



# 32nd Annual Report to the Prime Minister

on the Public Service of Canada

For the year ending March 31, 2025





Thirty-Second Annual Report to the Prime Minister on the Public Service of Canada.

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Clerk of the Privy Council and  
Secretary to the Cabinet



Greffier du Conseil privé et  
secrétaire du Cabinet

June 20, 2025

Dear Prime Minister:

I am pleased to submit to you the *Thirty-Second Annual Report to the Prime Minister on the Public Service of Canada*, covering the period from April 1, 2024, to March 31, 2025.

It is an honour to lead the Public Service as we work together to support Canadians' prosperity, safety, security, and quality of life. We are committed to delivering the Government's ambitious agenda for Canada, as laid out in the Speech from the Throne, which was delivered by His Majesty The King on May 27, 2025.

As we embark on delivering your Government's transformational agenda for Canada, we remain committed to building a culture of excellence—both in what we do and how we deliver. While we sometimes experience setbacks, we learn from them and hold ourselves accountable to make progress. We strive to serve with excellence and to build trust in our institutions through collaborative partnerships and by consulting with communities in all regions of Canada to make sure we are meeting their needs.

In a global context where Canada must respond quickly to unexpected threats to protect what we have built as a nation, we are ready to operate with the urgency, agility, and coordination needed to meet the expectations of your Government and Canadians. This includes supporting your commitment to balancing the Government's operational budget over the next three years. We will look to improve public service productivity by deploying technology responsibly. We will do this while strengthening our digital skills

Letter to the  
Prime Minister

and capacity so that we can keep pace as new technologies, such as artificial intelligence, continue to emerge.

This report is a testament to the dedication of public servants across the country, and those serving abroad, who responded effectively to significant challenges this year. It illustrates how Canadians can rely on us in times of crisis, underscoring our ongoing efforts to ensure healthy and safe workplaces that support us in achieving these results for Canada.

I am tremendously proud of how the Public Service remained steadfast and united in its role this year. We upheld Canada's longstanding tradition of peaceful transition of power, guided by our values of respect for democracy and for people, while showing resilience and determination in combatting threats to our economy and to our sovereignty as a nation.

I am confident that we will rise to the occasion and eagerly take on any unforeseen challenges that may lie ahead.

Sincerely,

**John Hannaford**

Clerk of the Privy Council  
and Secretary to the Cabinet

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In a time marked by global instability and economic uncertainty, the Public Service of Canada has remained resilient and steady while serving our Government and Canadians. We have worked tirelessly to safeguard Canada's interests and democratic institutions, managing the orderly transition between prime ministers, supporting fair and secure elections, and responding quickly to complex economic conditions. The strength we have demonstrated as an institution this year has brought us closer together as a nation and reinvigorated our sense of pride and unity.

As we dedicate ourselves to delivering the new and ambitious government agenda, the Public Service will once again translate vision into action. Through our partnerships with all sectors and communities across the country, we will deliver inclusive and impactful programs and services that benefit all Canadians. This next chapter is an opportunity to lead with a renewed commitment to excellence in the Public Service so that we can further deliver meaningful results for Canadians.

To get there, we will undertake our next phase of renewal of the Public Service. I am committed to fostering a culture of public service excellence by building on the strong foundation we have achieved through the [Renewed Conversation on Values and Ethics](#) and the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#).

As we move forward with this next phase, we are grounded by our shared value of stewardship and will support the Government's commitment to reducing the growth of annual public service operating costs. We will hold ourselves accountable every step of the way.

This year's report highlights how the Public Service delivered results guided by our purpose, standard of excellence, and shared values. It also outlines the progress made on the priorities I identified in the [Thirty-First Annual Report to the Prime Minister on the Public Service of Canada](#) and looks ahead to 3 key strategic areas that can help guide and shape the renewal of the Public Service in committing to a culture of excellence.

The past year has taught us that our foundation is strong. What unites us—our shared commitment to service, values, and ethics—is also what defines us. From supporting Canadians through economic uncertainty to responding to geopolitical shocks, the Public Service has demonstrated time and time again that we are here for Canadians.

The past year saw the Public Service rise to meet extraordinary demands with quiet resolve and professional excellence. Public servants worked together to manage an intense period of government transition leading up to the federal election in April 2025. They also addressed pressures on affordability, our housing system, our economy, and our sovereignty. Despite the heightened focus in these areas, public servants did not ignore other critical initiatives, and they continued to provide the essential services Canadians rely on.

Across the country and around the world, the Public Service achieved tangible results that improved day-to-day life for Canadians. This included such initiatives as:

- providing support for Canadians and our allies in regions experiencing international conflict;
- expanding access to healthcare through the Canadian Dental Care Plan;
- supporting wildfire recovery in Jasper;
- strengthening partnerships and defence capacity in Arctic and northern regions;
- enabling secure technology transfers, and responsible adoption, to protect national innovation; and,
- supporting Canadians and Canadian businesses in the face of U.S. tariffs.

This year was a defining one in how we mobilize and prepare for what lies ahead on the global and domestic horizons. From the Values and Ethics Symposium that brought over 15,000 public servants together, to the responsible integration of new technologies like artificial intelligence (AI), renewal efforts took root across the system. This work is uniting the Public Service, allowing us to be more productive during a time of fiscal constraint, and helping us to navigate within the current threat environment to maintain and build the trust of all Canadians.

## Serving with excellence

Across departments and regions, public servants stepped up this year to meet urgent needs, implement ambitious policies, and support Canadians in moments of both crisis and opportunity.

This was especially visible in the response to global emergencies. We saw the ongoing conflicts and crisis situations escalating in Israel, the West Bank and the Gaza Strip, and Lebanon. Public servants were there to support over 8,000 Canadians, permanent residents, and their families seeking assistance in the region. The Standing Rapid Deployment Team deployed 80 members to the Middle East to provide critical support to seven missions, despite the volatile situation. Their work enabled the safe departure of more than 1,200 Canadians, permanent residents, and their families, providing not just protection, but also peace of mind.



Canadian public servants have played a leadership role in responding to the ongoing crisis in Haiti. When the government of Haiti declared a state of emergency in Ouest Department due to the deteriorating security situation, Canada responded with international assistance to strengthen the security sector and to help restore the rule of law. Since then, public servants have been providing 24/7 emergency consular assistance to Canadians in Haiti through the [Emergency Watch and Response Centre](#) and the [Embassy of Canada to Haiti, in Port-au-Prince](#), including the evacuation of approximately 700 Canadians, permanent residents, and their families.

That same spirit of vigilance and dedication was at work here at home. We have been strengthening our borders and increasing security to keep Canadians safe.

In October 2024, the Canada Border Services Agency's Ontario Firearms Smuggling Enforcement Team led a major investigation that eliminated an illicit narcotics lab. They intercepted dangerous substances, including MDMA, cocaine, methamphetamine, and fentanyl, along with other illegal items.



The Canada Border Services Agency seized firearm parts, drug and pill presses, ammunition, and currency to keep Canadians safe.

**“The Canada Border Services Agency’s Ontario Firearms Smuggling Enforcement Team is diligently working to keep Canadians safe. This investigation resulted in the dismantling of an active narcotics lab and the seizure of illicit narcotics, firearms parts, ammunition, weapons, and currency. This significant threat to our communities has now been removed.”**

- Abeid Morgan, A/Director, Ontario Firearms Smuggling Enforcement Team, Canada Border Services Agency

Then, in December 2024, [the Government announced Canada's Border Plan](#) to further bolster security, strengthen our immigration system, and contribute to ensuring Canada's future prosperity. The plan includes efforts to fight fentanyl trafficking through enhanced border security measures such as new surveillance technology, chemical detection tools, and additional personnel. To further our efforts, former Royal Canadian Mounted Police Deputy Commissioner Kevin Brosseau was appointed as Canada's new "Fentanyl Czar" in 2025. His mandate is focused on leading a coordinated national response to the overdose crisis with all levels of government, as well as working with U.S. counterparts, to prevent the production and trafficking of illegal fentanyl and keep our communities safe.

One of the most transformative achievements by public servants in service to Canadians has been the delivery of the Canadian Dental Care Plan, a landmark initiative to expand access to oral health care. By the end of 2024, the plan had provided care to more than 1.2 million members and over 3 million applications were approved. The plan was implemented rapidly, thanks to a collaborative effort between Health Canada and Service Canada, supporting digital infrastructure, and front-line staff. As a result, barriers to accessing dental care have been reduced for families, seniors, and children.



**Nearly 10,000 frontline personnel are working on protecting the border.**



The effectiveness of coordinated delivery of services was also evident in other initiatives. For example, the Canada Revenue Agency launched a new online chat platform in My Account that allows Canadians to engage directly with agents on personal tax matters. The integration of live support has modernized service delivery and made it easier for people to access the help they need.

At the Parole Board of Canada, regional communications officers made over 22,000 contacts with victims of crime in 2024-25. They delivered outreach and offered information to victims about the conditional release process, accompanied them to hearings, and directed them to available resources. Their work was critical in supporting victims.

**“As a Regional Communications Officer I assist victims, during what is a difficult and often traumatic time in their lives, to access the services and information they are entitled to about the offender who harmed them, and to understand the conditional release process. It is highly rewarding work.”**

- PBC Regional Communications Officer, Atlantic Region

These stories show that Canadians can count on public servants to deliver for them whether they are at home or abroad. They remind us that excellence is cultivated when we work together toward a common purpose, guided by our shared values.

### **A story of dedication and support for businesses in the North**

For over two decades, efforts by a dynamic team at the Federal Economic Development Agency for Northern Ontario have been instrumental in supporting the Royal Agricultural Winter Fair.

Since 2015 alone, the Northern Ontario Agri-Food Pavilion has featured over 400 businesses from the region and helped to support them in accessing new markets, creating new partnerships, and in generating on-site and projected sales revenue.



**The Northern Ontario Agri-Food Pavilion has become a vital platform for Northern Ontario businesses to showcase their products to an international audience at the Royal Agricultural Winter Fair.**

## Working together to respond and deliver

Collaboration across the Public Service has been one of our greatest strengths. We are most successful when we come together to tackle challenges and respond to emerging issues. Time and again, we have demonstrated that bold and meaningful progress is made through unity and excellence.



This year, the Public Service played a vital role in upholding Canada's democratic tradition, guided by its core values and a renewed focus on ethics. This was evident across three key events:

- The prorogation of Parliament (January–March)
- The transition between the 29th and 30th Ministries in March
- Preparations for the 45th general election held on April 28, 2025, and the opening of the 45th Parliament

Throughout the general election period, public servants enabled a smooth and impartial transition of government, applying the [caretaker convention](#) with professionalism and integrity, and working to safeguard our democratic institutions from foreign interference. For example, the [Security and Intelligence Threats to Elections Task Force](#) prepared for the general election this year by coordinating analysis efforts across government to get ahead of any potential threats to the democratic process.

We are strengthening our electoral system against foreign interference to ensure that Canadians can trust our democratic institutions. [Findings of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions published this year](#) provide clear recommendations on how we can better safeguard Canada's elections and democratic institutions against interference.

In addition, public servants worked as a team and responded quickly when unexpected domestic and international developments occurred this year.

This included mitigating impacts to our economy as our relationship with international trading partners shifted. In the face of tariffs being imposed by the United States government, for example, we came together to [support Canadian workers and businesses](#), and [provide relief from countermeasures on imports from the U.S.](#)

This year was also a special one for the Department of National Defence's Canadian Materiel Support Group. Public servants went above and beyond to support the delivery of military donations of weapons, clothing, equipment and ammunition to Ukraine. These efforts help Ukrainians defend their national sovereignty and reflect Canada's long-standing allegiance with Ukraine.

In the face of new and evolving physical and geopolitical threats, public servants at National Defence also collaborated to launch an update to Canada's defence policy in April 2024. [Our North, Strong and Free: A Renewed Vision for Canada's Defence](#) reinforces our shared values, security and sovereignty, particularly in Arctic and northern regions, and provides the Canadian Armed Forces with the tools, equipment and training they need to keep Canada and Canadians safe in an increasingly unpredictable world.

Public servants have also been working together to promote peace, security, democracy and human rights by reinforcing our partnerships with African countries and institutions. We are strengthening our diplomatic relations and share a vision for prosperity and security.



**The Canadian Materiel Support Group planned logistics, inspected and packaged items, and coordinated the shipment and delivery of supplies for use by the Armed Forces of Ukraine.**

Domestically, we saw public servants from Public Safety Canada and the Atlantic Canada Opportunities Agency collaborate and use regional expertise to advance [Canada's National Cyber Security Strategy](#). Through a partnership with the University of New Brunswick, [a Cyber Security Data Attribution Centre is being created](#) to provide intelligence on cybersecurity threats.

Public servants responded to wildfires affecting the Prairies this year, helping communities, including First Nations, to rebuild. When a wildfire damaged and destroyed nearly one-third of the structures in Jasper and shuttered tourism during peak season, Parks Canada employees worked closely with the municipality of Jasper to lead a coordinated incident command response and provided daily updates as the situation unfolded. Public servants at Prairies Economic Development Canada also responded quickly. Drawing on federal partnerships, local expertise, and strong community relationships, public servants were able to provide meaningful recovery support to meet the needs of Jasper residents and businesses by bringing in community housing, expediting cleanup, repair, and reconstruction. Federal officials also administered grants for small businesses and invested in programming.

Public servants at Employment and Social development Canada also responded to the 2024 wildfires in Jasper, and in Bunibonibee Cree Nation, Manitoba, by introducing temporary measures under the Employment Insurance and Work-Sharing Program to provide targeted supports for workers and employers impacted.

While there is still a long road ahead to full recovery, these efforts are helping to attract visitors back to one of Canada's top tourist destinations.

Cross-departmental co-operation was also essential in managing biosecurity



*Canada's National Cyber Security Strategy articulates a long-term plan to secure Canada's digital future.*



risks, such as in response to avian influenza outbreaks in American dairy herds. The Public Health Agency of Canada, Canadian Food Inspection Agency, Health Canada, and Agriculture and Agri-Food Canada jointly deployed a One Health approach that integrated human, animal, and environmental health expertise. Thanks to early coordination and the application of lessons learned from the pandemic, Canada has remained free from outbreaks in dairy cattle.

In the Northwest Territories, a historic milestone was reached through one of the largest Indigenous-led conservation efforts in the world. In November 2024, the federal government, the Government of the Northwest Territories, 22 Indigenous governments and organizations, and private donors came together to sign the [Our Land for the Future](#) agreement. This long-term initiative is not only central to Canada's climate and biodiversity goals, but also an example of what reconciliation in practice looks like: shared governance, mutual respect, and a commitment to protecting the land for future generations.

Innovation was also driven by collaboration. The National Research Council of Canada's [AI for Logistics program](#) is addressing the impact of aging bridge infrastructure with two projects. The first, in collaboration with l'Université du Québec en Outaouais, uses drones equipped with AI and augmented reality to gather detailed data on bridge conditions. The second project, in partnership with Housing, Infrastructure and Communities Canada, Esri Canada, and the University of Manitoba, employs satellite and on-site sensors to monitor bridge health. As of March 2025, the team has analyzed data from a test site in Winnipeg, conducted structural analysis, and created a model to predict the impacts of bridge closures on socio-economic measures.



**Diverse partners came together to create the *Our Land for the Future* agreement with a vision of transformative benefits for lands and people across the Northwest Territories.**

Similarly, public servants at Housing, Infrastructure and Communities Canada worked across jurisdictions to finalize a renewed framework for the [Canada Community-Building Fund](#). The agreement aims to align infrastructure funding with housing needs. Large municipalities are expected to assess local housing gaps, while provinces and territories have committed to actions that improve affordability and access. The fund respects local autonomy, while advancing coordinated federal leadership. This modernized model is built on shared priorities and accountability.



## Fostering a culture of high-performance and accountability

A high-performing and accountable Public Service is built through ongoing renewal to strengthen our capacity and to improve our culture, workplace, processes, and systems. Renewal efforts have been central to advancing the key priorities I identified in the [Thirty-First Annual Report to the Prime Minister on the Public Service of Canada](#). The examples that follow illustrate how public servants have been driving culture change to ensure we are performing at our best.

### Bringing the values and ethics dialogue to life in our day-to-day actions

Over the course of the last year, I was pleased to participate in many discussions on values and ethics with groups of highly engaged public servants across the country. Public servants from every region of Canada brought our values and ethics to life through engagement and dialogue.



As an example, more than 2,800 public servants viewed the [Reconciling Personal Values with Public Service Ethics](#) event, during which the 2024–25 [Jocelyne Bourgon Visiting Scholar](#), Dr. Ian Stedman, shared his insights and perspectives on how public servants can balance personal beliefs with professional obligations.

### **Measuring our progress and taking targeted action to ensure a healthy, safe, inclusive and accessible workplace**

This year marks a major milestone in the implementation of the *Accessible Canada Act*. The Public Service has exceeded its goal of hiring 5,000 net new persons with disabilities. Recent data shows that nearly 7,000 net new persons with disabilities have been hired since 2019. [Nothing Without Us: An Accessibility Strategy for the Public Service of Canada](#) has guided these efforts, helping to remove employment barriers and foster a more inclusive workplace.

To that end, the [GC Workplace Accessibility Passport](#) is now being rolled out in a secure, bilingual, and digital format. This enhanced tool simplifies the process of documenting and sharing workplace accommodation needs. Aligned with the broader public service accessibility strategy, these initiatives help foster inclusive environments where every employee can thrive.

### **Responsible use of innovative technology, data, and online platforms to enhance the performance of the public service for Canadians**

In an increasingly digital world, the Public Service is working diligently to responsibly adopt new technologies. To support this, we are strengthening the data foundation and infrastructure, and equipping employees with the skills they need to use the new tools available to them.

At the Public Health Agency of Canada, for example, data scientists and public health experts collaborated to integrate more than 100 legacy databases related to foodborne illnesses into a single, streamlined digital platform. What once took hours now takes seconds, dramatically improving not just the speed, but also the reliability of data access for public health response teams. The platform's success has already led to its expansion for tracking other infectious diseases, illustrating the transformative impact of well-designed, user-centric systems.



Innovation is also shaping the way justice is administered. The Courts Administration Service deployed a neural-translation AI solution to improve the accuracy, accessibility, and timeliness of court decisions in both official languages. This approach not only enhances procedural fairness, but also shows how AI can be applied responsibly to uphold public service values such as transparency, linguistic duality, and equal access to justice.

Building digital capability also means investing in people. Statistics Canada's Data Literacy Training Initiative continued to expand its suite of learning products for public servants at all levels, from analysts to executives. In 2024-25, over 2,000 employees enrolled in self-paced online courses, with nearly 120,000 views recorded across data literacy resources. This underscores the Public Service's commitment to continuous learning and strengthening digital skills and data literacy to enhance productivity, reduce costs, and better serve Canadians, all while maintaining appropriate safeguards.

Public servants at Public Services and Procurement Canada are working to fix pay issues and build a modern, reliable human resources and pay system. With strong oversight and collaboration across departments, as well as the help of automated tools and a virtual assistant, significant progress has been made in increasing processing and addressing backlogs at the Public Service Pay Centre. A replacement for the existing Phoenix pay system is also being advanced to provide employees with a more efficient, reliable, and [integrated HR and pay system](#).

At the heart of these efforts lies the commitment to a public service that is ready to respond to Canadians' needs and that reflects the country's diversity, upholds our values, and delivers accessible services effectively in both official languages.

### Spotlight : Values and Ethics

When I launched the [Renewed Conversation on Values and Ethics](#) in October 2023, I wanted to bring the [Values and Ethics Code for the Public Sector](#) to life in the day-to-day work of public servants. These are not abstract ideals. They are practical tools that guide decision-making, reinforce institutional trust, and unify public servants across the country around a shared purpose.

From onboarding and continuous learning to inclusive leadership and consequential accountability in executive performance management, what started as a discussion in 2023 became concrete results in 2024. Public servants from across government participated in more than 330 engagements. I am grateful to Deputy Clerk Christiane Fox for her leadership in advancing the dialogue and for speaking with public servants from across the country on the role of values and ethics in guiding our decisions and actions. The report, [Continuing our Dialogue, Positioning for the Future: Progress Update on Values and Ethics](#), reflects the collective momentum of over 300,000 public servants embracing ethics as part of institutional culture. A total of 93 departments and agencies also reported on their progress through [organizational self-assessments](#).

## Values and Ethics Code for the Public Sector

These shared values serve as a guide for public servants in their daily work:

Respect for Democracy

Respect for People

Integrity

Stewardship

Excellence

## What unites us, defines us: Values and ethics in today's federal public service

A defining moment took place in October 2024 when we held the first-ever national [Values and Ethics Symposium](#) marking the 1-year anniversary of the Renewed Conversation. During this 2-day event, we explored the links between our values, our commitment to inclusion, and our leadership strategies, as well as discussing how we would responsibly optimize the use of artificial intelligence.



The Values and Ethics Symposium drew more than 15,000 participants in-person and online and inspired more than 20 in-person events outside of the National Capital Region.

The Values and Ethics Symposium set a clear path forward for departments and agencies:

- Update organizational codes of conduct
- Implement annual conflict of interest attestations
- Produce organizational reports on wrongdoing and misconduct
- Apply consequential accountability—especially in alignment with the [\*Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service\*](#)

These streams of work are complemented by other initiatives like the [creation of a new permanent Chair position dedicated to values and ethics in the Public Service](#), and the publication of guidance on the use of social media and AI for public servants. Together, these initiatives are strengthening our enduring institutional capacity to lead with integrity.

**“These types of symposiums are beneficial as they foster a sense of belonging within the public service. It’s really nice to be recognized as a team serving Canadians’ best interest.”**

– Symposium participant

The Values and Ethics Symposium showed public servants that senior leaders are actively engaged. More than 40 of them took part in the symposium, 25 of whom took a formal role in leading in-person events with employees.

**“Having the level of engagement across senior leadership demonstrated the importance of the discussion on values and ethics. [It] Was good to see leadership from the top.”**

– Symposium participant

## Social Media Guidance

Stemming from the Values and Ethics Symposium, and co-led by Deputy Clerk Christiane Fox and the Chief Human Resources Officer Jacqueline Bogden, the updated [Guidance for Public Servants on their Personal Use of Social Media](#) was released in February 2025.

Development of the guidance involved extensive consultation and refinement, and research was conducted to ensure alignment with national and international best practices. Another key guidance piece, [Generative AI in Your Daily Work](#), was released shortly after.



The response to the symposium, as well as the level of engagement, was incredible across the Public Service, with more than 200 questions submitted for the event. More than 45 resources were shared on topics like AI, public servants' personal use of social media, conflicts of interest, inclusive and anti-racist behaviours, and guidance on implementing consequential accountability in performance management.

Regardless of where we work, whether in northern Ontario, Nunavut, Saskatchewan, Labrador, or anywhere else across the country and around the world, we are all an essential part of this institution. We have a common purpose. And we have a connection to that purpose.

**“[...] It was a crucial event for all public servants due to the relevance of values and ethics and what it means in our current work environment. It links to *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service* [...].”**

– Symposium participant

**“We are the face of the government, even though we live in a rural area in a province outside the capital region.”**

– Symposium participant

In 2025 and beyond, our commitment to upholding our shared values and ethics remains central to how the Public Service earns the trust of Canadians and how it defines excellence.

## Spotlight: Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service

Delivering excellence to Canadians requires a public service that reflects the country's diversity and upholds its foundational values—respect for people, integrity, and excellence. When public servants feel safe, valued, and empowered, they can fully contribute to meaningful, effective service. Creating a healthy and inclusive environment is both a moral duty and a strategic asset—one that strengthens our ability to serve all people in Canada.

The [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#) and the subsequent [Forward Direction of the Call to Action](#) continue to guide deliberate, coordinated action across the system. These efforts are making inclusion central to how the Public Service operates, leads, and delivers.

In summer 2024, 92 departments and agencies submitted [responses to their self-assessment questionnaire](#) on the Call to Action, highlighting results to date and lessons learned. Some of the actions being advanced by departments and agencies include:

- improving inclusive recruitment and promotion practices;
- supporting professional development;
- creating safe spaces for dialogue on racism; and,
- strengthening representation of Indigenous, Black, and racialized executives.

## Launch of Canada's Anti-Racism Strategy and Canada's Action Plan on Combating Hate

Last year, [Canada's Anti-Racism Strategy](#) and [Canada's Action Plan on Combating Hate](#) were announced. Through these initiatives, public servants are administering funding programs; improving disaggregated data, analysis and research; and, providing services to help prevent hate crimes and combat systemic racism and discrimination. These initiatives bring together a variety of programs administered by various federal organizations to build a safer, more inclusive and equitable society.

As a more specific example of initiatives being undertaken, public servants at Health Canada and the Public Health Agency of Canada collaborated with senior leadership to develop new codes of conduct that align with the Call to Action objectives. Similarly, Innovation, Science and Economic Development Canada launched an inclusion survey to better understand employee perceptions of, and barriers to, inclusion. Results of the survey are informing a new departmental action plan.

Departments and agencies have also been taking concrete actions to recognize the critical roles that Indigenous cultures and languages play in transforming the Public Service towards meaningful and sustained reconciliation. For example, Crown-Indigenous Relations and Northern Affairs Canada has been updating its *Indigenous Cultural Competency Learning Policy* to ensure that all employees continue to build Indigenous cultural competencies, as well as supporting First Nations, Inuit and Métis recruitment. Furthermore, the Canada School of Public Service has been offering training to all public servants to strengthen their cultural competencies and help to build positive and respectful relationships with Indigenous Peoples in the public service context.

Inclusion efforts were also undertaken to support other equity-seeking groups, including persons with disabilities this year. For example, the Inclusive Science Self-assessment Tool was launched by Natural Resources Canada to enable scientists to reflect on how equity, Gender-Based Analysis Plus, Indigenous knowledge systems, and accessibility inform their research. The tool has inspired a cross-government collaboration to develop inclusive science guidelines and to promote national dialogue.

Despite progress, the Public Service continues to confront difficult truths, including deeply concerning and distressing reports that underscore where we must do better through concrete actions and an ongoing commitment to accountability.

## New Directive on Security Screening

In January 2025, the new [Directive on Security Screening](#) was published to modernize security screening and to better equip the Government of Canada to counter foreign, insider, and cyber threats.

The directive aligns Canada's approach with international allies and reinforces Canadian values. It requires that security screening activities respect employment equity, diversity and inclusion, and that these principles be applied consistently. It also requires that security screening decisions consider the totality of an individual's circumstances, including socio-economic and cultural factors.

As a key part of living out our value of respect for people under the [Values and Ethics Code for the Public Sector](#), I am committed to sustaining our collective focus on equity, diversity, and inclusion so that momentum is not lost in fostering an inclusive, values-driven public service where all employees can thrive and be their most productive for Canadians. The Call to Action remains a critical driver of cultural and systemic change across the Federal Public Service.



### Movement is Medicine event

On May 3, 2024, over 400 public servants from a variety of departments and agencies came together on Parliament Hill for the Movement is Medicine walk, run, and roll. Every year, this event honours missing and murdered Indigenous women, girls, and members of the 2SLGBTQIA+ community.

Organized by the Knowledge Circle for Indigenous Inclusion, the event started in 2022 to recognize Red Dress Day, and has grown each year to include participation across the country. It continues to remind us that the decisions we make as public servants have lasting impacts.



Public servants gathered on Parliament Hill for the Movement is Medicine event organized by the Knowledge Circle for Indigenous Inclusion.

## Spotlight: Responsible adoption of artificial intelligence across the public service

Artificial intelligence (AI) is transforming how the Government of Canada delivers services and manages operations. As the technology and its applications evolve, public servants are embracing both the opportunity and the responsibility that comes with its use. This includes taking concrete steps—through pilot initiatives, policy development, and workforce training—to adopt AI tools responsibly, with a focus on improving productivity, enhancing service delivery, and meeting the evolving needs of Canadians. Our overarching objective is focused on building a whole-of-government approach to ensure that innovation does not outpace our frameworks for safety, trust, ethics, and security.



Canada's first-ever [AI Strategy for the Federal Public Service](#) was launched this year, shaped by [consultations](#) with experts from leading AI institutes, academics, public servants, and citizens. The strategy builds on existing guidance, standards, and policy, such as the [Directive on Automated Decision-Making](#) and its requirement for use of the [Algorithmic Impact Assessment tool](#), as well as the [Guide on the Use of Generative Artificial Intelligence](#), to create a framework for responsible, secure, and successful AI adoption.

To oversee our enterprise-wide approach to AI, the Privy Council Office established an AI Secretariat in August 2024. The Secretariat aims to improve coordination and delivery of the Government's significant AI agenda, including where it impacts the economy, society, and where there are linkages internationally. Specifically, for the Public Service, the Secretariat has worked to identify areas where AI can drive service improvements and operational efficiency across government.

### Disclaimer on AI used in developing the Annual Report

The team responsible for the development of this section of the report used a generative AI tool approved for use by public servants to help with plain language edits and to brainstorm while developing the storyline for this AI Spotlight based on an existing outline. All uses of AI were consistent with Government of Canada policies and guidance. The content generated by AI was reviewed and edited by human analysts.

Early findings from this work point to significant opportunities in areas such as translation services, access to information administration, and Parliamentary affairs. Additional opportunities are being explored in communications, human resources, and management of grants and contributions programs. With uneven AI use across departments and agencies, the focus is on building capacity through data infrastructure, talent development, increasing digital literacy, and the advancement of enterprise tools that allow for scalability and innovative solutions. To advance the responsible adoption of AI for enterprise-wide applications, we must ensure cross-government coordination and have a solid data foundation. As more public servants begin using the new tools at their disposal, we must also make sure that all AI use remains grounded in core public service values.

To strengthen the digital skills of public servants, the Canada School of Public Service Digital Academy launched new learning pathways on digital, data, artificial intelligence, and service design to support employees in developing the competencies they will need to succeed now and in the future. The school also worked with the Munk School of Global Affairs and Public Policy at the University of Toronto this year to deliver the first ever Executive AI Learning Accelerator program, which examined the opportunities and challenges of advancing AI in the Canadian public sector.

AI opens the door to new ways of working, but its success depends on how we work together to build capacity grounded in core public service values. The Government of Canada is modernizing its operations, while also safeguarding public trust in our institutions. By investing in digital skills, strengthening our governance frameworks, and embedding accountability in every use case, our work this year has laid the groundwork for enterprise-wide transformation. The year ahead will see our momentum continue to build as public servants embrace AI not just as a tool, but as a responsibility for ensuring we are working as efficiently as we can for Canadians.

## Canada plays a leadership role on the global AI stage

- December 2024: The Government launched the [Canadian Sovereign AI Compute Strategy](#) to drive innovation and grow the economy by increasing our domestic capacity and independence in AI compute infrastructure.
- November 2024: [The Canadian AI Safety Institute](#) was established as a focal point for advancing the science of AI safety in collaboration with international partners.
- September 2024: [Canada was announced as Country of the Year for Viva Technology 2025](#), the largest technology event in Europe. This signals that Canada is recognized as a world leader in AI.
- Dozens of new organizations signed onto [Canada's Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI Systems](#), reinforcing shared commitments to safe and responsible artificial intelligence.
- A key priority for Canada in its presidency of the G7 in 2025 will be to advance discussions on access and safe and secure adoption of rapidly evolving technologies, such as AI, to drive prosperity for all.

## **Building a culture of public service excellence to meet the needs of Canadians**

I am inspired by our vibrant dialogue about who we are, what we do, and how we do it. Those conversations are shaping how we define a culture of public service excellence.

A strong public service is an inclusive and accessible public service. We must collaborate, work efficiently, and be ready for whatever may come next. This also means exploring new ways of working and reviewing how our resources are being used to make sure that they are positioned well to deliver results on the Government's priorities. Our efforts to responsibly integrate AI into our day-to-day business is an example of how we are optimizing the tools at our disposal, so that we are as productive as we can be. To that end, I have set three priorities for the year ahead:

### **Achieving results for Canada together**

Public servants should be proud of and inspired by the collaboration we saw across jurisdictions last year. In the face of economic uncertainty and unjustified trade actions, the Canadian federation came together. We will carry forward that shared purpose. To deliver results, we will share information, coordinate, find areas of common ground, reduce duplication, and streamline organizational structures.

Realignment of our programs and policies to realize the Government's agenda will be informed by inclusive consultation and collaboration, from across the Public Service; from Canada's regions, including northern and rural or remote areas; from provincial, territorial, and Indigenous governments, and municipal partners. We will remove barriers between jurisdictions and within the Public Service, and strengthen our presence in the North, as it faces increasing threats. We will also fortify and diversify our international relationships and trade partnerships to build a united and robust economy and society that upholds our democratic federal system. That is how we will get the best outcomes for all Canadians.

## **Ensuring the Public Service is high-performing, productive and inclusive**

We recognize the importance of managing our resources in a manner that upholds and promotes our shared value of stewardship. Going forward, we will deliver the Government's commitment to improving government efficiency and accountability as part of a broader economic strategy for Canada. In 2024-25, we saw a decrease in the [size of the federal public service](#) for the first time in 10 years. While we look to optimize public service operations and reduce our costs by increasing productivity, we must also ensure we do so mindfully so that we maintain the capacity needed to deliver on the Government's agenda and continue to improve outcomes for Canadians.

The Public Service will continue to support Canada's ambitious economic agenda. To lead on the global stage, we must harness the strength of our people, geography, and natural resources. We must also ensure that regulatory, trade, and innovation systems are in line with long-term national prosperity and competitiveness. During the coming year and beyond, we will work towards building a public service that is ready to help navigate global shifts and domestic transformations alike.

The new AI Strategy prioritizes the development of internal capacity to adopt and govern emerging technologies. We will continue to integrate innovative tools into our day-to-day operations, including modernizing human resources and pay systems and advancing the development and use of AI tools. With these changes, we aim to see enhanced service delivery and reduced administrative burden, all while supporting evidence-based decision-making.

We must also continue to honestly and transparently address and dismantle the systemic barriers to inclusion and workplace well-being within all public service organizations. To be a transformative and effective public service, we must be representative of those we serve and have a deep understanding of our beautiful, rich, and diverse nation.

Our workspaces must be safe and accessible, both physically and in our organizational culture. When we fall short of upholding our values, we need to address those situations promptly, proportionately, and transparently. We will strengthen accountability and recourse mechanisms so that public servants can have trust and confidence in these processes.

### **Strengthening trust in the Public Service of Canada**

Looking outward, we must also build trust with Canadians. In recent years, that trust has been tested. But with every interaction, we can strengthen our credibility.

## **We can earn the trust of Canadians in many ways**

Delivering timely services with integrity and accountability

Providing evidence and applying data-driven approaches

Developing regulations that keep Canadians safe

Getting work done that improves people's quality of life

Spending public funds responsibly

Explaining our work transparently

Being representative of the Canadian Population

I will continue to rely on leaders across the Public Service to deliver excellence and to drive progress on your Government's ambitious agenda. We must hold ourselves accountable for real and impactful transformation. And we will continue to align leadership competencies with institutional values, as well as introduce clear, and measurable expectations for success.

To promote trust, I am encouraging all public service organizations to increase transparency in decision-making, proactively disclose information, and share more open data. We are entrusted with using public assets and our decisions on how and when to use them must be in line with our values and in the best interest of Canadians. This is particularly true in areas of high public scrutiny, such as procurement and any real or perceived conflicts of interest.

The achievements highlighted in this year's report show how relentless public servants are in their pursuit of serving with excellence. I am profoundly grateful for the unwavering dedication and commitment that public servants demonstrate each and every day in delivering the Government's agenda for Canadians.

We are operating in a time of accelerated transformation in so many ways, be it technological, economic, geopolitical, or societal. Our recent experience managing a seamless transition of government in a time of increasing global uncertainty has shown that the Public Service is capable of rising to the occasion with integrity, resolve, and purpose.

As we chart our way through a new set of uncertainties and take bold action to deliver the transformational changes you have laid out for us in your Government's agenda, we are united by a common vision for excellence in the Public Service.

We will look to realize this vision through our next phase of renewal, supported by the solid foundation we have built by reaffirming our common purpose through the Renewed Dialogue on Values and Ethics and implementation of the *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*.

Our shared values of integrity and stewardship will remain front of mind as we continue to hold ourselves accountable for measurable results. In everything we do, we will learn from our successes and from our failures. We will recalibrate as needed to continue to drive progress. It is our willingness to learn, confront hard truths, and evolve with intention that defines the strength of our institution.

# Annex: Key Data

## Number of employees<sup>1</sup>

Employee category	March 2023	March 2024
All employees	357,247	367,772
Executives (EX)	9,069	9,155
Associate Deputy Ministers	43	45
Deputy Ministers	36	36

## Employment types<sup>2</sup>

Employment type	March 2023		March 2024	
Indeterminate	290,981	81.5%	304,131	82.7%
Term	48,361	13.5%	47,460	12.9%
Casual	8,643	2.4%	6,990	1.9%
Students	9,203	2.6%	9,120	2.5%
Unknown	59	0.0%	71	0.0%

1. The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included). The term "core public administration" refers to approximately 70 departments and agencies for which the Treasury Board is the employer. These organizations are listed in Schedules I and IV of the [Financial Administration Act](#).

2. The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included). The term "core public administration" refers to approximately 70 departments and agencies for which the Treasury Board is the employer. These organizations are listed in Schedules I and IV of the [Financial Administration Act](#).

## Age<sup>3</sup>

Average age of public servants (years)		
Population group	March 2023	March 2024
Deputy Ministers	57.2	56.9
Associate Deputy Ministers	52.3	52.9
EX-04 to EX-05	53.2	53.4
EX-01 to EX-03	49.7	49.9
Executives (EX)	49.9	50.1
Federal Public Service (FPS)	43.3	43.4

Age distribution of public servants				
Age band (years)	March 2023		March 2024	
Under 25	18,561	5.2%	17,676	4.8%
25 to 34	80,892	22.6%	84,113	22.9%
35 to 44	97,354	27.3%	100,161	27.2%
45 to 54	95,272	26.7%	99,026	26.9%
55 to 64	55,981	15.7%	56,971	15.5%
65+	9,186	2.6%	9,824	2.7%
Unknown	1	0.0%	1	0.0%

Age distribution of new indeterminate hires <sup>4</sup>				
Age band (years)	2022-23		2023-24	
Under 25	3,052	12.1%	2,621	12.3%
25 to 34	10,340	41.2%	8,537	40.0%
35 to 44	6,613	26.3%	5,400	25.3%
45 to 54	3,760	15.0%	3,278	15.4%
55 to 64	1,272	5.1%	1,288	6.0%
65+	88	0.4%	214	1.0%
Unknown	0	0.0%	0	0.0%

3. The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included).

4. The information provided reflects new indeterminate hires into the core public administration. New indeterminate hires include indeterminate employees hired from the general public and separate agencies, as well as from the term, casual and student populations.

Province/territory of work<sup>5</sup>

Provincial/territorial distribution of public servants				
Province/territory of work	March 2023		March 2024	
Newfoundland and Labrador	7,852	2.2%	7,606	2.1%
Prince Edward Island	4,292	1.2%	4,342	1.2%
Nova Scotia	13,005	3.6%	13,446	3.7%
New Brunswick	12,431	3.5%	13,410	3.6%
Quebec (minus the NCR)	38,910	10.9%	39,926	10.9%
National Capital Region (NCR)	151,936	42.5%	155,505	42.3%
Ontario (minus the NCR)	48,749	13.6%	50,891	13.8%
Manitoba	13,403	3.8%	13,995	3.8%
Saskatchewan	6,597	1.8%	6,803	1.8%
Alberta	19,479	5.5%	19,602	5.3%
British Columbia	29,257	8.2%	29,881	8.1%
Yukon	477	0.1%	481	0.1%
Northwest Territories	596	0.2%	601	0.2%
Nunavut	366	0.1%	396	0.1%
Outside Canada	1,540	0.4%	1,571	0.4%
Unknown	8,357	2.3%	9,316	2.5%

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

## Years of experience<sup>6</sup>

Years of experience	March 2023	March 2024
0 to 4 years	28.5%	28.0%
5 to 14 years	33.0%	33.4%
15 to 24 years	28.8%	29.2%
25+ years	8.5%	8.5%
Unknown	1.1%	0.8%

## First official language<sup>7</sup>

First official language	March 2023	March 2024
FPS: French	28.0%	27.9%
FPS: English	71.1%	71.1%
FPS: Unknown	0.9%	1.0%
EX: French	32.9%	33.1%
EX: English	66.7%	66.6%
EX: Unknown	0.3%	0.3%

## Mobility in the core public administration (CPA)

Mobility in the CPA	2019-20	2020-21	2021-22	2022-23	2023-24
New indeterminate employees <sup>8</sup>	19,333	16,528	21,925	25,125	21,338
Promotions	24,405	22,617	26,527	29,950	27,692
Other internal movements	19,312	18,353	19,508	21,313	19,554
Retirements and departures <sup>9</sup>	9,183	8,307	10,598	11,044	10,316

6. The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes indeterminate employees only, active employees and employees on leave without pay.

7. The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes active employees of all tenures; however, employees on leave without pay are excluded.

8. The information provided reflects new indeterminate hires into the core public administration. New indeterminate hires include indeterminate employees hired from the general public and separate agencies, as well as from the term, casual and student populations.

9. Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-17 onwards are subject to change.

## Employment equity representation (Rep.)<sup>10</sup> and workforce availability (WFA)<sup>11, 12</sup>

2022-23	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	56.6%	53.7%	5.3%	3.8%	6.9%	9.2%	21.7%	17.3%
CPA EX population	54.2%	48.0%	5.2%	5.4%	7.7%	5.3%	15.2%	10.8%
CPA new hires population	61.1%	53.7%	4.4%	3.8%	6.9%	9.2%	26.9%	17.3%
FPS population <sup>13</sup>	46.8%	46.1%	4.4%	3.8%	6.1%	9.3%	21.0%	16.2%

2023-24	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	56.9%	55.3%	5.3%	4.1%	7.9%	12.0%	22.9%	22.7%
CPA EX population	55.1%	42.2%	5.5%	3.9%	9.7%	5.3%	16.4%	15.8%
CPA new hires population	60.4%	55.3%	4.3%	4.1%	8.2%	12.0%	26.8%	22.7%
FPS population <sup>14</sup>	55.1%	55.0%	4.9%	4.0%	8.3%	10.8%	24.7%	22.1%

10. Representation data for Indigenous Peoples, persons with disabilities and members of visible minorities is based on those who have voluntarily chosen to self-identify in one of the respective employment equity groups, while sex information is taken from the pay system. The information includes indeterminate employees, term employees with terms of three months or more, and seasonal employees of organizations captured under the [Financial Administration Act](#), Schedules I and IV (core public administration).

11. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA) with the data being derived from the Census of Canada and the Canadian Survey on Disability. WFA data for 2022-23 is based on the 2016 Census and 2017 Canadian Survey on Disability while WFA data for 2023-24 is based on the 2021 Census and 2022 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

12. The WFA for persons with disabilities increased between the 2011 and 2016 censuses and the 2012 and 2017 iterations of the 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 current employment equity representation for the Public Service is not based on the same expanded definition.

13. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the Federal Public Service (FPS), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

14. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the Federal Public Service (FPS), with

## Disaggregated<sup>15</sup> employment equity representation<sup>16</sup> and workforce availability (WFA)<sup>17, 18</sup>

Employment equity group	Employment equity subgroup	CPA population					
		March 31, 2023			March 31, 2024		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>53.7%</b>	<b>143,406</b>	<b>56.6</b>	<b>55.3%</b>	<b>151,607</b>	<b>56.9</b>
<b>Indigenous Peoples</b>	Total Indigenous Peoples	<b>3.8%</b>	<b>13,363</b>	<b>5.3</b>	<b>4.1%</b>	<b>14,152</b>	<b>5.3</b>
	Inuit		404	0.2		441	0.2
	Métis		5,735	2.3		6,083	2.3
	First Nations		5,566	2.2		5,947	2.2
	Other		1,658	0.7		1,681	0.6
<b>Persons with disabilities</b>	Total persons with disabilities <sup>19</sup>	<b>9.2%</b>	<b>17,410</b>	<b>6.9</b>	<b>12.0%</b>	<b>21,089</b>	<b>7.9</b>
	Coordination and dexterity		1,257	0.5		1,388	0.5
	Mobility		2,588	1.0		2,912	1.1
	Speech impairment		349	0.1		412	0.2
	Blind or visual impairment		1,160	0.5		1,341	0.5
	Deaf or hard of hearing		2,098	0.8		2,303	0.9
	Other disability		12,370	4.9		15,642	5.9

the data being derived from the 2021 Census of Canada and the 2022 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

15. Disaggregated data is available for the core public administration only. Data for the Federal Public Service is not available because separate agency data is not collected centrally.

16. Representation data for Indigenous Peoples, persons with disabilities and members of visible minorities is based on those who have voluntarily chosen to self-identify in one of the respective employment equity groups, while sex information is taken from the pay system. The information includes indeterminate employees, term employees with terms of three months or more, and seasonal employees of organizations captured under the [Financial Administration Act](#), Schedules I and IV (core public administration).

17. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the Census of Canada and the Canadian Survey on Disability. WFA data for March 2023 is based on the 2016 Census and 2017 Canadian Survey on Disability while WFA data for March 2024 is based on the 2021 Census and 2022 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more. Workforce availability estimates are currently available only for the four main employment equity groups and are not available for the employment equity subgroups.

18. The WFA for persons with disabilities increased between the 2011 and 2016 censuses and the 2012 and 2017 iterations of the 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 current employment equity representation for the Public Service is not based on the same expanded definition.

19. The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA population					
		March 31, 2023			March 31, 2024		
		Workforce availability	Number	%	Workforce availability	Number	%
Members of visible minorities	Total visible minorities	17.3%	55,034	21.7	22.7%	61,015	22.9
	Black		11,771	4.6		13,270	5.0
	Non-White Latin American		2,567	1.0		2,947	1.1
	Person of mixed origin		4,409	1.7		4,657	1.7
	Chinese		8,505	3.4		8,803	3.3
	Japanese		296	0.1		311	0.1
	Korean		847	0.3		885	0.3
	Filipino		2,176	0.9		2,440	0.9
	South Asian/East Indian		10,125	4.0		11,334	4.3
	Non-White West Asian, North African or Arab		6,555	2.6		7,355	2.8
	Southeast Asian		2,381	0.9		3,038	1.1
	Other visible minority group		5,402	2.1		5,975	2.2

Employment equity group	Employment equity subgroup	CPA executive population					
		March 31, 2023			March 31, 2024		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>48.0%</b>	<b>4,139</b>	<b>54.2</b>	<b>42.2%</b>	<b>4,279</b>	<b>55.1</b>
<b>Indigenous Peoples</b>	Total Indigenous Peoples	5.4%	397	5.2	3.9%	428	5.5
	Inuit		*	*		8	0.1
	Métis		168	2.2		177	2.3
	First Nations		178	2.3		197	2.5
	Other		*	*		46	0.6
<b>Persons with disabilities</b>	Total persons with disabilities <sup>20</sup>	5.3%	586	7.7	5.3%	751	9.7
	Coordination and dexterity		43	0.6		55	0.7
	Mobility		58	0.8		80	1.0
	Speech impairment		13	0.2		20	0.3
	Blind or visual impairment		55	0.7		79	1.0
	Deaf or hard of hearing		99	1.3		114	1.5
	Other disability		372	4.9		491	6.3
<b>Members of visible minorities</b>	Total visible minorities	10.8%	1,165	15.2	15.8%	1,273	16.4
	Black		203	2.7		233	3.0
	Non-White Latin American		33	0.4		42	0.5
	Person of mixed origin		168	2.2		163	2.1
	Chinese		133	1.7		130	1.7
	Japanese		8	0.1		10	0.1
	Korean		18	0.2		17	0.2
	Filipino		19	0.2		18	0.2
	South Asian/East Indian		249	3.3		250	3.2
	Non-White West Asian, North African or Arab		178	2.3		212	2.7
	Southeast Asian		39	0.5		63	0.8
Other visible minority group		117	1.5		135	1.7	

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

20. The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA new hires					
		2022-23			2023-24		
		Workforce availability	Number	%	Workforce availability	Number	%
Women		53.7%	20,378	61.1	55.3%	17,530	60.4
Indigenous Peoples	Total Indigenous Peoples	3.8%	1,471	4.4	4.1%	1,243	4.3
	Inuit		63	0.2		61	0.2
	Métis		615	1.8		513	1.8
	First Nations		668	2.0		578	2.0
	Other		125	0.4		91	0.3
Persons with disabilities	Total persons with disabilities <sup>21</sup>	9.2%	2,295	6.9	12.0%	2,372	8.2
	Coordination and dexterity		112	0.3		113	0.4
	Mobility		317	1.0		279	1.0
	Speech impairment		31	0.1		51	0.2
	Blind or visual impairment		122	0.4		120	0.4
	Deaf or hard of hearing		206	0.6		170	0.6
	Other disability		1,798	5.4		1,939	6.7
Members of visible minorities	Total visible minorities	17.3%	8,960	26.9	22.7%	7,790	26.8
	Black		2,372	7.1		2,002	6.9
	Non-White Latin American		454	1.4		383	1.3
	Person of mixed origin		713	2.1		622	2.1
	Chinese		988	3.0		732	2.5
	Japanese		29	0.1		32	0.1
	Korean		153	0.5		96	0.3
	Filipino		367	1.1		349	1.2
	South Asian/East Indian		1,806	5.4		1,667	5.7
	Non-White West Asian, North African or Arab		1,193	3.6		1,062	3.7
	Southeast Asian		335	1.0		382	1.3
Other visible minority group		550	1.6		463	1.6	

21. The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA promotions					
		2022-23			2023-24		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>53.7%</b>	<b>20,975</b>	<b>63.2</b>	<b>55.3%</b>	<b>19,578</b>	<b>63.1</b>
<b>Indigenous Peoples</b>	Total Indigenous Peoples	<b>3.8%</b>	<b>1,698</b>	<b>5.1</b>	<b>4.1%</b>	<b>1,642</b>	<b>5.3</b>
	Inuit		46	0.1		48	0.2
	Métis		765	2.3		725	2.3
	First Nations		649	2.0		633	2.0
	Other		238	0.7		236	0.8
<b>Persons with disabilities</b>	Total persons with disabilities <sup>22</sup>	<b>9.2%</b>	<b>2,230</b>	<b>6.7</b>	<b>12.0%</b>	<b>2,517</b>	<b>8.1</b>
	Coordination and dexterity		167	0.5		145	0.5
	Mobility		289	0.9		292	0.9
	Speech impairment		42	0.1		45	0.1
	Blind or visual impairment		132	0.4		131	0.4
	Deaf or hard of hearing		246	0.7		250	0.8
	Other disability		1,640	4.9		1,942	6.3
<b>Members of visible minorities</b>	Total visible minorities	<b>17.3%</b>	<b>8,024</b>	<b>24.2</b>	<b>22.7%</b>	<b>8,115</b>	<b>26.2</b>
	Black		1,658	5.0		1,788	5.8
	Non-White Latin American		423	1.3		419	1.4
	Person of mixed origin		675	2.0		662	2.1
	Chinese		1,117	3.4		1,065	3.4
	Japanese		30	0.1		32	0.1
	Korean		150	0.5		134	0.4
	Filipino		304	0.9		277	0.9
	South Asian/East Indian		1,411	4.3		1,397	4.5
	Non-White West Asian, North African or Arab		1,067	3.2		1,104	3.6
	Southeast Asian		344	1.0		419	1.4
	Other visible minority group		845	2.5		818	2.6

22. The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA retirements and departures <sup>23</sup>			
		2022-23		2023-24	
		Number	%	Number	%
Women		9,835	56.2	8,667	56.9
Indigenous Peoples	Total Indigenous Peoples	897	5.1	906	6.0
	Inuit	30	0.2	53	0.3
	Métis	341	1.9	356	2.3
	First Nations	425	2.4	403	2.6
	Other	101	0.6	94	0.6
Persons with disabilities	Total persons with disabilities <sup>24</sup>	1,202	6.9	1,210	7.9
	Coordination and dexterity	114	0.7	90	0.6
	Mobility	229	1.3	233	1.5
	Speech impairment	24	0.1	22	0.1
	Blind or visual impairment	105	0.6	84	0.6
	Deaf or hard of hearing	199	1.1	167	1.1
	Other disability	719	4.1	803	5.3
Members of visible minorities	Total visible minorities	2,478	14.2	2,394	15.7
	Black	591	3.4	576	3.8
	Non-White Latin American	96	0.5	90	0.6
	Person of mixed origin	223	1.3	190	1.2
	Chinese	343	2.0	323	2.1
	Japanese	12	0.1	14	0.1
	Korean	32	0.2	35	0.2
	Filipino	81	0.5	78	0.5
	South Asian/East Indian	447	2.6	452	3.0
	Non-White West Asian, North African or Arab	268	1.5	270	1.8
	Southeast Asian	84	0.5	104	0.7
Other visible minority group	301	1.7	262	1.7	

View more statistics: [Demographic Snapshot of Canada's Public Service, 2024](#)

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat

23. Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-17 onwards are subject to change.

24. The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.