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Exercice financier 2023-2024

Employment Equity in the Public Service of Canada for Fiscal Year 2023 to 2024

From: Treasury Board of Canada Secretariat

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Message from the President of the Treasury Board

As President of the Treasury Board, I am pleased to present the Annual Report on Employment Equity in the public service for 2023–24.

We have made significant progress in increasing the representation of employment equity groups across the core public administration.

Federal initiatives are helping build a diverse and inclusive federal public service that reflects Canadians. At the same time, we are ensuring that every public servant has the opportunity to succeed and to make a meaningful contribution to the country.

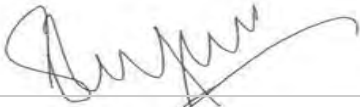
In 2023–24, the Treasury Board of Canada Secretariat made important progress, including:

- An Action Plan for Black Public Servants, with initiatives including enhancements to Health Canada’s Employee Assistance Program, a new stream of the Executive Leadership Development Program dedicated to Black leaders, and tailored counselling and coaching services for Black employees
- The Mosaic Leadership Development program seeks to address key issues of under-representation in executive ranks of the public service. The program has already supported 26 graduates to advance into executive-level positions
- The Government of Canada Workplace Accessibility Passport, which helps to streamline workplace accommodation processes, was expanded to support employees with disabilities across over 55 departments and agencies

- The Executive Leadership Development Program provides targeted learning and development opportunities for current federal public service executives. Its selection process has been enhanced to increase the number of Black and Indigenous employees participating in the program
- The [Diversity and Inclusion statistics website](#)'s data reporting has been improved to provide a more accurate picture of the gaps in representation

There is a lot more work ahead. We will continue to assess gaps in workforce data collection and address systemic barriers to inclusion and belonging for all public servants.

To learn more about how we are building a stronger, more equitable, diverse, and accessible public service to better serve Canadians, I encourage you to read this report.



The Honourable Shafqat Ali
President of the Treasury Board

Introduction

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Employment equity in the public service

Did you know?

The *Employment Equity Act*, adopted in 1986, is a key element of the legislative framework for 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.

The public service of Canada has been subject to the [Employment Equity Act](#) and its regulations since 1996. The four designated employment equity groups are:

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

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 core public administration (CPA)
- table similar reports in Parliament produced by separate agencies that have 100 or more employees

“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. 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.” ¹

Since 2018, the Government of Canada has been leading a comprehensive agenda to create a more diverse, inclusive and healthy workplace. We recognize that achieving general representation, where designated groups are represented proportionally overall within the public service, is not enough. Instead, we strive to reflect representation in a more profound and targeted way.

About this report

In July 2021, the Government of Canada launched the Employment Equity Act Review Task Force to suggest ways to modernize and strengthen the federal employment equity framework. On December 11, 2023, the Task Force’s final report, *A Transformative Framework to Achieve and Sustain Employment Equity*, was released with wide-ranging recommendations. In response, the Minister of Labour announced the government’s initial commitments as follows:

- creating two new designated groups under the Act: Black people and 2SLGBTQI+ people
- replacing the term “Aboriginal peoples” with “Indigenous Peoples” and updating the definition to include First Nations, Métis and Inuit and to ensure the term 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 it more inclusive

Following the announcement, the Government of Canada consulted throughout spring and summer 2024. These consultations were with affected communities and organizations that represent unions and employers on how to best implement the initial commitments and other task force recommendations.

To support the government’s initial commitments to modernize the *Employment Equity Act*, the Public Service Commission of Canada (PSC) and the Office of the Chief Human Resources Officer (OCHRO) committed to working closely with Employment and Social Development Canada’s (ESDC’s) Labour Program and with stakeholders, including departments and agencies, bargaining agents and employee networks, to determine next steps.

Note on terminology

The term “Indigenous Peoples” is consistent with the *United Nations Declaration on the Rights of Indigenous Peoples Act* and with language most commonly used by the Government of Canada. In this report, the legislative term “Aboriginal peoples,” which appears in the *Employment Equity Act* and the *Employment Equity Regulations*, has been replaced with the term “Indigenous Peoples.”

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 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” in this report.

2SLGBTQI+ terminology is continuously evolving. This acronym refers to individuals who are Two-Spirit, lesbian, gay, bisexual, transgender, queer and intersex, or who use other terms related to gender and sexual diversity communities.

This report follows the requirements of the *Employment Equity Act* to consolidate and analyze qualitative and quantitative demographic information on employment equity. This year, the narrative is separate from the *Employment Equity Demographic Snapshot*, which includes:

- graphics on the four employment equity groups and Black employees
- statistical tables of employment equity data covered under section 21 of the *Employment Equity Act*

This change in format is intended to improve the reading experience and enhance the dissemination of disaggregated data through ongoing releases on the Canada.ca website. Consequently, more data will be made available to further the understanding of employment equity in the public service.

All federal organizations share responsibility for advancing equity, diversity and inclusion. OCHRO, as part of the Treasury Board of Canada Secretariat (TBS), plays a horizontal leadership role as the administrative arm of the employer of the CPA with partners such as the Office of Public Service Accessibility and the PSC.

The enterprise-wide initiatives and activities outlined in this report are organized under the diversity and inclusion areas of focus for the public service that 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

Overview of employment equity representation in the core public administration

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About the data

The 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*.

Excluded from the CPA are:

- employees on leave without pay
- term employees less than three months
- students and casual workers
- Governor in Council appointees
- ministers' exempt staff
- federal judges
- deputy ministers

Trends are based on noticeable changes or data publicly available on the Government of Canada's Diversity and inclusion statistics website.

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

Statistical measures such as workforce availability (WFA), representation and gaps provide insights into the diversity of an organization and the public service. In addition, OCHRO recognizes the importance of addressing systemic barriers and is taking concrete steps to do so.

The 2024 WFA is the most recent benchmark for representation, as it is based on the 2021 Census and the 2022 Canadian Survey on Disability.

The WFA for persons with disabilities increased substantially 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 and there are plans to rectify this situation.

The expanded definition was tested in recent iterations of both the Public Service Employee Survey and the Student Experience Survey with the demographic profile of respondents demonstrating representation that is better aligned with the new 12.0% WFA estimate (13% in the 2022/2023 Public Service Employee Survey and 14% in the 2023 Student Experience Survey). As a result, OCHRO expects that using the expanded definition in the updated Self-ID Questionnaire will result in representation data that is better aligned with the WFA.

To ensure that we continue to close gaps and sustain progress toward representation, WFA should be regarded as a starting point. The recommendations of [*A Transformative Framework to Achieve and Sustain Employment Equity*](#) are one of the sources that TBS is using to systematically rethink employment equity data collection and benchmarks. Additional information on benchmarking is provided in the section of this report on [ensuring the right benchmarks](#).

Core public administration representation and workforce availability

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- [Women](#)
- [Indigenous Peoples](#)
- [Persons with disabilities](#)

- Members of visible minorities
- Black employees

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

Core public administration population
266,433 [+13,022]

Employment equity population ²
188,016 [+11,575]

Having a truly diverse and inclusive culture begins with having a public service that reflects the population it serves, from entry levels to senior leadership and across the various classification groups. As of March 2024, 70.6% of the core public administration belonged to one or more employment equity group.

Overall, employment equity representation of the four designated groups across the public service has been improving, but there is more work to be done to further identify, understand and eliminate systemic barriers to inclusion and belonging faced by all designated groups.

As of March 31, 2024, representation of women, Indigenous Peoples and members of visible minorities are above their WFA at the aggregated level. Representation of persons with disabilities increased since the previous year but remains below the WFA. ³

Table 1: Core public administration representation and workforce availability

Employment equity designated group	Representation 2023	WFA 2023 (Census 2016)	Representation 2024	WFA 2024 (Census 2021)
Women	56.6%	53.7%	56.9%	55.3%
Indigenous Peoples	5.3%	3.8%	5.3%	4.1%
Persons with disabilities	6.9%	9.2%	7.9%	12.0%
Members of visible minorities	21.7%	17.3%	22.9%	22.7%

Table 2: Core public administration executive representation and workforce availability

Employment equity designated group	Representation 2023	WFA 2023 (Census 2016)	Representation 2024	WFA 2024 (Census 2021)
Women	54.2%	48.0%	55.1%	42.2%
Indigenous Peoples	5.2%	5.4%	5.5%	3.9%
Persons with disabilities	7.7%	5.3%	9.7%	5.3%

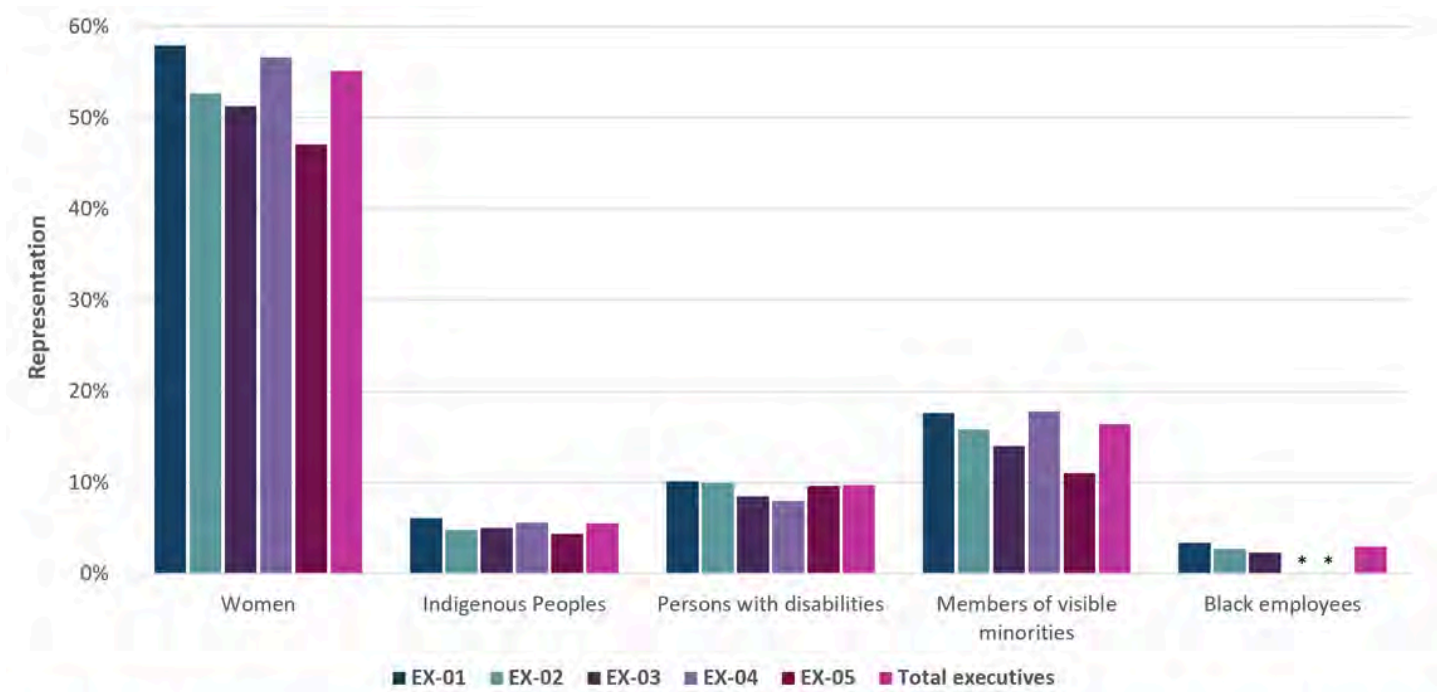
Employment equity designated group	Representation 2023	WFA 2023 (Census 2016)	Representation 2024	WFA 2024 (Census 2021)
Members of visible minorities	15.2%	10.8%	16.4%	15.8%

As of March 2024, 67.4% of the executive (EX) group belonged to one or more employment equity group.

Within the EX group, all four employment equity designated groups are above WFA.

When the EX data is broken down by level for the four employment equity groups and Black employees, the representation rates vary by level. ⁴

Figure 1: Representation of executives by group and executive level



* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

▼ Figure 1 - Text version

Figure 1: Representation of executives by group and executive level

Employment equity designated group	EX-01	EX-02	EX-03	EX-04	EX-05	Total executives
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* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Employment equity designated group	EX-01	EX-02	EX-03	EX-04	EX-05	Total executives
Women	57.9%	52.7%	51.3%	56.6%	47.1%	55.1%
Indigenous Peoples	6.1%	4.8%	5.0%	5.6%	4.4%	5.5%
Persons with disabilities	10.1%	10.0%	8.5%	8.0%	9.6%	9.7%
Members of visible minorities	17.6%	15.8%	14.0%	17.8%	11.0%	16.4%
Black employees	3.4%	2.7%	2.3%	*	*	3.0%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

For more information on what the public service is doing to improve its promotion, recruitment and leadership development for the employment equity designated groups in senior leadership, see the section in this report on [increasing the diversity of senior leaders of the public service](#).

Refer to the [Employment Equity Demographic Snapshot](#) for more information

Women

Women
151,607 [+8,201]

The representation of women increased since March 31, 2023.

Overall, more women work in classifications that pay under \$75,000. When discussing salary range distribution, it is important to note that salary is influenced by several factors such as occupational groups, levels and years of service.

Historically, work predominantly done by women has been under-compensated in Canada. TBS, in conjunction with bargaining agents and/or non-unionized representatives, are developing pay equity plans to identify gaps between the compensation of jobs held mostly by women and those held mostly by men that involve work of equal value. The Government of Canada's [Pay Equity](#) website has more information.

The proportion of women continues to be very high in the following occupational groups:

- Human Resources Management

- Health Services
- Translation
- Program and Administrative Services
- Police Operations Support

The occupational groups with the lowest proportion of women are:

- Ships' Officers
- Operational Services
- Information Technology
- Architecture, Engineering and Land Survey
- Correctional Services

Representation of women in the EX group continues to increase and is still above WFA. ⁵

OCHRO will continue to provide disaggregated demographic and intersectional data for this group and support in occupational groups where they are under-represented, such as in science, technology, engineering and mathematics (STEM) and security roles.

Refer to the [Employment Equity Demographic Snapshot](#) for more information.

Indigenous Peoples

Indigenous Peoples
14,152 [+789]

The representation rate of Indigenous Peoples in the CPA has been steady over the past five years and is above WFA.

Although the distribution of Indigenous Peoples earning \$100,000 and above increased since last year, it is still lower than the total CPA, and there continues to be a higher proportion of Indigenous employees in the salary range between \$50,000 to \$99,999. The distribution of Inuit employees in the \$50,000 to \$74,999 is 42.0%, which is higher than the distribution of Métis and First Nations employees in the same salary range band (32.2% and 35.6%, respectively).

The five occupational groups with the highest proportion of Indigenous employees are:

- Correctional Services
- Education and Library Science
- Health Services
- Program and Administrative Services
- Operational Services

The five occupational groups with the lowest proportion of Indigenous employees are:

- Architecture, Engineering and Land Survey
- Applied Science and Patent Examination
- Comptrollership
- Information Technology
- Border Services

EX representation of Indigenous Peoples has increased over the last four years, from 4.1% as of March 2020 to 5.5% as of March 2024. For Indigenous Peoples, EX representation now exceeds the EX WFA.

The 2024 EX WFA for Indigenous Peoples based on the 2021 Census is lower than the previous EX WFA for this group. The decrease in executive WFA can be attributed to a recoding of executive National Occupational Classification (NOC) codes by Statistics Canada, which resolved a previous issue whereby the executive WFA was higher than that of the overall WFA. The adjustment ensures a more accurate and comprehensive representation of the labour market, but it also lowers the comparative benchmark for Indigenous representation in EX roles.

The distribution of Indigenous Peoples at the EX-01 level is higher than the distribution of EX-01 within the CPA (56.3% and 51.0%, respectively). At the EX-02 and EX-03 levels, the distribution is lower for Indigenous Peoples than for the CPA (38.6% and 43.6%, respectively).

Table 3: Executive distribution by level

Level	Number of all executives	Distribution of all executives	Number of Indigenous executives	Distribution of Indigenous executives
EX-01	3,957	51.0%	241	56.3%
EX-02	2,028	26.1%	98	22.9%
EX-03	1,353	17.4%	67	15.7%
EX-04	286	3.7%	16	3.7%
EX-05	136	1.8%	6	1.4%
Total	7,760	100.0%	428	100.0%

OCHRO is committed to continue deepening the understanding of the barriers facing Indigenous Peoples throughout the talent pipeline. Areas for action to advance reconciliation include:

- respect and recognition for Indigenous People’s history, culture and languages
- increasing representation
- support for public servants in the North
- career development and mental health

Refer to the [Employment Equity Demographic Snapshot](#) for more information.

Persons with disabilities

Persons with disabilities
21,089 [+3,679]

The representation of persons with disabilities in the CPA has increased steadily since March 2020; however, the representation of persons with disabilities overall remains below the WFA. ⁶ OCHRO expects that implementing the expanded definition in the updated Self-ID Questionnaire will result in a representation better aligned with the WFA. We remain committed to creating an accessible and inclusive workplace, free of physical and attitudinal barriers, where everyone feels a sense of belonging and inclusion.

While the distribution of persons with disabilities continues to be higher than the CPA in the \$50,000 to \$74,999 salary range, there is a notable decrease since last year. There is also a notable increase in the distribution of persons with disabilities earning \$125,000 and above.

The occupational groups with the highest proportion of persons with disabilities are:

- Law Practitioner
- Human Resources Management
- Economics and Social Science Services
- Executive and Law Management
- Program and Administrative Services

Notably, as of March 2024, the proportion of persons with disabilities in the Law Practitioner group has more than doubled since last fiscal year.

The occupational groups with the lowest proportion of persons with disabilities are:

- Operational Services
- Architecture, Engineering and Land Survey
- Research
- Correctional Services
- Health Services

The representation of persons with disabilities at the EX level is above the WFA. The population of persons with disabilities in the EX group has increased from 4.6% as of March 2019 to 9.7% as of March 2024. This is the result of an increase in the number of newly appointed executives (from within and outside the CPA).

Refer to the [Employment Equity Demographic Snapshot](#) for more information.

Members of visible minorities ⁷

Members of visible minorities
61,015 [+5,981]

Overall, representation of members of visible minorities increased from 15.1% as of March 2017 to 22.9% as of March 2024. However, compared to the most recent WFA based on the 2021 Census, representation of members of visible minorities as of March 2024 is only slightly above the WFA.

Changes in WFA from 2023 to 2024 for members of visible minorities overall (including EXs) increased due to a population change between the 2021 Census and the previous 2016 Census.

As of March 2024, the proportion of members of visible minorities is highest in the following occupational groups:

- Comptrollership
- Economics and Social Science Services
- Information Technology
- Architecture, Engineering and Land Survey
- Applied Science and Patent Examination

The occupational groups with the lowest proportion of members of visible minorities are:

- Operational Services
- Electronics
- Technical Services
- Health Services
- Executive and Law Management

The number of EXs who identified as members of visible minorities has increased from 10.1% as of March 2018 to 16.4% as of March 2024. This is the result of an increase in the number of newly appointed executives (from within and outside the CPA).

Even though the overall EX representation increased for members of visible minorities, the number at the highest level (EX-05) ^g has remained the same over the last year.

Refer to the [Employment Equity Demographic Snapshot](#) for more information.

Black employees

Black employees
13,270 [+1,499]

Representation of Black employees has increased from 2.8% as of March 2017 to 5.0% as of March 2024. As of March 2024, of the 61,015 people who self-identified as a member of a visible minority group, 13,270 self-identified as Black, which is an increase of 1,499 employees since last year.

Black employees have the highest distribution of employees in the \$50,000 to \$74,999 salary range compared to the employment equity designated groups and the CPA. However, there is an increase in the distribution of Black employees in the higher salary ranges, especially in the salary ranges of \$100,000 to \$124,999 (12.4% as of March 2023 compared to 15.6% as of March 2024) and \$125,000 to \$149,999 (2.9% as of March 2023 compared to 6.0% as of March 2024). This suggests that employment equity initiatives and programs to level the playing field across the talent pool may be demonstrating a positive effect.

There is no WFA for Black employees because it is not a designated group under the *Employment Equity Act*. TBS does not currently have the data or methodology established to create a WFA for this group but will be working on it in the near future.

The proportion of Black employees is highest in the following occupational groups:

- Comptrollership
- Program and Administrative Services
- Human Resources Management
- Economics and Social Science Services
- Information Technology

The proportion of Black employees is lowest in the following occupational groups:

- Operational Services
- Technical Services
- Border Services
- Applied Science and Patent Examination

- Architecture, Engineering and Land Survey

Within the EX group, 3.0% of EXs have self-identified as Black. This is an increase from March 2017, when 1.4% of executives self-identified as Black.

Refer to the [Employment Equity Demographic Snapshot](#) for more information.

Public service-wide initiatives on equity, diversity and inclusion

In alignment with the five priorities of the President of the Treasury Board, enterprise-wide efforts to advance equity, diversity and inclusion reflect a comprehensive and strategic approach aimed at increasing representation and eliminating systemic barriers in the federal public service to achieve and sustain substantive equality² in the workplace. These efforts are also in support of the following:

- the Clerk's [Call to Action on Anti-Racism, Equity, and Inclusion](#)
- the strategy and ongoing commitment to advance [accessibility in the public service](#)
- the response to the [Inclusion in the Workplace for Racialized Employees](#) report of the Auditor General
- the response to the report of the Employment Equity Act Review Task Force: [A Transformative Framework to Achieve and Sustain Employment Equity](#).

Five areas of focus

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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. [Engagement and awareness](#)

1. Generating and publishing data for a more accurate picture of representation gaps

TBS-OCHRO continues to support the Government of Canada's priority to enhance the dissemination of disaggregated data through ongoing releases via the Government of Canada's [Diversity and inclusion statistics website](#). This includes providing representation data for the four employment equity groups using several criteria, including:

- organization
- province or territory of work
- occupational group
- occupational category
- salary
- age
- tenure and
- first official language

Employment equity subgroup data is also published for the following:

- organization
- province or territory of work
- occupational group
- occupational category
- salary
- age
- tenure

Over the last several years, additional data has been published for EXs. This year, employment equity data as of March 2024 will be added online, as will the WFA based on the March 2024 CPA population, the 2021 Census and the 2022 Survey on Disability.

Employment equity data and WFA estimates are also available through OCHRO's [Interactive data visualization](#) tool. This tool helps users access and manipulate human resources demographic and employment equity data to provide further insight into the workforce.

The Employment Equity Demographic Snapshot is new this year and can be found on the [Diversity and inclusion statistics](#) website to provide additional disaggregated data. Making additional disaggregated data available is a key initiative in relation to the government's priorities to foster greater equity, diversity and inclusion, and accessibility, given the importance of data to inform decisions and action.

The updated Self-Identification (Self-ID) Questionnaire will provide more accurate, disaggregated and near real-time data. In the 2023–24 fiscal year, OCHRO continued to develop the updated questionnaire and the centralized application, as well as a more robust and consistent approach to privacy and confidentiality. These changes align with recent recommendations from the *Employment Equity Act* review exercise and the Auditor General's *Inclusion in the Workplace for Racialized Employees* of 2023.

The updated questionnaire will support TBS in fulfilling its obligations by providing:

Did you know?

Internal representation for Indigenous Peoples, persons with disabilities and members of visible minorities is based on employees who have voluntarily chosen to self-identify as being part of at least one employment equity group during a recruitment process. Information on the sex at birth of employees is sourced from the Government of Canada's pay system.

- more timely reporting on the representation of the designated employment equity groups and use of this data to address biases and barriers affecting members of employment equity groups
- supporting inclusion and a sense of belonging in the workplace with expanded identity options for employees

In 2023, TBS began its work to launch the 2024 Public Service Employee Survey (PSES), which included extensive consultative engagements with various stakeholders, including departments and agencies, enterprise-wide equity-seeking employee networks, and bargaining agents. These consultations informed the development of the questionnaire. The main changes to the 2024 questionnaire were in the section on employee demographics. The question on 2SLGBTQI+ was split into two questions: one for sexual orientation and one for additional 2SLGBTQI+ identities. In addition, the questionnaire included demographic questions on religion and ethno-religious identities for the first time.

The PSC launched the [2023 Staffing and Non-Partisanship Survey](#) in the fall, with new questions added on equity-seeking groups related to sexual orientation, religion and demographics, such as marital and family status. The results of the survey were released in June 2024.

Statistics Canada is collaborating with Canadian Heritage and ESDC to provide insights to respond to systemic issues impacting the Black populations and racialized populations in Canada to support Canada's Anti-Racism Strategy. Initiatives in the 2023–24 fiscal year included:

- the development and updates to the Social Inclusion Framework for Ethnocultural Groups in Canada, which brings together key statistical information on the inclusion (or exclusion) of ethnocultural groups and immigrants in Canada and the [Data visualization tools: social inclusion indicators for Canada's ethnocultural groups](#)
- analytical products on the portraits of racialized groups in Canada
- consultations with federal government stakeholders, academics, research professionals and community organizations informed the content of an infographic on South Asian

immigration to Canada

These analytical products also align with the Disaggregated Data Action Plan.

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

Specific programs exist with the goal of increasing the diversity of senior leaders. In 2023–24, OCHRO continued to improve the selection process for the Executive Leadership Development Program to ensure diverse cohorts, mitigate potential biases, and increase Black and Indigenous participants. As a result, participants in the five active cohorts are distributed as follows:

- 63% women
- 11% Indigenous Peoples
- 41% members of visible minorities
- 12% persons with disabilities

The Mosaic Leadership Development program's approach to nurturing diverse leadership talent is demonstrating effectiveness. The first cohort, which ran in 2021–22, had a success rate of 72%, with 26 EX appointments (out of 36 graduates) as of March 31, 2024, and further appointments are anticipated. A second cohort with 50 new participants ran from September 2023 to December 2024. The third cohort of 50 participants was launched in September 2024 and will run to December 2025.

The Mentorship Plus program enhances traditional mentorship by adding a deliberate focus on sponsorship for employees from equity-seeking groups. As part of this program, a senior leader will advocate on behalf of their protégé and be an active participant in their career development. This involvement is especially important for those employees who might lack access to networks that are essential for acquiring the exposure, skills and competencies for progression to the EX group. Since inception, the program has been implemented in 57 organizations across the public service, with 332 sponsorship relationships being managed in 2023–24.

The Public Service Commission of Canada provides assessment, coaching and counselling services to:

- aspiring executives and executives in the federal public service through departmental agreements
- EX feeder group participants in the Mosaic Leadership Development program
- Black public servants in support of the Action Plan for Black Public Servants
- EXs taking part in the Executive Leadership Development Program

Additionally, the PSC initiated services to support career and leadership development for Indigenous public servants in partnership with the Knowledge Circle for Indigenous Inclusion's Indigenous Coaching and Counseling Circle. Since late 2023–24, the PSC diversified its roster of coaches for providing executive counselling services to Indigenous and Black public servants, completing 39 evaluations for Cohort 1 and 2 (2021–23).

The Canada School of Public Service (CSPS) provided the following programming to help increase the diversity of senior leaders:

- the Advanced Leadership Pilot Program for Black and Indigenous EXs in February 2024
- a second cohort of The Power of Taking Action series, a four-part virtual pilot series to empower and equip leaders to shift the culture of inclusion to maximize the potential of all public servants
- two sessions of “Ma'iingan, the Humble Leader: Demonstrating Humility and Reconciliation in Leadership” as part of the Leadership Reflection Series
- training as part of the Executive Leadership Development Program and key transition-to-role programs on themes such as anti-Black racism, accessibility, 2SLGBTQI+ communities, racialized employees, Indigenous reconciliation and neurodiversity, reflecting the real-world experiences of equity-deserving employees in the public service

3. Ensuring the right benchmarks

WFA is a CPA employment equity benchmark, based on labour market availability, which provides a point of reference against which organizations can assess or compare how they are doing in terms of representation for each of the four-designated groups under the *Employment Equity Act*.

In the public service, four filters are applied to the labour market availability to arrive at WFA.

Labour market availability data provides the basis for WFA calculations with the following four filters * applied:

1. **Citizenship or residency:** This filter is applied because the *Public Service Employment Act* gives preference to the hiring of Canadian citizens and, since March 2022, permanent residents in externally advertised processes (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 only include 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.

* The filters are applied differently based on occupation.

OCHRO calculates WFA for the overall CPA population, for organizations within the CPA and for the EX group.

Organizational WFA and representation data are compared to determine gaps and areas where the organization needs to work toward ensuring its workforce reflects the availability of candidates in the employment equity groups.

The 2024 WFA estimates used in this report are based on March 2024 population data and information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability (the most recent update). WFA calculations are completed annually; however, the reference labour market availability is updated by ESDC every five years with the release of new census data and the Canadian Survey on Disability data by Statistics Canada.

Workforce availability benchmarks indicate a minimum level of success in achieving the Government of Canada’s quantitative employment equity goals and a diverse workforce in the public service. Although benchmarking against the WFA based on the latest census shows that gaps in overall and EX representation have closed except for persons with disabilities, there is a need to continue investing in addressing barriers and inclusion initiatives to achieve substantive equality.

OCHRO acknowledges the benchmarking recommendations of the [Employment Equity Act Review Task Force](#) and commits to examining new approaches to benchmarking in collaboration with ESDC and Statistics Canada to ensure that benchmarks reflect the diversity of the Canadian workforce.

The updated Self-ID Questionnaire is expected to improve the accuracy of representation data. The data collected will also be more in line with the options in the census.

4. Addressing systemic barriers

Did you know?

“Systemic barriers disadvantage minority groups, racialized groups, people with disabilities, people from 2SLGBTQI+ communities, Indigenous Peoples and other marginalized people and groups.

“Systemic barriers are present in all aspects of society such as employment, education, institutions and health services.”

— *Guide on Equity, Diversity and Inclusion Terminology*.

Systemic barriers arise from systems, policies and practices, traditions or cultural practices that may seem neutral but put certain individuals or groups at a disadvantage.

In discussion with women’s networks during the 2024 *Employment Equity Act* modernization consultations, several issues were raised, such as gender identity and the evolving definition of a woman, data collection and intersectionality, Gender-Based Analysis Plus (GBA Plus), and the lack of a deputy minister champion for women.

In March 2024, the *Report on Written Submissions* and the panel recommendations report on the Restorative Engagement Program were published. These reports finalized the first rounds of consultation that informed the initial and exploratory options for the development and design of a public service restorative engagement program. In 2025, further in-depth consultations with key partners and employee networks will continue toward the potential implementation of a program pilot.

OCHRO has taken action to help respond to the Auditor General of Canada’s performance audit report 5, *Inclusion in the Workplace for Racialized Employees*, which was tabled in Parliament on October 19, 2023.

Through the management action plan for this audit, OCHRO developed:

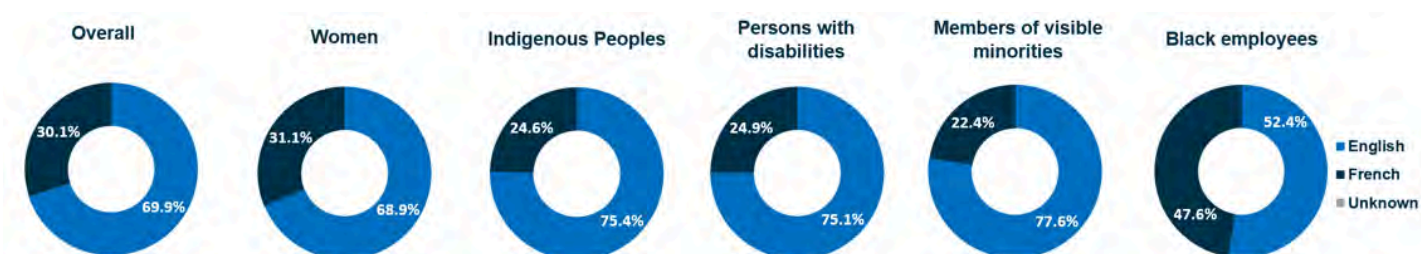
- *Establishing Performance Indicators to Measure and Report on Equity and Inclusion Outcomes in the Public Service* (available only on the Government of Canada network): This guidance outlines the existing tools and data to help federal organizations establish or revise indicators to measure equity and inclusion outcomes that will work for their organization.
- *Guidance on Inclusive and Anti-Racist Behaviours in Performance Management* (available only on the Government of Canada network): This guidance highlights the inclusive and anti-racist behaviours that currently exist in the competency frameworks (that is, Core Competencies and Key Leadership Competencies) as well as how to set expectations and assess these behaviours as part of employee performance management.

- *Guidance for Executive Performance Management and Consequential Accountability* (available only on the Government of Canada network): This guidance provides policy clarity as organizations build tangible commitments into EX performance agreements and hold individuals accountable for results in the implementation of the Forward direction on the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service and advance strategies such as *Many Voices One Mind: A Pathway to Reconciliation* and *“Nothing Without Us” accessibility strategy for the public service of Canada*. It provides overarching principles and policy responses to frequently asked questions, and acknowledges each organization’s responsibility to select an approach that meets its realities and need.

Another perceived systemic barrier relates to second language learning and includes access to training. This has been raised by Indigenous employees (for example, in *Many Voices One Mind: A Pathway to Reconciliation*) and was also echoed during consultations with other equity-seeking groups.

OCHRO developed an inclusive language training framework that is flexible, accessible and learner driven. Extensive consultations with stakeholders took place throughout 2023–24 that included the Office of Public Service Accessibility and collaboration with an employment equity advisory committee to ensure that the framework considered the needs of all designated groups. The second official language training framework, launched in June 2024, aims to support a culture that promotes bilingualism in the workplace as well as ongoing learning and the regular use of second official language skills.

Figure 2: Distribution of employees by group and first official language



▼ Figure 2 - Text version

Figure 2: Distribution of employees by group and first official language

Group	English	French	Unknown
Overall	69.9%	30.1%	0.0%
Women	68.9%	31.1%	0.0%
Indigenous Peoples	75.4%	24.6%	0.0%
Persons with disabilities	75.1%	24.9%	0.0%

Group	English	French	Unknown
Members of visible minorities	77.6%	22.4%	0.0%
Black employees	52.4%	47.6%	0.0%

The predominant first official language of the CPA, the four employment equity groups and Black employees is English. The proportion of Black employees with French as their first official language is notably higher at 47.6%.

The PSC provides second language evaluation for the assessment of proficiency in the second official language. In 2023–24, the PSC streamlined access to testing accommodations, and organizations can now administer a greater range of unsupervised second language tests for written expression and reading comprehension using the Candidate Assessment Tool. This tool is also compatible with various adaptive technologies, resulting in a reduction in the demand for alternative test formats by over 50%.

In 2023–24, incoming assignments at the EX and non-EX levels accounted for 63% of all Interchange Canada activity. This program can be further leveraged to meet key enterprise-wide objectives such as reconciliation. In 2023–24, Interchange Canada assignments with Indigenous organizations accounted for approximately 6% of all assignments. Outgoing participants can help transfer expertise and knowledge to build capacity within Northern and Indigenous governments and communities, strengthening Indigenous-Crown relations. Assignments can also provide an attractive value proposition to key employment equity groups experiencing recruitment and retention gaps.

To further strengthen diversity and inclusion, and address biases and barriers faced by equity-seeking groups, two amendments to the Public Service Employment Act took effect on July 1, 2023. In addition, the PSC launched the revised Appointment Delegation and Accountability Instrument and the Appointment Policy to support organizations through the development of guidance tools and ongoing advice. Activities included the following:

- launching an updated version of the Guide to Mitigating Biases and Barriers in Assessment (accessible only on the Government of Canada network) and adding new sections to the Tool for Mitigating Biases and Barriers in Assessment (accessible only on the Government of Canada network)
- delivering workshops and information sessions with the CSPA on the implementation of changes to the *Public Service Employment Act*
- providing training and workshops for departmental investigation liaisons on how to examine investigation requests related to allegations of biases and barriers that disadvantage members of equity-seeking groups

- launching a new job search service and assigning priority entitlement consultants to support organizations in recruiting from employment equity groups through the priority talent pool

In 2023–24, the PSC launched the Inclusive Recruitment Toolkit (accessible only on the Government of Canada network) to support experienced hiring managers, new managers and human resources specialists. The toolkit has been promoted widely via social media, presentations to organizations, functional communities and events.

The PSC also completed the Audit of Employment Equity Representation in Acting Appointments, which examined the systems and practices that organizations have in place to promote access to appointments for employment equity groups and the extent to which hiring managers consider employment equity when making acting appointments. In addition, the first Audit of Biases and Barriers in the Pre-Assessment Process is underway and will explore whether biases and barriers exist that would impact any of the employment equity groups in external appointment processes. This audit will be published in 2025.

To modernize the recruitment process, the PSC is continuing work to replace the GC Jobs platform with a more inclusive and accessible experience for candidates, removing unnecessary barriers.

In parallel, the PSC is enhancing the GC Jobs site by making it easier to use with a simpler interface, plain language, helpful guidance, and a job advertisement template that will be accessible through assistive technologies.

A key priority for the PSC is updating student recruitment programs to make them modern, flexible and inclusive and meet the needs of hiring managers. These updates involve piloting new ways to recruit students and attract Indigenous talent and people with disabilities to increase representation across the public service. The PSC’s initiatives include the following:

- Federal Student Work Experience Program (FSWEP)
- Specific Name Referral (a pilot project with eight organizations to provide greater flexibility to request a specific student from the ongoing FSWEP inventory)
- Research Affiliate Program

Call to Action 57

“We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.”

— *Truth and Reconciliation Commission of Canada: Calls to Action*

The CSPA follows the “nothing without us” principle, working with interdepartmental groups, advisory committees, subject matter experts and public servants with lived experience to develop reconciliation, equity, diversity and inclusion learning products. In 2023–24, the CSPA provided many learning opportunities to promote an inclusive and equitable work environment for public servants, including EXs. These included:

- in-person and virtual courses
- self-paced courses
- videos and job aids available through mobile apps that focus on addressing barriers faced by marginalized individuals
- events featuring guest speakers with lived experience

The CSPA also held sessions with networks to:

- develop micro-learning videos and other learning products on anti-racism and discrimination
- support the Truth and Reconciliation Report’s Call to Action No. 57 and Shared Priority 14 of the United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan

The Government of Canada is committed to making Canada a fairer country. Changing Systems, Transforming Lives: Canada’s Anti-Racism Strategy 2024-2028 builds on the foundation set by the first anti-racism strategy (2019–2022). Canada’s Anti-Racism Strategy 2024–2028 includes over 70 federal initiatives across 20 Government of Canada organizations, aiming to eliminate racism and racial discrimination in Canada. It emphasizes the importance of promoting anti-racism, equity and inclusion in the federal public service. Supported by the TBS, the PSC, employee networks and department-specific equity-based groups, this work aims to create lasting changes for a more equitable, diverse and inclusive federal public service.

To increase the representation of **Indigenous Peoples**, the following programs and initiatives demonstrated success in 2023–24:

- The Indigenous Student Employment Opportunity (accessible only on the Government of Canada network): 143 students participated in summer activities with Indigenous federal employees from diverse backgrounds.
- The Indigenous Career Pathways (accessible only on the Government of Canada network): 26 Indigenous graduates and 19 Indigenous employees prequalified in other departmental pools, and efforts to promote this tool to hiring managers resulted in 158 referral requests.
- In partnership with Pilimmaksaivik (the Federal Centre of Excellence for Inuit Employment in Nunavut), the PSC continues to promote and increase the Inuksugait Resume Inventory to recruit Inuit candidates for federal positions in Nunavut to support organizations in closing representation gaps further to the Nunavut Agreement. The inventory offers continuous intake, with 10 appointments made in 2023–24. As of March 31, 2024, the inventory included 131 candidates.
- The Indigenous storytelling project features Indigenous public servants sharing their unique experiences, from students to executives, to demystify working with the Government of Canada.

The Knowledge Circle for Indigenous Inclusion further developed the Indigenous Career Navigators Program (report is accessible only on the Government of Canada network), which has flourished since its launch in 2022, with over 60 trained navigators now empowering Indigenous employees in their career journeys.

The government-wide IT Apprenticeship Program for Indigenous Peoples, led by ESDC, offers on-the-job training, self-paced professional development, mentorship and culturally appropriate supports to apprentices to gain in-demand skills in IT to excel in the digital economy. Graduates receive a digital certificate and verifiable credential, signed by the Chief Information Officer of Canada, that confirms that they meet the Government of Canada Qualification Standard alternative for the IT Occupational Group. In 2023, a small pilot was launched using fair-chance hiring practices to include justice-impacted Indigenous individuals, a demographic that has reached a crisis point in Canada’s federal correctional institutions, and those often left further behind in education, employment and training opportunities. Since the program started in 2020 and until March 31, 2024, 151 apprentices were hired within 32 federal organizations. Of these apprentices, 25% worked from or lived in an Indigenous community and 31% identified as women or as gender diverse. Between April 1, 2023, and March 31, 2024:

- 72 apprentices were hired within 21 organizations:
 - 18% worked from or lived in an Indigenous community
 - 36% identified as women or gender diverse
 - 11 graduated and were either hired indeterminately or in the process of securing longer-term employment

- the program launched a pilot initiative to hire a small group of Indigenous women and gender-diverse individuals through fair-chance hiring practices, furthering inclusive employment opportunities

Did you know?

Under the *Accessible Canada Act*, adopted into federal law in 2019, the term “disability” 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.”

The term “barrier” means anything — including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice — that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

As part of the Government of Canada initial commitments made in response to the Employment Equity Act Review Task Force’s final report, it is anticipated that the definition of **persons with disabilities** will align with the definition in the *Accessible Canada Act*, making it more inclusive. This change will lead to more people who self-identify as having a disability and help advance the Government of Canada’s 2019 commitment to hire 5,000 new employees with disabilities by 2025.

In 2023–24, there was significant progress toward this commitment. Initiatives such as workshops to help managers make their hiring practices more inclusive, and accessibility governance committees continuing to discuss systemic accessibility gaps and solutions, may have contributed to the 1.0 percentage point increase in representation of persons with disabilities in the CPA between March 2023 and March 2024.

Other programs and initiatives to help meet the goal of hiring 5,000 net new persons with disabilities by 2025 include the following:

- the Federal Internship Program for Canadians with Disabilities provided support to the most recent cohorts of interns; the employment retention rate was 78%
- 145 students were registered in summer activities of the Employment Opportunity for Students with Disabilities (accessible only on the Government of Canada network):

- 91 candidates have completed or will complete a post-secondary degree and can be hired through student bridging
- 164 partially assessed candidates are available, and 31 candidates have been hired in policy and data analysis (EC-01 to EC-05) careers
- a pool of fully assessed candidates remain available as senior financial analysts (FI-03) (candidate pool managed by the financial management community within the TBS)
- 49 partially assessed candidates are available, and 8 candidates have been hired for Careers in biology (BI-02)

The PSC continued to encourage departments to hire from existing pools and inventories, including those for students and graduates, through large-scale events with key partners, such as TBS's Office of Public Service Accessibility.

The Office of Public Service Accessibility's Centralized Enabling Workplace Fund ended in March 2024; however, its final report provided key recommendations from project learnings, such as the following:

- continuing work on recruiting persons with disabilities
- streamlining the workplace accommodation process
- developing client-centred accommodation centres of expertise

These recommendations advance the Government of Canada's capacity to achieve its vision of becoming the world's most accessible and inclusive public service by 2040.

Funded by Centralized Enabling Workplace Fund, the Knowledge Circle for Indigenous Inclusion developed a survey in consultation with Indigenous experts and Elders. The survey provided invaluable data and recommendations to address the unique barriers faced by Indigenous employees with disabilities.

The Government of Canada Workplace Accessibility Passport continues to expand; 60 federal organizations adopted the Passport and are integrating it into their workplace accommodation processes.

The Office of Public Service Accessibility continues to support all federal departments and agencies meet the requirements of the *Accessible Canada Act* by creating tools and providing guidance and engagement activities. The Act requires every federal organization to submit an accessibility plan and report publicly on their progress every year. The Office of Public Service Accessibility updated and released new tools and guidance to help organizations prepare their first progress report in December 2023, including the following:

- a modernized accessibility self-assessment tool that aligned with the seven priority areas of the Act and provided guidance on embedding accessibility and measurement strategies

within organizations and across the Act's reporting requirements (although no longer in use, this tool was a key deliverable in 2023)

- tip sheets and guidance on improving transportation accessibility
- the new data and measurement resource page on the [GC Accessibility Hub](#)

Did you know?

The [Canadian Human Rights Commission](#) is key in advancing human rights through its internal initiatives and external advocacy. Under the employment equity mandate, the commission uses a three-part audit approach to enforce compliance with federally regulated employers. As part of the employment equity [horizontal audits](#) of racialized people in management and EX positions in the public service, the commission closed the remaining audits of departments and agencies that implemented measures to address employment barriers and ensure accountability for their respective employment equity programs. Additionally, the commission concluded the preliminary assessments for conventional audits of other selected departments and agencies.

The Office of Public Service Accessibility reviewed accessibility progress reports in early 2024 to identify gaps and trends to help create better tools and guidance for accessibility improvements. The Chief Accessibility Officer released the first report on accessibility compliance in February 2024, following the publication of progress reports. These reports showed the need for cultural change and better use of data and measurement to guide the development of new accessibility measurement tools and support products.

The following initiatives support the government's commitment to create two new designated groups under the Act to address the barriers faced by Black people and 2SLGBTQI+ people.

Black employees

Action Plan for Black Public Servants

In February 2024, as part of the [Action Plan for Black Public Servants](#), the Government of Canada announced initiatives to establish career development programs and mental health supports for Black public servants.

Health Canada received funding to enhance the Employee Assistance Program (EAP) and increase access to culturally competent counselling services. Some key elements include:

- increasing the number of counsellors that self-identify as Black
- training for EAP counsellors and staff on systemic anti-Black racism
- collecting demographic data on counsellors to meet client requests and preferences

To support the development of Black leaders, OCHRO, in partnership with the CSPS and the PSC, launched the two first cohorts of the Executive Leadership Development Program dedicated to Black leaders at the EX-01, EX-02 or EX-03 levels. Over the course of two years, 100 Black leaders will take part in the program. In addition, the PSC received funding to provide individualized assessment, counselling and coaching services. The implementation of the Action Plan for Black Public Servants is being led by the Task Force for Black Public Servants at OCHRO.

2SLGBTQI+

Currently, there is no representation data on 2SLGBTQI+ employees in the public service.

Statistics Canada continued to work on improving data on 2SLGBTQI+ populations in Canada, including developing and releasing data to help inform policies, programs and services for employment equity, diversity and inclusion. Statistics Canada released:

- three data tables on socioeconomic characteristics of 2SLGBTQ+ individuals ¹⁰
- a paper on educational and economic outcomes of racialized and immigrant LGB ¹¹ people in Canada ¹²
- a paper on LGB people with functional health difficulties ¹³

To address data gaps, a feasibility study was started to see if it is possible to collect data on intersex individuals. Funded by Women and Gender Equality Canada, this study was in response to the increased need for data regarding intersex individuals, including in the context of the modernization of the *Employment Equity Act*. Experts and the public ¹⁴ were consulted on the updated gender standard and the new sexual orientation standard, and their feedback was summarized in a report released in August 2023. In August 2023, Statistics Canada released its first statistical standard on sexual orientation. ¹⁵

Canada's Federal 2SLGBTQI+ Action Plan continues to advance equality for 2SLGBTQI+ people in Canada, including 2SLGBTQI+ public servants. It includes a commitment to strengthen inclusion in federal workplaces and to continue acting on the history of the LGBT Purge. ¹⁶

In 2023–24, accomplishments of Women and Gender Equality Canada included:

- contributing to ESDC-led consultations following the Government of Canada's commitment to create a new designated employment equity group for 2SLGBTQI+ people
- collaborating with the Public Service Pride Network and other pride networks to inform policy development and implementation for the inclusion of 2SLGBTQI+ public servants
- continuing to share and promote the action plan to federal organizations
- working alongside other departments to support initiatives that intersect with 2SLGBTQI+ communities, including monitoring progress on implementing their individual 2SLGBTQI+

action plan commitments; this includes leading an interdepartmental governance committee to implement the action plan and discuss 2SLGBTQI+ issues of importance to the Government of Canada

Progress on the Federal 2SLGBTQI+ Action Plan provides more detailed information on the progress made by the Government of Canada.

In 2023–24, the CSPS also onboarded and supported the CSPS Visiting Senior Advisor for 2SLGBTQIA+ Inclusion.

5. Engagement and awareness

On December 20, 2023, the Clerk of the Privy Council and Secretary to the Cabinet received the report of the Deputy Ministers' Task Team on Values and Ethics. The report highlights the Government of Canada's commitment to equity, diversity and inclusion within the value of respect for people.

TBS-OCHRO's Federal Speakers' Forum on Lived Experience continues to build a community of speakers who share their lived experiences on a variety of equity, diversity and inclusion topics. 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 2023–24, 271 events were matched among 95 speakers.

In fall 2023, OCHRO engaged 402 EXs with disabilities to understand their unique experiences with accessibility barriers to enhance supports for their professional development and well-being. As a result, 93 EXs attended two 90-minute group sessions, and 309 EXs filled out an anonymous survey. Feedback received from respondents focused on four main areas:

1. Dispelling stigma:

- there are concerns that disclosing a disability might limit professional opportunities
- there are concerns that merit may not be recognized
- there is a fear of experiencing discrimination or stigma

2. Increasing accessibility knowledge:

- respondents reported that accessibility knowledge among the EX group and senior leaders is inconsistent and incomplete
- disabilities might be seen as defining traits, leading to being marginalized or sidelined at work

3. Questioning leadership expectations:

- there are concerns that more is expected for EXs with disabilities or that expectations are not reflective of their individual situation

4. Fostering leadership expectations:

- there is a need to have more support from sponsors or champions at the senior leadership level to enable professional growth, mental health and well-being

This outreach highlighted ongoing challenges faced by participants with disabilities. Respondents suggested solutions such as:

- reinforcing accountability mechanisms around leadership behaviours and human resources decisions
- raising awareness of bias and barriers
- increasing opportunities for networking and sponsorship

The next step is to share these findings with partners, validate the four main areas, and implement the suggested solutions to promote a culture of inclusion in which EXs feel free to reflect and model diversity.

The PSC leads the Ambassador Network for Inclusive Assessment (accessible only on the Government of Canada network), a community of practice of human resources (HR) specialists across the public service. The network helps strengthen the community's expertise in the use of fair and inclusive assessment methods for staffing. PSC supports include the following:

- in 2023–24, assessment accommodation practices were aligned with changes in the *Public Service Employment Act*, and the “Basics of Assessment Accommodation” workshop was revised¹⁷
- the PSC leads the Ambassador Network for Inclusive Assessment by sharing expertise, best practices and training to help federal organizations reduce bias and promote inclusive assessment for staffing processes
 - as of March 31, 2024, there were 59 ambassadors from 37 organizations
 - the network facilitated 43 activities to promote inclusive assessment
- the PSC offers support services (accessible only on the Government of Canada network) to HR and hiring managers to help identify and mitigate barriers and the effect of biases in assessment

The National Joint Council's Joint Employment Equity Committee comprises employee and employer representatives. The committee offers timely and relevant advice and recommendations on new policies and practices in the federal public service that might affect designated groups and their representation. In 2023–24, the committee's consultations with TBS included:

- the Employment Equity Annual Report
- decision-making using artificial intelligence
- an update on the Self-ID Questionnaire

- two initiatives identified in the context of the reform on official languages
- an analysis of accessibility action plans
- public opinion survey results
- the Government of Canada Workplace Accessibility Passport

The HR community continues to play an integral role in shaping the future of the public service. It is leveraged across many forums, sharing insights and promoting effective, lasting change in people management for the benefit of all public servants. The [Human Resources Council](#) (accessible only on the Government of Canada network) works with all members of the diverse HR community to build capacities, share best practices and strengthen connections. In 2023–24, the Human Resources Council:

- provided “smartshops” focused on equity, diversity, inclusion and accessibility, in partnership with central agencies
- introduced the HR Learning Lounge featuring learning resources on equity, diversity and inclusion, accessibility, anti-racism, Indigenous learning, 2SLGBTQI+, and Positive Space courses
- hosted guest speaker Chantal Petitclerc, Senator and Paralympic champion, at the annual Government of Canada HR Excellence Awards Ceremony
- engaged with leads of the HR communities of practice and the regional councils at Community Engagement Hub meetings and heads of HR at Human Resources Council meetings to discuss efforts, initiatives and opportunities to advance the Call to Action within their networks, regions and organizations

Looking forward

Since 2018, we have been leading a comprehensive agenda that goes beyond the requirements of the *Employment Equity Act* to bring wellness, inclusion and diversity to our workplaces. As we move ahead, we remain committed to:

- purposefully addressing systemic barriers by improving data availability and benchmarking
- modernizing the self-identification process
- enhancing diversity in leadership
- enabling substantive equality in the workplace

We recognize that physical workplaces, as well as public service data, information and technology architectures, may have barriers to equity, diversity and inclusion. We are working to provide a path for enterprise alignment and consistent, coherent guidance to improve

employees' experience. In 2025, TBS-OCHRO will continue to assess how to support equity-seeking employees throughout their employment life cycle with a focus on diversity and inclusion.

We are dedicated to creating a public service that reflects Canada's rich diversity and offers equitable opportunities for all employees to succeed.

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- 1 Source: Treasury Board *Policy on People Management*.
 - 2 Includes individuals who identified as being a member of at least one of the four employment equity groups: women, Indigenous Peoples, persons with disabilities and members of visible minorities.
 - 3 The WFA for persons with disabilities increased substantially between the 2011 and 2016 censuses and the 2012 and 2017 iterations of the Canadian Survey on Disability. This is because the 2017 Canadian Survey on Disability expanded the definition of persons with disabilities to include disabilities relating to pain and mental health. The current employment equity data collected for the public service is not based on the same expanded definition. OCHRO expects that implementing the expanded definition in the updated Self-ID Questionnaire will result in a representation better aligned with the WFA.
 - 4 Typically, assistant deputy ministers (classified as EX-04 and EX-05) fulfill senior leadership functions, providing strategic direction and oversight. Directors, executive directors and directors general (classified from EX-01 to EX-03) fulfill executive functions and are responsible for managing employees.
 - 5 The WFA for women EXs decreased between 2023 and 2024 due to a population change since the previous 2016 Census.
 - 6 The WFA for persons with disabilities increased substantially between the 2011 and 2016 censuses and the 2012 and 2017 iterations of the Canadian Survey on Disability. This is because the 2017 Canadian Survey on Disability expanded the definition of persons with disabilities to include disabilities relating to pain and mental health. The current employment equity data collected for the public service is not based on the same expanded definition. The expanded definition was tested in recent iterations of both the Public Service Employee Survey and the Student Experience Survey, with the demographic profile of respondents demonstrating representation better aligned with the new 12.0% WFA estimate (13% in the 2022/2023 Public Service Employee Survey and 14% in the 2023 Student Experience Survey).

- 7 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. 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” in this report.
- 8 Equivalent to assistant deputy ministers, who typically fulfill senior leadership functions, providing strategic direction and oversight.
- 9 The term is defined in the *Report of the Employment Equity Act Review Task Force*: “Equity in the context of the *Employment Equity Act* framework means achieving and sustaining substantive equality. This requires transformation.” Indigenous Services Canada defines “substantive equality” as a legal principle that refers to the achievement of true equality in outcomes. It is achieved through equal access, equal opportunity and, most importantly, the provision of services and benefits in a manner and according to standards that meet any unique needs and circumstances, such as cultural, social, economic and historical disadvantage. Source: [Jordan’s Principle: substantive equality principles](#).
- 10 [Socioeconomic profile of the 2SLGBTQ+ population aged 15 years and older, 2019 to 2021, *The Daily*, January 25, 2024.](#)
- 11 LBG refers to individuals who are lesbian, gay or bisexual.
- 12 [Ethnocultural diversity among lesbian, gay and bisexual people in Canada: An overview of educational and economic outcomes](#), Statistics Canada, April 19, 2023.
- 13 [Functional health difficulties among lesbian, gay and bisexual people in Canada](#), Statistics Canada, November 8, 2023.
- 14 [Improving data on 2SLGBTQ+ populations](#), August 16, 2023.
- 15 [Sexual orientation of person](#).

- 16 A period in Canada from the 1950s to the mid-1990s where 2SLGBTQI+ members of the Canadian Armed Forces and the federal public service were discriminated against as a matter of policy and sanctioned practice.
- 17 Some content from this workshop is available on the [Basics of assessment accommodation](#) web page.
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Employment Equity Demographic Snapshot 2023–2024

From: Treasury Board of Canada Secretariat

Preamble

This snapshot provides key employment equity demographics for Canada’s core public administration and supplements the Employment Equity in the Public Service of Canada for Fiscal Year 2023 to 2024 report.

The Office of the Chief Human Resources Officer (OCHRO) works in partnership with departments and agencies to collect, analyze, and share core public administration employment equity workforce data to identify current trends and gaps, with a focus on ensuring that the public service is diverse and inclusive and reflects the population it serves.

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About the data

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Representation data

- Source: Treasury Board Secretariat (TBS) – Office of the Chief Human Resources Officer (OCHRO). Employment Equity Data Bank (EEDB) and Pay system as of March 31st, 2024, or as of March 31st of other specified years.
- Internal representation 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 designated groups, while sex information is taken from the Pay system.
- The data covers employees identified for the purpose of employment equity in the Regulations to the *Employment Equity Act*.

- The information includes indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).
- Excluded from this information are: employees on leave without pay, terms less than three months, students and casual workers, Governor in Council appointees, Ministers' exempt staff, federal judges and deputy ministers.
- The Law Management (LC) group has been included as part of the executive workforce.
- 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.
- Black employees are a subset of the members of visible minorities group.
- Official language information (language requirements of the position and linguistic status of incumbents) is from the Position and classification information system. Please note that because the Pay system is the source for the base population, the data shown here will not match that shown in the Official Languages Annual Report.
- "Hires" refer to employees who were added to the public service of Canada payroll between April 1 and March 31 of each given fiscal year.
- 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*.
- "Separations" refer to employees who left the public service of Canada payroll between April 1 and March 31 of each given fiscal year. Please note that the data on "separations" includes employees who separated while on leave without pay.

Workforce availability (WFA)

- Workforce availability (WFA) estimates are used as a benchmark to assess the representativeness of employment equity designated groups within the core public administration in accordance with the *Employment Equity Act*.
- WFA estimates are based on information from the Census of Canada and the Canadian Survey on Disability.
- WFA estimates have been updated and since March 2022 include Canadian citizens and permanent residents in occupations in the Canadian workforce that correspond to occupations in the core public administration. Estimates prior to March 2022 only included Canadian citizens.
- The latest estimates of workforce availability are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability and include both Canadian citizens and permanent residents.
- The WFA estimate for executives for persons with disabilities is based on all Canadians due to the small sample size.

National labour market availability (LMA)

- The labour market availability (LMA) estimates are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability.
- LMA estimates include Canadian citizens and permanent residents.
- LMA estimates for executives for persons with disabilities are based on all Canadians due to the small sample size.
- Executive LMA is based on the combination of "senior managers" and "middle and other managers".

Note: Figures in square brackets represent the change since March 2023.

Employment equity representation in the core public administration

The Canadian public service aims to reflect the population it serves, from entry levels to senior leadership and across the various classification groups.

In the public service, four filters (citizenship/residency, classification, education and geography) are applied to the labour market availability (LMA) data to arrive at workforce availability (WFA), the employment equity benchmark used for the core public administration.

Table 1: Employment equity representation in the core public administration for all employees and executives – with workforce availability (WFA) and labour market availability (LMA)

Employment equity designated group	Overall - representation	Overall - WFA	Overall - national LMA	Executives - representation	Executives - WFA	Executives - national LMA
Women	56.9%	55.3%	48.3%	55.1%	42.2%	39.2%
Indigenous Peoples	5.3%	4.1%	4.3%	5.5%	3.9%	3.0%
Persons with disabilities	7.9%	12.0%	12.6%	9.7%	5.3%	6.7%
Members of visible minorities	22.9%	22.7%	24.9%	16.4%	15.8%	20.6%

Note: The latest estimates of workforce availability and labour market availability are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability.

3 of the 4 employment equity designated groups are above the WFA: women, Indigenous Peoples and members of visible minorities.

At the executive level, all four employment equity designated groups are above the WFA.

Representation of women, Indigenous Peoples and persons with disabilities exceed the national LMA while representation of members of visible minorities is lower than the national LMA at both the overall and executive level.

Overall, employment equity representation of women, Indigenous Peoples, persons with disabilities and members of visible minorities across the public service has been improving, but there is much more work to be done.

Figure 1: Employment equity representation in the core public administration - 2010 versus 2024



*The 2016 Census and 2017 Canadian Survey on Disability expanded the definition of "persons with disabilities" to include disabilities relating to pain and mental health. Please note that the employment equity data collected for the public service was not based on this expanded definition.

Note: The workforce availability estimates (WFA) for 2024 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability while the workforce availability estimates for 2010 are based on information from the 2006 Census and the 2006 Participation and Activity Limitation Survey.

▼ Figure 1 - Text version

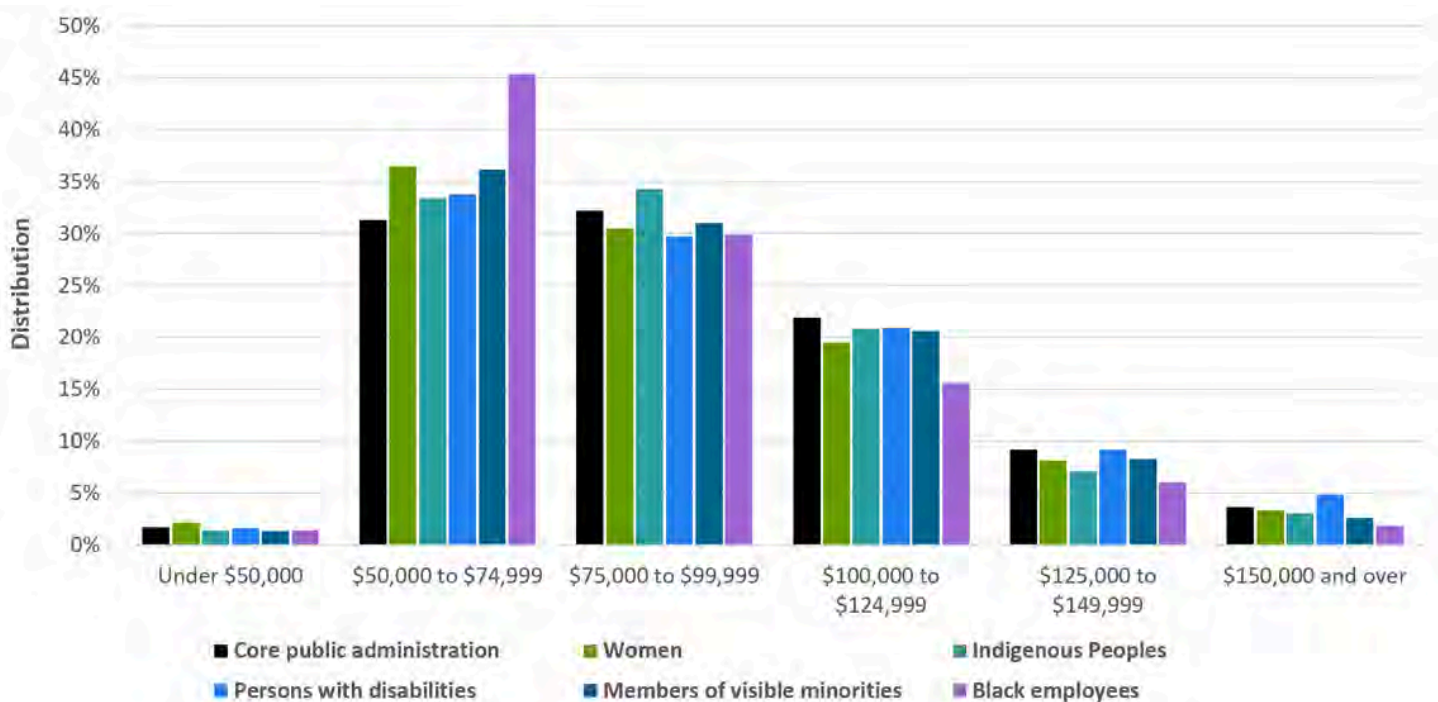
Figure 1: Employment equity representation in the core public administration - 2010 versus 2024

Employment equity designated group	Representation - 2010	WFA - 2010	Representation - 2024	WFA - 2024	Representation - change between 2010 and 2014
Women	54.8%	52.3%	56.9%	55.3%	+2.1%
Indigenous Peoples	4.6%	3.0%	5.3%	4.1%	+0.7%
Persons with disabilities	5.7%	4.0%	7.9%	12.0% [*]	+2.2%
Members of visible minorities	10.7%	12.4%	22.9%	22.7%	+12.2%

^{*} The 2016 Census and 2017 Canadian Survey on Disability expanded the definition of “persons with disabilities” to include disabilities relating to pain and mental health. Please note that the employment equity data collected for the public service was not based on this expanded definition.

Note: The workforce availability estimates (WFA) for 2024 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability while the workforce availability estimates for 2010 are based on information from the 2006 Census and the 2006 Participation and Activity Limitation Survey.

Figure 2: Salary range distribution by group



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Figure 2: Salary range distribution by group

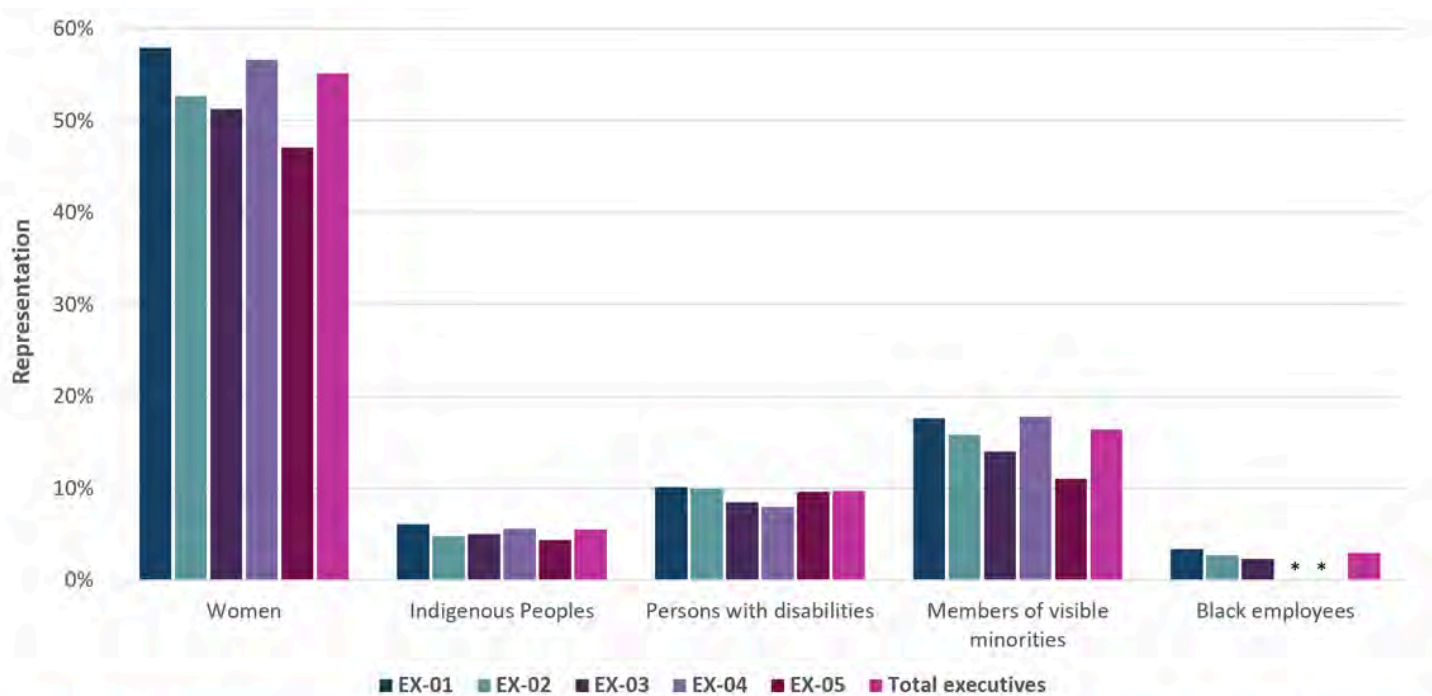
Salary range	Core public administration	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities	Black employees
Under \$50,000	1.7%	2.1%	1.4%	1.6%	1.3%	1.4%
\$50,000 to \$74,999	31.3%	36.5%	33.4%	33.8%	36.2%	45.4%
\$75,000 to \$99,999	32.2%	30.5%	34.3%	29.7%	31.0%	29.9%

Salary range	Core public administration	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities	Black employees
\$100,000 to \$124,999	21.9%	19.5%	20.8%	20.9%	20.6%	15.6%
\$125,000 to \$149,999	9.2%	8.1%	7.1%	9.2%	8.3%	6.0%
\$150,000 and over	3.6%	3.3%	3.0%	4.8%	2.6%	1.8%

Representation of executives

Representation declines at the more senior ranks.

Figure 3: Representation of executives by group and executive level



* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

▼ Figure 3 - Text version

Figure 3: Representation of executives by group and executive level

Employment equity designated group	EX-01	EX-02	EX-03	EX-04	EX-05	Total executives
Women	57.9%	52.7%	51.3%	56.6%	47.1%	55.1%
Indigenous Peoples	6.1%	4.8%	5.0%	5.6%	4.4%	5.5%
Persons with disabilities	10.1%	10.0%	8.5%	8.0%	9.6%	9.7%
Members of visible minorities	17.6%	15.8%	14.0%	17.8%	11.0%	16.4%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

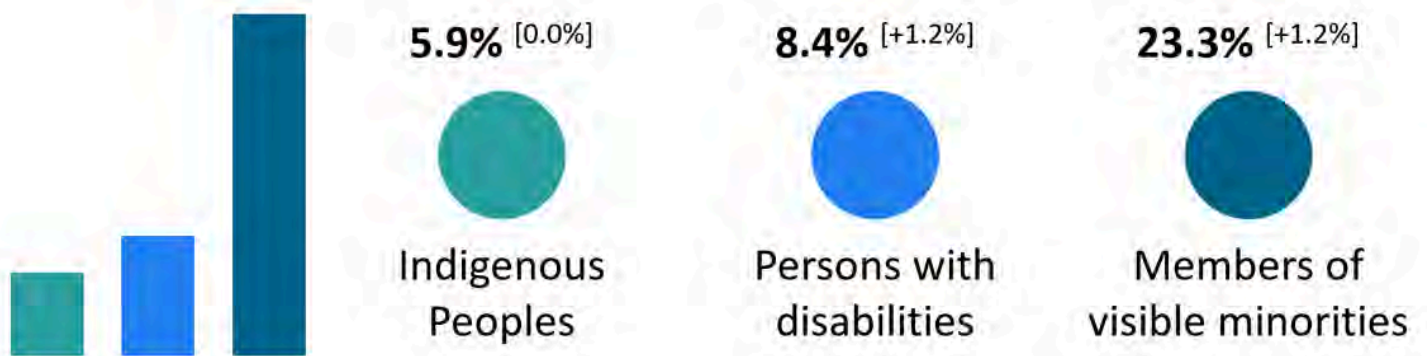
Employment equity designated group	EX-01	EX-02	EX-03	EX-04	EX-05	Total executives
Black employees	3.4%	2.7%	2.3%	*	*	3.0%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Representation of women

- 56.9% of employees in the core public administration are women, which is above the workforce availability estimate of 55.3%.
- 55.1% of executives are women (above the WFA of 42.2%).
- 13.7% of women are 20 to 29 years of age.
- 28.7% of women are 50 to 69 years of age.

Figure 4: Intersectionality: women

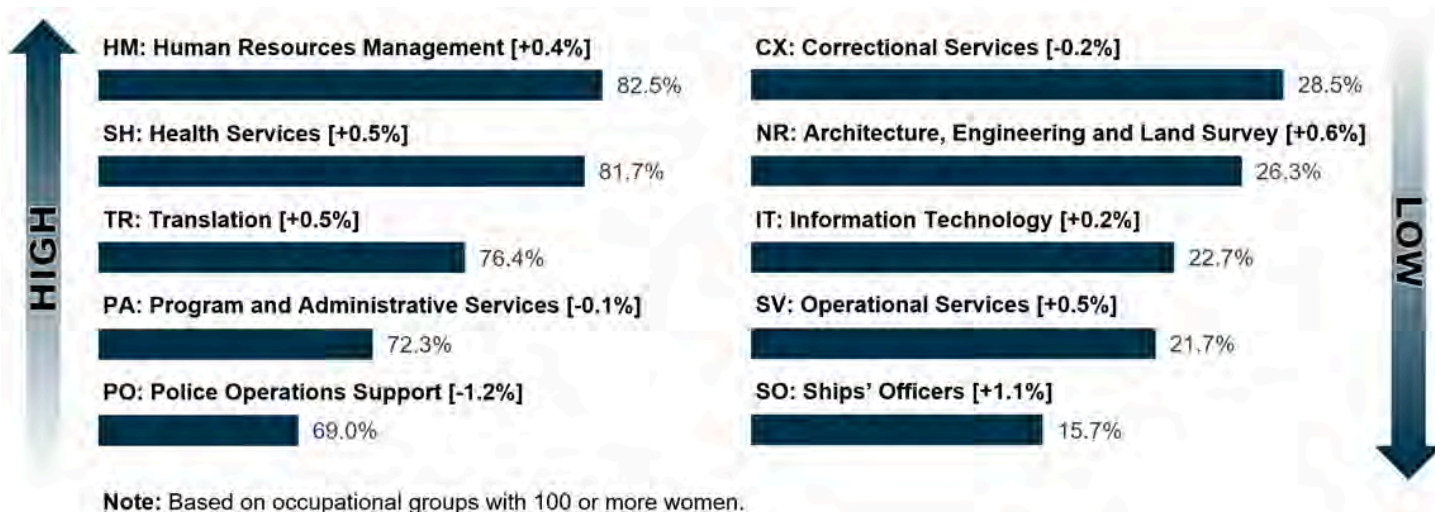


▼ Figure 4 - Text version

Of the employees who are women:

- 5.9% self-identified as Indigenous Peoples [unchanged]
- 8.4% self-identified as persons with disabilities [increase of 1.2 percentage points]
- 23.3% self-identified as members of visible minorities [increase of 1.2 percentage points]

Figure 5: Occupational groups with the highest and lowest proportion of women



▼ Figure 5 - Text version

Highest proportion of women

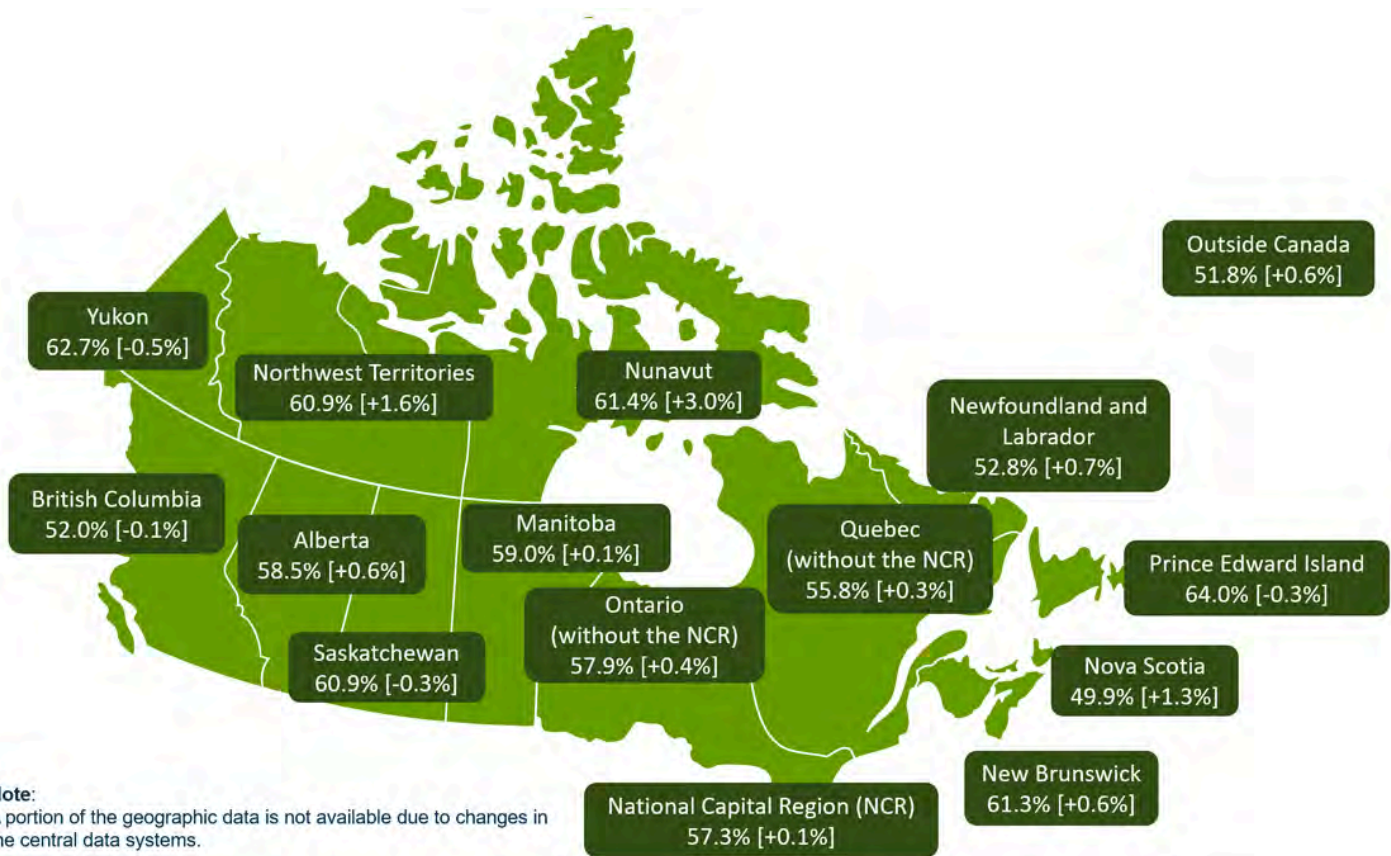
- HM: Human Resources Management: 82.5% [increase of 0.4 percentage points]
- SH: Health Services: 81.7% [increase of 0.5 percentage points]
- TR: Translation: 76.4% [increase of 0.5 percentage points]
- PA: Program and Administrative Services: 72.3% [decrease of 0.1 percentage points]
- PO: Police Operations Support: 69.0% [decrease of 1.2 percentage points]

Lowest proportion of women

- CX: Correctional Services: 28.5% [decrease of 0.2 percentage points]
- NR: Architecture, Engineering and Land Survey: 26.3% [increase of 0.6 percentage points]
- IT: Information Technology: 22.7% [increase of 0.2 percentage points]
- SV: Operational Services: 21.7% [increase of 0.5 percentage points]
- SO: Ships' Officers: 15.7% [increase of 1.1 percentage points]

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

Figure 6: Representation of women by province and territory of work

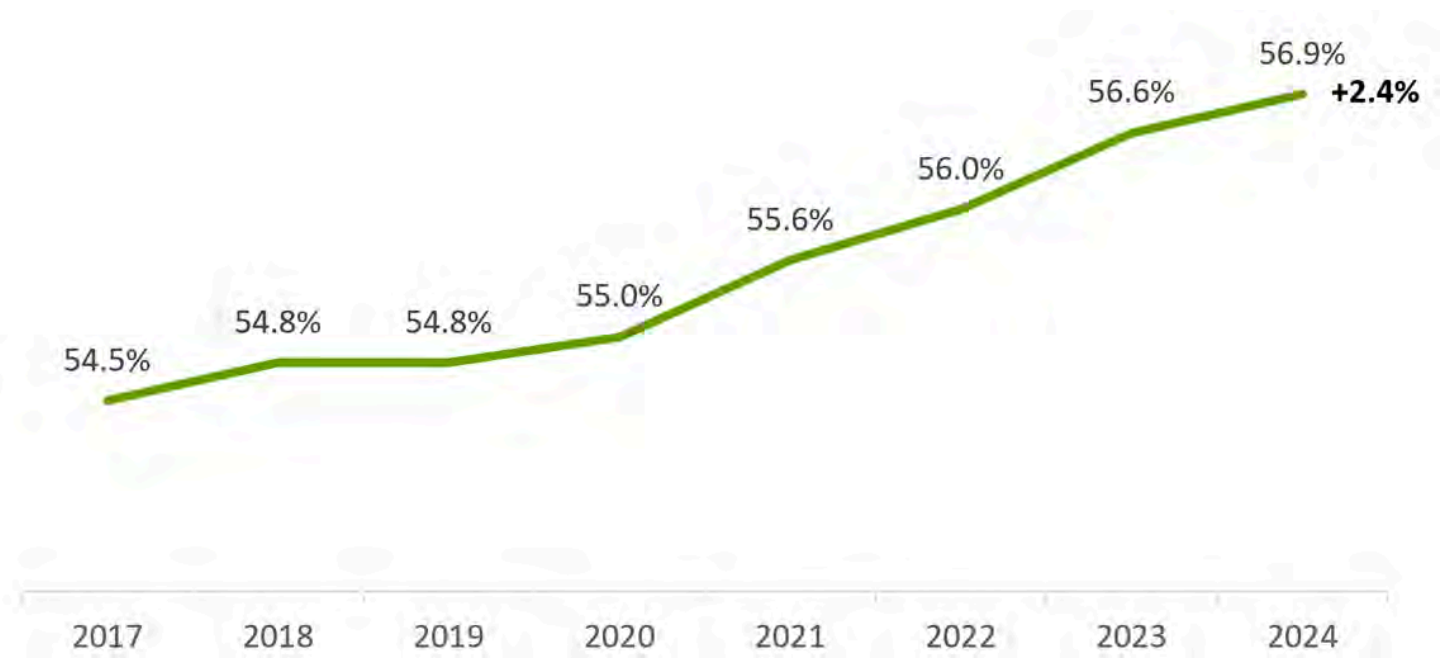


▼ Figure 6 - Text version

- Newfoundland and Labrador: 52.8% [increase of 0.7 percentage points]
- Prince Edward Island: 64.0% [decrease of 0.3 percentage points]
- Nova Scotia: 49.9% [increase of 1.3 percentage points]
- New Brunswick: 61.3% [increase of 0.6 percentage points]
- Quebec (without the NCR): 55.8% [increase of 0.3 percentage points]
- National Capital Region (NCR): 57.3% [increase of 0.1 percentage points]
- Ontario (without the NCR): 57.9% [increase of 0.4 percentage points]
- Manitoba: 59.0% [increase of 0.1 percentage points]
- Saskatchewan: 60.9% [decrease of 0.3 percentage points]
- Alberta: 58.5% [increase of 0.6 percentage points]
- British Columbia: 52.0% [decrease of 0.1 percentage points]
- Yukon: 62.7% [decrease of 0.5 percentage points]
- Northwest Territories: 60.9% [increase of 1.6 percentage points]
- Nunavut: 61.4% [increase of 3.0 percentage points]
- Outside Canada: 51.8% [increase of 0.6 percentage points]

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

Figure 7: Representation trends for women – percentage



▼ Figure 7 - Text version

Figure 7: Representation trends for women – percentage

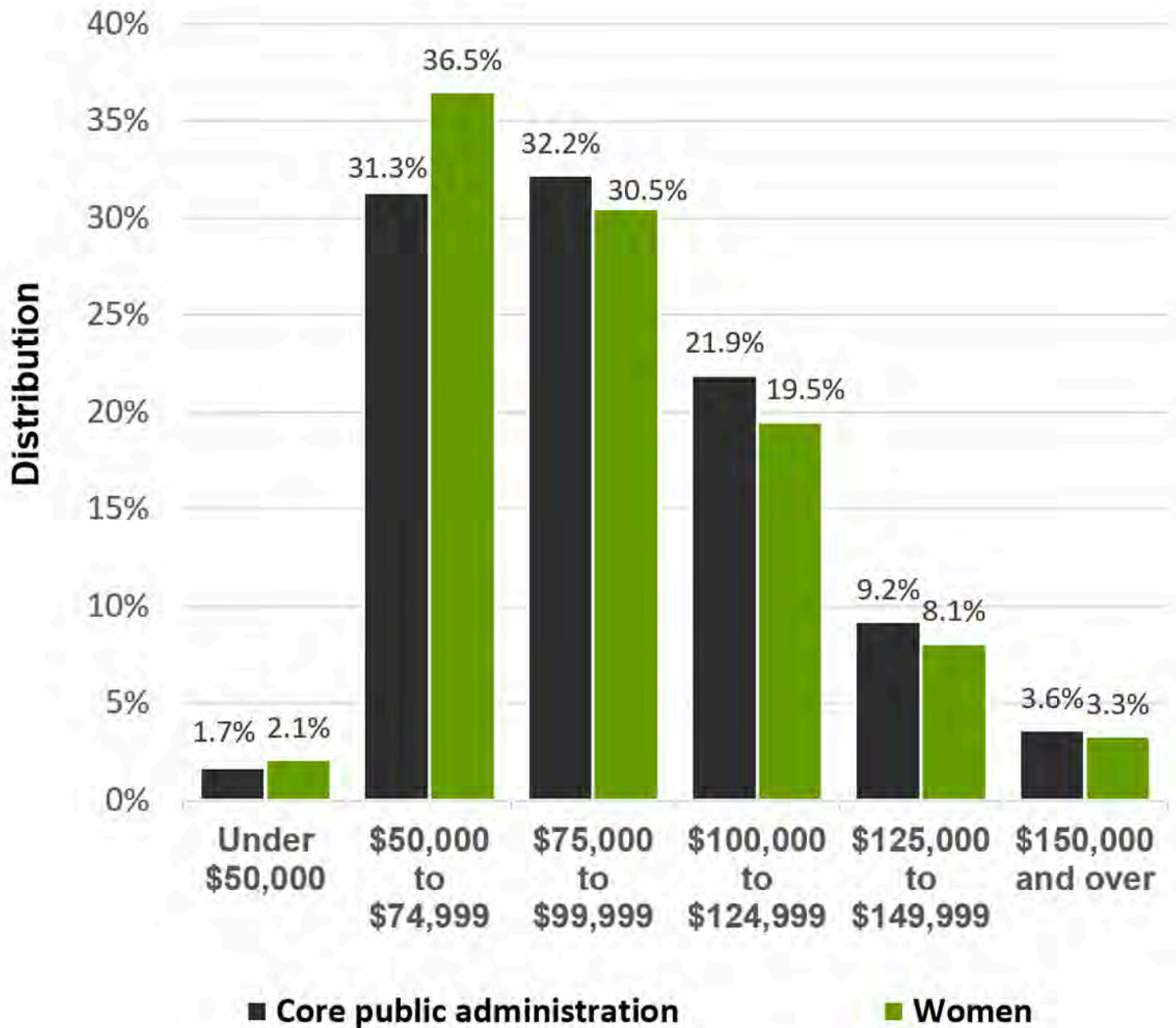
Year	Percentage
2017	54.5%
2018	54.8%
2019	54.8%
2020	55.0%
2021	55.6%
2022	56.0%
2023	56.6%
2024	56.9%

The representation of women increased by 2.4 percentage points between March 2017 and March 2024.

Table 2: Representation trends for women – number

Year	Number
2017	101,136
2018	105,465
2019	111,332
2020	117,760
2021	127,043
2022	132,299
2023	143,406
2024	151,607

Figure 8: Salary range distribution for the core public administration and women



▼ Figure 8 - Text version

Figure 8: Salary range distribution for the core public administration and women

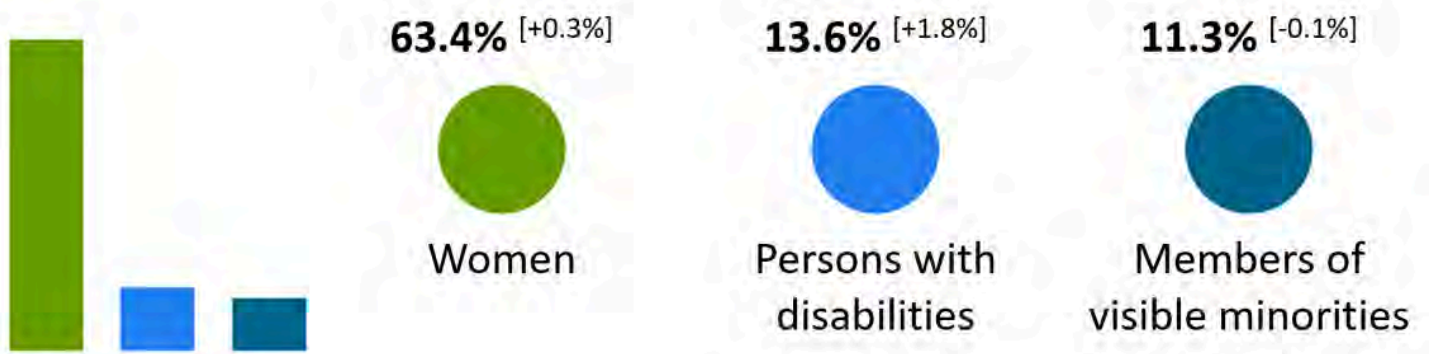
Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$124,999	\$125,000 to \$149,999	\$150,000 and over
Core public administration	1.7%	31.3%	32.2%	21.9%	9.2%	3.6%
Women	2.1%	36.5%	30.5%	19.5%	8.1%	3.3%

Representation of Indigenous Peoples

- 5.3% of employees in the core public administration have self-identified as Indigenous Peoples, which is above the workforce availability estimate of 4.1%.
- 5.5% of executives are Indigenous Peoples (above the WFA of 3.9%).

- 11.3% of Indigenous Peoples are 20 to 29 years of age.
- 34.4% of Indigenous Peoples are 50 to 69 years of age.

Figure 9: Intersectionality: Indigenous Peoples

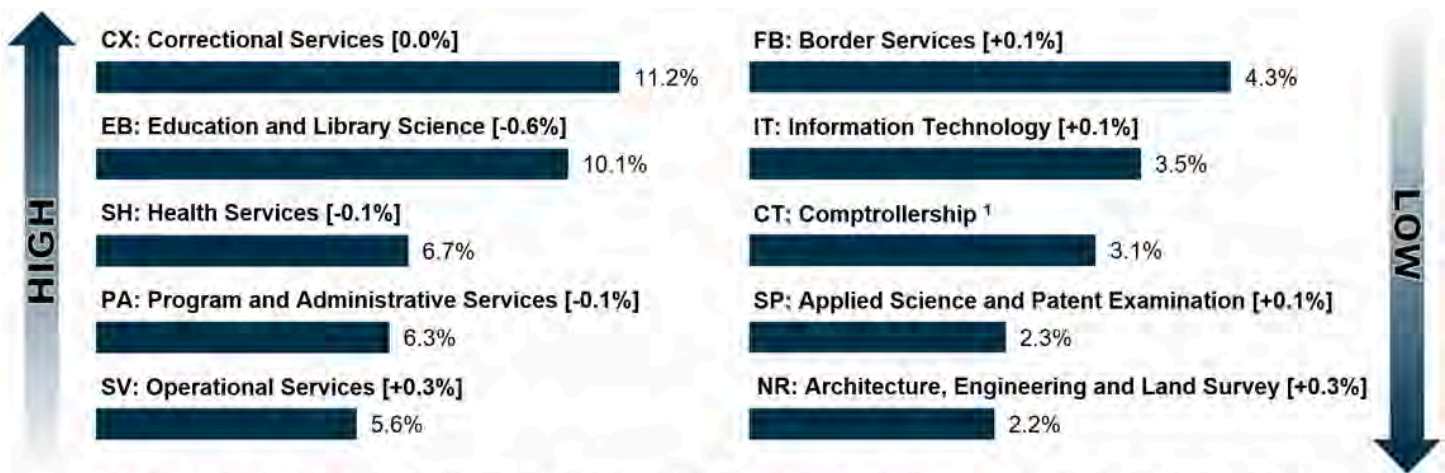


▼ Figure 9 - Text version

Of the employees who self-identified as Indigenous:

- 63.4% are women [increase of 0.3 percentage points]
- 13.6% self-identified as persons with disabilities [increase of 1.8 percentage points]
- 11.3% self-identified as members of visible minorities [decrease of 0.1 percentage points]

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



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

¹ The CT group was created as of March 2024, so there is no change calculated.

▼ Figure 10 - Text version

Highest proportion of Indigenous Peoples

- CX: Correctional Services: 11.2% [unchanged]
- EB: Education and Library Science: 10.1% [decrease of 0.6 percentage points]
- SH: Health Services: 6.7% [decrease of 0.1 percentage points]
- PA: Program and Administrative Services: 6.3% [decrease of 0.1 percentage points]
- SV: Operational Services: 5.6% [increase of 0.3 percentage points]

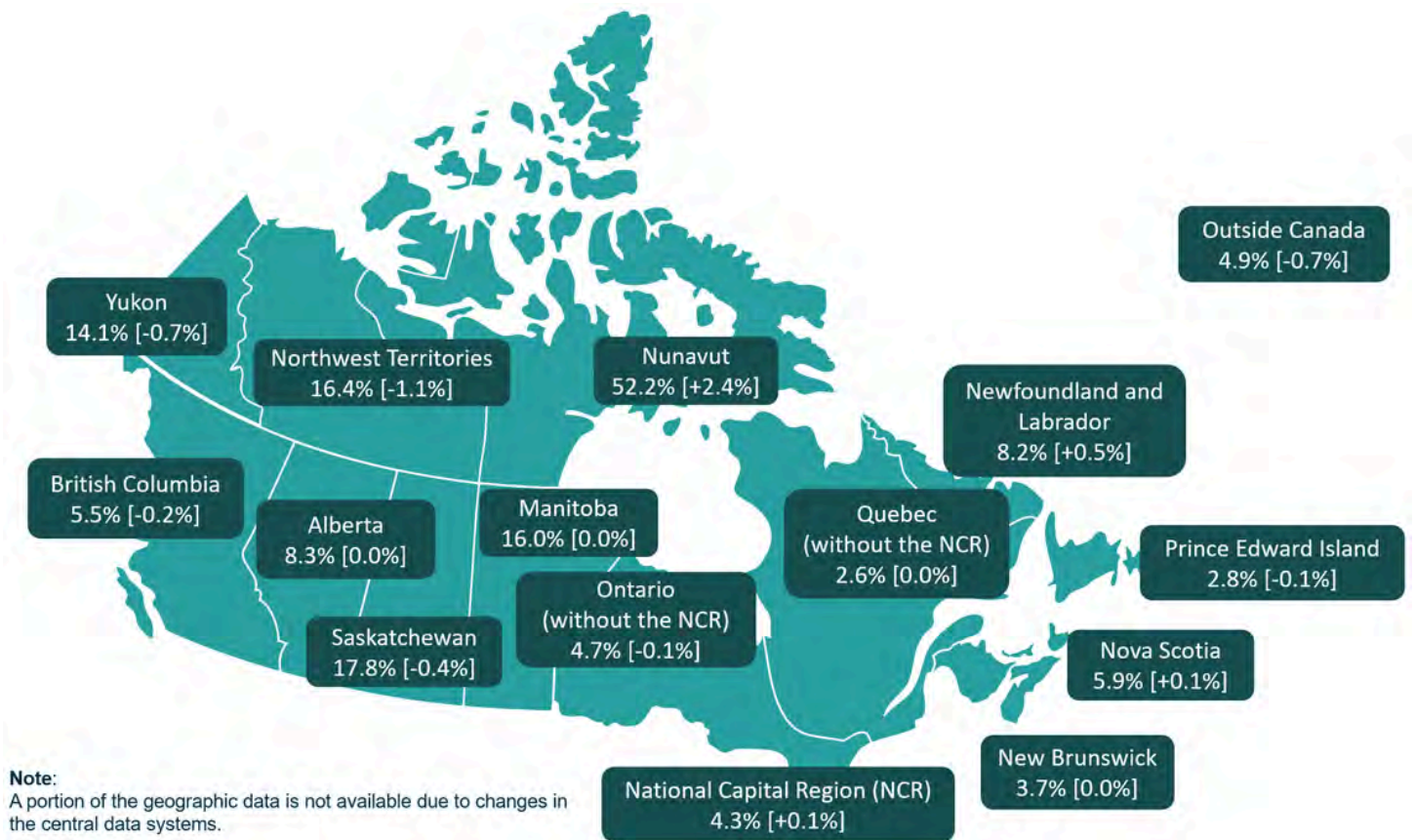
Lowest proportion of Indigenous Peoples

- FB: Border Services: 4.3% [increase of 0.1 percentage points]
- IT: Information Technology: 3.5% [increase of 0.1 percentage points]
- CT: Comptrollership: 3.1% ¹
- SP: Applied Science and Patent Examination: 2.3% [increase of 0.1 percentage points]
- NR: Architecture, Engineering and Land Survey: 2.2% [increase of 0.3 percentage points]

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

¹ The CT group was created as of March 2024, so there is no change calculated.

Figure 11: Representation of Indigenous Peoples by province and territory of work



▼ Figure 11 - Text version

- Newfoundland and Labrador: 8.2% [increase of 0.5 percentage points]
- Prince Edward Island: 2.8% [decrease of 0.1 percentage points]
- Nova Scotia: 5.9% [increase of 0.1 percentage points]
- New Brunswick: 3.7% [unchanged]
- Quebec (without the NCR): 2.6% [unchanged]
- National Capital Region (NCR): 4.3% [increase of 0.1 percentage points]
- Ontario (without the NCR): 4.7% [decrease of 0.1 percentage points]
- Manitoba: 16.0% [unchanged]
- Saskatchewan: 17.8% [decrease of 0.4 percentage points]
- Alberta: 8.3% [unchanged]

- British Columbia: 5.5% [decrease of 0.2 percentage points]
- Yukon: 14.1% [decrease of 0.7 percentage points]
- Northwest Territories: 16.4% [decrease of 1.1 percentage points]
- Nunavut: 52.2% [increase of 2.4 percentage points]
- Outside Canada: 4.9% [decrease of 0.7 percentage points]

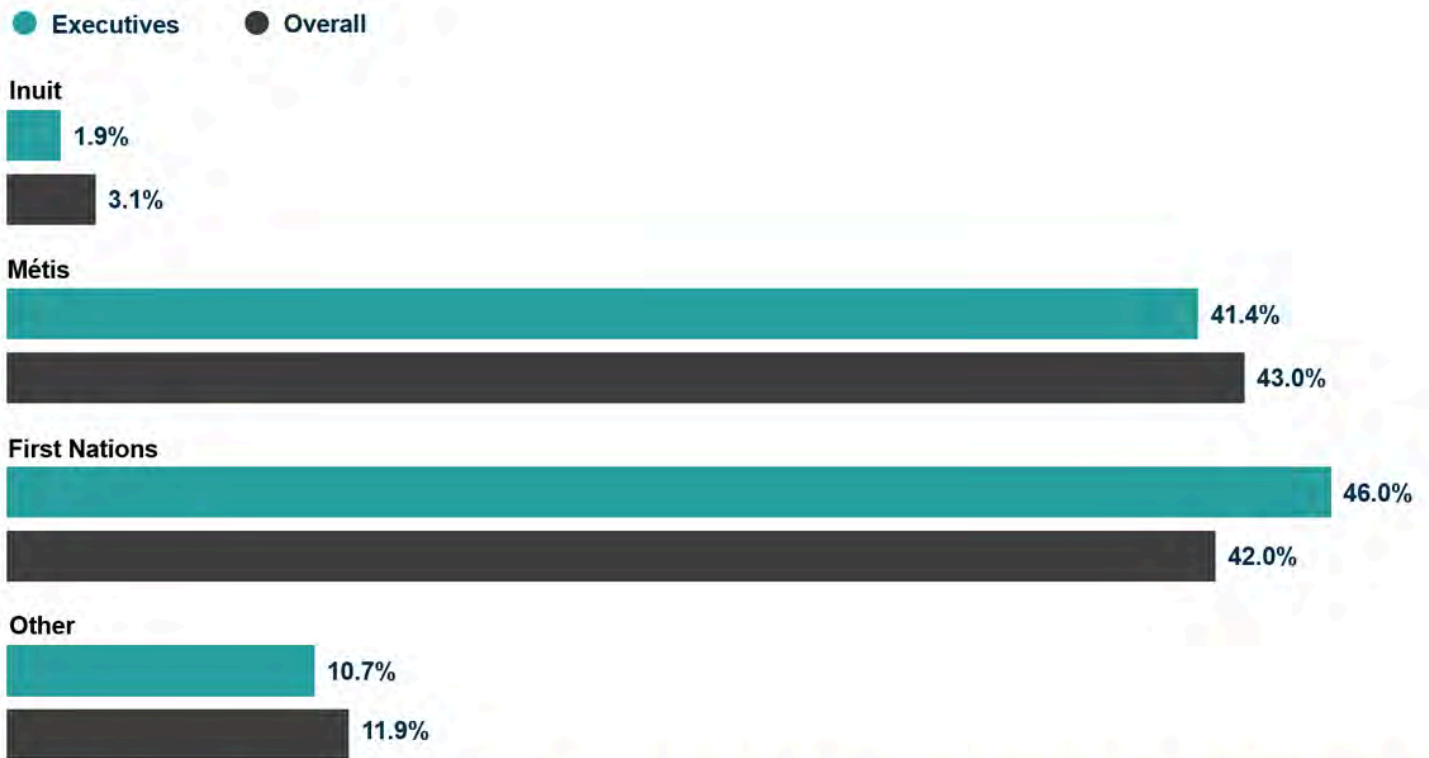
Note: A portion of the geographic data is not available due to changes in the central data systems.

Table 3: Representation of Indigenous Peoples by subgroup – overall and executives

Subgroup	Overall - number	Overall - percentage	Executives - number	Executives - percentage
Inuit	441	0.2%	8	0.1%
Métis	6,083	2.3%	177	2.3%
First Nations	5,947	2.2%	197	2.5%
Other	1,681	0.6%	46	0.6%
Total	14,152	5.3%	428	5.5%

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded “Indigenous – Other”.

Figure 12: Distribution of Indigenous Peoples by subgroup – overall and executives



Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded “Indigenous – Other”.

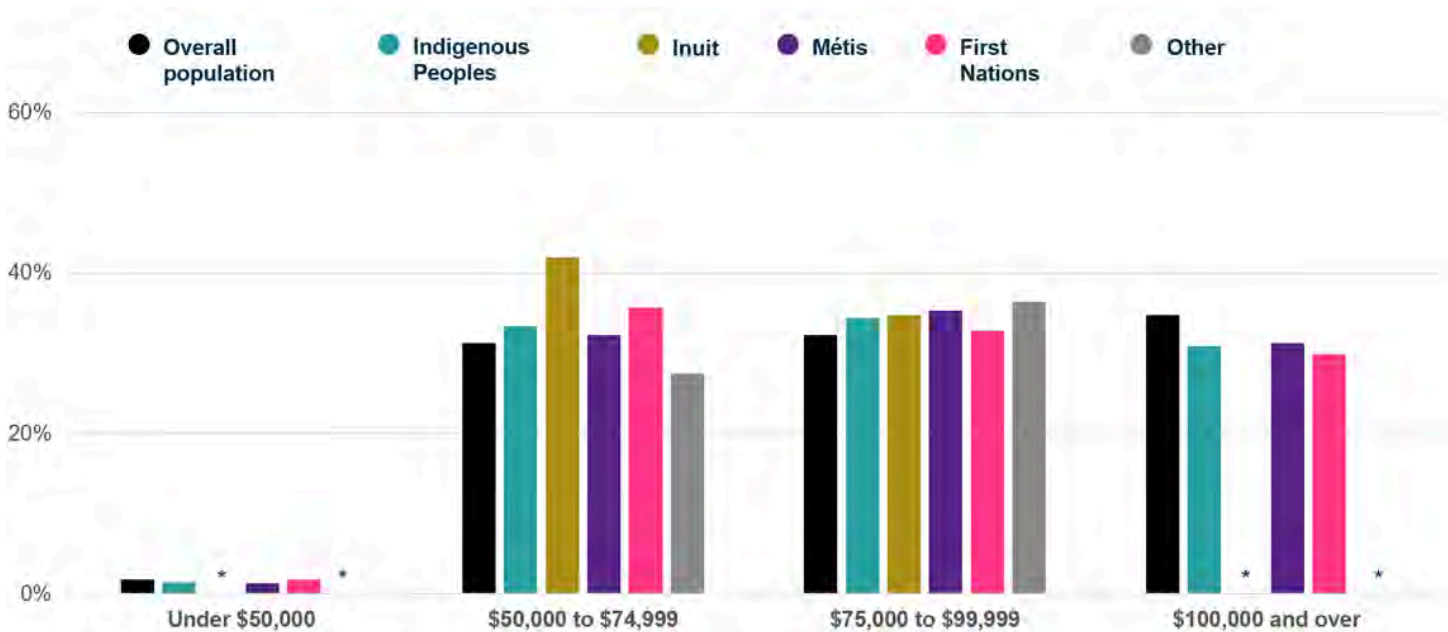
▼ Figure 12 - Text version

Figure 12: Distribution of Indigenous Peoples by subgroup – overall and executives

Subgroup	Overall	Executives
Inuit	3.1%	1.9%
Métis	43.0%	41.4%
First Nations	42.0%	46.0%
Other	11.9%	10.7%

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Figure 13: Salary range distribution of Indigenous Peoples by group



* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

▼ Figure 13 - Text version

Figure 13: Salary range distribution of Indigenous Peoples by group

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.7%	31.3%	32.2%	34.8%
Indigenous Peoples	1.4%	33.4%	34.3%	30.9%
Inuit	*	42.0%	34.7%	*
Métis	1.3%	32.2%	35.2%	31.2%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

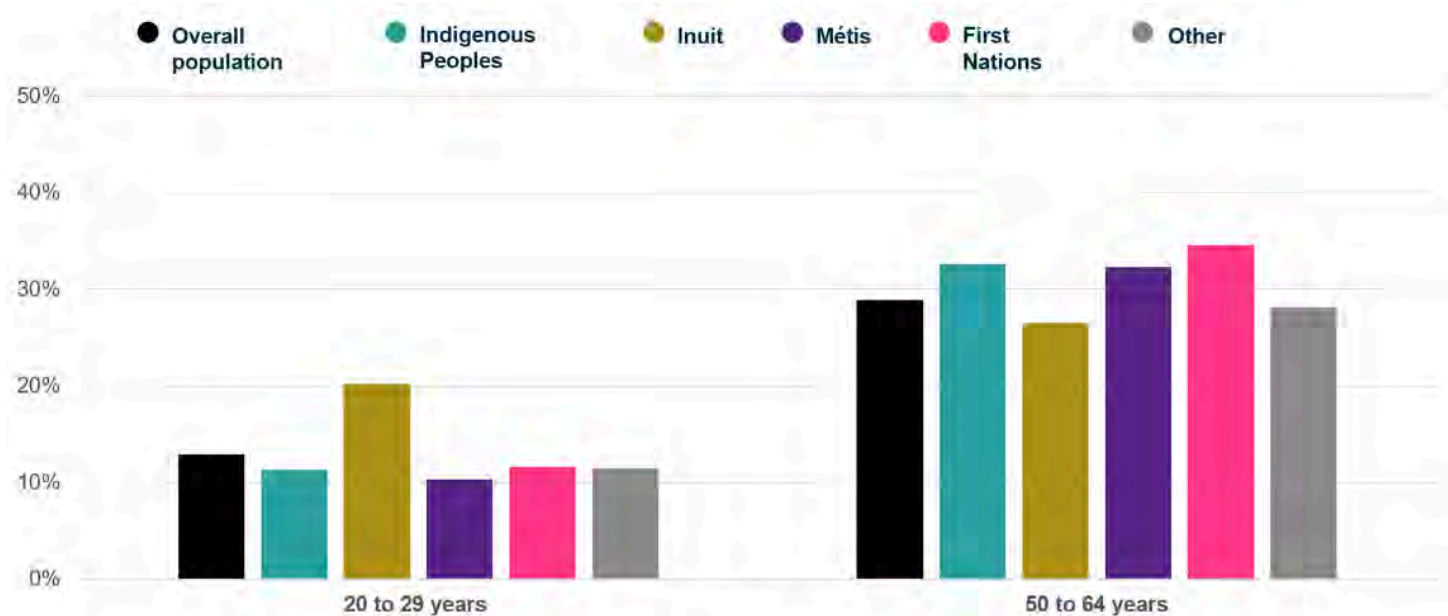
Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
First Nations	1.7%	35.6%	32.8%	29.8%
Other	*	27.5%	36.3%	*

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Figure 14: Distribution of Indigenous Peoples between 20 and 29 years and between 50 and 64 years by group



Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

▼ Figure 14 - Text version

Figure 14: Distribution of Indigenous Peoples between 20 and 29 years and between 50 and 64 years by group

Group	20 to 29 years	50 to 64 years
Overall population	12.9%	28.9%
Indigenous Peoples	11.3%	32.6%
Inuit	20.2%	26.5%
Métis	10.3%	32.3%
First Nations	11.6%	34.6%

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Group	20 to 29 years	50 to 64 years
Other	11.5%	28.1%

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Figure 15: Representation trends for Indigenous Peoples



▼ Figure 15 - Text version

Figure 15: Representation trends for Indigenous Peoples

Year	Percentage
2017	5.2%
2018	5.1%
2019	5.1%
2020	5.1%
2021	5.2%
2022	5.2%
2023	5.3%
2024	5.3%

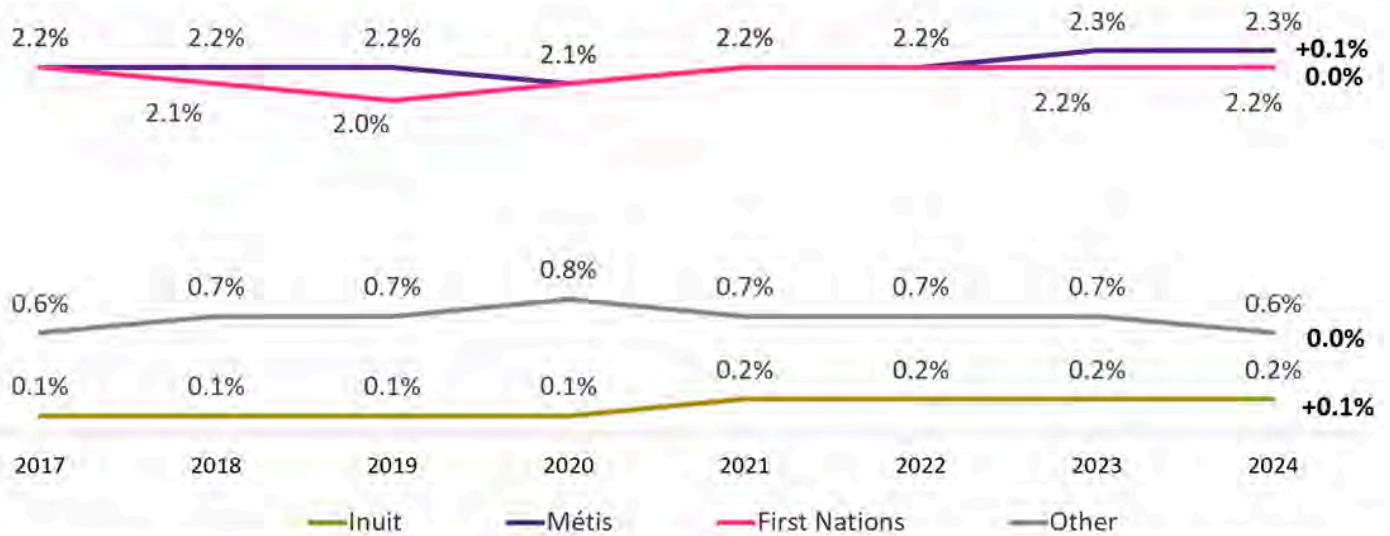
The representation of Indigenous Peoples increased by 0.1 percentage points between March 2017 and March 2024.

Table 4: Representation trends for Indigenous Peoples by subgroup – number

Subgroup	2017	2018	2019	2020	2021	2022	2023	2024
Inuit	236	247	279	298	357	361	404	441
Métis	4,166	4,253	4,491	4,585	5,026	5,260	5,735	6,083
First Nations	4,160	4,008	4,164	4,399	4,984	5,128	5,566	5,947
Other	1,164	1,368	1,501	1,606	1,610	1,587	1,658	1,681
Total	9,726	9,876	10,435	10,888	11,977	12,336	13,363	14,152

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous - Other".

Figure 16: Representation trends for Indigenous Peoples by subgroup – percentage



Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous – Other".

▼ Figure 16 - Text version

Figure 16: Representation trends for Indigenous Peoples by subgroup – percentage

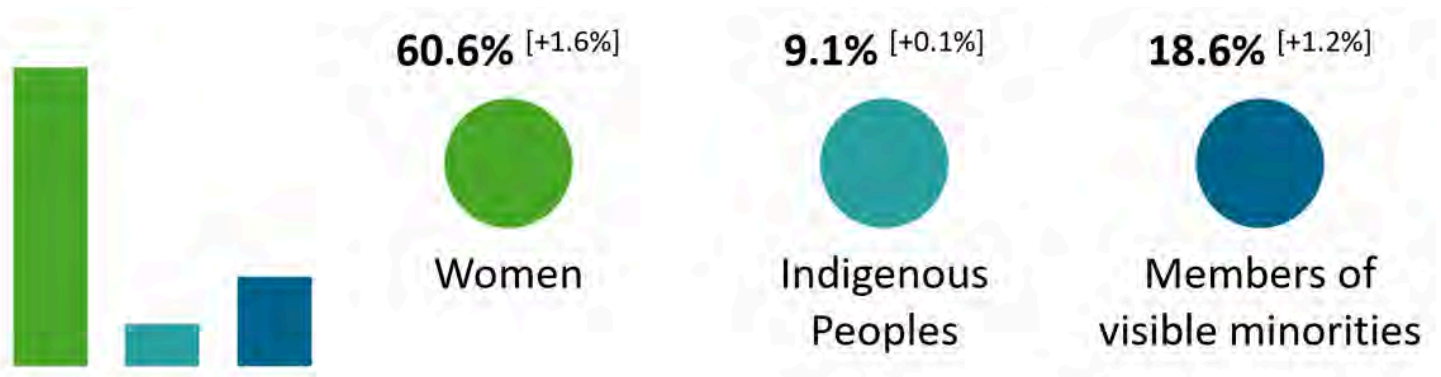
Subgroup	2017	2018	2019	2020	2021	2022	2023	2024	Change between 2017 and 2024
Inuit	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%	+0.1%
Métis	2.2%	2.2%	2.2%	2.1%	2.2%	2.2%	2.3%	2.3%	+0.1%
First Nations	2.2%	2.1%	2.0%	2.1%	2.2%	2.2%	2.2%	2.2%	0.0%
Other	0.6%	0.7%	0.7%	0.8%	0.7%	0.7%	0.7%	0.6%	0.0%

Note: The Self-ID form provided to departments by TBS did not ask about Indigenous subgroups until 2002. Some departments still do not collect this data and submit only a yes/no count for Indigenous identity as they have no obligation to do more than this under the *Employment Equity Act*. These responses are coded "Indigenous – Other".

Representation of persons with disabilities

- 7.9% of employees in the core public administration have self-identified as persons with disabilities, which is below the workforce availability estimate of 12.0%.
- 9.7 % of executives are persons with disabilities (above the WFA of 5.3%).
- 12.6% of persons with disabilities are 20 to 29 years of age.
- 35.1% of persons with disabilities are 50 to 69 years of age.

Figure 17: Intersectionality: persons with disabilities

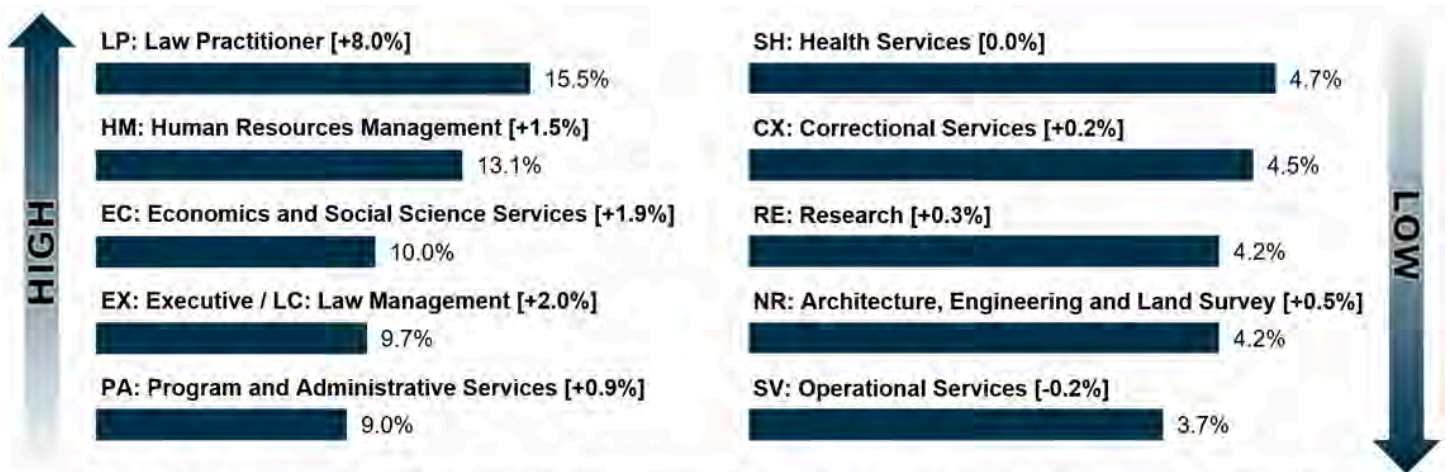


▼ Figure 17 - Text version

Of the employees who self-identified as persons with disabilities:

- 60.6% are women [increase of 1.6 percentage points]
- 9.1% self-identified as Indigenous Peoples [increase of 0.1 percentage points]
- 18.6% self-identified as members of visible minorities [increase of 1.2 percentage points]

Figure 18: Occupational groups with the highest and lowest proportion of persons with disabilities



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

▼ Figure 18 - Text version

Highest proportion of persons with disabilities

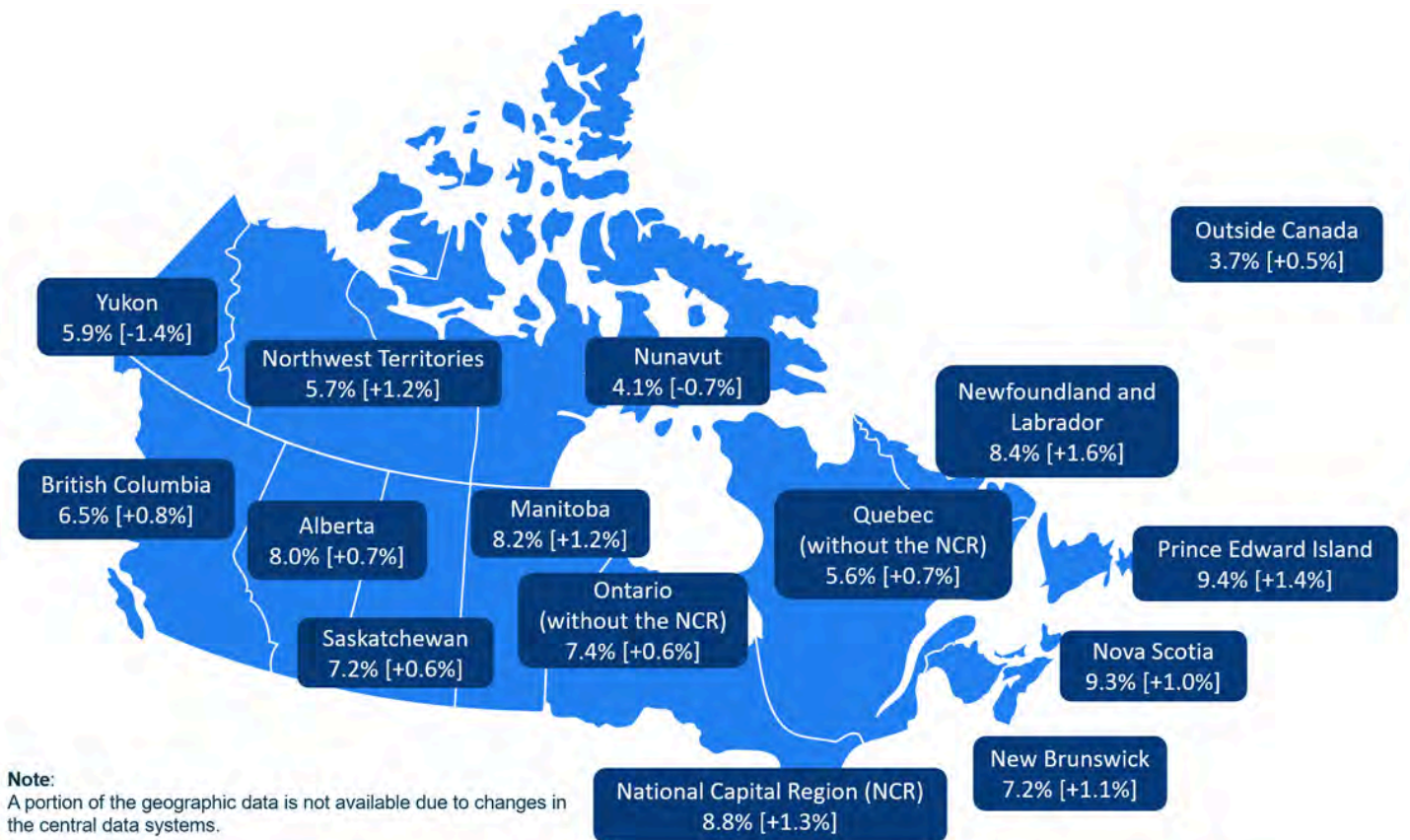
- LP: Law Practitioner: 15.5% [increase of 8.0 percentage points]
- HM: Human Resources Management: 13.1% [increase of 1.5 percentage points]
- EC: Economics and Social Science Services: 10.0% [increase of 1.9 percentage points]
- EX: Executive / LC: Law Management: 9.7% [increase of 2.0 percentage points]
- PA: Program and Administrative Services: 9.0% [increase of 0.9 percentage points]

Lowest proportion of persons with disabilities

- SH: Health Services: 4.7% [unchanged]
- CX: Correctional Services: 4.5% [increase of 0.2 percentage points]
- RE: Research: 4.2% [increase of 0.3 percentage points]
- NR: Architecture, Engineering and Land Survey: 4.2% [increase of 0.5 percentage points]
- SV: Operational Services: 3.7% [decrease of 0.2 percentage points]

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

Figure 19: Representation of persons with disabilities by province and territory of work



▼ Figure 19 - Text version

- Newfoundland and Labrador: 8.4% [increase of 1.6 percentage points]
- Prince Edward Island: 9.4% [increase of 1.4 percentage points]
- Nova Scotia: 9.3% [increase of 1.0 percentage points]
- New Brunswick: 7.2% [increase of 1.1 percentage points]
- Quebec (without the NCR): 5.6% [increase of 0.7 percentage points]
- National Capital Region (NCR): 8.8% [increase of 1.3 percentage points]
- Ontario (without the NCR): 7.4% [increase of 0.6 percentage points]
- Manitoba: 8.2% [increase of 1.2 percentage points]
- Saskatchewan: 7.2% [increase of 0.6 percentage points]
- Alberta: 8.0% [increase of 0.7 percentage points]
- British Columbia: 6.5% [increase of 0.8 percentage points]
- Yukon: 5.9% [decrease of 1.4 percentage points]
- Northwest Territories: 5.7% [increase of 1.2 percentage points]
- Nunavut: 4.1% [decrease of 0.7 percentage points]
- Outside Canada: 3.7% [increase of 0.5 percentage points]

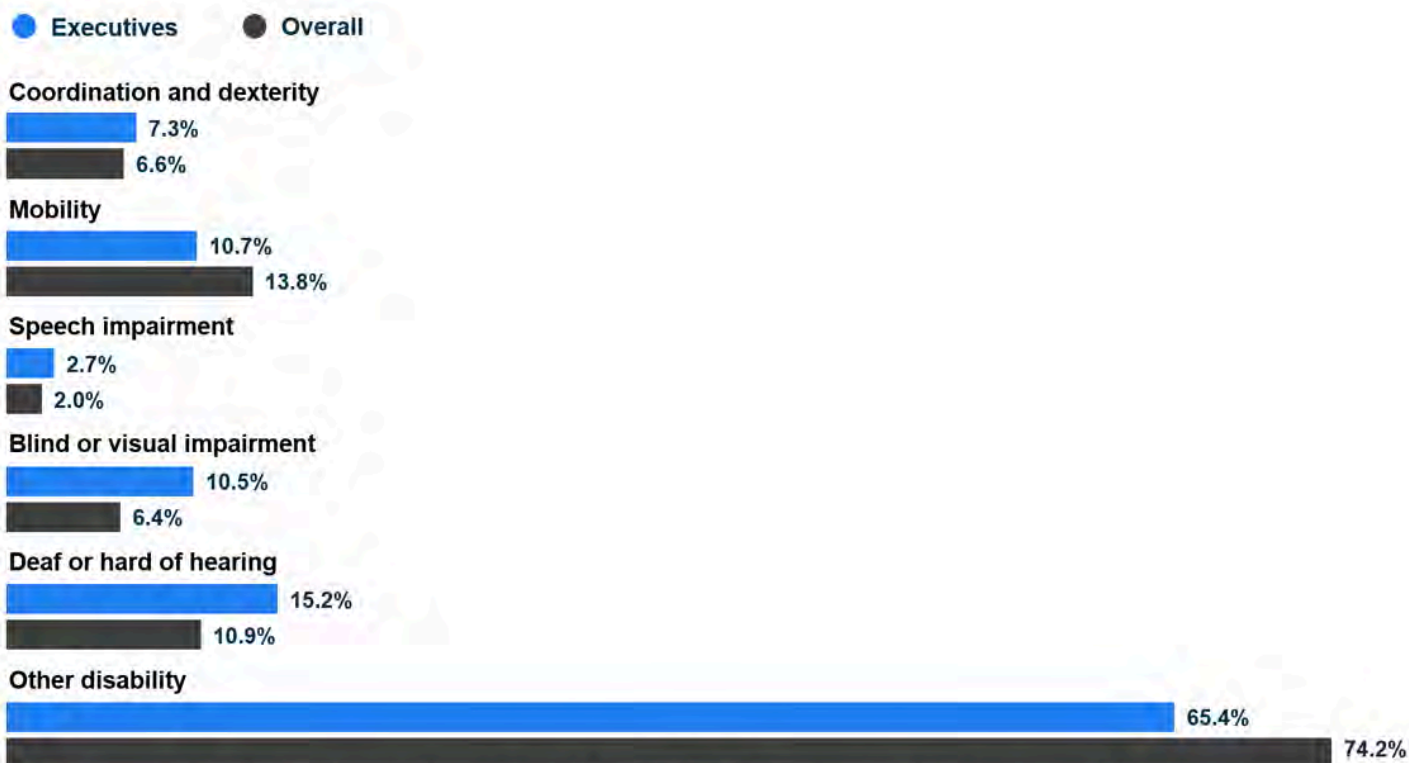
Note: A portion of the geographic data is not available due to changes in the central data systems.

Table 5: Representation of persons with disabilities by subgroup – overall and executives

Subgroup	Overall – number	Overall – percentage	Executives – number	Executives - percentage
Coordination and dexterity	1,388	0.5%	55	0.7%
Mobility	2,912	1.1%	80	1.0%
Speech impairment	412	0.2%	20	0.3%
Blind or visual impairment	1,341	0.5%	79	1.0%
Deaf or hard of hearing	2,303	0.9%	114	1.5%
Other disability	15,642	5.9%	491	6.3%
Total	21,089	7.9%	751	9.7%

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

Figure 20: Distribution of persons with disabilities by subgroup – overall and executives



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

▼ Figure 20 - Text version

Figure 20: Distribution of persons with disabilities by subgroup – overall and executives

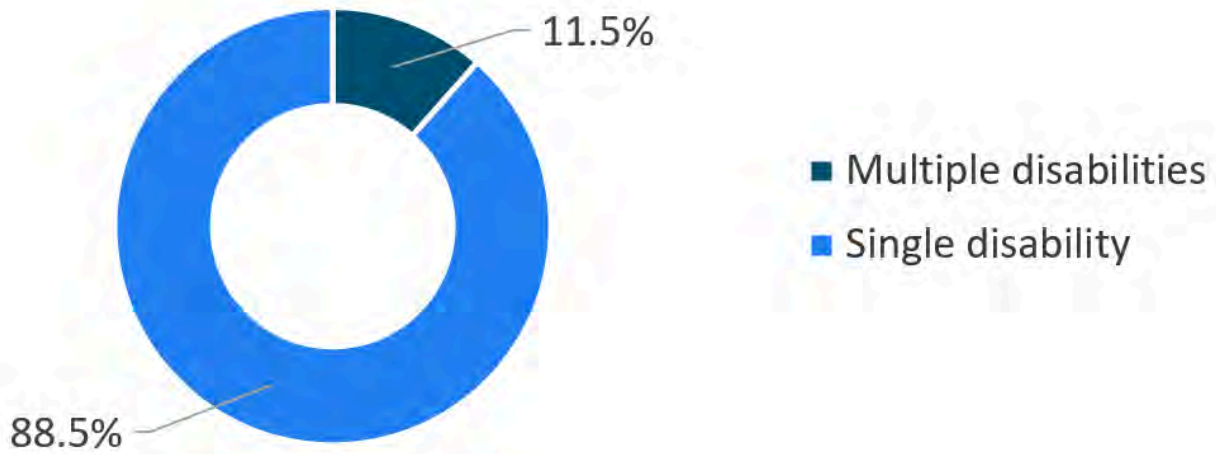
Subgroup	Overall	Executives
Coordination and dexterity	6.6%	7.3%
Mobility	13.8%	10.7%
Speech impairment	2.0%	2.7%
Blind or visual impairment	6.4%	10.5%

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

Subgroup	Overall	Executives
Deaf or hard of hearing	10.9%	15.2%
Other disability	74.2%	65.4%

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

Figure 21: Distribution of persons with disabilities – single or multiple disabilities

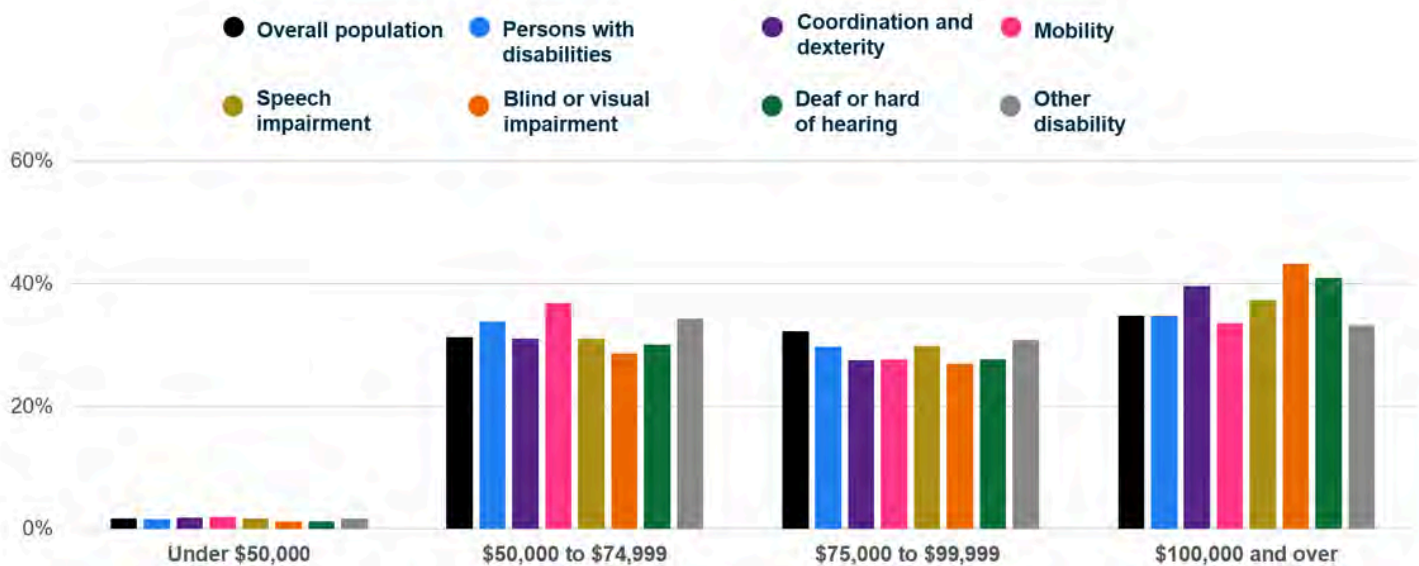


▼ Figure 21 - Text version

Figure 21: Distribution of persons with disabilities – single or multiple disabilities

Single or multiple disabilities	Percentage
Multiple disabilities	11.5%
Single disability	88.5%

Figure 22: Salary range distribution of persons with disabilities by group

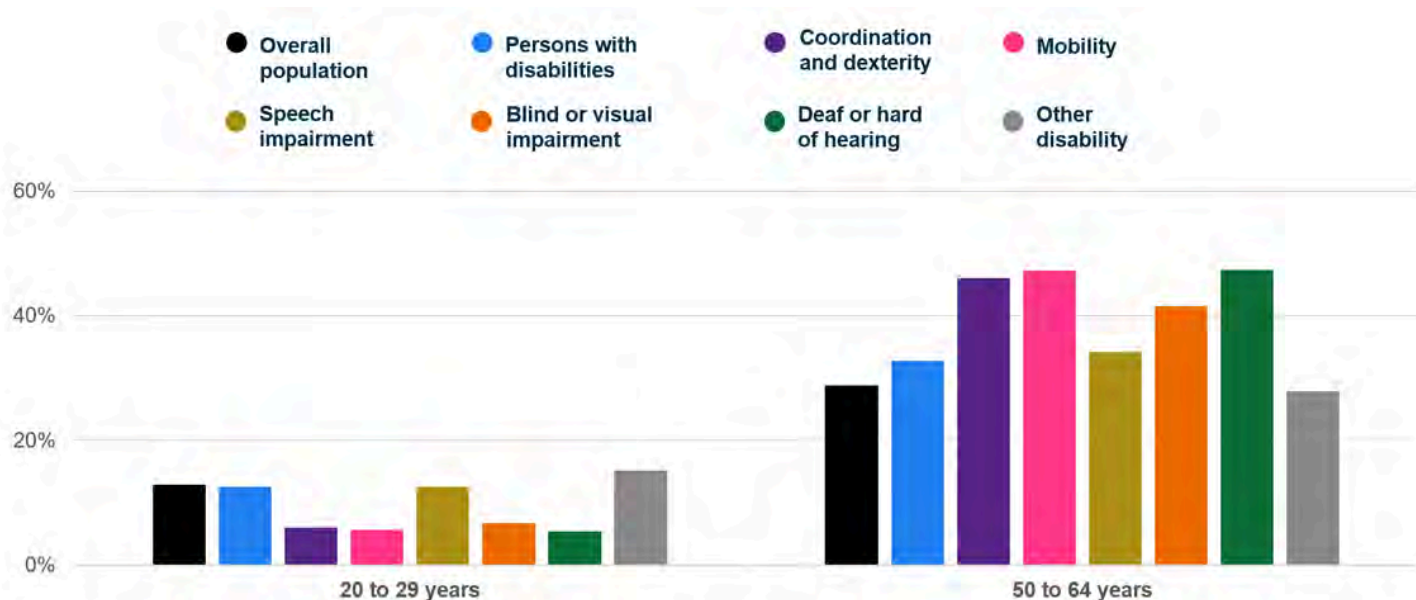


▼ Figure 22 - Text version

Figure 22: Salary range distribution of persons with disabilities by group

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.7%	31.3%	32.2%	34.8%
Persons with disabilities	1.6%	33.8%	29.7%	34.8%
Coordination and dexterity	1.9%	31.1%	27.5%	39.6%
Mobility	1.9%	36.8%	27.7%	33.6%
Speech impairment	1.7%	31.1%	29.9%	37.4%
Blind or visual impairment	1.3%	28.6%	26.9%	43.2%
Deaf or hard of hearing	1.3%	30.1%	27.7%	40.9%
Other disability	1.8%	34.3%	30.8%	33.2%

Figure 23: Distribution of persons with disabilities between 20 and 29 years and between 50 and 64 years by group



▼ Figure 23 - Text version

Figure 23: Distribution of persons with disabilities between 20 and 29 years and between 50 and 64 years by group

Group	20 to 29 years	50 to 64 years
Overall population	12.9%	28.9%
Persons with disabilities	12.6%	32.8%
Coordination and dexterity	6.0%	46.0%
Mobility	5.7%	47.3%
Speech impairment	12.6%	34.2%
Blind or visual impairment	6.8%	41.5%
Deaf or hard of hearing	5.5%	47.5%

Group	20 to 29 years	50 to 64 years
Other disability	15.1%	27.9%

Figure 24: Representation trends for persons with disabilities



▼ Figure 24 - Text version

Figure 24: Representation trends for persons with disabilities

Year	Percentage
2017	5.5%
2018	5.3%
2019	5.2%
2020	5.2%
2021	5.6%
2022	6.2%
2023	6.9%
2024	7.9%

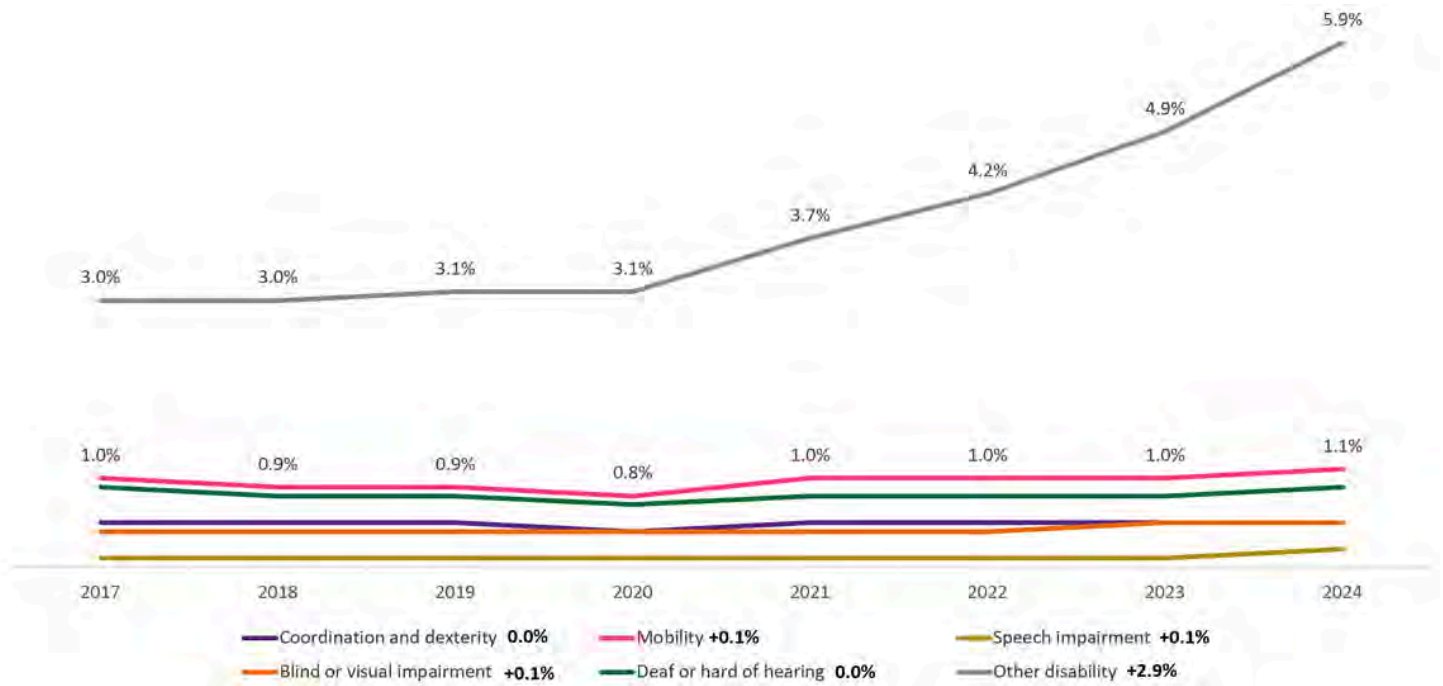
The representation of persons with disabilities increased by 2.4 percentage points between March 2017 and March 2024.

Table 6: Representation trends for persons with disabilities by subgroup – number

Subgroup	2017	2018	2019	2020	2021	2022	2023	2024
Coordination and dexterity	1,008	934	930	926	1,094	1,164	1,257	1,388
Mobility	1,840	1,746	1,737	1,741	2,186	2,307	2,588	2,912
Speech impairment	224	215	224	235	276	323	349	412
Blind or visual impairment	824	770	767	783	951	1,042	1,160	1,341
Deaf or hard of hearing	1,616	1,548	1,549	1,563	1,786	1,912	2,098	2,303
Other disability	5,656	5,778	6,245	6,715	8,339	9,874	12,370	15,642
Total	10,259	10,181	10,622	11,087	12,893	14,573	17,410	21,089

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

Figure 25: Representation trends for persons with disabilities by subgroup – percentage



▼ Figure 25 - Text version

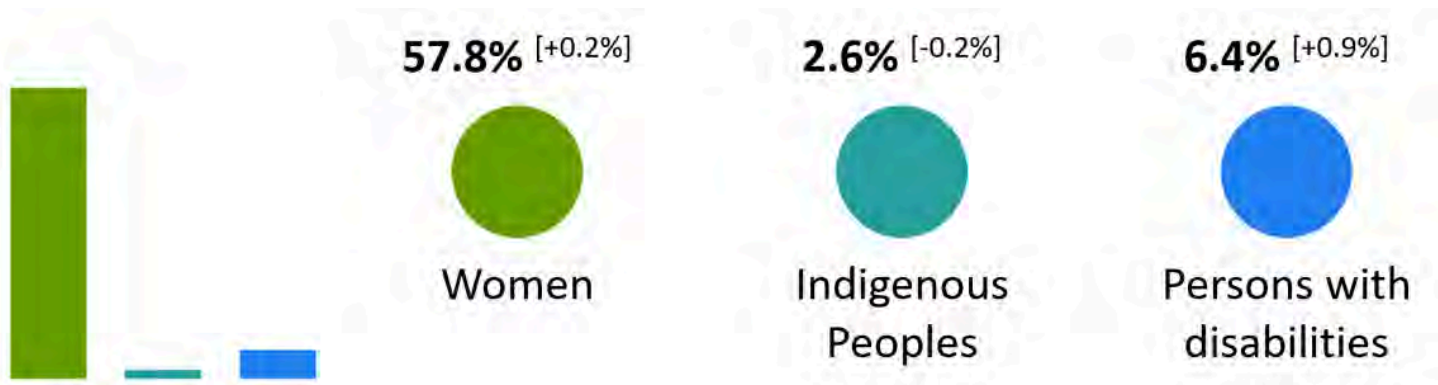
Figure 25: Representation trends for persons with disabilities by subgroup – percentage

Subgroup	2017	2018	2019	2020	2021	2022	2023	2024	Change between 2017 and 2024
Coordination and dexterity	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%	0.5%	0.5%	0.0%
Mobility	1.0%	0.9%	0.9%	0.8%	1.0%	1.0%	1.0%	1.1%	+0.1%
Speech impairment	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	+0.1%
Blind or visual impairment	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	+0.1%
Deaf or hard of hearing	0.9%	0.8%	0.8%	0.7%	0.8%	0.8%	0.8%	0.9%	0.0%
Other disability	3.0%	3.0%	3.1%	3.1%	3.7%	4.2%	4.9%	5.9%	+2.9%

Representation of members of visible minorities

- 22.9% of employees in the core public administration have self-identified as members of visible minorities, which is above the workforce availability estimate of 22.7%.
- 16.4% of executives are members of visible minorities (above the WFA of 15.8%).
- 16.9% of members of visible minorities are 20 to 29 years of age.
- 24.4% of members of visible minorities are 50 to 69 years of age.

Figure 26: Intersectionality: members of visible minorities

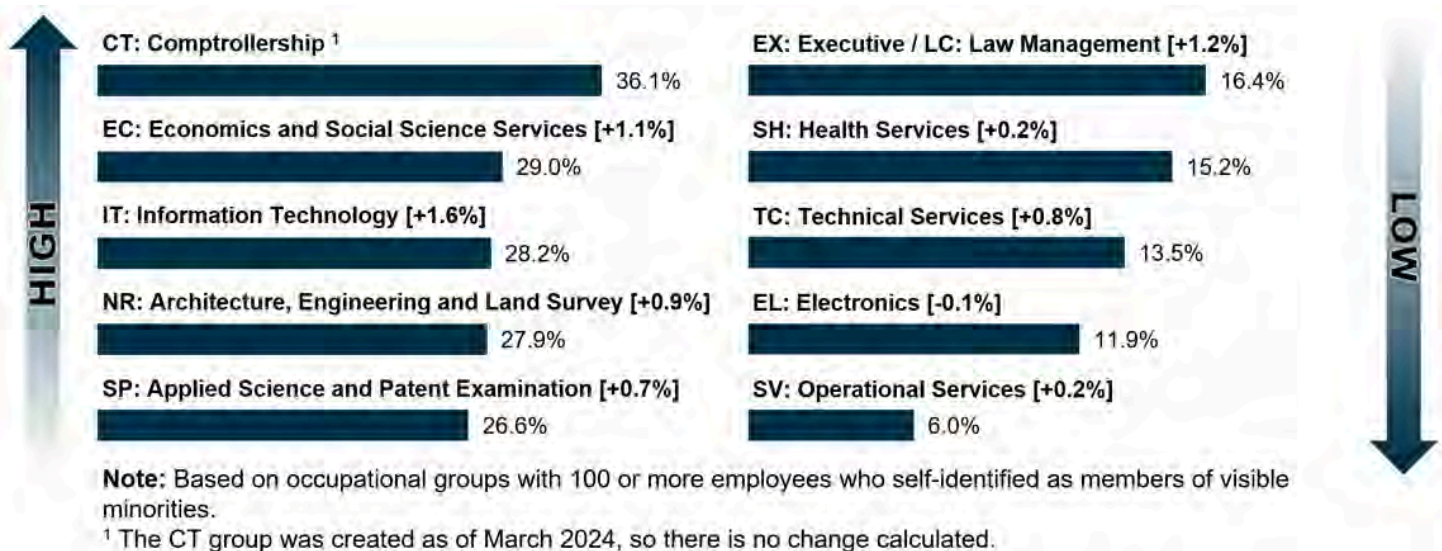


▼ Figure 26 - Text version

Of the employees who self-identified as members of visible minorities:

- 57.8% are women [increase of 0.2 percentage points]
- 2.6% self-identified as Indigenous Peoples [decrease of 0.2 percentage points]
- 6.4% self-identified as persons with disabilities [increase of 0.9 percentage points]

Figure 27: Occupational groups with the highest and lowest proportion of members of visible minorities



▼ Figure 27 - Text version

Highest proportion of members of visible minorities

- CT: Comptrollership: 36.1% ¹
- EC: Economics and Social Science Services: 29.0% [increase of 1.1 percentage points]
- IT: Information Technology: 28.2% [increase of 1.6 percentage points]
- NR: Architecture, Engineering and Land Survey: 27.9% [increase of 0.9 percentage points]
- SP: Applied Science and Patent Examination: 26.6% [increase of 0.7 percentage points]

Lowest proportion of members of visible minorities

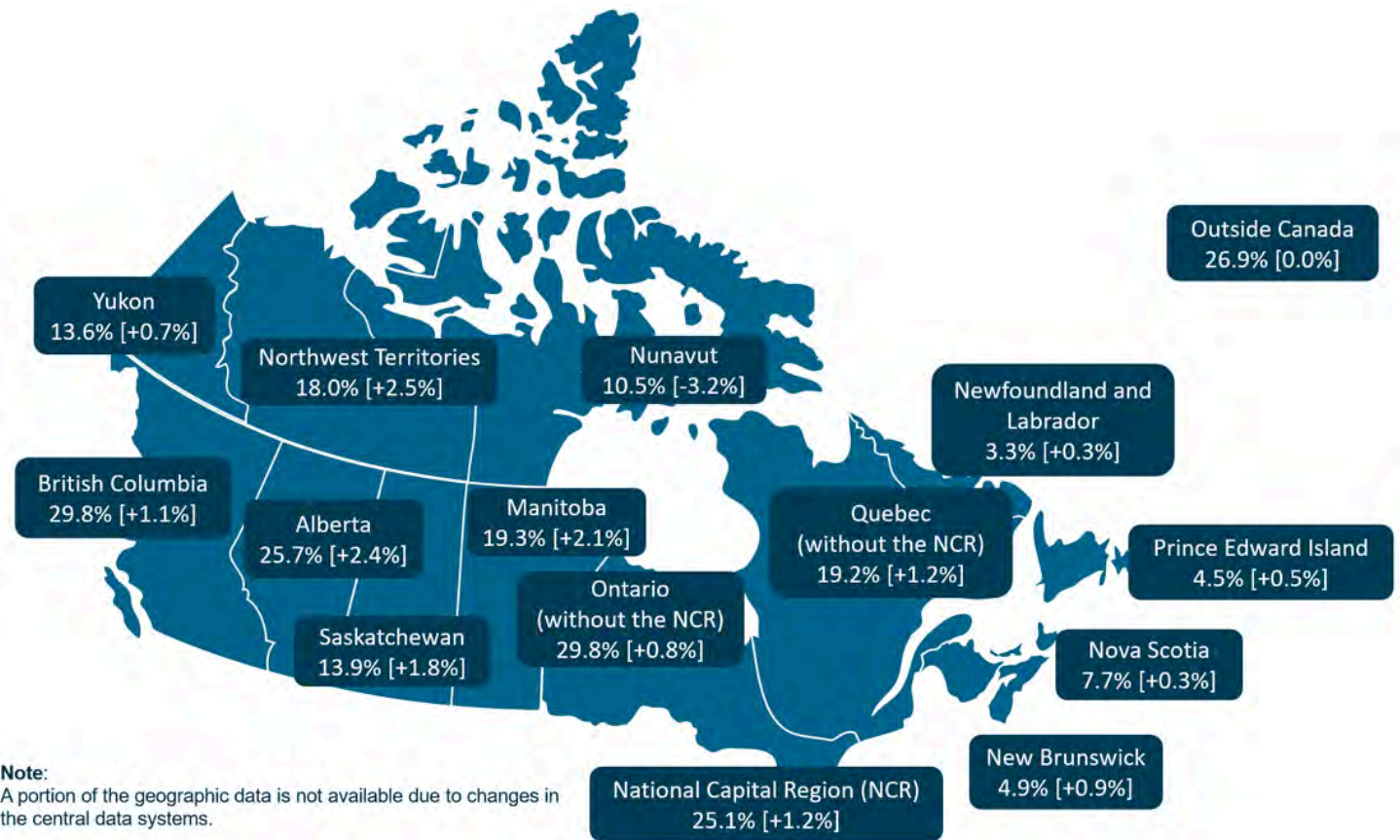
- EX: Executive / LC: Law Management: 16.4% [increase of 1.2 percentage points]
- SH: Health Services: 15.2% [increase of 0.2 percentage points]
- TC: Technical Services: 13.5% [increase of 0.8 percentage points]
- EL: Electronics: 11.9% [decrease of 0.1 percentage points]

- SV: Operational Services: 6.0% [increase of 0.2 percentage points]

Note: Based on occupational groups with 100 or more employees who self-identified as members of visible minorities.

1 The CT group was created as of March 2024, so there is no change calculated.

Figure 28: Representation of members of visible minorities by province and territory of work



▼ Figure 28 - Text version

- Newfoundland and Labrador: 3.3% [increase of 0.3 percentage points]
- Prince Edward Island: 4.5% [increase of 0.5 percentage points]
- Nova Scotia: 7.7% [increase of 0.3 percentage points]
- New Brunswick: 4.9% [increase of 0.9 percentage points]
- Quebec (without the NCR): 19.2% [increase of 1.2 percentage points]
- National Capital Region (NCR): 25.1% [increase of 1.2 percentage points]
- Ontario (without the NCR): 29.8% [increase of 0.8 percentage points]
- Manitoba: 19.3% [increase of 2.1 percentage points]
- Saskatchewan: 13.9% [increase of 1.8 percentage points]
- Alberta: 25.7% [increase of 2.4 percentage points]
- British Columbia: 29.8% [increase of 1.1 percentage points]
- Yukon: 13.6% [increase of 0.7 percentage points]
- Northwest Territories: 18.0% [increase of 2.5 percentage points]
- Nunavut: 10.5% [decrease of 3.2 percentage points]

- Outside Canada: 26.9% [unchanged]

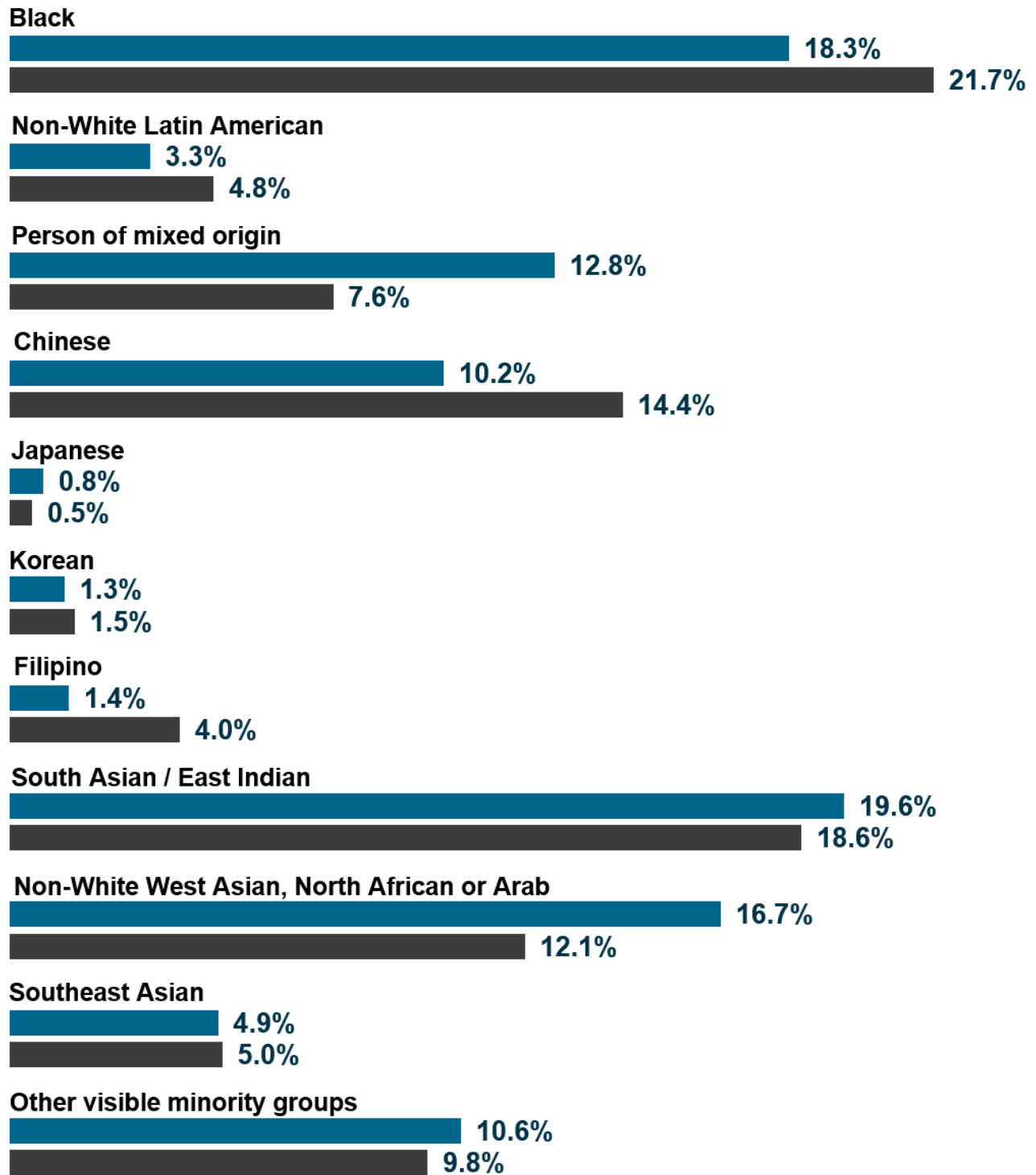
Note: A portion of the geographic data is not available due to changes in the central data systems.

Table 7: Representation of members of visible minorities by subgroup – overall and executives

Subgroup	Overall – number	Overall - percentage	Executives – number	Executives - percentage
Black	13,270	5.0%	233	3.0%
Non-White Latin American	2,947	1.1%	42	0.5%
Person of mixed origin	4,657	1.7%	163	2.1%
Chinese	8,803	3.3%	130	1.7%
Japanese	311	0.1%	10	0.1%
Korean	885	0.3%	17	0.2%
Filipino	2,440	0.9%	18	0.2%
South Asian / East Indian	11,334	4.3%	250	3.2%
Non-White West Asian, North African or Arab	7,355	2.8%	212	2.7%
Southeast Asian	3,038	1.1%	63	0.8%
Other visible minority groups	5,975	2.2%	135	1.7%
Total	61,015	22.9%	1,273	16.4%

Figure 29: Distribution of members of visible minorities by subgroup – overall and executives

● Executives ● Overall



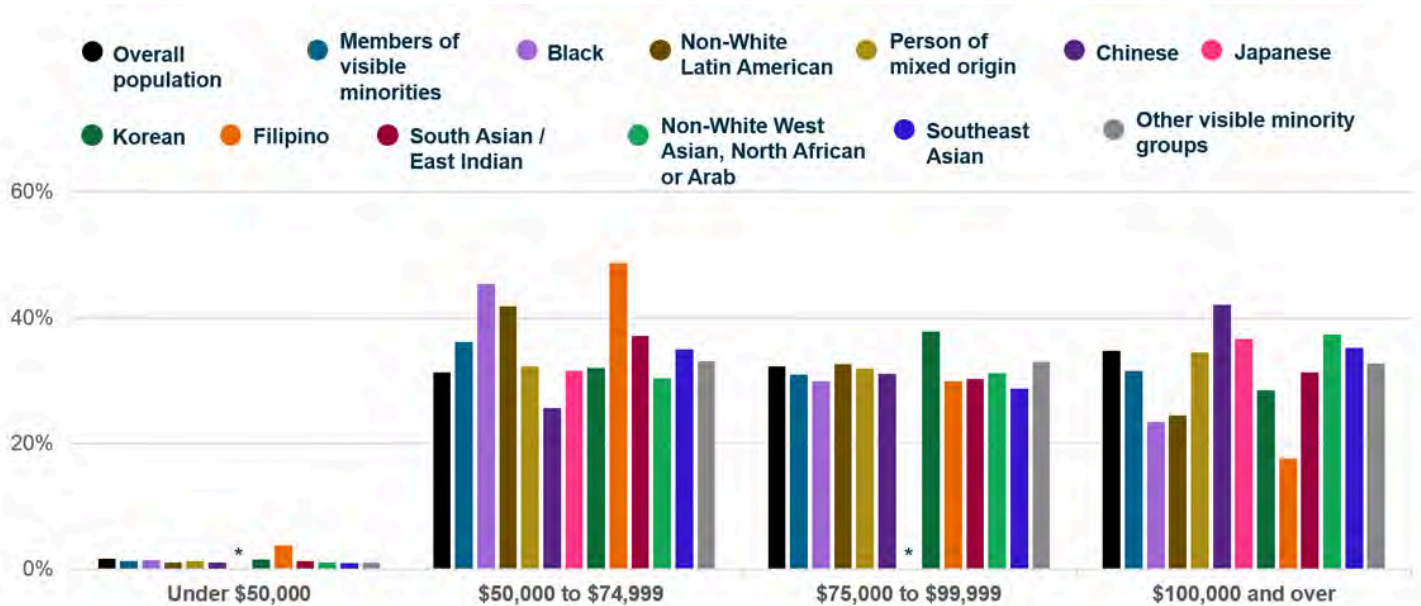
▼ Figure 29 - Text version

Figure 29: Distribution of members of visible minorities by subgroup – overall and executives

Subgroup	Overall	Executives
Black	21.7%	18.3%
Non-White Latin American	4.8%	3.3%
Person of mixed origin	7.6%	12.8%
Chinese	14.4%	10.2%

Subgroup	Overall	Executives
Japanese	0.5%	0.8%
Korean	1.5%	1.3%
Filipino	4.0%	1.4%
South Asian / East Indian	18.6%	19.6%
Non-White West Asian, North African or Arab	12.1%	16.7%
Southeast Asian	5.0%	4.9%
Other visible minority groups	9.8%	10.6%

Figure 30: Salary range distribution of members of visible minorities by group



* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

▼ Figure 30 - Text version

Figure 30: Salary range distribution of members of visible minorities by group

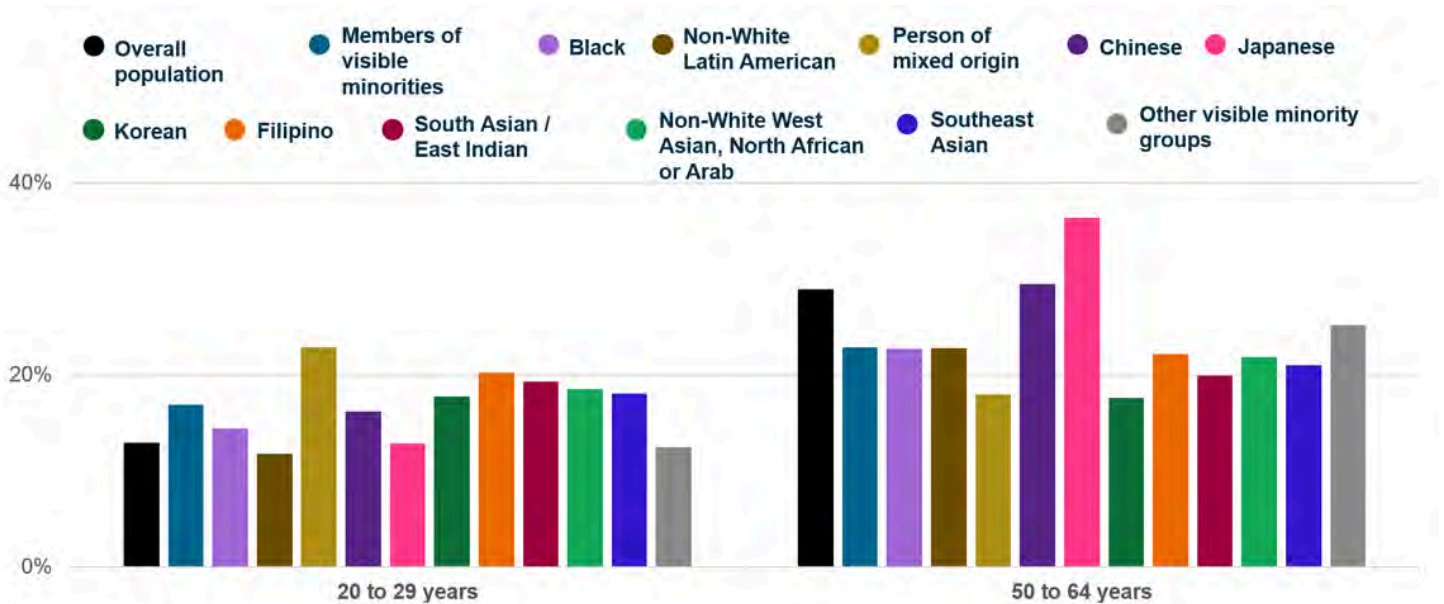
Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.7%	31.3%	32.2%	34.8%
Members of visible minorities	1.3%	36.2%	31.0%	31.6%
Black	1.4%	45.4%	29.9%	23.4%
Non-White Latin American	1.1%	41.8%	32.7%	24.4%
Person of mixed origin	1.4%	32.2%	31.9%	34.5%
Chinese	1.1%	25.7%	31.1%	42.1%
Japanese	*	31.5%	*	36.7%
Korean	1.6%	32.1%	37.9%	28.5%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Filipino	3.8%	48.7%	30.0%	17.6%
South Asian / East Indian	1.3%	37.1%	30.3%	31.3%
Non-White West Asian, North African or Arab	1.0%	30.4%	31.2%	37.3%
Southeast Asian	1.0%	35.0%	28.7%	35.3%
Other visible minority groups	1.1%	33.1%	33.0%	32.8%

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Figure 31: Distribution of members of visible minorities between 20 and 29 years and between 50 and 64 years by group



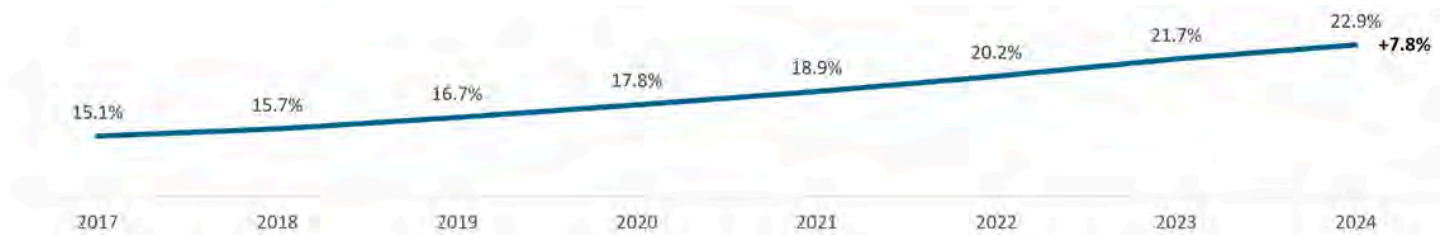
▼ Figure 31 - Text version

Figure 31: Distribution of members of visible minorities between 20 and 29 years and between 50 and 64 years by group

Group	20 to 29 years	50 to 64 years
Overall population	12.9%	28.9%
Members of visible minorities	16.9%	22.8%
Black	14.4%	22.7%
Non-White Latin American	11.8%	22.8%
Person of mixed origin	22.8%	18.0%
Chinese	16.2%	29.5%
Japanese	12.9%	36.3%
Korean	17.7%	17.6%
Filipino	20.2%	22.1%
South Asian / East Indian	19.3%	19.9%

Group	20 to 29 years	50 to 64 years
Non-White West Asian, North African or Arab	18.5%	21.9%
Southeast Asian	18.1%	21.0%
Other visible minority groups	12.5%	25.2%

Figure 32: Representation trends for members of visible minorities



▼ Figure 32 - Text version

Figure 32: Representation trends for members of visible minorities

Year	Percentage
2017	15.1%
2018	15.7%
2019	16.7%
2020	17.8%
2021	18.9%
2022	20.2%
2023	21.7%
2024	22.9%

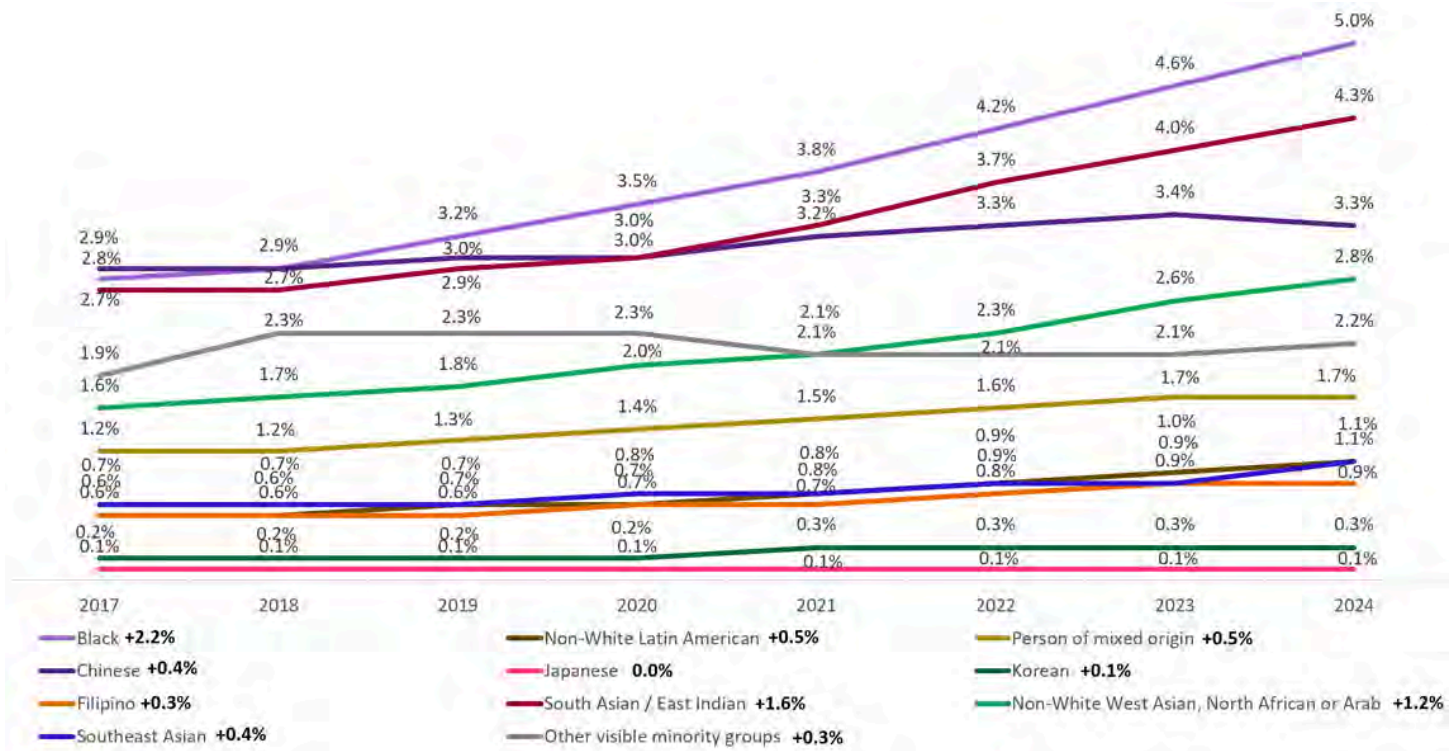
The representation of members of visible minorities increased by 7.8 percentage points between March 2017 and March 2024.

Table 8: Representation trends for members of visible minorities by subgroup – number

Subgroup	2017	2018	2019	2020	2021	2022	2023	2024
Black	5,218	5,538	6,468	7,427	8,754	9,809	11,771	13,270
Non-White Latin American	1,074	1,170	1,387	1,585	1,869	2,148	2,567	2,947
Person of mixed origin	2,153	2,227	2,568	2,999	3,490	3,851	4,409	4,657
Chinese	5,365	5,592	6,042	6,505	7,241	7,785	8,505	8,803
Japanese	234	229	235	249	271	277	296	311
Korean	342	383	448	535	642	717	847	885
Filipino	1,027	1,095	1,231	1,410	1,641	1,855	2,176	2,440
South Asian / East Indian	4,949	5,222	5,799	6,500	7,646	8,699	10,125	11,334
Non-White West Asian, North African or Arab	2,984	3,184	3,689	4,318	4,839	5,459	6,555	7,355
Southeast Asian	1,220	1,293	1,432	1,637	1,877	2,087	2,381	3,038
Other visible minority groups	3,492	4,340	4,705	4,980	4,852	5,041	5,402	5,975

Subgroup	2017	2018	2019	2020	2021	2022	2023	2024
Total	28,058	30,273	34,004	38,145	43,122	47,728	55,034	61,015

Figure 33: Representation trends for members of visible minorities by subgroup – percentage



▼ Figure 33 - Text version

Figure 33: Representation trends for members of visible minorities by subgroup – percentage

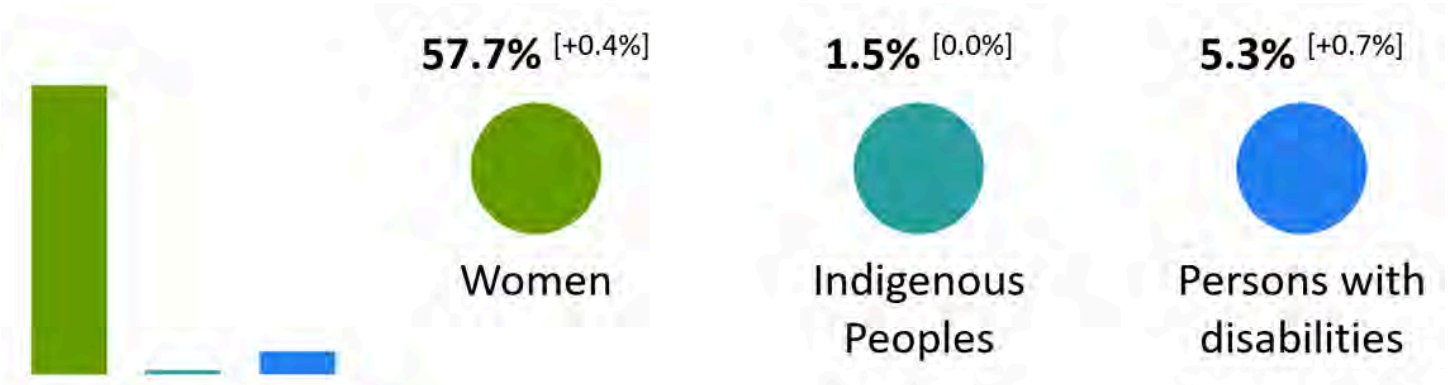
Subgroup	2017	2018	2019	2020	2021	2022	2023	2024	Change between 2017 and 2024
Black	2.8%	2.9%	3.2%	3.5%	3.8%	4.2%	4.6%	5.0%	+2.2%
Non-White Latin American	0.6%	0.6%	0.7%	0.7%	0.8%	0.9%	1.0%	1.1%	+0.5%
Person of mixed origin	1.2%	1.2%	1.3%	1.4%	1.5%	1.6%	1.7%	1.7%	+0.5%
Chinese	2.9%	2.9%	3.0%	3.0%	3.2%	3.3%	3.4%	3.3%	+0.4%
Japanese	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%
Korean	0.2%	0.2%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	+0.1%
Filipino	0.6%	0.6%	0.6%	0.7%	0.7%	0.8%	0.9%	0.9%	+0.3%
South Asian / East Indian	2.7%	2.7%	2.9%	3.0%	3.3%	3.7%	4.0%	4.3%	+1.6%
Non-White West Asian, North African or Arab	1.6%	1.7%	1.8%	2.0%	2.1%	2.3%	2.6%	2.8%	+1.2%
Southeast Asian	0.7%	0.7%	0.7%	0.8%	0.8%	0.9%	0.9%	1.1%	+0.4%
Other visible minority groups	1.9%	2.3%	2.3%	2.3%	2.1%	2.1%	2.1%	2.2%	+0.3%

Representation of Black employees

- 5.0% of employees in the core public administration have self-identified as Black employees.
- 3.0% of executives have self-identified as Black employees.

- 14.4% of Black employees are 20 to 29 years of age.
- 24.5% of Black employees are 50 to 69 years of age.

Figure 34: Intersectionality: Black employees

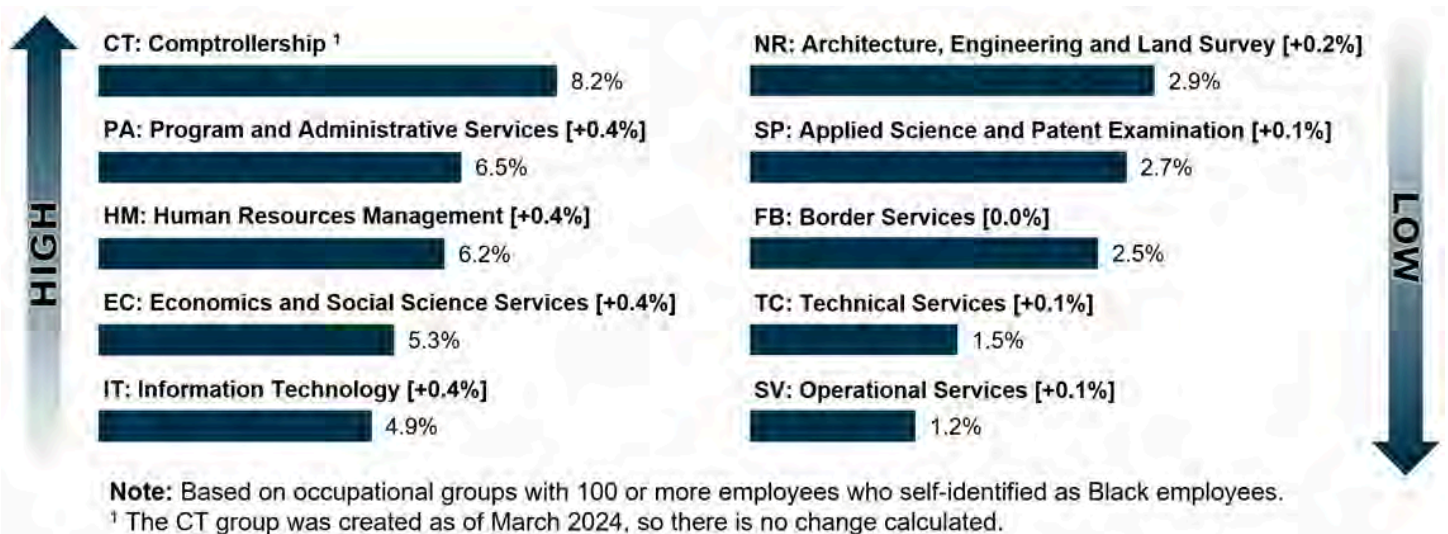


▼ Figure 34 - Text version

Of the employees who self-identified as Black employees:

- 57.7% are women [increase of 0.4 percentage points]
- 1.5% self-identified as Indigenous Peoples [unchanged]
- 5.3% self-identified as persons with disabilities [increase of 0.7 percentage points]

Figure 35: Occupational groups with the highest and lowest proportion of Black employees



▼ Figure 35 - Text version

Highest proportion of Black employees

- CT: Comptrollership: 8.2% ¹
- PA: Program and Administrative Services: 6.5% [increase of 0.4 percentage points]
- HM: Human Resources Management: 6.2% [increase of 0.4 percentage points]
- EC: Economics and Social Science Services: 5.3% [increase of 0.4 percentage points]
- IT: Information Technology: 4.9% [increase of 0.4 percentage points]

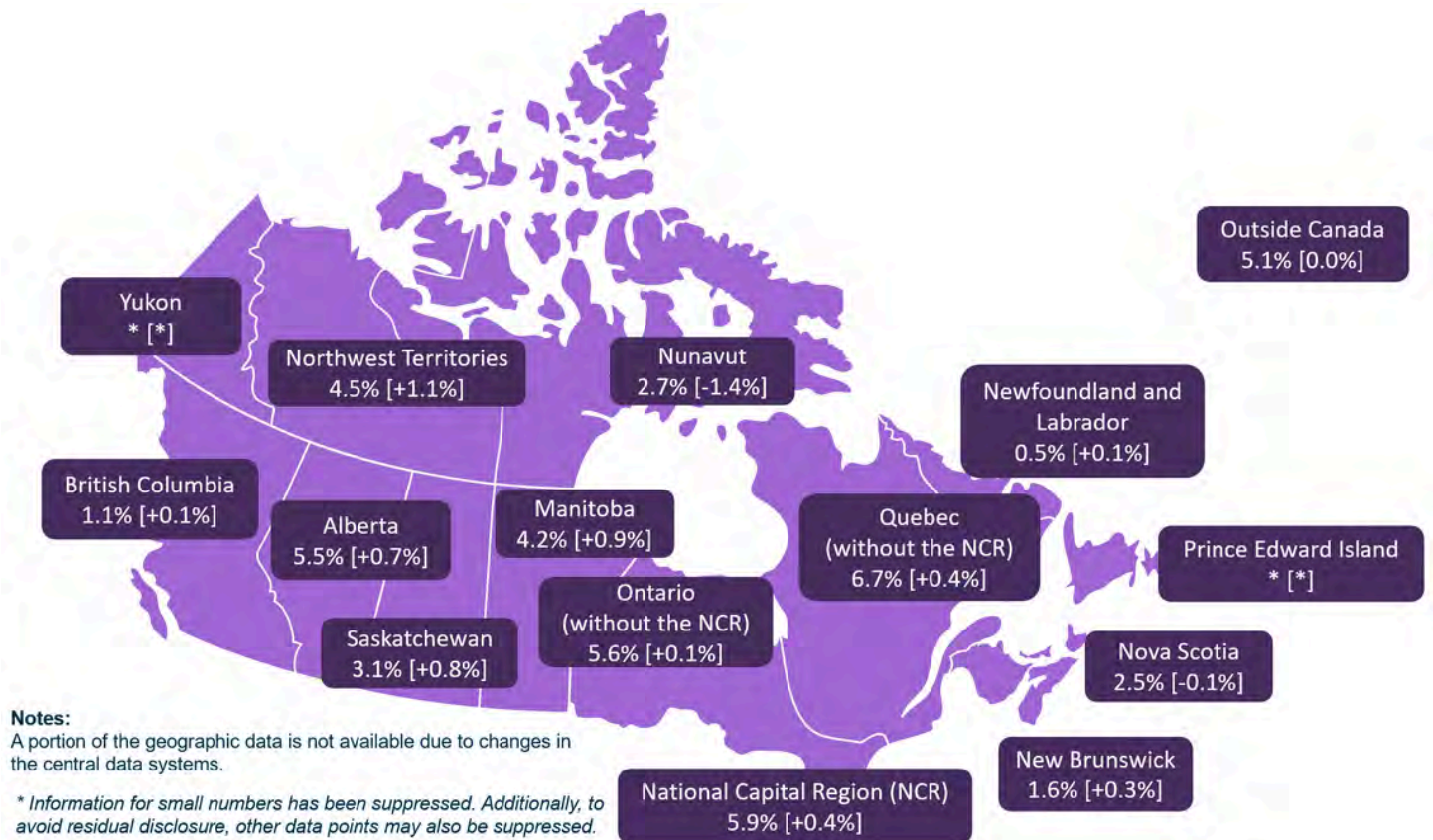
Lowest proportion of Black employees

- NR: Architecture, Engineering and Land Survey: 2.9% [increase of 0.2 percentage points]
- SP: Applied Science and Patent Examination: 2.7% [increase of 0.1 percentage points]
- FB: Border Services: 2.5% [unchanged]
- TC: Technical Services: 1.5% [increase of 0.1 percentage points]
- SV: Operational Services: 1.2% [increase of 0.1 percentage points]

Note: Based on occupational groups with 100 or more employees who self-identified as Black employees.

1 The CT group was created as of March 2024, so there is no change calculated.

Figure 36: Representation of Black employees by province and territory of work



▼ Figure 36 - Text version

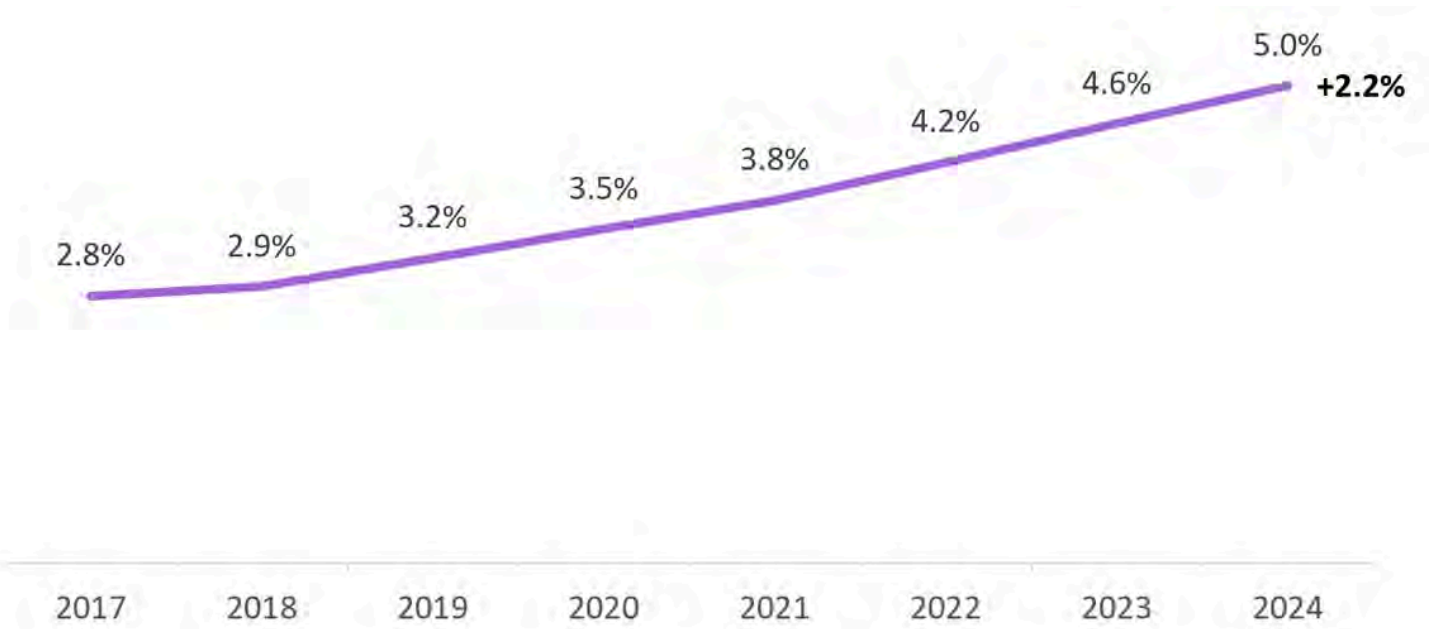
- Newfoundland and Labrador: 0.5% [increase of 0.1 percentage points]
- Prince Edward Island: *[*]
- Nova Scotia: 2.5% [decrease of 0.1 percentage points]
- New Brunswick: 1.6% [increase of 0.3 percentage points]
- Quebec (without the NCR): 6.7% [increase of 0.4 percentage points]
- National Capital Region (NCR): 5.9% [increase of 0.4 percentage points]
- Ontario (without the NCR): 5.6% [increase of 0.1 percentage points]
- Manitoba: 4.2% [increase of 0.9 percentage points]
- Saskatchewan: 3.1% [increase of 0.8 percentage points]
- Alberta: 5.5% [increase of 0.7 percentage points]
- British Columbia: 1.1% [increase of 0.1 percentage points]

- Yukon: *[*]
- Northwest Territories: 4.5% [increase of 1.1 percentage points]
- Nunavut: 2.7% [decrease of 1.4 percentage points]
- Outside Canada: 5.1% [unchanged]

[] Information for small numbers has been suppressed. 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.

Figure 37: Representation trends for Black employees – percentage



▼ Figure 37 - Text version

Figure 37: Representation trends for Black employees – percentage

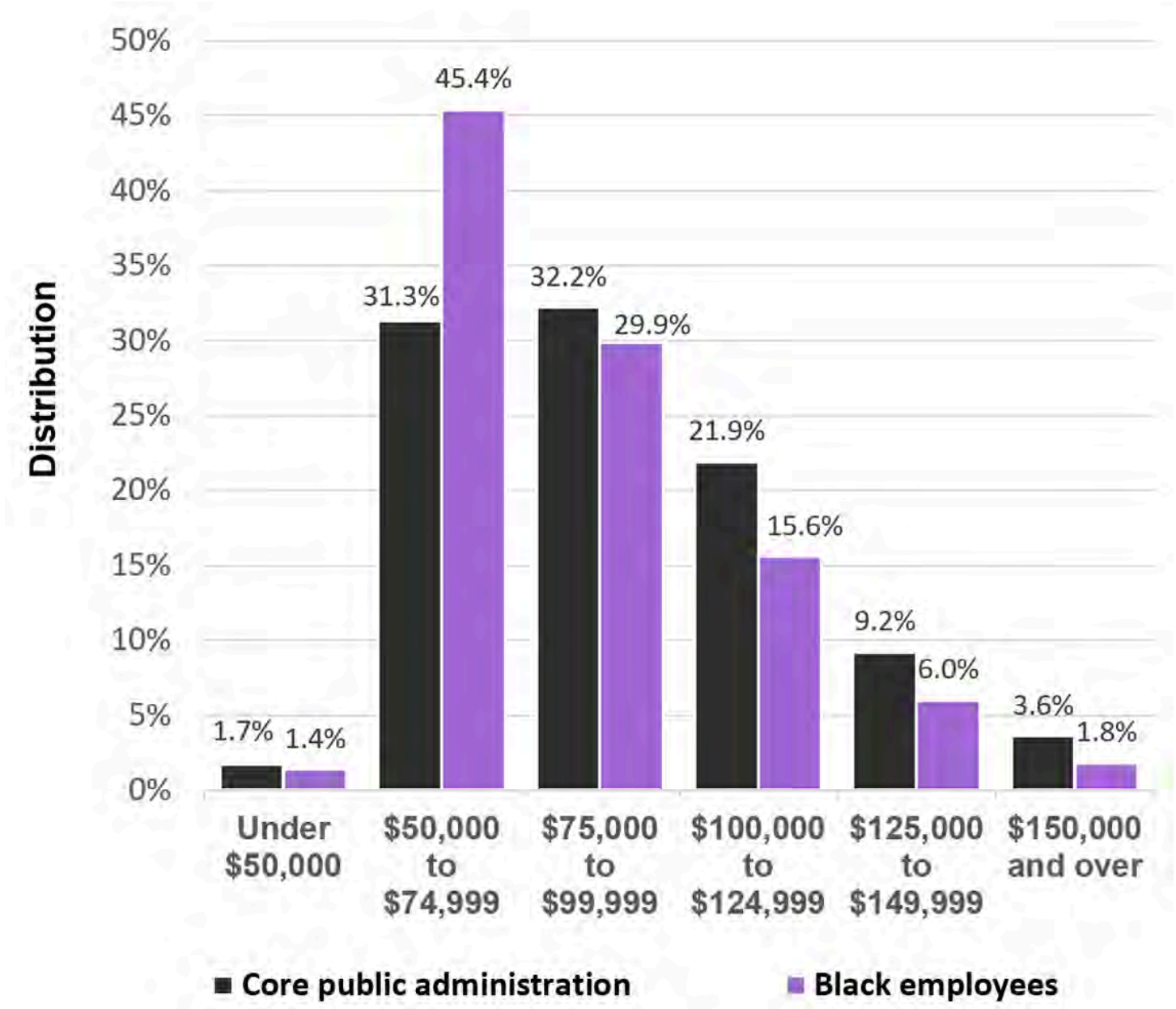
Year	Percentage
2017	2.8%
2018	2.9%
2019	3.2%
2020	3.5%
2021	3.8%
2022	4.2%
2023	4.6%
2024	5.0%

The representation of Black employees increased by 2.2 percentage points between March 2017 and March 2024.

Table 9: Representation trends for Black employees - number

Year	Number
2017	5,218
2018	5,538
2019	6,468
2020	7,427
2021	8,754
2022	9,809
2023	11,771
2024	13,270

Figure 38: Salary range distribution for the core public administration and Black employees



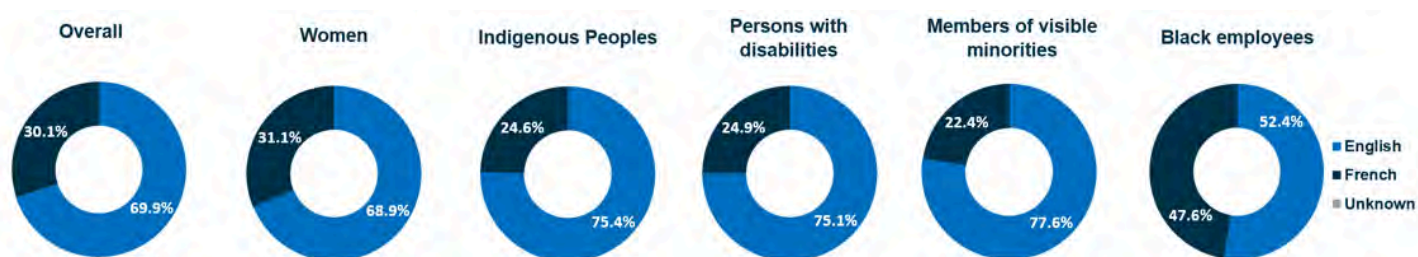
▼ Figure 38 - Text version

Figure 38: Salary range distribution for the core public administration and Black employees

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$124,999	\$125,000 to \$149,999	\$150,000 and over
Core public administration	1.7%	31.3%	32.2%	21.9%	9.2%	3.6%
Black employees	1.4%	45.4%	29.9%	15.6%	6.0%	1.8%

Official languages of the core public administration and employment equity designated groups

Figure 39: Distribution of employees by group and first official language

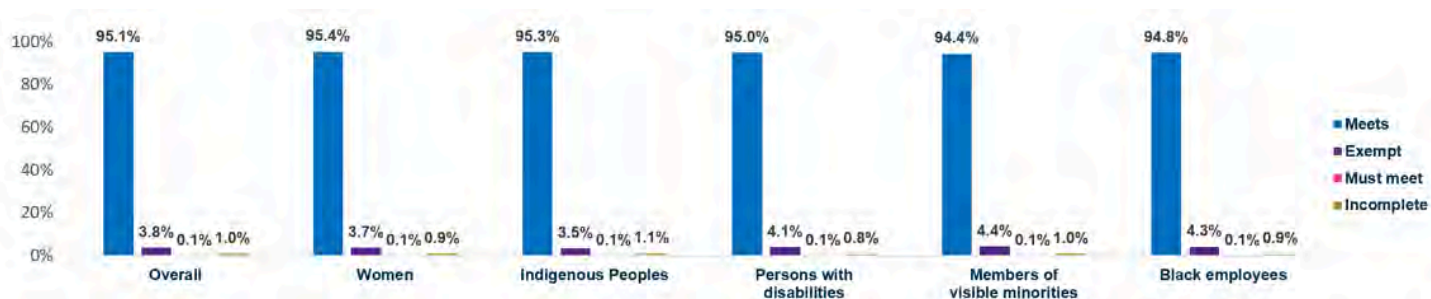


▼ Figure 39 - Text version

Figure 39: Distribution of employees by group and first official language

Group	English	French	Unknown
Overall	69.9%	30.1%	0.0%
Women	68.9%	31.1%	0.0%
Indigenous Peoples	75.4%	24.6%	0.0%
Persons with disabilities	75.1%	24.9%	0.0%
Members of visible minorities	77.6%	22.4%	0.0%
Black employees	52.4%	47.6%	0.0%

Figure 40: Distribution of employees who are in bilingual positions by group and linguistic status



▼ Figure 40 - Text version

Figure 40: Distribution of employees who are in bilingual positions by group and linguistic status

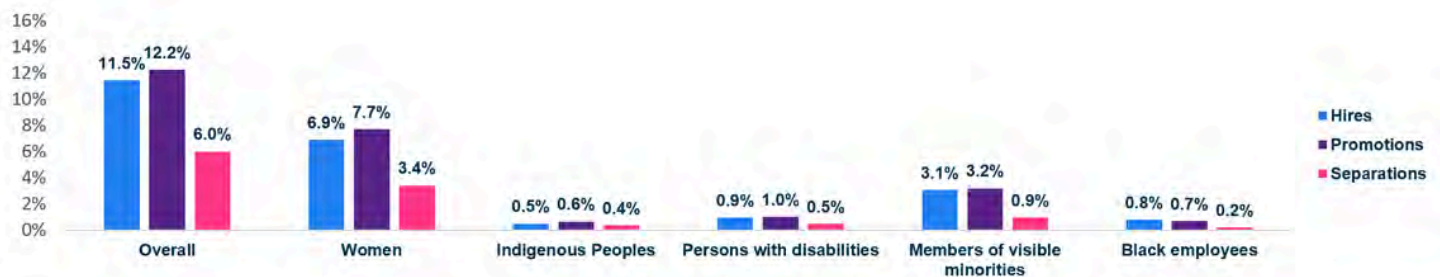
Group	Meets	Exempt	Must meet	Incomplete
Overall	95.1%	3.8%	0.1%	1.0%
Women	95.4%	3.7%	0.1%	0.9%
Indigenous Peoples	95.3%	3.5%	0.1%	1.1%
Persons with disabilities	95.0%	4.1%	0.1%	0.8%
Members of visible minorities	94.4%	4.4%	0.1%	1.0%
Black employees	94.8%	4.3%	0.1%	0.9%

Hires into, promotions within and separations from the core public administration

Table 10: Hires, promotions and separations by group – number and share

Action type	All employees - number	Women - number	Women - percentage	Indigenous Peoples - number	Indigenous Peoples - percentage	Persons with disabilities - number	Persons with disabilities - percentage	Members of visible minorities - number	Members of visible minorities - percentage	Black employees - number	Black employees - percentage
Hires	29,033	17,530	60.4%	1,243	4.3%	2,372	8.2%	7,790	26.8%	2,002	6.9%
Promotions	31,025	19,578	63.1%	1,642	5.3%	2,517	8.1%	8,115	26.2%	1,788	5.8%
Separations	15,222	8,667	56.9%	906	6.0%	1,210	7.9%	2,394	15.7%	576	3.8%

Figure 41: Hires, promotions and separations by group – rates



▼ Figure 41 - Text version

Figure 41: Hires, promotions and separations by group – rates

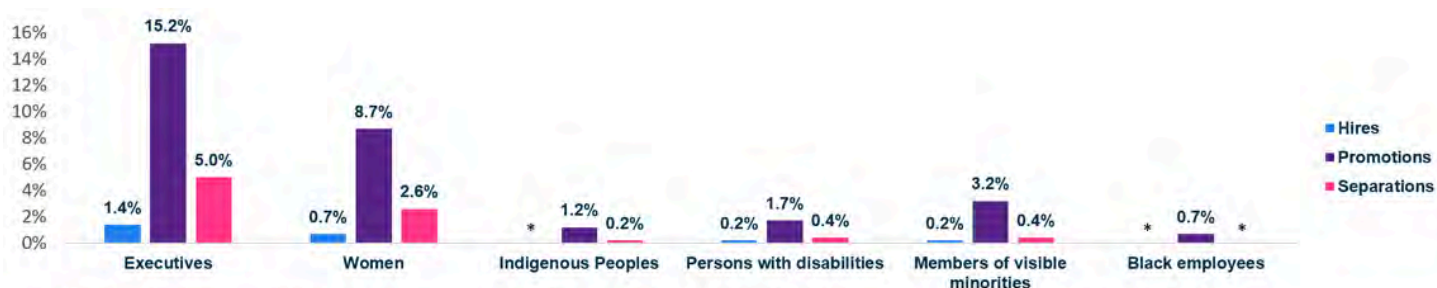
Group	Hires	Promotions	Separations
Overall	11.5%	12.2%	6.0%
Women	6.9%	7.7%	3.4%
Indigenous Peoples	0.5%	0.6%	0.4%
Persons with disabilities	0.9%	1.0%	0.5%
Members of visible minorities	3.1%	3.2%	0.9%
Black employees	0.8%	0.7%	0.2%

Table 11: Hires, promotions and separations of executives by group – number and share

Action type	Executives - number	Women - number	Women - percentage	Indigenous Peoples - number	Indigenous Peoples - percentage	Persons with disabilities - number	Persons with disabilities - percentage	Members of visible minorities - number	Members of visible minorities - percentage	Black employees - number	Black employees - percentage
Hires	108	53	49.1%	*	*	14	13.0%	13	12.0%	*	*
Promotions	1,158	662	57.2%	92	7.9%	129	11.1%	241	20.8%	57	4.9%
Separations	380	196	51.6%	18	4.7%	29	7.6%	28	7.4%	*	*

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Figure 42: Hires, promotions and separations of executives by group – rates



* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

▼ Figure 42 - Text version

Figure 42: Hires, promotions and separations of executives by group – rates

Group	Hires	Promotions	Separations
Executives	1.4%	15.2%	5.0%
Women	0.7%	8.7%	2.6%
Indigenous Peoples	*	1.2%	0.2%
Persons with disabilities	0.2%	1.7%	0.4%
Members of visible minorities	0.2%	3.2%	0.4%
Black employees	*	0.7%	*

* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Annex 1: 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 according to department or agency

The following table includes information (as of March 31, 2024) 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 55.3%)		Indigenous Peoples (Overall WFA 4.1%)		Persons with disabilities (Overall WFA 12.0%)		Members of visible minorities (Overall WFA 22.7%)	
	Number	Number	%	Number	%	Number	%	Number	%	
Employment and Social Development Canada	38,144	25,695	67.4	1,690	4.4	3,364	8.8	11,658	30.6	
National Defence ¹	27,707	11,893	42.9	956	3.5	1,618	5.8	3,336	12.0	
Correctional Service Canada	18,596	9,504	51.1	1,998	10.7	1,325	7.1	2,691	14.5	
Public Services and Procurement Canada	18,204	11,044	60.7	683	3.8	1,347	7.4	3,692	20.3	
Canada Border Services Agency	15,951	7,581	47.5	606	3.8	1,162	7.3	3,423	21.5	
Fisheries and Oceans Canada ²	14,123	6,320	44.7	773	5.5	966	6.8	1,383	9.8	
Immigration, Refugees and Citizenship Canada	12,141	7,882	64.9	338	2.8	913	7.5	5,026	41.4	
Royal Canadian Mounted Police ³	9,884	6,979	70.6	535	5.4	482	4.9	1,811	18.3	
Health Canada ⁴	9,591	6,230	65.0	292	3.0	902	9.4	3,228	33.7	
Shared Services Canada	8,971	3,191	35.6	344	3.8	730	8.1	2,187	24.4	
Indigenous Services Canada ⁴	8,148	5,705	70.0	2,232	27.4	657	8.1	1,635	20.1	
Environment and Climate Change Canada	7,993	4,368	54.6	272	3.4	605	7.6	1,722	21.5	
Statistics Canada	7,077	3,778	53.4	224	3.2	651	9.2	2,047	28.9	
Global Affairs Canada	6,960	3,951	56.8	410	5.9	381	5.5	2,043	29.4	
Transport Canada	6,355	2,951	46.4	279	4.4	453	7.1	1,372	21.6	
Innovation, Science and Economic Development Canada	6,006	3,110	51.8	160	2.7	465	7.7	1,751	29.2	
Department of Justice Canada	5,478	3,758	68.6	274	5.0	1,039	19.0	1,565	28.6	
Natural Resources Canada	5,325	2,648	49.7	209	3.9	553	10.4	1,253	23.5	
Agriculture and Agri-Food Canada	5,134	2,751	53.6	223	4.3	396	7.7	1,070	20.8	
Public Health Agency of Canada	3,831	2,670	69.7	131	3.4	306	8.0	1,187	31.0	
Veterans Affairs Canada	3,637	2,653	72.9	157	4.3	345	9.5	392	10.8	
Treasury Board of Canada Secretariat	2,381	1,505	63.2	83	3.5	253	10.6	635	26.7	
Immigration and Refugee Board of Canada	2,298	1,496	65.1	51	2.2	143	6.2	1,025	44.6	
Crown-Indigenous Relations and Northern Affairs Canada ⁴	1,925	1,290	67.0	339	17.6	134	7.0	360	18.7	
Canadian Heritage	1,788	1,225	68.5	98	5.5	165	9.2	353	19.7	
Public Safety Canada	1,521	932	61.3	86	5.7	173	11.4	331	21.8	
Infrastructure Canada	1,361	846	62.2	45	3.3	141	10.4	387	28.4	
Privy Council Office	1,193	698	58.5	49	4.1	89	7.5	313	26.2	

Department or agency	All employees	Women (Overall WFA 55.3%)		Indigenous Peoples (Overall WFA 4.1%)		Persons with disabilities (Overall WFA 12.0%)		Members of visible minorities (Overall WFA 22.7%)	
	Number	Number	%	Number	%	Number	%	Number	%
Public Prosecution Service of Canada	1,159	764	65.9	84	7.2	93	8.0	257	22.2
Library and Archives Canada	1,079	685	63.5	49	4.5	66	6.1	113	10.5
Elections Canada	1,045	554	53.0	35	3.3	72	6.9	230	22.0
Department of Finance Canada	922	434	47.1	24	2.6	56	6.1	211	22.9
Public Service Commission of Canada	868	583	67.2	37	4.3	131	15.1	205	23.6
Canadian Space Agency	850	406	47.8	16	1.9	97	11.4	193	22.7
Courts Administration Service	795	507	63.8	21	2.6	53	6.7	227	28.6
Canada School of Public Service	668	450	67.4	34	5.1	70	10.5	161	24.1
Administrative Tribunals Support Service of Canada	597	399	66.8	16	2.7	44	7.4	131	21.9
Canadian Radio-television and Telecommunications Commission	596	327	54.9	30	5.0	53	8.9	135	22.7
Atlantic Canada Opportunities Agency	578	376	65.1	28	4.8	77	13.3	53	9.2
Impact Assessment Agency of Canada ⁵	490	332	67.8	27	5.5	42	8.6	112	22.9
Parole Board of Canada	482	364	75.5	22	4.6	42	8.7	87	18.0
Western Economic Diversification Canada ⁶	479	282	58.9	27	5.6	37	7.7	142	29.6
Canadian Grain Commission	454	209	46.0	23	5.1	25	5.5	140	30.8
Women and Gender Equality Canada	416	350	84.1	22	5.3	51	12.3	106	25.5
Canada Economic Development for Quebec Regions	357	199	55.7	7	2.0	29	8.1	81	22.7
Canadian Transportation Agency	346	188	54.3	9	2.6	37	10.7	79	22.8
Offices of the Information and Privacy Commissioners of Canada	303	190	62.7	14	4.6	17	5.6	54	17.8
Federal Economic Development Agency for Southern Ontario	287	167	58.2	11	3.8	37	12.9	93	32.4
Canadian Human Rights Commission	272	201	73.9	7	2.6	47	17.3	77	28.3
Registrar of the Supreme Court of Canada	226	134	59.3	9	4.0	23	10.2	33	14.6
Transportation Safety Board of Canada	209	84	40.2	*	*	11	5.3	25	12.0
Office of the Commissioner of Official Languages	161	107	66.5	*	*	8	5.0	17	10.6
Office of the Governor General's Secretary	156	97	62.2	*	*	16	10.3	28	17.9
Veterans Review and Appeal Board	123	83	67.5	*	*	6	4.9	0	0.0
Canadian Northern Economic Development Agency	109	70	64.2	26	23.9	10	9.2	24	22.0
Civilian Review and Complaints Commission for the RCMP	89	62	69.7	*	*	9	10.1	17	19.1
Federal Economic Development Agency for Northern Ontario	83	55	66.3	7	8.4	9	10.8	*	*
Patented Medicine Prices Review Board Canada	79	42	53.2	*	*	*	*	19	24.1
Canadian Dairy Commission	72	39	54.2	*	*	6	8.3	13	18.1

Department or agency	All employees		Women (Overall WFA 55.3%)		Indigenous Peoples (Overall WFA 4.1%)		Persons with disabilities (Overall WFA 12.0%)		Members of visible minorities (Overall WFA 22.7%)	
	Number	Number	%	Number	%	Number	%	Number	%	
Office of the Commissioner for Federal Judicial Affairs Canada	55	37	67.3	0	0.0	*	*	*	*	
Accessibility Standards Canada	54	32	59.3	*	*	16	29.6	14	25.9	
Military Grievances External Review Committee	47	30	63.8	*	*	8	17.0	11	23.4	
Canadian Intergovernmental Conference Secretariat	34	18	52.9	*	*	*	*	10	29.4	
Office of the Public Sector Integrity Commissioner of Canada	33	19	57.6	*	*	*	*	*	*	
Military Police Complaints Commission of Canada	31	21	67.7	*	*	*	*	10	32.3	
International Joint Commission	31	16	51.6	*	*	6	19.4	*	*	
Office of the Commissioner of Lobbying of Canada	28	13	46.4	*	*	*	*	6	21.4	
RCMP External Review Committee	23	15	65.2	*	*	*	*	*	*	
Copyright Board Canada	16	10	62.5	0	0.0	*	*	*	*	
Secretariat of the National Security and Intelligence Committee of Parliamentarians	6	*	*	0	0.0	0	0.0	0	0.0	
Law Commission of Canada	2	*	*	0	0.0	0	0.0	*	*	
Total ^Z	266,433	151,607	56.9	14,152	5.3	21,089	7.9	61,015	22.9	

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

1 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).

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

3 The Royal Canadian Mounted Police has three segments of employees: public service employees, Civilian members and Regular members. The data presented in the table includes only public service employees.

4 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.

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

6 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.

Z 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.

8. 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, 2024.

Source: 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.

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, 2024) 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	%	Number	%
Newfoundland and Labrador	4,367	2,304	52.8	357	8.2	365	8.4	146	3.3
Prince Edward Island	2,490	1,594	64.0	70	2.8	235	9.4	112	4.5
Nova Scotia	11,192	5,585	49.9	658	5.9	1,043	9.3	861	7.7
New Brunswick	11,338	6,955	61.3	424	3.7	815	7.2	552	4.9
Quebec (without the NCR) ¹	28,414	15,866	55.8	752	2.6	1,579	5.6	5,461	19.2
NCR (Quebec) ¹	34,839	20,378	58.5	1,938	5.6	2,837	8.1	8,028	23.0
NCR (Ontario) ¹	87,055	49,499	56.9	3,280	3.8	7,899	9.1	22,588	25.9
NCR ¹	121,894	69,877	57.3	5,218	4.3	10,736	8.8	30,616	25.1
Ontario (without the NCR) ¹	32,780	18,974	57.9	1,554	4.7	2,429	7.4	9,782	29.8
Manitoba	8,641	5,099	59.0	1,383	16.0	705	8.2	1,668	19.3
Saskatchewan	5,524	3,362	60.9	984	17.8	395	7.2	768	13.9
Alberta	13,286	7,772	58.5	1,097	8.3	1,059	8.0	3,409	25.7
British Columbia	21,255	11,061	52.0	1,173	5.5	1,382	6.5	6,328	29.8
Yukon	389	244	62.7	55	14.1	23	5.9	53	13.6
Northwest Territories	488	297	60.9	80	16.4	28	5.7	88	18.0
Nunavut	295	181	61.4	154	52.2	12	4.1	31	10.5
Outside Canada	1,536	796	51.8	76	4.9	57	3.7	413	26.9
Not available ²	2,544	1,640	64.5	117	4.6	226	8.9	727	28.6
Total ³	266,433	151,607	56.9	14,152	5.3	21,089	7.9	61,015	22.9

¹ "NCR" stands for National Capital Region and includes NCR (Quebec) and NCR (Ontario).

² A portion of the geographic data is not available due to changes in the central data systems.

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.

4. 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.

Source: 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.

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, 2024) 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	%	Number	%	
AI: Air Traffic Control	11	*	*	*	*	0	0.0	0	0.0	0	0.0	
AO: Aircraft Operations	385	41	10.6	344	89.4	17	4.4	*	*	14	3.6	
AV: Commerce and Purchasing	7,663	4,095	53.4	3,567	46.5	332	4.3	573	7.5	1,721	22.5	
CT: Comptrollership ¹	6,966	3,979	57.1	2,985	42.9	214	3.1	341	4.9	2,516	36.1	
CX: Correctional Services	7,150	2,039	28.5	5,108	71.4	802	11.2	324	4.5	1,218	17.0	
EB: Education and Library Science	1,368	924	67.5	444	32.5	138	10.1	79	5.8	263	19.2	
EC: Economics and Social Science Services	26,200	15,825	60.4	10,371	39.6	1,128	4.3	2,611	10.0	7,611	29.0	
EL: Electronics	1,141	78	6.8	1,062	93.1	44	3.9	61	5.3	136	11.9	
EX: Executive	7,380	4,028	54.6	3,351	45.4	408	5.5	693	9.4	1,192	16.2	
FB: Border Services	10,415	4,230	40.6	6,185	59.4	445	4.3	652	6.3	1,934	18.6	
FS: Foreign Service	1,937	1,096	56.6	841	43.4	93	4.8	92	4.7	503	26.0	
HM: Human Resources Management	5,190	4,282	82.5	908	17.5	254	4.9	681	13.1	1,169	22.5	
IT: Information Technology	20,696	4,691	22.7	15,995	77.3	734	3.5	1,573	7.6	5,832	28.2	
LC: Law Management	380	251	66.1	129	33.9	20	5.3	58	15.3	81	21.3	
LP: Law Practitioner	3,650	2,183	59.8	1,464	40.1	157	4.3	565	15.5	868	23.8	
NR: Architecture, Engineering and Land Survey	4,749	1,248	26.3	3,500	73.7	103	2.2	200	4.2	1,325	27.9	
PA: Program and Administrative Services	117,493	84,916	72.3	32,526	27.7	7,424	6.3	10,545	9.0	28,136	23.9	
PM-MCO: Negotiation, Mediation and Conciliation Officer	56	35	62.5	21	37.5	*	*	*	*	*	*	
PO: Police Operations Support	552	381	69.0	168	30.4	26	4.7	13	2.4	67	12.1	
PR: Non-Supervisory Printing Services	2	*	*	*	*	0	0.0	0	0.0	0	0.0	
RE: Research	2,657	929	35.0	1,727	65.0	37	1.4	112	4.2	637	24.0	
RO: Radio Operations	289	92	31.8	197	68.2	28	9.7	16	5.5	8	2.8	
SH: Health Services	3,974	3,247	81.7	718	18.1	268	6.7	188	4.7	605	15.2	
SO: Ships' Officers	1,361	213	15.7	1,148	84.3	26	1.9	27	2.0	48	3.5	
SP: Applied Science and Patent Examination	10,552	5,901	55.9	4,650	44.1	243	2.3	620	5.9	2,807	26.6	
SR(C): Ship Repair Chargehands and Production Supervisors - East	68	*	*	*	*	*	*	9	13.2	*	*	
SR(E): Ship Repair - East	610	55	9.0	555	91.0	21	3.4	27	4.4	16	2.6	
SR(W): Ship Repair - West	709	41	5.8	666	93.9	23	3.2	17	2.4	19	2.7	
SV: Operational Services	10,286	2,235	21.7	8,039	78.2	578	5.6	381	3.7	622	6.0	
TC: Technical Services	11,438	3,838	33.6	7,594	66.4	574	5.0	589	5.1	1,546	13.5	
TR: Translation	863	659	76.4	204	23.6	7	0.8	26	3.0	65	7.5	
UT: University Teaching	234	65	27.8	168	71.8	*	*	7	3.0	49	20.9	
Unknown	8	3	37.5	5	62.5	0	0.0	0	0.0	1	12.5	
Total ^{2 3}	266,433	151,607	56.9	114,714	43.1	14,152	5.3	21,089	7.9	61,015	22.9	

Occupational group in force	All employees		Women		Men		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%	Number	%	
* 1 2 3	<p>Information for small numbers has been suppressed (counts of 1 to 5). Additionally, to avoid residual disclosure, other data points may also be suppressed.</p> <p>As of March 2024, the CT - Comptrollership group was created and includes three new classification groups: CTIAV - Internal audit, CTFIN - Financial management and CTEAV - External audit. All members of the previous AU - Auditing classification group became CTIAV and all members of the previous FI - Financial management classification group became CTFIN. Only some members of the AS - Administrative services classification group became CTEAV. All data prior to 2024 will reflect the former classification groups.</p> <p>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.</p> <p>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.</p> <p>Source: 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.</p>											

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, 2024) 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	%	Number	%	
Executives	7,760	4,279	55.1	428	5.5	751	9.7	1,273	16.4	
EX (Executive)	7,380	4,028	54.6	408	5.5	693	9.4	1,192	16.2	
LC (Law Management) ¹	380	251	66.1	20	5.3	58	15.3	81	21.3	
Scientific and Professional	53,346	30,288	56.8	2,054	3.9	4,382	8.2	14,160	26.5	
Administrative and Foreign Service	140,451	88,571	63.1	7,787	5.5	12,026	8.6	34,901	24.8	
Technical	14,663	4,298	29.3	711	4.8	700	4.8	1,757	12.0	
Administrative Support	20,412	15,181	74.4	1,272	6.2	1,807	8.9	5,045	24.7	
Operational	29,793	8,987	30.2	1,900	6.4	1,423	4.8	3,878	13.0	
Undetermined	8	3	37.5	0	0.0	0	0.0	1	12.5	
Total ²	266,433	151,607	56.9	14,152	5.3	21,089	7.9	61,015	22.9	

¹ LCs have been included in the Executive group since the 2011 to 2012 fiscal year.

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.

Source: 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.

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

The following table includes information (as of March 31, 2024) 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 ¹ group	Number	% of salary range	% of EE ¹ group	Number	% of salary range	% of EE ¹ group	Number	% of salary range	% of EE ¹ group
Under 50,000	4,617	1.7	3,183	68.9	2.1	201	4.4	1.4	345	7.5	1.6	815	17.7	1.3
50,000 to 54,999	2,526	0.9	1,621	64.2	1.1	154	6.1	1.1	253	10.0	1.2	672	26.6	1.1
55,000 to 59,999	7,227	2.7	5,038	69.7	3.3	420	5.8	3.0	565	7.8	2.7	1,987	27.5	3.3
60,000 to 64,999	24,922	9.4	17,195	69.0	11.3	1,338	5.4	9.5	2,206	8.9	10.5	7,312	29.3	12.0
65,000 to 69,999	24,299	9.1	15,744	64.8	10.4	1,396	5.7	9.9	2,080	8.6	9.9	5,849	24.1	9.6
70,000 to 74,999	24,361	9.1	15,784	64.8	10.4	1,417	5.8	10.0	2,024	8.3	9.6	6,242	25.6	10.2
75,000 to 79,999	20,275	7.6	12,867	63.5	8.5	1,199	5.9	8.5	1,556	7.7	7.4	4,548	22.4	7.5
80,000 to 84,999	22,858	8.6	12,455	54.5	8.2	1,422	6.2	10.0	1,719	7.5	8.2	5,026	22.0	8.2
85,000 to 89,999	16,989	6.4	6,988	41.1	4.6	963	5.7	6.8	1,037	6.1	4.9	3,536	20.8	5.8
90,000 to 94,999	12,132	4.6	6,871	56.6	4.5	598	4.9	4.2	923	7.6	4.4	2,644	21.8	4.3
95,000 to 99,999	13,604	5.1	7,109	52.3	4.7	678	5.0	4.8	1,034	7.6	4.9	3,133	23.0	5.1
100,000 to 104,999	20,277	7.6	10,988	54.2	7.2	1,241	6.1	8.8	1,654	8.2	7.8	4,169	20.6	6.8
105,000 to 109,999	10,468	3.9	5,269	50.3	3.5	556	5.3	3.9	750	7.2	3.6	2,327	22.2	3.8
110,000 to 114,999	11,870	4.5	6,633	55.9	4.4	568	4.8	4.0	974	8.2	4.6	2,506	21.1	4.1
115,000 to 119,999	6,325	2.4	2,784	44.0	1.8	237	3.7	1.7	386	6.1	1.8	1,435	22.7	2.4
120,000 to 124,999	9,528	3.6	3,862	40.5	2.5	338	3.5	2.4	644	6.8	3.1	2,123	22.3	3.5

¹ EE: employment equity

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.

Source: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.

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE 1	Number	% of salary range	% of EE 1	Number	% of salary range	% of EE 1	Number	% of salary range	% of EE 1
125,000 to 149,999	24,432	9.2	12,250	50.1	8.1	1,008	4.1	7.1	1,937	7.9	9.2	5,088	20.8	8.3
150,000 and over	9,723	3.6	4,966	51.1	3.3	418	4.3	3.0	1,002	10.3	4.8	1,603	16.5	2.6
Total 2	266,433	100.0	151,607	56.9	100.0	14,152	5.3	100.0	21,089	7.9	100.0	61,015	22.9	100.0

1 EE: employment equity

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.

Source: 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.

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 2023-24) 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	%	Number	%
Hires	29,033	17,530	60.4	1,243	4.3	2,372	8.2	7,790	26.8
Promotions	31,025	19,578	63.1	1,642	5.3	2,517	8.1	8,115	26.2
Separations	15,222	8,667	56.9	906	6.0	1,210	7.9	2,394	15.7

1. 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.

2. "Hires" refers to employees who were added to the public service of Canada payroll between April 1, 2023, and March 31, 2024.

3. 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*.

4. "Separations" refers to employees who left the public service of Canada payroll between April 1, 2023 and March 31, 2024.

5. Percentages are that designated group's share of all actions of the given type.

Source: 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.

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

The following table includes information (as of March 31, 2024) 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 1 group	Number	% of age range	% of EE 1 group	Number	% of age range	% of EE 1 group	Number	% of age range	% of EE 1 group
Under 20	158	0.1	82	51.9	0.1	*	*	*	6	3.8	0.0	8	5.1	0.0
20-24	6,757	2.5	4,075	60.3	2.7	340	5.0	2.4	521	7.7	2.5	1,785	26.4	2.9
25-29	27,579	10.4	16,716	60.6	11.0	1,260	4.6	8.9	2,133	7.7	10.1	8,499	30.8	13.9
30-34	32,818	12.3	19,151	58.4	12.6	1,586	4.8	11.2	2,317	7.1	11.0	8,897	27.1	14.6
35-39	34,793	13.1	20,025	57.6	13.2	1,702	4.9	12.0	2,426	7.0	11.5	8,615	24.8	14.1
40-44	40,528	15.2	23,800	58.7	15.7	2,108	5.2	14.9	2,935	7.2	13.9	9,405	23.2	15.4
45-49	40,413	15.2	23,614	58.4	15.6	2,238	5.5	15.8	3,197	7.9	15.2	8,605	21.3	14.1
50-54	35,283	13.2	19,710	55.9	13.0	2,159	6.1	15.3	3,105	8.8	14.7	6,672	18.9	10.9
55-59	26,588	10.0	14,093	53.0	9.3	1,632	6.1	11.5	2,370	8.9	11.2	4,694	17.7	7.7
60-64	15,043	5.6	7,416	49.3	4.9	821	5.5	5.8	1,440	9.6	6.8	2,567	17.1	4.2
65-69	4,960	1.9	2,255	45.5	1.5	255	5.1	1.8	493	9.9	2.3	978	19.7	1.6
70+	1,513	0.6	670	44.3	0.4	*	*	*	146	9.6	0.7	290	19.2	0.5
Total 2	266,433	100.0	151,607	56.9	100.0	14,152	5.3	100.0	21,089	7.9	100.0	61,015	22.9	100.0

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

1 EE: employment equity

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.

Source: 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.

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

The following table includes information (as of March 31, 2024) 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	%	Number	%
As of March 31, 2024	266,433		151,607	56.9	14,152	5.3	21,089	7.9	61,015	22.9
As of March 31, 2023	253,411		143,406	56.6	13,363	5.3	17,410	6.9	55,034	21.7
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

* 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	%	Number	%	
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	%	Number	%	
2021 Census and 2022 Canadian Survey on Disability (based on Canadian citizens and permanent residents) - based on population data as of March 31, 2024	n/a	n/a	55.3	n/a	4.1	n/a	12.0	n/a	22.7	
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	

n/a: not applicable

1. 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*.
2. 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.

Source: 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.

Workforce availability	All employees		Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%	
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

1. 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*.
2. 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.

Source: 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.

Annex 2: Resources

- [Employment Equity in the Public Service](#)
- [Diversity and Inclusion Statistics](#)
- [ESDC 2016 Employment Equity Data Report](#)
- [Employment Equity Act](#)
- [Employee self-identification form](#)
- [Occupational groups for the public service](#)
- [Change to Schedule III of the EE regulations, published in the Canada Gazette](#)

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