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2024-2025

# Employment Equity in the Public Service of Canada for Fiscal Year 2024 to 2025

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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 of Canada for the fiscal year 2024–25.

The Government of Canada continues to advance the representation of employment equity groups across the core public administration. Historical trends for the four designated employment equity groups show that they are all experiencing an overall increase in representation, but our efforts must continue.

In 2024-25, the government moved forward on a number of employment equity initiatives.

- Targeted leadership programs that support recruitment and promotion in leadership roles for the designated employment equity groups continued to expand with the launch of Executive Leadership Development Programs for Indigenous leaders and Black leaders. The new programs produced 28 and 50 graduates, respectively.
- The Action Plan for Black Public Servants launched additional career development and mental health initiatives.
- The Office of Public Service Accessibility developed a digital version of the Government of Canada Workplace Accessibility Passport to help reduce barriers faced by employees with disabilities by streamlining workplace accommodation processes.

The Government of Canada remains committed to a diverse and representative public service. Building on our shared values and collective responsibility, we are strengthening efforts to address systemic barriers and foster inclusion, so that every employee feels valued and supported.

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, P.C., M.P.  
President of the Treasury Board

## Employment equity in the public service

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

Under the *Employment Equity Act*, the Treasury Board and the Public Service Commission of Canada (PSC) are co-employers, together with deputy heads of organizations.

Each fiscal year, the President of the Treasury Board of Canada Secretariat (TBS) 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

This report is structured in accordance with the reporting requirements of the *Employment Equity Act* as outlined below:

(a) consolidated data and analysis:

1. **employee counts** in the CPA, including counts of designated group members
2. **regions of work** of total number of employees and those who are members of employment equity groups
3. **occupational groups of employees** and the degree of representation of designated groups in each occupational group
4. **salary range** of employees and the distribution of designated groups in each range
5. **hiring, promotion and separation data**, with representation of designated groups

(b) description of key employment equity initiatives by TBS and their results

(c) description of the consultations with employee representatives regarding employment equity

The [Employment Equity Demographic Snapshot](#), found on the [Diversity and inclusion statistics](#) website, includes:

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

#### 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 identify and remove barriers for designated groups, implement measures to improve representation, and report on progress to achieve equality in the workplace.

#### Did you know?

The [Call to Action on Anti-Racism, Equity, and Inclusion](#), released in 2021, directed the federal public service to examine and act on the “unjust treatment of Black people, other racialized groups and Indigenous peoples in our society.” As part of its response, TBS has been reporting data on Black employees in the *Employment Equity Annual Report* since 2022.

#### 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”.

Lastly, the use of the term “equity-seeking group” as defined in the [Public Service Employment Act](#),<sup>1</sup> can be considered interchangeable with “equity-deserving” and “equity-denied” groups.

# 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 in data publicly available on the Government of Canada's [Diversity and inclusion statistics](#) website.

Internal representation data relies on voluntary self-identification; it is important to note that participation rates vary and can influence data accuracy.

Although the datasets may highlight different outcomes across groups, they do not explain the underlying causes. Gaps in salary, classification or representation may reflect a range of contributing factors, including systemic barriers, new entrants, career progression patterns and access to opportunities. None of these factors are captured directly in the data.

The 2025 workforce availability (WFA) is the most recent benchmark for representation and continues to be based on the 2021 Census and the 2022 Canadian Survey on Disability. WFA refers to the estimated availability of people in the four designated groups as a percentage of the workforce that could be considered as available talent for hiring into the public service. The Office of the Chief Human Resources Officer (OCHRO), as part of TBS, calculates WFA estimates for the overall CPA population, the executive group and organizations within the CPA. There is no WFA benchmark for Black employees because it is not an employment equity designated group identified in the *Employment Equity Act*.

To ensure that we continue to close gaps and sustain progress toward representation, WFA should be regarded as a starting point. TBS-OCHRO is using the recommendations in [A Transformative Framework to Achieve and Sustain Employment Equity](#) to help systematically rethink how it collects employment equity data and sets benchmarks to inform potential improvements, including for the subgroup of Black employees.

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, but actions are underway to rectify this situation.

The expanded definition was tested in previous iterations of the Public Service Employee Survey (PSES) and the Student Experience Survey (SES) resulting in a demographic profile of respondents that could indicate better alignment with the new 12.0% WFA estimate (17% in the 2024 PSES and 16% in the 2024 SES). As a result, TBS-OCHRO expects that once the expanded definition is used in the updated Self-ID Questionnaire for data collection, it will result in representation data that is better aligned with the WFA.

## 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. Information on the sex at birth of employees is sourced from the Government of Canada's pay system.

# Quantitative data and analysis

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## Core public administration representation and workforce availability

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

<b>Core public administration</b>	<b>Employment equity population <sup>2</sup></b>
<b>266,935</b> [+502]	<b>190,301</b> [+2,285]

<b>Women</b>	<b>151,528</b> [-79]
<b>Indigenous Peoples</b>	<b>14,738</b> [+586]
<b>Persons with disabilities</b>	<b>24,128</b> [+3,039]
<b>Members of visible minorities <sup>3</sup></b>	<b>63,765</b> [+2,750]
<b>Black employees (subgroup)</b>	<b>13,741</b> [+471]

Having a truly diverse and inclusive culture begins with having a public service that reflects the population it serves, from entry level to senior leadership, and across the various classification groups. 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 member of a visible minority.

As of March 31, 2025, 71.3% of the CPA belonged to one or more employment equity groups.

**Table 1: Core public administration representation and workforce availability**

Employment equity designated group	Representation 2025	WFA 2025	Representation 2024	WFA 2024
<b>Women</b>	56.8%	54.9%	56.9%	55.3%
<b>Indigenous Peoples</b>	5.5%	4.0%	5.3%	4.1%
<b>Persons with disabilities</b>	9.0%	12.0%	7.9%	12.0%
<b>Members of visible minorities</b>	23.9%	22.7%	22.9%	22.7%

As of March 31, 2025, representation of women, Indigenous Peoples and members of visible minorities are above their WFA at the aggregated level. Representation of persons with disabilities increased by 1.1 percentage points since the previous year but remains below the WFA. <sup>4</sup>

Black employees represent 5.1% of the CPA, an increase of 0.1 percentage points since last year, and 21.5% of the members of visible minorities. There is no WFA for Black employees because it is not a designated group under the *Employment Equity Act*.

Historical trends for the designated employment equity groups show that they all experienced an overall increase in representation between March 2010 and March 2025.

For more information, refer to Figure 1: Employment equity representation in the core public administration – 2010 versus 2025 in the [Employment Equity Demographic Snapshot](#).

**Table 2: Core public administration executive representation and workforce availability**

Employment equity designated group	Representation 2025	WFA 2025	Representation 2024	WFA 2024
<b>Women</b>	55.9%	41.8%	55.1%	42.2%
<b>Indigenous Peoples</b>	5.6%	3.9%	5.5%	3.9%
<b>Persons with disabilities</b>	10.9%	5.3%	9.7%	5.3%
<b>Members of visible minorities</b>	17.3%	15.6%	16.4%	15.8%

As of March 31, 2025, 68.7% of the EX group belonged to one or more employment equity groups, an increase of 1.3 percentage points since last year.

As of March 31, 2025, the representation of all employment equity designated groups at the EX level was above WFA.

The representation of Black executives is 3.2%, representing an increase of 0.2 percentage points since last year.

The employment equity population in the EX category has grown from 3,722 in 2020 to 5,448 in 2025. Representation of women, Indigenous Peoples and members of visible minorities continues to be predominantly seen at the EX-01 level. This could be the result of targeted leadership programs that support recruitment and promotion at the EX entry level.

For more information on the programs, see the section on [increasing the diversity of senior leaders](#).

For more information, refer to Figure 3: Representation of executives by group and executive level in the [Employment Equity Demographic Snapshot](#).

## Representation by province and territory of work

As of March 2025, the representation rate for women was the highest in Yukon and Prince Edward Island (63.4% and 63.3%, respectively) while it was the lowest in Nova Scotia.

The representation rate for Indigenous Peoples was the highest in Nunavut at 53.0% and the lowest in Quebec (without the National Capital Region) at 2.8%. The representation rate of Indigenous Peoples has been the highest in Nunavut since at least 2017.

The representation rate for persons with disabilities was the highest in Newfoundland and Labrador as of March 2025, with Prince Edward Island slightly behind (11.3% and 11.2%, respectively). Representation for this group increased in all regions since March 2024.

Compared to March 2024, members of visible minorities experienced an increase in representation in all regions except for in Northwest Territories. The largest increase in representation occurred in Newfoundland and Labrador, where the representation rate increased by 2.8 percentage points.

Quebec (without the National Capital Region) and the National Capital Region had the highest representation rate of Black employees (6.7% and 6.2%, respectively).

For more information, refer to the representation maps in the [Employment Equity Demographic Snapshot](#).

## Occupational group representation

**Table 3: Representation of employment equity groups and Black employees in the largest five occupational groups for the core public administration**

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

Occupational group in force	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities	Black employees
<b>PA: Program and Administrative Services</b>	72.3% [0.0]	6.3% [0.0]	9.9% [0.9]	24.5% [0.6]	6.6% [0.1]

Occupational group in force	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities	Black employees
<b>EC: Economics and Social Science Services</b>	60.4% [0.0]	4.5% [0.2]	11.4% [1.4]	29.8% [0.8]	5.5% [0.2]
<b>IT: Information Technology</b>	22.7% [0.0]	3.7% [0.2]	8.4% [0.8]	29.7% [1.5]	5.3% [0.4]
<b>TC: Technical Services</b>	33.8% [0.2]	5.2% [0.2]	6.7% [1.6]	13.9% [0.4]	1.5% [0.0]
<b>FB: Border Services</b>	40.6% [0.0]	5.0% [0.7]	8.2% [1.9]	21.7% [3.1]	2.7% [0.2]

Table 3 shows the representation rates for the four employment equity groups and Black employees for the five largest occupational groups within the CPA. The members of visible minorities and persons with disabilities representation rates for the Border Services occupational group increased by 3.1 percentage points and 1.9 percentage points, respectively, since last year.

When looking at the top five occupational groups for each designated group, the highest proportion of women is in the Health Services group (82.7%) and the Human Resources Management group (82.5%). Although the proportion of women in the Health Services group is high, more work is required in the other STEM (science, technology, engineering and mathematics) occupational groups. A recent cohort of the Mosaic Leadership Development program gave priority to women in STEM fields. This program and others could increase the representation of women in STEM occupational groups.

The proportion of Indigenous Peoples is highest in the Ships' Officers <sup>5</sup> group (11.0%), followed by the Correctional Services group (10.9%). Persons with disabilities continue to be most represented in the Law Practitioner group (16.5%). Both members of visible minorities and Black employees continue to be highly represented in the Comptrollership group (37.8% and 8.4%, respectively).

For more information, refer to information on occupational groups in the [Employment Equity Demographic Snapshot](#).

## Salary range representation

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.

For more information, refer to Figure 2: Salary range distribution by group in the [Employment Equity Demographic Snapshot](#).

**Table 4: Salary range distribution for Black employees**

Salary range	2025	2024	2023	2022	2021
<b>Under \$50,000</b>	0.9%	1.4%	2.2%	*	*
<b>\$50,000 to \$74,999</b>	40.8%	45.4%	56.2%	55.0%	55.7%
<b>\$75,000 to \$99,999</b>	29.8%	29.9%	24.9%	26.0%	26.3%
<b>\$100,000 to \$124,999</b>	17.9%	15.6%	12.4%	12.6%	12.3%
<b>\$125,000 to \$149,999</b>	8.1%	6.0%	2.9%	3.2%	2.4%
<b>\$150,000 and over</b>	2.5%	1.8%	1.3%	*	*

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

The salary range distribution by group table in the [Employment Equity Demographic Snapshot](#) shows that as of March 2025, the proportion of each of the employment equity groups and Black employees is higher in the \$50,000 to \$74,999 salary band compared to the CPA, at 27.9%. Black employees have the highest proportion in this salary band compared to all other employment equity groups. However, the proportion of Black employees in the \$50,000 to \$74,999 salary band has decreased from 55.7% in 2021 to 40.8% in 2025. Between March 2021 and March 2025, the proportion of Black

employees in the \$75,000 to \$99,999, \$100,000 to \$124,999 and the \$125,000 to \$149,999 salary bands has increased. This may indicate that initiatives to increase the diversity within the executive group have helped increase the number of Black executives in the higher salary bands.

The proportion of women continues to be higher compared to the CPA in the salary ranges under \$75,000 and lower in the salary ranges of \$75,000 and above. Historically, work predominantly done by women has been under-compensated in Canada. TBS-OCHRO, in conjunction with bargaining agents and non-unionized representatives, is 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.

There continues to be a higher proportion of Indigenous employees in the salary range between \$50,000 to \$74,999 and \$75,000 to \$99,999 compared to the CPA. The distribution of Indigenous Peoples earning \$100,000 and above continues to increase but remains lower than the CPA.

Compared to the four employment equity groups and the CPA overall, there is a higher proportion of persons with disabilities in the salary band of \$150,000 and over.

For more information, refer to the [Employment Equity Demographic Snapshot](#).

#### Did you know?

Ensuring equal pay for work of equal value helps remove long-standing barriers that have limited women's economic opportunities and participation in the economy. The Government of Canada's [Pay equity in the public service](#) website has more information.

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

**Table 5: Hires by employment equity groups and Black employees, fiscal years 2016–17 to 2024–25**

Fiscal Year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities		Black employees	
		Number	% of group	Number	% of group	Number	% of group	Number	% of group	Number	% of group
2016–17	16,081	9,281	57.7	703	4.4	603	3.7	2,875	17.9	433	2.7
2017–18	19,249	11,290	58.7	767	4.0	685	3.6	3,402	17.7	580	3.0
2018–19	23,334	13,181	56.5	962	4.1	866	3.7	4,510	19.3	1,045	4.5
2019–20	24,901	14,505	58.3	988	4.0	977	3.9	5,302	21.3	1,236	5.0
2020–21	24,229	14,592	60.2	927	3.8	1,053	4.3	5,148	21.2	1,234	5.1
2021–22	28,929	17,392	60.1	1,209	4.2	1,601	5.5	6,723	23.2	1,629	5.6
2022–23	33,361	20,378	61.1	1,471	4.4	2,295	6.9	8,960	26.9	2,372	7.1
2023–24	29,033	17,530	60.4	1,243	4.3	2,372	8.2	7,790	26.8	2,002	6.9
2024–25	19,720	11,280	57.2	876	4.4	1,698	8.6	5,355	27.2	1,256	6.4

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.

The total number of hires for all employees has decreased by 40.9% between 2022–23 and 2024–25, returning to a number that is about the same as in 2017–18.

Compared to last year, the share of women hired decreased by 3.2 percentage points. This also represents the lowest share of hires since 2018–19.

Over the same period, the share of hires for persons with disabilities has more than doubled.

The share of hires for members of visible minorities also climbed from 17.9% in 2016–17 to 27.2% in 2024–25.

The share of hires for Black employees has fluctuated over time. However, they increased from 2.7% in 2016–17 to 6.4% in 2024–25.

**Table 6: Promotions by employment equity groups and Black employees, fiscal years 2016–17 to 2024–25**

Fiscal Year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities		Black employees	
		Number	% of group	Number	% of group	Number	% of group	Number	% of group	Number	% of group
2016–17	17,487	10,120	57.9	836	4.8	693	4.0	2,788	15.9	460	2.6
2017–18	20,660	12,260	59.3	1,015	4.9	837	4.1	3,560	17.2	601	2.9
2018–19	25,489	15,390	60.4	1,217	4.8	1,097	4.3	4,770	18.7	844	3.3
2019–20	27,211	16,628	61.1	1,332	4.9	1,133	4.2	5,405	19.9	997	3.7
2020–21	24,919	15,106	60.6	1,223	4.9	1,181	4.7	5,227	21.0	1,048	4.2
2021–22	29,295	18,256	62.3	1,493	5.1	1,681	5.7	6,818	23.3	1,394	4.8
2022–23	33,194	20,975	63.2	1,698	5.1	2,230	6.7	8,024	24.2	1,658	5.0
2023–24	31,025	19,578	63.1	1,642	5.3	2,517	8.1	8,115	26.2	1,788	5.8
2024–25	25,449	15,919	62.6	1,486	5.8	2,366	9.3	6,452	25.4	1,475	5.8

The data reveals an overall increase in the number and the share of promotions for all four employment designated groups since 2016–17. The share of promotions for persons with disabilities and Black employees more than doubled from 2016–17 to 2024–25.

**Table 7: Separations by employment equity groups and Black employees, fiscal years 2016–17 to 2024–25**

Fiscal Year	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities		Black employees	
		Number	% of group	Number	% of group	Number	% of group	Number	% of group	Number	% of group
2016–17	12,491	7,249	58.0	602	4.8	902	7.2	1,490	11.9	344	2.8
2017–18	12,937	7,349	56.8	685	5.3	994	7.7	1,310	10.1	257	2.0
2018–19	12,898	7,381	57.2	655	5.1	850	6.6	1,260	9.8	227	1.8
2019–20	13,043	7,459	57.2	697	5.3	931	7.1	1,371	10.5	271	2.1
2020–21	12,446	6,996	56.2	590	4.7	841	6.8	1,354	10.9	297	2.4
2021–22	16,687	9,443	56.6	850	5.1	1,097	6.6	2,033	12.2	465	2.8
2022–23	17,510	9,835	56.2	897	5.1	1,202	6.9	2,478	14.2	591	3.4
2023–24	15,222	8,667	56.9	906	6.0	1,210	7.9	2,394	15.7	576	3.8
2024–25	15,472	8,900	57.5	910	5.9	1,347	8.7	2,574	16.6	616	4.0

Separations refer to employees who left the public service of Canada payroll between April 1 and March 31 of each given fiscal year. Note that the data on separations include employees who separated while on leave without pay.

The share of separations fluctuates for women, Indigenous Peoples and persons with disabilities.

The share of separations of members of visible minorities saw an overall increase from 11.9% in 2016–17 to 16.6% in 2024–25.

The share of separations of Black employees has increased from 2.8% in 2016–17 to 4.0% in 2024–25.

More research would be needed to determine whether the increase in the share of separations points to challenges with retention as the separation data includes departures due to retirements.

For more information, refer to information on hires into, promotions within and separations from the CPA in the [Employment Equity Demographic Snapshot](#).

For more information on hires and promotions for members of employment equity groups and subgroups, visit the PSC's [Diversity and Inclusion Compass](#).

# Programs and initiatives to implement employment equity

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- [Addressing systemic barriers](#)

All federal organizations share responsibility for advancing equity, diversity and inclusion. The Office of the Chief Human Resources Officer (OCHRO), as part of 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.

## Generating and publishing data

Making 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.

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

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

Representation data for the employment equity subgroups is also published by the same breakdowns as listed above except for first official language and executive level.

Workforce demographic data, employment equity data and WFA data can be accessed and further manipulated to provide greater insight into the workforce through the [Interactive data visualization tool](#).

In 2024–25, TBS-OCHRO continued to advance the modernized self-identification (self-ID) approach in preparation to launch the new centralized application, which has been designed to strengthen privacy, improve accessibility, streamline the process, and capture timelier, inclusive and disaggregated data that reflects Canada's evolving workforce.

These improvements will enhance both the quality and type of self-ID data, potentially enabling a more accurate measurement of representation and better design, delivery and evaluation of initiatives that foster a diverse, inclusive and equitable public service while advancing reconciliation and leveraging technology to improve productivity.

The updated questionnaire will support TBS-OCHRO in fulfilling its obligations by providing timely reporting on the representation of employment equity designated groups and enhanced data to address biases and barriers affecting members of employment equity groups

Between March 31, 2024, and March 31, 2025, results from the [Public Service Employee Survey](#) (PSES) and the [Student Experience Survey](#) (SES) help guide ongoing efforts to identify and address systemic barriers that affect equity-deserving groups across the federal public service. These data sources continue to serve as critical inputs in shaping enterprise-wide efforts to advance diversity, equity, inclusion and anti-racism.

In 2024, the PSES underwent question updates informed by broad feedback across the public service, including insights from employees and employee networks seeking greater inclusion and visibility, to better reflect the diversity of the federal workforce. For the first time, the survey included questions on religion and ethno-religious identities. It also asked

questions on sexual orientation and 2SLGBTQIA+ <sup>6</sup> identities as separate constructs. These additions will generate richer insights into equity-related issues such as belonging, psychological safety, leadership trust, and experiences of harassment and discrimination.

Disaggregated results from both surveys helped surface persistent disparities facing all designated employment equity groups, Black employees and 2SLGBTQIA+ employees.

PSES and SES data marks a shift from tracking representation alone to addressing lived experiences and systemic issues. The data can support systemic change by:

- informing inclusive onboarding, development and retention practices
- supporting internal equity plans through disaggregated results by identity group and workplace experience
- integrating results to examine equity in student recruitment pipelines and early-career development
- contributing evidence to ongoing policy development on combatting hate and advancing reconciliation

## Increasing the diversity of senior leaders

TBS-OCHRO's Mosaic Leadership Development program closed its second cohort after participants completed a 15-month leadership journey. A total of 48 aspiring executives from equity-seeking groups, including 2SLGBTQI+ communities, from across the federal public service completed the mandatory components of the program. The second cohort featured approximately 20% of each of the following employment equity and equity-seeking groups: Indigenous Peoples, racialized people and persons with disabilities, and members of the Black and 2SLGBTQI+ communities, except for women. The ratio of women to men was just under two to one, which underlines the dedication to removing barriers for women from designated employment equity and equity-seeking groups.

The third cohort of 50 participants launched in October 2024, with priority given to Indigenous Peoples, Black employees and regional participation. As a selection criterion, priority was also given to the length of time spent by nominees in the EX minus one category because this is often an indicator of stagnation. This group had a lower percentage of Indigenous participants due to a low number of nominees. TBS-OCHRO tracked and gave priority to women in STEM fields for the first time, resulting in an increased ratio of women to men.

During the fiscal year 2024–25, the Mentorship Plus program reported implementing 513 sponsorship relationships of employees from designated and equity-seeking groups (one-on-one relationships with sponsors and protégés) across 50 organizations.

In 2024–25, TBS-OCHRO launched the first Executive Leadership Development Program (ELDP) dedicated to Indigenous leaders. The cohort of 27 individuals began psychometric assessments with the PSC in summer 2024 and the learning program with the Canada School of Public Service (CSPS) in winter 2025.

The first ELDP dedicated to Black leaders was also introduced by TBS-OCHRO. Two cohorts of 25 participants each were selected following a nomination process. Intersectionality was an important factor for the diverse selection committee. Participants began psychometric assessments and the learning program in September 2024, delivered by the PSC and the CSPS, respectively. Two additional cohorts began in 2025–26.

The first ELDP dedicated to Black leaders was also introduced by TBS-OCHRO. Two cohorts of 25 participants each were selected following a nomination process. Intersectionality was an important factor for the diverse selection committee. Participants began psychometric assessments and the learning program in September 2024, delivered by the PSC and the CSPS, respectively. Two additional cohorts began in 2025–26.

In February 2025, it was announced that tailored adaptations of the CSPS's existing Aspiring Directors Program and Management Development Program, namely the Aspiring Directors Program for Black Leaders and the Leadership Development Program for Black Supervisors and Managers, were being co-developed by CSPS and TBS-OCHRO's Task Force for Black Public Servants under the Action Plan for Black Public Servants. These programs are designed for Black public servants to reflect their lived experiences and address the systemic barriers that can impact their career advancement. Rooted in culturally competent and trauma- and healing-informed practices, the programs also provide mental health wraparound supports, focusing on building community, strengthening confidence, and supporting leadership growth and mobility.

In support of career advancement and acceleration of diverse leaders, the CSPS also:

- launched integrated modules on anti-Black racism, accessibility, 2SLGBTQIA+ inclusion, racial equity, Indigenous reconciliation, and neurodiversity in executive training programs
- provided training on trauma-informed facilitation to support senior leaders who lead program elements

## Addressing systemic barriers

TBS-OCHRO's efforts to embed equity into the public service culture and practice continue, strengthening organizational capacity to maintain a respectful, diverse and barrier-free working environment.

In July 2024, TBS-OCHRO launched the first Second Official Language Training Framework, developed in collaboration with an advisory committee on second official language learning for equity-seeking groups. This framework provides federal institutions with practical tools to ensure equitable access to language training and includes three key components:

- guidelines: support institutions in adopting inclusive and standardized approaches to second official language training
- handbook: share best practices and recommendations to help managers and institutions implement the guidelines effectively
- playbook: offer tailored learning paths, tools and resources to meet diverse learner needs across organizational contexts

In addition, TBS-OCHRO advanced its review of the Qualification Standards in Relation to Official Languages, applying a diversity and inclusion lens to identify and reduce potential barriers or biases, while maintaining the integrity of the standards.

Between March 31, 2024, and March 31, 2025, TBS-OCHRO's Task Force for Black Public Servants continued work under the Action Plan to Support Black Public Servants to design and prepare the Second Official Language Training Initiative for Black public servants. This is a targeted program to reduce barriers to bilingualism that can hinder career mobility in the federal public service. This initiative was formally announced as part of a suite of new Action Plan supports on February 26, 2025. It aims to provide flexible, targeted official language learning to more than 500 Black public servants annually, integrating three complementary streams to support diverse learning needs and career contexts:

1. online self-directed learning: offering Black public servants access to digital official language learning resources and tools they can use at their own pace and schedule, supporting foundational skill building outside traditional classroom formats
2. enhanced access to departmental official language training: facilitating participation in existing government training opportunities by improving eligibility and enrolment pathways for Black employees across departments, helping to remove barriers created by resource constraints or prioritization practices
3. part-time online instructor-led group sessions: providing structured, interactive instruction led by qualified language trainers, designed to build practical communication skills and offer peer learning opportunities that reinforce proficiency in the second official language

The program also incorporates holistic supports such as access to counsellors, workshops on linguistic insecurity, and coaching to address both learning and well-being needs in the effort to increase equitable access to language training and support career progression for Black public servants across the federal public service.

Additionally, TBS-OCHRO, through the Task Force for Black Public Servants, has worked closely with the Black Executives Network and key departmental partners to lay a strong foundation for advancing the work on the response plan to A Study on the Black Executive Community in the Federal Public Service (accessible only on the Government of Canada network).

In 2024-25, TBS-OCHRO made progress toward its objectives to create a healthy, safe and accessible workplace as set out in the Policy on People Management and the Directive on the Duty to Accommodate.

Building on efforts since 2020 and evolving to meet the realities of a hybrid work environment, TBS-OCHRO released the Hybrid Technical Package and launched learning scenarios that complement earlier resources such as the [Duty to Accommodate: A General Process for Managers](#) and the [Managers' Pocket Guide](#). These practical tools empower leaders and functional specialists in effective and timely implementation of workplace accommodations.

Through targeted outreach, including sessions with the PSC's Employment Opportunities for Students with Disabilities, the Joint Employment Equity Committee, the Persons with Disabilities Chairs and Champions Committee, the Ombuds Forum, and the National Managers' Community, TBS-OCHRO equipped communities with duty to accommodate best practices. It also supported the Joint Learning Program to update the [Duty to Accommodate](#) one-day workshop, designed to empower participants to better understand their shared responsibilities in fostering inclusion.

The [Federal Speakers' Forum on Lived Experience](#) (the Forum) continued to build a community of speakers who share lived experience related to equity, diversity, mental health 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. Since its inception, the Forum has delivered over 945 events, including 296 events in 2024–25 fiscal year alone, through meaningful conversations with a diverse roster of over 118 speakers.

TBS-OCHRO provides enterprise-wide governance that supports coherent and consistent leadership in employment equity, diversity, inclusion, anti-racism and accessibility. Through its Secretariat functions, TBS-OCHRO supports the three Deputy Minister Employment Equity Champions, who represent racialized employees, employees with disabilities and Indigenous employees. The Secretariat advances public service employment equity objectives by offering a forum for networking and sharing best practices across departments and agencies. In 2024–25, the Employment Equity Champions and Chairs Committees/Circle (EECCC/C) held nine quarterly and ad hoc meetings across the three communities, strengthening collaboration and advancing enterprise-wide priorities.

TBS-OCHRO also convenes departmental Designated Senior Officials responsible for employment equity, diversity and inclusion. This forum supports consistent awareness of enterprise-wide initiatives and enables structured information-sharing. Designated Senior Officials are responsible for overseeing their department's employment equity obligations.

In October 2024, TBS-OCHRO published [Guidance on Inclusive and Anti-racist Behaviours in Performance Management](#) (accessible only on the Government of Canada network). This guidance highlights expected behaviours to support an inclusive and anti-racist workplace across the established Key Leadership and Core Competencies frameworks. The development of this guidance was a commitment in the Treasury Board of Canada Secretariat's management action plan responding to the 2023 Office of the Auditor General's report on inclusion in the workplace for racialized employees.

In 2024–25, TBS-OCHRO enhanced the [Federal Public Service Workplace Mental Health Dashboard](#) (the WMH Dashboard), a tool that measures the psychological health and safety of federal public service workplaces. Developed in collaboration with Statistics Canada, the WMH Dashboard provides scores on 11 of the 13 psychosocial factors from the [National Standard of Canada for Psychological Health and Safety in the Workplace](#), based on results from the PSES. The WMH Dashboard is a key tool enabling the identification of organizational strengths and gaps in support of the implementation of the [Federal Public Service Workplace Mental Health Strategy](#). It can provide valuable insights for initiatives on equity, diversity and inclusion.

The Career Counselling and Coaching program for Black public servants, announced in February 2024, is being expanded to support up to 400 Black public servants. The program, created in collaboration with TBS-OCHRO's Task Force for Black Public Servants, is being delivered by the PSC's [Personnel Psychology Centre](#). This initiative aims to address systemic barriers and provide targeted support for Black public servants seeking career advancement and leadership opportunities.

In 2024–25, the Office of Public Service Accessibility (OPSA) at TBS made important progress, including developing a secure, user-centric, accessible and bilingual application for the [Government of Canada Workplace Accessibility Passport](#) now available for employees with disabilities to securely document their workplace accommodation needs and share with their manager. OPSA continues to work on improving the accessibility experience for employees with disabilities by removing barriers and advancing its implementation. The digital application reduces operational costs by simplifying processes. As of March 2025, more than 75% of organizations across the Government of Canada have adopted the Passport and are integrating it into their workplace accommodation processes.

OPSA continues to support all federal departments and agencies to meet the requirements of the Accessible Canada Act through the development of tools, guidance and engagement activities. This year, the Government of Canada's commitment to hire 5,000 net new persons with disabilities was exceeded, having hired nearly 7,000 persons with disabilities since 2019. Accessibility governance committees continued to raise systemic accessibility gaps and solutions, and government-wide initiatives were undertaken to build disability confidence and promote leadership opportunities for employees with disabilities. These activities likely contributed to the 1.1 percentage point increase in representation of persons with disabilities across the CPA since March 2024.

The Accessibility Canada Act requires every federal organization to submit an accessibility plan and report publicly on their progress every year. OPSA developed new guidance and tools to support organizations to improve the strength of accessibility measurement across plans and progress reports, including:

- a three-part accessibility measurement workshop series, hosted in collaboration with Statistics Canada, which taught attendees how to develop and integrate accessibility measurement into their plans and progress reports and showcased measurement examples from strong-performing departments to drive networking across the Government of Canada
- high-level analysis of published accessibility progress reports to identify gaps and trends, with results being presented at various governance tables and communities of practice to inform enterprise-wide tools and guidance, driving further accessibility change

Collectively, these products have highlighted the need for ongoing accessibility training and systemic culture change and are being used to inform the development of additional tools and guidance.

In September 2024, the Better Accommodation Project was launched by the Deputy Minister Champion for Federal Employees with Disabilities at Employment and Social Development Canada. This interdepartmental initiative aimed to deliver best-in-class accommodations for employees with disabilities across the public service. To date, the Better Accommodation Project team has been working with behavioural science experts from the Privy Council Office's Impact Canada team to identify the behaviours that impede the accommodation process to design and test solutions.

To support employment equity, diversity and inclusion through general staffing, the PSC, in collaboration with the CSPS, organized an event that focused on staffing options to support equity, diversity and inclusion under the Public Service Employment Act. The Supporting Employment Equity, Diversity and Inclusion Through Staffing event was delivered in response to questions on how staffing processes can better support equity and inclusion goals and covered three main objectives:

- clarifying the differences between obligations under the *Employment Equity Act* and the broader scope of diversity and inclusion initiatives
- exploring employment equity obligations as they relate to staffing and recruitment
- providing an overview of staffing flexibilities available under the *Public Service Employment Act* to support more equitable hiring outcomes

Participants gained insight into legal and policy foundations and actionable strategies to help support the employment equity goals of hiring managers and organizations. The session emphasized how inclusive hiring practices can contribute to building a public service that is more diverse, representative, and aligned with the values of equity and respect.

Amendments to the Public Service Employment Regulations came into effect on January 29, 2025. The amendments ensure that the Regulations continue to support their enabling legislation, the *Public Service Employment Act*, to meet the current and emerging needs of departments and agencies so that Canada's federal public service continues to benefit from a staffing regime that is modern and inclusive. Key changes include the following:

- various priority rights have been harmonized and clarified
- requirements for identifying and selecting employees for layoff have been clarified, increasing transparency and communication

#### Did you know?

As part of the employment equity audit of racialized people in management and executive positions in the federal public service, the Canadian Human Rights Commission published its sector-wide report in March 2024. The findings indicate that racialized people, particularly those in management positions, still face significant

in the layoff process and identifying and removing or mitigating biases and barriers in assessment

Lastly, the PSC presented a workshop to the Human Resources Council on the new requirements for the selection of employees for the purposes of retention or layoff (SERLO), including obligations related to assessments. Participants attended live, and the recordings on YouTube are available online.

To raise awareness among Inuit in Nunavut about employment opportunities in the Government of Canada and foster connections, the PSC and Pilimaksaivik, the Canadian Northern Economic Development Agency's Federal Centre of Excellence for Inuit Employment, partnered to deliver a community outreach visit in Baker Lake, Nunavut. This outreach, which included distributing flyers and inviting residents to community gatherings, such as a presentation at the Baker Lake campus of Nunavut Arctic College and a session at a local high school, generated strong interest in career possibilities with the federal public service among students and job seekers. These events marked a successful step forward in strengthening relationships and supporting Inuit participation in the federal public service.

The Multiculturalism and Anti-Racism Program of Canadian Heritage has been instrumental in advancing employment equity and fostering systemic change across federal institutions. In 2024–25, it led initiatives to foster anti-racism, multiculturalism and equity through training, public education and interdepartmental dialogue, and provided funding to civil society organizations to support a more inclusive public service by using its legislative obligations under the Canadian Multiculturalism Act and key policy mechanisms such as the Changing Systems, Transforming Lives: Canada's Anti-Racism Strategy 2024-2028 and Canada's Action Plan on Combatting Hate.

The Canadian Multiculturalism Act promotes respect for Canada's diverse ethnicities, cultures and religions and the full participation of all Canadians in the social, political, civic and economic spheres of society, including advancement within federal institutions. The Annual Report on the Operation of the Canadian Multiculturalism Act describes the activities undertaken by federal institutions to ensure that policies, programs and services are inclusive, including identifying and addressing barriers to hiring and retention and promoting career development.

The Canada School of Public Service (CSPS) published a Values and Ethics Discussion Toolkit, featuring Indigenous contexts. In collaboration with the Clerk of the Council Office and TBS, the School held a two-day values and ethics symposium titled What Unites Us, Defines Us: Values and Ethics in Today's Federal Public Service (recording on YouTube). The event featured panels on the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. Discussions supported the principles of the Employment Equity Act by promoting inclusive values and an ethical public service.

The CSPS continues to apply the "nothing without us" principle by 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 January 2025, the Addressing Antisemitism in the Workplace and Addressing Islamophobia in the Workplace were launched.

The Indigenous Learning business line advanced key government priorities on reconciliation, diversity and the elimination of systemic barriers facing Indigenous Peoples. The CSPS launched its Learning Portal on the United Nations Declaration on the Rights of Indigenous Peoples Act (UNDA) and created a learning portal on Indigenous languages and cultural revitalization. New material included An Introduction to Modern Treaties and Self-Government course, a co-created video on the Inuit Nunangat Policy with Inuit Tapiriit Kanatami and released a Learning Roadmap for Managers of Indigenous Employees.

The government-wide IT Apprenticeship Program for Indigenous Peoples, led by Employment and Social Development Canada, continues to provide apprentices with a balanced career development experience, offering on-the-job training (80%) and self-paced professional development learning (20%). Participants also benefit from mentorship and culturally appropriate supports, including guidance from Indigenous success facilitators and opportunities for participation in sharing circles.

barriers to being hired or promoted. The most frequently identified barriers are related to:

- recruitment strategies
- selection processes
- hiring decisions
- career development
- workplace culture

Findings indicate that despite departments and agencies being aware of these systemic barriers, not enough is being done to address them.

Since its inception in 2020, and up until March 31, 2025, 196 apprentices were hired across 34 federal organizations. Of these apprentices, 21% worked from or lived in an Indigenous community and 32% identified as women or as gender diverse.

The program introduced a small pilot project in 2023, implementing fair-chance hiring practices for justice-impacted individuals for the first time in government. As of March 31, 2025, 80% of participants in the pilot were on track to successfully complete their apprenticeship.

Between April 1, 2024, and March 31, 2025:

- 47 apprentices were hired, across 21 federal organizations:
  - 11% worked from or lived in an Indigenous community, addressing geographic barriers and supporting connection to community
  - 32% identified as women or gender diverse
  - 30 graduated and were either hired indeterminately or in the process of securing longer-term employment

The [Human Resources Council](#) (HRC) (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 2024–25, the HRC led monthly heads of HR meetings to mobilize central agency partners and better equip the community in leading excellence in HR, with a focus on equity, diversity, inclusion and accessibility, that included:

- “smartshops” to advance equity, diversity, inclusion and accessibility within the community
- sessions on “Navigating Change: A Trauma-Informed Approach for HR Professionals,” in collaboration with Health Canada
- inviting heads of HR and the ombuds community to attend a special HRC meeting in which Dr. Rachel Zellars presented findings from her report, [A Study on the Black Executive Community in the Federal Public Service](#)
- launching a career conversation handbook that supports employees and managers in navigating conversations on career development, a key area of concern for equity-seeking communities
- engaging with leads of the HR communities of practice and the regional councils at Community Engagement Hub meetings and heads of HR at HRC meetings to discuss efforts to advance reconciliation, anti-racism, equity, inclusion and accessibility within their networks, regions and organizations

## Consultations with employee representatives

The National Joint Council’s [Joint Employment Equity Committee](#) serves as a standing advisory body responsible for facilitating discussion and collaboration on employment equity, diversity, inclusion and accessibility policies, programs and initiatives. Its membership includes representatives from bargaining agents and employer organizations, ensuring that a broad range of employee perspectives inform decision-making. The committee provides timely, evidence-informed advice and recommendations on emerging policies and practices within the federal public service that may affect designated groups and their representation.

In 2024–25, the committee’s consultations with TBS addressed the following key items:

- [Employment Equity in the Public Service of Canada for Fiscal Year 2023 to 2024](#)
- *Directive on Telework*
- TBS Management Action Plan in response to the Office of the Auditor General’s 2023 report, *Inclusion in the Workplace for Racialized Employees*
- modernization of the *Employment Equity Act*
- OPSA progress reports
- expected behaviours to support an anti-racist and inclusive work environment
- *Directive on the Duty to Accommodate*

The committee was also consulted on the following by various departments:

- employment equity considerations in the use of artificial intelligence

- the need for continued action across government to improve representation, identify and remove barriers, and increase awareness of employment equity initiatives
- the need for disaggregated data and intersectional analysis as the most effective data approach for determining progress being made on employment equity initiatives
- representation of equity-seeking groups in acting appointments
- the need for trauma-informed training for managers alongside data collection processes to support behavioural change in employment equity matters

## Looking forward

In 2024–25, CPA organizations continued to build on successes in improving employment equity and addressing systemic barriers. The CPA has met or exceeded the employment equity WFA benchmarks, except for persons with disabilities. This gap will likely close once the modernized Self-Identification Questionnaire is launched, as it will use the expanded definition of persons with disabilities as set out in the *Accessibility Canada Act*. This will result in a more accurate representation of persons with disabilities working in the CPA.

In 2025–26, TBS-OCHRO plans to examine the employment equity benchmark and associated methodology to inform potential improvements. Advancing programs and initiatives to increase the number of Black employees and support their well-being remain a priority.

Diversity and inclusion continue to be core organizational values, and the government is committed to fostering a public service that reflects these principles. While the government’s 2025 Comprehensive Expenditure Review may have implications for employees, departments and agencies will remain focused on maintaining representation and fulfilling their obligations under the *Employment Equity Act*.

The government understands that transitions can be difficult and is committed to minimising hardship for federal employees, while also protecting diversity in the public service workforce and ensuring a strong, younger generation of public servants.<sup>7</sup>

## Online supplement

Refer to the [Employment Equity Demographic Snapshot](#) for more data and visuals and the employment equity data statistical tables covered under section 21 of the *Employment Equity Act*.

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## Footnotes

- 1 “Equity-seeking group” means a group of persons who are disadvantaged on the basis of one or more prohibited grounds of discrimination within the meaning of the *Canadian Human Rights Act*.
- 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 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-OCHRO 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.
- 4 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. TBS-OCHRO expects that implementing the expanded definition in the updated Self-ID Questionnaire will result in a representation better aligned with the WFA.

- 5 The increase in representation in the Ships' Officers group is due to an improvement of data integration between the Canadian Coast Guard and the Department of Fisheries and Oceans Canada. In past years, employment equity representation information for the Ships' Officers group may have been under-represented in organizational data.
- 6 2SLGBTQI+ terminology is continuously evolving. This abbreviation 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. The report contains multiple variations of the abbreviation, reflecting usage by different contributors.
- 7 Budget 2025: [Chapter 5: Creating a more efficient and effective government](#)
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Date modified: 2026-03-13

# Employment Equity Demographic Snapshot 2024–2025

## 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 2024 to 2025\*](#) 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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- [Employment equity representation in the core public administration](#)
- [Representation of executives](#)
- [Representation of women](#)
- [Representation of Indigenous Peoples](#)
- [Representation of persons with disabilities](#)
- [Representation of members of visible minorities](#)
- [Representation of Black employees](#)
- [Official languages of the core public administration and employment equity designated groups](#)
- [Hires into, promotions within and separations from the core public administration](#)
- [Appendix A: Statistical tables of employment equity data covered under section 21 of the Employment Equity Act](#)
- [Appendix B: Resources](#)

## About the data

### ▼ In this section

- [Representation data](#)
- [Workforce availability](#)
- [National labour market availability](#)

## 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 31, 2025, or as of March 31 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, and sex information is taken from the pay system.

The data covers employees identified for the purpose of employment equity in the [\*Employment Equity 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).

Classification information is based on the effective classification which includes acting assignments.

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. 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" refers 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" refers to employees who left the public service of Canada payroll between April 1 and March 31 of each given fiscal year. Note that the data on separations includes employees who separated while on leave without pay.

**Note:** Figures in square brackets represent the change since March 2024.

## Workforce availability

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 included only Canadian citizens.

The latest estimates of WFA 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

National 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.

Executive LMA is based on the combination of "senior managers" and "middle and other managers."

## 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 or residency, classification, education, and geography) are applied to the LMA data to arrive at 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 WFA and LMA**

Employment equity designated group	Overall: representation	Overall: WFA	Overall: national LMA	Executives: representation	Executives: WFA	Executives: national LMA
Women	56.8%	<b>54.9%</b>	<b>48.3%</b>	55.9%	<b>41.8%</b>	<b>39.2%</b>
Indigenous Peoples	5.5%	<b>4.0%</b>	<b>4.3%</b>	5.6%	<b>3.9%</b>	<b>3.0%</b>
Persons with disabilities	9.0%	12.0%	12.6%	10.9%	<b>5.3%</b>	<b>6.8%</b>
Members of visible minorities	23.9%	<b>22.7%</b>	24.9%	17.3%	<b>15.6%</b>	20.6%

**Note:** The latest estimates of WFA and LMA are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability. Cells that contain bolded numbers indicate that the representation exceeds these values.

Three of the four 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 and Indigenous Peoples exceeds the national LMA, and the 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 2025**



\* 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. Note that the employment equity data collected for the public service was not based on this expanded definition.

**Note:** WFA estimates for 2025 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability, and WFA estimates for 2010 are based on information from the 2006 Census and the 2006 Participation and Activity Limitation Survey.

▼ Figure 1 - Text version

Employment equity designated group	Representation 2010	WFA 2010	Representation 2025	WFA 2025	Representation change between 2010 and 2025
Women	54.8%	52.3%	56.8%	54.9%	+2.0%

\* 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. Note that the employment equity data collected for the public service was not based on this expanded definition.

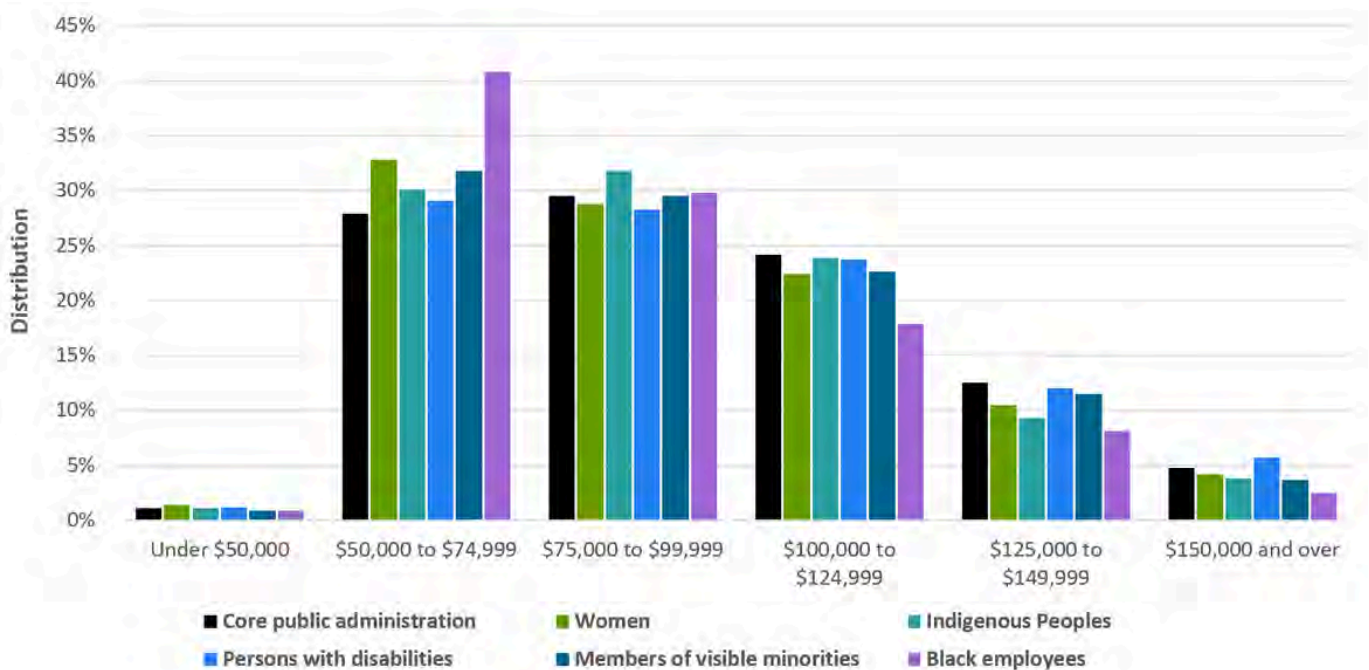
**Note:** WFA estimates for 2025 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability, and WFA estimates for 2010 are based on information from the 2006 Census and the 2006 Participation and Activity Limitation Survey.

Employment equity designated group	Representation 2010	WFA 2010	Representation 2025	WFA 2025	Representation change between 2010 and 2025
Indigenous Peoples	4.6%	3.0%	5.5%	4.0%	+0.9%
Persons with disabilities	5.7%	4.0%	9.0%	12.0% <sup>*</sup>	+3.3%
Members of visible minorities	10.7%	12.4%	23.9%	22.7%	+13.2%

<sup>\*</sup> 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. Note that the employment equity data collected for the public service was not based on this expanded definition.

**Note:** WFA estimates for 2025 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability, and WFA 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**



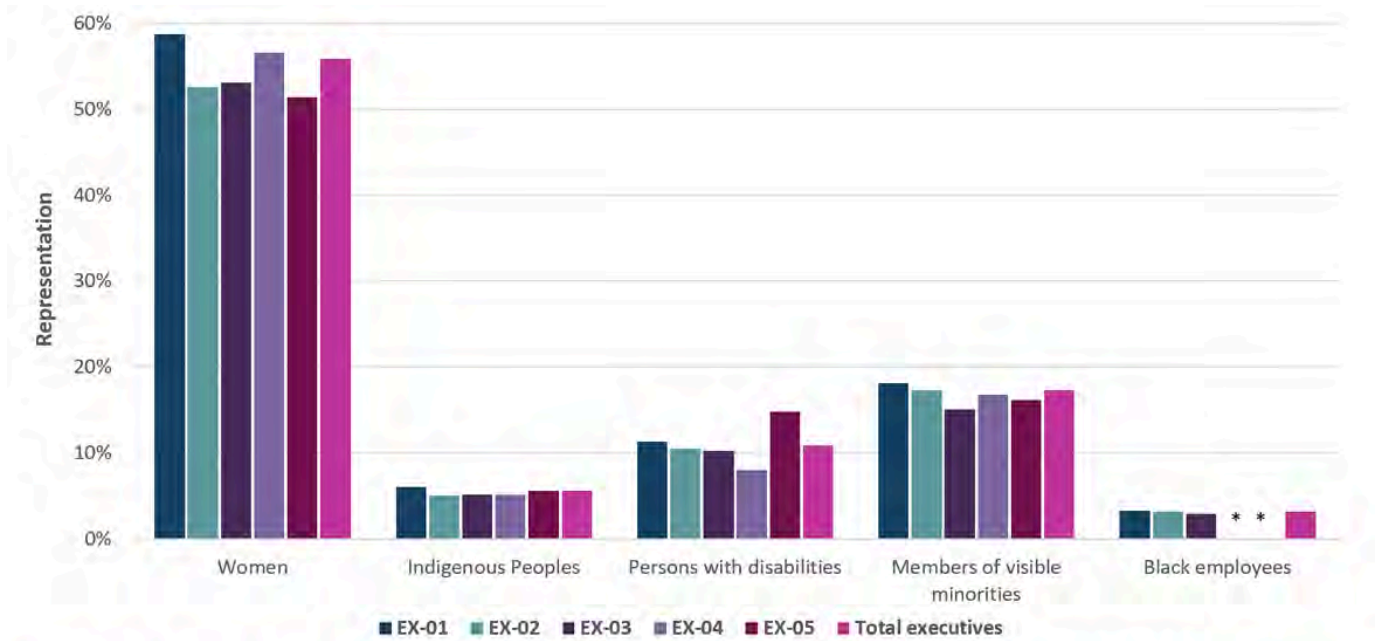
▼ Figure 2 - Text version

Salary range	Core public administration	Women	Indigenous Peoples	Persons with disabilities	Members of visible minorities	Black employees
Under \$50,000	1.1%	1.4%	1.1%	1.2%	0.9%	0.9%
\$50,000 to \$74,999	27.9%	32.8%	30.1%	29.1%	31.8%	40.8%
\$75,000 to \$99,999	29.5%	28.8%	31.8%	28.3%	29.5%	29.8%
\$100,000 to \$124,999	24.2%	22.4%	23.9%	23.7%	22.6%	17.9%
\$125,000 to \$149,999	12.5%	10.5%	9.3%	12.0%	11.5%	8.1%
\$150,000 and over	4.8%	4.2%	3.8%	5.7%	3.7%	2.5%

# Representation of executives

Representation of women, Indigenous Peoples and members of visible minorities are the highest at the EX-01 level while representation of persons with disabilities is the highest at the EX-04 level.

**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

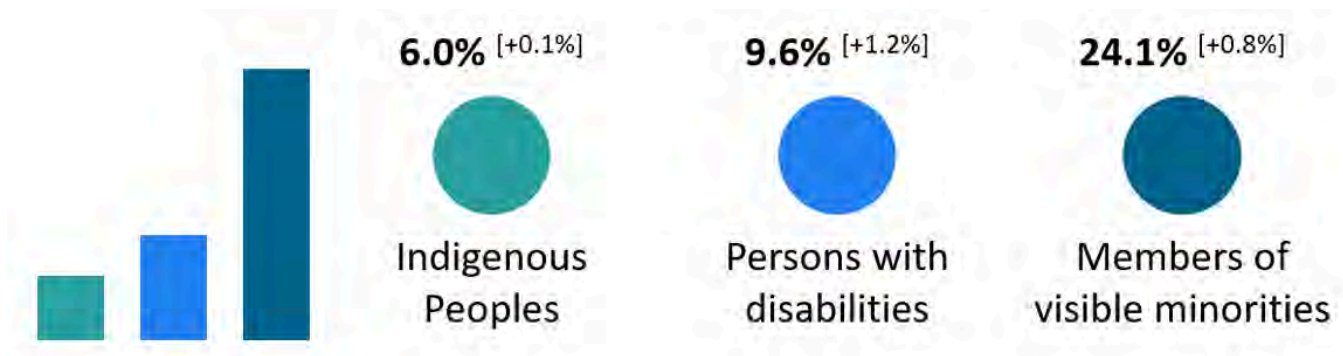
Employment equity designated group	EX-01	EX-02	EX-03	EX-04	EX-05	Total executives
Women	58.8%	52.6%	53.1%	56.6%	51.4%	55.9%
Indigenous Peoples	6.1%	5.1%	5.2%	5.2%	5.6%	5.6%
Persons with disabilities	11.3%	10.5%	10.3%	8.0%	14.8%	10.9%
Members of visible minorities	18.1%	17.3%	15.1%	16.8%	16.2%	17.3%
Black employees	3.3%	3.2%	2.9%	*	*	3.2%

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

# Representation of women

- 56.8% of employees in the core public administration are women, which is above the WFA estimate of 54.9%.
- 55.9% of executives are women (above the WFA of 41.8%).
- 12.6% of women are 20 to 29 years of age.
- 29.4% of women are 50 to 69 years of age.

**Figure 4: Intersectionality – women**

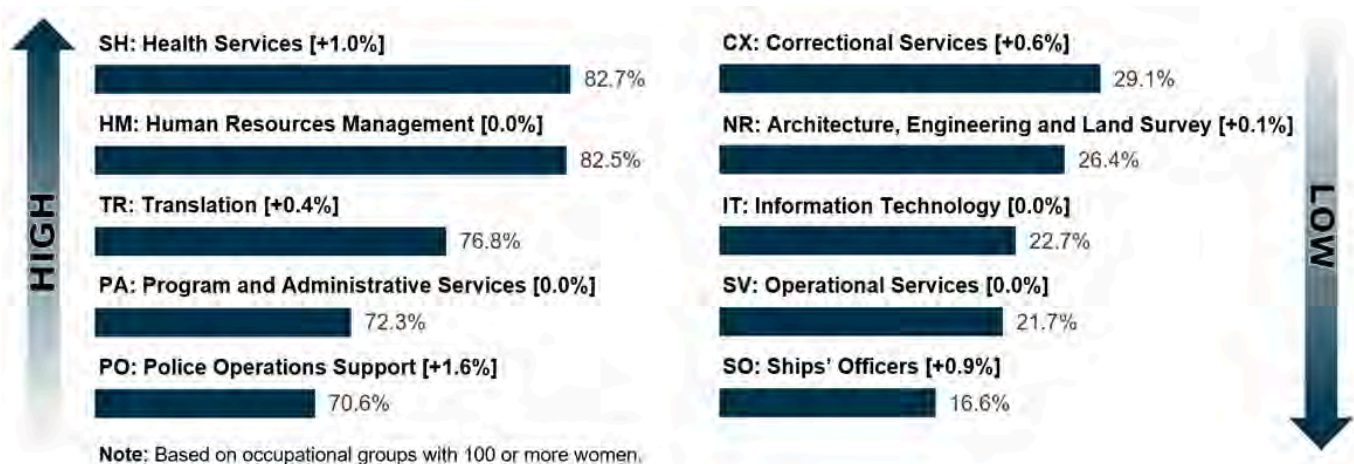


▼ Figure 4 - Text version

Of the employees who are women:

- 6.0% self-identified as Indigenous Peoples [increase of 0.1 percentage points]
- 9.6% self-identified as persons with disabilities [increase of 1.2 percentage points]
- 24.1% self-identified as members of visible minorities [increase of 0.8 percentage points]

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



▼ Figure 5 - Text version

Highest proportion of women:

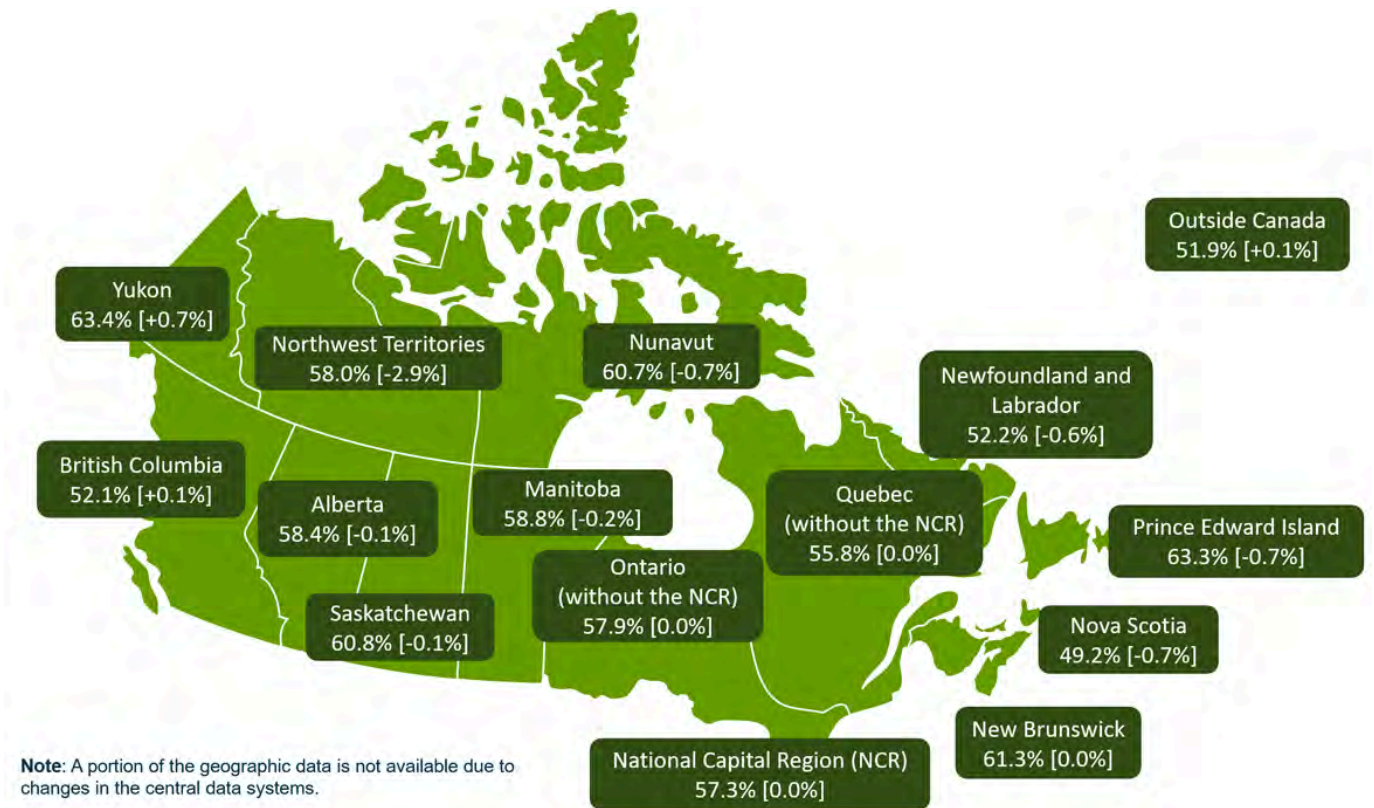
- SH: Health Services: 82.7% [increase of 1.0 percentage points]
- HM: Human Resources Management: 82.5% [unchanged]
- TR: Translation: 76.8% [increase of 0.4 percentage points]
- PA: Program and Administrative Services: 72.3% [unchanged]
- PO: Police Operations Support: 70.6% [increase of 1.6 percentage points]

Lowest proportion of women:

- CX: Correctional Services: 29.1% [increase of 0.6 percentage points]
- NR: Architecture, Engineering and Land Survey: 26.4% [increase of 0.1 percentage points]
- IT: Information Technology: 22.7% [unchanged]
- SV: Operational Services: 21.7% [unchanged]
- SO: Ships' Officers: 16.6% [increase of 0.9 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: 52.2% [decrease of 0.6 percentage points]
- Prince Edward Island: 63.3% [decrease of 0.7 percentage points]
- Nova Scotia: 49.2% [decrease of 0.7 percentage points]
- New Brunswick: 61.3% [unchanged]
- Quebec (without the NCR): 55.8% [unchanged]
- National Capital Region (NCR): 57.3% [unchanged]
- Ontario (without the NCR): 57.9% [unchanged]
- Manitoba: 58.8% [decrease of 0.2 percentage points]
- Saskatchewan: 60.8% [decrease of 0.1 percentage points]
- Alberta: 58.4% [decrease of 0.1 percentage points]
- British Columbia: 52.1% [increase of 0.1 percentage points]
- Yukon: 63.4% [increase of 0.7 percentage points]
- Northwest Territories: 58.0% [decrease of 2.9 percentage points]
- Nunavut: 60.7% [decrease of 0.7 percentage points]
- Outside Canada: 51.9% [increase of 0.1 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**



2018	2019	2020	2021	2022	2023	2024	2025
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▼ Figure 7 - Text version

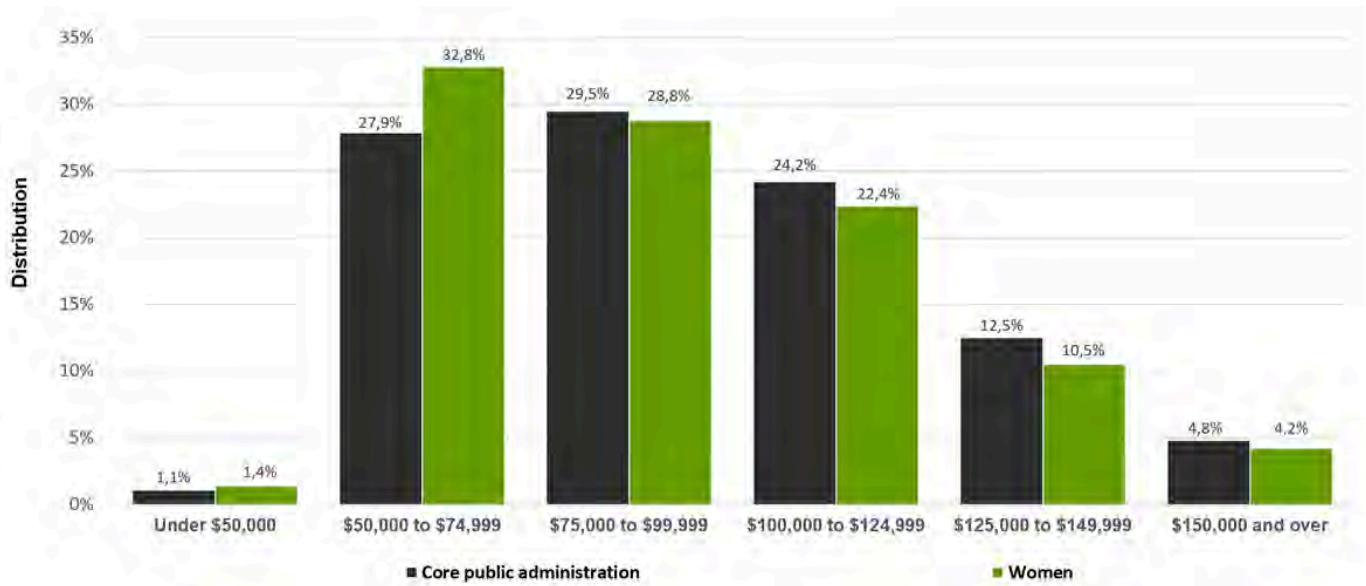
Year	Percentage
2018	54.8%
2019	54.8%
2020	55.0%
2021	55.6%
2022	56.0%
2023	56.6%
2024	56.9%
2025	56.8%

The representation of women increased by 2.0 percentage points between March 2018 and March 2025.

**Table 2: Representation trends for women - number**

Year	Number
2018	105,465
2019	111,332
2020	117,760
2021	127,043
2022	132,299
2023	143,406
2024	151,607
2025	151,528

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



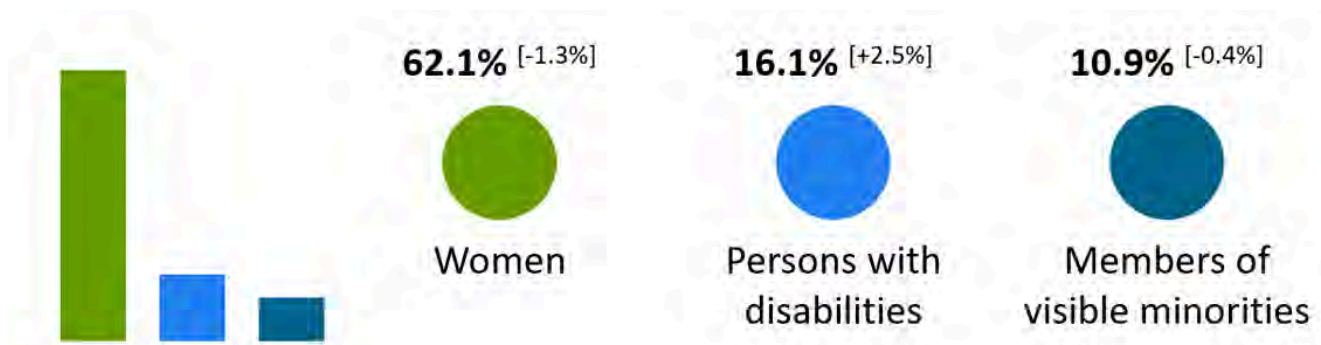
▼ Figure 8 - Text version

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	1.1%	27.9%	29.5%	24.2%	12.5%	4.8%
Women	1.4%	32.8%	28.8%	22.4%	10.5%	4.2%

## Representation of Indigenous Peoples

- 5.5% of employees in the core public administration have self-identified as Indigenous Peoples, which is above the WFA estimate of 4.0%.
- 5.6% of executives are Indigenous Peoples (above the WFA of 3.9%).
- 10.9% of Indigenous Peoples are 20 to 29 years of age.
- 34.7% of Indigenous Peoples are 50 to 69 years of age.

Figure 9: Intersectionality – Indigenous Peoples



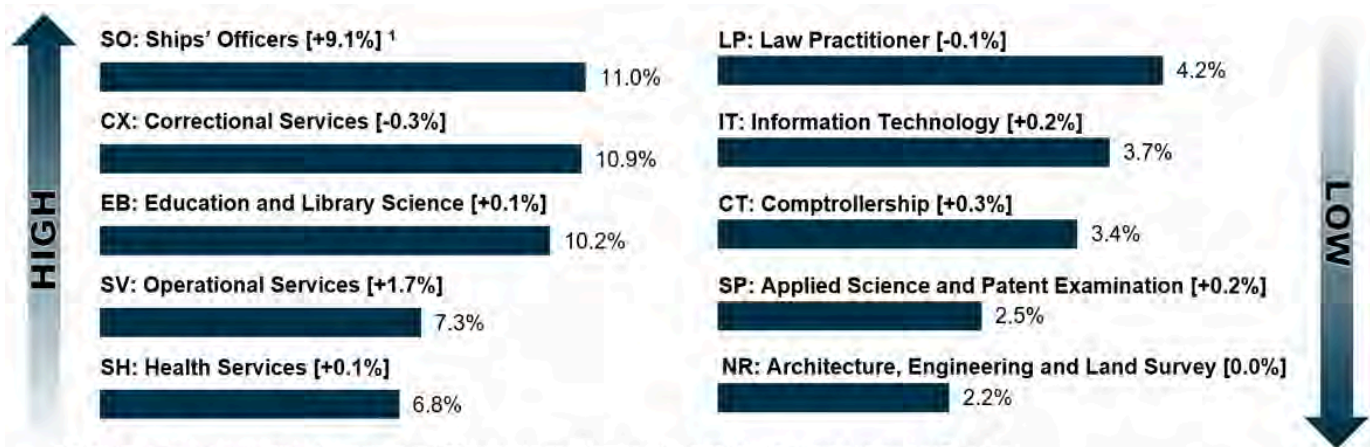
▼ Figure 9 - Text version

Of the employees who self-identified as Indigenous Peoples:

- 62.1% are women [decrease of 1.3 percentage points]
- 16.1% self-identified as persons with disabilities [increase of 2.5 percentage points]

- 10.9% self-identified as members of visible minorities [decrease of 0.4 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.

<sup>1</sup> The increase in representation in the Ships' Officers group is due to an improvement of data integration between the Canadian Coast Guard and Fisheries and Oceans Canada. In past years, employment equity representation information for the Ships' Officers group may have been under-represented in organizational data.

▼ Figure 10 - Text version

Highest proportion of Indigenous Peoples:

- SO: Ships' Officers: 11.0% [increase of 9.1 percentage points]<sup>1</sup>
- CX: Correctional Services: 10.9% [decrease of 0.3 percentage points]
- EB: Education and Library Science: 10.2% [increase of 0.1 percentage points]
- SV: Operational Services: 7.3% [increase of 1.7 percentage points]
- SH: Health Services: 6.8% [increase of 0.1 percentage points]

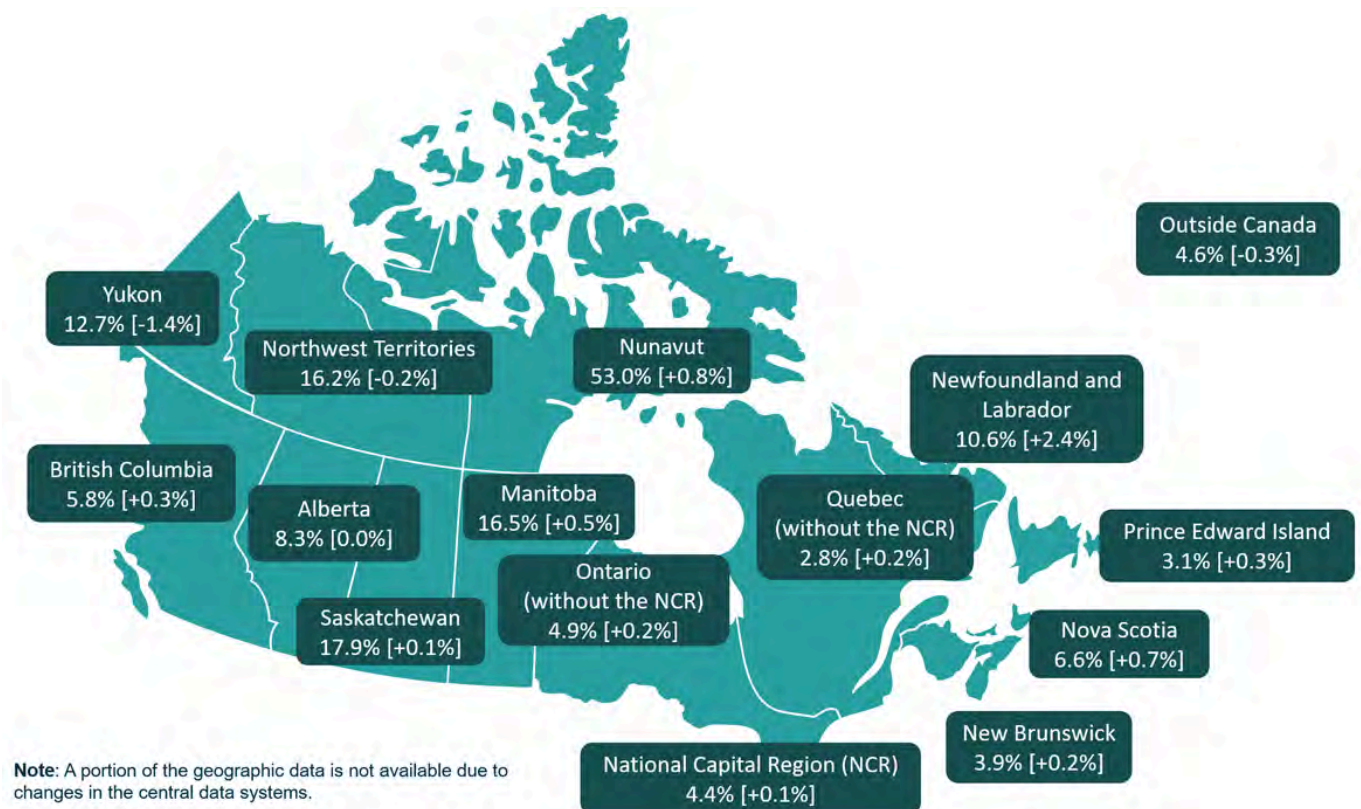
Lowest proportion of Indigenous Peoples:

- LP: Law Practitioner: 4.2% [decrease of 0.1 percentage points]
- IT: Information Technology: 3.7% [increase of 0.2 percentage points]
- CT: Comptrollership: 3.4% [increase of 0.3 percentage points]
- SP: Applied Science and Patent Examination: 2.5% [increase of 0.2 percentage points]
- NR: Architecture, Engineering and Land Survey: 2.2% [unchanged]

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

<sup>1</sup> The increase in representation in the Ships' Officers group is due to an improvement of data integration between the Canadian Coast Guard and Fisheries and Oceans Canada. In past years, employment equity representation information for the Ships' Officers group may have been under-represented in organizational data.

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



▼ Figure 11 - Text version

- Newfoundland and Labrador: 10.6% [increase of 2.4 percentage points]
- Prince Edward Island: 3.1% [increase of 0.3 percentage points]
- Nova Scotia: 6.6% [increase of 0.7 percentage points]
- New Brunswick: 3.9% [increase of 0.2 percentage points]
- Quebec (without the NCR): 2.8% [increase of 0.2 percentage points]
- National Capital Region (NCR): 4.4% [increase of 0.1 percentage points]
- Ontario (without the NCR): 4.9% [increase of 0.2 percentage points]
- Manitoba: 16.5% [increase of 0.5 percentage points]
- Saskatchewan: 17.9% [increase of 0.1 percentage points]
- Alberta: 8.3% [unchanged]
- British Columbia: 5.8% [increase of 0.3 percentage points]
- Yukon: 12.7% [decrease of 1.4 percentage points]
- Northwest Territories: 16.2% [decrease of 0.2 percentage points]
- Nunavut: 53.0% [increase of 0.8 percentage points]
- Outside Canada: 4.6% [decrease of 0.3 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**

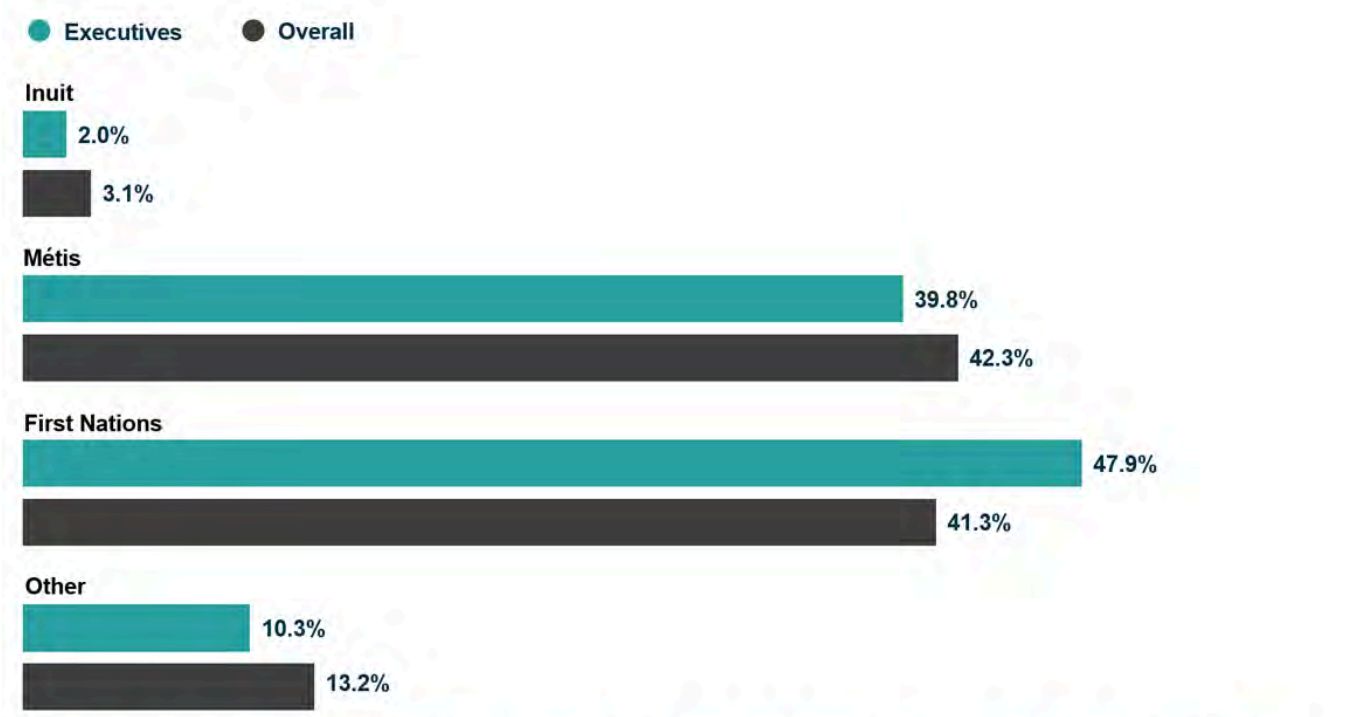
Subgroup	Overall: number	Overall: percentage	Executives: number	Executives: percentage
Inuit	458	0.2%	9	0.1%
Métis	6,235	2.3%	177	2.2%
First Nations	6,093	2.3%	213	2.7%
Other	1,952	0.7%	46	0.6%

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

Subgroup	Overall: number	Overall: percentage	Executives: number	Executives: percentage
Total	14,738	5.5%	445	5.6%

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as "Indigenous – Other."

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



**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as "Indigenous – Other."

▼ Figure 12 - Text version

Subgroup	Overall	Executives
Inuit	3.1%	2.0%
Métis	42.3%	39.8%
First Nations	41.3%	47.9%
Other	13.2%	10.3%

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as "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-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as "Indigenous – Other."

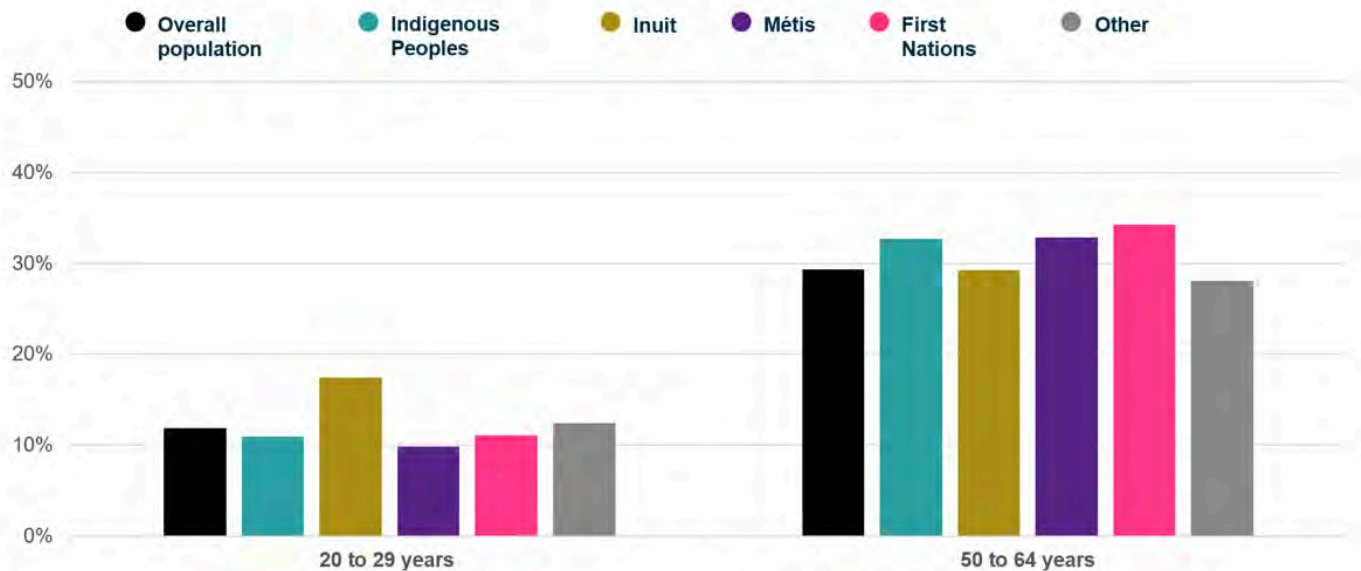
▼ Figure 13 - Text version

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.1%	27.9%	29.5%	41.5%
Indigenous Peoples	1.1%	30.1%	31.8%	36.9%
Inuit	*	34.5%	36.0%	*
Métis	1.1%	28.4%	33.5%	37.0%
First Nations	1.2%	32.2%	31.1%	35.6%
Other	*	28.1%	27.7%	*

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

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as "Indigenous – Other."

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



**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

▼ Figure 14 - Text version

Group	20 to 29 years	50 to 64 years
Overall population	11.9%	29.3%
Indigenous Peoples	10.9%	32.7%
Inuit	17.5%	29.3%
Métis	9.9%	32.8%
First Nations	11.1%	34.3%
Other	12.4%	28.1%

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

**Figure 15: Representation trends for Indigenous Peoples**



▼ Figure 15 - Text version

Year	Percentage
2018	5.1%
2019	5.1%
2020	5.1%
2021	5.2%
2022	5.2%

Year	Percentage
2023	5.3%
2024	5.3%
2025	5.5%

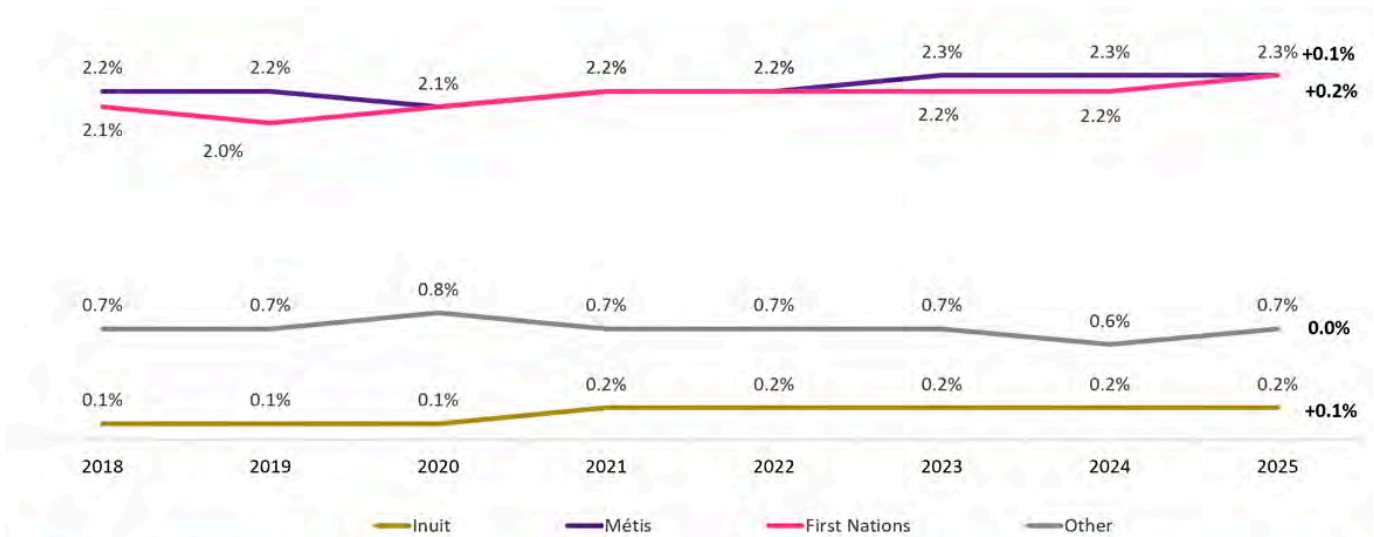
The representation of Indigenous Peoples increased by 0.4 percentage points between March 2018 and March 2025.

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

Subgroup	2018	2019	2020	2021	2022	2023	2024	2025
Inuit	247	279	298	357	361	404	441	458
Métis	4,253	4,491	4,585	5,026	5,260	5,735	6,083	6,235
First Nations	4,008	4,164	4,399	4,984	5,128	5,566	5,947	6,093
Other	1,368	1,501	1,606	1,610	1,587	1,658	1,681	1,952
<b>Total</b>	<b>9,876</b>	<b>10,435</b>	<b>10,888</b>	<b>11,977</b>	<b>12,336</b>	<b>13,363</b>	<b>14,152</b>	<b>14,738</b>

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

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



**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

▼ Figure 16 - Text version

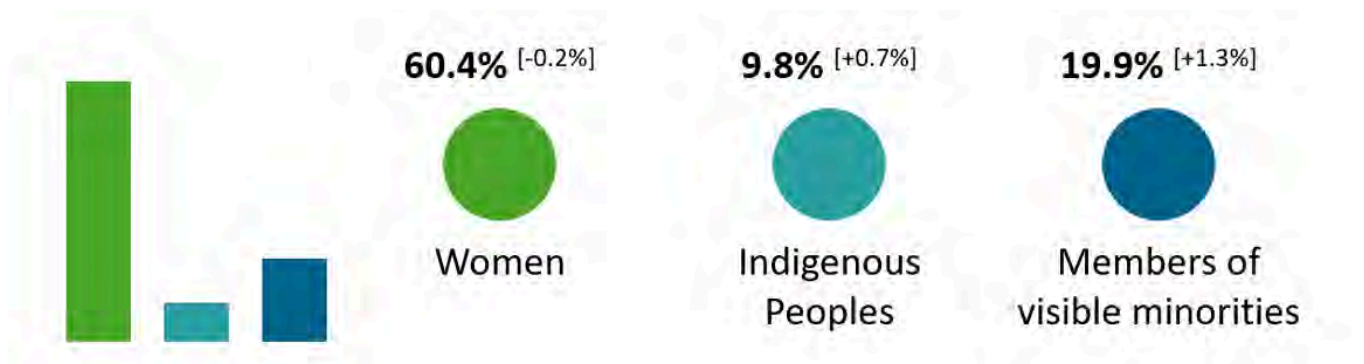
Subgroup	2018	2019	2020	2021	2022	2023	2024	2025	Change between 2018 and 2025
Inuit	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%	+0.1%
Métis	2.2%	2.2%	2.1%	2.2%	2.2%	2.3%	2.3%	2.3%	+0.1%
First Nations	2.1%	2.0%	2.1%	2.2%	2.2%	2.2%	2.2%	2.3%	+0.2%
Other	0.7%	0.7%	0.8%	0.7%	0.7%	0.7%	0.6%	0.7%	0.0%

**Note:** The self-identification form provided to organizations by TBS did not ask about Indigenous subgroups until 2002. Some organizations 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 as “Indigenous – Other.”

# Representation of persons with disabilities

- 9.0% of employees in the core public administration have self-identified as persons with disabilities, which is below the WFA estimate of 12.0%.
- 10.9% of executives are persons with disabilities (above the WFA of 5.3%).
- 12.2% of persons with disabilities are 20 to 29 years of age.
- 34.1% of persons with disabilities are 50 to 69 years of age.

**Figure 17: Intersectionality – persons with disabilities**

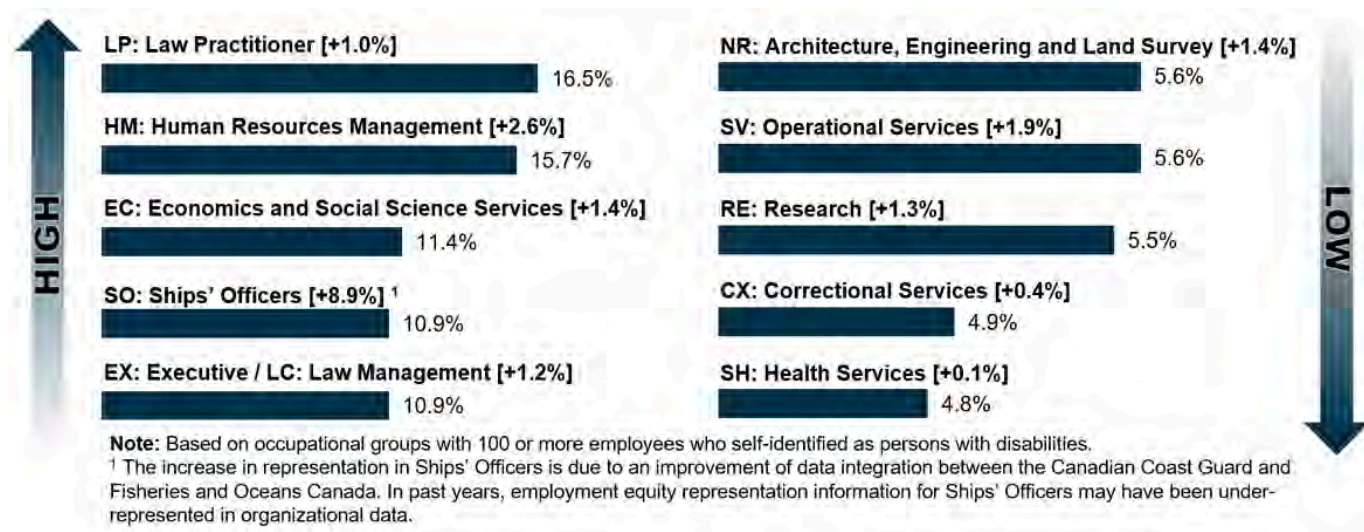


▼ Figure 17 - Text version

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

- 60.4% are women [decrease of 0.2 percentage points]
- 9.8% self-identified as Indigenous Peoples [increase of 0.7 percentage points]
- 19.9% self-identified as members of visible minorities [increase of 1.3 percentage points]

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



▼ Figure 18 - Text version

Highest proportion of persons with disabilities:

- LP: Law Practitioner: 16.5% [increase of 1.0 percentage points]
- HM: Human Resources Management: 15.7% [increase of 2.6 percentage points]
- EC: Economics and Social Science Services: 11.4% [increase of 1.4 percentage points]

- SO: Ships' Officers: 10.9% [increase of 8.9 percentage points] <sup>1</sup>
- EX: Executive / LC: Law Management: 10.9% [increase of 1.2 percentage points]

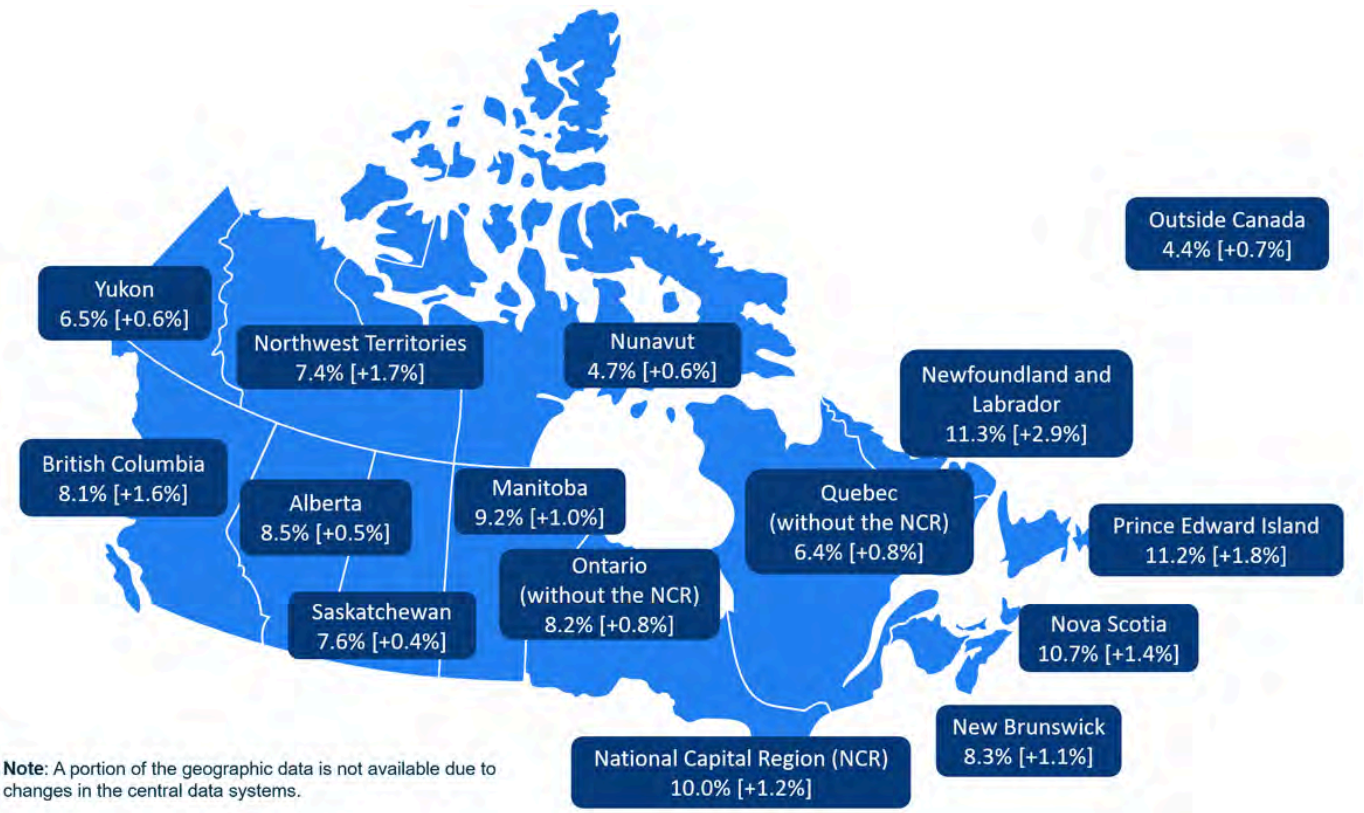
Lowest proportion of persons with disabilities:

- NR: Architecture, Engineering and Land Survey: 5.6% [increase of 1.4 percentage points]
- SV: Operational Services: 5.6% [increase of 1.9 percentage points]
- RE: Research: 5.5% [increase of 1.3 percentage points]
- CX: Correctional Services: 4.9% [increase of 0.4 percentage points]
- SH: Health Services: 4.8% [increase of 0.1 percentage points]

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

<sup>1</sup> The increase in representation in the Ships' Officers group is due to an improvement of data integration between the Canadian Coast Guard and Fisheries and Oceans Canada. In past years, employment equity representation information for the Ships' Officers group may have been under-represented in organizational data.

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



▼ Figure 19 - Text version

- Newfoundland and Labrador: 11.3% [increase of 2.9 percentage points]
- Prince Edward Island: 11.2% [increase of 1.8 percentage points]
- Nova Scotia: 10.7% [increase of 1.4 percentage points]
- New Brunswick: 8.3% [increase of 1.1 percentage points]
- Quebec (without the NCR): 6.4% [increase of 0.8 percentage points]
- National Capital Region (NCR): 10.0% [increase of 1.2 percentage points]
- Ontario (without the NCR): 8.2% [increase of 0.8 percentage points]
- Manitoba: 9.2% [increase of 1.0 percentage points]
- Saskatchewan: 7.6% [increase of 0.4 percentage points]

- Alberta: 8.5% [increase of 0.5 percentage points]
- British Columbia: 8.1% [increase of 1.6 percentage points]
- Yukon: 6.5% [increase of 0.6 percentage points]
- Northwest Territories: 7.4% [increase of 1.7 percentage points]
- Nunavut: 4.7% [increase of 0.6 percentage points]
- Outside Canada: 4.4% [increase of 0.7 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	1,480	0.6%	52	0.7%
Mobility	3,114	1.2%	102	1.3%
Speech impairment	433	0.2%	20	0.3%
Blind or visual impairment	1,455	0.5%	80	1.0%
Deaf or hard of hearing	2,474	0.9%	126	1.6%
Other disability	18,548	6.9%	590	7.4%
<b>Total</b>	<b>24,128</b>	<b>9.0%</b>	<b>862</b>	<b>10.9%</b>

**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**



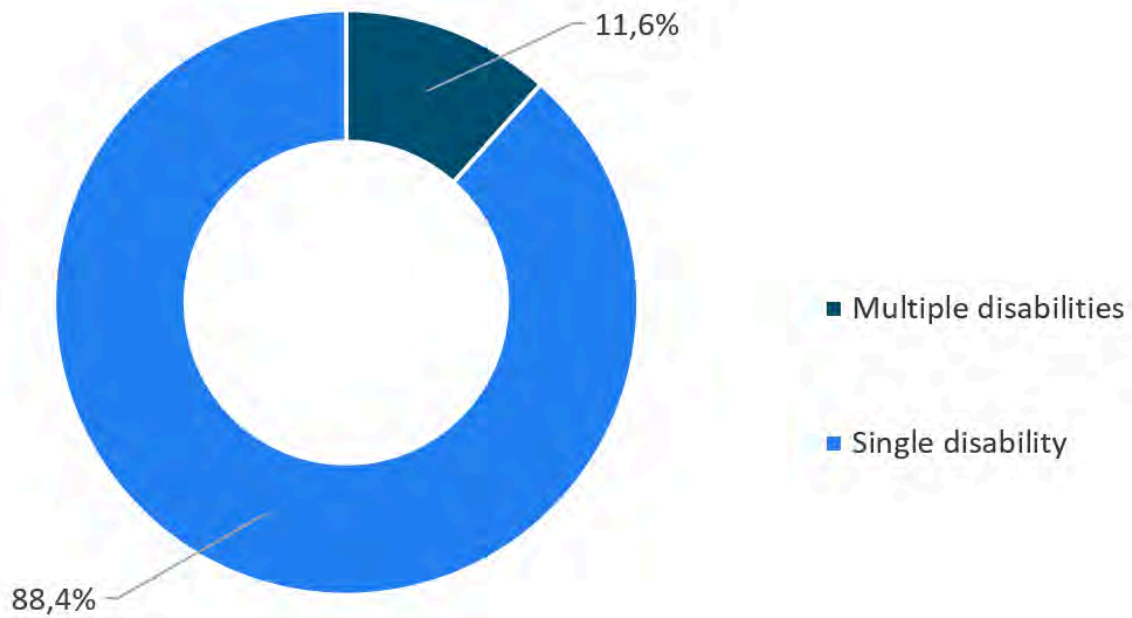
**Note:** The sum of disability subgroups does not match the disability total as one person can have multiple disabilities.

▼ Figure 20 - Text version

Subgroup	Overall	Executives
Coordination and dexterity	6.1%	6.0%
Mobility	12.9%	11.8%
Speech impairment	1.8%	2.3%
Blind or visual impairment	6.0%	9.3%
Deaf or hard of hearing	10.3%	14.6%
Other disability	76.9%	68.4%

**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

Single or multiple disabilities	Percentage
Multiple disabilities	11.6%
Single disability	88.4%

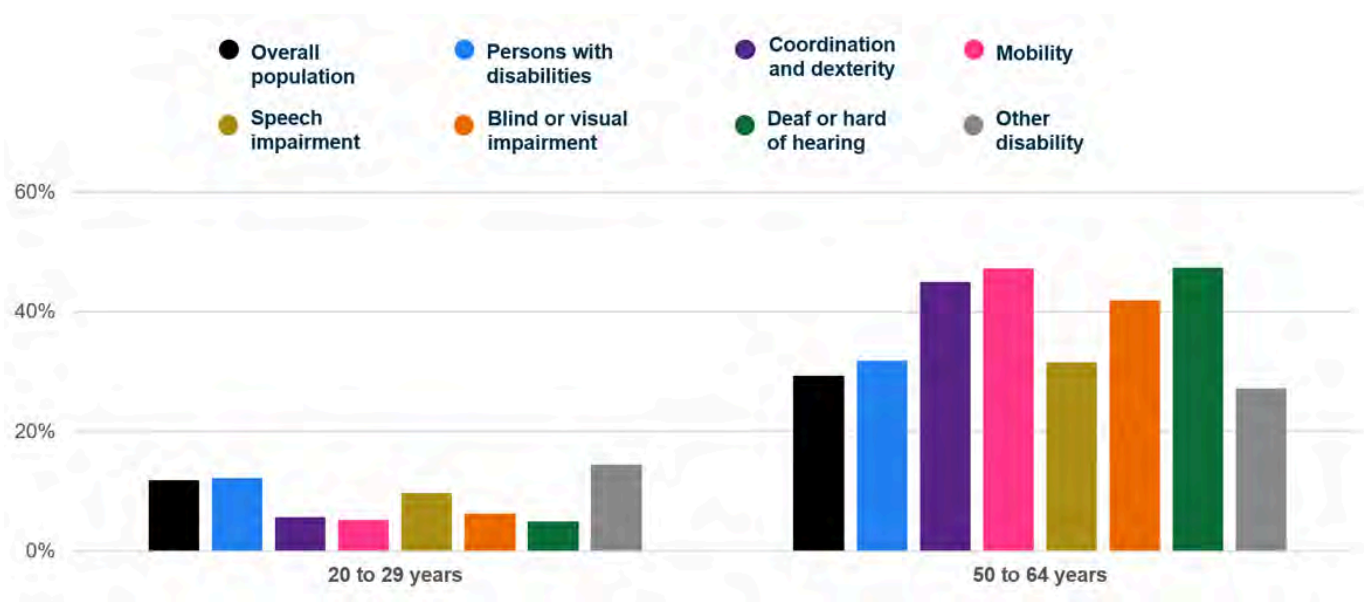
**Figure 22: Salary range distribution of persons with disabilities by group**



▼ Figure 22 - Text version

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.1%	27.9%	29.5%	41.5%
Persons with disabilities	1.2%	29.1%	28.3%	41.4%
Coordination and dexterity	1.4%	26.9%	24.8%	46.9%
Mobility	1.5%	31.3%	25.3%	41.9%
Speech impairment	1.4%	25.2%	26.6%	46.9%
Blind or visual impairment	0.8%	24.2%	25.9%	49.1%
Deaf or hard of hearing	1.0%	25.6%	24.7%	48.7%
Other disability	1.2%	29.5%	29.3%	40.0%

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

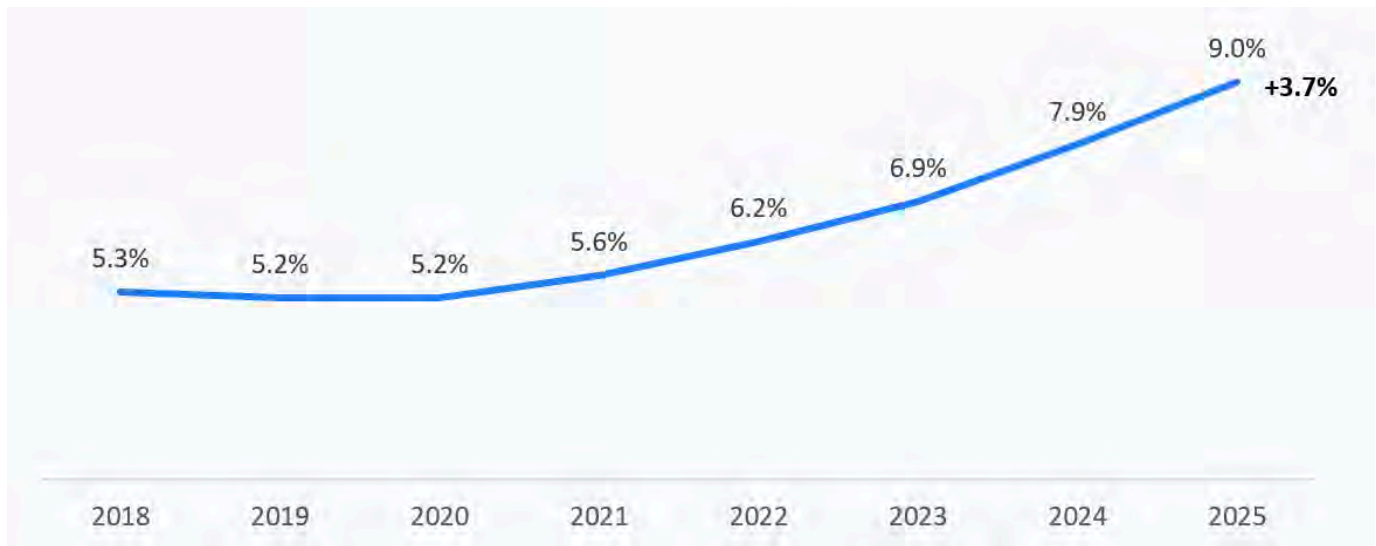


▼ Figure 23 - Text version

Group	20 to 29 years	50 to 64 years
Overall population	11.9%	29.3%

Group	20 to 29 years	50 to 64 years
Persons with disabilities	12.2%	31.8%
Coordination and dexterity	5.7%	45.0%
Mobility	5.1%	47.3%
Speech impairment	9.7%	31.6%
Blind or visual impairment	6.3%	42.0%
Deaf or hard of hearing	5.0%	47.4%
Other disability	14.4%	27.2%

**Figure 24: Representation trends for persons with disabilities**



▼ Figure 24 - Text version

Year	Percentage
2018	5.3%
2019	5.2%
2020	5.2%
2021	5.6%
2022	6.2%
2023	6.9%
2024	7.9%
2025	9.0%

The representation of persons with disabilities increased by 3.7 percentage points between March 2018 and March 2025.

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

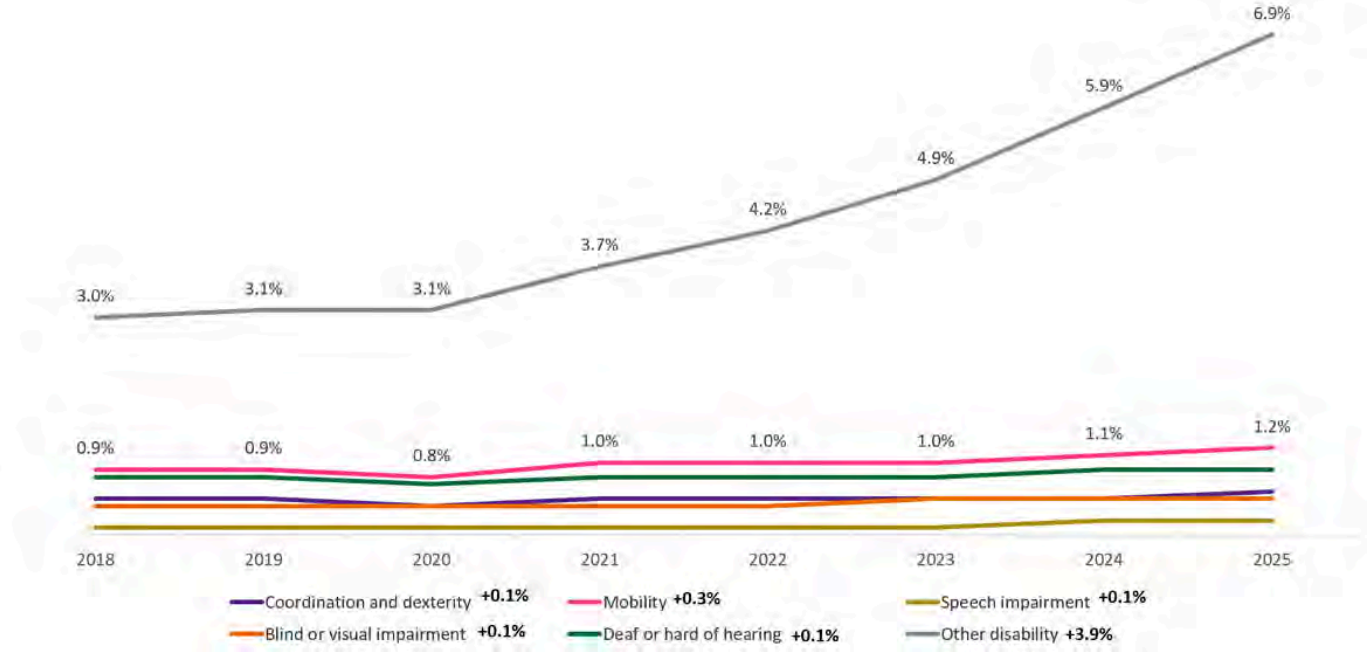
Subgroup	2018	2019	2020	2021	2022	2023	2024	2025
Coordination and dexterity	934	930	926	1,094	1,164	1,257	1,388	1,480
Mobility	1,746	1,737	1,741	2,186	2,307	2,588	2,912	3,114
Speech impairment	215	224	235	276	323	349	412	433

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

Subgroup	2018	2019	2020	2021	2022	2023	2024	2025
Blind or visual impairment	770	767	783	951	1,042	1,160	1,341	1,455
Deaf or hard of hearing	1,548	1,549	1,563	1,786	1,912	2,098	2,303	2,474
Other disability	5,778	6,245	6,715	8,339	9,874	12,370	15,642	18,548
<b>Total</b>	<b>10,181</b>	<b>10,622</b>	<b>11,087</b>	<b>12,893</b>	<b>14,573</b>	<b>17,410</b>	<b>21,089</b>	<b>24,128</b>

**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**



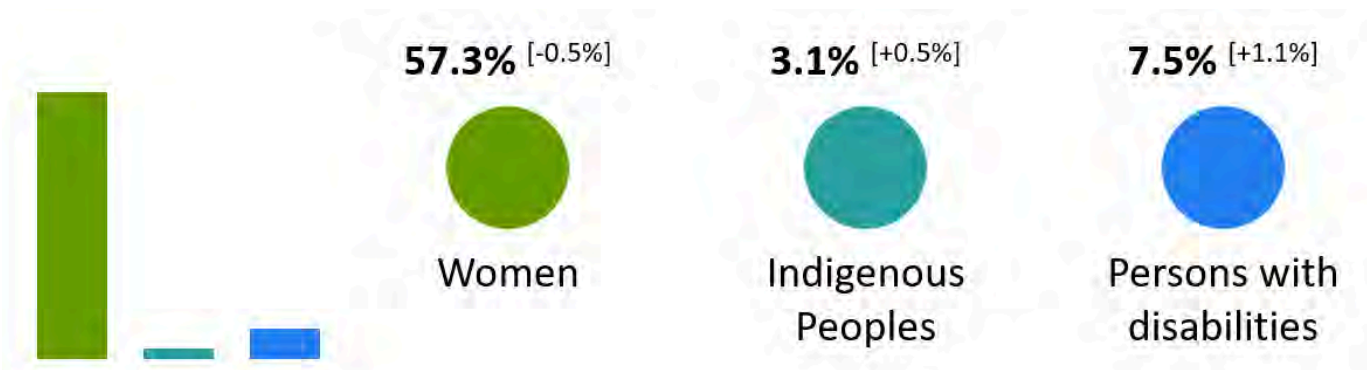
▼ Figure 25 - Text version

Subgroup	2018	2019	2020	2021	2022	2023	2024	2025	Change between 2018 and 2025
Coordination and dexterity	0.5%	0.5%	0.4%	0.5%	0.5%	0.5%	0.5%	0.6%	+0.1%
Mobility	0.9%	0.9%	0.8%	1.0%	1.0%	1.0%	1.1%	1.2%	+0.3%
Speech impairment	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%	+0.1%
Blind or visual impairment	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%	+0.1%
Deaf or hard of hearing	0.8%	0.8%	0.7%	0.8%	0.8%	0.8%	0.9%	0.9%	+0.1%
Other disability	3.0%	3.1%	3.1%	3.7%	4.2%	4.9%	5.9%	6.9%	+3.9%

## Representation of members of visible minorities

- 23.9% of employees in the core public administration have self-identified as members of visible minorities, which is above the WFA estimate of 22.7%.
- 17.3% of executives are members of visible minorities (above the WFA of 15.6%).
- 15.5% of members of visible minorities are 20 to 29 years of age.
- 25.2% of members of visible minorities are 50 to 69 years of age.

**Figure 26: Intersectionality – members of visible minorities**

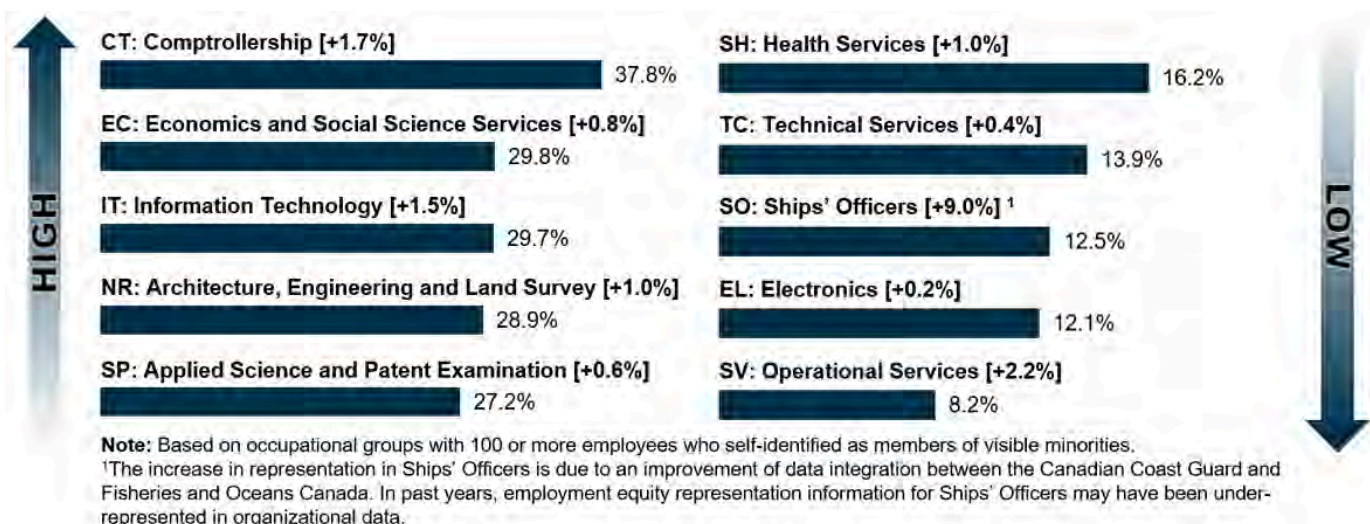


▼ Figure 26 - Text version

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

- 57.3% are women [decrease of 0.5 percentage points]
- 3.1% self-identified as Indigenous Peoples [increase of 0.5 percentage points]
- 7.5% self-identified as persons with disabilities [increase of 1.1 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: 37.8% [increase of 1.7 percentage points]
- EC: Economics and Social Science Services: 29.8% [increase of 0.8 percentage points]
- IT: Information Technology: 29.7% [increase of 1.5 percentage points]
- NR: Architecture, Engineering and Land Survey: 28.9% [increase of 1.0 percentage points]
- SP: Applied Science and Patent Examination: 27.2% [increase of 0.6 percentage points]

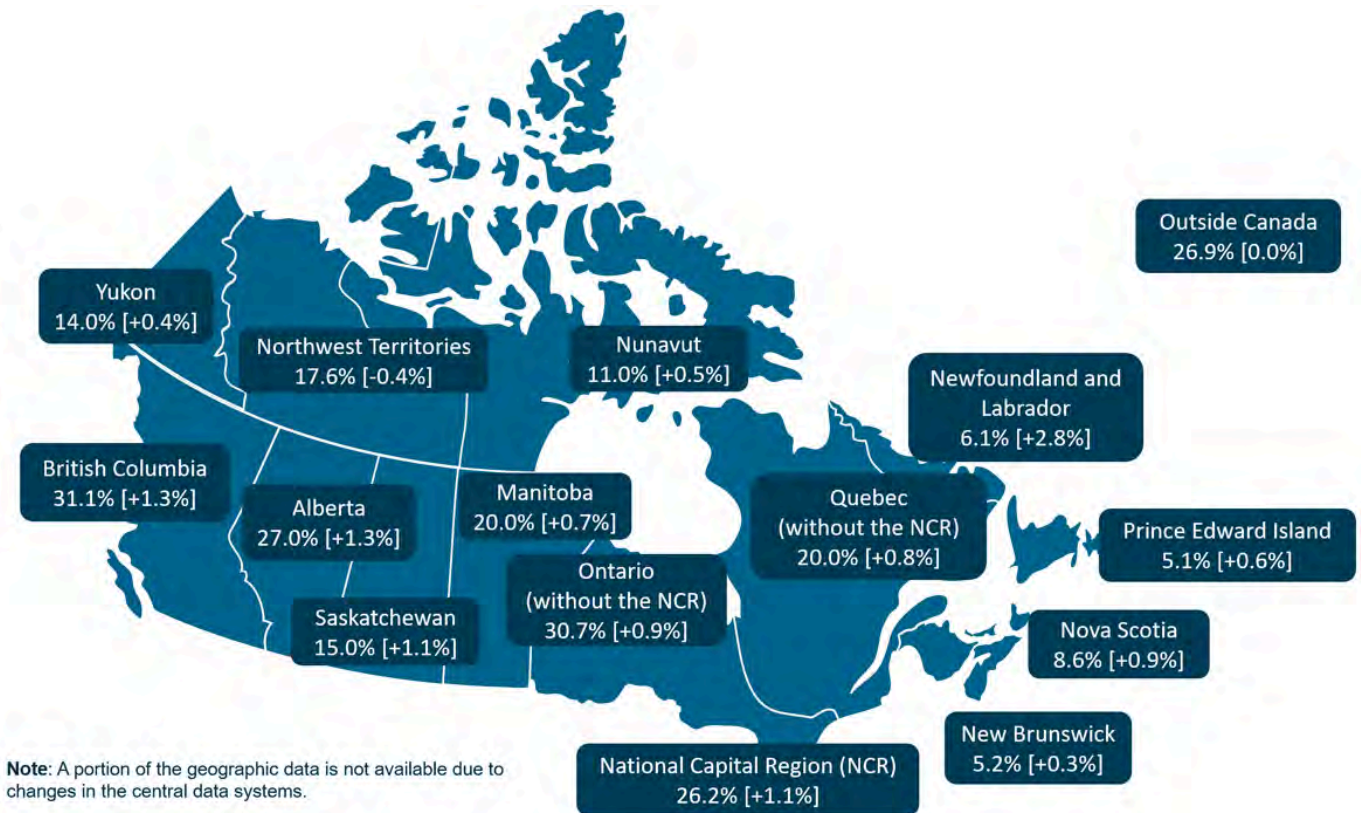
Lowest proportion of members of visible minorities:

- SH: Health Services: 16.2% [increase of 1.0 percentage points]
- TC: Technical Services: 13.9% [increase of 0.4 percentage points]
- SO: Ships' Officers: 12.5% [increase of 9.0 percentage points]<sup>1</sup>
- EL: Electronics: 12.1% [increase of 0.2 percentage points]
- SV: Operational Services: 8.2% [increase of 2.2 percentage points]

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

1 The increase in representation in the Ships' Officers group is due to an improvement of data integration between the Canadian Coast Guard and Fisheries and Oceans Canada. In past years, employment equity representation information for the Ships' Officers group may have been under-represented in organizational data.

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



▼ Figure 28 - Text version

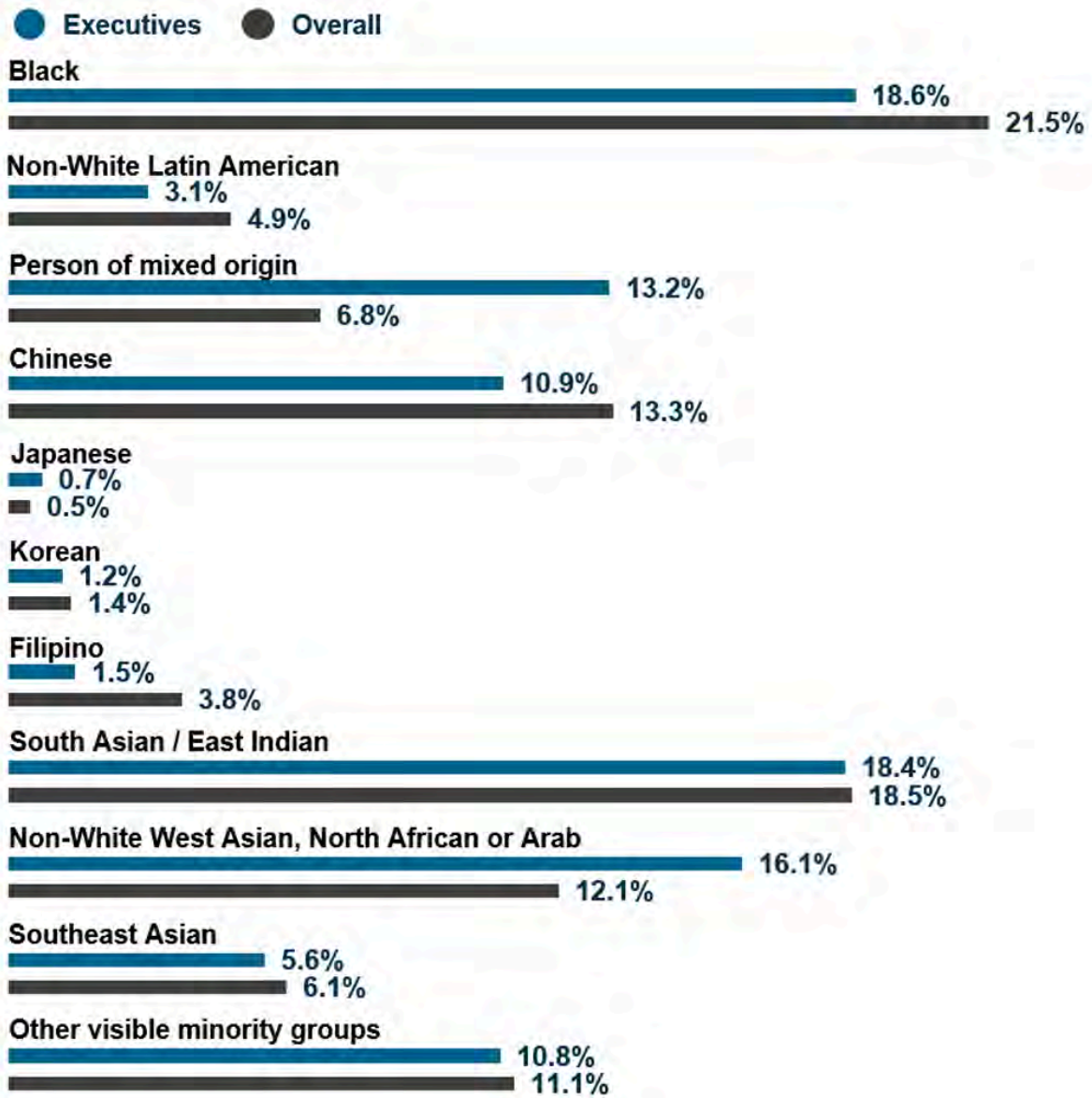
- Newfoundland and Labrador: 6.1% [increase of 2.8 percentage points]
- Prince Edward Island: 5.1% [increase of 0.6 percentage points]
- Nova Scotia: 8.6% [increase of 0.9 percentage points]
- New Brunswick: 5.2% [increase of 0.3 percentage points]
- Quebec (without the NCR): 20.0% [increase of 0.8 percentage points]
- National Capital Region (NCR): 26.2% [increase of 1.1 percentage points]
- Ontario (without the NCR): 30.7% [increase of 0.9 percentage points]
- Manitoba: 20.0% [increase of 0.7 percentage points]
- Saskatchewan: 15.0% [increase of 1.1 percentage points]
- Alberta: 27.0% [increase of 1.3 percentage points]
- British Columbia: 31.1% [increase of 1.3 percentage points]
- Yukon: 14.0% [increase of 0.4 percentage points]
- Northwest Territories: 17.6% [decrease of 0.4 percentage points]
- Nunavut: 11.0% [increase of 0.5 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**

<b>Subgroup</b>	<b>Overall: number</b>	<b>Overall: percentage</b>	<b>Executives: number</b>	<b>Executives: percentage</b>
Black	13,741	5.1%	255	3.2%
Non-White Latin American	3,115	1.2%	42	0.5%
Person of mixed origin	4,363	1.6%	181	2.3%
Chinese	8,464	3.2%	149	1.9%
Japanese	299	0.1%	10	0.1%
Korean	873	0.3%	16	0.2%
Filipino	2,421	0.9%	20	0.3%
South Asian / East Indian	11,811	4.4%	252	3.2%
Non-White West Asian, North African or Arab	7,706	2.9%	221	2.8%
Southeast Asian	3,892	1.5%	77	1.0%
Other visible minority groups	7,080	2.7%	148	1.9%
<b>Total</b>	<b>63,765</b>	<b>23.9%</b>	<b>1,371</b>	<b>17.3%</b>

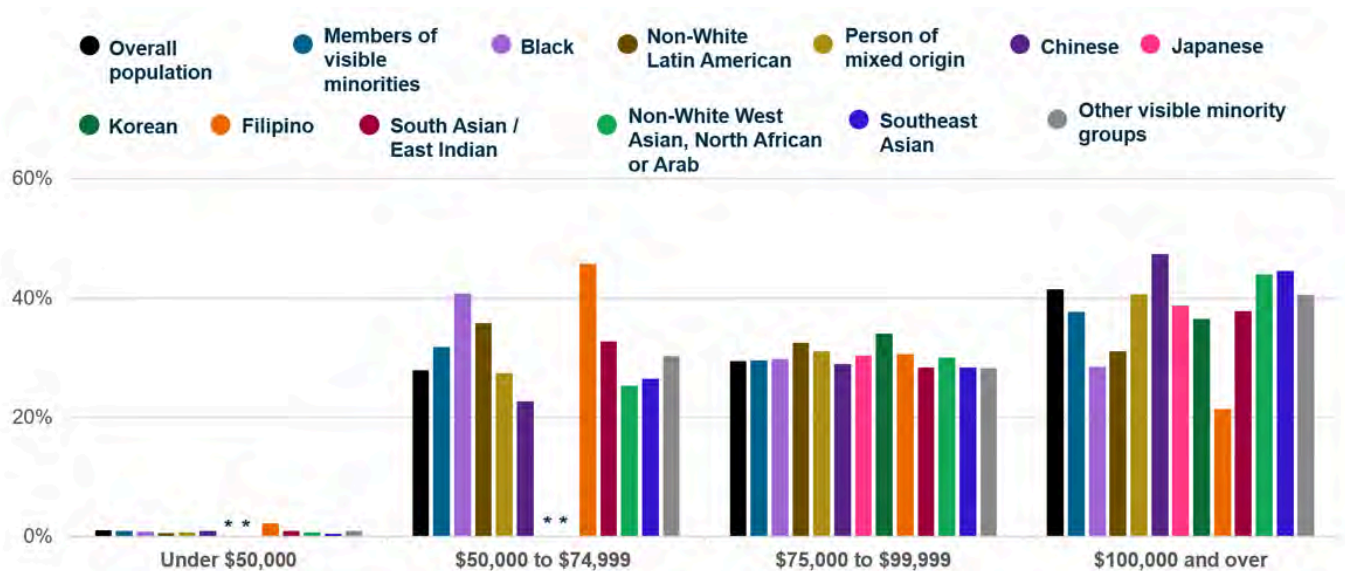
**Figure 29: Distribution of members of visible minorities by subgroup – overall and executives**



▼ Figure 29 - Text version

Subgroup	Overall	Executives
Black	21.5%	18.6%
Non-White Latin American	4.9%	3.1%
Person of mixed origin	6.8%	13.2%
Chinese	13.3%	10.9%
Japanese	0.5%	0.7%
Korean	1.4%	1.2%
Filipino	3.8%	1.5%
South Asian / East Indian	18.5%	18.4%
Non-White West Asian, North African or Arab	12.1%	16.1%
Southeast Asian	6.1%	5.6%
Other visible minority groups	11.1%	10.8%

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



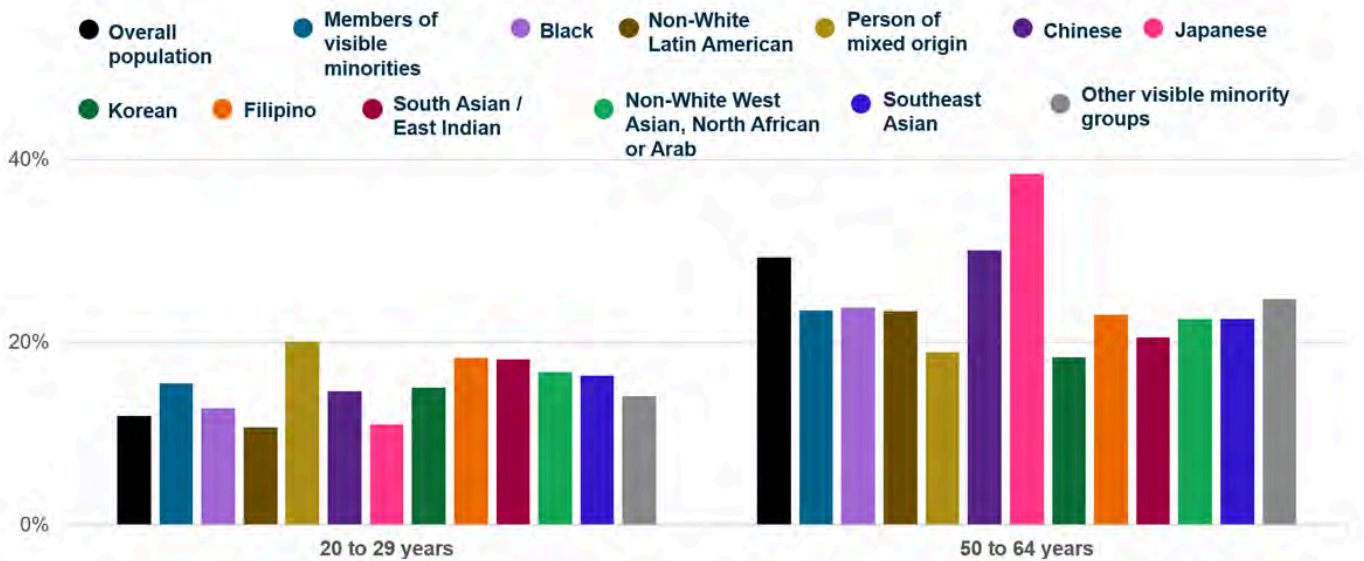
\* Information for small numbers has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

▼ Figure 30 - Text version

Group	Under \$50,000	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 and over
Overall population	1.1%	27.9%	29.5%	41.5%
Members of visible minorities	0.9%	31.8%	29.5%	37.8%
Black	0.9%	40.8%	29.8%	28.5%
Non-White Latin American	0.6%	35.8%	32.5%	31.1%
Person of mixed origin	0.8%	27.4%	31.1%	40.7%
Chinese	0.9%	22.7%	28.9%	47.4%
Japanese	*	*	30.4%	38.8%
Korean	*	*	34.0%	36.5%
Filipino	2.3%	45.8%	30.6%	21.4%
South Asian / East Indian	1.0%	32.8%	28.4%	37.8%
Non-White West Asian, North African or Arab	0.8%	25.3%	30.0%	43.9%
Southeast Asian	0.5%	26.5%	28.4%	44.6%
Other visible minority groups	1.0%	30.2%	28.3%	40.5%

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

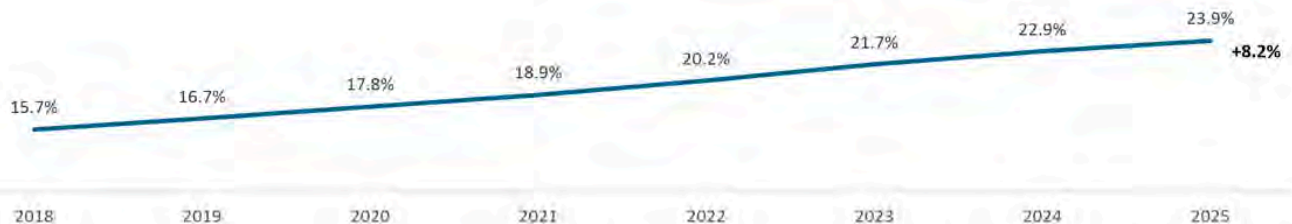
**Figure 31: Distribution of members of visible minorities between 20 and 29 years and between 50 and 64 years by group**



▼ Figure 31 - Text version

Group	20 to 29 years	50 to 64 years
Overall population	11.9%	29.3%
Members of visible minorities	15.5%	23.5%
Black	12.8%	23.8%
Non-White Latin American	10.7%	23.4%
Person of mixed origin	20.1%	18.9%
Chinese	14.6%	30.1%
Japanese	11.0%	38.5%
Korean	15.0%	18.3%
Filipino	18.3%	23.0%
South Asian / East Indian	18.1%	20.5%
Non-White West Asian, North African or Arab	16.8%	22.5%
Southeast Asian	16.3%	22.5%
Other visible minority groups	14.1%	24.7%

Figure 32: Representation trends for members of visible minorities



▼ Figure 32 - Text version

Year	Percentage
2018	15.7%
2019	16.7%
2020	17.8%
2021	18.9%

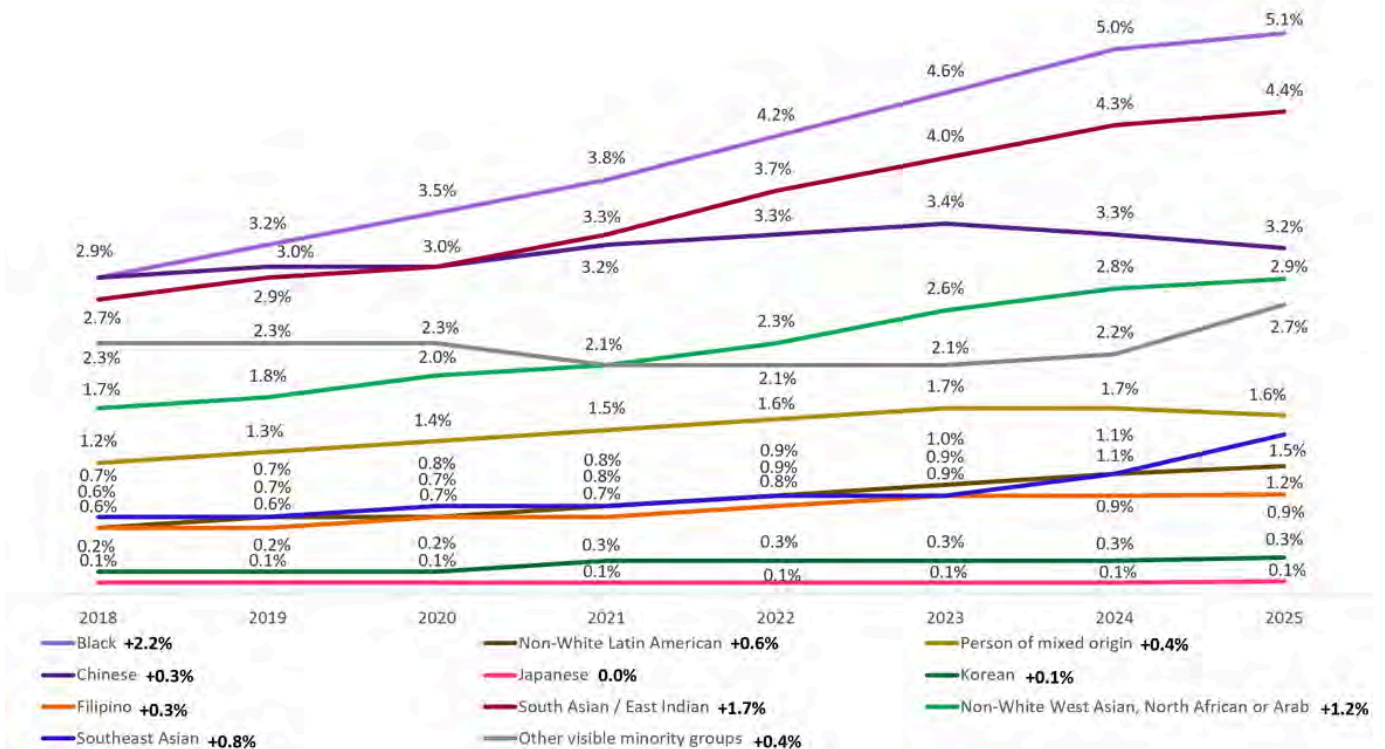
Year	Percentage
2022	20.2%
2023	21.7%
2024	22.9%
2025	23.9%

The representation of members of visible minorities increased by 8.2 percentage points between March 2018 and March 2025.

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

Subgroup	2018	2019	2020	2021	2022	2023	2024	2025
Black	5,538	6,468	7,427	8,754	9,809	11,771	13,270	13,741
Non-White Latin American	1,170	1,387	1,585	1,869	2,148	2,567	2,947	3,115
Person of mixed origin	2,227	2,568	2,999	3,490	3,851	4,409	4,657	4,363
Chinese	5,592	6,042	6,505	7,241	7,785	8,505	8,803	8,464
Japanese	229	235	249	271	277	296	311	299
Korean	383	448	535	642	717	847	885	873
Filipino	1,095	1,231	1,410	1,641	1,855	2,176	2,440	2,421
South Asian / East Indian	5,222	5,799	6,500	7,646	8,699	10,125	11,334	11,811
Non-White West Asian, North African or Arab	3,184	3,689	4,318	4,839	5,459	6,555	7,355	7,706
Southeast Asian	1,293	1,432	1,637	1,877	2,087	2,381	3,038	3,892
Other visible minority groups	4,340	4,705	4,980	4,852	5,041	5,402	5,975	7,080
<b>Total</b>	<b>30,273</b>	<b>34,004</b>	<b>38,145</b>	<b>43,122</b>	<b>47,728</b>	<b>55,034</b>	<b>61,015</b>	<b>63,765</b>

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



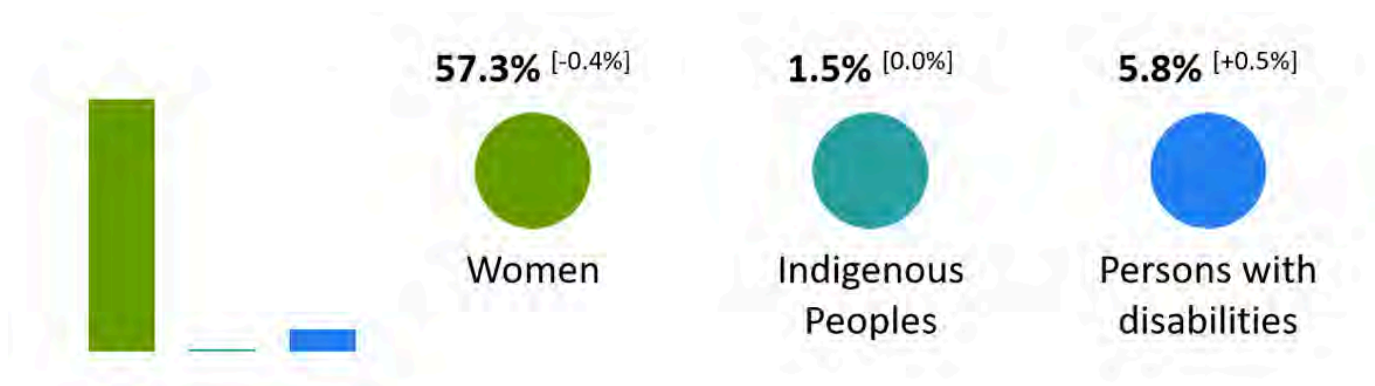
▼ Figure 33 - Text version

Subgroup	2018	2019	2020	2021	2022	2023	2024	2025	Change between 2018 and 2025
Black	2.9%	3.2%	3.5%	3.8%	4.2%	4.6%	5.0%	5.1%	+2.2%
Non-White Latin American	0.6%	0.7%	0.7%	0.8%	0.9%	1.0%	1.1%	1.2%	+0.6%
Person of mixed origin	1.2%	1.3%	1.4%	1.5%	1.6%	1.7%	1.7%	1.6%	+0.4%
Chinese	2.9%	3.0%	3.0%	3.2%	3.3%	3.4%	3.3%	3.2%	+0.3%
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%	0.3%	0.3%	0.3%	0.3%	0.3%	+0.1%
Filipino	0.6%	0.6%	0.7%	0.7%	0.8%	0.9%	0.9%	0.9%	+0.3%
South Asian / East Indian	2.7%	2.9%	3.0%	3.3%	3.7%	4.0%	4.3%	4.4%	+1.7%
Non-White West Asian, North African or Arab	1.7%	1.8%	2.0%	2.1%	2.3%	2.6%	2.8%	2.9%	+1.2%
Southeast Asian	0.7%	0.7%	0.8%	0.8%	0.9%	0.9%	1.1%	1.5%	+0.8%
Other visible minority groups	2.3%	2.3%	2.3%	2.1%	2.1%	2.1%	2.2%	2.7%	+0.4%

## Representation of Black employees

- 5.1% of employees in the core public administration have self-identified as Black employees.
- 3.2% of executives have self-identified as Black employees.
- 12.8% of Black employees are 20 to 29 years of age.
- 25.7% of Black employees are 50 to 69 years of age.

Figure 34: Intersectionality – Black employees

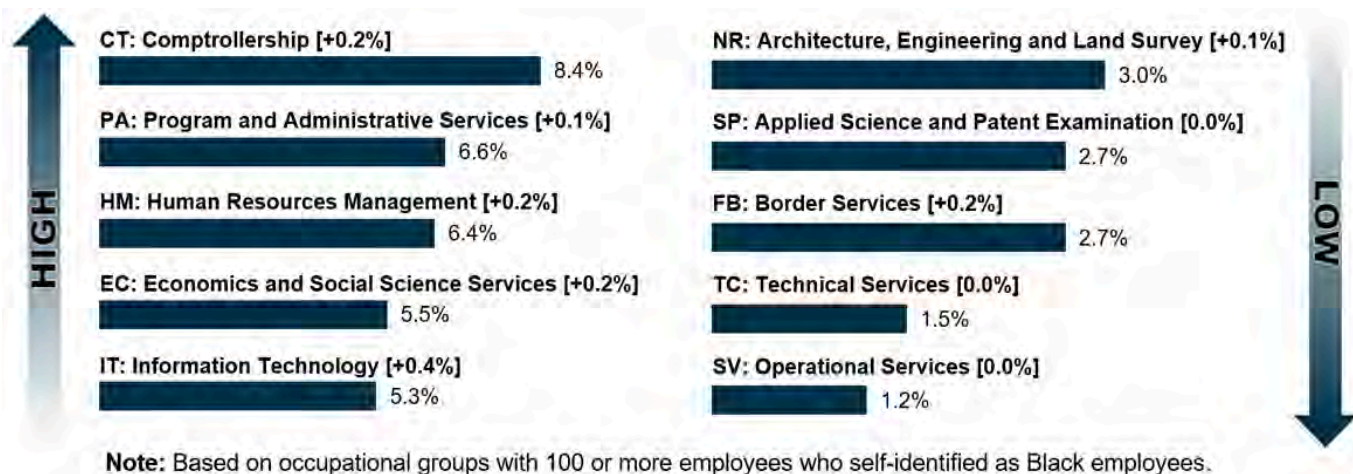


▼ Figure 34 - Text version

Of the employees who self-identified as Black employees:

- 57.3% are women [decrease of 0.4 percentage points]
- 1.5% self-identified as Indigenous Peoples [unchanged]
- 5.8% self-identified as persons with disabilities [increase of 0.5 percentage points]

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



▼ Figure 35 - Text version

Highest proportion of Black employees:

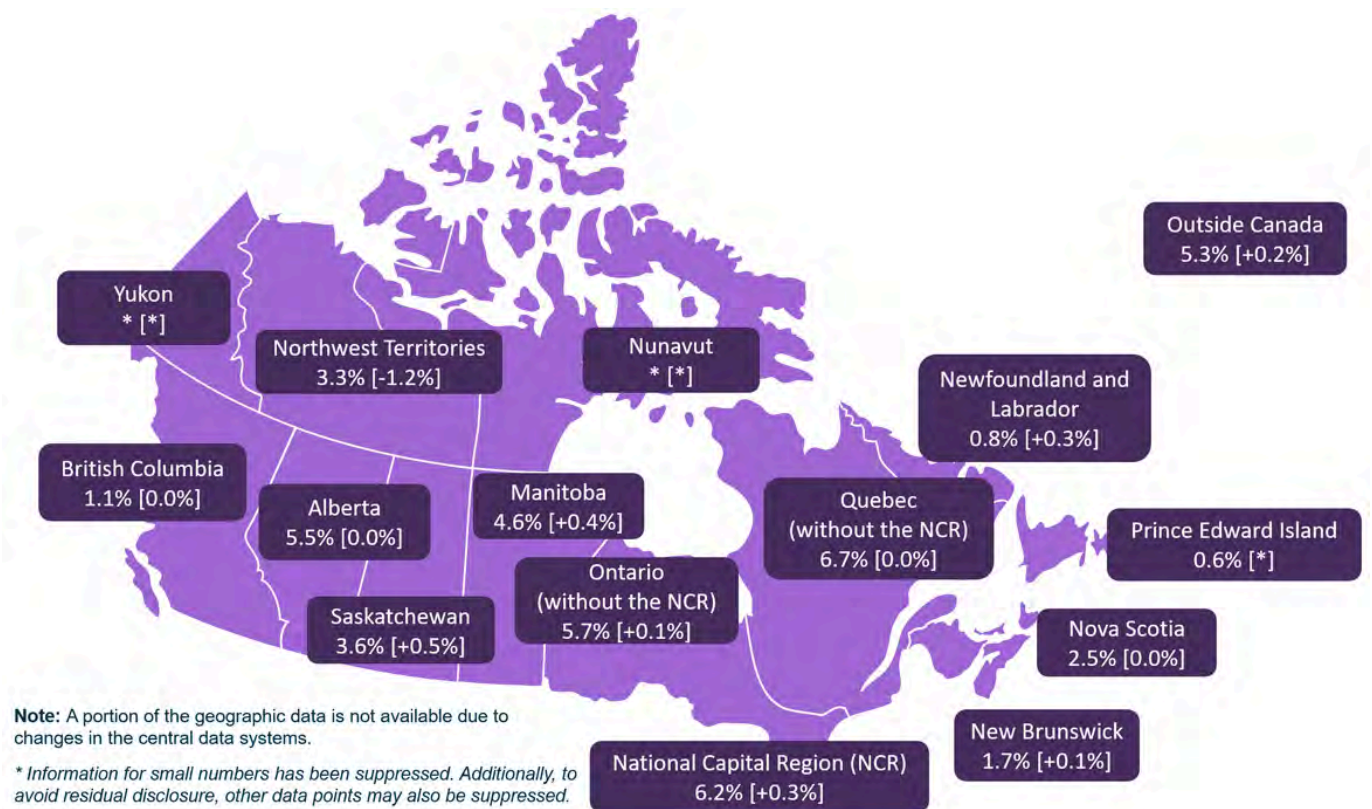
- CT: Comptrollership: 8.4% [increase of 0.2 percentage points]
- PA: Program and Administrative Services: 6.6% [increase of 0.1 percentage points]
- HM: Human Resources Management: 6.4% [increase of 0.2 percentage points]
- EC: Economics and Social Science Services: 5.5% [increase of 0.2 percentage points]
- IT: Information Technology: 5.3% [increase of 0.4 percentage points]

Lowest proportion of Black employees:

- NR: Architecture, Engineering and Land Survey: 3.0% [increase of 0.1 percentage points]
- SP: Applied Science and Patent Examination: 2.7% [unchanged]
- FB: Border Services: 2.7% [increase of 0.2 percentage points]
- TC: Technical Services: 1.5% [unchanged]
- SV: Operational Services: 1.2% [unchanged]

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

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



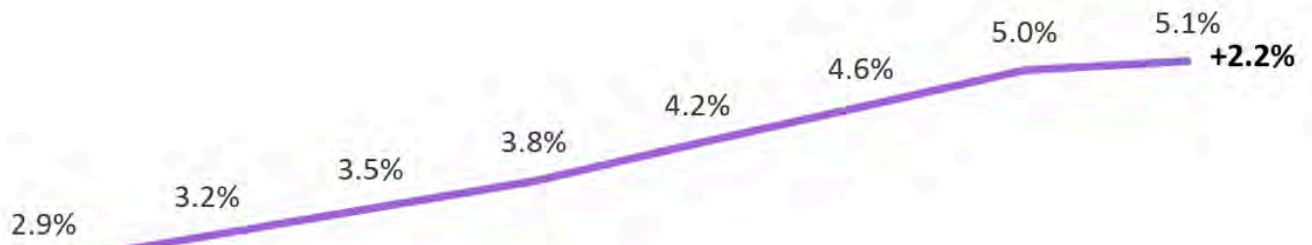
▼ Figure 36 - Text version

- Newfoundland and Labrador: 0.8% [increase of 0.3 percentage points]
- Prince Edward Island: 0.6% <sup>±</sup>[<sup>±</sup>]
- Nova Scotia: 2.5% [unchanged]
- New Brunswick: 1.7% [increase of 0.1 percentage points]
- Quebec (without the NCR): 6.7% [unchanged]
- National Capital Region (NCR): 6.2% [increase of 0.3 percentage points]
- Ontario (without the NCR): 5.7% [increase of 0.1 percentage points]
- Manitoba: 4.6% [increase of 0.4 percentage points]
- Saskatchewan: 3.6% [increase of 0.5 percentage points]
- Alberta: 5.5% [unchanged]
- British Columbia: 1.1% [unchanged]
- Yukon: <sup>±</sup>[<sup>±</sup>]
- Northwest Territories: 3.3% [decrease of 1.2 percentage points]
- Nunavut: <sup>±</sup>[<sup>±</sup>]
- Outside Canada: 5.3% [increase of 0.2 percentage points]

<sup>±</sup>[<sup>±</sup>] 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**



2018 2019 2020 2021 2022 2023 2024 2025

▼ Figure 37 - Text version

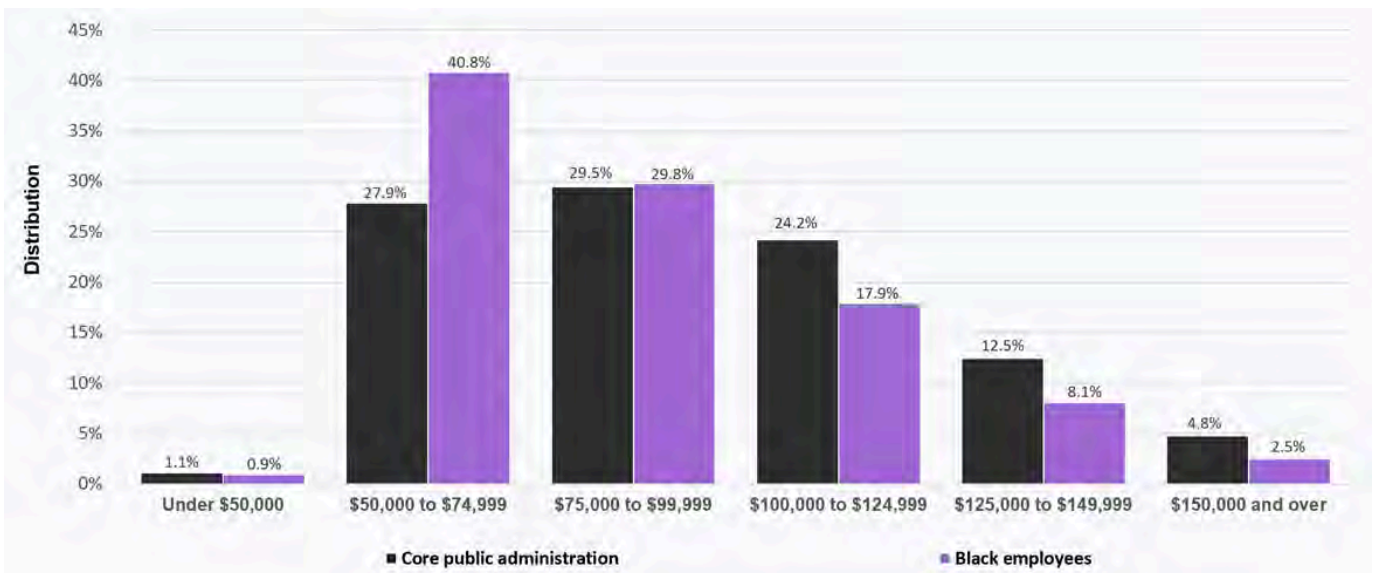
Year	Percentage
2018	2.9%
2019	3.2%
2020	3.5%
2021	3.8%
2022	4.2%
2023	4.6%
2024	5.0%
2025	5.1%

The representation of Black employees increased by 2.2 percentage points between March 2018 and March 2025.

**Table 9: Representation trends for Black employees - number**

Year	Number
2018	5,538
2019	6,468
2020	7,427
2021	8,754
2022	9,809
2023	11,771
2024	13,270
2025	13,741

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

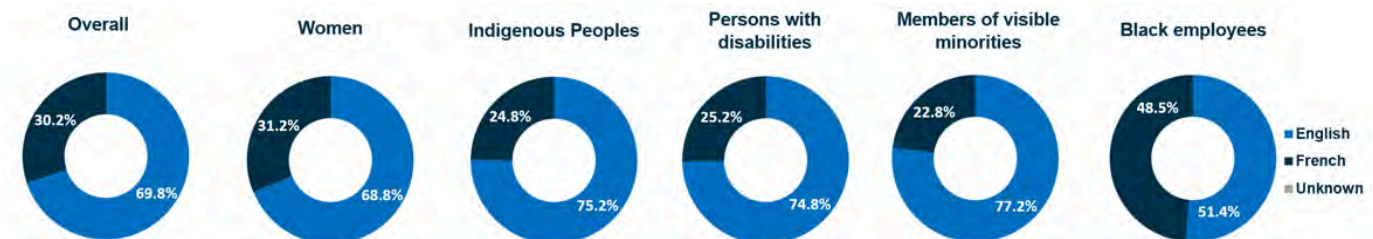


▼ Figure 38 - Text version

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	1.1%	27.9%	29.5%	24.2%	12.5%	4.8%
Black employees	0.9%	40.8%	29.8%	17.9%	8.1%	2.5%

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

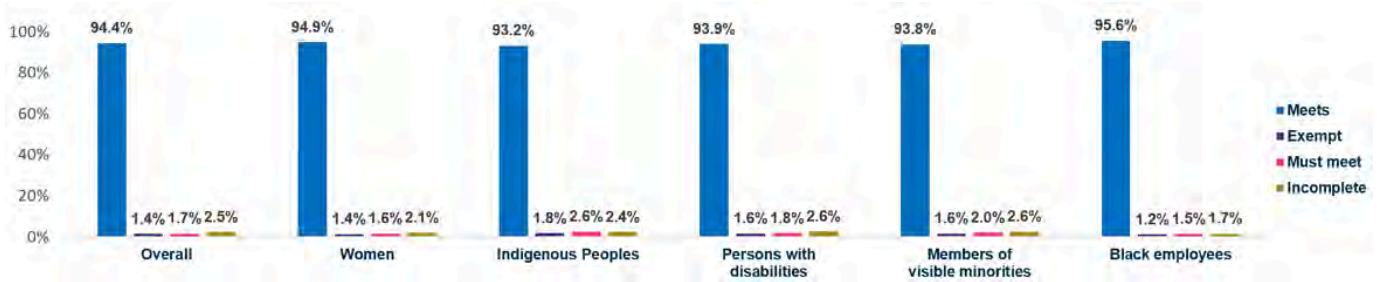
Figure 39: Distribution of employees by group and first official language



▼ Figure 39 - Text version

Group	English	French	Unknown
Overall	69.8%	30.2%	0.0%
Women	68.8%	31.2%	0.0%
Indigenous Peoples	75.2%	24.8%	0.0%
Persons with disabilities	74.8%	25.2%	0.0%
Members of visible minorities	77.2%	22.8%	0.0%
Black employees	51.4%	48.5%	0.0%

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



▼ Figure 40 - Text version

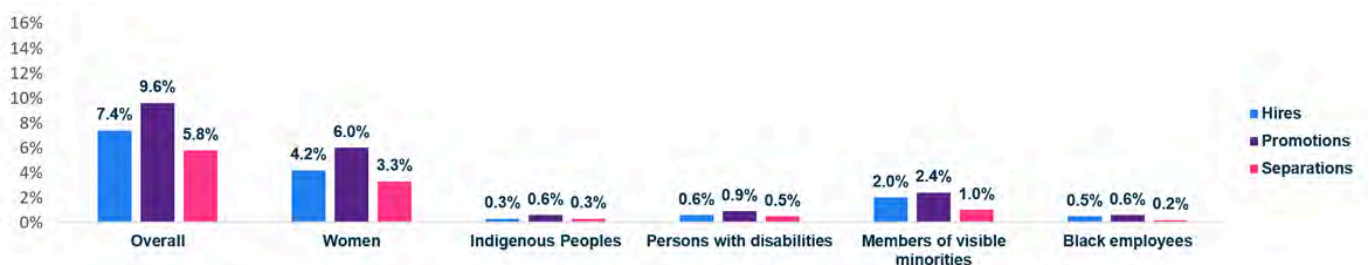
Group	Meets	Exempt	Must meet	Incomplete
Overall	94.4%	1.4%	1.7%	2.5%
Women	94.9%	1.4%	1.6%	2.1%
Indigenous Peoples	93.2%	1.8%	2.6%	2.4%
Persons with disabilities	93.9%	1.6%	1.8%	2.6%
Members of visible minorities	93.8%	1.6%	2.0%	2.6%
Black employees	95.6%	1.2%	1.5%	1.7%

## 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
Hires	19,720	11,280	57.2%	876	4.4%	1,698	8.6%	5,355	27.2%	1,256
Promotions	25,449	15,919	62.6%	1,486	5.8%	2,366	9.3%	6,452	25.4%	1,475
Separations	15,472	8,900	57.5%	910	5.9%	1,347	8.7%	2,574	16.6%	616

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



▼ Figure 41 - Text version

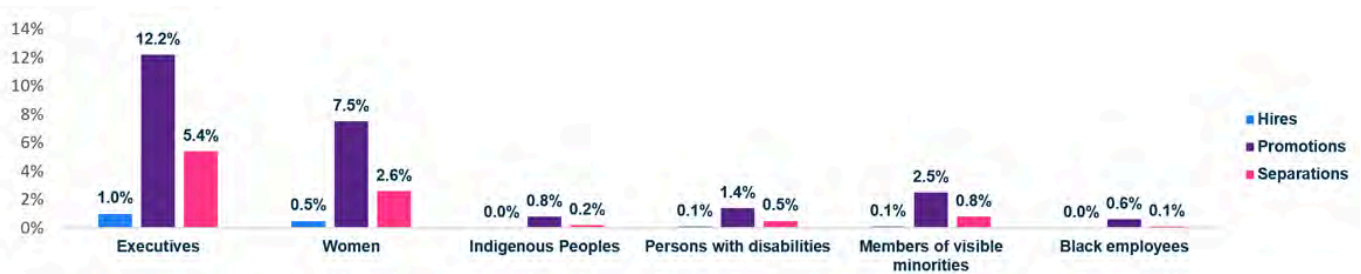
Group	Hires	Promotions	Separations
Overall	7.4%	9.6%	5.8%
Women	4.2%	6.0%	3.3%

Group	Hires	Promotions	Separations
Indigenous Peoples	0.3%	0.6%	0.3%
Persons with disabilities	0.6%	0.9%	0.5%
Members of visible minorities	2.0%	2.4%	1.0%
Black employees	0.5%	0.6%	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
Hires	77	37	48.1%	6	7.8%	6	7.8%	10	13.0%	0
Promotions	943	585	62.0%	59	6.3%	106	11.2%	194	20.6%	49
Separations	417	199	47.7%	19	4.6%	41	9.8%	59	14.1%	9

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



▼ Figure 42 - Text version

Group	Hires	Promotions	Separations
Executives	1.0%	12.2%	5.4%
Women	0.5%	7.5%	2.6%
Indigenous Peoples	0.0%	0.8%	0.2%
Persons with disabilities	0.1%	1.4%	0.5%
Members of visible minorities	0.1%	2.5%	0.8%
Black employees	0.0%	0.6%	0.1%

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

Table 1 includes information (as of March 31, 2025) 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).

**Table 1: Distribution of public service of Canada employees by designated group according to department or agency**

Department or agency	All employees	Women (overall WFA: 54.9%)		Indigenous Peoples (overall WFA: 4.0%)		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	38,334	25,771	67.2	1,603	4.2	3,241	8.5	11,972	31.2
National Defence <sup>1</sup>	28,241	12,130	43.0	1,046	3.7	2,059	7.3	3,704	13.1
Correctional Service Canada	18,660	9,582	51.4	1,983	10.6	1,389	7.4	2,895	15.5
Public Services and Procurement Canada	18,381	11,182	60.8	720	3.9	1,576	8.6	3,962	21.6
Canada Border Services Agency	16,235	7,657	47.2	710	4.4	1,522	9.4	3,998	24.6
Fisheries and Oceans Canada <sup>2</sup>	13,924	6,222	44.7	1,079	7.7	1,639	11.8	1,726	12.4
Immigration, Refugees and Citizenship Canada	10,974	7,071	64.4	318	2.9	870	7.9	4,494	41.0
Royal Canadian Mounted Police (RCMP) <sup>3</sup>	10,822	7,554	69.8	567	5.2	590	5.5	2,155	19.9
Health Canada <sup>4</sup>	9,173	5,926	64.6	281	3.1	906	9.9	3,141	34.2
Shared Services Canada	8,671	2,961	34.1	346	4.0	755	8.7	2,162	24.9
Indigenous Services Canada <sup>4</sup>	8,389	5,890	70.2	2,253	26.9	750	8.9	1,759	21.0
Environment and Climate Change Canada	8,180	4,464	54.6	304	3.7	723	8.8	1,815	22.2
Global Affairs Canada	7,210	4,100	56.9	417	5.8	447	6.2	2,175	30.2
Statistics Canada	6,845	3,624	52.9	232	3.4	741	10.8	2,036	29.7
Transport Canada	6,361	2,997	47.1	273	4.3	597	9.4	1,436	22.6
Innovation, Science and Economic Development Canada	6,091	3,143	51.6	173	2.8	513	8.4	1,871	30.7
Natural Resources Canada	5,613	2,810	50.1	254	4.5	629	11.2	1,412	25.2
Department of Justice Canada	5,556	3,806	68.5	269	4.8	1,083	19.5	1,619	29.1
Agriculture and Agri-Food Canada	5,041	2,709	53.7	239	4.7	503	10.0	1,093	21.7
Veterans Affairs Canada	3,657	2,670	73.0	167	4.6	417	11.4	435	11.9
Public Health Agency of Canada	3,164	2,221	70.2	107	3.4	266	8.4	924	29.2
Immigration and Refugee Board of Canada	2,278	1,484	65.1	49	2.2	172	7.6	1,084	47.6
Treasury Board of Canada Secretariat	2,271	1,413	62.2	91	4.0	299	13.2	618	27.2
Canadian Heritage	1,814	1,240	68.4	112	6.2	198	10.9	390	21.5
Crown-Indigenous Relations and Northern Affairs Canada <sup>4</sup>	1,808	1,224	67.7	337	18.6	160	8.8	326	18.0
Public Safety Canada	1,628	993	61.0	82	5.0	221	13.6	399	24.5
Housing, Infrastructure and Communities Canada	1,552	954	61.5	55	3.5	168	10.8	442	28.5
Elections Canada	1,308	719	55.0	39	3.0	109	8.3	369	28.2
Public Prosecution Service of Canada	1,136	751	66.1	81	7.1	104	9.2	264	23.2
Privy Council Office	1,130	656	58.1	46	4.1	110	9.7	316	28.0
Library and Archives Canada	1,108	700	63.2	48	4.3	69	6.2	125	11.3
Department of Finance Canada	946	468	49.5	27	2.9	75	7.9	235	24.8
Canadian Space Agency	900	430	47.8	21	2.3	140	15.6	214	23.8

Department or agency	All employees	Women (overall WFA: 54.9%)		Indigenous Peoples (overall WFA: 4.0%)		Persons with disabilities (overall WFA: 12.0%)		Members of visible minorities (overall WFA: 22.7%)	
	Number	Number	%	Number	%	Number	%	Number	%
Courts Administration Service	823	516	62.7	16	1.9	67	8.1	242	29.4
Public Service Commission of Canada	771	509	66.0	31	4.0	130	16.9	178	23.1
Canadian Radio-television and Telecommunications Commission	689	390	56.6	38	5.5	76	11.0	174	25.3
Administrative Tribunals Support Service of Canada	571	382	66.9	15	2.6	61	10.7	145	25.4
Canada School of Public Service	571	379	66.4	27	4.7	68	11.9	141	24.7
Atlantic Canada Opportunities Agency	564	364	64.5	26	4.6	89	15.8	56	9.9
Impact Assessment Agency of Canada <sup>â</sup>	550	366	66.5	37	6.7	60	10.9	128	23.3
Western Economic Diversification Canada <sup>â</sup>	476	289	60.7	23	4.8	44	9.2	146	30.7
Canadian Grain Commission	449	199	44.3	21	4.7	25	5.6	148	33.0
Parole Board of Canada	448	341	76.1	16	3.6	45	10.0	87	19.4
Women and Gender Equality Canada	376	314	83.5	20	5.3	49	13.0	92	24.5
Canada Economic Development for Quebec Regions	362	206	56.9	*	*	36	9.9	82	22.7
Canadian Transportation Agency	335	187	55.8	10	3.0	38	11.3	81	24.2
Offices of the Information and Privacy Commissioners of Canada	333	209	62.8	18	5.4	32	9.6	67	20.1
Canadian Human Rights Commission	264	194	73.5	7	2.7	50	18.9	76	28.8
Federal Economic Development Agency for Southern Ontario	237	146	61.6	9	3.8	32	13.5	73	30.8
Registrar of the Supreme Court of Canada	226	136	60.2	7	3.1	26	11.5	35	15.5
Transportation Safety Board of Canada	216	87	40.3	7	3.2	18	8.3	28	13.0
Office of the Commissioner of Official Languages	159	106	66.7	*	*	15	9.4	21	13.2
Office of the Secretary to the Governor General	140	88	62.9	*	*	17	12.1	24	17.1
Veterans Review and Appeal Board	129	83	64.3	*	*	8	6.2	0	0.0
Canadian Northern Economic Development Agency	113	76	67.3	31	27.4	11	9.7	24	21.2
Federal Economic Development Agency for Northern Ontario	99	60	60.6	11	11.1	18	18.2	12	12.1
Civilian Review and Complaints Commission for the RCMP	92	65	70.7	*	*	10	10.9	18	19.6
Canadian Dairy Commission	84	47	56.0	*	*	6	7.1	20	23.8
Patented Medicine Prices Review Board Canada	78	43	55.1	*	*	*	*	19	24.4

Department or agency	All employees		Women (overall WFA: 54.9%)		Indigenous Peoples (overall WFA: 4.0%)		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	63	43	68.3	0	0.0	*	*	7	11.1	
Accessibility Standards Canada	57	33	57.9	*	*	15	26.3	17	29.8	
Military Grievances External Review Committee	50	33	66.0	*	*	10	20.0	10	20.0	
Canadian Intergovernmental Conference Secretariat	36	16	44.4	*	*	*	*	12	33.3	
Office of the Public Sector Integrity Commissioner of Canada	33	20	60.6	*	*	*	*	8	24.2	
Office of the Commissioner of Lobbying of Canada	32	17	53.1	*	*	*	*	7	21.9	
International Joint Commission	28	14	50.0	*	*	6	21.4	*	*	
Military Police Complaints Commission of Canada	25	16	64.0	*	*	*	*	10	40.0	
RCMP External Review Committee	22	15	68.2	*	*	*	*	*	*	
Copyright Board Canada	20	12	60.0	0	0.0	*	*	*	*	
Secretariat of the National Security and Intelligence Committee of Parliamentarians	8	*	*	0	0.0	0	0.0	0	0.0	
Law Commission of Canada	5	*	*	0	0.0	0	0.0	*	*	
<b>Total <sup>Z</sup></b>	<b>266,935</b>	<b>151,528</b>	<b>56.8</b>	<b>14,738</b>	<b>5.5</b>	<b>24,128</b>	<b>9.0</b>	<b>63,765</b>	<b>23.9</b>	

- \* 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.
- 8 WFA 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, 2025.

**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 includes information (as of March 31, 2025) 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).

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

Region of work	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%
Newfoundland and Labrador	4,312	2,250	52.2	456	10.6	486	11.3	263	6.1
Prince Edward Island	2,519	1,594	63.3	78	3.1	283	11.2	129	5.1
Nova Scotia	11,187	5,501	49.2	738	6.6	1,199	10.7	965	8.6
New Brunswick	11,385	6,983	61.3	440	3.9	945	8.3	592	5.2
Quebec (without the NCR) <sup>1</sup>	28,751	16,047	55.8	815	2.8	1,833	6.4	5,763	20.0
NCR (Quebec) <sup>1</sup>	34,814	20,301	58.3	1,904	5.5	3,135	9.0	8,359	24.0
NCR (Ontario) <sup>1</sup>	88,364	50,241	56.9	3,548	4.0	9,243	10.5	23,866	27.0
NCR <sup>1</sup>	123,178	70,542	57.3	5,452	4.4	12,378	10.0	32,225	26.2
Ontario (without the NCR) <sup>1</sup>	33,224	19,236	57.9	1,617	4.9	2,710	8.2	10,188	30.7
Manitoba	8,569	5,039	58.8	1,417	16.5	789	9.2	1,718	20.0
Saskatchewan	5,485	3,335	60.8	980	17.9	417	7.6	825	15.0
Alberta	13,265	7,745	58.4	1,097	8.3	1,132	8.5	3,578	27.0
British Columbia	21,297	11,094	52.1	1,237	5.8	1,719	8.1	6,625	31.1
Yukon	385	244	63.4	49	12.7	25	6.5	54	14.0
Northwest Territories	488	283	58.0	79	16.2	36	7.4	86	17.6
Nunavut	300	182	60.7	159	53.0	14	4.7	33	11.0
Outside Canada	1,552	805	51.9	71	4.6	69	4.4	418	26.9
Not available <sup>2</sup>	1,038	648	62.4	53	5.1	93	9.0	303	29.2
<b>Total <sup>3</sup></b>	<b>266,935</b>	<b>151,528</b>	<b>56.8</b>	<b>14,738</b>	<b>5.5</b>	<b>24,128</b>	<b>9.0</b>	<b>63,765</b>	<b>23.9</b>

<sup>1</sup> “NCR” stands for National Capital Region and includes NCR (Quebec) and NCR (Ontario).

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

<sup>3</sup> 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 3.1 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.

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

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	*	*
AO: Aircraft Operations	360	42	11.7	318	88.3	17	4.7	8	2.2	16	4.4

Occupational group in force	All employees	Women		Men		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%	Number	%
AV: Commerce and Purchasing	7,812	4,193	53.7	3,619	46.3	346	4.4	663	8.5	1,799	23.0
CT: Comptrollership <sup>1</sup>	7,048	4,037	57.3	3,011	42.7	243	3.4	401	5.7	2,662	37.8
CX: Correctional Services	7,206	2,100	29.1	5,105	70.8	788	10.9	350	4.9	1,346	18.7
EB: Education and Library Science	1,304	880	67.5	424	32.5	133	10.2	92	7.1	267	20.5
EC: Economics and Social Science Services	26,649	16,085	60.4	10,561	39.6	1,211	4.5	3,031	11.4	7,945	29.8
EL: Electronics	1,112	80	7.2	1,032	92.8	46	4.1	69	6.2	134	12.1
EX: Executive	7,539	4,169	55.3	3,370	44.7	420	5.6	798	10.6	1,275	16.9
FB: Border Services	10,696	4,346	40.6	6,350	59.4	540	5.0	878	8.2	2,323	21.7
FS: Foreign Service	2,013	1,132	56.2	880	43.7	104	5.2	116	5.8	547	27.2
HM: Human Resources Management	5,186	4,278	82.5	907	17.5	266	5.1	816	15.7	1,183	22.8
IT: Information Technology	21,589	4,902	22.7	16,685	77.3	799	3.7	1,824	8.4	6,407	29.7
LC: Law Management	387	263	68.0	124	32.0	25	6.5	64	16.5	96	24.8
LP: Law Practitioner	3,706	2,227	60.1	1,479	39.9	156	4.2	610	16.5	910	24.6
NR: Architecture, Engineering and Land Survey	4,929	1,299	26.4	3,630	73.6	110	2.2	277	5.6	1,423	28.9
PA: Program and Administrative Services	115,828	83,777	72.3	32,034	27.7	7,348	6.3	11,436	9.9	28,421	24.5
PM-MCO: Negotiation, Mediation and Conciliation Officer	56	32	57.1	24	42.9	*	*	*	*	*	*
PO: Police Operations Support	626	442	70.6	183	29.2	31	5.0	20	3.2	79	12.6
PR: Non-Supervisory Printing Services	2	*	*	*	*	*	*	*	*	*	*
RE: Research	2,642	931	35.2	1,711	64.8	35	1.3	146	5.5	663	25.1
RO: Radio Operations	286	91	31.8	195	68.2	27	9.4	18	6.3	10	3.5
SH: Health Services	3,957	3,273	82.7	681	17.2	269	6.8	191	4.8	641	16.2
SO: Ships' Officers	1,411	234	16.6	1,177	83.4	155	11.0	154	10.9	176	12.5
SP: Applied Science and Patent Examination	10,532	5,862	55.7	4,670	44.3	264	2.5	751	7.1	2,860	27.2
SR(C): Ship Repair Chargehands and Production Supervisors - East	67	6	9.0	61	91.0	*	*	6	9.0	*	*
SR(E): Ship Repair - East	671	70	10.4	601	89.6	27	4.0	35	5.2	22	3.3
SR(W): Ship Repair - West	706	42	5.9	664	94.1	22	3.1	14	2.0	19	2.7
SV: Operational Services	10,242	2,220	21.7	8,018	78.3	752	7.3	570	5.6	844	8.2
TC: Technical Services	11,345	3,834	33.8	7,511	66.2	590	5.2	758	6.7	1,581	13.9
TR: Translation	812	624	76.8	188	23.2	8	1.0	25	3.1	62	7.6
UT: University Teaching	200	53	26.5	147	73.5	*	*	*	*	46	23.0
Unknown	5	2	40.0	3	60.0	0	0.0	0	0.0	0	0.0
<b>Total <sup>2</sup> <sup>3</sup></b>	<b>266,935</b>	<b>151,528</b>	<b>56.8</b>	<b>115,374</b>	<b>43.2</b>	<b>14,738</b>	<b>5.5</b>	<b>24,128</b>	<b>9.0</b>	<b>63,765</b>	<b>23.9</b>

Occupational group in force	All employees		Women		Men		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%	Number	%	
*	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	As of March 2024, the CT – Comptrollership group was created and includes three new classification groups: CTIAU – Internal audit, CTFIN – Financial management and CTEAV – External audit. All members of the previous AU – Auditing classification group became CTEAV and all members of the previous FI – Financial management classification group became CTFIN. Only some members of the AS – Administrative services classification group became CTIAU. All data prior to 2024 reflects the former classification groups.											
2	The sum of designated groups does not equal the total (“all employees”) because employees may have chosen to self-identify in more than one designated group, and men are included in the total.											
3	Data for those with unknown sex data are not included in the table, so the sum of women and men may not match the “all employees” value.											
<b>Source:</b> 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 3.2 includes information (as of March 31, 2025) 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.

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

Occupational category (outdated)	All employees		Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities			
	Number	Number	%	Number	%	Number	%	Number	%			
Executives	7,926	4,432	55.9	445	5.6	862	10.9	1,371	17.3			
EX (Executive)	7,539	4,169	55.3	420	5.6	798	10.6	1,275	16.9			
LC (Law Management) <sup>1</sup>	387	263	68.0	25	6.5	64	16.5	96	24.8			
Scientific and Professional	53,880	30,577	56.8	2,157	4.0	5,102	9.5	14,750	27.4			
Administrative and Foreign Service	141,687	89,170	62.9	7,903	5.6	13,408	9.5	36,474	25.7			
Technical	14,568	4,318	29.6	857	5.9	1,007	6.9	1,923	13.2			
Administrative Support	18,658	13,805	74.0	1,213	6.5	1,876	10.1	4,612	24.7			
Operational	30,216	9,226	30.5	2,163	7.2	1,873	6.2	4,635	15.3			
Undetermined	0	0	0.0	0	0.0	0	0.0	0	0.0			
<b>Total <sup>2</sup></b>	<b>266,935</b>	<b>151,528</b>	<b>56.8</b>	<b>14,738</b>	<b>5.5</b>	<b>24,128</b>	<b>9.0</b>	<b>63,765</b>	<b>23.9</b>			
1	LCs have been included in the Executive group since the 2011–12 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.											
<b>Source:</b> 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 includes information (as of March 31, 2025) 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).

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

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group
Under 50,000	3,030	1.1	2,077	68.5	1.4	168	5.5	1.1	282	9.3	1.2	595	19.6	0.9
50,000 to 54,999	2,380	0.9	1,509	63.4	1.0	94	3.9	0.6	162	6.8	0.7	616	25.9	1.0
55,000 to 59,999	4,939	1.9	3,265	66.1	2.2	353	7.1	2.4	489	9.9	2.0	1,182	23.9	1.9
60,000 to 64,999	16,840	6.3	11,834	70.3	7.8	979	5.8	6.6	1,660	9.9	6.9	4,595	27.3	7.2
65,000 to 69,999	26,281	9.8	17,342	66.0	11.4	1,592	6.1	10.8	2,396	9.1	9.9	7,507	28.6	11.8
70,000 to 74,999	24,013	9.0	15,825	65.9	10.4	1,420	5.9	9.6	2,322	9.7	9.6	6,374	26.5	10.0
75,000 to 79,999	21,450	8.0	13,859	64.6	9.1	1,198	5.6	8.1	1,872	8.7	7.8	5,365	25.0	8.4
80,000 to 84,999	13,992	5.2	7,113	50.8	4.7	896	6.4	6.1	1,155	8.3	4.8	3,195	22.8	5.0
85,000 to 89,999	21,082	7.9	10,812	51.3	7.1	1,456	6.9	9.9	1,877	8.9	7.8	4,595	21.8	7.2
90,000 to 94,999	7,519	2.8	3,986	53.0	2.6	351	4.7	2.4	632	8.4	2.6	2,264	30.1	3.6
95,000 to 99,999	14,607	5.5	7,826	53.6	5.2	787	5.4	5.3	1,288	8.8	5.3	3,399	23.3	5.3
100,000 to 104,999	27,637	10.4	14,144	51.2	9.3	1,687	6.1	11.4	2,468	8.9	10.2	5,991	21.7	9.4
105,000 to 109,999	10,066	3.8	5,200	51.7	3.4	529	5.3	3.6	863	8.6	3.6	2,237	22.2	3.5
110,000 to 114,999	9,428	3.5	5,181	55.0	3.4	436	4.6	3.0	825	8.8	3.4	2,481	26.3	3.9
115,000 to 119,999	11,641	4.4	6,129	52.7	4.0	598	5.1	4.1	1,041	8.9	4.3	2,303	19.8	3.6
120,000 to 124,999	5,833	2.2	3,224	55.3	2.1	272	4.7	1.8	524	9.0	2.2	1,383	23.7	2.2
125,000 to 149,999	33,372	12.5	15,841	47.5	10.5	1,364	4.1	9.3	2,899	8.7	12.0	7,317	21.9	11.5

Salary range (\$)	All employees		Women			Indigenous Peoples			Persons with disabilities			Members of visible minorities		
	Number	% of all employees	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group	Number	% of salary range	% of EE <sup>1</sup> group
150,000 and over	12,825	4.8	6,361	49.6	4.2	558	4.4	3.8	1,373	10.7	5.7	2,366	18.4	3.7
<b>Total <sup>2</sup></b>	<b>266,935</b>	<b>100.0</b>	<b>151,528</b>	<b>56.8</b>	<b>100.0</b>	<b>14,738</b>	<b>5.5</b>	<b>100.0</b>	<b>24,128</b>	<b>9.0</b>	<b>100.0</b>	<b>63,765</b>	<b>23.9</b>	<b>100.0</b>

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 includes information (as of fiscal year 2024–25) 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).

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

Action type	All employees		Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Hires	19,720		11,280	57.2	876	4.4	1,698	8.6	5,355	27.2
Promotions	25,449		15,919	62.6	1,486	5.8	2,366	9.3	6,452	25.4
Separations	15,472		8,900	57.5	910	5.9	1,347	8.7	2,574	16.6

**Notes**

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.
2. “Hires” refers to employees who were added to the public service of Canada payroll between April 1, 2024, and March 31, 2025.
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, 2024, and March 31, 2025.
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 includes information (as of March 31, 2025) 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).

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

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 <sup>1</sup> group	Number	% of age range	% of EE <sup>1</sup> group	Number	% of age range	% of EE <sup>1</sup> group	Number	% of age range	% of EE <sup>1</sup> group
Under 20	120	0.0	61	50.8	0.0	*	*	*	*	*	*	7	5.8	0.0
20 to 24	5,906	2.2	3,477	58.9	2.3	340	5.8	2.3	547	9.3	2.3	1,657	28.1	2.6
25 to 29	25,844	9.7	15,633	60.5	10.3	1,273	4.9	8.6	2,385	9.2	9.9	8,216	31.8	12.9

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 <sup>1</sup>	Number	% of age range	% of EE <sup>1</sup>	Number	% of age range	% of EE <sup>1</sup>	Number	% of age range	% of EE <sup>1</sup>
30 to 34	33,561	12.6	19,460	58.0	12.8	1,727	5.1	11.7	2,895	8.6	12.0	9,532	28.4	14.9
35 to 39	34,790	13.0	20,041	57.6	13.2	1,816	5.2	12.3	2,783	8.0	11.5	9,005	25.9	14.1
40 to 44	40,211	15.1	23,548	58.6	15.5	2,126	5.3	14.4	3,406	8.5	14.1	9,742	24.2	15.3
45 to 49	41,342	15.5	24,091	58.3	15.9	2,284	5.5	15.5	3,706	9.0	15.4	9,188	22.2	14.4
50 to 54	36,058	13.5	20,339	56.4	13.4	2,239	6.2	15.2	3,457	9.6	14.3	7,130	19.8	11.2
55 to 59	26,728	10.0	14,227	53.2	9.4	1,701	6.4	11.5	2,641	9.9	10.9	5,068	19.0	7.9
60 to 64	15,446	5.8	7,516	48.7	5.0	881	5.7	6.0	1,569	10.2	6.5	2,794	18.1	4.4
65 to 69	5,255	2.0	2,428	46.2	1.6	294	5.6	2.0	570	10.8	2.4	1,088	20.7	1.7
70+	1,674	0.6	707	42.2	0.5	*	*	*	*	*	*	338	20.2	0.5
<b>Total <sup>2</sup></b>	<b>266,935</b>	<b>100.0</b>	<b>151,528</b>	<b>56.8</b>	<b>100.0</b>	<b>14,738</b>	<b>5.5</b>	<b>100.0</b>	<b>24,128</b>	<b>9.0</b>	<b>100.0</b>	<b>63,765</b>	<b>23.9</b>	<b>100.0</b>

\* 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 includes information as of March 31 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).

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

Public service representation	All employees		Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
As of March 31, 2025	266,935		151,528	56.8	14,738	5.5	24,128	9.0	63,765	23.9
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
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

Public service representation	All employees	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Number	Number	%	Number	%	Number	%	Number	%
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, 2025	n/a	n/a	54.9	n/a	4.0	n/a	12.0	n/a	22.7
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

#### Notes

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*.

**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

**Notes**

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*.

**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.

## Appendix B: Resources

- [Employment equity in the public service of Canada](#)
- [Diversity and inclusion statistics](#)
- [Employment and Social Development Canada 2016 Employment Equity Data Report](#)
- [Employment Equity Act](#)
- [Occupational groups for the public service](#)
- [Change to Schedule III of the Employment Equity Regulations, published in the Canada Gazette](#)

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