



Employment Equity in the Public Service of Canada

2020–2021



ANNUAL REPORT

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Message from the President of the Treasury Board

As President of the Treasury Board, I present the 29th annual report to Parliament on employment equity in the public service of Canada for fiscal year 2020–21.

The year was marked by hardships stemming from the ongoing COVID-19 pandemic and forced many of us to come to terms with uncomfortable truths and significant representation gaps in our workforce. Our public servants have stepped up and I commend them for the progress made despite the many challenges faced, but there still remains work to be done. As the country's largest employer, we are committed to building a diverse, accessible, and inclusive federal public service that truly reflects the population we serve. These principles support employment equity, as outlined in the [five areas of focus for the public service regarding diversity and inclusion](#)ⁱ and the [2021-22 Deputy Minister Commitments on Diversity and Inclusion](#).ⁱⁱ



The Honourable Mona Fortier
President of the Treasury Board

I truly believe that a diverse, accessible, and inclusive public service improves outcomes for all Canadians. To that end, we are continuing our efforts to create a federal public service that sees our differences as our strengths, and one that provides all public servants with a deep sense of belonging so each individual can contribute to the fullest of their capacities. We will continue to [collect and share data](#)ⁱⁱⁱ that gives a more accurate picture of representation gaps and invest in career pathways of our diverse workforce.

Indeed, important progress continues to be made:

- ▶ The Government remains committed to hiring 5,000 new employees with disabilities by 2025 to help improve the representation rate of employees with disabilities at all levels of the federal public service.
- ▶ We are supporting the review of the *Employment Equity Act* to ensure appropriate benchmarks for diversity and to address systemic barriers in the public service.
- ▶ Important programs like Mentorship Plus and the Mosaic Leadership Development Program are helping us become a more diverse, inclusive, accessible, and representative workforce within the public service.

We will continue to listen to the diverse voices of our employees and learn from their lived experiences to create a workplace that is truly inclusive for all.



We remain committed to the journey to increase the diversity of our workforce and I encourage you to read this report to learn how we are building a stronger public service to better serve all Canadians.

Original signed by

The Honourable Mona Fortier, P.C., M.P.
President of the Treasury Board



Employment equity in the public service

A workplace characterized by respect, dignity and equity is at the heart of one of the fundamental values of the federal public service: respect for people. Inherent in this value are the concepts of diversity and inclusion, which ensure that the public service reflects the composition of the population it serves and that the workplace is one where employees feel they belong and where difference is seen as a valuable resource and an asset.

The *Employment Equity Act* designates four employment equity groups: women, Indigenous peoples, persons with disabilities and members of visible minorities. The core public administration (CPA) is making targeted efforts to ensure that the public service meets or exceeds the workforce availability (WFA) of the designated groups, that is, their representation in “those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees.”

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

This report provides the following:

- ▶ statistics on the performance of the public service in creating a representative workforce
- ▶ examples of current activities and strategies for identifying, preventing and eliminating barriers to the full participation of members of the employment equity groups in all aspects of the workplace and the life cycle of employees within the organization

The statistical tables in this report’s appendix present information as of March 31, 2021, for indeterminate, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act* (the CPA). To best understand the tables and data, it is suggested that the section [About the data](#) be consulted.

Fiscal year 2020–21 saw increases in both the size of the CPA (by 14,225 employees compared to an increase of 10,852 last year) and the number of employees who identified themselves as belonging to employment equity groups, now accounting for 154,177 out of a total of 228,245 employees, which is a net increase of 11,538.



According to data from the self-identification of employees and assessed against WFA, the targets for women and for members of visible minorities have been met or exceeded for both all employees in general and for executives (EXs).

The situation is not quite as good for Indigenous peoples. While their representation within the CPA is at 5.2%, which is higher than their WFA of 4.0%, their share of hires at 3.8% is below their WFA, calculated at 4.0%. The share of promotions, at 4.9%, is higher compared to the WFA, but lower compared to the representation rate. The share of separations, measured at 4.7%, is lower compared to the share of representation within the CPA and the WFA, which is a positive sign.

For persons with disabilities, the share of hires, calculated at 4.3%, and promotions at 4.7%, are below both their representation within the CPA, at 5.6% for both indicators, and their WFA at 9.0%. While the share of separations, calculated at 6.8% is above their representation within the CPA, it is below their WFA. It must be noted that, as indicated in the [About the data](#) section, the WFA estimates for persons with disabilities increased substantially between the last two censuses and 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 self-identification data collected for the public service is currently not based on this expanded definition, so particular attention to this difference is required, while work to revise the self-identification form is expected to provide a more accurate picture in relation to this new definition once it has been implemented.

That said, progress could still be made. For instance, the audit undertaken by the Public Service Commission of Canada (PSC), published in January 2021, revealed that some subgroups of visible minorities do not have the same experience as others in the recruitment processes. Persons with disabilities, with 5.6% representation, do not meet the 9.0% WFA for the CPA. Indigenous peoples in executive positions, at 4.4%, do not meet the WFA, at 5.1%. In addition, at the EX-04 and EX-05 levels, Indigenous peoples (EX-04 at 3.5% and EX-05 at 3.8%) and members of visible minorities (EX-04 at 10.1% and EX-05 at 9.2%) are below their respective WFA.

Although the gaps may be caused in part by unconscious prejudices and/or barriers affecting equity-seeking groups,^{1,iv, v} it is important to remember that many concerted efforts are being made to address these problems and to foster diversity and value inclusion. A major challenge in effecting change in this area is that results are not immediately seen. The integration of change requires time and determination.

1. The definition of “equity-seeking group” is 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 \(Public Service Employment Act\)](#).



Infographic 1: employment equity in the core public administration (2020–21)



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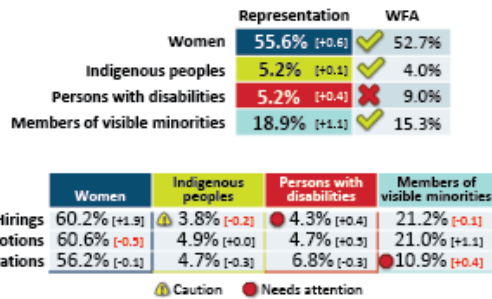


2020 to 2021

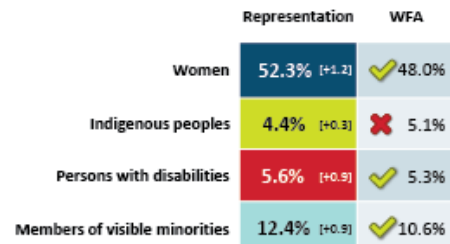
Employment equity in the core public administration

Employment equity population: 154,177

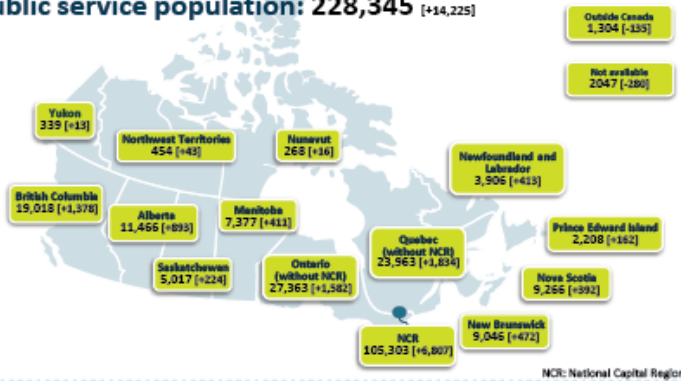
3 of the 4 employment equity designated groups are above workforce availability (WFA)



3 of the 4 employment equity designated groups are above workforce availability in the executive ranks



Public service population: 228,345 [+14,225]



Salary distribution



Representation in the largest 5 occupational groups

	Women	Indigenous peoples	Persons with disabilities	Members of visible minorities
PA: Program and Administrative Services	72.7% [-0.1]	6.4% [+0.1]	6.7% [+0.5]	19.7% [+1.1]
EC: Economics and Social Science Services	58.6% [+0.4]	3.9% [+0.3]	6.1% [+0.8]	24.2% [+1.1]
IT: Information Technology	22.9% [-0.1]	3.2% [+0.1]	6.1% [+0.2]	24.1% [+1.2]
TC: Technical Services	32.2% [+0.6]	5.1% [+0.2]	4.2% [+0.1]	11.8% [+0.6]
SV: Operational Services	21.3% [+0.7]	5.3% [+0.1]	4.3% [-0.2]	5.2% [+0.2]

Figures in square brackets represent the change since 2019–20



Announcement of the diversity and inclusion areas of focus for the public service

Through the Centre on Diversity and Inclusion, the Treasury Board of Canada Secretariat has implemented government-wide initiatives co-developed with employees from equity-seeking groups to foster diversity and inclusion. It has expanded the discussion to equity-seeking groups, such as the LGBTQ2+² community and networks of employees from specific visible minorities. This important exchange of ideas and information has led to concrete initiatives (for example, the Mentorship Plus program and the publication of disaggregated data) and is supporting deputy heads in making lasting change in their organizations. It is framed by the [five areas of focus for the public service on diversity and inclusion](#)^{vi} announced in January 2021:

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

Audit of employment equity representation in recruitment

The PSC published an [audit report on employment equity representation](#)^{vii} in January 2021. This study examined more than 15,000 job applications from 181 externally advertised appointment processes from 30 departments and agencies to determine where there may be potential barriers in the staffing system for members of employment equity groups. The conclusions were that employment equity groups were not represented proportionally throughout the five key stages of the appointment process (job application, automated screening, organizational screening, assessment, appointment).

In response to the results and recommendations of the audit, the PSC updated directives on staffing options to increase representation. The PSC also issued three recommendations to ensure that barriers and biases are identified and eliminated in appointment processes:

1. Deputy heads should review their staffing framework and practices to ensure that appointment processes are barrier-free for employment equity groups, including subgroups of visible minorities.
2. The PSC should work with other central agencies and employment equity groups to identify factors in the hiring process that affect the success rate of those groups and of subgroups of visible minorities to implement the established solutions.

2. Lesbian, gay, bisexual, transgender, queer and two-spirited, and other sex and gender identities.



-
3. The PSC should redouble its efforts to design and promote systems, tools and guidance that will support inclusive external recruitment processes by focusing on barrier-free assessment approaches.

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

Support for departments: more disaggregated data

The Treasury Board of Canada Secretariat has made significant progress by publishing eight sets of disaggregated data, thus offering a first-ever overview of the composition of 21 employment equity subgroups, including Black, Métis and Inuit employees, and employees with hearing impairment or mobility issues. This type of data responds to requests from stakeholders to facilitate more specific analysis. It also provides a basis for better evidence-based decision-making. These data are available to the public on the [Human resources statistics](#)^{viii} web page. In addition, a [data visualization tool](#)^{ix} has been put online to guide the development of departmental plans and make it easier to meet obligations under the *Employment Equity Regulations*.^x The PSC has created an interdepartmental working group on research for employment equity experts, economists and statisticians to discuss and share information on barriers that affect employment equity groups. The PSC's workforce macrosimulation tool projects the renewal and representation of the public service based on various scenarios, including employment equity representation.

Modernizing the self-identification process

As noted, access to disaggregated data is key to understanding the gaps in representation of subgroups and equity sub-issues, and to determining the measures that are needed. They are a condition for the effective and efficient evolution of our evidence-based policies and initiatives.

However, our data is based on people who chose to identify. The effectiveness of the voluntary self-identification process is therefore essential for measuring the actual situation and the progress achieved. In September 2020, the Treasury Board of Canada Secretariat launched the Self-Identification Modernization Project to increase the accuracy of data and reduce the perception of the risk associated with voluntary self-identification. With this project, there is hope for collecting more comprehensive data for persons with disabilities and for other equity-seeking groups. For example, the Canadian Survey on Disability conducted by Statistics Canada in 2017 revealed that 15.6% of the Canadian workforce are persons with disabilities. However, in the 2017–18 fiscal year, only 5.3% of public service employees self-identified as persons with disabilities, and only 2.9% self-identified as persons with disabilities when applying for a position. Therefore, a new questionnaire is being designed to capture more relevant data.

Senior officials responsible for employment equity, diversity and inclusion

As part of the reset of Treasury Board human resources policies, the *Policy on People Management*^{xi} came into effect on April 1, 2021, and introduced the requirement that deputy heads designate a senior official responsible for employment equity, diversity, and inclusion (SDOEEDI) within their organization. The accompanying *Directive on Employment Equity, Diversity and Inclusion*^{xii} also describes the responsibilities of SDOEEDIs. This emphasis on the accountability of deputy heads and SDOEEDIs highlights the importance of the employment equity program and the steps needed to implement it consistently and effectively across the public service. At the same time, members of equity-seeking groups created several employee networks as well as formal and informal committees. These forums offered employees opportunities to discuss and better understand the issues and barriers encountered by members, discuss best practices, and propose solutions.

Increasing the diversity of the senior leaders of the public service

Unite efforts to diversify senior levels

To achieve greater representation at all levels and in all occupational groups, the Treasury Board of Canada Secretariat supported the creation of a pool of talented candidates at all levels of the public service and developed a system-wide approach for succession planning, in two streams, one at the EX-01 to EX-03 levels and one at the EX-04 and EX-05 levels. In September 2020, the Executive Leadership Development Program was modified to include a requirement that at least 50% of program participants from a department at the EX-01 to EX-03 levels must be persons with disabilities, Indigenous peoples or members of visible minorities. As a result, the 2020 cohort was the most diverse since the program was created in 2016, with 52% of participants being from at least one of the most under-represented employment equity groups, 7% being Black executives and 63% being women.^{3, xiii}

Creation and activities of the Centre on Diversity and Inclusion

The Centre on Diversity and Inclusion was created in August 2020 to co-develop programs, help coordinate other diversity and inclusion initiatives across the public service, and support the SDOEEDI community of practice. One initiative launched by the Centre in 2020–21 is the *Mentorship Plus*^{xiv} program, which supports leadership development for employees at the EX minus-one level and fosters access to the EX group for equity-seeking employees. That program improves upon traditional mentoring by adding the senior executive sponsor element.

3. Treasury Board of Canada Secretariat, [Letter on Implementation of the Call to Action on Anti-Racism, Equity and Inclusion](#).



Engagement and awareness

Another initiative launched by the Centre in 2020–21 is the [Federal Speakers' Forum on Diversity and Inclusion](#),^{xv} which provides a platform for public servants who want to share their expertise and lived experience. The purpose of the initiative is to increase awareness on topics related to diversity and inclusion and change attitudes and behaviours.

Ensuring the right benchmarks

The Office of the Chief Human Resource Officer (OCHRO) has reviewed the benchmarks used for measuring representativeness in the public service and how they could be modernized to reflect the current context. Given the increase in diversity in the Canadian population and commitment by the government to achieve a representative workforce, modernized benchmarks may be more effective for the federal public service. OCHRO expects more work on this will be reflected in the 2021–22 report.



Addressing systemic barriers

Public Service Employment Act

Following engagement sessions organized with employee networks, key stakeholders and bargaining agents on the experiences of members of employment equity or equity-seeking groups in the staffing process, the legislative reform planned for 2021 is underway (Bill C-30). The amendments to the Act will effectively increase the representation of equity-seeking groups in the public service by incorporating new requirements for assessing biases and barriers in the staffing process while seeking to eliminate them. The PSC is preparing for the implementation of the amendments by strengthening its ability to support departments. This will also have an impact on representativeness for the 2021–22 report.

Employment and Social Development Canada

In the Fall Economic Statement 2020, the government announced funding for a review of the *Employment Equity Act*. In 2021, a [Task Force](#)^{xvi} launched by the Minister of Labour was tasked with a comprehensive review of the Act, which will consider the lived experiences of women, LGBTQ2+ Canadians, Indigenous peoples, Black and racialized Canadians, persons with disabilities, and other under-represented groups in federally regulated workplaces, to ensure that the Act reflects the realities of today's workplaces. The Task Force was tasked with making concrete, independent and evidence-based recommendations to the Minister of Labour on how to modernize the Act.



Women

For several years, the vast majority of the main indicators for women have indicated representation rates that meet or exceed their workplace availability for all indicators. In 2021, women in executive positions have a share of hires (49.1%) and promotions (60.9%) that exceeds their WFA (48.0%). However, the share of hires does not reach the representation rate in the CPA (52.3%). The attrition indicator shows an increase of 4.6% between 2020, estimated at 45.3%, and 2021, estimated at 49.9%, but does not point to anything that will threaten representation in the near future.

Excerpt from the analysis of the employment process: 2021 PSC Audit

The results show that, at the organizational screening stage, women had a greater success rate than men. This is also true for women in the other three employment equity groups (Indigenous women, women from visible minorities and women with disabilities). At the assessment stage, women from visible minorities succeeded more than men from visible minorities, and women with disabilities succeeded more than men with disabilities. However, Indigenous women had a success rate that was similar to that of Indigenous men.



Infographic 2: women working in the core public administration (2020–21)



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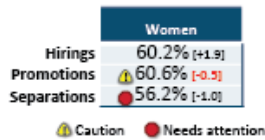


2020 to 2021

Women working in the core public administration

55.6% of employees in the core public administration are women [+0.6]

✓ Higher than their workforce availability of 52.7%

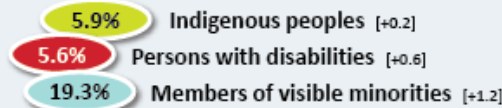


52.3% of executive positions are occupied by women [+1.2]

✓ Higher than their workforce availability of 48.0%

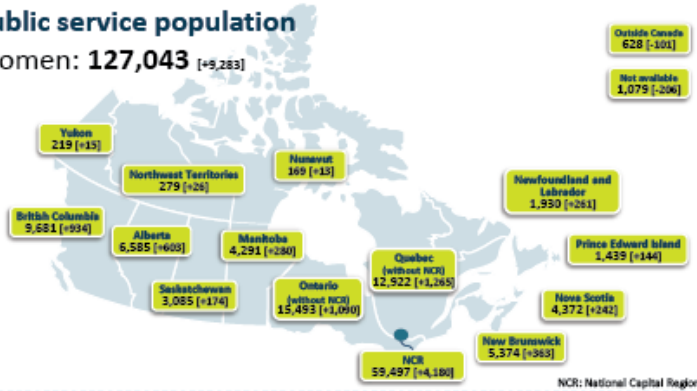


Cross-sectional: Women

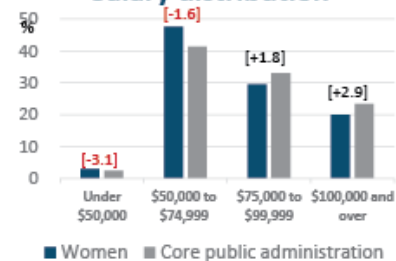


Public service population

Women: **127,043** [+9,283]

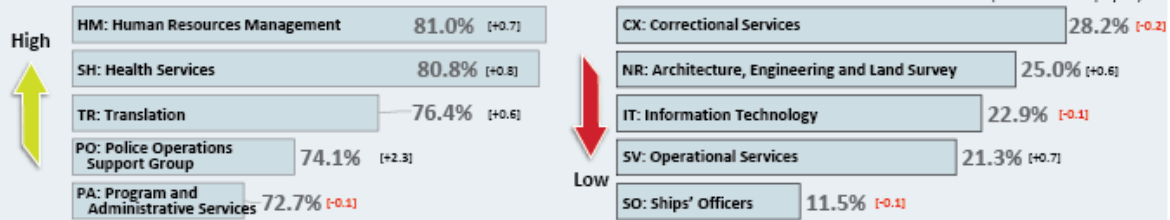


Salary distribution



Occupational groups with highest and lowest proportion of women

(100 and more employees)



Figures in square brackets represent the change since 2019–20.



Initiatives to support women

Amendments to the *Pay Equity Act*^{xvii} were adopted and came into effect on August 31, 2021.

For information on pay equity, see the [Equal pay for work of equal value](#)^{xviii} web page.



Indigenous peoples

On all indicators, the situation of Indigenous public servants is fairly consistent with WFA rates, with some disparities. Progress has been maintained since last year. Only the Northwest Territories, despite an increase in representation of ten people, is not meeting its estimated WFA of 29.0%, with representation of only 17.0%.

There are notable differences between Indigenous employees and executives. For employees, the general representation of Indigenous peoples within the CPA of 5.2% exceeds their WFA of 4.0%; the share of hires of 3.8% is below the representation within the CPA as well as the WFA. The share of promotions at 4.9% is above their WFA but below their representation within the CPA. As for the share of separations, estimated at 4.7%, it is above their WFA but below their representation. The share of EX hires, estimated at 7.0%, is well above their WFA of 5.1% and their representation of 4.4%. For the share of promotions for EXs at 4.7%, it is above their representation but below their WFA. As for the departure indicator of 4.8%, although above their representation, it remains below their WFA.

In terms of salaries, Indigenous employees are almost at parity with employees in general for the lowest level. They are over-represented in the second and third levels, while they remain under-represented in the category of \$100,000 or more. This was also the case for 2019–20, where 31% of all employees fell into the \$75,000 to \$99,000 range compared to 34% of Indigenous peoples.

Excerpt from the analysis of the employment process: 2021 PSC Audit

Indigenous candidates saw their only decline in representation during the assessment stage (a decline from 4.0% to 2.9%), and that decline was related to interviews. However, their representation rate remained stable between assessment and appointment.



Infographic 3: Indigenous peoples working in the core public administration (2020–21)



Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada



Indigenous peoples working in the core public administration

2020 to 2021

5.2% of employees in the core public administration have identified themselves as Indigenous peoples [+0.1]

✓ Higher than their workforce availability of 4.0%

	Indigenous peoples
Hirings	3.8% [-0.2]
Promotions	4.9% [0.0]
Separations	4.7% [-0.6]

⚠ Caution

4.4% of executive positions are occupied by Indigenous employees [+0.3]

✗ Lower than their workforce availability of 5.1%

	Indigenous peoples
Hirings	7.0% [+0.1]
Promotions	4.7% [+0.8]
Separations	4.8% [-0.1]

⚠ Caution

*Data from last year are not available for confidentiality reasons.

Cross-sectional: Indigenous peoples

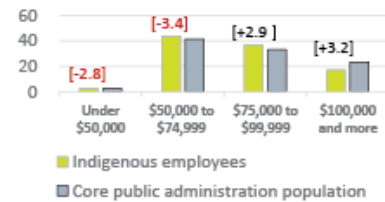
- 62.4% Women [+0.8]
- 9.7% Persons with disabilities [+2.8]
- 10.5% Members of visible minorities [+2.1]

Public service population

Indigenous employees: **11,977** [+1089]



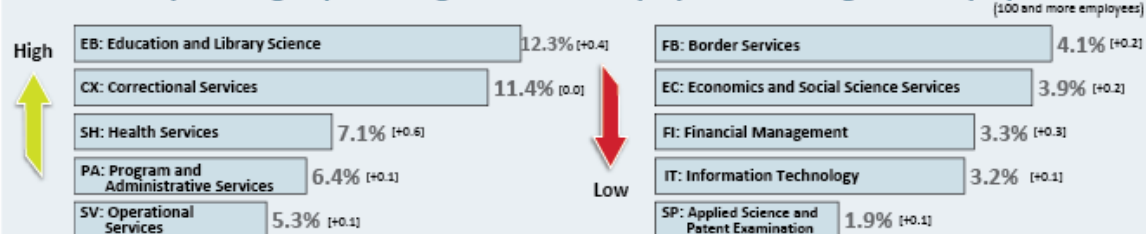
Salary distribution



Subgroup population

Métis	2.2%	[+0.1]
North American Indian / First Nation	2.2%	[+0.1]
Other	0.7%	[0.0]
Inuit	0.2%	[0.0]

Occupational groups with highest and lowest proportion of Indigenous employees



Figures in square brackets represent the change since 2019–20.



Initiatives to support Indigenous peoples

Pilimmaksaivik

In 2020–21, Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, worked to advance measures to increase Inuit employment in the federal public service in Nunavut through outreach and promotional activities with Inuit people in Nunavut. This was done by coordinating across the federal public service, providing advice and support to departments and agencies, and monitoring progress. Thus, Pilimmaksaivik coordinated the third cohort of the Inuit Learning and Development Program, a pre-employment training initiative that recruits Inuit individuals for professional placements in four federal departments and agencies in Nunavut. In response to the under-representation of Indigenous peoples in scientific positions, a scientific stream was added to the cohort.

Pilimmaksaivik supports the retention of Inuit employees in Nunavut by coordinating learning events and opportunities that celebrate Inuit cultures and traditions. In 2020–21, public service employees took part in interdepartmental learning events designed to celebrate the Inuit culture. Pilimmaksaivik also ensures that Inuit people in Nunavut have access to culturally sensitive talent management practices and opportunities for advancement. The organization indicated that most Inuit candidates not selected in external hiring processes were not selected because their resumé or application did not sufficiently meet the screening criteria (for example, education, experience and so on), and it is addressing the gap in education of Inuit people in Nunavut through the Education Support fund, which helps Inuit employees complete their post-secondary education.

For its part, the Treasury Board of Canada Secretariat has begun to develop diversity and inclusion strategies related to, for example, the financial management and internal audit communities, the goods and services community, and the communications professionals community, and has continued to partner with Indigenous employee networks to develop various measures related to diversity and inclusion.

Official Languages Centre of Excellence

The 2020–21 fiscal year was also characterized by engagement and reflection on issues that affect Indigenous federal employees. Included in the initiatives are some that stem in particular from requests from Indigenous employees to eliminate barriers to employment due to official languages requirements and to better understand the scope and value of the use of Indigenous languages by employees in the public service. As a result, the Working Group for Amendments to Official Language Requirements for Indigenous Employees was created in the fall of 2020 to eliminate barriers related to official languages and promote career advancement for Indigenous employees. It is made up of the Indigenous Federal Employees Network, the Indigenous



Executive Network, representatives of PSC and OCHRO, and chaired by the Knowledge Circle for Indigenous Inclusion.

The Working Group for the Incentivization of Inuktitut in the Federal Public Service in Nunavut, co-chaired by OCHRO and Pilimmaksaivik (Federal Centre of Excellence for Inuit Employment in Nunavut), was also created in the summer of 2020. The group examined how incentivizing the use of Inuktitut in the federal government workplace could help advance Inuit representativeness objectives.

Finally, the Joint Committee on the Use of Indigenous Languages in the Public Service, co-chaired by OCHRO and the Public Service Alliance of Canada, in cooperation with Parks Canada, was created to obtain information on the extent to which Indigenous languages are used in the public service, in accordance with a commitment made as part of collective bargaining.



Persons with disabilities

In 2020–21, the representation rates of persons with disabilities were lower than their WFA across Canada. Although we are seeing a slight increase in the number of members from this group in some regions, such as the National Capital Region, which has nearly 1,000 additional members, we are not seeing this trend in other regions across Canada.

The overall representation of employees with disabilities (5.6%) is below their WFA, calculated at 9.0%. The share of hiring (4.3%) and promotions (4.7%) is below their representation, while departures, at 6.8%, are above. Among executives, the representation of persons with disabilities (5.6%) exceeds their WFA (5.3%), as do promotions (5.4%), while hirings are equal to WFA (5.3%). Departures (7.2%) are more frequent, with an increase of 1.1% compared to 2019–20 and exceeding all indicators.

In terms of salaries, the 2020–21 fiscal year saw little change for persons with disabilities. They continue to be over-represented in the two lowest salary levels and under-represented in the two highest salary levels.

In 2020–21, the representation of persons with disabilities did not improve considerably in relation to the distribution of occupational groups. The representation of persons with disabilities still corresponds to their WFA, regardless of occupational group, with the exception of the SRC group (Ship Repair Chargehands and Production Supervisors (East)), estimated at 12.1% in representation.

Excerpt from the analysis of the employment process: 2021 PSC Audit

For persons with disabilities, representation decreased in the assessment and appointment stages. The lower success rate for persons with disabilities in the assessment stage highlights the need to better understand accommodation services for assessment. Given the small sample and the limited information in the staffing files, the factors that led to the decrease in representation for persons with disabilities in the appointment stage could not be identified. Given the importance that the federal public service places on increased representation of persons with disabilities, this issue requires further examination.



Infographic 4: persons with disabilities working in the core public administration (2020–21)



Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada



Persons with disabilities working in the core public administration

2020 to 2021

5.6% of employees in the core public administration have identified themselves as having a disability (+0.04)

✘ Lower than their workforce availability of 9.0%

	Persons with disabilities
Hirings	4.3% (+0.4)
Promotions	4.7% (+0.5)
Separations	6.8% (-0.3)

⚠ Caution

5.6% of executive positions are occupied by persons with disabilities (+0.9)

✔ Higher than their workforce availability of 5.3%

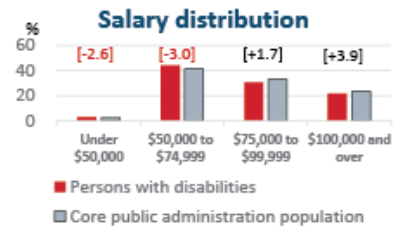
	Persons with disabilities
Hirings	5.3% [+/-]
Promotions	5.4% (+1.9)
Separations	7.2% (+1.1)

● Needs attention

*Data from last year are not available for confidentiality reasons.

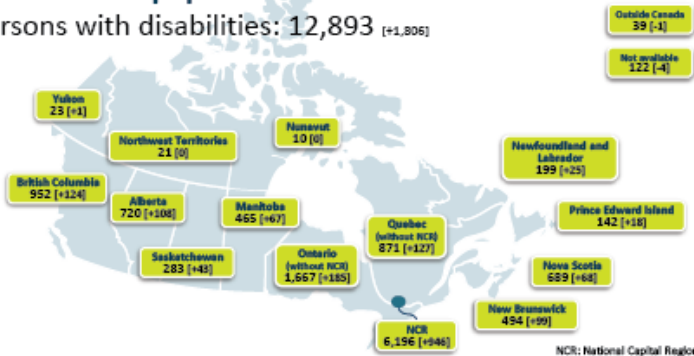
Cross-sectional: Persons with disabilities

- 55.5% Women (+2.1)
- 9.0% Indigenous peoples (+2.2)
- 14.6% Members of a visible minority (+3.8)



Public service population

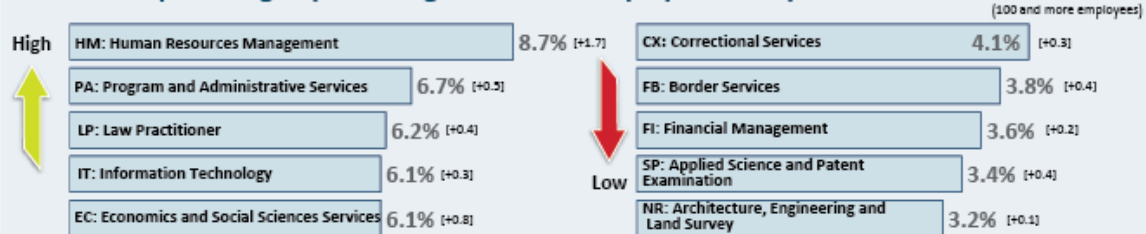
Persons with disabilities: 12,893 (+1,806)



Breakdown by subgroup

Other disabilities	3.7%	(+0.6)
Mobility	1.0%	(+0.2)
Deaf or hearing impaired	0.8%	(+0.1)
Coordination or dexterity	0.5%	(+0.1)
Blind or visually impaired	0.4%	[0.0]
Language disorders	0.1%	[0.0]

Occupational groups with highest and lowest proportion of persons with disabilities



Figures in square brackets represent the change since 2019–20.



Initiatives for people with disabilities

Office of Public Service Accessibility,^{xix} Treasury Board of Canada Secretariat

With respect to accessibility, the Office of Public Service Accessibility is leading efforts to eliminate barriers to accessibility and inclusion of persons with disabilities in the public service. The *Accessible Canada Act*, which came into force in 2019, aims to make Canada barrier-free by January 1, 2040. In May 2020, in response to the legislation, the Government of Canada launched the [Accessibility Strategy for the Public Service of Canada](#),^{xx} also known as “Nothing Without Us,” as a roadmap for the public service to be an example and become a model of accessibility.

This year, to support the strategy, the Office of Public Service Accessibility:

- ▶ Continues to manage the [Centralized Enabling Workforce Fund](#)^{xxi} (2019–2024). That fund supports departments and agencies through workplace accommodation projects to develop new tools and advice, improve existing processes, and experiment with innovative solutions to allow employees to contribute to their full potential. Led by Shared Services Canada, one example of a project funded by the [Centralized Enabling Workforce Fund](#)^{xxii} is the library loan service, which provides employees with quick access to short-term accommodation, adaptive technology and services, at no cost to their department.
- ▶ Promotes the new GC Workplace Accessibility Passport that follows employees when they change jobs and documents the support measures they need to succeed in their work.

The President of the PSC and the Deputy Minister, Public Service Accessibility, sent letters to all deputy heads of federal departments to indicate the number of employees with disabilities that they should hire to address their gaps in representation and provide them with concrete tools and support to comply with the commitment to hire 5,000 persons with disabilities by 2025.

The [Digital careers for persons with disabilities](#)^{xxiii} website is intended to facilitate hiring in specific areas. Three targeted pools were launched to recruit persons with disabilities in the public service in the following areas:

- ▶ policy and data analysis (EC positions)
- ▶ [digital and information sciences \(CS positions\)](#)^{xxiv}
- ▶ [financial analysis \(FI positions\)](#)^{xxv}



Since the launch of the Accessibility Strategy, organizations across the government have begun examining accommodation practices, and some have established centralized accommodation processes to help reduce wait times and improve results for employees. However, new data gathered through the Management Accountability Framework in 2020 indicate that departments and agencies continue to face some operational challenges in adopting an effective approach to accommodation. For instance, some organizations reported the following difficulties:

- ▶ lack of knowledge and lack of expertise in complex cases
- ▶ lack of centralized data collection to identify barriers
- ▶ difficulty obtaining feedback (no employee network, no use cases)

It is therefore clear that more work is needed on workplace accommodation practices to support a consistent and timely approach across the public service. Such work includes more in-depth data collection and analysis, and the sharing of best practices between federal organizations.^{4, xxvi}

Federal Internship Program for Canadians with Disabilities

The Federal Internship Program for Canadians with Disabilities (FIPCD) supports the Government of Canada’s commitment to hire 5,000 new people with disabilities by 2025 through 125 two-year internships over a five-year period (2019–24).

Through assessment, coaching and training boards, the FIPCD helps Canadians with disabilities who have little or no professional experience to develop their skills while providing hiring managers with experience in the integration and development of people with disabilities in the workplace and in their teams. Moreover, the FIPCD contributes to increased diversity through intersectionality, given that many interns also self-identify as visible minorities, Indigenous peoples and/or women.

The Employment Opportunity for Students with Disabilities (EOSD), which is part of the Federal Student Work Experience Program (FSWEP), is a program designed to reduce barriers to the full participation of post-secondary students in the public service and improve their workplace experience. In 2020–21, students hired under the EOSD participated in activities such as training activities, a mentoring program and networking events.

4. Source: [Making it real: update on the implementation of “Nothing Without Us” – Accessibility Strategy for the Public Service of Canada \(2021\)](#)



The online portal for disability talent facilitates the hiring of former FSWEP students with public service work experience who can be hired through student bridging after graduation. Candidates establish a profile in which they specify their field of study, preferred workplaces, spoken and written languages, and skills, and managers can review and select suitable candidates for potential positions. In the context of a pilot project, the inventory includes graduates who participated in the EOSD, and several have received job offers with the public service.

The Human Resources Council and PSC created and co-chaired a working group in 2020 to establish inventories targeted throughout the government to help departments and agencies hire individuals with disabilities. In 2020–21, two new inventories were launched for persons with disabilities in the data and political fields. In the spring of 2021, these inventories were widely promoted on the PSC self-reporting web page, on social media, and with educational institutions and associations through an advertising campaign that was also designed to encourage candidates to self-declare when applying for government jobs. In March 2021, the proportion of candidates across the government of Canada who self-identified as individuals with disabilities exceeded the 5% mark for the first time.

Canada School of Public Service

The Canada School of Public Service launched a variety of learning products related to accessibility and inclusion of persons with disabilities to highlight the barriers that people with disabilities face every day and how public servants can reduce, remove and report barriers to foster a more inclusive public service.



Members of visible minorities

Generally speaking, visible minorities were well represented in the public service in 2020–21, with respect to all key indicators for employees and executives. Their overall representation, hiring, promotions and departures are favourable in comparison to their respective WFA. The statistics from the last three years provide a similar picture. In terms of salaries, members of visible minorities are over-represented in the second level and under-represented in the third and fourth levels.

Excerpt from the Job Process Analysis: PSC Audit 2021

The results show that of all visible minority subgroups, Black candidates experienced the greatest decrease in representation between the job application and appointment stages (from 10.3% to 6.6%). In the audit sample, 30 Black candidates out of the 1,570 applicants were appointed into positions. For their part, applicants from South Asia or East India and those from China experienced an overall increase in their representation. Candidates from the West Asian, North African or non-white Arab subgroup experienced an overall decrease in representation between the job application and appointment stages (from 4.6% to 3.3%). These results show that within visible minorities, subgroups have different experiences in an advertised external appointment process. This highlights the importance of examining data related to visible minority subgroups. The results of the PSC audit show that visible minority applicants were screened out more often than their counterparts in terms of experience qualifications, and were also ultimately less successful than their counterparts, regardless of whether they had experience in the federal public service.

Infographic 5: members of visible minorities working in the core public administration (2020–21)



Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada



Members of visible minorities working in the core public administration

2019 to 2020

18.9% of employees in the core public administration have identified themselves as a member of visible minorities [+1.1]

✓ Higher than their workforce availability of 15.3%

	Members of visible minorities
Hirings	21.2% [-1.0]
Promotions	21.0% [+1.1]
Separations	10.9% [+0.4]

12.4% of executive positions are occupied by members of visible minorities [+0.9]

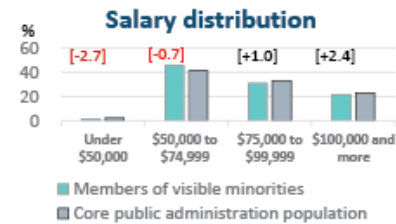
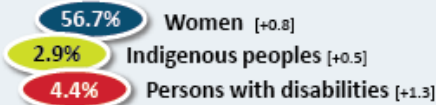
✓ Higher than their workforce availability of 10.6%

	Members of visible minorities
Hirings	14.0% [*+-]
Promotions	15.6% [+2.6]
Separations	8.8% [+2.3]

⚠ Caution

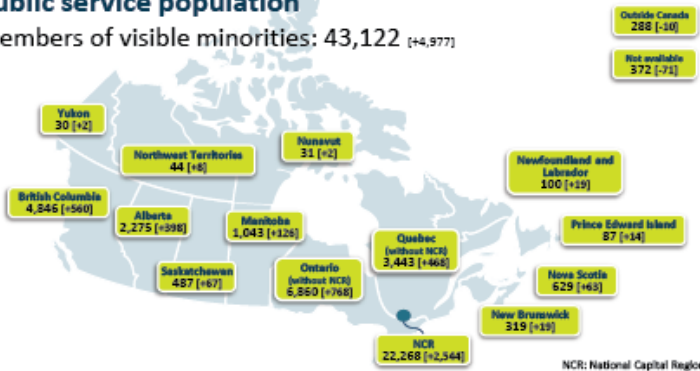
*Data from last year are not available for confidentiality reasons.

Cross-sectional: Members of visible minorities



Public service population

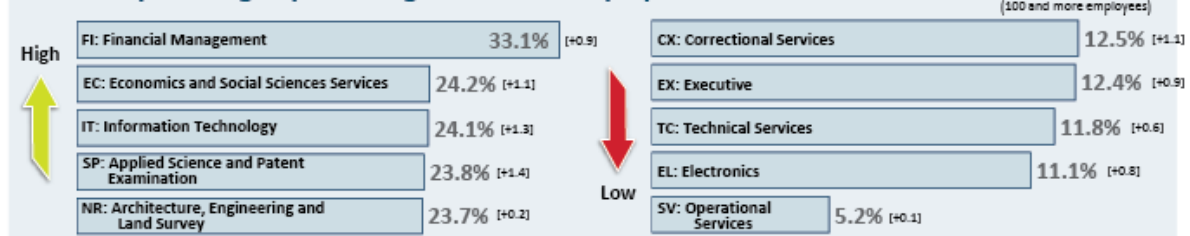
Members of visible minorities: 43,122 [+4,977]



Subgroup population

Black	3.8%	[+0.3]
South Asian / East Indian	3.3%	[+0.3]
Chinese	3.2%	[+0.2]
Other visible minority group	2.1%	[-0.2]
Non-white West Asian, North African or Arab	2.1%	[+0.1]
Person of mixed origin	1.5%	[+0.1]
Southeast Asian	0.8%	[0.0]
Non-white Latin American	0.8%	[+0.1]
Filipino	0.7%	[0.0]
Korean	0.3%	[+0.1]
Japanese	0.1%	[0.0]

Occupational groups with highest and lowest proportion of members of visible minorities



Figures in square brackets represent the change since 2019–20.



Initiatives in support of visible minorities

Several initiatives were undertaken by different stakeholders in 2020–21 that affected members of visible minorities.

The Canada School of Public Service has developed and provided various learning opportunities to promote an inclusive and fair workplace for all public servants. This programming supported the renewed focus on anti-racism and equity in the public service, including increasing representation of Black, Indigenous and other racialized employees, as outlined in the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#).^{xxvii}

For example, the School published *A Guide to Leading Conversations on Systemic Racism and Racial Discrimination*, as well as videos on understanding anti-Black racism and how to be an ally. The School also organized a series of anti-racism events to raise awareness of the importance of understanding the history, contributions, challenges and opportunities of people of African descent within the federal public service and beyond. Furthermore, the School launched a course to support a better understanding of the importance and impact of unconscious bias in the federal workplace.

The Federal Anti-Racism Secretariat and the Social Sciences and Humanities Research Council of Canada jointly organized a series of research roundtables that reached thousands of public servants across Canada, mobilizing research knowledge and proposing anti-racism activities to federal institutions. Research presentations focused on the history, contributions and persistent barriers of systemic racism in Canada, and allowed for sharing experiences and solutions for racialized communities and religious minorities, such as Indigenous, Black, Asian, Jewish and Muslim communities.

In July 2020, the Canadian Human Rights Commission launched an [audit of the representation of racialized persons in the federal public service](#).^{xxviii} The objective of this horizontal compliance audit is to identify disparities and barriers to employment in the recruitment, promotion and retention of racialized individuals in executive and managerial positions. The results will be available in 2022.

What to expect in the future (2021–22)

In 2021–22, it is expected that even greater progress could be made through a variety of actions, starting with awareness and reviews of hiring processes, to overcome biases and barriers.

Amendments to the *Public Service Employment Act*, which received royal assent in June 2021, will also have an impact. Furthermore, the collection and tracking of disaggregated and detailed data, combined with collaboration between partners, will allow for the identification and implementation of targeted and effective measures, including, for example, a focus on occupational groups. The public service is already reviewing factors affecting designated groups and taking concrete steps to ensure that its future actions are achieving their intended effects and outcomes.

Among the other main areas of action, renewed attention will be given to the well-being of members of the designated groups. Public Service Employee Survey data will be used to inform the management and evolution of human resources practices. The recommendations of the 2021 PSC Audit will be reviewed and implemented to further reduce existing barriers. Progress is also expected to address senior leadership commitments on equity, diversity and inclusion, as well as the efforts of departmental secretariats on combating racism to have a positive impact in the coming year and beyond.



About this report

The *Employment Equity Act* came into force in 1986 with the goal of achieving equality in the workplace. It seeks to correct the conditions of disadvantage experienced by four designated groups by giving effect to the principles that employment equity requires special measures and the accommodation of differences. The four employment equity groups are:

1. women
2. Indigenous peoples
3. persons with disabilities
4. members of visible minorities

The federal public service of Canada has been subject to the *Employment Equity Act* and its associated regulations since 1996. Each fiscal year, the President of the Treasury Board must table a report in Parliament on the state of employment equity of the four designated groups within the CPA,⁵ as well as similar reports produced by separate agencies with 100 or more employees.⁶

5. The CPA comprises the 67 departments and agencies listed in Schedule I and Schedule IV of the *Financial Administration Act*.

6. Separate agencies comprise the federal organizations listed in Schedule V of the *Financial Administration Act*. In 2019–20, 20 such agencies had 100 or more employees.



About the data

Population covered

The statistical tables in this report's appendix present information as of March 31, 2021, for indeterminate, term employees of three months or more, and seasonal employees of organizations listed in Schedules I and IV of the *Financial Administration Act* (the CPA).

Notes on terms and data sources

- ▶ The source of representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which contains self-identification information provided by employees.
- ▶ The sum of designated groups does not equal the total (“all employees”) because employees may have voluntarily chosen to self-identify in more than one designated group, and men are included in the total.
- ▶ “Hirings” refers to employees who were added to the public service of Canada payroll between April 1, 2020, and March 31, 2021.
- ▶ Data on promotions are obtained from the PSC and include information from departments and agencies that fall under both the *Financial Administration Act*, Schedules I and IV, and the *Public Service Employment Act*.
- ▶ “Separations” refers to employees who left the public service of Canada payroll between April 1, 2020, and March 31, 2021.

Workforce availability

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

1. **citizenship:** this filter is applied because the *Public Service Employment Act* gives preference to the hiring of Canadian citizens (section 39.1.c); this preference was extended to permanent residents as of June 29, 2021, which is outside the reporting period
2. **classification:** this filter narrows consideration to occupations that the government deems relevant to the public service
3. **education:** this filter is used for some classifications to include only persons who have an educational degree for scientific and professional occupations, taking into account the public service qualification standards for jobs (educational requirements)



-
4. **geography:** this filter assumes that most organizational hiring will be done locally for most occupational groups, rather than from wider geographic areas

WFA estimates are derived from the Labour Market Availability, which is derived from the Census and the Canadian Survey on Disability, which is performed every five years. The WFA includes Canadian citizens who have been in the labour market for at least 15 years based on their presumed ability to work in occupations comparable to those in the public service.

Note on workforce availability for persons with disabilities and visible minorities

The estimate of the WFA for persons with disabilities increased significantly between the two censuses (as a result of the [Canadian Survey on Disability^{xxxi}](#)), from 4.4% in 2011 to 9.0% in 2017. This is because the 2017 Canadian Survey on Disability expanded the definition of persons with disabilities to include persons with disabilities related to pain and mental health. As this more inclusive definition has not yet been incorporated into the federal public service voluntary reporting exercise, it is impossible to predict the variance when the new definition is reflected in voluntary reporting. Significant work has been done on the new reporting form in 2021–22.

For visible minorities, it should be noted that the current WFA does not yet reflect the potential workforce of permanent residents. In fact, until recently (June 2021), the *Public Service Employment Act* required that Canadian citizens be given a hiring preference over permanent residents for selection processes advertised to the public, which will no longer be the case and will impact representation and the WFA for subsequent years' reports.

Self-identification

All data presented on designated groups are based on voluntary self-identification by individuals. The self-identification form is mandatory for new employees. It allows them to choose whether or not to identify themselves as belonging to one or more of the designated groups.



Appendix: statistical tables of employment equity data to meet the requirements of section 21 of the *Employment Equity Act*

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

The following table contains information (as of March 31, 2021) regarding indeterminate, term, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Overall WFA	52.7%	Number	%	Number	%	Number	%	Number	%
Employment and Social Development Canada	30,711	20,750	67.6	4.5	1,390	4.5	2,060	6.7	7,878	25.7
National Defence [†]	25,442	10,515	41.3	3.5	899	3.5	1,419	5.6	2,679	10.5
Correctional Service Canada	17,489	8,739	50.0	10.7	1,866	10.7	1,156	6.6	2,117	12.1
Public Services and Procurement Canada	16,253	9,700	59.7	3.5	567	3.5	925	5.7	2,941	18.1
Canada Border Services Agency	14,241	6,744	47.4	3.8	539	3.8	603	4.2	2,656	18.7
Fisheries and Oceans Canada [†]	12,650	5,291	41.8	4.9	619	4.9	512	4.0	983	7.8
Health Canada ^{††}	8,486	5,495	64.8	2.5	214	2.5	508	6.0	2,524	29.7
Royal Canadian Mounted Police (Civilian Staff)	8,162	6,058	74.2	5.8	475	5.8	343	4.2	1,284	15.7
Immigration, Refugees and Citizenship Canada	7,850	5,025	64.0	3.0	237	3.0	378	4.8	2,612	33.3
Shared Services Canada	7,095	2,409	34.0	3.5	250	3.5	502	7.1	1,473	20.8
Environment and Climate Change Canada	6,943	3,572	51.4	3.1	214	3.1	407	5.9	1,309	18.9
Global Affairs Canada	6,371	3,587	56.3	7.0	448	7.0	239	3.8	1,636	25.7
Indigenous Services Canada ^{††}	6,273	4,299	68.5	28.5	1,790	28.5	373	5.9	1,107	17.6
Statistics Canada	5,946	3,077	51.7	2.8	168	2.8	343	5.8	1,421	23.9
Transport Canada	5,942	2,718	45.7	4.1	244	4.1	264	4.4	1,118	18.8
Innovation, Science and Economic Development Canada	5,231	2,662	50.9	2.9	154	2.9	274	5.2	1,234	23.6
Agriculture and Agri-Food Canada	4,882	2,536	51.9	3.7	183	3.7	250	5.1	909	18.6
Department of Justice Canada	4,832	3,303	68.4	4.3	207	4.3	310	6.4	1,020	21.1
Natural Resources Canada	4,296	2,019	47.0	2.9	124	2.9	201	4.7	739	17.2
Veterans Affairs Canada	3,622	2,642	72.9	4.2	152	4.2	282	7.8	370	10.2
Public Health Agency of Canada	2,713	1,883	69.4	3.5	94	3.5	154	5.7	671	24.7
Treasury Board of Canada Secretariat	2,215	1,343	60.6	3.0	66	3.0	147	6.6	466	21.0
Crown-Indigenous Relations and Northern Affairs Canada ^{††}	1,864	1,242	66.6	17.4	325	17.4	106	5.7	309	16.6
Canadian Heritage	1,776	1,200	67.6	4.6	81	4.6	117	6.6	294	16.6
Immigration and Refugee Board of Canada	1,584	1,004	63.4	3.2	50	3.2	79	5.0	578	36.5





Table 1: distribution of public service of Canada employees by designated group according to department or agency (cont'd)

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Public Safety Canada	1,130	59.1	668	59.1	54	4.8	83	7.3	207	18.3
Public Prosecution Service of Canada	1,049	65.9	691	65.9	69	6.6	59	5.6	175	16.7
Privy Council Office	964	53.6	517	53.6	35	3.6	37	3.8	192	19.9
Library and Archives Canada	909	63.0	573	63.0	38	4.2	43	4.7	81	8.9
Elections Canada	876	52.5	460	52.5	24	2.7	54	6.2	186	21.2
Public Service Commission of Canada	840	65.4	549	65.4	35	4.2	83	9.9	187	22.3
Department of Finance Canada	817	47.1	385	47.1	21	2.6	41	5.0	153	18.7
Courts Administration Service	718	65.3	469	65.3	19	2.6	38	5.3	180	25.1
Canadian Space Agency	638	44.8	286	44.8	10	1.6	42	6.6	117	18.3
Infrastructure Canada	628	61.3	385	61.3	16	2.5	34	5.4	118	18.8
Canada School of Public Service	598	65.2	390	65.2	26	4.3	42	7.0	110	18.4
Atlantic Canada Opportunities Agency	593	63.9	379	63.9	25	4.2	42	7.1	37	6.2
Canadian Radio-television and Telecommunications Commission	512	54.1	277	54.1	26	5.1	29	5.7	100	19.5
Administrative Tribunals Support Service of Canada	494	65.6	324	65.6	12	2.4	29	5.9	79	16.0
Canadian Grain Commission	433	48.3	209	48.3	21	4.8	16	3.7	114	26.3
Impact Assessment Agency of Canada [§]	423	65.0	275	65.0	22	5.2	29	6.9	82	19.4
Parole Board of Canada	418	78.7	329	78.7	24	5.7	24	5.7	63	15.1
Western Economic Diversification Canada	350	55.4	194	55.4	24	6.9	12	3.4	89	25.4
Canada Economic Development for Quebec Regions	337	57.3	193	57.3	*	*	17	5.0	66	19.6
Canadian Transportation Agency	301	54.2	163	54.2	6	2.0	17	5.6	57	18.9
Offices of the Information and Privacy Commissioners of Canada	297	58.2	173	58.2	15	5.1	13	4.4	39	13.1
Women and Gender Equality Canada	292	64.2	246	64.2	12	4.1	17	5.8	65	22.3
Federal Economic Development Agency for Southern Ontario	272	62.5	170	62.5	10	3.7	25	9.2	78	28.7
Canadian Human Rights Commission	218	69.7	152	69.7	8	3.7	36	16.5	45	20.6
Transportation Safety Board of Canada	218	37.6	82	37.6	*	*	10	4.6	26	11.9
Registrar of the Supreme Court of Canada	209	62.2	130	62.2	11	5.3	19	9.1	20	9.6
Office of the Commissioner of Official Languages	153	64.7	99	64.7	*	*	*	*	17	11.1
Office of the Governor General's Secretary	141	59.6	84	59.6	*	*	10	7.1	21	14.9
Canadian Northern Economic Development Agency	105	64.8	68	64.8	27	25.7	*	*	19	18.1

Table 1: distribution of public service of Canada employees by designated group according to department or agency (cont'd)

Department or agency	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Patented Medicine Prices Review Board Canada	74	50.0	37		*	*	*	*	13	17.6
Civilian Review and Complaints Commission for the RCMP	74	59.5	44		*	*	*	*	15	20.3
Veterans Review and Appeal Board	70	67.1	47		*	*	7	10.0	*	*
Canadian Dairy Commission	69	55.1	38		*	*	*	*	11	15.9
Office of the Commissioner for Federal Judicial Affairs Canada	58	69.0	40		*	*	*	*	7	12.1
Military Grievances External Review Committee	39	53.8	21		*	*	*	*	*	*
Office of the Public Sector Integrity Commissioner of Canada	33	60.6	20		*	*	*	*	*	*
International Joint Commission	26	50.0	13		0	0.0	*	*	*	*
Office of the Commissioner of Lobbying of Canada	23	52.2	12		0	0.0	*	*	*	*
Military Police Complaints Commission of Canada	22	54.5	12		0	0.0	*	*	6	27.3
Canadian Intergovernmental Conference Secretariat	20	45.0	9		*	*	0	0.0	*	*
Copyright Board Canada	15	*	*		0	0.0	*	*	*	*
RCMP External Review Committee	14	64.3	9		0	0.0	0	0.0	*	*
Secretariat of the National Security and Intelligence Committee of Parliamentarians	6	*	*		0	0.0	0	0.0	0	0.0
Total	228,345	55.6	127,043	55.6	11,977	5.2	12,893	5.6	43,122	18.9

Notes

WFA (workforce availability) is based on 2019 population data.

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.

The sum of designated groups does not equal the total ("all employees") because employees may have chosen to self-identify in more than one designated group, and men are included in the total.

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

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

‡ Health Canada (HC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) have been impacted by the creation of Indigenous Services Canada (ISC).

The change in administrative systems occurred in September 2020. As a result, statistics related to ISC are now available separately from those of HC and CIRNAC.

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





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

The following table contains information (as of March 31, 2021) regarding indeterminate, term, of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Region of work	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Newfoundland and Labrador	3,906	49.4	1,930	7.1	278	199	5.1	100	2.6	
Prince Edward Island	2,208	65.2	1,439	2.6	58	142	6.4	87	3.9	
Nova Scotia	9,266	47.2	4,372	5.9	547	689	7.4	629	6.8	
New Brunswick	9,046	59.4	5,374	3.7	339	494	5.5	319	3.5	
Quebec (without the NCR) ¹	23,963	53.9	12,922	2.5	605	871	3.6	3,443	14.4	
NCR (Quebec) ¹	31,207	57.7	18,022	5.3	1,661	1,856	5.9	6,088	19.5	
NCR (Ontario) ¹	74,096	56.0	41,475	3.6	2,670	4,340	5.9	16,180	21.8	
NCR ¹	105,303	56.5	59,497	4.1	4,331	6,196	5.9	22,268	21.1	
Ontario (without the NCR) ¹	27,363	56.6	15,493	4.9	1,345	1,667	6.1	6,860	25.1	
Manitoba	7,377	58.2	4,291	15.0	1,103	465	6.3	1,043	14.1	
Saskatchewan	5,017	61.5	3,085	18.0	903	283	5.6	487	9.7	
Alberta	11,466	57.4	6,585	8.0	922	720	6.3	2,275	19.8	
British Columbia	19,018	50.9	9,681	6.0	1,139	952	5.0	4,846	25.5	
Yukon	339	64.6	219	15.3	52	23	6.8	30	8.8	
Northwest Territories	454	61.5	279	17.4	79	21	4.6	44	9.7	
Nunavut	268	63.1	169	50.0	134	10	3.7	31	11.6	
Outside Canada	1,304	48.2	628	4.1	54	39	3.0	288	22.1	
Not available ²	2,047	52.7	1,079	4.3	88	122	6.0	372	18.2	
Total	228,345	55.6	127,043	5.2	11,977	12,893	5.6	43,122	18.9	

Notes

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. 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. Representation by region is provided for information to support data reporting through WFA is provided only at the national, aggregate level for the public service of Canada.

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

The following table contains information (as of March 31, 2021) regarding 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).

Occupational group	All employees		Women		Men		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
AT: Air Traffic Control	10	*	*	*	*	*	0	0.0	0	0.0	0	0.0
AO: Aircraft Operations	399	9.8	39	9.8	360	90.2	12	3.0	*	*	10	2.5
AU: Audit	163	85	85	52.1	78	47.9	*	*	*	*	42	25.8
AV: Commerce and Purchasing	6,605	3,462	3,462	52.4	3,140	47.5	293	4.4	375	5.7	1,254	19.0
CX: Correctional Services	6,960	1,961	1,961	28.2	4,995	71.8	790	11.4	285	4.1	869	12.5
EB: Education and Library Services	1,133	770	770	68.0	363	32.0	139	12.3	47	4.1	167	14.7
EC: Economics and Social Science Services	20,104	11,784	11,784	58.6	8,316	41.4	780	3.9	1,223	6.1	4,868	24.2
EL: Electronics	1,101	73	73	6.6	1,027	93.3	37	3.4	48	4.4	122	11.1
EX: Executive	6,378	3,304	3,304	51.8	3,074	48.2	286	4.5	358	5.6	793	12.4
FB: Border Services	9,805	4,001	4,001	40.8	5,804	59.2	401	4.1	376	3.8	1,565	16.0
FI: Financial Management	5,682	3,240	3,240	57.0	2,440	42.9	190	3.3	203	3.6	1,880	33.1
FS: Foreign Service	1,891	1,038	1,038	54.9	853	45.1	85	4.5	73	3.9	433	22.9
HM: Human Resources Management	4,547	3,685	3,685	81.0	861	18.9	236	5.2	394	8.7	871	19.2
IT: Information Technology	17,277	3,956	3,956	22.9	13,311	77.0	557	3.2	1,062	6.1	4,169	24.1
LC: Law Management	339	209	209	61.7	130	38.3	11	3.2	19	5.6	37	10.9
LP: Law Practitioner	3,192	1,883	1,883	59.0	1,304	40.8	135	4.2	199	6.2	582	18.2
NR: Architecture, Engineering and Land Survey	4,199	1,048	1,048	25.0	3,150	75.0	75	1.8	133	3.2	996	23.7
PA: Programs and Administrative Services	96,916	70,452	70,452	72.7	26,416	27.3	6,230	6.4	6,507	6.7	19,050	19.7
PM-MCO: Negotiation, Mediation and Conciliation Officers	40	22	22	55.0	18	45.0	*	*	*	*	*	*
PO: Police Operations Support	425	315	315	74.1	107	25.2	19	4.5	*	*	57	13.4
PR: Non-supervisory Printing Services	3	*	*	*	*	*	0	0.0	0	0.0	0	0.0





Table 3.1: distribution of public service of Canada employees by designated group and occupational groups in force (cont'd)

Occupational group	All employees		Women		Men		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
RE: Research	2,724	33.0	898	67.0	1,826	67.0	34	1.2	74	2.7	592	21.7
RO: Radio Operations	281	32.7	92	67.3	189	67.3	21	7.5	13	4.6	6	2.1
SH: Health Services	3,799	80.8	3,068	19.2	728	19.2	271	7.1	165	4.3	532	14.0
SO: Ships Officers	1,283	11.5	147	88.5	1,135	88.5	22	1.7	22	1.7	47	3.7
SP: Applied Science and Patent Examination	9,252	53.8	4,975	46.2	4,277	46.2	180	1.9	316	3.4	2,199	23.8
SR(C): Ship Repair Chargehands and Production Supervisors East	58	*	*	*	*	*	5	8.6	7	12.1	*	*
SR(E): Ship Repair East	587	38	6.5	549	93.5	22	3.7	27	4.6	17	2.9	
SR(W): Ship Repair West	706	34	4.8	671	95.0	20	2.8	16	2.3	25	3.5	
SV: Operational Services	10,485	21.3	8,244	78.6	8,244	78.6	555	5.3	453	4.3	543	5.2
TC: Technical Services	10,905	32.2	3,514	67.7	7,385	67.7	559	5.1	457	4.2	1,287	11.8
TR: Translation	860	657	76.4	203	23.6	23.6	6	0.7	23	2.7	56	6.5
UT: University Teaching	226	53	23.5	170	75.2	75.2	*	*	7	3.1	49	21.7
Unknown	10	*	*	*	*	*	1	10.0	0	0.0	1	10.0
Total	228,345	127,043	55.6	101,196	44.3	11,977	5.2	12,893	5.6	43,122	18.9	

Notes

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.

The sum of women and men may not equal total employees due to the presence of unknowns.

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

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

The following table contains information (as of March 31, 2021) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Occupational category (outdated)	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Executives ¹	6,717	52.3	3,513	52.3	297	4.4	377	5.6	830	12.4
EX (Executive)	6,378	51.8	3,304	51.8	286	4.5	358	5.6	793	12.4
LC (Law Management)	339	61.7	209	61.7	11	3.2	19	5.6	37	10.9
Scientific and Professional	44,756	54.8	24,532	54.8	1,599	3.6	2,167	4.8	10,022	22.4
Administrative and Foreign Service	115,114	62.6	72,086	62.6	6,355	5.5	7,230	6.3	24,022	20.9
Technical	14,014	27.8	3,897	27.8	670	4.8	545	3.9	1,477	10.5
Administrative Support	18,705	77.1	14,427	77.1	1,243	6.6	1,408	7.5	3,693	19.7
Operational	29,029	29.6	8,582	29.6	1,812	6.2	1,166	4.0	3,077	10.6
Undetermined	10	60.0	6	60.0	1	10.0	0	0.0	1	10.0
Total	228,345		127,043	55.6	11,977	5.2	12,893	5.6	43,122	18.9

Notes

The source of the representative data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees. 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.





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

The following table contains information (as of March 31, 2021) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Salary range (\$)	All employees			Women			Indigenous peoples			Persons with disabilities			Members of visible minorities			
	Number	% of all employees	Number	% of salary range	Number	% of EE† group	Number	% of salary range	Number	% of EE† group	Number	% of salary range	Number	% of salary range	Number	% of EE† group
Under 5,000	54	0.0	*†	*	0	0.0	0	0.0	0	0.0	0	0.0	*	*	*	*
5,000 to 9,999	148	0.1	38	25.7	0	0.0	0	0.0	6	4.1	0	0.0	*	*	*	*
10,000 to 14,999	57	0.0	23	40.4	0	0.0	*	*	9	15.8	0	0.1	*	*	*	*
15,000 to 19,999	154	0.1	90	58.4	0.1	0.1	*	*	11	7.1	0.1	0.1	31	20.1	0.1	0.1
20,000 to 24,999	228	0.1	157	68.9	0.1	0.1	10	4.4	15	6.6	0.1	0.1	39	17.1	0.1	0.1
25,000 to 34,999	509	0.2	397	78.0	0.3	0.3	47	9.2	41	8.1	0.3	0.3	85	16.7	0.2	0.2
35,000 to 49,999	4,326	1.9	2,975	68.8	2.3	2.3	239	5.5	301	7.0	2.3	2.3	697	16.1	1.6	1.6
50,000 to 74,999	94,309	41.3	60,463	64.1	47.6	43.8	5,243	5.6	5,704	6.0	44.2	44.2	19,668	20.9	45.6	45.6
75,000 to 99,999	75,358	33.0	37,530	49.8	29.5	29.5	4,392	5.8	3,983	5.3	30.9	30.9	13,238	17.6	30.7	30.7
100,000 to 149,999	49,221	21.6	23,400	47.5	18.4	18.4	1,903	3.9	2,598	5.3	20.2	20.2	8,819	17.9	20.5	20.5
150,000 to 199,999	3,634	1.6	1,805	49.7	1.4	1.4	130	3.6	209	5.8	1.6	1.6	498	13.7	1.2	1.2
200,000 to 249,999	342	0.1	151	44.2	0.1	0.1	9	2.6	16	4.7	0.1	0.1	35	10.2	0.1	0.1
250,000 and over	5	0.0	*	*	*	*	0	0.0	0	0.0	0.0	0.0	*	*	*	*
Total	228,345	100.0	127,043	55.6	100.0	100.0	11,977	5.2	12,893	5.6	100.0	100.0	43,122	18.9	100.0	100.0

Notes

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.

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.

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

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

The following table includes information (as of March 31, 2021) regarding 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).

Action type	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Hirings	24,229	60.2	14,592	3.8	927	1,053	4.3	5,148	21.2	
Promotions	24,919	60.6	15,106	4.9	1,223	1,181	4.7	5,227	21.0	
Separations	12,446	56.2	6,996	4.7	590	841	6.8	1,354	10.9	

Notes

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.

The sum of designated groups does not equal the total ("all employees"), because employees may have voluntarily chosen to self-identify in more than one designated group, and men are included in the total.

"Hirings" refers to employees who were added to the public service of Canada payroll between April 1, 2020, and March 31, 2021.

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, 2020 and March 31, 2021.

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



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

The following table includes information (as of March 31, 2021) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

Age range	All employees			Women			Indigenous peoples			Persons with disabilities			Members of visible minorities			
	Number employees	% of all employees	% of age range	Number	% of age range	% of EE ⁺ group	Number	% of age range	% of EE ⁺ group	Number	% of age range	% of EE ⁺ group	Number	% of age range	% of EE ⁺ group	
Under 20	95	0.0	36.8	35	36.8	0.0	*	*	*	*	*	*	*	*	*	*
20 to 24	6,167	2.7	60.3	3,721	60.3	2.9	275	4.5	2.3	222	3.6	1.7	1,440	23.4	3.3	3.3
25 to 29	21,591	9.5	59.9	12,934	59.9	10.2	911	4.2	7.6	845	3.9	6.6	5,528	25.6	12.8	12.8
30 to 34	23,801	10.4	56.6	13,467	56.6	10.6	1,114	4.7	9.3	888	3.7	6.9	5,250	22.1	12.2	12.2
35 to 39	30,916	13.5	57.1	17,646	57.1	13.9	1,547	5.0	12.9	1,351	4.4	10.5	6,317	20.4	14.6	14.6
40 to 44	35,502	15.5	57.8	20,521	57.8	16.2	1,800	5.1	15.0	1,709	4.8	13.3	6,940	19.5	16.1	16.1
45 to 49	34,124	14.9	56.6	19,307	56.6	15.2	1,951	5.7	16.3	1,988	5.8	15.4	6,158	18.0	14.3	14.3
50 to 54	31,248	13.7	55.0	17,175	55.0	13.5	1,968	6.3	16.4	2,149	6.9	16.7	5,008	16.0	11.6	11.6
55 to 59	26,612	11.7	51.0	13,575	51.0	10.7	1,506	5.7	12.6	2,091	7.9	16.2	3,640	13.7	8.4	8.4
60 to 64	13,041	5.7	48.8	6,363	48.8	5.0	664	5.1	5.5	1,160	8.9	9.0	1,935	14.8	4.5	4.5
65 to 69	4,116	1.8	44.4	1,827	44.4	1.4	197	4.8	1.6	378	9.2	2.9	677	16.4	1.6	1.6
70+	1,131	0.5	41.6	471	41.6	0.4	*	*	*	108	9.5	0.8	223	19.7	0.5	0.5
Unknown	1	0.0	100.0	1	100.0	0.0	0	0.0	0.0	*	*	*	*	*	*	*
Total	228,345	100.0	55.6	127,043	55.6	100.0	11,977	5.2	100.0	12,893	5.6	100.0	43,122	18.9	100.0	100.0

Notes

The source of the representative data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees. 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.

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

The following table includes information (as of March 31, 2021) regarding indeterminate, terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

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





Table 7: representation in the public service of Canada by designated group and fiscal year (cont'd)

Workforce availability	All employees		Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
2016 Census and 2017 Canadian Survey on Disability	n/a	52.7	n/a	4.0	n/a	9.0	n/a	15.3	n/a	15.3
2011 National Household Survey and 2012 Canadian Survey on Disability	n/a	52.5	n/a	3.4	n/a	4.4	n/a	13.0	n/a	13.0
2006 Census and Participation and Activity Limitation Survey (PALS)	n/a	52.3	n/a	3.0	n/a	4.0	n/a	12.4	n/a	12.4
2001 Census and PALS	n/a	52.2	n/a	2.5	n/a	3.6	n/a	10.4	n/a	10.4
1996 Census and 1991 Health and Activity Limitation Survey (HALS)	n/a	48.7	n/a	1.7	n/a	4.8	n/a	8.7	n/a	8.7
1991 Census and HALS	n/a	47.3	n/a	2.6	n/a	4.8	n/a	9.0	n/a	9.0

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

n/a: not applicable

Notes

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. 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. The estimates of workforce availability are based on information from the 2016 Census of Canada and the 2017 Canadian Survey on Disability and the post-Census Participation and Activity Limitation Survey (PALS). Workforce availability estimates include only Canadian citizens in those occupations in the Canadian workforce that correspond to occupations in the core public administration. WFA (workforce availability) is based on 2019 population data.

Endnotes

- i. Diversity and inclusion areas of focus for the public service, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/diversity-inclusion-priorities-public-service.html>
- ii. 2021-22 Deputy Minister Commitments on Diversity and Inclusion, <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-a-ppointments/performance-management/dm-commitments.html>
- iii. Diversity and inclusion statistics, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics.html>
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