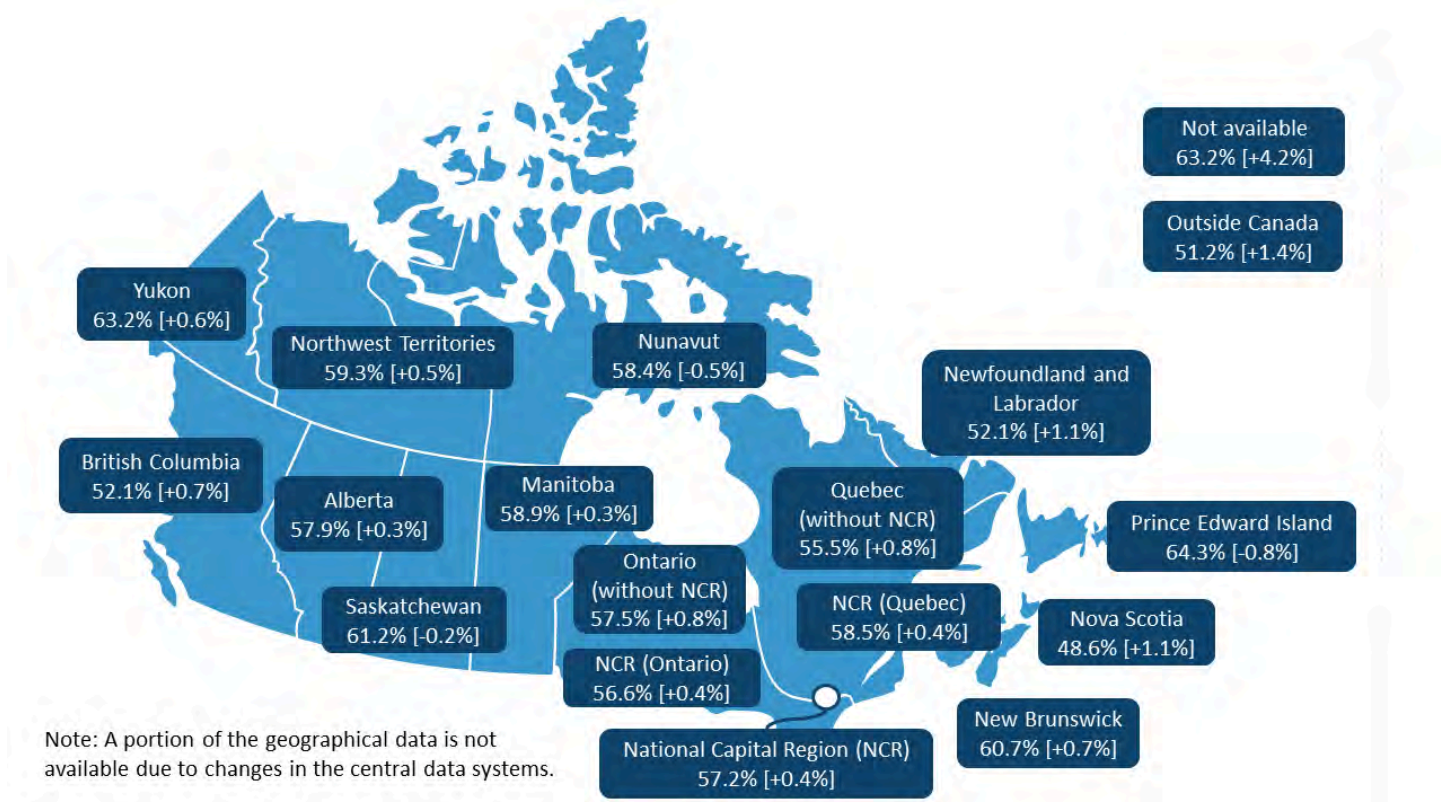
As of March 2023, 56.6% of employees in the CPA were women. The number increased by 11,107 from the previous year. With a representation rate of 54.2% in executive positions, women remained above their WFA of 48.0%.

Representation of women in the executive group

Executive level	All employees	Number	% of EX level
EX-01	3,935	2,226	56.6
EX-02	1,986	1,029	51.8
EX-03	1,323	684	51.7
EX-04	269	139	51.7
EX-05	130	61	46.9
Total	7,643	4,139	54.2

At 54.2%, women made up more than half of the overall total of executives, with their representation ranging from 56.6% at the EX-01 level and gradually decreasing to 46.9% at the EX-05 level.

Figure 4: Women by region of work



▼ Figure 4 - Text version

Note: Figures in square brackets represent the change since March 2022.

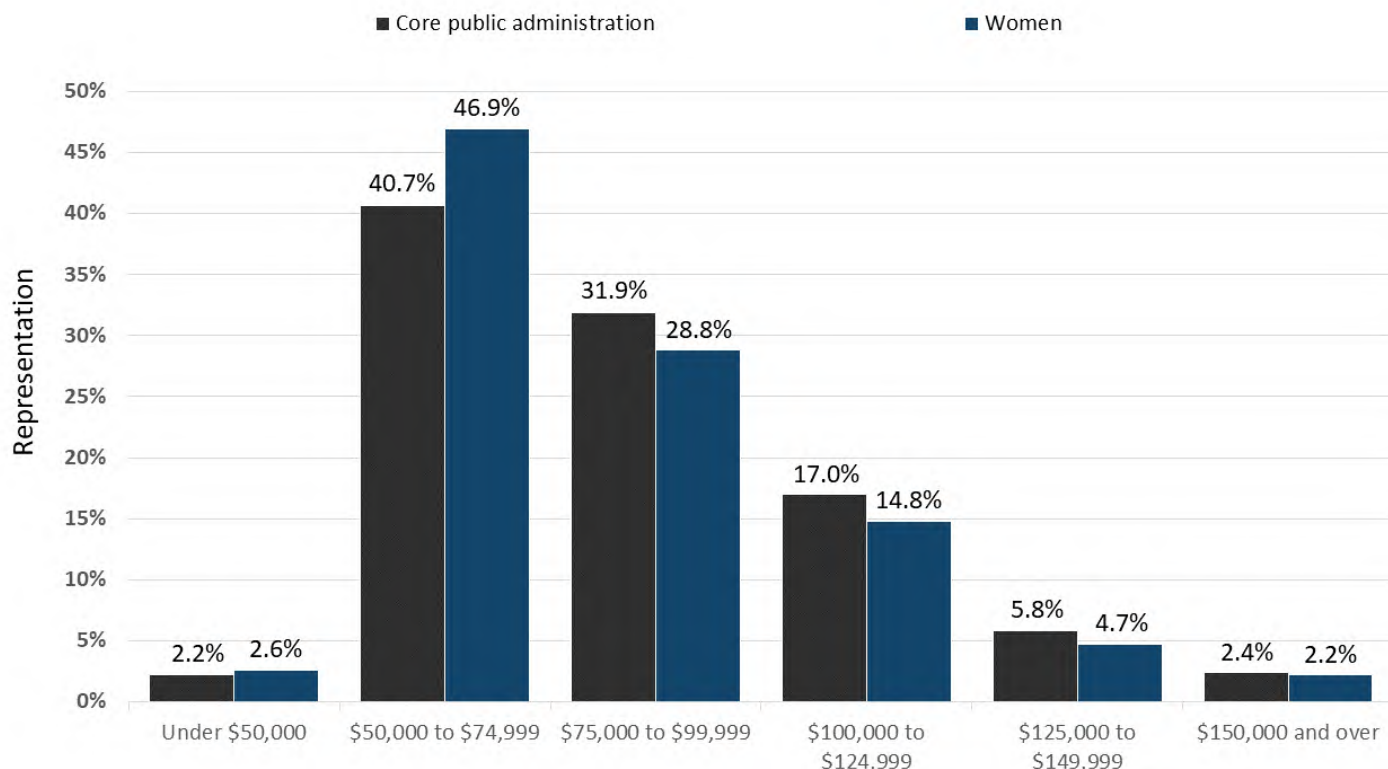
Following are percentages by province, territory and other categories:

- Newfoundland and Labrador: 52.1% [increase of 1.1 percentage points]
- Prince Edward Island: 64.3% [decrease of 0.8 percentage points]
- Nova Scotia: 48.6% [increase of 1.1 percentage points]
- New Brunswick: 60.7% [increase of 0.7 percentage points]
- Quebec (without the National Capital Region): 55.5% [increase of 0.8 percentage points]
- National Capital Region (Quebec): 58.5% [increase of 0.4 percentage points]
- National Capital Region (Ontario): 56.6% [increase of 0.4 percentage points]
- National Capital Region: 57.2% [increase of 0.4 percentage points]
- Ontario (without the National Capital Region): 57.5% [increase of 0.8 percentage points]
- Manitoba: 58.9% [increase of 0.3 percentage points]
- Saskatchewan: 61.2% [decrease of 0.2 percentage points]
- Alberta: 57.9% [increase of 0.3 percentage points]
- British Columbia: 52.1% [increase of 0.7 percentage points]
- Yukon: 63.2% [increase of 0.6 percentage points]
- Northwest Territories: 59.3% [increase of 0.5 percentage points]
- Nunavut: 58.4% [decrease of 0.5 percentage points]
- Outside Canada: 51.2% [increase of 1.4 percentage points]
- Not available: 63.2% [increase of 4.2 percentage points]

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

Although Prince Edward Island had the highest representation rate for women at 64.3%, it decreased by 0.8 percentage points since the previous year. Yukon at 63.2% and Saskatchewan at 61.2% had the highest representation rates after Prince Edward Island. The representation rate in Nunavut and Saskatchewan decreased since the previous year (0.5 percentage points and 0.2 percentage points, respectively).

Figure 5: Salary range distribution - women



▼ Figure 5 - Text version

Salary range	Core public administration	Women
Under \$50,000	2.2%	2.6%
\$50,000 to \$74,999	40.7%	46.9%
\$75,000 to \$99,999	31.9%	28.8%
\$100,000 to \$124,999	17.0%	14.8%
\$125,000 to \$149,999	5.8%	4.7%
\$150,000 and over	2.4%	2.2%

Compared with the CPA, the proportion of women earning under \$50,000 and between \$50,000 to \$74,999 is higher. The proportion of women in comparison to the overall CPA is lower for all other salary ranges of \$75,000 and over.

Compared to March 2022, in March 2023 the proportion of women:

- increased in the salary range of \$50,000 to \$74,999 (from 46.6% to 46.9%)
- decreased in the \$75,000 to \$99,999 range (from 29.3% to 28.8%)
- increased in the \$100,000 to \$124,999 range (from 14.6% to 14.8%)
- decreased in the \$125,000 to \$149,999 range (from 5.2% to 4.7%)

A review of trends from March 2014 to March 2023 shows that the percentage of women in the under \$50,000 range declined over the period. The percentage of women in the \$75,000 to \$99,999 range increased, with the largest increase observed in the \$100,000 to \$124,999 range.

Trends in hires, promotions and separations for women

Women: hires 2016–17 to 2022–23

Fiscal year	All employees	Women	Percent of hires
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Fiscal year	All employees	Women	Percent of hires
2016–17	16,081	9,281	57.7
2017–18	19,249	11,290	58.7
2018–19	23,334	13,181	56.5
2019–20	24,901	14,505	58.3
2020–21	24,229	14,592	60.2
2021–22	28,929	17,392	60.1
2022–23	33,361	20,378	61.1

Women: promotions 2016–17 to 2022–23

Fiscal year	All employees	Women	Percent of promotions
2016–17	17,487	10,120	57.9
2017–18	20,660	12,260	59.3
2018–19	25,489	15,390	60.4
2019–20	27,211	16,628	61.1
2020–21	24,919	15,106	60.6
2021–22	29,295	18,256	62.3
2022–23	33,194	20,975	63.2

Women: separations 2016–17 to 2022–23

Fiscal year	All employees	Women	Percent of separations
2016–17	12,491	7,249	58.0
2017–18	12,937	7,349	56.8
2018–19	12,898	7,381	57.2
2019–20	13,043	7,459	57.2
2020–21	12,446	6,996	56.2
2021–22	16,687	9,443	56.6
2022–23	17,510	9,835	56.2

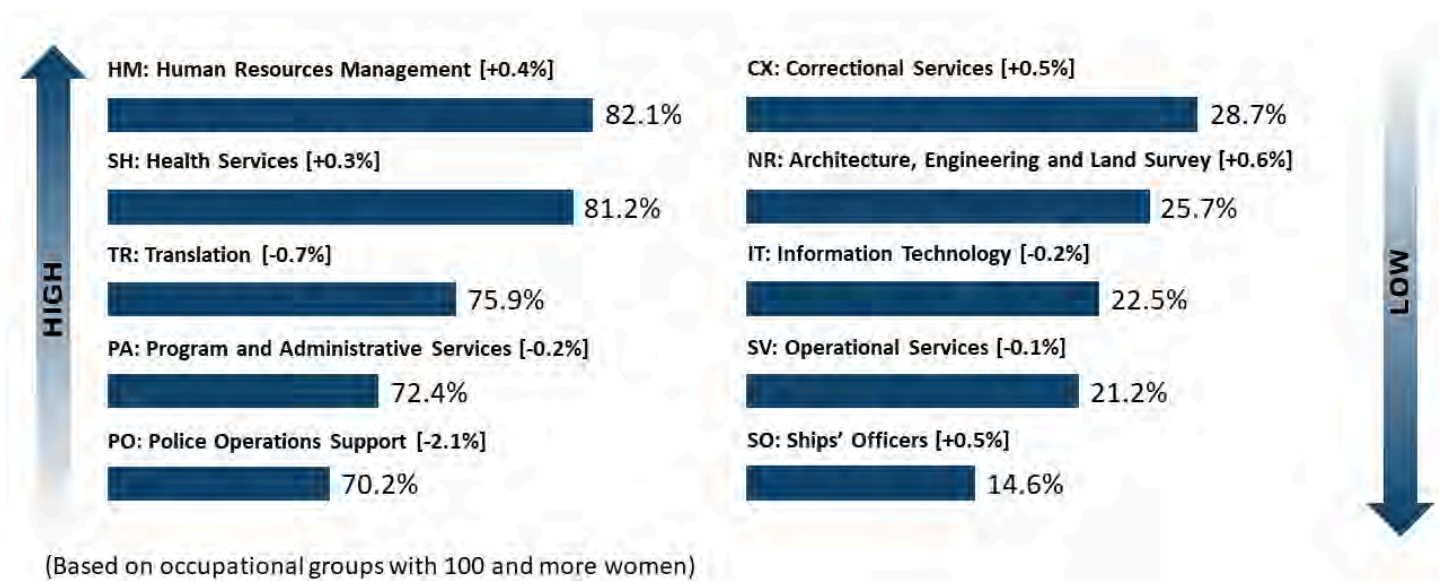
For the period between 2016–17 to 2022–23, the share of hires and promotions for women increased. The share of separations decreased.

Hires, promotions and separations in the executive ranks

Action type	Total executives	Women	
		Number	%
Hires	132	69	52.3 [-4.3]
Promotions	1,247	741	59.4 [+1.3]
Separations	534	273	51.1 [+4.3]

There was a 4.3 percentage point decrease in the share of hires and a 4.3 percentage point increase in the share of separations for women in the executive group compared with the previous year.

Figure 6: Occupational groups with highest and lowest proportion of women



▼ Figure 6 - Text version

Note: Based on occupational groups with 100 and more women.

Note: Figures in square brackets represent the change since March 2022.

Highest proportion of women

- HM: Human Resources Management: 82.1% [increase of 0.4 percentage points]
- SH: Health Services: 81.2% [increase of 0.3 percentage points]
- TR: Translation: 75.9% [decrease of 0.7 percentage points]
- PA: Program and Administrative Services: 72.4% [decrease of 0.2 percentage points]
- PO: Police Operations Support: 70.2% [decrease of 2.1 percentage points]

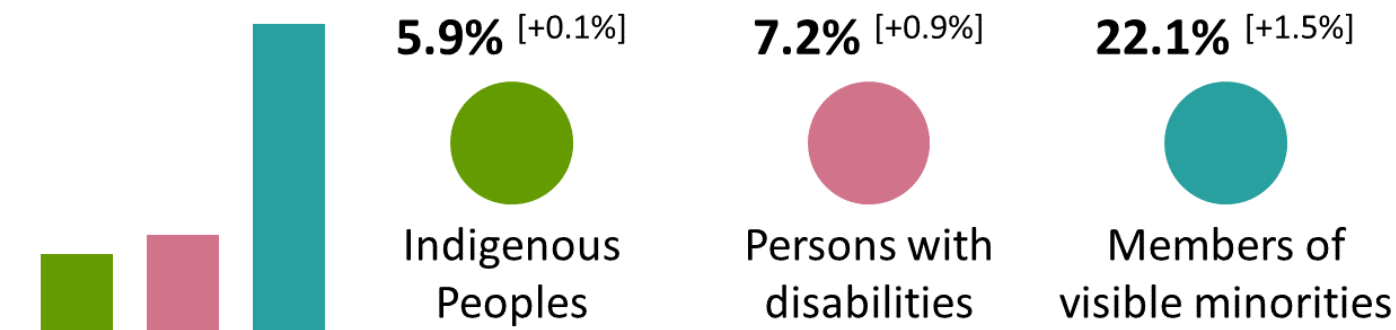
Lowest proportion of women

- CX: Correctional Services: 28.7% [increase of 0.5 percentage points]
- NR: Architecture, Engineering and Land Survey: 25.7% [increase of 0.6 percentage points]
- IT: Information Technology: 22.5% [decrease of 0.2 percentage points]
- SV: Operational Services: 21.2% [decrease of 0.1 percentage points]
- SO: Ships' Officers: 14.6% [increase of 0.5 percentage points]

The largest concentration of women employees in the CPA remains in the Human Resources Management (HM) group and the Health Services (SH) group. Both groups increased compared with the previous year. Out of the top five occupational groups with the highest representation of women, the Police Operations Support (PO) group had the largest decrease in representation (2.1 percentage points) compared with the previous year.

The lowest concentration of women was in the Ships' Officers (SO) group, representing 14.6%; however, this represents an increase of 0.5 percentage points from March 2022. Out of the bottom five occupational groups with the lowest representation of women, the largest increase (0.6 percentage points) was in the Architecture, Engineering and Land Survey (NR) group.

Figure 7: Intersectionality analysis for women



Of the 56.6% of the CPA who are women:

- 5.9% self-identified as Indigenous, an increase of 0.1 percentage points from last year
- 7.2% self-identified as a person with disabilities, an increase of 0.9 percentage points from last year
- 22.1% self-identified as a member of a visible minority group, an increase of 1.5 percentage points from last year.

Initiatives to support women

Equal pay for work of equal value: the Treasury Board of Canada Secretariat

The Government of Canada is committed to creating an inclusive public service where women receive equal pay for work of equal value. Amendments to the Pay Equity Act were adopted and introduced a new proactive pay equity regime for federally regulated workplaces that have 10 or more employees. Such workplaces include:

- federally regulated private and public sectors, including the federal public service
- parliamentary workplaces
- the prime minister's office and ministers' offices

Under this regime, employers must proactively examine their compensation practices to ensure that they are providing equal pay to men and women doing work of equal value.

Indigenous Peoples

Indigenous Peoples working in the core public administration

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

Workforce availability (WFA) is calculated based on the 2016 Census and the 2017 Canadian Survey on Disability. Figures in square brackets represent the changes since the previous year or fiscal year.

Core public administration	Indigenous Peoples
253,411 [+17,278]	13,363 [+1,027]

	Representation	WFA
Indigenous Peoples	5.3% [+0.1]	3.8% Met
Indigenous Peoples in the executive group	5.2% [+0.3]	5.4% Not met

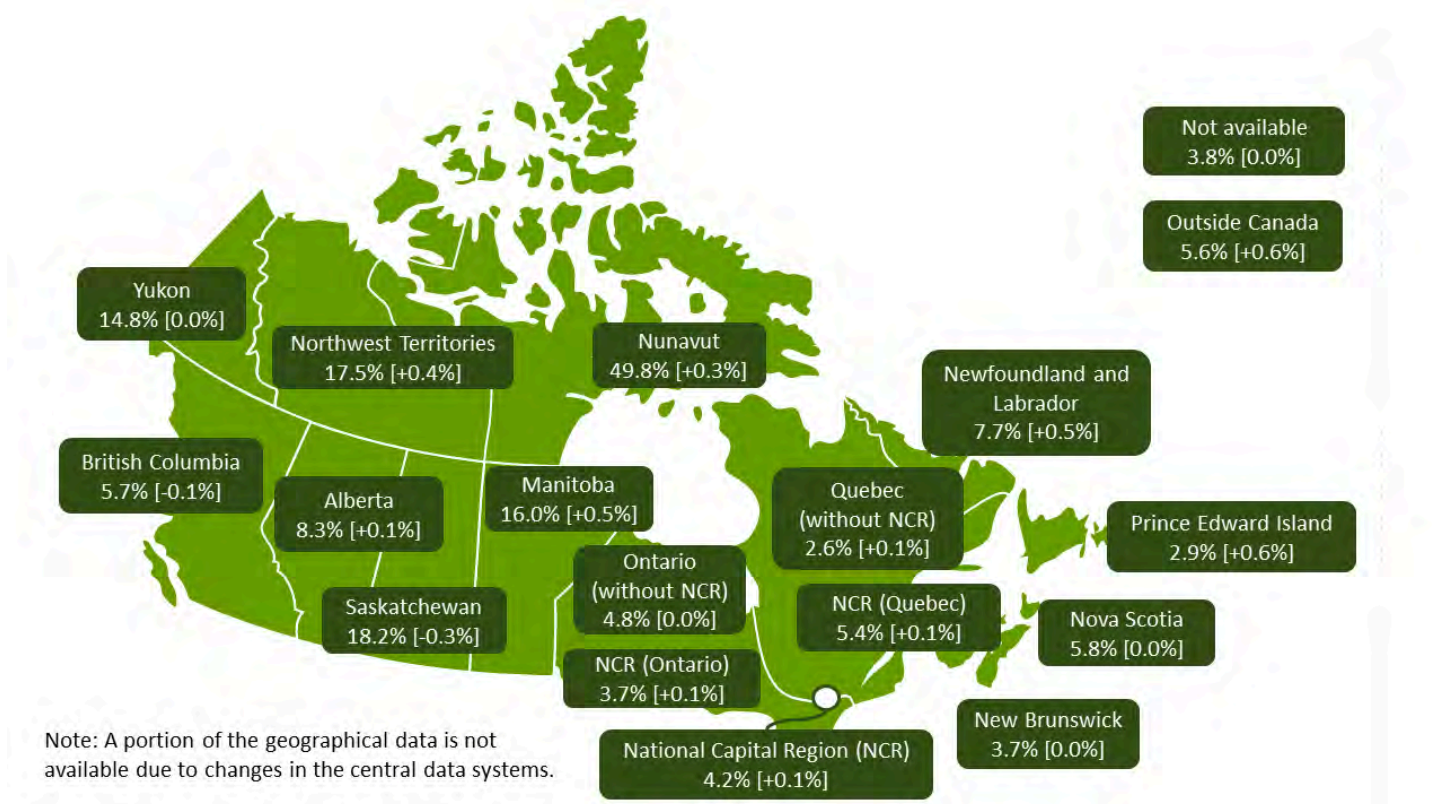
As of March 2023, 5.3% of employees in the CPA self-identified as Indigenous Peoples. The number increased by 1,027 from the previous year. With a representation rate of 5.2% in executive group, Indigenous Peoples remained under-represented compared with their WFA of 5.4%.

Representation of Indigenous Peoples in the executive group

Executive level	All employees	Number	% of EX level
EX-01	3,935	230	5.8
EX-02	1,986	92	4.6
EX-03	1,323	56	4.2
EX-04	269	13	4.8
EX-05	130	6	4.6
Total	7,643	397	5.2

A greater concentration of Indigenous Peoples was in the EX-01 category at 5.8%. Representation is the lowest in the EX-03 category (4.2%) and increases to 4.8% and 4.6% at EX-04 and EX-05 level, respectively.

Figure 8: Indigenous Peoples by region of work



▼ Figure 8 - Text version

Note: Figures in square brackets represent the change since March 2022.

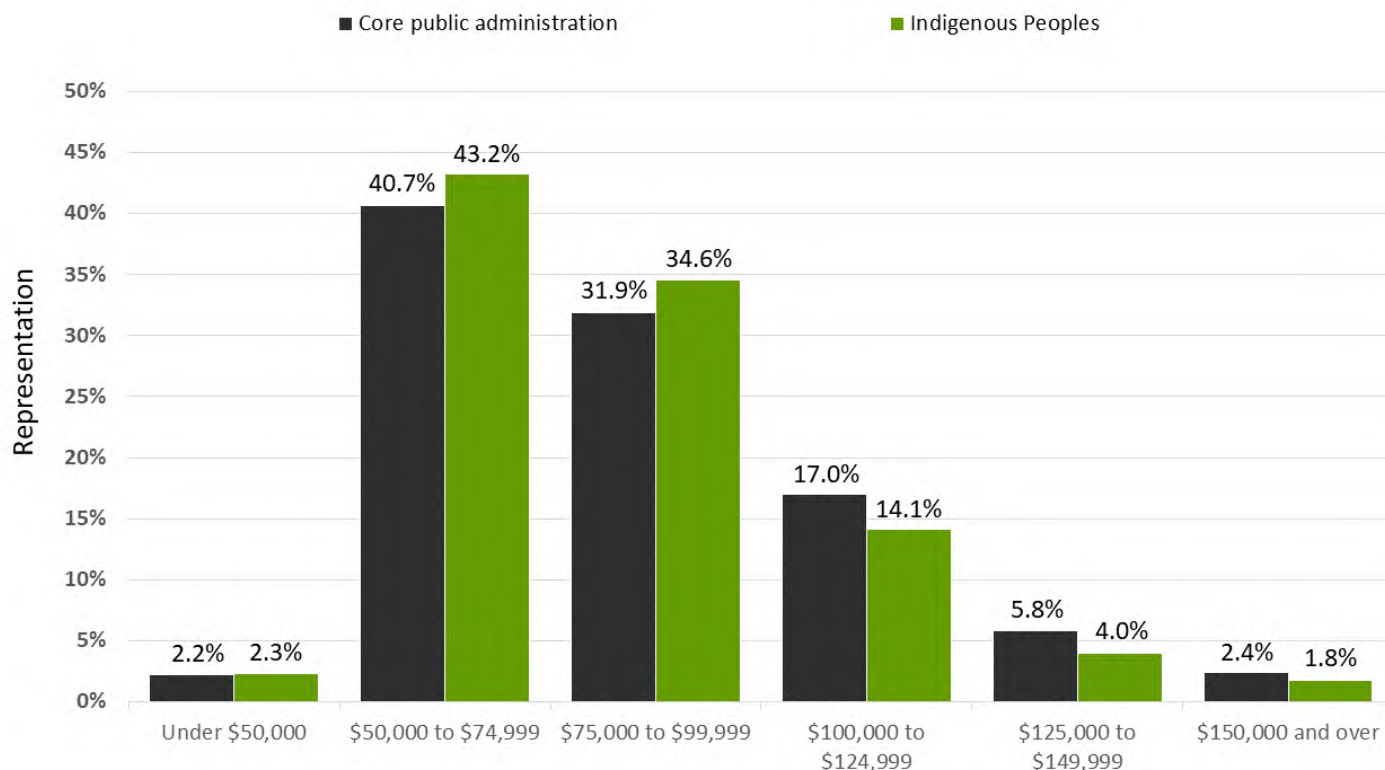
Following are percentages by province, territory and other categories:

- Newfoundland and Labrador: 7.7% [increase of 0.5 percentage points]
- Prince Edward Island: 2.9% [increase of 0.6 percentage points]
- Nova Scotia: 5.8% [0.0 percentage points]
- New Brunswick: 3.7% [0.0 percentage points]
- Quebec (without the National Capital Region): 2.6% [increase of 0.1 percentage points]
- National Capital Region (Quebec): 5.4% [increase of 0.1 percentage points]
- National Capital Region (Ontario): 3.7% [increase of 0.1 percentage points]
- National Capital Region: 4.2% [increase of 0.1 percentage points]
- Ontario (without the National Capital Region): 4.8% [0.0 percentage points]
- Manitoba: 16.0% [increase of 0.5 percentage points]
- Saskatchewan: 18.2% [decrease of 0.3 percentage points]
- Alberta: 8.3% [increase of 0.1 percentage points]
- British Columbia: 5.7% [decrease of 0.1 percentage points]
- Yukon: 14.8% [0.0 percentage points]
- Northwest Territories: 17.5% [increase of 0.4 percentage points]
- Nunavut: 49.8% [increase of 0.3 percentage points]
- Outside Canada: 5.6% [increase of 0.6 percentage points]
- Not available: 3.8% [0.0 percentage points]

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

Nunavut had the highest representation rate for Indigenous Peoples at 49.8%, followed by Saskatchewan at 18.2% and the Northwest Territories at 17.5%. Representation of Indigenous Peoples decreased since the previous year in British Columbia (by 0.1 percentage points) and Saskatchewan (by 0.3 percentage points).

Figure 9: Salary range distribution – Indigenous Peoples



▼ Figure 9 - Text version

Salary range	Core public administration	Indigenous Peoples
Under \$50,000	2.2%	2.3%
\$50,000 to \$74,999	40.7%	43.2%
\$75,000 to \$99,999	31.9%	34.6%
\$100,000 to \$124,999	17.0%	14.1%
\$125,000 to \$149,999	5.8%	4.0%
\$150,000 and over	2.4%	1.8%

Compared with the CPA, the proportion of Indigenous employees was higher for those earning under \$50,000, those in the \$50,000 to \$74,999 salary range, and those in the \$75,000 to \$99,999 salary range. The proportion of Indigenous Peoples in the salary ranges of \$100,000 or more is lower than the proportion in the CPA.

When compared to March 2022, in March 2023 the proportion of Indigenous employees:

- increased in the salary range of \$50,000 to \$74,999 (from 42.7% to 43.2%)
- decreased in the \$75,000 to \$99,999 range (from 36.0% to 34.6%)
- increased in the \$100,000 to \$124,999 range (from 13.5% to 14.1%)
- decreased in the \$125,000 to \$149,999 range (from 4.3% to 4.0%)

A review of trends for the period of March 2014 to March 2023 shows that the percentage of Indigenous Peoples earning under \$50,000 and those in the \$50,000 to \$74,999 salary ranges declined over the period. The percentage of Indigenous Peoples in the ranges of \$75,000 and over increased, with the largest increase observed in the \$75,000 to \$99,999 range.

Trends in hires, promotions and separations for Indigenous Peoples

Indigenous Peoples: hires 2016–17 to 2022–23

Fiscal year	All employees	Indigenous Peoples	Percent of hires
2016–17	16,081	703	4.4
2017–18	19,249	767	4.0
2018–19	23,334	962	4.1
2019–20	24,901	988	4.0
2020–21	24,229	927	3.8
2021–22	28,929	1,209	4.2
2022–23	33,361	1,471	4.4

Indigenous Peoples: promotions 2016–17 to 2022–23

Fiscal year	All employees	Indigenous Peoples	Percent of promotions
2016–17	17,487	836	4.8
2017–18	20,660	1,015	4.9
2018–19	25,489	1,217	4.8
2019–20	27,211	1,332	4.9
2020–21	24,919	1,223	4.9
2021–22	29,295	1,493	5.1
2022–23	33,194	1,698	5.1

Indigenous Peoples: separations 2016–17 to 2022–23

Fiscal year	All employees	Indigenous Peoples	Percent of separations
2016–17	12,491	602	4.8
2017–18	12,937	685	5.3
2018–19	12,898	655	5.1
2019–20	13,043	697	5.3
2020–21	12,446	590	4.7
2021–22	16,687	850	5.1
2022–23	17,510	897	5.1

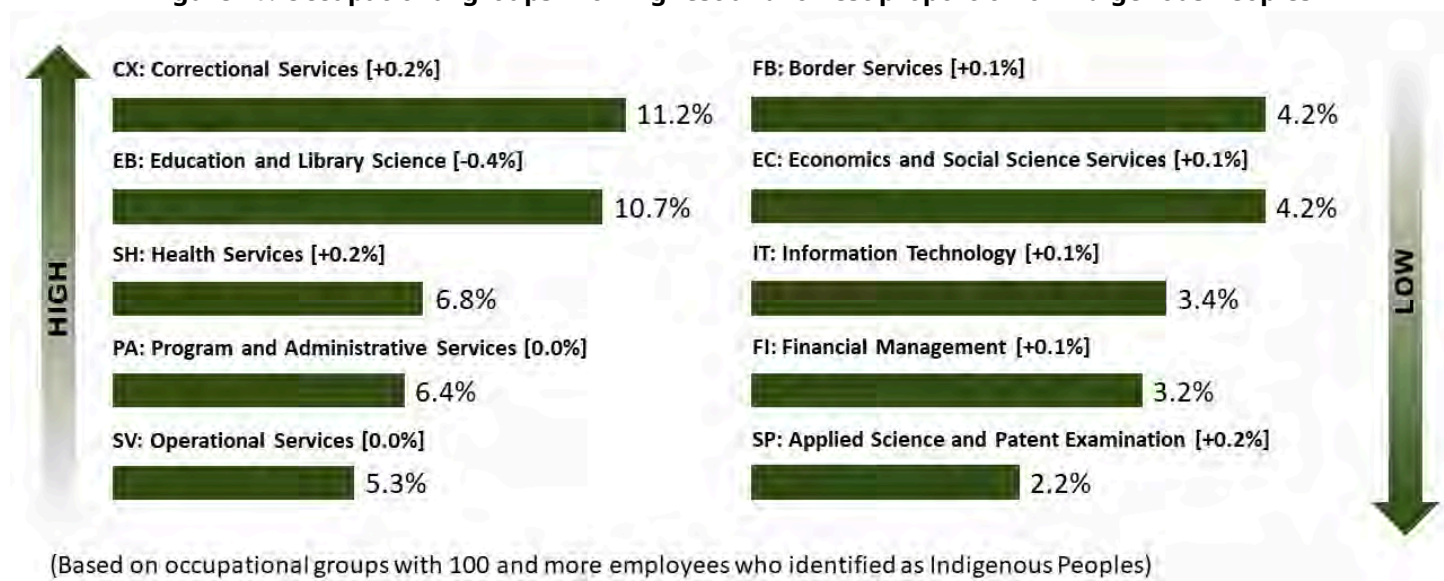
The share of hires for Indigenous Peoples fluctuated between 3.8% and 4.4% since 2016–17. The share of promotions and separations increased from 4.8% in 2016–17 to 5.1% in 2022–23.

Hires, promotions and separations in the executive ranks

Action type	Total executives	Indigenous Peoples	
		Number	%
Hires	132	9	6.8 [+0.2]
Promotions	1,247	79	6.3 [+0.4]
Separations	534	22	4.1 [-0.1]

The share of hires (6.8%) and promotions (6.3%) in executive positions increased by 0.2 percentage points and 0.4 percentage points, respectively, since last fiscal year. The share of separations slightly decreased since the previous fiscal year (by 0.1 percentage points).

Figure 10: Occupational groups with highest and lowest proportion of Indigenous Peoples



▼ Figure 10 - Text version

Note: Based on occupational groups with 100 and more employees who identified as Indigenous Peoples.

Note: Figures in square brackets represent the change since March 2022.

Highest proportion of Indigenous Peoples

- CX: Correctional Service: 11.2% [increase of 0.2 percentage points]

- EB: Education and Library Science: 10.7% [decrease of 0.4 percentage points]
- SH: Health Services: 6.8% [increase of 0.2 percentage points]
- PA: Program and Administrative Services: 6.4% [0.0 percentage points]
- SV: Operational Services: 5.3% [0.0 percentage points]

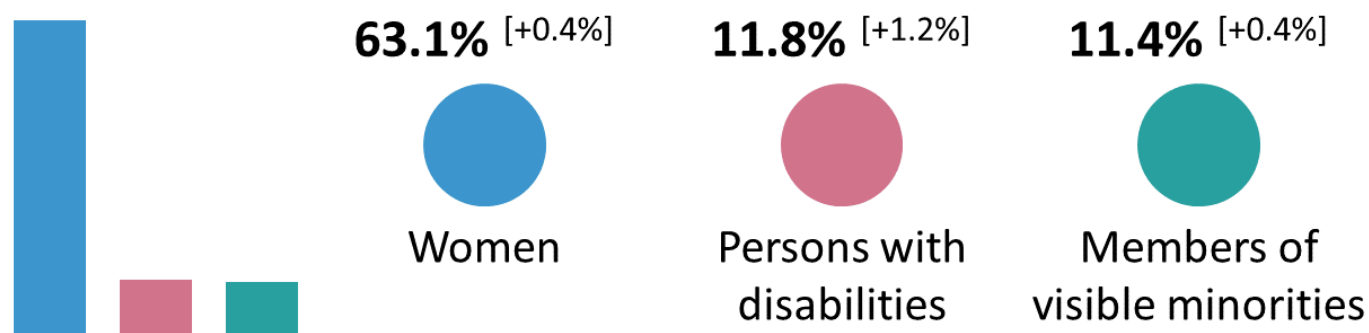
Lowest proportion of Indigenous Peoples

- FB: Border Services: 4.2% [increase of 0.1 percentage points]
- EC: Economics and Social Science Services: 4.2% [increase of 0.1 percentage points]
- IT: Information Technology: 3.4% [increase of 0.1 percentage points]
- FI: Financial Management: 3.2% [increase of 0.1 percentage points]
- SP: Applied Science and Patent Examination: 2.2% [increase of 0.2 percentage points]

The largest concentration of Indigenous employees was in the Correctional Services (CX) group (11.2%), representing an increase of 0.2 percentage points since last fiscal year. Out of the top five occupational groups with the highest representation of Indigenous Peoples, the Education and Library Science (EB) group decreased the most (by 0.4 percentage points since last year).

The lowest concentration of Indigenous employees was in the Applied Science and Patent Examination (SP) group; however, it increased by 0.2 percentage points.

Figure 11: Intersectionality analysis for Indigenous Peoples



Of the 13,363 employees who self-identified as Indigenous, representing 5.3% of the CPA:

- 63.1% are women, an increase of 0.4 percentage points from last year
- 11.8% self-identified as a person with disabilities, an increase of 1.2 percentage points from last year
- 11.4% self-identified as a member of a visible minority group, an increase of 0.4 percentage points from last year

Subgroup population: Indigenous Peoples

Subgroup population	Number	Percent of Indigenous Peoples population
Inuit	404	3.0%
Métis	5,735	42.9%
First Nations	5,566	41.7%
Other	1,658	12.4%

Most Indigenous employees self-identified as Métis at 42.9% and First Nations at 41.7%.

Initiatives to support Indigenous Peoples

The PSC's Indigenous Student Employment Opportunity (ISEO) (accessible only on the Government of Canada network) supports Federal Student Work Experience Program (FSWEP) students who self-declare as Indigenous by providing them with support services and providing tools and guidance to managers to support them in providing a culturally appropriate workplace experience. In 2022–23, 245 students registered to participate in ISEO summer activities such as onboarding, mentoring and training with Indigenous employees from diverse backgrounds. In addition, a marketing and outreach campaign attracted new candidates, allowing them to develop new connections with Indigenous communities and peoples across Canada.

The PSC's GCpedia page Indigenous Career Pathways (ICP) (accessible only on the Government of Canada network) facilitates the matching of Indigenous job seekers with hiring managers through two inventories designed to showcase Indigenous talent profiles. The ICP offers continuous intake and as of March 31, 2023, included 13 Indigenous graduates and 23 Indigenous employees pre-qualified in other departments' pools. Throughout 2022–23, ongoing efforts to promote ICP as a tool for hiring managers resulted in over 71 referral requests from hiring managers. The PSC supports departments in hiring Indigenous Peoples through its inventories and the updated Indigenous Recruitment Toolbox (accessible only on the Government of Canada network), which provides resources to equip managers.

In partnership with Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut), the PSC launched an inventory product called the **Inuksugait Resume Inventory** to recruit Inuit candidates for various federal positions in Nunavut. The inventory is an effective, culturally competent hiring tool that connects Inuit talent with managers who are staffing positions in Nunavut to support organizations in meeting targets and closing representation gaps further to the Nunavut Land Claims Agreement. The inventory offers continuous intake and as of March 31, 2023, included 67 (available) candidates.

In addition, following engagement with Indigenous groups and in respect of the reconciliation principles, a government-wide approach was communicated related to the affirmation of Indigenous identity with a new Affirmation of Indigenous Identity Form and questions and answers in November 2022.

Since 2020, Employment and Social Development Canada (ESDC) has been operating a grassroots pilot initiative called the **IT Apprenticeship Program for Indigenous Peoples**. The initiative, which hires First Nations, Métis and Inuit in entry-level positions in IT for two years, provides an integrated learning program that combines on-the-job work experience with self-paced training and mentorship. Since the launch of the pilot, the program has increased the representation rate of Indigenous Peoples in the Government of Canada's IT workforce by hiring over 120 apprentices from across Canada (as of August 2023), 30% of whom are living and working in an Indigenous community (representing a financial injection of over \$2.1 million into local Indigenous economies) while increasing the number of Indigenous women / gender-diverse people. The number of participating organizations (departments, agencies, Crown corporations) increased by 40 (growing from 36 to 76). Between April 1, 2022, and March 31, 2023, the program produced the following specific results:

- 141 applications were received (bringing the total number of applications to 281)
- 48 apprentices were hired (increasing the total number of apprentices hired to 81)
- apprentices were supported in professional development, earning a total of 2,639 credentials (increased from 313).

The CSPS continues to partner with other federal government organizations, Elders, Knowledge Keepers and Indigenous and non-Indigenous experts on the development of learning content and the organization of events, including:

- the Department of Justice Canada (United Nations Declaration of the Rights of Indigenous Peoples)
- Crown-Indigenous Relations and Northern Affairs Canada (Modern Treaties and consultation)

- Pilimmaksaivik (development programs for Inuit)
- Inuit Tapiriit Kanatami (Inuit perspectives and realities)
- Métis National Council (Métis perspectives and realities)
- the Canadian Museum for Human Rights
- the National Centre for Truth and Reconciliation

The CSPS Indigenous Learning business line's mandate has a direct tie to the Truth and Reconciliation Report's Call to Action No. 57 regarding educating public servants on the history, cultures and realities of First Nations, Inuit and Métis Peoples. In 2022–23, Indigenous Learning offered:

- seven online and self-paced courses
- four instructor-led courses in a virtual classroom
- 15 job aids
- 37 videos
- 10 events

There was a focus to concentrate on "leadership from the top," and a series of three new courses for executives was piloted, including an immersive four-day in-person course called "Building Meaningful Relationships with Indigenous Peoples." The CSPS also hosted events on a wide range of current and pertinent topics, including Indigenous cultural practices and supporting the careers of Indigenous employees. The most attended event was "Marking the 2022 National Day for Truth and Reconciliation."

Persons with disabilities

Persons with disabilities working in the core public administration

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

Workforce availability (WFA) is calculated based on the 2016 Census and the 2017 Canadian Survey on Disability and reflects the expanded definition for persons with disabilities to include disabilities related to pain and mental health.

Figures in square brackets represent the change since the previous year or fiscal year.

Core public administration

253,411 [+17,278]

Persons with disabilities

17,410 [+2,837]

	Representation	WFA
Persons with disabilities	6.9% [+0.7]	9.2% Not met
Persons with disabilities in the executive group	7.7% [+1.2]	5.3% Met

As of March 2023, 6.9% of employees in the CPA self-identified as having disabilities. The number increased by 2,837, or by 0.7 percentage points, from the previous year. With this group’s WFA of 9.2%, there continues to be a significant gap, although it is trending upward.

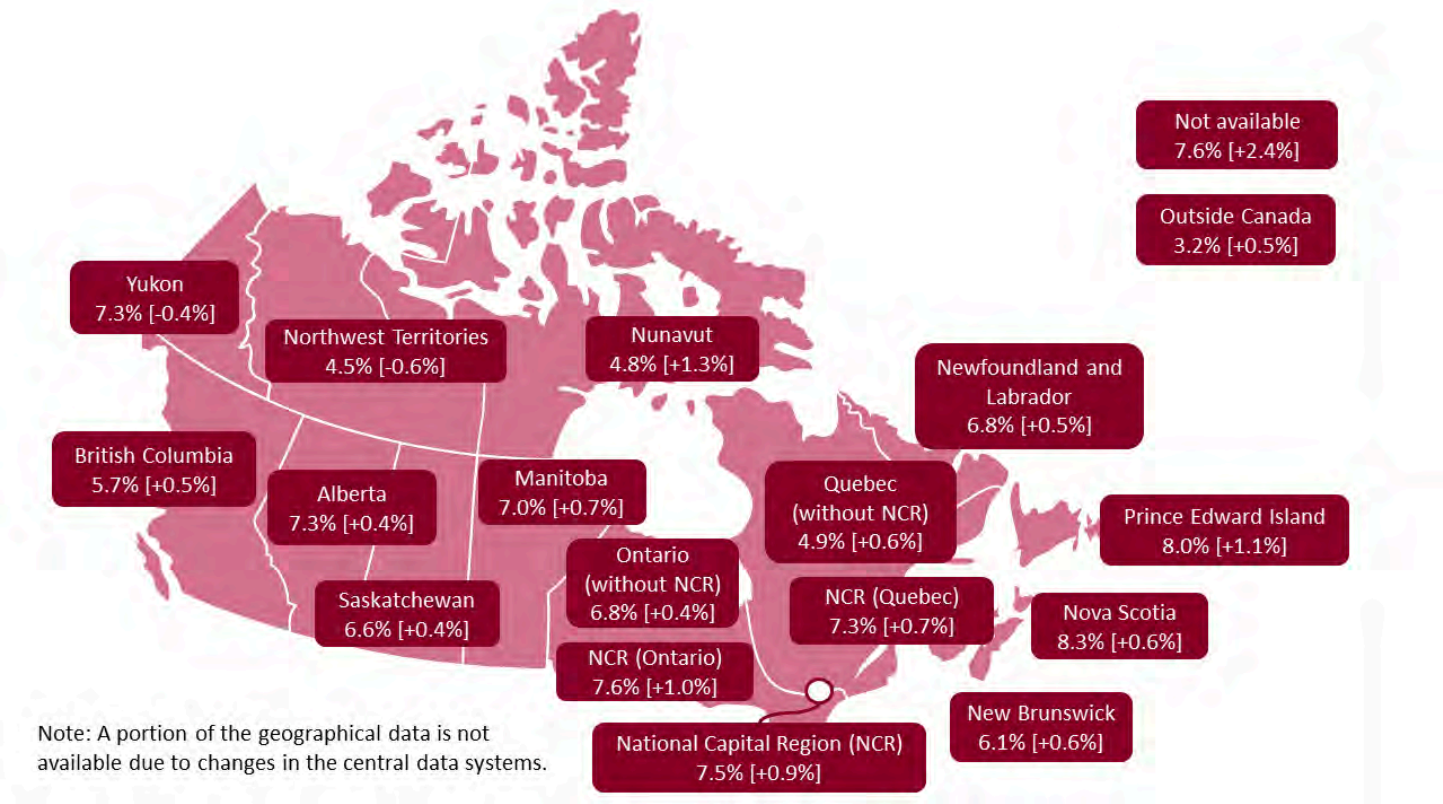
Persons with disabilities represented 7.7% of executives in the CPA, which is above their WFA of 5.3%.

Representation of persons with disabilities in the executive group

Executive level	All employees	Number	% of EX level
EX-01	3,935	320	8.1
EX-02	1,986	151	7.6
EX-03	1,323	94	7.1
EX-04	269	14	5.2
EX-05	130	7	5.4
Total	7,643	586	7.7

A higher concentration of persons with disabilities in the EX group is in the entry level (EX-01). Their representation level decreases from 8.1% at the EX-01 level to 5.2% at the EX-04 level and increases to 5.4% at the EX-05 level.

Figure 12: Persons with disabilities by region of work



▼ Figure 12 - Text version

Note: Figures in square brackets represent the change since March 2022.

Following are percentages by province, territory and other categories:

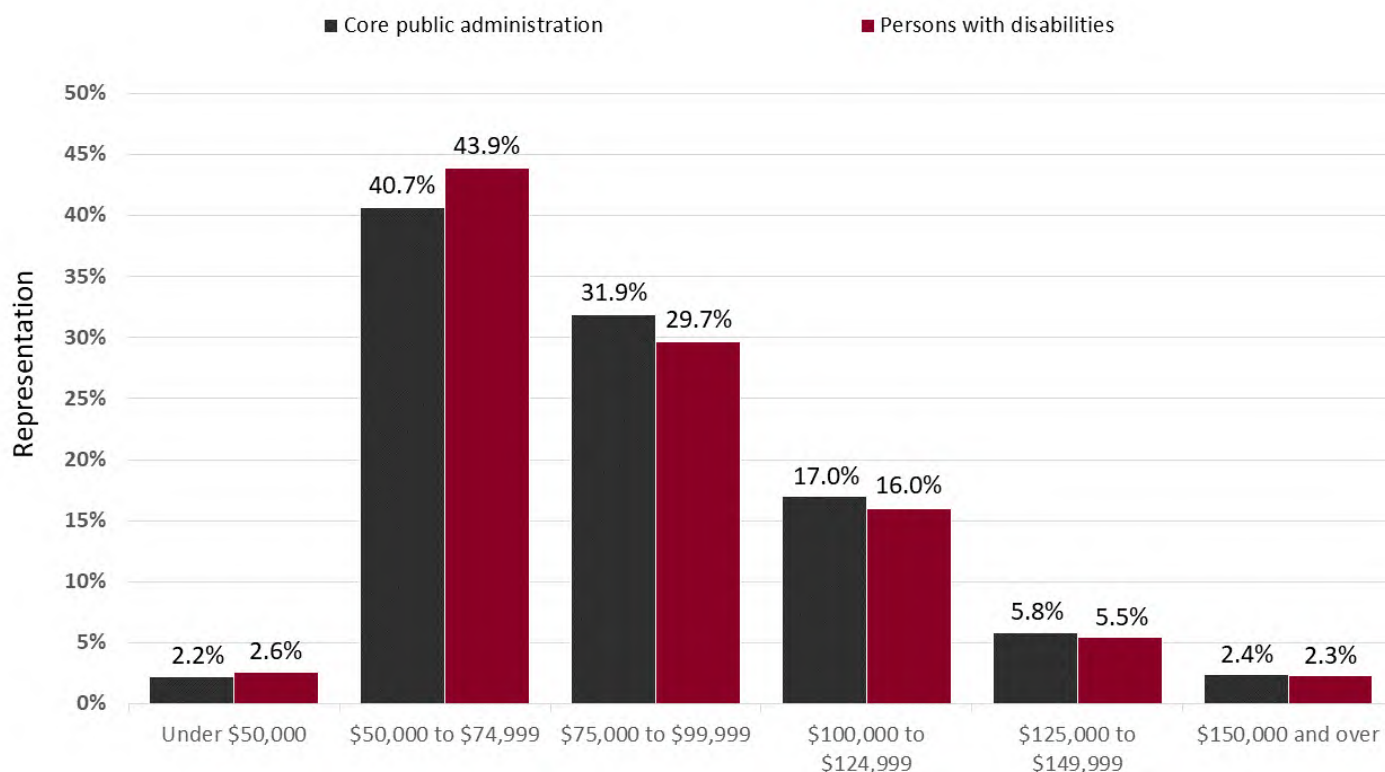
- Newfoundland and Labrador: 6.8% [increase of 0.5 percentage points]
- Prince Edward Island: 8.0% [increase of 1.1 percentage points]
- Nova Scotia: 8.3% [increase of 0.6 percentage points]
- New Brunswick: 6.1% [increase of 0.6 percentage points]

- Quebec (without the National Capital Region): 4.9% [increase of 0.6 percentage points]
- National Capital Region (Quebec): 7.3% [increase of 0.7 percentage points]
- National Capital Region (Ontario): 7.6% [increase of 1.0 percentage points]
- National Capital Region: 7.5% [increase of 0.9 percentage points]
- Ontario (without the National Capital Region): 6.8% [increase of 0.4 percentage points]
- Manitoba: 7.0% [increase of 0.7 percentage points]
- Saskatchewan: 6.6% [increase of 0.4 percentage points]
- Alberta: 7.3% [increase of 0.4 percentage points]
- British Columbia: 5.7% [increase of 0.5 percentage points]
- Yukon: 7.3% [decrease of 0.4 percentage points]
- Northwest Territories: 4.5% [decrease of 0.6 percentage points]
- Nunavut: 4.8% [increase of 1.3 percentage points]
- Outside Canada: 3.2% [increase of 0.5 percentage points]
- Not available: 7.6% [increase of 2.4 percentage points]

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

Nova Scotia had the highest representation rate for persons with disabilities at 8.3%, followed by Prince Edward Island at 8.0% and the National Capital Region (Ontario) at 7.6%. Representation of this group increased in all the provinces and territories since the previous year, except in Yukon and the Northwest Territories, with 0.4 percentage point and 0.6 percentage point decreases, respectively.

Figure 13: Salary range distribution – persons with disabilities



▼ Figure 13 - Text version

Salary range	Core public administration	Persons with disabilities
Under \$50,000	2.2%	2.6%
\$50,000 to \$74,999	40.7%	43.9%

Salary range	Core public administration	Persons with disabilities
\$75,000 to \$99,999	31.9%	29.7%
\$100,000 to \$124,999	17.0%	16.0%
\$125,000 to \$149,999	5.8%	5.5%
\$150,000 and over	2.4%	2.3%

Compared with the CPA, the proportion of persons with disabilities was higher in the under \$50,000 salary range and in the \$50,000 to \$74,999 salary range. The proportion of persons with disabilities was lower in all salary ranges of \$75,000 and over. The gaps progressively narrowed in the higher salary bands.

Compared to March 2022, in March 2023 the proportion of persons with disabilities:

- increased in the salary range of \$50,000 to \$74,999 (from 43.3% to 43.9%)
- decreased in the ranges of \$75,000 and over (in March 2022, the \$75,000 to \$99,999 salary range was 30.3%, the \$100,000 to \$124,999 salary range was 16.1%, and the \$125,000 to \$149,999 salary range was 5.8%)

A review of trends during the period of March 2014 to March 2023 shows that the percentage of persons with disabilities in the under \$50,000 salary range declined over that period. The percentage of persons with disabilities increased for ranges of \$75,000 and over, with the largest increase observed in the \$100,000 to \$124,999 range.

Trends in hires, promotions and separations for persons with disabilities

Persons with disabilities: hires 2016–17 to 2022–23

Fiscal year	All employees	Persons with disabilities	Percent of hires
2016–17	16,081	603	3.7
2017–18	19,249	685	3.6
2018–19	23,334	866	3.7
2019–20	24,901	977	3.9
2020–21	24,229	1,053	4.3
2021–22	28,929	1,601	5.5
2022–23	33,361	2,295	6.9

Persons with disabilities: promotions 2016–17 to 2022–23

Fiscal year	All employees	Persons with disabilities	Percent of promotions
2016–17	17,487	693	4.0
2017–18	20,660	837	4.1
2018–19	25,489	1,097	4.3
2019–20	27,211	1,133	4.2
2020–21	24,919	1,181	4.7
2021–22	29,295	1,681	5.7
2022–23	33,194	2,230	6.7

Persons with disabilities: separations 2016–17 to 2022–23

Fiscal year	All employees	Persons with disabilities	Percent of separations
2016–17	12,491	902	7.2

Fiscal year	All employees	Persons with disabilities	Percent of separations
2017–18	12,937	994	7.7
2018–19	12,898	850	6.6
2019–20	13,043	931	7.1
2020–21	12,446	841	6.8
2021–22	16,687	1,097	6.6
2022–23	17,510	1,202	6.9

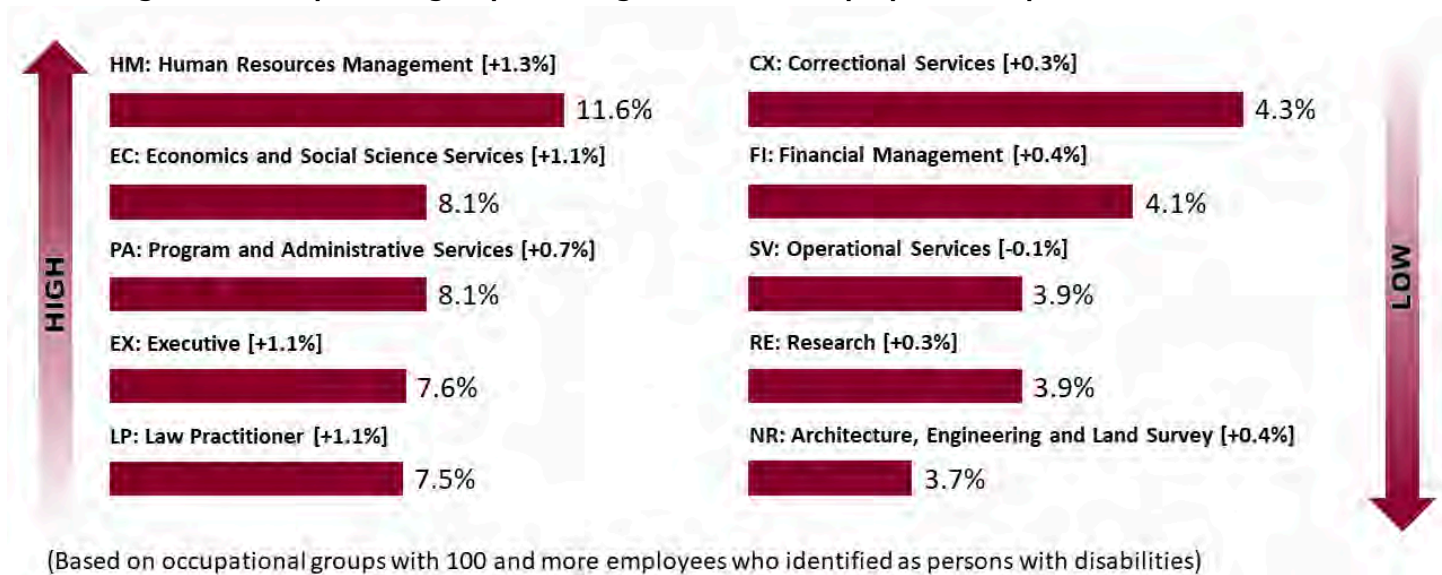
In 2022–23, the share of hires for persons with disabilities was 6.9% compared to 3.7% in 2016–17, which may reflect the ongoing efforts to recruit this community. The share of promotions increased by 2.7 percentage points between 2016–17 and 2022–23. The share of separations decreased slightly during the same period.

Hires, promotions and separations in the executive ranks

Action type	Total executives	Persons with disabilities	
		Number	%
Hires	132	15	11.4 [+4.0]
Promotions	1,247	114	9.1 [+2.3]
Separations	534	59	11.0 [+3.6]

In 2022–23, the share of hires and promotions for persons with disabilities in the executive group saw an increase of 4.0 percentage points and 2.3 percentage points, respectively, since last fiscal year, while the share of separations increased by 3.6 percentage points.

Figure 14: Occupational groups with highest and lowest proportion of persons with disabilities



▼ Figure 14 - Text version

Note: Based on occupational groups with 100 and more employees who identified as persons with disabilities.

Note: Figures in square brackets represent the change since March 2022.

Highest proportion of persons with disabilities

- HM: Human Resources Management: 11.6% [increase of 1.3 percentage points]
- EC: Economics and Social Science Services: 8.1% [increase of 1.1 percentage points]
- PA: Program and Administrative Services: 8.1% [increase of 0.7 percentage points]

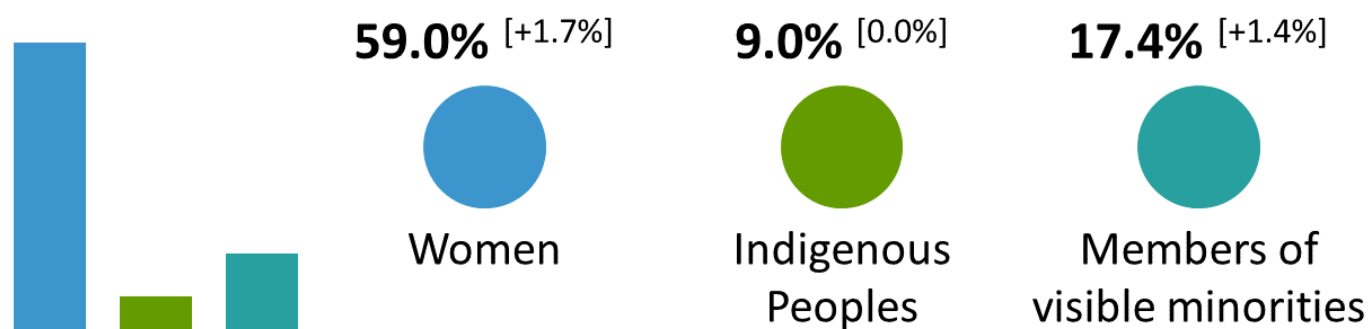
- EX: Executive: 7.6% [increase of 1.1 percentage points]
- LP: Law Practitioner: 7.5% [increase of 1.1 percentage points]

Lowest proportion of persons with disabilities

- CX: Correctional Services: 4.3% [increase of 0.3 percentage points]
- FI: Financial Management: 4.1% [increase of 0.4 percentage points]
- SV: Operational Services: 3.9% [decrease of 0.1 percentage points]
- RE: Research: 3.9% [increase of 0.3 percentage points]
- NR: Architecture, Engineering and Land Survey: 3.7% [increase of 0.4 percentage points]

Out of the top and bottom five occupational groups with the highest and lowest representation of persons with disabilities, the largest increase in concentration was in the Human Resources Management (HM) group (1.3 percentage points). The lowest concentration of persons with disabilities was seen in the Architecture, Engineering and Land Survey (NR) group; however, except for the Operational Services group (SV), the representation increased in the bottom five occupational groups with the lowest proportion of persons with disabilities.

Figure 15: Intersectionality analysis for persons with disabilities



Of the 17,410 employees who self-identified as persons with disabilities, representing 6.9% of the CPA:

- 59.0% were women, an increase of 1.7 percentage points from last year
- 9.0% self-identified as Indigenous, unchanged from last year
- 17.4% self-identified as a member of visible minority group, an increase of 1.4 percentage points from last year

Subgroup population: persons with disabilities

Disability type	Number	Percent of persons with disabilities population
Coordination and dexterity	1,257	7.2%
Mobility	2,588	14.9%
Speech impairment	349	2.0%
Blind or visual impairment	1,160	6.7%
Deaf or hard of hearing	2,098	12.1%
Other disability	12,370	71.1%

Note: The sum of disability types does not match the disability total as one person can have multiple disabilities.

The highest proportion of persons with disabilities was found in the “other disability” category (71.1%), with an increase of 3.3 percentage points since the previous year. Mobility (14.9%) and deaf or hard of hearing (12.1%) were the other two most prevalent disability types.

Initiatives for persons with disabilities

The Office of Public Service Accessibility (OPSA) at the Treasury Board of Canada Secretariat (TBS) provides centralized leadership and guidance on embedding accessibility and disability inclusion across the public service. Each department and agency must submit an accessibility plan and report publicly on their progress to meet the requirements of the *Accessible Canada Act*. Including measurable actions in the accessibility plan is therefore essential. In 2022, particular attention was given to the priority areas of employment, accommodations and measuring change. Adoption of the Government of Canada Workplace Accessibility Passport has continued to expand with over 55 organizations integrating the passport into their workplace accommodation processes. Since July 2022, the Microsoft Word version of the passport has been downloaded over 8,000 times. A digital application will be launched in spring 2024.

Funded by the Centralized Enabling Workplace Fund, the Lending Library has continued its work as an innovative service delivery initiative and has lent more than 1,200 adaptive tools to 420 employees with disabilities. Organizations are using the Lending Library to ensure that supports are provided in a timely and efficient manner to short-term employees and students with disabilities and employees with temporary or episodic disabilities.

In addition, targeted hiring efforts were developed, such as the **Neurodiversity Recruitment Pilot** and training tools to help managers make their hiring practices more inclusive. By fall 2022, OPSA was able to achieve targeted hiring of 16 neurodivergent candidates with three organizational partners.

In the CSPS's Accessibility Plan 2023-2025, it committed to concrete actions to address accessibility barriers, including:

- accessibility monitoring and improvement in the product review cycle
- implementing modern learning approaches such as gamification and neuro-learning in learning products

During the reporting period, it launched two new online courses on accessibility:

- "Addressing Disability Inclusion and Barriers to Accessibility."
- "Disability Management and Workplace Wellness"

To raise awareness and promote culture change, CSPS organized events on accessibility and disability inclusion that focused on employment opportunities. The CSPS also:

- launched three videos about the Government of Canada Workplace Accessibility Passport, with 5,484 unique page views
- contracted the organization LiveWorkPlay to pilot internal learning sessions for its executives on inclusion, with a focus on neurodiversity and people with intellectual disabilities

The PSC's Federal Internship Program for Canadians with Disabilities (FIPCD) is a national recruitment program that offers two-year internship opportunities between 2019 and 2024 for entry-level positions to 125 persons with disabilities to support the Government of Canada's commitment of hiring 5,000 net new persons with disabilities by 2025. Through assessment advice, coaching and training, the FIPCD provides interns and managers with the tools to support the development of the intern. As of March 2023, the hiring and onboarding process for cohorts 3 and 4 was completed, resulting in 46 new interns being placed.

The Employment Opportunity for Students with Disabilities (EOSD) (accessible only on the Government of Canada network), supports Federal Student Work Experience Program (FSWEP) students who self-declare as having a disability by providing them with support services and tools and guidance to managers to support them in providing an inclusive and accessible workplace experience. In 2022–23, 94 students were registered to participate in EOSD summer activities such as onboarding, learning, mentorship and networking events. The mentorship program saw an increase in the number of mentors available to students with 28 in 2022, up from 14 in 2021. Additional events were

held in the fall and winter to ensure continued support for students with disabilities. The PSC also maintains an inventory of EOSD graduates with disabilities, which, as of March 31, 2023, included 89 candidates who can be hired through student bridging.

The PSC hosts a GCpedia [Virtual Door to Talent with Disabilities](#) page (accessible only on the Government of Canada network) that serves as a one-stop-shop for resources for persons with disabilities and talent products to support hiring managers. It offers a streamlined way to search the inventories and request candidate referrals. The PSC continues to conduct outreach, advertising and marketing to:

- promote employment opportunities for persons with disabilities
- support departments in hiring through its inventories
- promote the [Hiring Persons with Disabilities Toolkit](#)

From October 2022 to March 2023, the PSC led a marketing strategy to attract talented people with disabilities, which included paid advertising to promote self-declaration among job seekers with disabilities. The PSC also demystified self-declaration through a collaboration with [Ami-tv in English](#) and [Ami-télé in French](#) and social media campaigns, resulting in 7.8% of all applicants self-declaring in February 2023.

The Working Group for Hiring People with Disabilities is a joint Human Resources Council / PSC working group aimed at developing inventories of persons with disabilities. This working group launched three inventories that are available to hiring managers:

- [Careers in policy and data analysis \(EC-01 to EC-05\)](#)
- [Digital careers \(IT-01 to IT-04\)](#)
- [Senior financial analysts \(FI-03\)](#)

In partnership with seven departments, the PSC launched a fourth inventory: [Careers in biology \(BI-02\)](#).

The Assessment Accessibility Ambassadors (AAA) Network, which has a GCpedia page, will continue to support the HR community in applying best practices in its evaluation and mitigation of barriers or biases in assessment methods used for hiring, by promoting the guide and other supports such as:

- [assessment accommodation consultation and services](#)
- sharing expertise, best practices and training to support the HR community to improve accessibility and inclusiveness in selection processes
- providing assessment, coaching and counselling services as part of the [Mosaic Leadership Development Program](#) and the [Executive Leadership Development Program](#)

Job Evaluation Standards (JESs) are used to classify and evaluate work across the CPA, determining the group and level of each position. As of March 2023, there were 72 JESs, and these standards are used daily by classification advisors in organizations. Work has been ongoing to make JESs accessible for people with visual impairments. OCHRO is reformatting JESs and converting them to Hypertext Markup Language (HTML) to render them both searchable and readable with a screen-reader. To date, 16 of the 72 JESs (22%) have been reformatted and are now accessible. A new template has been developed to help make the reformatting and coding of the remaining JESs more efficient.

Members of visible minorities

Members of visible minorities working in the core public administration

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification

which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

Workforce availability (WFA) is calculated based on the 2016 Census and the 2017 Canadian Survey on Disability.

Figures in square brackets represent the change since the previous year or fiscal year.

Core public administration	Members of visible minorities
253,411 [+17,278]	55,034 [+7,306]

	Representation	WFA
Members of visible minorities	21.7% [+1.5]	17.3% Met
Members of visible minorities in the executive group	15.2% [+1.2]	10.8% Met

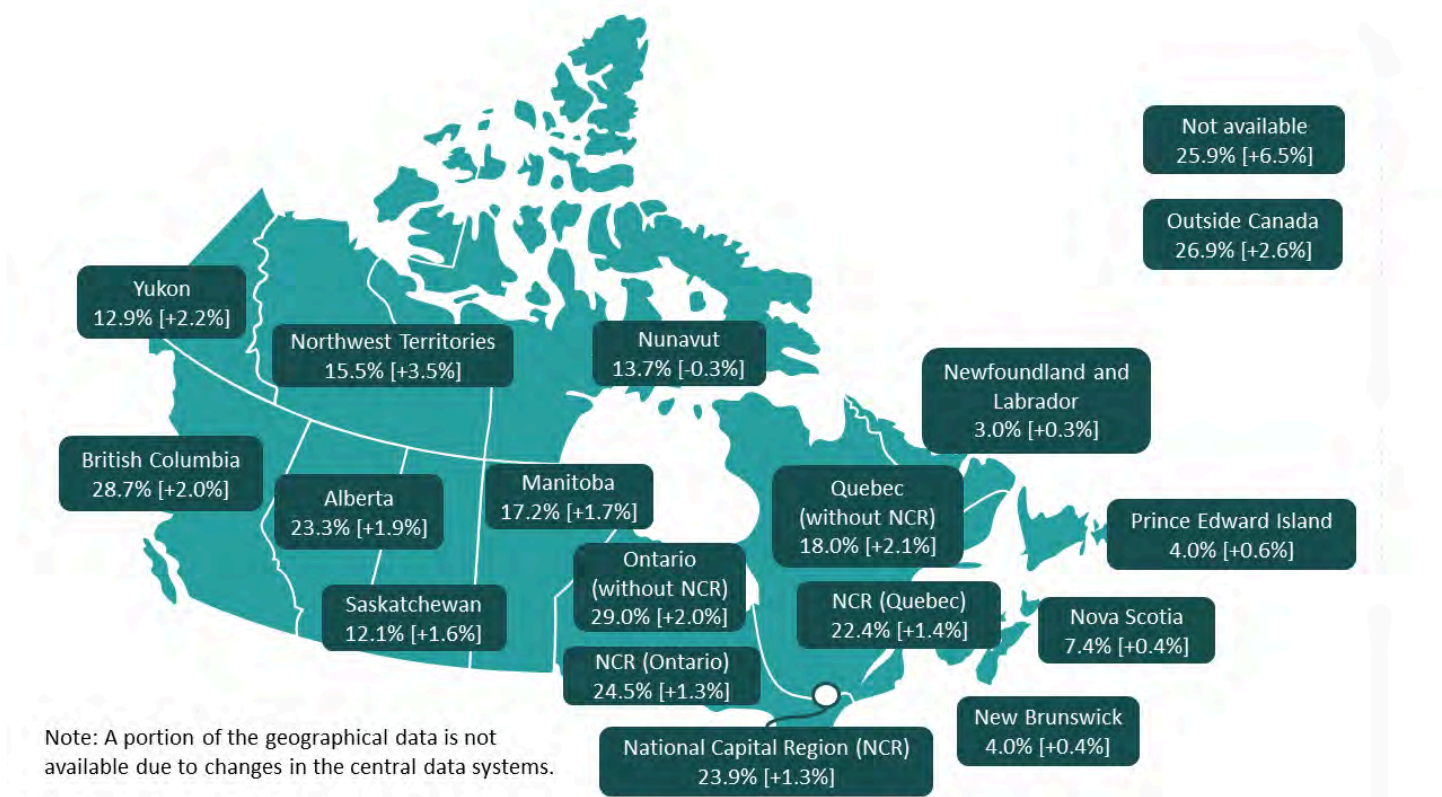
As of March 2023, 21.7% of employees in the CPA self-identified as a member of a visible minority group, which is above their workforce availability of 17.3%. Since last year, the number of members of visible minorities increased by 7,306. With a representation rate of 15.2% in the executive group, members of visible minorities remained above their workforce availability of 10.8%.

Representation of visible minorities in the executive group

Executive level	All employees	Number	% of EX level
EX-01	3,935	637	16.2
EX-02	1,986	288	14.5
EX-03	1,323	184	13.9
EX-04	269	41	15.2
EX-05	130	15	11.5
Total	7,643	1,165	15.2

The representation of members of visible minorities is the highest at the EX-01 level, with a representation rate of 16.2%. At the EX-05 level, the representation rate of members of visible minorities is 11.5%.

Figure 16: Members of visible minorities by region of work



▼ Figure 16 - Text version

Note: Figures in square brackets represent the change since March 2022.

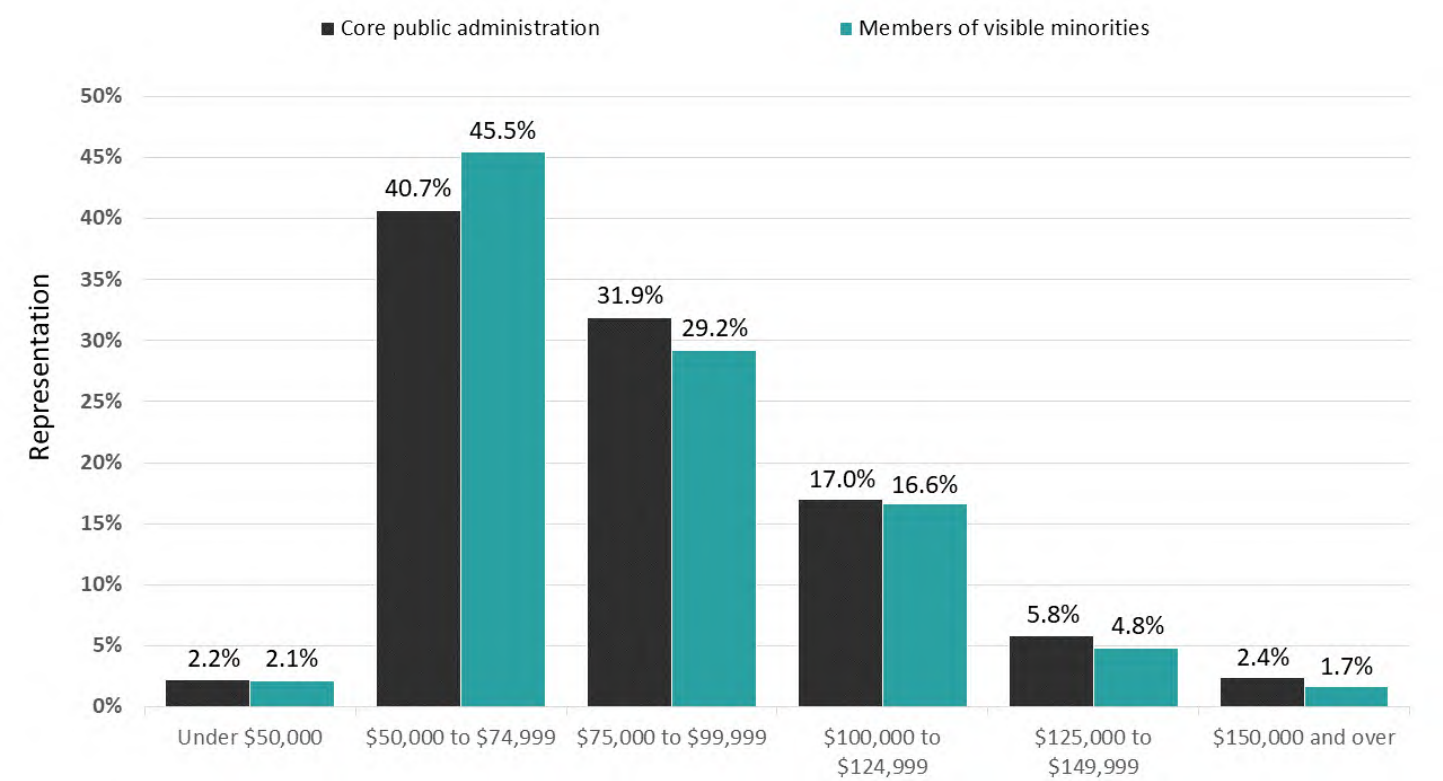
Following are percentages by province, territory and other categories:

- Newfoundland and Labrador: 3.0% [increase of 0.3 percentage points]
- Prince Edward Island: 4.0% [increase of 0.6 percentage points]
- Nova Scotia: 7.4% [increase of 0.4 percentage points]
- New Brunswick: 4.0% [increase of 0.4 percentage points]
- Quebec (without the National Capital Region): 18.0% [increase of 2.1 percentage points]
- National Capital Region (Quebec): 22.4% [increase of 1.4 percentage points]
- National Capital Region (Ontario): 24.5% [increase of 1.3 percentage points]
- National Capital Region: 23.9% [increase of 1.3 percentage points]
- Ontario (without the National Capital Region): 29.0% [increase of 2.0 percentage points]
- Manitoba: 17.2% [increase of 1.7 percentage points]
- Saskatchewan: 12.1% [increase of 1.6 percentage points]
- Alberta: 23.3% [increase of 1.9 percentage points]
- British Columbia: 28.7% [increase of 2.0 percentage points]
- Yukon: 12.9% [increase of 2.2 percentage points]
- Northwest Territories: 15.5% [increase of 3.5 percentage points]
- Nunavut: 13.7% [decrease of 0.3 percentage points]
- Outside Canada: 26.9% [increase of 2.6 percentage points]
- Not available: 25.9% [increase of 6.5 percentage points]

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

Ontario (without the National Capital Region) had the highest representation rate for members of visible minorities at 29.0%, followed by British Columbia with a rate of 28.7%. The lowest representation rate of members of visible minorities was in Newfoundland and Labrador, Prince Edward Island and New Brunswick (3.0%, 4.0% and 4.0%, respectively).

Figure 17: Salary range distribution – members of visible minorities



▼ Figure 17 - Text version

Salary range	Core public administration	Members of visible minorities
Under \$50,000	2.2%	2.1%
\$50,000 to \$74,999	40.7%	45.5%
\$75,000 to \$99,999	31.9%	29.2%
\$100,000 to \$124,999	17.0%	16.6%
\$125,000 to \$149,999	5.8%	4.8%
\$150,000 and over	2.4%	1.7%

Compared with the CPA, the proportion of members of visible minorities is higher in the \$50,000 to \$74,999 salary range and lower in all salary ranges of \$75,000 and over.

Compared to March 2022, in March 2023 the proportion of members of visible minorities:

- increased in the salary range of \$50,000 to \$74,999 (from 44.3% to 45.5%)
- decreased in the \$75,000 to \$99,999 salary range (from 30.6% to 29.2%)
- remained about the same in the \$100,000 to \$124,999 salary range (from 16.5% to 16.6%)
- decreased in the \$125,000 to \$149,999 salary range (from 5.4% to 4.8%)

A review of trends during the period of March 2014 to March 2023 shows that the percentage of members of visible minorities in the under \$50,000 salary range declined over the period. The percentage of members of visible minorities in salary ranges \$100,000 and over increased, with the largest increase observed in the \$100,000 to \$124,999 salary range.

Trends in hires, promotions and separations for members of visible minorities

Members of visible minorities: hires 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Percent of hires
2016–17	16,081	2,875	17.9
2017–18	19,249	3,402	17.7
2018–19	23,334	4,510	19.3
2019–20	24,901	5,302	21.3
2020–21	24,229	5,148	21.2
2021–22	28,929	6,723	23.2
2022–23	33,361	8,960	26.9

Members of visible minorities: promotions 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Percent of promotions
2016–17	17,487	2,788	15.9
2017–18	20,660	3,560	17.2
2018–19	25,489	4,770	18.7
2019–20	27,211	5,405	19.9
2020–21	24,919	5,227	21.0
2021–22	29,295	6,818	23.3
2022–23	33,194	8,024	24.2

Members of visible minorities: separations 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Percent of separations
2016–17	12,491	1,490	11.9
2017–18	12,937	1,310	10.1
2018–19	12,898	1,260	9.8
2019–20	13,043	1,371	10.5
2020–21	12,446	1,354	10.9
2021–22	16,687	2,033	12.2
2022–23	17,510	2,478	14.2

Overall, the shares of hires and promotions have increased between 2016–17 and 2022–23, while the share of separations decreased between 2016–17 and 2018–19 and increased between 2018–19 and 2022–23.

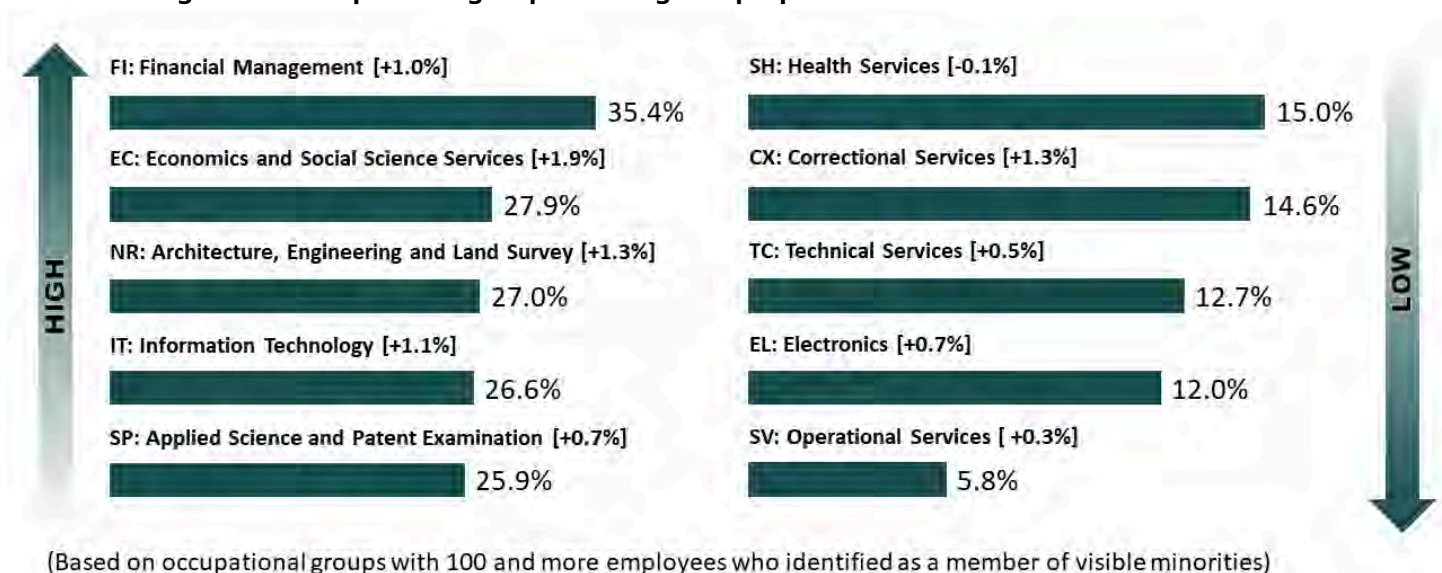
Hires, promotions and separations in the executive ranks

Action type	Total executives	Members of visible minorities	
		Number	%
Hires	132	20	15.2 [-2.0]

Action type	Total executives	Members of visible minorities	
		Number	%
Promotions	1,247	223	17.9 [-1.2]
Separations	534	58	10.9 [+1.1]

Compared to last year, the shares of hires and promotions for members of visible minorities in executive positions decreased whereas the share of separations increased.

Figure 18: Occupational groups with highest proportion of members of visible minorities



▼ Figure 18 - Text version

Note: Based on occupational groups with 100 and more employees who identified as a member of visible minorities.

Note: Figures in square brackets represent the change since March 2022.

Highest proportion of members of visible minorities

- FI: Financial Management: 35.4% [increase of 1.0 percentage points]
- EC: Economics and Social Science Services: 27.9% [increase of 1.9 percentage points]
- NR: Architecture, Engineering and Land Survey: 27.0% [increase of 1.3 percentage points]
- IT: Information Technology: 26.6% [increase of 1.1 percentage points]
- SP: Applied Science and Patent Examination: 25.9% [increase of 0.7 percentage points]

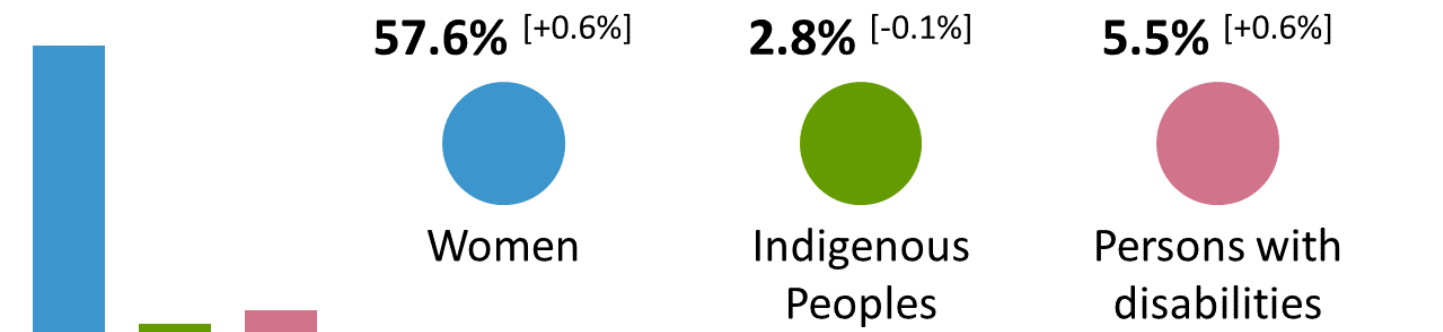
Lowest proportion of members of visible minorities

- SH: Health Services: 15.0% [decrease of 0.1 percentage points]
- CX: Correctional Services: 14.6% [increase of 1.3 percentage points]
- TC: Technical Services: 12.7% [increase of 0.5 percentage points]
- EL: Electronics: 12.0% [increase of 0.7 percentage points]
- SV: Operational Services: 5.8% [increase of 0.3 percentage points]

The Financial Management (FI) group had the largest concentration of members of visible minorities as of March 2023. The Economics and Social Science Services (EC) group showed the largest increase (1.9 percentage points) since March 2022 out of the top five occupational groups with the largest proportion of visible minorities. Operational

Services (SV), Electronics (EL) and Technical Services (TC) are the groups that had the lowest representation of members of visible minorities.

Figure 19: Intersectionality analysis for members of visible minorities



Of the 21.7% of employees who self-identified as a member of a visible minority group:

- 57.6% are women, an increase of 0.6 percentage points from last year
- 2.8% self-identified as Indigenous, a decrease of 0.1 percentage points from last year
- 5.5% self-identified as a person with disabilities, an increase of 0.6 percentage points from last year

Subgroup population: members of visible minorities

Subgroup population	Number	Percent of members of visible minorities population
Black	11,771	21.4%
Non-white Latin American	2,567	4.7%
Person of mixed origin	4,409	8.0%
Chinese	8,505	15.5%
Japanese	296	0.5%
Korean	847	1.5%
Filipino	2,176	4.0%
South Asian / East Indian	10,125	18.4%
Non-white West Asian, North African or Arab	6,555	11.9%
Southeast Asian	2,381	4.3%
Other visible minority group	5,402	9.8%

Data shows that Black people (21.4%), South Asian and East Indian people (18.4%) and Chinese people (15.5%) are the largest subgroups.

Initiatives to support visible minorities

Led by the Immigration Branch of Immigration, Refugees and Citizenship Canada, the **International Experience Canada** (IEC) framework articulates IEC’s mandate, vision and guiding principles to provide policy anchors to focus work on activities that bring the most benefit to Canada and Canadians. The framework supports *Building a Foundation for Change: Canada’s Anti-Racism Strategy 2019–2022* to foster and promote an inclusive society. Through the IEC, employers can hire skilled workers, and this work experience could later be applied toward the Canadian Experience Class for permanent residency applications.

The IEC expansion is focused on diversifying Canadian partnerships outside Europe to:

- renew prospective partner assessment methodology to prioritize negotiations

- strategically expand plans to add new partners to increase Canadian participation
- modernize the plan to ensure maximum benefits with existing partners
- enact an engagement strategy to socialize key messages and work productively with partners
- ensure periodic reporting to measure performance and take stock of accomplishments

The main objectives of IEC are to:

- enhance opportunities for Canadian and foreign youth
- strengthen bilateral relations and people-to-people ties
- ensure more inclusive programming and advance anti-racism objectives
- support departmental priorities (labour market needs, economic recovery and Francophone migration)

A wide range of stakeholders were consulted as part of Immigration, Refugees and Citizenship Canada's **Strategic Immigration Review (Shaping the Future of Immigration in Canada)**, launched in February 2023. It aims, in part, to enhance crisis response mechanisms and renew the organizational framework for crisis management to better enable more nimble and sustainable immigration responses to humanitarian crises as part of the broader Government of Canada response. In addition, other topics such as how the department could increase responsiveness to the diverse settlement needs of immigrant newcomers amidst a housing shortage and settlement organization capacity limitations were explored in that context. The consultations were completed in summer 2023.

Black employees

Representation of Black employees working in the core public administration

The core public administration (CPA) population for employment equity purposes includes indeterminate employees, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act*. The CPA population is based on the effective classification which includes acting assignments. Employees on leave without pay, term employees less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges, and deputy ministers are excluded.

Internal representation is based on those who have voluntarily chosen to self-identify and self-declare to date as an Indigenous person, a person with a disability and/or a person in a visible minority group, while sex information is taken from the pay system.

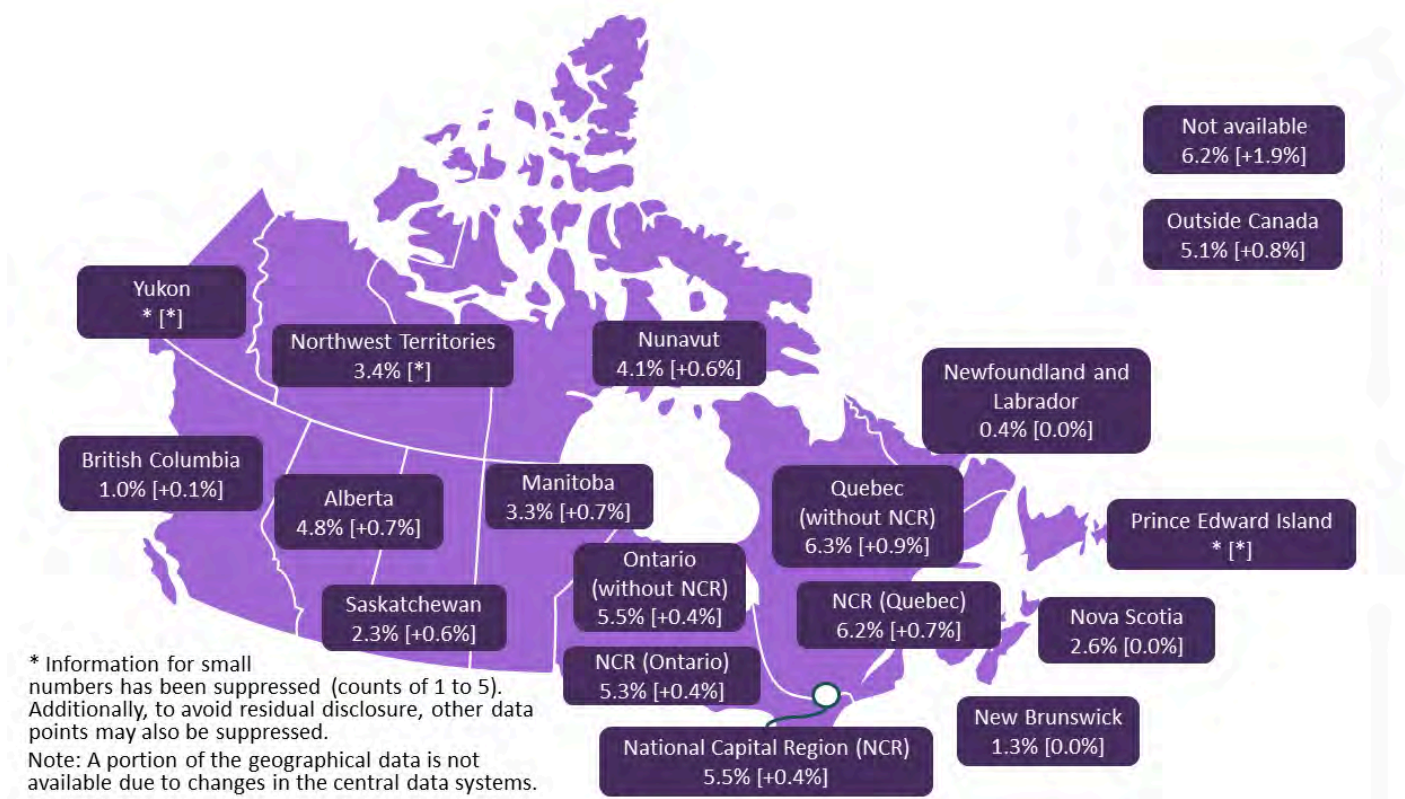
There are no workforce availabilities for employment equity subgroups.

Figures in square brackets represent the change since the previous year or fiscal year.

Core public administration	Members of visible minorities	Black employees
253,411 [+17,278]	55,034 [+7,306]	11,771 [+1,962]

Between March 2022 and March 2023, the number of Black employees increased by 1,962 to a total of 11,771 employees. Black employees represented 4.6% of the CPA and 21.4% of the visible minority population.

Figure 20: Black employees by region of work



▼ Figure 20 - Text version

Note: Figures in square brackets represent the change since March 2022.

Following are percentages by province, territory and other categories:

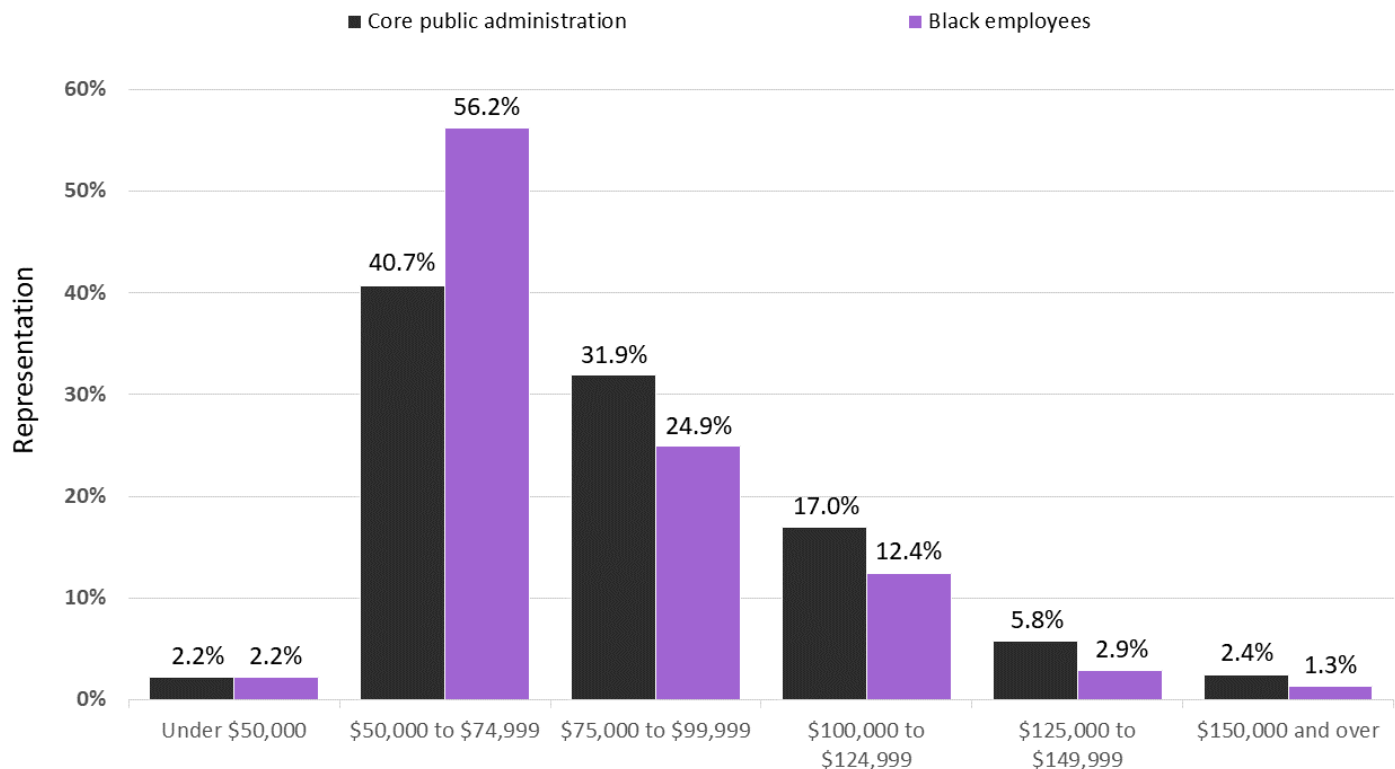
- Newfoundland and Labrador: 0.4% [0.0 percentage points]
- Prince Edward Island: * [*]
- Nova Scotia: 2.6% [0.0 percentage points]
- New Brunswick: 1.3% [0.0 percentage points]
- Quebec (without the National Capital Region): 6.3% [increase of 0.9 percentage points]
- National Capital Region (Quebec): 6.2% [increase of 0.7 percentage points]
- National Capital Region (Ontario): 5.3% [increase of 0.4 percentage points]
- National Capital Region: 5.5% [increase of 0.4 percentage points]
- Ontario (without the National Capital Region): 5.5% [increase of 0.4 percentage points]
- Manitoba: 3.3% [increase of 0.7 percentage points]
- Saskatchewan: 2.3% [increase of 0.6 percentage points]
- Alberta: 4.8% [increase of 0.7 percentage points]
- British Columbia: 1.0% [increase of 0.1 percentage points]
- Yukon: * [*]
- Northwest Territories: 3.4% [*]
- Nunavut: 4.1% [increase of 0.6 percentage points]
- Outside Canada: 5.1% [increase of 0.8 percentage points]
- Not available: 6.2% [increase of 1.9 percentage points]

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

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

Quebec (without the National Capital Region) had the highest representation rate of Black employees at 6.3%, followed by the National Capital Region (Quebec) at 6.2%. The lowest representation rate of Black employees was in Prince Edward Island and Yukon (figures for both are suppressed) and Newfoundland and Labrador (0.4%).

Figure 21: Salary range distribution – Black employees



▼ Figure 21 - Text version

Salary range	Core public administration	Black employees
Under \$50,000	2.2%	2.2%
\$50,000 to \$74,999	40.7%	56.2%
\$75,000 to \$99,999	31.9%	24.9%
\$100,000 to \$124,999	17.0%	12.4%
\$125,000 to \$149,999	5.8%	2.9%
\$150,000 and over	2.4%	1.3%

When compared with the CPA, the proportion of Black employees is higher in the \$50,000 to \$74,999 salary range and lower in all other salary ranges of \$75,000 and over. In the salary range under \$50,000, the proportion of Black employees is 2.2%, at par with the CPA.

Compared to March 2022, in March 2023 the proportion of Black employees:

- increased in the salary range of \$50,000 to \$74,999 (from 55.0% to 56.2%)
- decreased in the \$75,000 to \$99,999 salary range (from 26.0% to 24.9%)
- decreased in the \$100,000 to \$124,999 salary range (from 12.6% to 12.4%)
- decreased in the \$125,000 to \$149,999 salary range (from 3.2% to 2.9%)

Trends in hires, promotions and separations for Black employees

Black employees: hires 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Black employees	Percent of all employees	Percent of members of visible minorities
2016–17	16,081	2,875	456	2.8	15.9
2017–18	19,249	3,402	580	3.0	17.0
2018–19	23,334	4,510	1,045	4.5	23.2
2019–20	24,901	5,302	1,236	5.0	23.3
2020–21	24,229	5,148	1,234	5.1	24.0
2021–22	28,929	6,723	1,629	5.6	24.2
2022–23	33,361	8,960	2,372	7.1	26.5

Black employees: promotions 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Black employees	Percent of all employees	Percent of members of visible minorities
2016–17	17,487	2,788	470	2.7	16.9
2017–18	20,660	3,560	601	2.9	16.9
2018–19	25,489	4,770	844	3.3	17.7
2019–20	27,211	5,405	997	3.7	18.4
2020–21	24,919	5,227	1,048	4.2	20.0
2021–22	29,295	6,818	1,394	4.8	20.4
2022–23	33,194	8,024	1,658	5.0	20.7

Black employees: separations 2016–17 to 2022–23

Fiscal year	All employees	Members of visible minorities	Black employees	Percent of all employees	Percent of members of visible minorities
2016–17	12,491	1,490	357	2.9	24.0
2017–18	12,937	1,310	257	2.0	19.6
2018–19	12,898	1,260	227	1.8	18.0
2019–20	13,043	1,371	271	2.1	19.8
2020–21	12,446	1,354	297	2.4	21.9
2021–22	16,687	2,033	465	2.8	22.9
2022–23	17,510	2,478	591	3.4	23.8

The share of hires of Black employees has continuously increased since 2016–17, from 2.8% in 2016–17 to 7.1% in 2022–23, which represents an increase of 4.3 percentage points. The share of promotions has also increased by 2.3 percentage points. The share of separations saw a decrease from 2016–17 to 2018–19 and then increased until 2022–23. The share of separations has increased by 0.6 percentage points compared to the previous year.

Representation of Black employees in the executive group

Executive level	All employees	Members of visible minorities	Number	% of all employees	% of members of visible minorities
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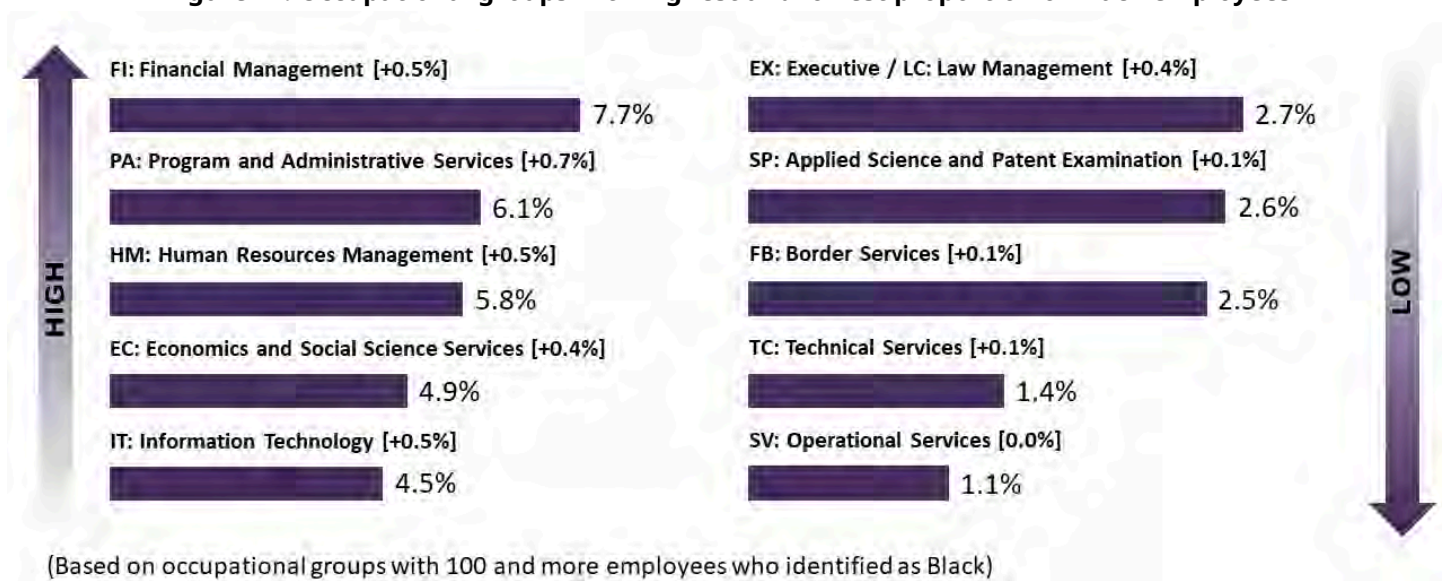
Executive level	All employees	Members of visible minorities	Number	% of all employees	% of members of visible minorities
EX-01	3,935	637	117	3.0	18.4
EX-02	1,986	288	48	2.4	16.7
EX-03	1,323	184	30	2.3	16.3
EX-04	269	41	*	*	*
EX-05	130	15	*	*	*
Total	7,643	1,165	203	2.7	17.4
<p>* Information for small numbers has been suppressed (counts 1 to 5). In addition, to avoid residual disclosure, other data points may also be suppressed.</p>					

Black executives represent 17.4% of the total number of visible minorities executives, or 2.7% of the total population of executives. The EX-01 level has the highest representation of Black employees.

Year	Total population	Number of Black executives	Percentage of Black executives
March 2017	5,341	73	1.4%
March 2018	5,565	78	1.4%
March 2019	5,887	96	1.6%
March 2020	6,212	99	1.6%
March 2021	6,717	128	1.9%
March 2022	7,200	168	2.3%
March 2023	7,643	203	2.7%

The representation of Black executives increased from 1.4% of the total executive population as of March 2017 to 2.7% in March 2023.

Figure 22: Occupational groups with highest and lowest proportion of Black employees



▼ Figure 22 - Text version

Note: Based on occupational groups with 100 and more employees who identified as Black.

Note: Figures in square brackets represent the change since March 2022.

Highest proportion of Black employee

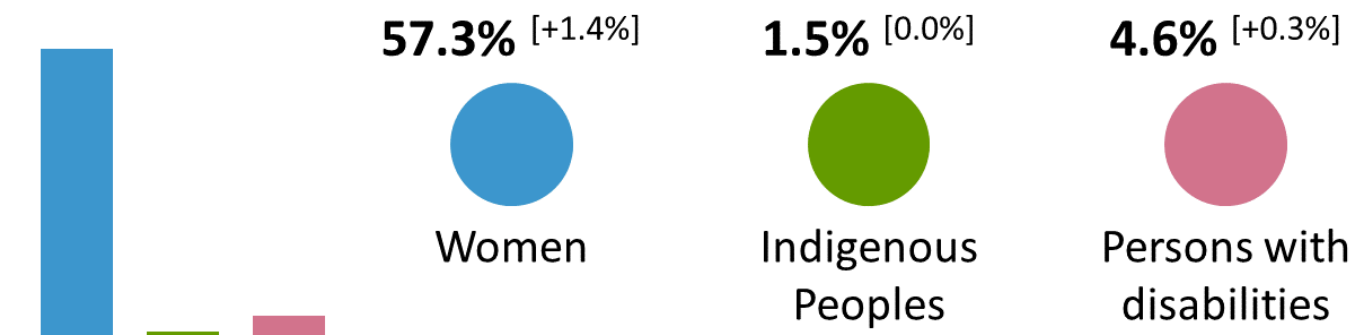
- FI: Financial Management: 7.7% [increase of 0.5 percentage points]
- PA: Program and Administrative Services: 6.1% [increase of 0.7 percentage points]
- HM: Human Resources Management: 5.8% [increase of 0.5 percentage points]
- EC: Economics and Social Science Services: 4.9% [increase of 0.4 percentage points]
- IT: Information Technology: 4.5% [increase of 0.5 percentage points]

Lowest proportion of Black employees

- EX: Executive / LC: Management: 2.7% [increase of 0.4 percentage points]
- SP: Applied Science and Patent Examination: 2.6% [increase of 0.1 percentage points]
- FB: Border Services: 2.5% [increase of 0.1 percentage points]
- TC: Technical Services: 1.4% [increase of 0.1 percentage points]
- SV: Operational Services: 1.1% [0.0 percentage points]

The highest representation of Black employees was in the Financial Management (FI) group, with an increase of 0.5 percentage points from the previous year. The lowest representation of Black employees can be found in the Operational Services (SV) and Technical Services (TC) groups.

Figure 23: Intersectionality analysis for Black employees



Of the 4.6% of employees who self-identified as Black:

- 57.3% (6,739) are women, an increase of 1.4 percentage points from last year
- 1.5% (177) self-identified as Indigenous, unchanged from last year
- 4.6% (537) self-identified as a person with disabilities, an increase of 0.3 percentage points from last year

Initiatives to support Black employees

In Budget 2022, the Government of Canada proposed \$3.7 million over four years in recognition of career advancement barriers facing Black employees, as well as distinct mental health challenges. Budget 2023 proposed a further \$45.9 million over three years to TBS, starting in 2023–24, to create a Mental Health Fund for Black public servants. This funding is to establish dedicated career development programs, including a program to prepare Black public service leaders for executive positions. In addition, a Task Force for Black employees was created within OCHRO to lead the design and implementation of this work. Consultations with Black employees and networks on the design and implementation of policy and program options will focus on:

- ideas
- proposals
- best practices for improving career and leadership development

- identification of mental health needs and supports for Black employees in the public service

The Task Force will focus on facilitating the engagement processes, drafting and submitting proposals for approval, and implementing policy and program initiatives.

Appendix: statistical tables of employment equity data covered under section 21 of the *Employment Equity Act*

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Department or agency	All employees	Women (Overall WFA 53.7%)		Indigenous Peoples (Overall WFA 3.8%)		Persons with disabilities (Overall WFA 9.2%)		Members of visible minorities (Overall WFA 17.3%)	
		Number	%	Number	%	Number	%	Number	%
Employment and Social Development Canada	37,763	25,493	67.5	1,688	4.5	3,163	8.4	11,160	29.6
National Defence [‡]	26,322	11,169	42.4	914	3.5	1,471	5.6	3,001	11.4
Correctional Service Canada	18,099	9,186	50.8	1,946	10.8	1,252	6.9	2,402	13.3
Public Services and Procurement Canada	17,267	10,363	60.0	631	3.7	1,115	6.5	3,387	19.6
Canada Border Services Agency	15,175	7,157	47.2	567	3.7	834	5.5	3,047	20.1
Fisheries and Oceans Canada [‡]	13,795	6,136	44.5	711	5.2	717	5.2	1,238	9.0
Immigration, Refugees and Citizenship Canada	10,683	6,885	64.4	302	2.8	673	6.3	4,219	39.5
Health Canada [‡]	9,360	6,083	65.0	253	2.7	697	7.4	2,980	31.8
Royal Canadian Mounted Police (Civilian Staff)	9,060	6,478	71.5	486	5.4	416	4.6	1,564	17.3
Shared Services Canada	8,348	2,967	35.5	295	3.5	639	7.7	1,941	23.3
Environment and Climate Change Canada	7,507	4,006	53.4	252	3.4	531	7.1	1,587	21.1
Indigenous Services Canada	7,252	5,026	69.3	2,065	28.5	510	7.0	1,363	18.8
Global Affairs Canada	6,738	3,809	56.5	417	6.2	321	4.8	1,893	28.1
Statistics Canada	6,093	3,056	50.2	200	3.3	561	9.2	1,854	30.4
Transport Canada	5,992	2,755	46.0	262	4.4	308	5.1	1,195	19.9
Innovation, Science and Economic Development Canada	5,788	2,961	51.2	161	2.8	383	6.6	1,592	27.5
Department of Justice Canada	5,199	3,534	68.0	236	4.5	405	7.8	1,273	24.5
Agriculture and Agri-Food Canada	4,991	2,640	52.9	195	3.9	323	6.5	1,005	20.1
Natural Resources Canada	4,895	2,404	49.1	192	3.9	497	10.2	1,113	22.7
Public Health Agency of Canada	3,783	2,661	70.3	129	3.4	259	6.8	1,090	28.8
Veterans Affairs Canada	3,491	2,567	73.5	147	4.2	281	8.0	358	10.3

Department or agency	All employees	Women (Overall WFA 53.7%)		Indigenous Peoples (Overall WFA 3.8%)		Persons with disabilities (Overall WFA 9.2%)		Members of visible minorities (Overall WFA 17.3%)	
		Number	%	Number	%	Number	%	Number	%
Treasury Board of Canada Secretariat	2,378	1,478	62.2	74	3.1	216	9.1	589	24.8
Crown-Indigenous Relations and Northern Affairs Canada [¥]	1,993	1,343	67.4	336	16.9	129	6.5	371	18.6
Immigration and Refugee Board of Canada	1,952	1,271	65.1	50	2.6	109	5.6	796	40.8
Canadian Heritage	1,907	1,313	68.9	101	5.3	155	8.1	360	18.9
Public Safety Canada	1,435	867	60.4	85	5.9	148	10.3	307	21.4
Infrastructure Canada	1,194	738	61.8	46	3.9	104	8.7	316	26.5
Public Prosecution Service of Canada	1,139	748	65.7	85	7.5	90	7.9	246	21.6
Privy Council Office	1,103	638	57.8	46	4.2	76	6.9	252	22.8
Elections Canada	943	500	53.0	28	3.0	69	7.3	202	21.4
Library and Archives Canada	927	581	62.7	43	4.6	45	4.9	91	9.8
Public Service Commission of Canada	904	599	66.3	42	4.6	133	14.7	219	24.2
Department of Finance Canada	893	426	47.7	21	2.4	49	5.5	184	20.6
Canadian Space Agency	759	346	45.6	15	2.0	56	7.4	150	19.8
Courts Administration Service	746	486	65.1	18	2.4	45	6.0	203	27.2
Canada School of Public Service	688	454	66.0	32	4.7	60	8.7	150	21.8
Atlantic Canada Opportunities Agency	598	387	64.7	25	4.2	55	9.2	45	7.5
Administrative Tribunals Support Service of Canada	592	390	65.9	12	2.0	37	6.3	116	19.6
Canadian Radio-television and Telecommunications Commission	518	274	52.9	20	3.9	35	6.8	115	22.2
Western Economic Diversification Canada [£]	475	277	58.3	31	6.5	28	5.9	130	27.4
Canadian Grain Commission	439	211	48.1	24	5.5	19	4.3	125	28.5
Impact Assessment Agency of Canada [£]	422	285	67.5	20	4.7	29	6.9	84	19.9
Women and Gender Equality Canada	414	352	85.0	22	5.3	46	11.1	96	23.2
Parole Board of Canada	412	318	77.2	24	5.8	30	7.3	60	14.6
Canada Economic Development for Quebec Regions	354	205	57.9	6	1.7	29	8.2	76	21.5
Canadian Transportation Agency	291	160	55.0	9	3.1	28	9.6	57	19.6
Offices of the Information and Privacy Commissioners of Canada	290	182	62.8	16	5.5	20	6.9	50	17.2
Federal Economic Development Agency for Southern Ontario	287	174	60.6	10	3.5	37	12.9	86	30.0
Canadian Human Rights Commission	269	199	74.0	7	2.6	47	17.5	64	23.8

Department or agency	All employees	Women (Overall WFA 53.7%)		Indigenous Peoples (Overall WFA 3.8%)		Persons with disabilities (Overall WFA 9.2%)		Members of visible minorities (Overall WFA 17.3%)	
		Number	%	Number	%	Number	%	Number	%
Registrar of the Supreme Court of Canada	219	136	62.1	10	4.6	21	9.6	34	15.5
Transportation Safety Board of Canada	200	79	39.5	*	*	11	5.5	24	12.0
Office of the Commissioner of Official Languages	155	99	63.9	*	*	7	4.5	16	10.3
Office of the Governor General's Secretary	151	92	60.9	*	*	13	8.6	27	17.9
Canadian Northern Economic Development Agency	108	68	63.0	27	25.0	8	7.4	27	25.0
Veterans Review and Appeal Board	88	58	65.9	*	*	6	6.8	0	0.0
Patented Medicine Prices Review Board Canada	80	46	57.5	*	*	6	7.5	18	22.5
Civilian Review and Complaints Commission for the RCMP	80	52	65.0	*	*	*	*	17	21.3
Canadian Dairy Commission	70	38	54.3	*	*	*	*	11	15.7
Office of the Commissioner for Federal Judicial Affairs Canada	54	37	68.5	*	*	*	*	*	*
Accessibility Standards Canada	47	24	51.1	*	*	17	36.2	9	19.1
Military Grievances External Review Committee	45	28	62.2	*	*	6	13.3	8	17.8
Office of the Public Sector Integrity Commissioner of Canada	35	20	57.1	*	*	*	*	7	20.0
International Joint Commission	29	16	55.2	0	0.0	*	*	*	*
Military Police Complaints Commission of Canada	28	18	64.3	*	*	*	*	8	28.6
Office of the Commissioner of Lobbying of Canada	26	14	53.8	0	0.0	*	*	*	*
Canadian Intergovernmental Conference Secretariat	25	12	48.0	0	0.0	*	*	*	*
RCMP External Review Committee	24	15	62.5	0	0.0	*	*	*	*
Copyright Board Canada	16	*	*	0	0.0	*	*	*	*
Secretariat of the National Security and Intelligence Committee of Parliamentarians	8	*	*	0	0.0	0	0.0	*	*
Total	253,411	143,406	56.6	13,363	5.3	17,410	6.9	55,034	21.7

Department or agency	All employees	Women (Overall WFA 53.7%)		Indigenous Peoples (Overall WFA 3.8%)		Persons with disabilities (Overall WFA 9.2%)		Members of visible minorities (Overall WFA 17.3%)	
		Number	%	Number	%	Number	%	Number	%

Notes

1. Workforce availability estimates have been updated and now include only Canadian citizens and permanent residents in those occupations in the Canadian workforce that correspond to occupations in the core public administration as of March 31, 2023.
2. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
3. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

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

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

¥ Health Canada (HC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) have been impacted by the creation of Indigenous Services Canada (ISC). The change in administrative systems occurred in September 2020. As a result, statistics related to ISC are now available separately from those of HC and CIRNAC.

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

£ Western Economic Diversification Canada (WD) is becoming two new agencies: Pacific Economic Development Canada (PacifiCan) in British Columbia and Prairies Economic Development Canada (PrairiesCan) in Alberta, Saskatchewan and Manitoba. Statistics related to WD include employees that are now part of PacifiCan and PrairiesCan as separate statistics are not yet available.

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

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Region of work	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
Newfoundland and Labrador	4,264	2,222	52.1	328	7.7	289	6.8	129	3.0
Prince Edward Island	2,393	1,538	64.3	70	2.9	191	8.0	96	4.0
Nova Scotia	10,591	5,145	48.6	619	5.8	878	8.3	788	7.4
New Brunswick	10,339	6,273	60.7	381	3.7	628	6.1	414	4.0
Quebec (without the NCR) †	26,754	14,842	55.5	708	2.6	1,304	4.9	4,810	18.0

Region of work	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
NCR (Quebec) [‡]	34,782	20,335	58.5	1,867	5.4	2,523	7.3	7,779	22.4
NCR (Ontario) [‡]	83,418	47,236	56.6	3,076	3.7	6,317	7.6	20,431	24.5
NCR [‡]	118,200	67,571	57.2	4,943	4.2	8,840	7.5	28,210	23.9
Ontario (without the NCR) [‡]	30,329	17,430	57.5	1,452	4.8	2,054	6.8	8,795	29.0
Manitoba	8,005	4,712	58.9	1,282	16.0	557	7.0	1,380	17.2
Saskatchewan	5,254	3,218	61.2	958	18.2	348	6.6	637	12.1
Alberta	12,454	7,214	57.9	1,035	8.3	906	7.3	2,902	23.3
British Columbia	20,221	10,541	52.1	1,148	5.7	1,154	5.7	5,797	28.7
Yukon	372	235	63.2	55	14.8	27	7.3	48	12.9
Northwest Territories	464	275	59.3	81	17.5	21	4.5	72	15.5
Nunavut	291	170	58.4	145	49.8	14	4.8	40	13.7
Outside Canada	1,494	765	51.2	83	5.6	48	3.2	402	26.9
Not available [¥]	1,986	1,255	63.2	75	3.8	151	7.6	514	25.9
Total	253,411	143,406	56.6	13,363	5.3	17,410	6.9	55,034	21.7

Notes

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

[‡] "NCR" stands for National Capital Region and includes NCR (Quebec) and NCR (Ontario).

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

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration). Classification is based on the effective classification which includes acting assignments.

Occupational group in force	All employees	Women		Men		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%	Number	%
AI: Air Traffic Control	10	*	*	*	*	0	0.0	0	0.0	0	0.0
AO: Aircraft Operations	381	38	10.0	343	90.0	15	3.9	7	1.8	11	2.9
AU: Auditing	186	98	52.7	88	47.3	*	*	7	3.8	51	27.4
AV: Commerce and Purchasing	7,421	3,956	53.3	3,460	46.6	331	4.5	499	6.7	1,569	21.1
CX: Correctional Services	7,118	2,042	28.7	5,073	71.3	798	11.2	303	4.3	1,040	14.6
EB: Education and Library Science	1,279	863	67.5	415	32.4	137	10.7	64	5.0	213	16.7
EC: Economics and Social Science Services	24,742	14,798	59.8	9,938	40.2	1,030	4.2	2,016	8.1	6,908	27.9
EL: Electronics	1,108	75	6.8	1,031	93.1	40	3.6	57	5.1	133	12.0
EX: Executive	7,275	3,896	53.6	3,377	46.4	381	5.2	556	7.6	1,097	15.1
FB: Border Services	10,111	4,090	40.5	6,021	59.5	422	4.2	490	4.8	1,769	17.5
FI: Financial Management	6,208	3,538	57.0	2,668	43.0	196	3.2	253	4.1	2,195	35.4
FS: Foreign Service	1,867	1,056	56.6	811	43.4	90	4.8	76	4.1	468	25.1
HM: Human Resources Management	5,018	4,119	82.1	898	17.9	251	5.0	584	11.6	1,078	21.5
IT: Information Technology	19,300	4,348	22.5	14,941	77.4	657	3.4	1,311	6.8	5,134	26.6
LC: Law Management	368	243	66.0	125	34.0	16	4.3	30	8.2	68	18.5
LP: Law Practitioner	3,485	2,051	58.9	1,427	40.9	150	4.3	260	7.5	750	21.5
NR: Architecture, Engineering and Land Survey	4,575	1,176	25.7	3,399	74.3	86	1.9	171	3.7	1,233	27.0
PA: Program and Administrative Services	110,536	80,082	72.4	30,404	27.5	7,034	6.4	8,939	8.1	25,192	22.8
PM:MCO: Negotiation, Mediation and Conciliation Officer	50	30	60.0	20	40.0	0	0.0	*	*	*	*
PO: Police Operations Support	477	335	70.2	141	29.6	21	4.4	*	*	65	13.6
PR: Non-Supervisory Printing Services	2	*	*	*	*	0	0.0	0	0.0	0	0.0
RE: Research	2,703	922	34.1	1,779	65.8	39	1.4	105	3.9	662	24.5

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated groups, and men are included in the total.
3. Data for those with unknown sex data are not included in the table, so the sum of women and men may not match the "all employees" value.

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

Occupational group in force	All employees	Women		Men		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%	Number	%
RO: Radio Operations	268	83	31.0	185	69.0	20	7.5	12	4.5	6	2.2
SH: Health Services	3,906	3,173	81.2	729	18.7	264	6.8	184	4.7	586	15.0
SO: Ships' Officers	1,318	193	14.6	1,125	85.4	21	1.6	20	1.5	49	3.7
SP: Applied Science and Patent Examination	10,146	5,621	55.4	4,523	44.6	228	2.2	477	4.7	2,632	25.9
SR(C): Ship Repair Chargehands and Production Supervisors - East	65	*	*	*	*	*	*	7	10.8	*	*
SR(E): Ship Repair - East	624	56	9.0	568	91.0	25	4.0	26	4.2	17	2.7
SR(W): Ship Repair - West	647	36	5.6	609	94.1	19	2.9	14	2.2	21	3.2
SV: Operational Services	10,175	2,162	21.2	8,002	78.6	543	5.3	395	3.9	591	5.8
TC: Technical Services	10,958	3,602	32.9	7,353	67.1	534	4.9	517	4.7	1,388	12.7
TR: Translation	858	651	75.9	207	24.1	7	0.8	18	2.1	59	6.9
UT: University Teaching	213	62	29.1	150	70.4	*	*	6	2.8	42	19.7
Unknown	13	6	46.2	7	53.8	0	0.0	0	0.0	*	*
Total	253,411	143,406	56.6	109,889	43.4	13,363	5.3	17,410	6.9	55,034	21.7

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated groups, and men are included in the total.
3. Data for those with unknown sex data are not included in the table, so the sum of women and men may not match the "all employees" value.

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

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration). Classification is based on the effective classification which includes acting assignments.

Occupational category (outdated)	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
Executives	7,643	4,139	54.2	397	5.2	586	7.7	1,165	15.2
EX (Executive)	7,275	3,896	53.6	381	5.2	556	7.6	1,097	15.1
LC (Law Management) [‡]	368	243	66.0	16	4.3	30	8.2	68	18.5
Scientific and Professional	51,197	28,732	56.1	1,918	3.7	3,290	6.4	13,073	25.5
Administrative and Foreign Service	133,282	84,170	63.2	7,351	5.5	10,111	7.6	31,624	23.7
Technical	14,081	4,024	28.6	649	4.6	613	4.4	1,591	11.3
Administrative Support	17,976	13,610	75.7	1,215	6.8	1,572	8.7	4,074	22.7
Operational	29,219	8,725	29.9	1,833	6.3	1,238	4.2	3,504	12.0
Undetermined	13	6	46.2	0	0.0	0	0.0	3	23.1
Total	253,411	143,406	56.6	13,363	5.3	17,410	6.9	55,034	21.7

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] LCs have been included in the Executive group since the 2011-12 fiscal year.

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]
Under 50,000	5,506	2.2	3,731	67.8	2.6	309	5.6	2.3	456	8.3	2.6	1,149	20.9	2.1

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] EE: employment equity

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]
50,000 to 54,999	17,514	6.9	12,562	71.7	8.8	1,079	6.2	8.1	1,496	8.5	8.6	4,733	27.0	8.6
55,000 to 59,999	16,746	6.6	10,942	65.3	7.6	902	5.4	6.7	1,169	7.0	6.7	3,878	23.2	7.0
60,000 to 64,999	20,458	8.1	13,088	64.0	9.1	1,136	5.6	8.5	1,642	8.0	9.4	5,001	24.4	9.1
65,000 to 69,999	23,218	9.2	15,044	64.8	10.5	1,307	5.6	9.8	1,623	7.0	9.3	5,661	24.4	10.3
70,000 to 74,999	25,292	10.0	15,684	62.0	10.9	1,344	5.3	10.1	1,708	6.8	9.8	5,789	22.9	10.5
75,000 to 79,999	16,021	6.3	8,392	52.4	5.9	971	6.1	7.3	1,096	6.8	6.3	3,226	20.1	5.9
80,000 to 84,999	11,295	4.5	4,450	39.4	3.1	622	5.5	4.7	540	4.8	3.1	2,096	18.6	3.8
85,000 to 89,999	22,431	8.9	11,515	51.3	8.0	1,293	5.8	9.7	1,362	6.1	7.8	4,524	20.2	8.2
90,000 to 94,999	22,142	8.7	11,992	54.2	8.4	1,259	5.7	9.4	1,575	7.1	9.0	4,344	19.6	7.9
95,000 to 99,999	8,853	3.5	4,881	55.1	3.4	482	5.4	3.6	598	6.8	3.4	1,892	21.4	3.4
100,000 to 104,999	12,844	5.1	6,702	52.2	4.7	662	5.2	5.0	832	6.5	4.8	2,660	20.7	4.8
105,000 to 109,999	9,098	3.6	3,683	40.5	2.6	324	3.6	2.4	526	5.8	3.0	1,977	21.7	3.6

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] EE: employment equity

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]	Number	% of salary range	% of EE [‡]
110,000 to 114,999	8,511	3.4	4,891	57.5	3.4	409	4.8	3.1	631	7.4	3.6	1,573	18.5	2.9
115,000 to 119,999	6,834	2.7	3,369	49.3	2.3	261	3.8	2.0	484	7.1	2.8	1,597	23.4	2.9
120,000 to 124,999	5,895	2.3	2,624	44.5	1.8	227	3.9	1.7	320	5.4	1.8	1,320	22.4	2.4
125,000 to 149,999	14,596	5.8	6,767	46.4	4.7	533	3.7	4.0	958	6.6	5.5	2,668	18.3	4.8
150,000 and over	6,157	2.4	3,089	50.2	2.2	243	3.9	1.8	394	6.4	2.3	946	15.4	1.7
Total	253,411	100.0	143,406	56.6	100.0	13,363	5.3	100.0	17,410	6.9	100.0	55,034	21.7	100.0

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] EE: employment equity

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

The following table includes information (as of fiscal year 2022–23) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Action type	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
Hires	33,361	20,378	61.1	1,471	4.4	2,295	6.9	8,960	26.9
Promotions	33,194	20,975	63.2	1,698	5.1	2,230	6.7	8,024	24.2
Separations	17,510	9,835	56.2	897	5.1	1,202	6.9	2,478	14.2

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have voluntarily chosen to self-identify in more than one designated group, and men are included in the total.
3. "Hires" refers to employees who were added to the public service of Canada payroll between April 1, 2022, and March 31, 2023.
4. Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the *Financial Administration Act*, Schedules I and IV, and the *Public Service Employment Act*.
5. "Separations" refers to employees who left the public service of Canada payroll between April 1, 2022 and March 31, 2023.
6. Percentages are that designated group's share of all actions of the given type.

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Age range (years)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]
Under 20	150	0.1	71	47.3	0.0	*	*	*	*	*	*	10	6.7	0.0
20 to 24	6,782	2.7	4,061	59.9	2.8	340	5.0	2.5	395	5.8	2.3	1,699	25.1	3.1
25 to 29	26,400	10.4	15,963	60.5	11.1	1,202	4.6	9.0	1,647	6.2	9.5	7,758	29.4	14.1
30 to 34	29,974	11.8	17,465	58.3	12.2	1,397	4.7	10.5	1,709	5.7	9.8	7,641	25.5	13.9

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] EE: employment equity

*

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

Age range (years)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]	Number	% of age range	% of EE [‡]
35 to 39	33,529	13.2	19,231	57.4	13.4	1,670	5.0	12.5	1,955	5.8	11.2	7,891	23.5	14.3
40 to 44	38,762	15.3	22,697	58.6	15.8	1,956	5.0	14.6	2,397	6.2	13.8	8,513	22.0	15.5
45 to 49	38,183	15.1	22,134	58.0	15.4	2,140	5.6	16.0	2,673	7.0	15.4	7,714	20.2	14.0
50 to 54	33,765	13.3	18,609	55.1	13.0	2,055	6.1	15.4	2,606	7.7	15.0	6,077	18.0	11.0
55 to 59	26,190	10.3	13,790	52.7	9.6	1,580	6.0	11.8	2,193	8.4	12.6	4,294	16.4	7.8
60 to 64	13,955	5.5	6,840	49.0	4.8	764	5.5	5.7	1,300	9.3	7.5	2,311	16.6	4.2
65 to 69	4,480	1.8	2,022	45.1	1.4	219	4.9	1.6	400	8.9	2.3	872	19.5	1.6
70+	1,241	0.5	523	42.1	0.4	*	*	*	*	*	*	254	20.5	0.5
Total	253,411	100.0	143,406	56.6	100.0	13,363	5.3	100.0	17,410	6.9	100.0	55,034	21.7	100.0

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

[‡] EE: employment equity

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

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

The following table includes information (as of March 31, 2023) regarding indeterminate employees, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Public service representation	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
As of March 31, 2023	253,411	143,406	56.6	13,363	5.3	17,410	6.9	55,034	21.7

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

Public service representation	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
As of March 31, 2022	236,133	132,299	56.0	12,336	5.2	14,573	6.2	47,728	20.2
As of March 31, 2021	228,345	127,043	55.6	11,977	5.2	12,893	5.6	43,122	18.9
As of March 31, 2020	214,120	117,760	55.0	10,888	5.1	11,087	5.2	38,145	17.8
As of March 31, 2019	203,268	111,332	54.8	10,435	5.1	10,622	5.2	34,004	16.7
As of March 31, 2018	192,467	105,465	54.8	9,876	5.1	10,181	5.3	30,273	15.7
As of March 31, 2017	185,484	101,136	54.5	9,726	5.2	10,259	5.5	28,058	15.1
As of March 31, 2016	181,674	98,846	54.4	9,358	5.2	10,092	5.6	26,336	14.5
As of March 31, 2015	180,681	98,051	54.3	9,232	5.1	10,204	5.6	24,849	13.8
As of March 31, 2014	181,356	98,078	54.1	9,239	5.1	10,390	5.7	23,919	13.2
As of March 31, 2013	188,342	102,124	54.2	9,491	5.0	10,871	5.8	23,812	12.6
As of March 31, 2012	198,793	108,620	54.6	9,785	4.9	11,418	5.7	23,978	12.1
As of March 31, 2011	202,631	111,051	54.8	9,486	4.7	11,388	5.6	22,998	11.3
As of March 31, 2010	202,386	110,867	54.8	9,307	4.6	11,620	5.7	21,567	10.7
As of March 31, 2009	195,667	107,089	54.7	8,892	4.5	11,468	5.9	19,264	9.8
As of March 31, 2008	186,754	101,589	54.4	8,190	4.4	11,001	5.9	17,207	9.2
As of March 31, 2007	179,540	96,816	53.9	7,610	4.2	10,192	5.7	15,787	8.8
As of March 31, 2006	176,630	95,013	53.8	7,381	4.2	10,169	5.8	15,112	8.6
As of March 31, 2005	165,856	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1
As of March 31, 2004	165,976	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8
As of March 31, 2003	163,314	86,162	52.8	6,426	3.9	9,155	5.6	12,058	7.4
As of March 31, 2002	157,510	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8
As of March 31, 2001	149,339	77,785	52.1	5,316	3.6	7,621	5.1	9,143	6.1
As of March 31, 2000 [*] (Revenue Canada excluded)	141,253	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5
As of March 31, 1999 (Revenue Canada included)	178,340	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As of March 31, 1998	179,831	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1

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

Workforce availability	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
		Number	%	Number	%	Number	%	Number	%
2016 Census and 2017 Canadian Survey on Disability (based on Canadian citizens and permanent residents) - based on population data as of March 31, 2023	n/a [*]	n/a [*]	53.7	n/a [*]	3.8	n/a [*]	9.2	n/a [*]	17.3
2016 Census and 2017 Canadian Survey on Disability (based on Canadian citizens and permanent residents) - based on population data as of March 31, 2022	n/a [*]	n/a [*]	53.3	n/a [*]	3.8	n/a [*]	9.1	n/a [*]	17.2
2016 Census and 2017 Canadian Survey on Disability (based on Canadian citizens only)	n/a [*]	n/a [*]	52.7	n/a [*]	4.0	n/a [*]	9.0	n/a [*]	15.3
2011 National Household Survey and 2012 Canadian Survey on Disability	n/a [*]	n/a [*]	52.5	n/a [*]	3.4	n/a [*]	4.4	n/a [*]	13.0
2006 Census and Participation and Activity Limitation Survey (PALS)	n/a [*]	n/a [*]	52.3	n/a [*]	3.0	n/a [*]	4.0	n/a [*]	12.4
2001 Census and PALS	n/a [*]	n/a [*]	52.2	n/a [*]	2.5	n/a [*]	3.6	n/a [*]	10.4
1996 Census and 1991 Health and Activity Limitation Survey (HALS)	n/a [*]	n/a [*]	48.7	n/a [*]	1.7	n/a [*]	4.8	n/a [*]	8.7
1991 Census and HALS	n/a [*]	n/a [*]	47.3	n/a [*]	2.6	n/a [*]	4.8	n/a [*]	9.0
[*] n/a: Not applicable									

Notes

1. The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.
2. The data in this and other tables in this report cover employees identified for the purpose of employment equity in the *Employment Equity Regulations* and the *Employment Equity Act*.
3. The estimates of workforce availability are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability and the post-Census Participation and Activity Limitation Survey (PALS).
4. Workforce availability estimates have been updated and now include only Canadian citizens and permanent residents in those occupations in the Canadian workforce that correspond to occupations in the core public administration.

Footnotes

- 1 Source: Treasury Board *Policy on People Management*.
- 2 Two-Spirit, lesbian, gay, bisexual, trans, queer, intersex and others.
- 3 Disability in the *Accessible Canada Act* means “any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society.”

- 4 Minister O'Regan receives Task Force report on *Employment Equity Act* modernization, December 11, 2023.
- 5 The increase in the number of employees includes new hires and current employees who have recently chosen to self-identify.
- 6 "Hires" refers to employees who were added to the public service of Canada payroll between April 1, 2022, and March 31, 2023.
- 7 EX promotions include promotions to and within the EX group.
- 8 See the definition of "systemic barrier" in the *Guide on Equity, Diversity and Inclusion Terminology*.
- 9 The 50 – 30 Challenge is an initiative between the Government of Canada, Canadian businesses and diversity organizations with a goal to increase the representation of diverse groups (30%) and gender parity (50%) on Canadian boards and senior management.
- 10 WFA for persons with disabilities is based on the expanded definition, as it includes disabilities related to pain and mental health.
- 11 Federal 2SLGBTQI+ Action Plan 2022
- 12 Benchmarks based on the 2021 Census data are expected to be made available in 2024.
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Date modified:

2024-03-20