



# Demographic Snapshot of Canada's Public Service, 2024

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2024

# Demographic Snapshot of Canada's Public Service, 2024

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## Preamble

This snapshot provides key demographics for Canada's federal public service and supplements the Clerk of the Privy Council's *Thirty-Second Annual Report to the Prime Minister on the Public Service of Canada*.

The Office of the Chief Human Resources Officer (OCHRO) works in partnership with departments and agencies to access, analyze and publish federal public service workforce data to identify current workforce trends.

# Introduction

This snapshot compares the current workforce with that of the baseline year of 2010. The data in this snapshot is current as of March 31, 2024, unless indicated otherwise.

Part 1 of this document covers all employees of the entire federal public service (the core public administration and separate agencies), and Part 2 focuses on executives.

Canada's federal public service consists of two population segments:

- the core public administration
- separate agencies

The term “core public administration” refers to approximately 70 departments and agencies for which the Treasury Board is the employer. These organizations are listed in Schedules I and IV of the *Financial Administration Act*. More information on this segment of the population is available in the [Interactive data visualization tool](#).

The term “separate agencies” refers to agencies listed in Schedule V of the *Financial Administration Act*. Separate agencies conduct their own negotiations and may set their own classification system and compensation levels for their employees.

The principal separate agencies are:

- Canada Revenue Agency
- Parks Canada
- Canadian Food Inspection Agency
- National Research Council Canada

Population counts for the following separate agencies are not included because their employee information is not available in the pay system:

- Canadian Security Intelligence Service
- National Capital Commission
- Canada Investment and Savings
- Canadian Forces Non-Public Funds

The data does not include:

- ministers' exempt staff
- employees locally engaged outside Canada
- Royal Canadian Mounted Police (RCMP) regular force members
- RCMP civilian force members
- Canadian Armed Forces members

## Highlights from 2024

▶ In this section

### Number of employees

- 367,772 active employees (282,980 in 2010)
- Represents 0.90% of the Canadian population (0.83% in 2010)

### Location of work

- 57.7% of employees are in the regions <sup>1</sup> (59.4% in 2010)
- 42.3% of employees are in the National Capital Region (40.6% in 2010)

### Employment type

- 82.7% are indeterminate employees (86.2% in 2010)
- 12.9% are term employees (9.1% in 2010)
- 4.4% are casuals and students (4.7% in 2010)

## Women <sup>2</sup>

- 56.8% of employees are women (55.2% in 2010)
- 54.4% of executives are women (43.8% in 2010)

## Official languages <sup>3</sup>

- 71.8% of employees indicated English as their first official language (71.0% in 2010)
- 28.2% of employees indicated French as their first official language (29.0% in 2010)

## Age <sup>4</sup>

- The average age of employees is 43.4 years (43.9 years in 2010)
- The average age of executives is 50.1 years (50.1 years in 2010)

# Part 1: Federal public service

► In this section

## Relative size and spending

Between 2010 and 2024:

- the population of Canada grew from approximately 33.9 million to 41.0 million (an increase of 21.1%) <sup>5</sup>
- the number of federal public servants increased from 282,980 to 367,772 (an increase of 30.0%) <sup>6</sup>

The federal public service comprised 0.90% of the Canadian population in 2024. Over the last 10 years, the size of the federal public service in relation to the Canadian population fluctuated, but it now represents a greater

proportion of the Canadian population than in 2010, when it represented 0.83%.

Between 2010 and 2024:

- Canada's real gross domestic product (GDP) increased by 31.3% <sup>7</sup>
- real federal program expenses increased by 34.5% (in chained dollars) <sup>8</sup>

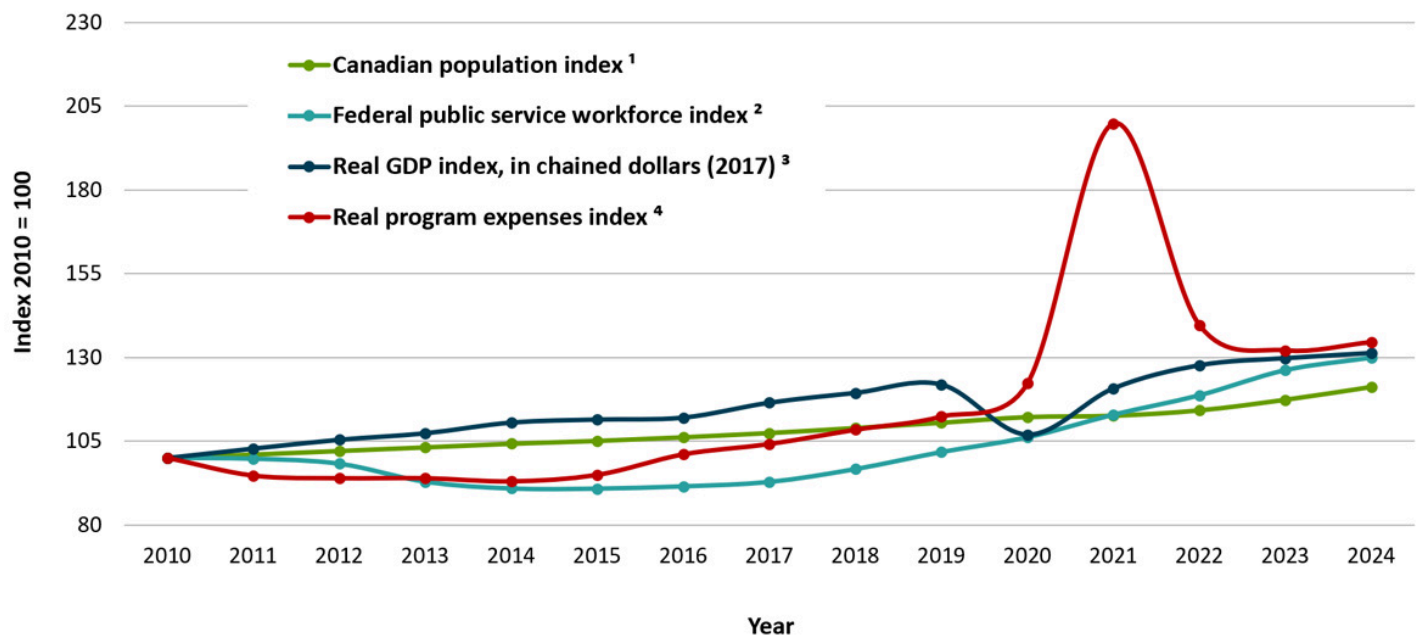
Most recently, from 2023 to 2024, there was:

- an increase of 1.2% in real GDP
- an increase of 1.9% in real federal program expenses

Since the 2010 to 2015 period, where the workforce decreased in response to budget reductions, there has been an increase in the federal public service workforce. Since the previous year, the workforce increased by 2.9%.

Figure 1 shows trends in the economy, the Canadian population, real federal program expenses and the size of the federal public service, from 2010 to 2024.

**Figure 1: Trends in the economy, the Canadian population, real federal program spending and the size of the federal public service, 2010 to 2024**



1. Based on data as of April 1 for each year.
2. Based on active employees only and data as of March 31 for each year.
3. Based on data as of April 1 for each year.
4. Based on fiscal year data. Real program expenses were adjusted using Statistic Canada's gross domestic product (GDP) as market price indexes in 2017 chained dollars.

► Figure 1 - Text version

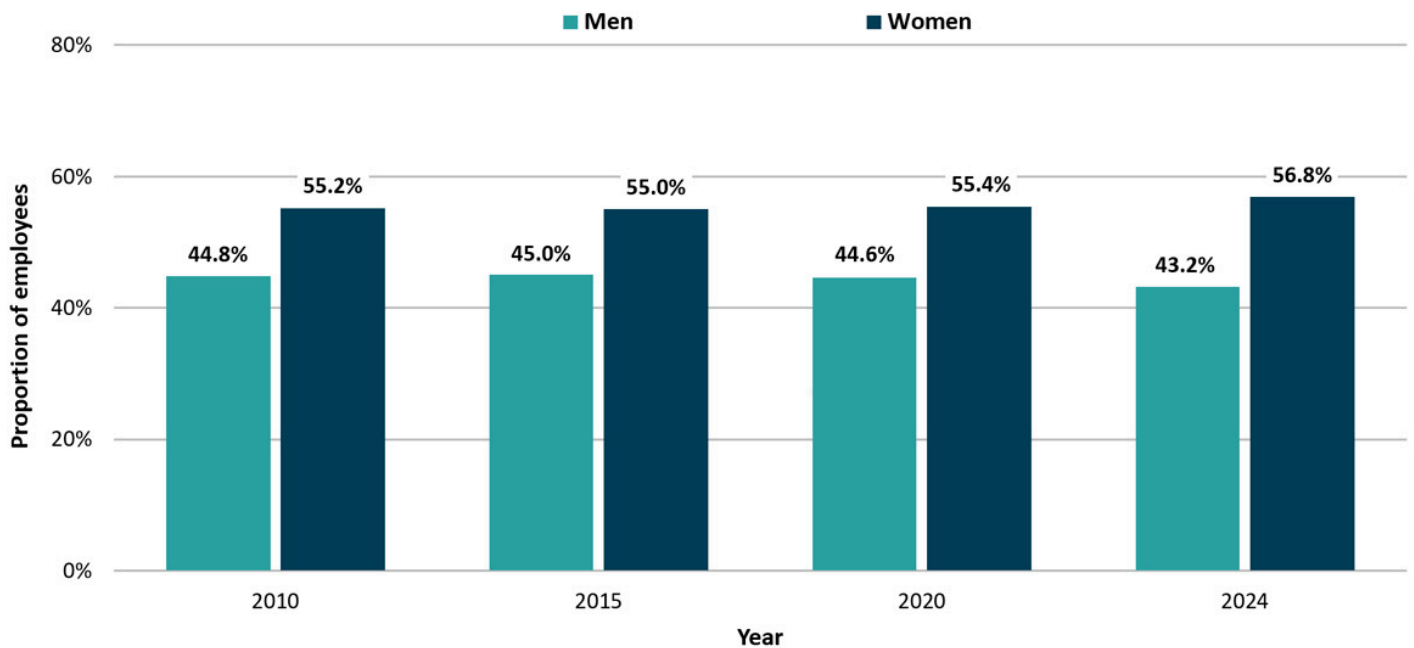
**Sources:** Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat; Statistics Canada ([Table 17-10-0009-01: Population estimates, quarterly](#); [Table 36-10-0104-01: Gross domestic product, expenditure-based, Canada, quarterly](#); and [Table 36-10-0106-01: Gross domestic product price indexes, quarterly](#)); and Department of Finance Canada ([Fiscal Reference Tables](#)).

## Diversity in the federal public service

### Sex

As shown in Figure 2, in 2024, women made up 56.8% of the federal public service, a 1.6 percentage point increase from 2010.

**Figure 2: Federal public service by sex, 2010, 2015, 2020 and 2024**



► Figure 2 - Text version

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

**Technical notes**

Population: Includes all employment tenures and active employees only (employees on leave without pay are excluded).

The information provided excludes employees whose sex is unknown and is based on data as of March 31.

## Employment equity designated groups

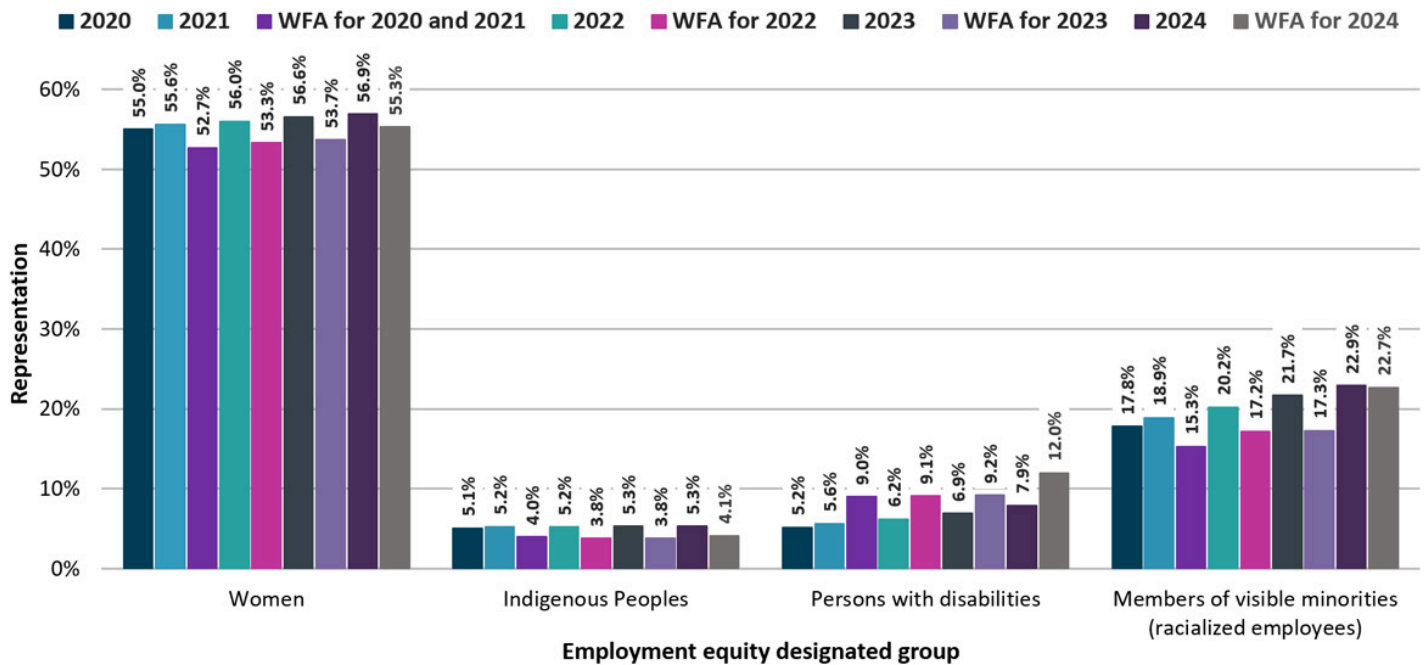
### Representation

Figure 3 shows that there have been increases in the representation levels of all four employment equity designated groups in the core public administration since 2020.

The representation rate for women was slightly higher than the previous year, while the representation rate of persons with disabilities increased from 6.9% in 2023 to 7.9% in 2024. As well, representation rates for members of visible minorities increased for the last five consecutive years, from 17.8% in 2020 to 22.9% in 2024. However, the representation rate of Indigenous Peoples in the core public administration remained relatively stable over the last five years.

Overall, representation of the employment equity groups (women, Indigenous Peoples and members of visible minorities) continue to exceed their respective workforce availability (WFA) estimates <sup>9</sup> with the exception of persons with disabilities. <sup>10</sup>

**Figure 3: Representation of employment equity designated groups in the core public administration from 2020 to 2024 with workforce availability (WFA) estimates**



► Figure 3 - Text version

**Source:** Treasury Board of Canada Secretariat pay system as of March 31 of each year and Treasury Board of Canada Secretariat Employment Equity Data Bank.

**Population:** The information provided includes indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Excluded from this information are employees on leave without pay, terms of less than three months, students and casual workers, Governor in Council appointees, ministers' exempt staff, federal judges, and deputy ministers.

The data in this table covers employees identified for the purpose of employment equity in the regulations to the *Employment Equity Act*.

### **Technical notes**

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 groups, while sex information is taken from the pay system.

WFA estimates for 2020, 2021, 2022 and 2023 are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. WFA estimates for 2024 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability.

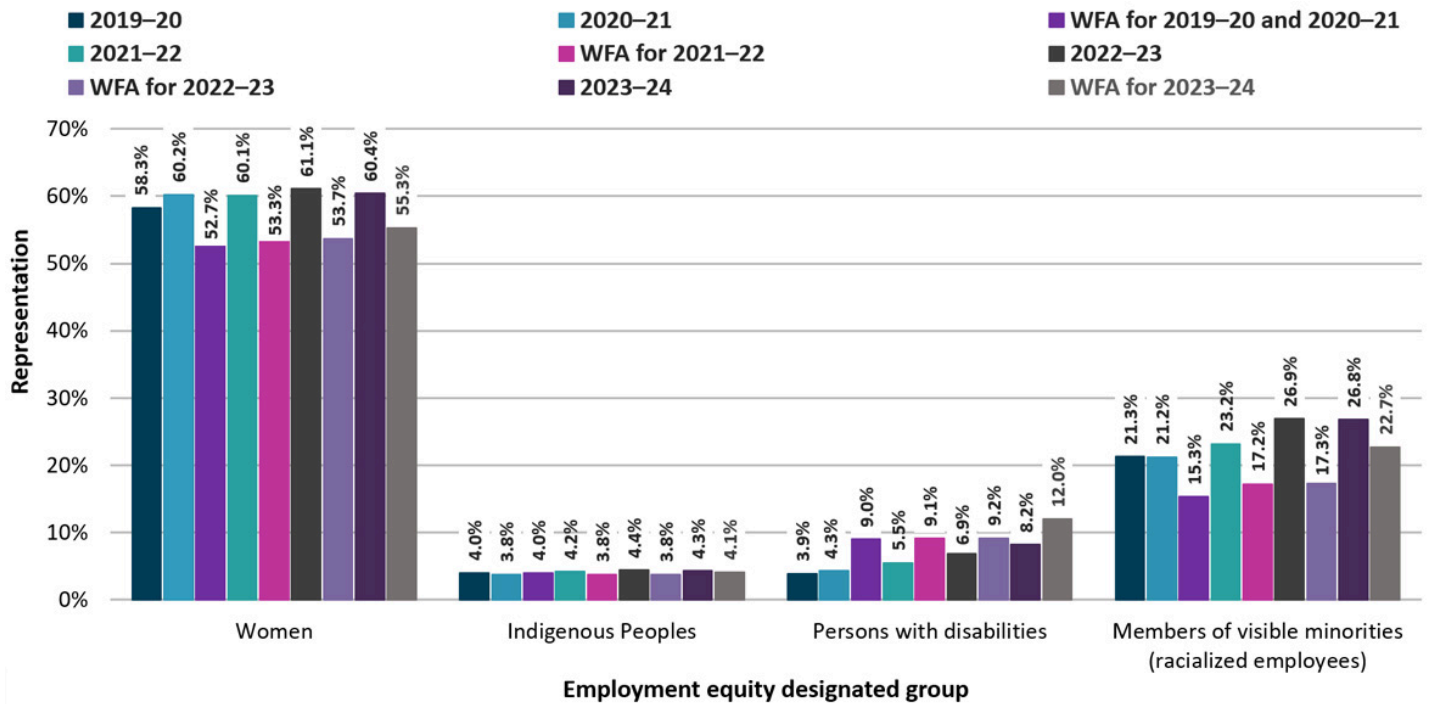
WFA estimates include Canadian citizens and, starting in 2022, permanent residents.

WFA estimates are based on occupations in the Canadian workforce that correspond to occupations in the core public administration as of March 31 of each year (except for March 2020 and March 2021, which is based on the March 2019 population).

## **Hiring**

Figure 4 shows that the proportion of new hires for indeterminate and term positions of three months or more remains above or equal to the current WFA estimates of all employment equity designated groups except for persons with disabilities, which remains below the group's current WFA.

**Figure 4: Employees hired into the core public administration (CPA) from the 2019–20 fiscal year to the 2023–24 fiscal year by employment equity designated group, with workforce availability (WFA) estimates**



► Figure 4 - Text version

**Source:** Treasury Board of Canada Secretariat pay system, Treasury Board of Canada Secretariat Employment Equity Data Bank and the Public Service Commission of Canada’s files on hiring and staffing activities.

**Population:** The information provided 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).

**Technical notes**

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 groups, while sex information is taken from the pay system.

“Employees hired” refers to employees who were added to the public service of Canada payroll between April 1 and March 31 of each given fiscal year.

Percentages are that designated group’s share of all hires.

WFA estimates for fiscal years 2019–20, 2020–21, 2021–22 and 2022–23 are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. WFA estimates for fiscal year 2023–24 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability.

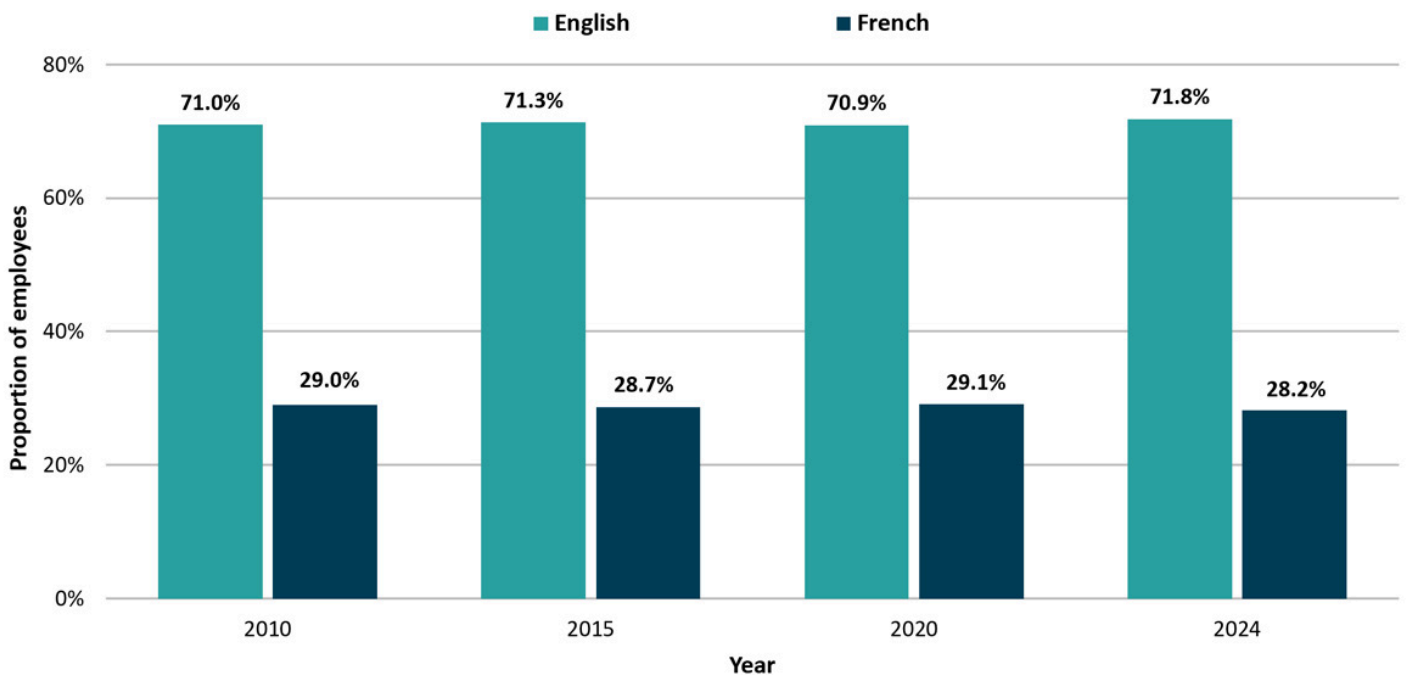
WFA estimates include only Canadian citizens and, starting in 2022, permanent residents.

WFA estimates are based on occupations in the Canadian workforce that correspond to occupations in the core public administration as of March 31 of each fiscal year (except for the WFA for fiscal years 2019–20 and 2020–21, which is based on the March 2019 population).

## First official language

As shown in Figure 5, the breakdown of federal public servants by first official language is consistent across the years. In 2024, 71.8% of federal public servants' first official language was English, while 28.2% was French.

**Figure 5: First official language of federal public servants, 2010, 2015, 2020 and 2024**



► Figure 5 - Text version

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

### **Technical notes**

Population: Includes all employment tenures and active employees only (employees on leave without pay are excluded).

The information provided excludes employees whose first official language is unknown and is based on data as of March 31.

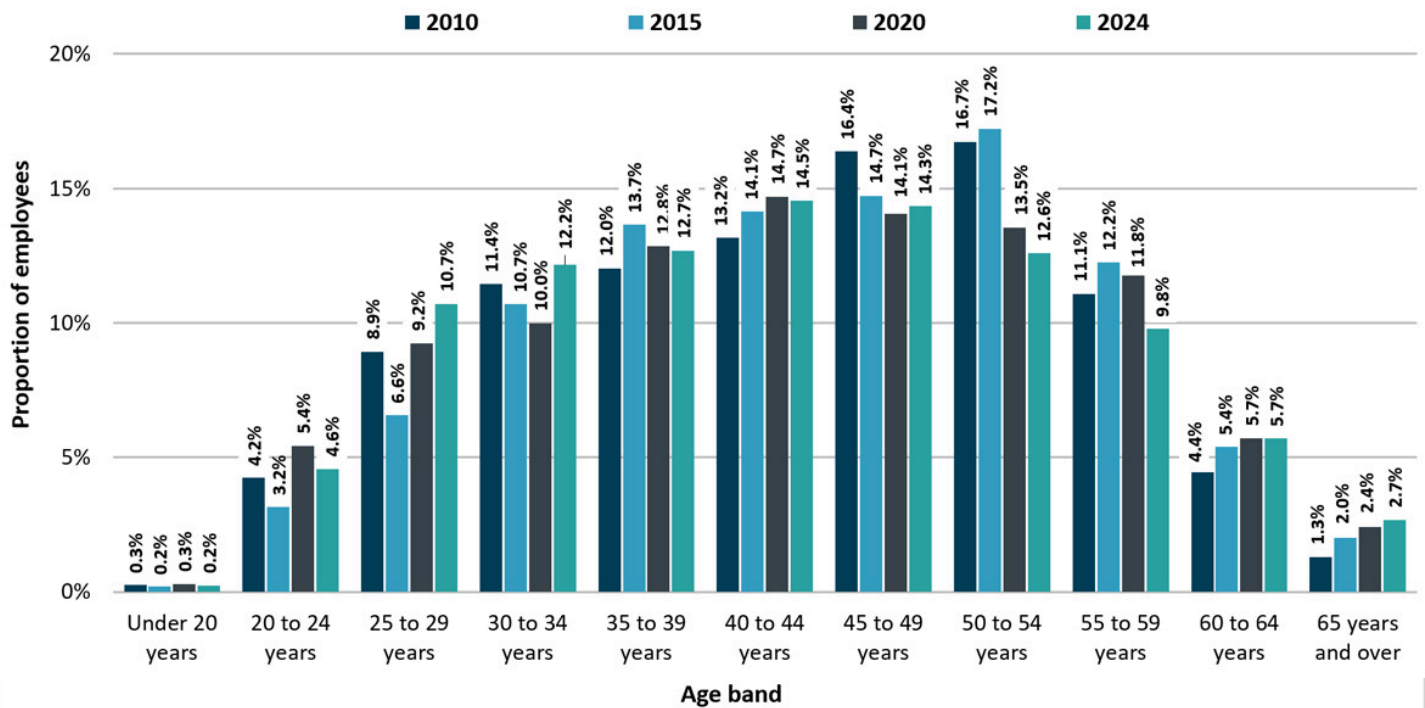
## **Age of federal public servants**

Figure 6 compares the breakdown of federal public servants in 2010, 2015, 2020 and 2024 by age. From 2010 to 2024, the age breakdown changed slightly, with:

- a decrease in the proportion of employees under 20 years of age and aged 45 to 59 years
- an increase in the proportion of employees aged 20 to 44 years and those above the age of 60 years

The average age of federal public servants increased slightly between 2010 and 2015 (from 43.9 years in 2010 to 45.0 years in 2015) and then decreased between 2015 and 2024 from 45.0 years in 2015 to 43.4 years in 2024.

### **Figure 6: Federal public servants by age band, 2010, 2015, 2020 and 2024**



► Figure 6 - Text version

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

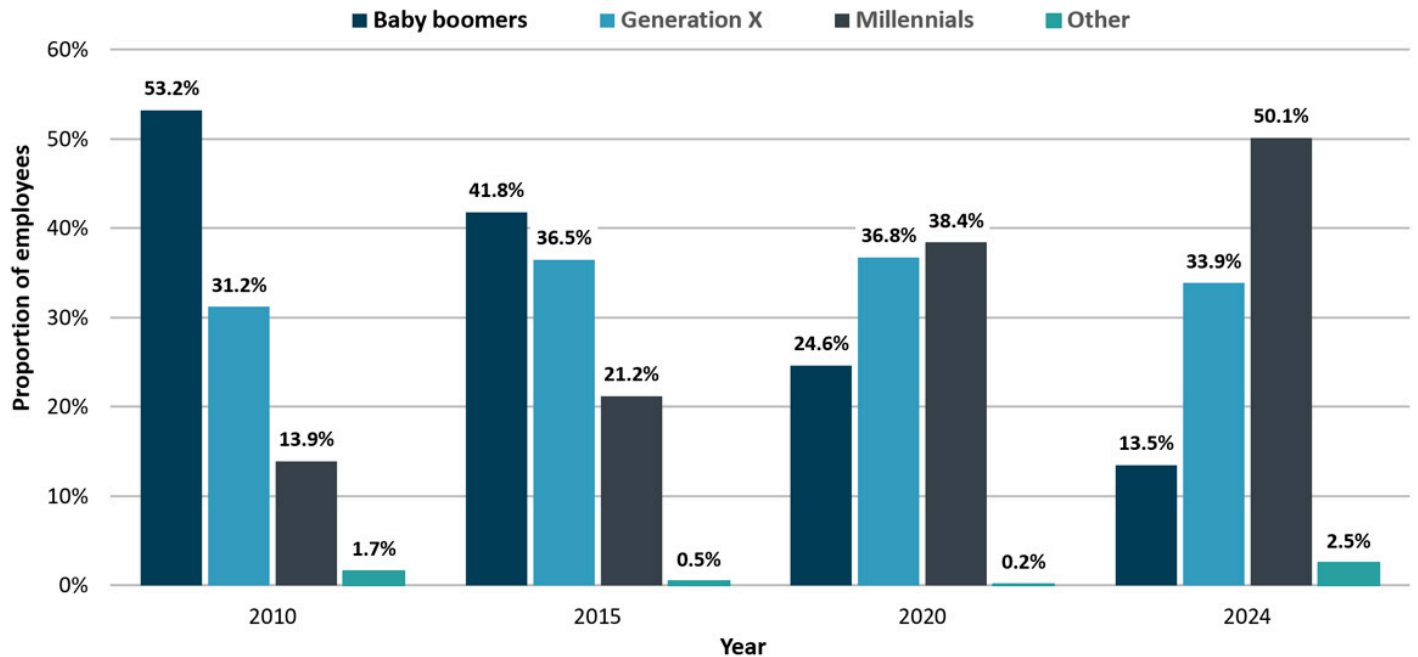
**Technical notes**

Population: Includes all employment tenures and active employees only (employees on leave without pay are excluded).

The information provided excludes employees whose age is unknown and is based on data as of March 31.

Figure 7 shows the distribution of federal public servants by generation for 2010, 2015, 2020 and 2024. Up until 2015, baby boomers (people born between 1946 and 1966) made up the largest group of federal public servants. However, they are being replaced by Generation Xers (people born between 1967 and 1979) and millennials (people born between 1980 and 2000). Millennials now represent the largest group of public servants (50.1%) followed by Generation Xers (33.9%).

**Figure 7: Federal public servants by generation, 2010, 2015, 2020 and 2024**



► Figure 7 - Text version

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

**Technical notes**

Population: Includes all employment tenures and active employees only (employees on leave without pay are excluded).

The information provided excludes employees whose age is unknown and is based on data as of March 31.

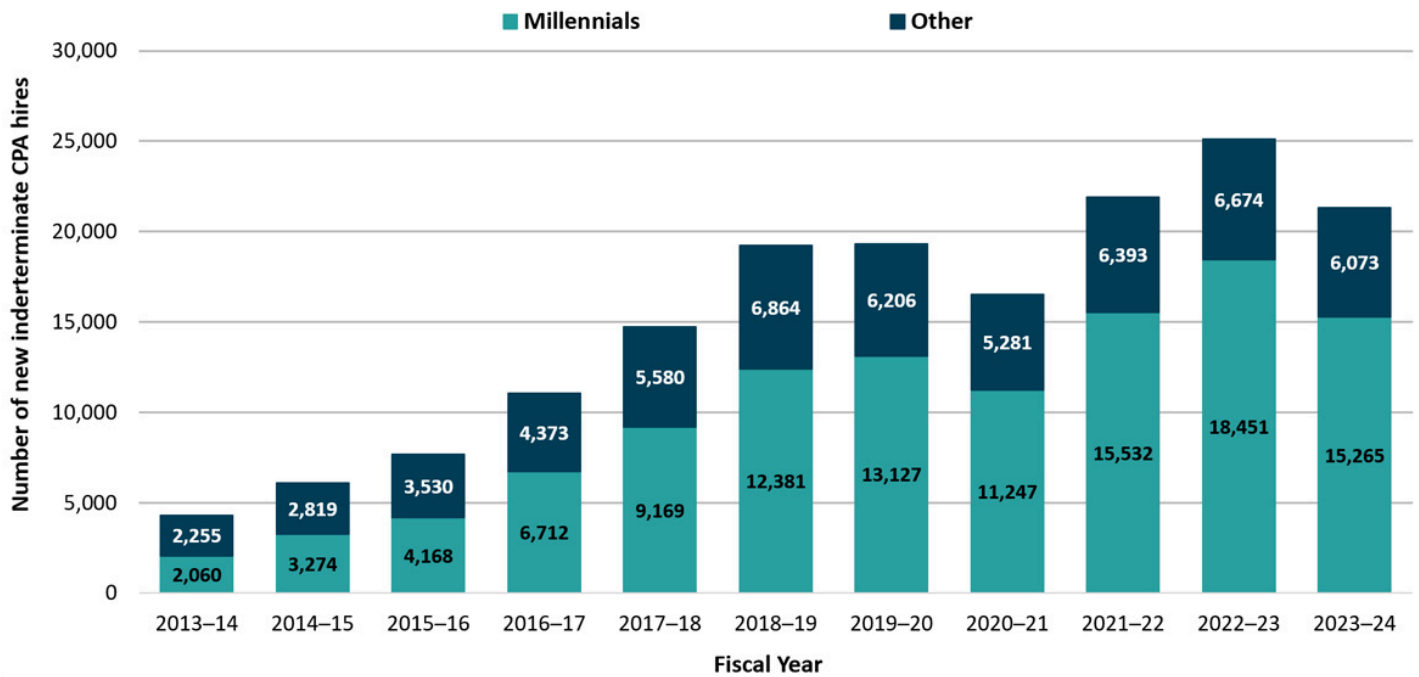
“Other” includes employees who were born in other generations (such as the Greatest Generation, Traditionalist Generation and Generation Z).

## Hiring into the core public administration

Figure 8 shows new indeterminate hiring in the core public administration over time. Indeterminate hiring has been on the rise since the 2013–14 fiscal year. There was a decline in indeterminate hires in the 2020–21 fiscal

year; however, hiring increased in following two fiscal years before declining again in the 2023–24 fiscal year. New indeterminate hiring in the core public administration decreased by 15.1%, from 25,125 in the 2022–23 fiscal year to 21,338 in the 2023–24 fiscal year.

**Figure 8: New indeterminate hires into the core public administration (CPA) from the 2013–14 fiscal year to the 2023–24 fiscal year**



► Figure 8 - Text version

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

**Technical notes**

Population: Includes new indeterminate core public administration hires only.

Generation information is based on an employee’s age at the time they were hired.

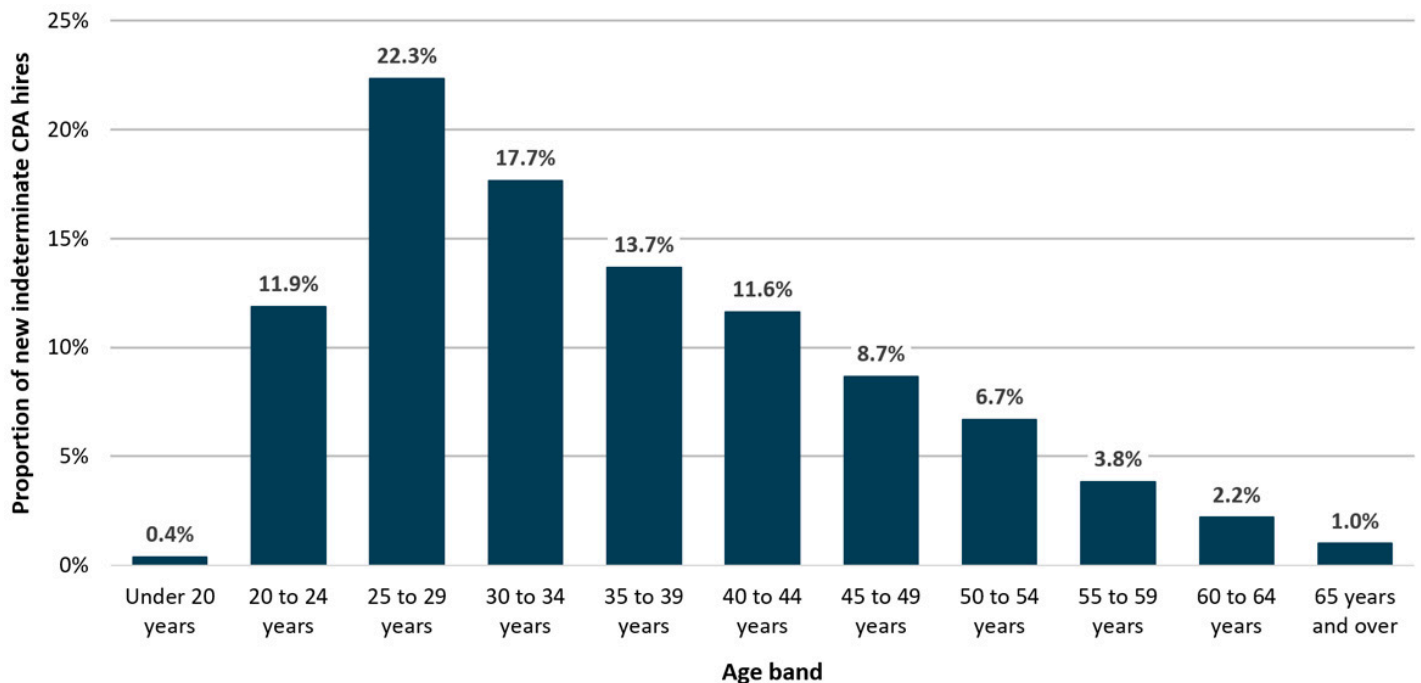
“Other” includes employees who were born in all generations (such as the Greatest Generation, Traditionalist Generation, baby boomers, Generation X and Generation Z) except for millennials. “Other” also includes employees whose age is unknown.

New indeterminate hiring is important for increasing diversity in the public service and equipping the next generation of federal public servants. In fiscal year 2023–24, over 70% of new indeterminate employees hired were millennials. However, the proportion of new indeterminate hires who are millennials decreased from 73.4% in the 2022–23 fiscal year to 71.5% in the 2023–24 fiscal year. During this same period:

- the proportion of new indeterminate hires from the baby boomer generation increased from 4.7% to 5.4%
- the proportion of hires who are Generation Xers decreased from 20.7% to 19.5% <sup>11</sup>

Figure 9 shows the entire age distribution of new indeterminate hires in the core public administration. The median age was 34.3 years.

**Figure 9: New indeterminate hires into the core public administration (CPA) by age, in the 2023–24 fiscal year**



► Figure 9 - Text version

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

## Technical notes

Population: Includes new indeterminate core public administration hires only.

The information provided excludes employees whose age is unknown.

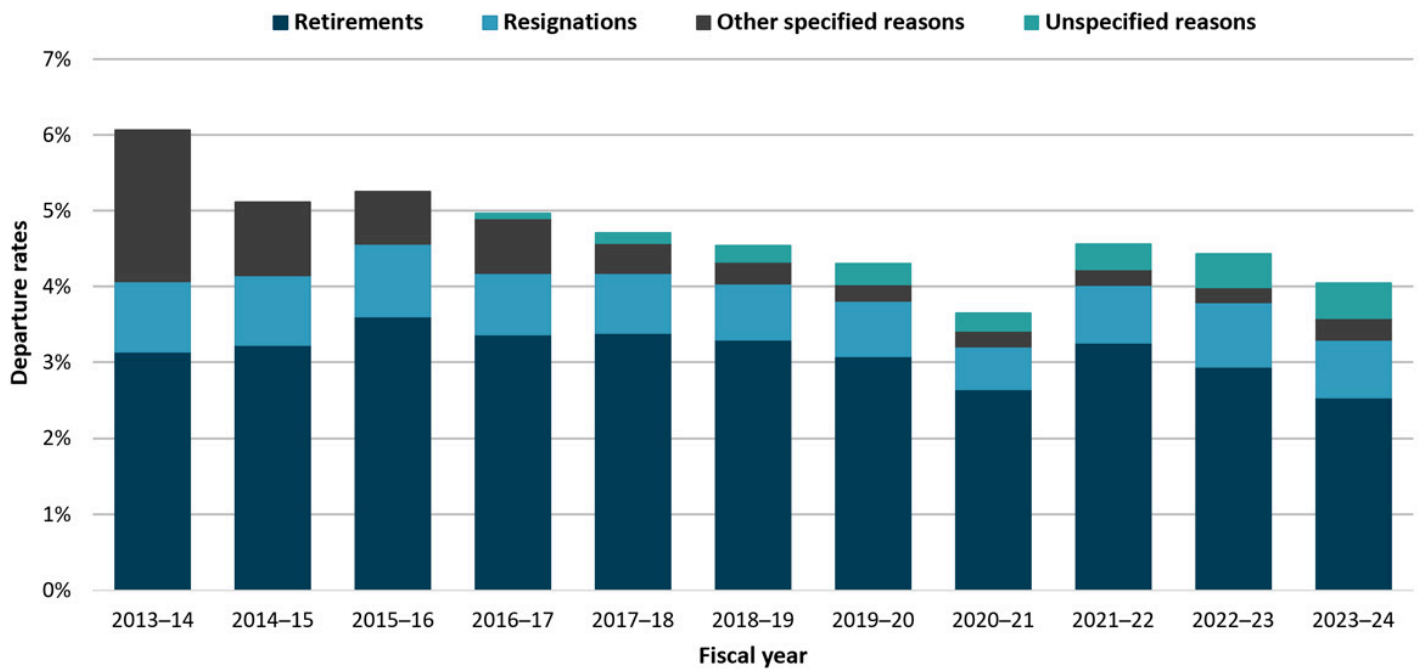
## Departures from the federal public service

Retirements accounted for 62.8% of departures, while resignations accounted for 18.8% in the 2023–24 fiscal year.

Since fiscal year 2013–14, when the number of departures from the federal public service was higher in response to budget reductions, there has been a steady decrease in the number of departures from the federal public service workforce up until the 2020–21 fiscal year. Between the 2020–21 fiscal year and the 2022–23 fiscal year, the number of departures increased. However, between the last two fiscal years, the number of departures decreased by 3.9%.

As shown in Figure 10, in the 2023–24 fiscal year, the federal public service departure rates for retirements, resignations, all other specified reasons and unspecified reasons were 2.5%, 0.8%, 0.3% and 0.5%, respectively. The overall departure rate for the federal public service was 4.0%.

### **Figure 10: Departure rates for the federal public service, 2013–14 fiscal year to the 2023–24 fiscal year**



► Figure 10 - Text version

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

**Technical notes**

Population: Indeterminate federal public servants, including employees who departed (retired, resigned or left for other specified and unspecified reasons) while active or on leave without pay.

“Other specified reasons” are all departures other than retirements, resignations and departures where reasons have not been provided.

“Unspecified reasons” are instances where the departure reasons have not been provided.

Departure figures and rates from fiscal year 2016-17 onward are subject to change.

## Knowledge-intensive workforce in the core public

# administration

In 1990, the public service workforce was composed mainly of clerical and operational workers. Since then, employees undertaking more knowledge-intensive work comprise an ever-increasing share of employees in the core public administration. The cadre of knowledge workers is highly skilled, with significant expertise gained through a combination of education, training and experience. The transformation in work has been in response to:

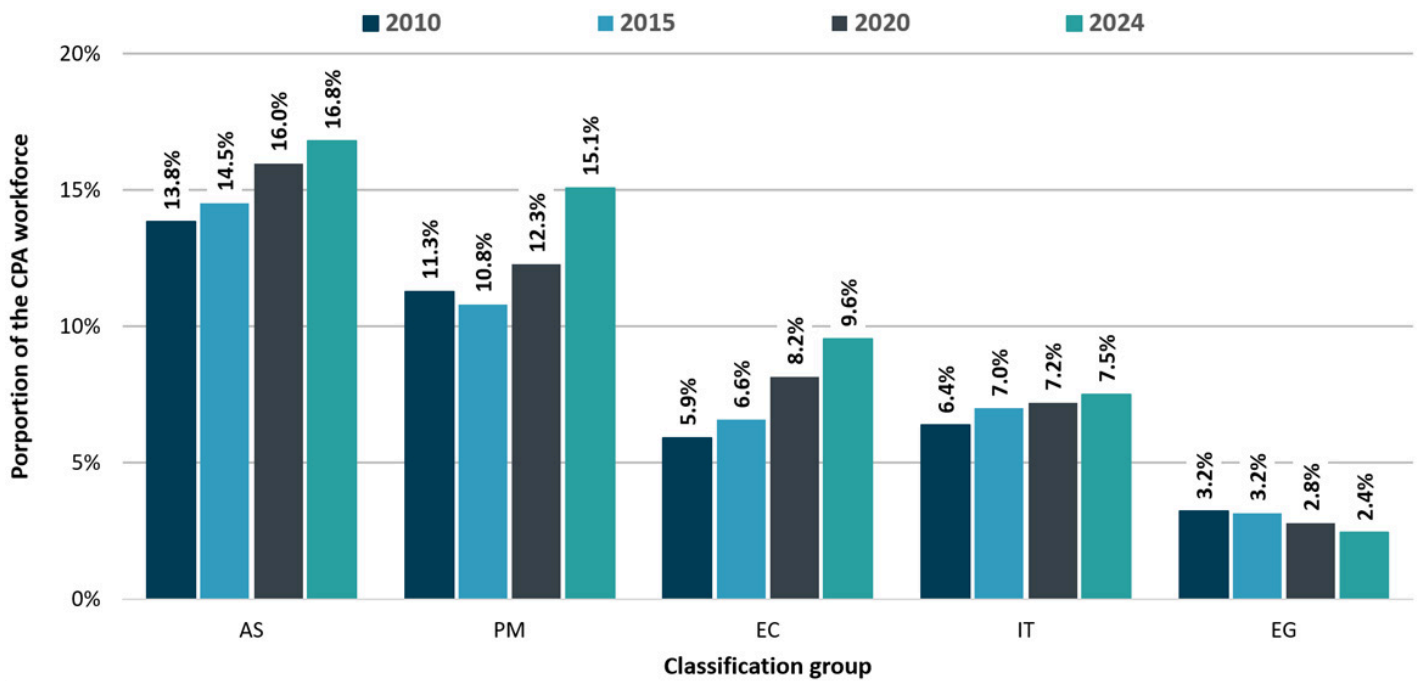
- an increasingly demanding environment
- new challenges
- technological advances since 2000

As shown in Figure 11, the five largest knowledge-intensive classification groups in the core public administration are:

- Administrative Services (AS)
- Program Administration (PM)
- Economics and Social Science Services (EC)
- Information Technology (IT) <sup>12</sup>
- Engineering and Scientific Support (EG)

In 2024, these classification groups represented 51.4% of the core public administration workforce, and in 2010, they represented only 40.7%.

**Figure 11: Five largest knowledge-intensive classification groups in the core public administration (CPA) in 2010, 2015, 2020 and 2024, as a proportion of the CPA workforce**



► Figure 11 - Text version

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

### Technical notes

Population: Includes all employment tenures and active employees only (employees on leave without pay are excluded), based on effective employment classification (acting appointments are included).

The information provided is based on data as of March 31.

On June 22, 2009, the Economics, Sociology and Statistics (ES) and the Social Science Support (SI) classification groups were combined to form the Economics and Social Science Services (EC) classification group.

The Computer Systems (CS) group changed to a new classification group called Information Technology (IT).

## Part 2: Executives

► In this section

This section provides demographic information about the federal public service's Executive group. <sup>13</sup>

Typically, assistant deputy ministers (classified as EX-04 and EX-05) fulfill senior leadership functions, providing strategic direction and oversight. Directors, executive directors and directors general (classified from EX-01 to EX-03) fulfill executive functions and are responsible for managing employees.

## **Population size of the Executive group**

As of March 31, 2024, there were 9,155 executives in the federal public service:

- about half of them (50.2%) were EX-01s
- only 6.1% were EX-04s and EX-05s

As of March 31, 2024, executives accounted for 2.5% of the federal public service. Since 2010, executives have accounted for about 2.5% of the federal public service.

Between 2010 and 2024, the federal public service workforce grew by 30.0%, while the executive population grew by 35.2% over this same period.

## **Diversity of executives**

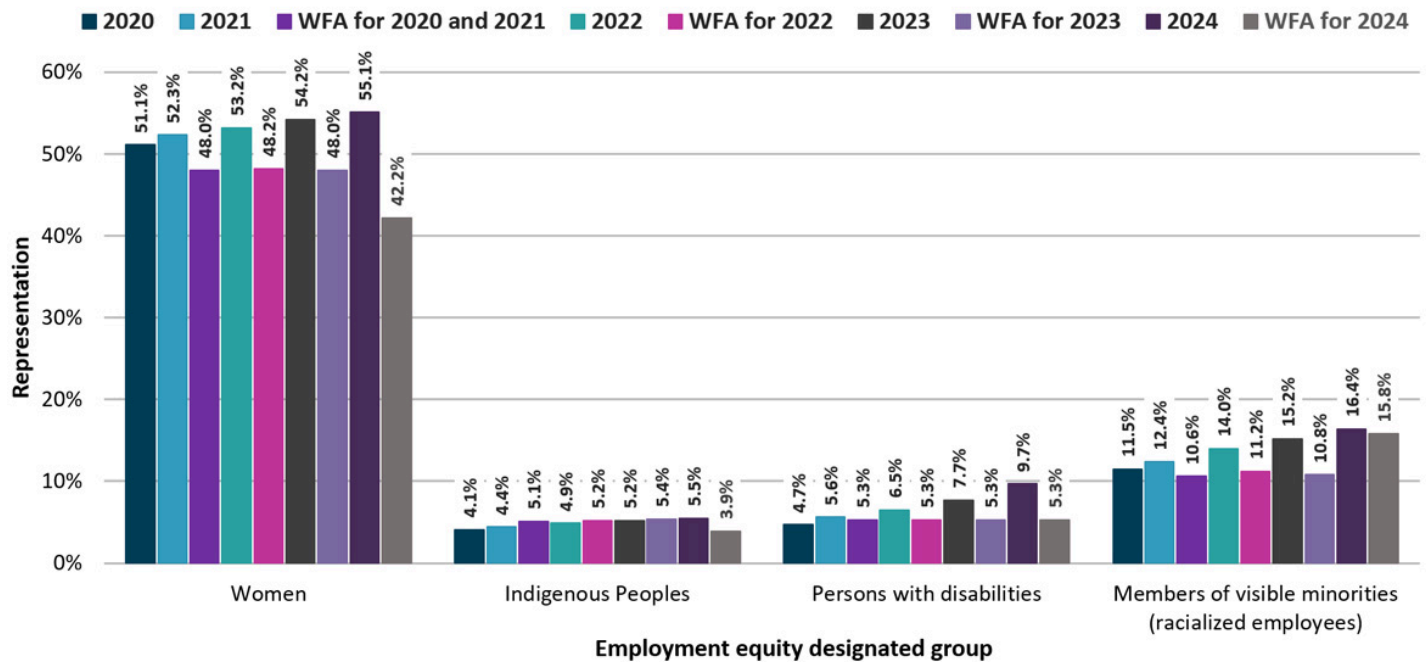
### **Employment equity designated groups among core public administration executives**

Figure 12 illustrates the levels of executive representation in the core public administration for all four employment equity groups from 2020 to 2024.

In 2024, the core public administration representation levels for women, Indigenous Peoples, persons with disabilities and members of visible minorities in the executive category exceeded their respective WFA.

Compared with 2023, the representation levels of all four designated groups at the executive level increased.

**Figure 12: Representation of employment equity designated groups among core public administration (CPA) executives from 2020 to 2024, with workforce availability estimates (WFA)**



► Figure 12 - Text version

**Source:** Treasury Board of Canada Secretariat pay system as of March 31 of each year and Treasury Board of Canada Secretariat Employment Equity Data Bank.

**Population:** The information provided includes indeterminates, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration). Excluded from this information are employees on leave without pay, terms of less than three months, students and casual workers, Governor in Council appointees, ministers' exempt staff, federal judges, and deputy ministers.

The data in this table covers employees identified for the purpose of employment equity in the regulations to the *Employment Equity Act*.

### **Technical notes**

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 groups, while sex information is taken from the pay system.

The Law Management (LC) group has been included as part of the executive workforce since the 2011–12 fiscal year.

WFA estimates for 2020, 2021, 2022 and 2023 are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. WFA estimates for 2024 are based on information from the 2021 Census of Canada and the 2022 Canadian Survey on Disability.

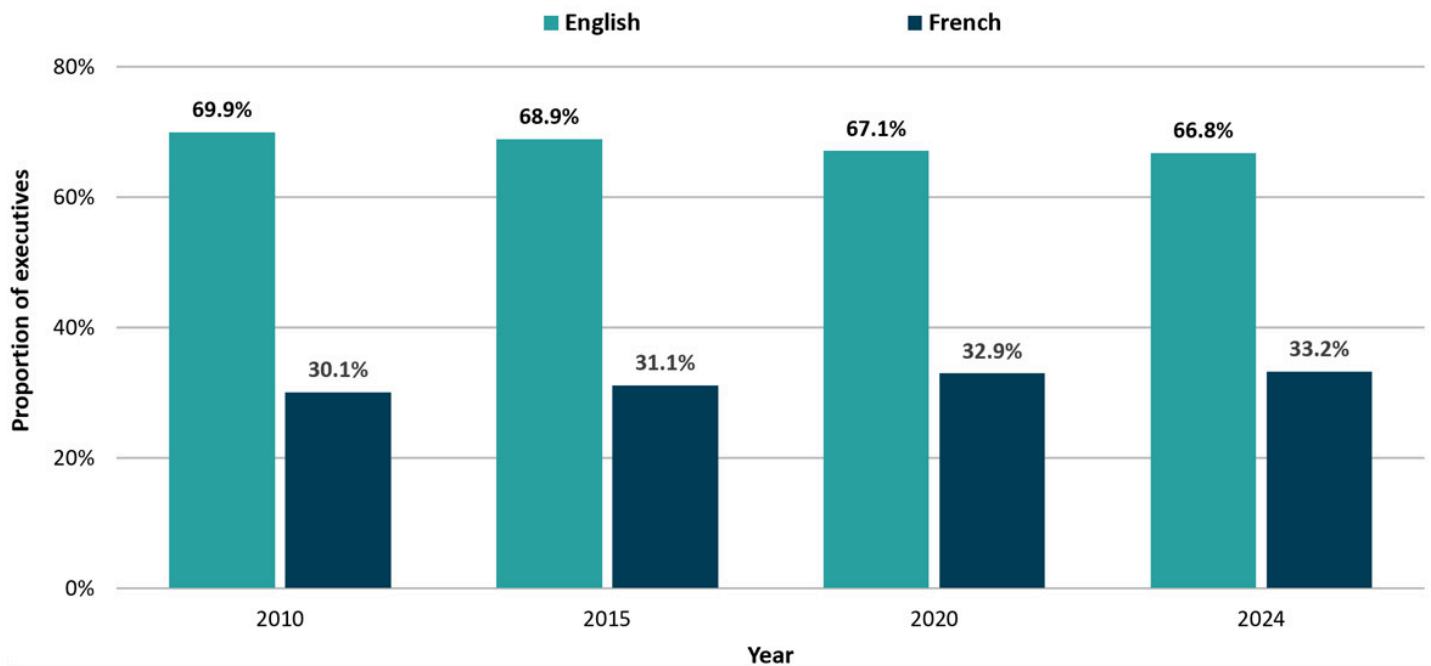
WFA estimates include Canadian citizens and, starting in 2022, permanent residents.

WFA estimates are based on occupations in the Canadian workforce that correspond to occupations in the core public administration as of March 31 of each year (except for March 2020 and March 2021, which is based on the March 2019 population).

## **First official language of executives**

As shown in Figure 13, between 2010 and 2024, the proportion of executives in the federal public service who indicated that French is their first official language increased from 30.1% to 33.2%. This trend was not seen for the overall federal public service for the same period of time. The proportion of federal public servants who indicated that French was their first official language decreased slightly from 29.0% in 2010 to 28.2% in 2024.

**Figure 13: Federal public service executives by first official language, 2010, 2015, 2020 and 2024**



► Figure 13 - Text version

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

**Technical notes**

Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive group (EX) and Management group (MG) classifications) in all tenures (indeterminate, term and casual). It does not include executives on leave without pay or executives whose first official language is unknown.

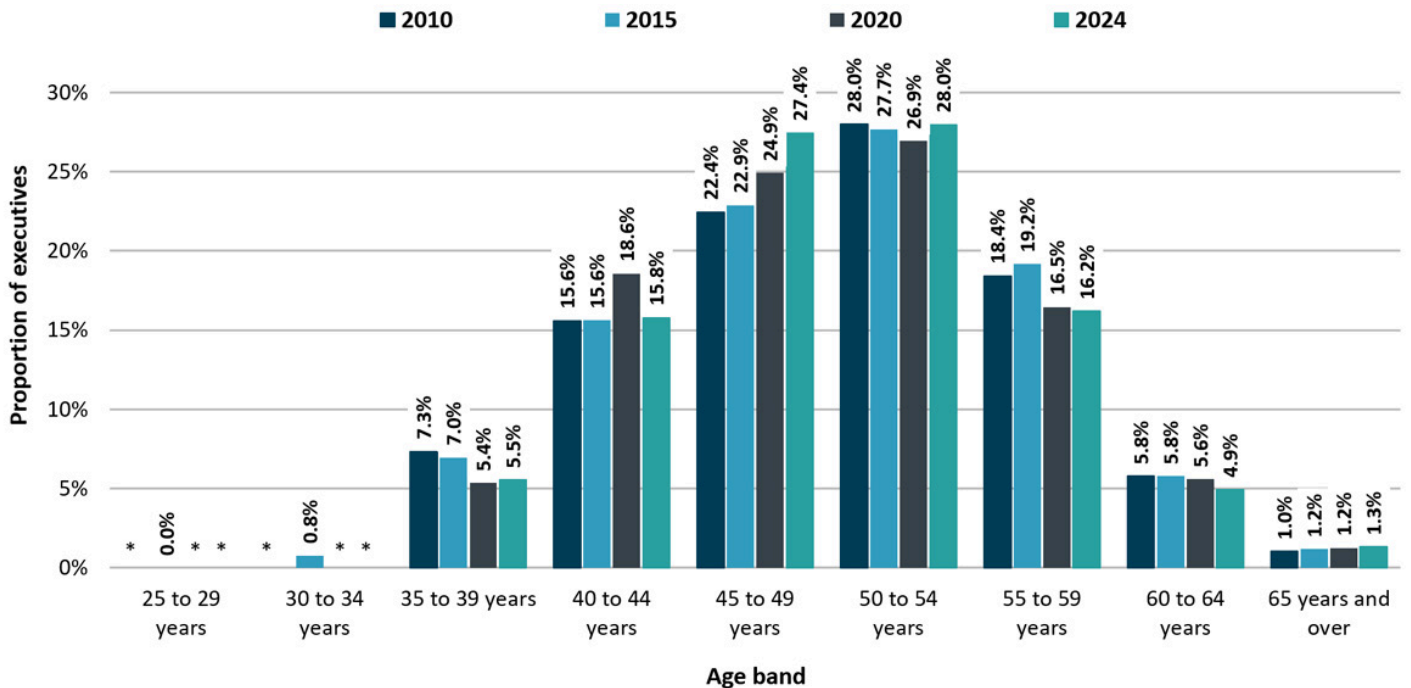
The information provided is based on data as of March 31.

## Age of executives in federal public service

Figure 14 shows the age breakdown of federal public service executives for 2010, 2015, 2020 and 2024. The proportion of executives between 40 and 49 years of age and 65 years and older has increased between 2010 and

2024, while the proportion of executives between 35 and 39 years of age and between 55 and 64 years of age has decreased. The proportion of executives between 50 and 54 years of age in 2010 was the same as in 2024.

**Figure 14: Federal public service executive population distribution by age band, 2010, 2015, 2020 and 2024**



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

► Figure 14 - Text version

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

**Technical notes**

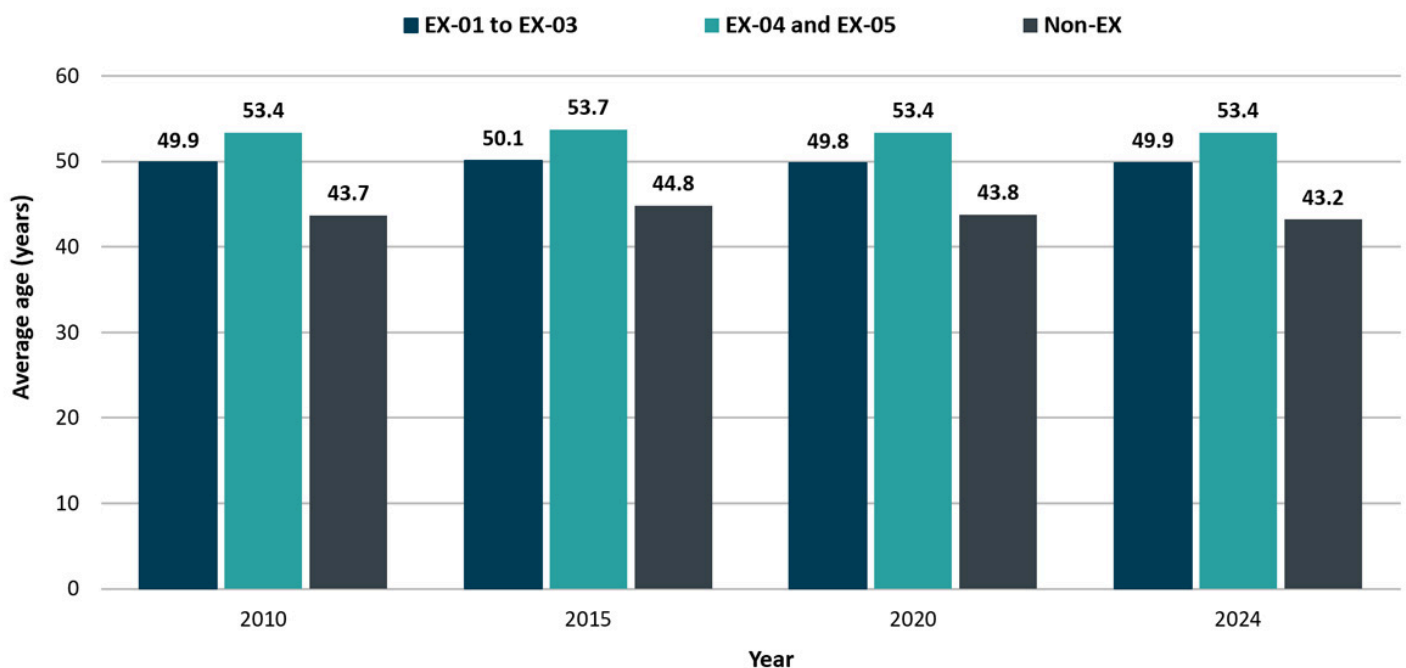
Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive group (EX) and Management group (MG) classifications) in all tenures (indeterminate, term and casual). It does not include executives on leave without pay.

The information provided excludes employees whose age is unknown and is based on data as of March 31.

Figure 15 shows that between 2010 and 2024:

- the average age of junior executives at the EX-01 to EX-03 levels in the federal public service remained stable at approximately 50 years of age
- the average age of senior executives at the EX-04 to EX-05 levels remained between 53 and 54 years of age
- the average age of non-executives remained between 43 and 45 years of age

**Figure 15: Average age (years) of junior executives, senior executives and non-executives, 2010, 2015, 2020 and 2024**



► Figure 15 - Text version

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

**Technical notes**

Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive group (EX) and Management group (MG) classifications) in all tenures (indeterminate, term and casual). The population does not include executives on leave without pay.

The information provided excludes employees whose age is unknown and is based on data as of March 31.

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## Footnotes

- 1 Includes people working outside of Canada and people whose location is unknown.
- 2 Excludes employees whose sex is unknown.
- 3 Excludes employees whose first official language is unknown.
- 4 Excludes employees whose age is unknown.
- 5 Statistics Canada ([Table 17-10-0009-01: Population estimates, quarterly](#)). Based on data as of April 1 for each year.
- 6 Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat. Based on data from the pay system as of the end of March of each year.
- 7 Real GDP in 2017 chained dollars is sourced from Statistics Canada ([Table 36-10-0104-01: Gross domestic product, expenditure-based, Canada, quarterly](#)). Based on data as of April 1 for each year.
- 8 Real program expense data is sourced from the Department of Finance Canada's [Fiscal Reference Tables](#) and were adjusted using the Statistics Canada's GDP as market price indexes in 2017 chained dollars ([Table 36-10-0106-01: Gross domestic product price indexes, quarterly](#)).
- 9 WFA estimates are the benchmarks used for employment equity for the core public administration and include Canadian citizens and, starting in March of 2022, permanent residents, in those occupations in the Canadian workforce that correspond to occupations in the core public administration.

- 10 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.
- 11 Baby boomers were born between 1946 and 1966, Generation Xers were born between 1967 and 1979, and millennials were born between 1980 and 2000.
- 12 The Computer Systems (CS) group changed to a new classification group called Information Technology (IT).
- 13 Executive equivalents in separate agencies were adjusted in 2016 and, as a result, historical years have been adjusted according to this grouping and may not reflect previous figures provided in historical Demographic Snapshot of Canada's Public Service reports and the Clerk of the Privy Council's Annual Reports to the Prime Minister on the Public Service of Canada.

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