



Employment Equity Annual Report 2018–19

December 2019

e-Doc 6043756



Employment Equity Annual Report 2018–19

© Canadian Nuclear Safety Commission (CNSC) 2019
Cat. No. CC171-2E-PDF
ISSN 1704-1031

Extracts from this document may be reproduced for individual use without permission provided the source is fully acknowledged. However, reproduction in whole or in part for purposes of resale or redistribution requires prior written permission from the Canadian Nuclear Safety Commission.

Également publié en français sous le titre : Rapport sur l'équité en matière d'emploi 2018-2019

Document availability

This document can be viewed on the [CNSC website](#). To request a copy of the document in English or French, please contact:

Canadian Nuclear Safety Commission
280 Slater Street
P.O. Box 1046, Station B
Ottawa, Ontario K1P 5S9
CANADA

Tel.: 613-995-5894 or 1-800-668-5284 (in Canada only)

Fax: 613-995-5086

Email: cnscccsn@canada.ca

Website: nuclearsafety.gc.ca

Facebook: [facebook.com/CanadianNuclearSafetyCommission](https://www.facebook.com/CanadianNuclearSafetyCommission)

YouTube: <https://www.youtube.com/user/cnscccsn>

Twitter: [@CNSC_CCSN](https://twitter.com/CNSC_CCSN)

LinkedIn: [linkedin.com/company/cnscccsn](https://www.linkedin.com/company/cnscccsn)

Publishing history

December 2019 Version 1.0

Table of contents

| | | |
|-----------|--|-----------|
| 1. | Canadian Nuclear Safety Commission: General overview..... | 3 |
| | Our work..... | 3 |
| | Organizational structure..... | 3 |
| 2. | The CNSC’s approach to employment equity, diversity and inclusion..... | 3 |
| | Continuing to diversify our workforce | 3 |
| | From the Employment Equity Plan 2013–2018 to the Diversity and Inclusion Plan 2019–2022 .. | 4 |
| | Employment equity records..... | 4 |
| | Monitoring and reporting | 4 |
| 3. | Workforce representation data analysis | 5 |
| | Representation of employment equity designated groups | 5 |
| | Representation of employment equity occupational groups | 5 |
| | Representation in hiring, promotions, departures and salary range..... | 7 |
| | Hiring | 7 |
| | Promotions..... | 7 |
| | Departures..... | 7 |
| | Salary range | 8 |
| 4. | Ongoing initiatives and practices supporting diversity and inclusion at the CNSC .. | 8 |
| 5. | Development of the Diversity and Inclusion Plan 2019–2022..... | 8 |
| 6. | Additional inclusion efforts | 9 |
| | Regulatory safety culture..... | 9 |
| | Policies and processes designed to support a respectful and inclusive workplace | 10 |
| | Workplace wellness | 10 |
| | Organizational competencies..... | 10 |
| | Learning and development | 10 |
| | Women in science, technology, engineering and mathematics | 11 |
| | Consultation | 11 |
| 7. | Conclusion..... | 12 |
| | Appendix: Workforce representation data tables as of March 31, 2019..... | 13 |
| | Table 1: Representation and workforce availability of EEDGs..... | 13 |

| | |
|---|----|
| Table 2: Representation of EEDGs in the National Capital Region and the provinces..... | 13 |
| Table 3: Representation of EEDGs by EEOG..... | 14 |
| Table 4: Representation of women by EEOG and workforce availability | 14 |
| Table 5: Representation of Aboriginal peoples by EEOG and workforce availability | 14 |
| Table 6: Representation of persons with disabilities by EEOG and workforce availability | 15 |
| Table 7: Representation of members of visible minorities by EEOG and workforce availability . | 15 |
| Table 8: Hiring of EEDGs by EEOG | 16 |
| Table 9: Promotions of EEDG by EEOG..... | 16 |
| Table 10: Departures of EEDG by EEOG..... | 16 |
| Table 11: Representation of EEDGs by salary range | 17 |

1. Canadian Nuclear Safety Commission: General overview

Our work

The Canadian Nuclear Safety Commission (CNSC) regulates the use of nuclear energy and materials to protect health, safety, security and the environment; to implement Canada's international commitments on the peaceful use of nuclear energy; and to disseminate objective scientific, technical and regulatory information to the public.

The CNSC was established in 2000 under the *Nuclear Safety and Control Act* (NSCA), which sets out its mandate, responsibilities and powers. Through the NSCA and its associated regulations, the CNSC oversees:

- nuclear power plants
- uranium mines and mills
- uranium processing and fuel fabrication facilities
- nuclear research/testing facilities and non-power reactors
- nuclear substance processing facilities
- radioactive waste and waste management facilities
- hospitals and cancer treatment centres
- decommissioning of heavy water production plants
- use of nuclear substances and radiation devices
- packaging and transport of nuclear substances
- import and export of nuclear substances and equipment

The CNSC also carries out environmental assessments for nuclear projects in accordance with the *Impact Assessment Act*.

Organizational structure

The CNSC is an independent, quasi-judicial administrative tribunal and federal regulatory agency. As a departmental corporation under Schedule II of the *Financial Administration Act*, it reports to Parliament through the Minister of Natural Resources. The CNSC is led by a president, employs more than 800 Canadians, and maintains 13 offices across Canada. These include three headquarters offices and a laboratory in Ottawa, Ontario, as well as four regional offices in Laval, Quebec; Mississauga, Ontario; Saskatoon, Saskatchewan; and Calgary, Alberta. There are also offices at each of the four Canadian nuclear power plants – Point Lepreau in New Brunswick, and Darlington, Pickering, and Bruce A and B in Ontario – and at Chalk River Laboratories in Ontario.

2. The CNSC's approach to employment equity, diversity and inclusion

Continuing to diversify our workforce

The CNSC believes diversity and inclusion (D&I) are critical to spurring innovation, solving complex issues and improving our results for Canadians. At our core, we value respect, integrity, service, excellence, responsibility and safety. We are committed to ensuring our workforce is representative and reflective of Canadian society. We strive to be a safe and healthy workplace, one that is inclusive and free from harassment and discrimination, and in which all employees are able to use their skills, expertise and experience effectively to help deliver on the CNSC's important mandate.

While employment equity (EE) ensures representativeness and corrects past and current employment-related disadvantages experienced by designated groups, the CNSC recognizes that it must also commit to creating a positive and inclusive work environment that embraces all forms of diversity. With this end in mind, the CNSC's human resources (HR) management policies and practices aim to eliminate any systemic barriers to the full employment participation of any employee group and support the inclusion of everyone within the CNSC. D&I is a fundamental element of the CNSC's regulatory safety culture, which we define as our shared attitudes, values and behaviours that influence how we fulfill our regulatory responsibilities.

From the Employment Equity Plan 2013–2018 to the Diversity and Inclusion Plan 2019–2022

In 2018–19, the CNSC continued to implement activities and initiatives from its EE Plan 2013–2018 while developing its D&I Plan 2019–2022. This latter plan identifies the CNSC's goals for building a diverse workforce and an inclusive workplace, and outlines the expected results, proposed activities and performance indicators for achieving its D&I goals.

Moving forward, the CNSC plans to continue leveraging the diversity of the Canadian workforce to ensure our organization is well equipped with diverse perspectives from which to innovate and from which to tackle the complex nuclear issues that we will be facing as a regulator. However, because we know that diversity is not enough, we plan to put a particular focus on inclusion. We aim to continue building a healthy and respectful workplace in which employees feel physically, psychologically and intellectually safe.

Employment equity records

The CNSC maintains accurate employment equity records. All new employees are asked to complete a self-identification questionnaire, and the data are then entered into the Human Resources Information System. In addition, the CNSC holds a self-identification campaign every year through which employees can update their EE status.

Based on employee feedback and with a view to being a more inclusive employer, the CNSC updated the "Gender identity" section of its self-identification form to include a third option called "Gender fluid, non-binary, and/or Two-Spirit". In addition, the CNSC has initiated work to update its HR systems and other HR forms in 2019–20.

Monitoring and reporting

In accordance with the *Employment Equity Act*, the CNSC submits this annual EE report to the Treasury Board Secretariat's Office of the Chief Human Resources Officer. The report details the status of the four employment equity designated groups in the CNSC workforce, as well as the activities and events carried out to comply with the legislation and support D&I government initiatives.

The CNSC continues to actively participate in the Public Service Employee Survey (PSES), specifically monitoring employees' views on questions related to a healthy, respectful and inclusive workplace. With a response rate of 75.1% for the 2018 survey, 89% of CNSC employees felt that the organization treats them with respect, an improvement over 2017 (84%) and higher than the result for the overall public service (81%). In addition, 71% of CNSC employees believed that every individual in their work unit is accepted as an equal member of the team, similar to the result for the overall public service (72%). The CNSC is also monitoring responses specific to other D&I-related questions from the PSES.

3. Workforce representation data analysis

Representation of employment equity designated groups

The data used to calculate workforce availability (WFA) come from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. National WFA data were used to calculate the WFA for all employment equity designated groups (EEDGs) and occupational groups (EEOGs).

For EE reporting purposes, the employee population includes indeterminate employees and term employees with three months of service or more. The following pages highlight the representation of the four EEDGs at the CNSC as of March 31, 2019.

Representation of employment equity occupational groups

CNSC employees are represented in 6 of the 14 EEOGs:

- senior managers
- middle and other managers
- professionals
- semi-professionals and technicians
- administrative and senior clerical personnel
- clerical personnel

Table A: Comparison of CNSC employee representation in 2018–19 with the projected representation set out in the EE Plan 2013–2018

| Employment equity occupational group March 31, 2019 | Representation | | | | | | | |
|--|----------------|-----------|--------------------|-----------|---------------------------|-----------|-------------------------------|-----------|
| | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | Projected % | 2018–19 % | Projected % | 2018–19 % | Projected % | 2018–19 % | Projected % | 2018–19 % |
| Senior managers | 20.0 | 35.0 | 0.0 | 0.0 | 0.0 | 5.0 | 10.0 | 10.0 |
| Middle and other managers | 30.5 | 43.6 | 1.7 | 1.8 | 5.1 | 1.8 | 15.3 | 12.7 |
| Professionals | 37.5 | 42.3 | 2.2 | 2.3 | 3.3 | 3.4 | 20.4 | 24.3 |
| Semi-professionals and technicians | 31.3 | 37.5 | 6.3 | 7.5 | 0.0 | 10.0 | 15.6 | 17.5 |
| Administrative and senior clerical personnel | 87.7 | 84.4 | 2.6 | 5.0 | 2.6 | 5.7 | 6.1 | 13.5 |
| Clerical personnel | 76.6 | 80.0 | 0.0 | 6.0 | 0.0 | 2.0 | 4.3 | 6.0 |

As seen in table A, the CNSC has met its EE Plan 2013–18 projected representation objectives in the majority of EEDGs and EEOGs. The projected representation set out in the EE Plan 2013–18 was based on the 2011 Census of Canada and 2012 Participation and Activity Limitation Survey.

With the new WFA data now available, the CNSC will need to review its projected representation objectives set out in its D&I Plan 2019–2022 using the 2016 Census of Canada and 2017 Canadian Survey on Disability.

Table B: Comparison of CNSC employee representation with WFA, 2017–18 vs. 2018–19

| Employment equity designated group | WFA 2011 census data | 2017–18 | | WFA 2016 census data | 2018–19 | |
|------------------------------------|----------------------|---------|--|----------------------|---------|---|
| | | CNSC | Representation as a percentage of WFA* | | CNSC | Representation as a percentage of WFA** |
| Women | 48.2% | 50.5% | 105.0% | 48.2% | 50.3% | 104.0% |
| Aboriginal peoples | 3.5% | 3.3% | 94.0% | 4.0% | 3.1% | 76.7% |
| Persons with disabilities | 4.9% | 3.3% | 67.2% | 9.1% | 3.9% | 43.0% |
| Members of visible minorities | 17.8% | 19.6% | 110.3% | 21.3% | 20.4% | 95.9% |

* Representation 2017–18 calculated using the WFA based on 2011 Census of Canada data and the 2012 Participation and Activity Limitation Survey at the National Occupational Classification level

** Representation 2018–19 calculated using the WFA based on 2016 Census of Canada data and the 2017 Canadian Survey on Disability

In 2018–19, the CNSC observed a decrease in representation in three of the four EEDGs compared to the WFA 2016 census data. Only women exceeded the WFA. Specifically,

- the representation as a percentage of WFA decreased to 104% for women, making up 50.3% of the CNSC's total workforce
- the representation as a percentage of WFA decreased to 76.7% for Aboriginal peoples, making up 3.1% of the CNSC's total workforce
- the representation as a percentage of WFA decreased to 43.0% for persons with disabilities, making up 3.9% of the CNSC's total workforce
- the representation as a percentage of WFA for members of visible minorities decreased to 95.9%, making up 20.4% of the CNSC's total workforce

See table 1 in the appendix for detailed data on the representation of the four EEDGs at the CNSC, and table 2 for their distribution by regions and provinces.

Table C: Representation of EEDGs by EEOG

| Employment equity occupational group March 31, 2018 | Total employees | | Representation | | | | | | | |
|--|-----------------|--------------|----------------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | # | % | # | % | # | % | # | % | # | % |
| Senior managers | 20 | 2.1 | 7 | 35.0 | 0 | 0.0 | * | 5.0 | * | 10.0 |
| Middle and other managers | 55 | 5.8 | 24 | 43.6 | * | 1.8 | * | 1.8 | 7 | 12.7 |
| Professionals | 639 | 67.6 | 270 | 42.3 | 15 | 2.3 | 22 | 3.4 | 155 | 24.3 |
| Semi-professionals and technicians | 40 | 4.2 | 15 | 37.5 | * | 7.5 | 4 | 10.0 | 7 | 17.5 |
| Administrative and senior clerical personnel | 141 | 14.9 | 119 | 84.4 | 8 | 5.0 | 8 | 5.7 | 19 | 13.5 |
| Clerical personnel | 50 | 5.3 | 40 | 80.0 | * | 6.0 | * | 2.0 | * | 6.0 |
| Total | 945 | 100.0 | 475 | 50.3 | 29 | 3.1 | 37 | 3.9 | 193 | 20.4 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

As seen in table C, the professionals group is the predominant EEOG at the CNSC, as it represents 67.6% of all employees. It is primarily in this group that the CNSC hires specialized employees in the nuclear field. As indicated in tables 4 to 7 (see appendix), members of visible minorities are fully represented in the professionals group (104.6%), while women, Aboriginal peoples and persons with disabilities are under-represented (76.8%, 97.8% and 38.7% of the WFA, respectively).

Representation in hiring, promotions, departures and salary range

Hiring

A total of 154 new employees were hired at the CNSC in 2018–19, compared to 175 in 2017–18. The hiring rate for women – 54.5% – is higher than the WFA of 48.2%, which means that the CNSC is continuing to increase its representation of women. The hiring rate for women exceeded the WFA in two EEOGs: middle and other managers (50% vs. 39.4%) and clerical personnel (87.5% vs. 68.7%).

The overall hiring rate for Aboriginal peoples is lower than the WFA (1.3% vs. 4.0%).

The overall hiring rate for members of visible minorities (20.8%) is slightly lower than the WFA (21.3%). The hiring rate for members of visible minorities exceeded the WFA in only one EEOG: professionals (29.9% vs. 23.2%). It is lower than the WFA in all other EEOGs: senior managers (0% vs. 11.5%), middle and other managers (0% vs. 17.6%), semi-professionals and technicians (18.2% vs. 19.1%), administrative and senior clerical personnel (15.6% vs. 16.4%), and clerical personnel (0% vs. 21.9%).

As for hiring persons with disabilities, the overall rate is below the WFA (5.8% vs. 9.1%).

For more detailed data on hiring rates, see table 8 in the appendix.

Promotions

A total of 92 employees were promoted within the CNSC in 2018–19, compared with 84 in 2017–2018. Promotions occurred in all four EEOGs, but exceeded the WFA in only two of them.

The overall rate of promotions for women exceeded the WFA (58.7% vs. 48.2%), and the rate for Aboriginal peoples slightly exceeded the WFA (4.3% vs. 4.0%). Most of the promotions of women occurred in the administrative and senior clerical personnel occupational groups. Promotions of visible minorities took place mainly in the professionals and the semi-professionals and technical occupational groups.

For more detailed data on promotions, see table 9 in the appendix.

Departures

A total of 157 employees left the organization in 2018–19, which is lower than the total of 163 reported in 2017–18. The departure rate was lower than the WFA for two of the four EEOGs: 2.5% vs. 9.1% for persons with disabilities and 15.3% vs. 21.3% for visible minorities, an indicator that the CNSC is retaining a diverse workforce.

The overall rate of departure for women was higher than its respective WFA (55.4% vs. 48.2%). Out of the 87 who left the organization in 2018–19, most were in two EEOGs: professionals (29) and administrative and senior clerical personnel (45). Of the 33 women who were in an indeterminate position, retirement was the reason for departure of 21% of the women, while 79% left to take a job in another organization.

For more detailed data on departures, see table 10 in the appendix.

Salary range

Across the CNSC, roughly 53% of employees earned \$100,000 or more annually compared to 38% in the previous fiscal year. This is in part due to salary revision that occurred this fiscal year. By EEDG, 43.2% of persons with disabilities and 54.4% of members of visible minorities are found in this salary range, compared to 38.5% of women and 31.0% of Aboriginal peoples.

For more detailed data on salary range, see table 11 in the appendix.

4. Ongoing initiatives and practices supporting diversity and inclusion at the CNSC

In 2018–19, while developing its D&I Plan 2019–2022, the CNSC continued to implement activities from its EE Plan 2013–18, such as:

- raising awareness through a self-identification campaign and updating the “Gender identity” section of our self-identification form to include a third option called “Gender fluid, non-binary, and/or Two-Spirit”
- promoting diversity events through the internal newsletter, TV monitors located on each floor, electronic banners on the intranet and the monthly activities email bulletin – examples of these events include Black History Month, International Women’s Day, International Francophonie Day, Asian Heritage Month, National Accessibility Week, National Indigenous History Month, Women’s History Month and International Day of Persons with Disabilities
- promoting mental health through the Not Myself Today campaign, which includes holding monthly mental health breaks

5. Development of the Diversity and Inclusion Plan 2019–2022

The purpose of the Diversity and Inclusion (D&I) Plan 2019–2022 is to respond to the statutory requirements as per the *Employment Equity Act* and to outline ongoing and new commitments that the CNSC intends to undertake to ensure we continue to build an inclusive workplace that welcomes a diverse, representative and capable workforce.

Several actions were necessary to build this plan and ensure that its implementation focuses investment to create a safe, healthy and respectful workplace. Highlights include:

- defining what diversity and inclusion means for the CNSC – consultations with employees started in 2017–18 and continued in 2018–19
- “Building accessibility confidence in your organization” – conducting a self-assessment of the accessibility at the CNSC following discussions at a Heads of Federal Agencies meeting
- researching best D&I practices within the public and private sectors
- participating at the Conference Board D&I conference
- participating at various interdepartmental meetings (e.g., meetings of the Persons with Disabilities Champions and Chairs Committee, and of the Interdepartmental Network on Diversity and Employment Equity)
- inviting employees to participate in two consultations on the development of the Federal Public Service Accessibility Strategy in support of the implementation of Bill C-81

- conducting extensive consultations with stakeholders within the CNSC on the development of the D&I Plan 2019–2022, including bargaining agents (NUREG), the Human Resources Management Committee, the Management Committee (MC), the Regulatory Safety Culture Working Group, the Young Professionals Network and the Administrative Professionals Network

With its D&I Plan 2019–2022, the CNSC aims to achieve the following D&I goals:

- The CNSC has a diverse workforce to innovate.
- The CNSC is a safe, healthy and respectful workplace that is free from harassment, violence and discrimination.
- Employees feel respected, valued, safe and empowered to contribute and grow.
- Managers and employees demonstrate behaviours that foster inclusion.

To achieve the above-mentioned D&I goals, the CNSC has identified the following three pillars, and outlined expected results, performance indicators and proposed activities for each:

- building and retaining a diverse workforce
- fostering inclusion
- establishing accountability and governance

6. Additional inclusion efforts

Regulatory safety culture

At the CNSC, our regulatory safety culture is expressed by the shared attitudes, values and behaviours we demonstrate in meeting our mandated responsibilities. Safety culture is the assembly of characteristics and attitudes in the organization and its workers that enables and supports safety as a key value, and establishes that protection and safety issues receive the attention warranted by their significance.

D&I is a fundamental element of our regulatory safety culture, and the following traits underpin and support the desired regulatory safety culture and inclusive environment we strive to achieve at the CNSC:

- leadership for safety
- continuous learning and improvement
- personal accountability
- questioning attitude
- safe environment for raising concerns
- communication and collaboration

Demonstrating each of these traits in our everyday work supports a continuously developing and constantly improving regulatory safety culture that makes a significant contribution to our ability to be an effective regulatory body.

It is important for the CNSC to remain abreast of the current state of its regulatory safety culture and, in particular, to monitor the effectiveness of new and ongoing programs, policies and processes. To this end, the CNSC regularly monitors staff and management perceptions using a variety of mechanisms, including PSES, town hall meetings and focused management discussions.

In addition, MC meetings continue to be open to all employees, who can observe and participate in person or by videoconference.

Two town hall meetings were held in 2018–19. These town hall meetings represent an opportunity for employees to ask questions, bring forward ideas for improvement or raise issues in a public forum. In addition, the President launched a dedicated private email account that employees can use to reach her directly. Only she reads and responds to messages received through this account.

Policies and processes designed to support a respectful and inclusive workplace

As part of its safety culture, the CNSC recognizes the importance of creating an environment in which employees feel free to raise issues without fear of reprisal. To this end, the CNSC offers employees many avenues for raising an issue or lodging a complaint. CNSC tools supporting this approach include the following:

- *Respectful Workplace Policy*
- *Policy on Science in a Regulatory Environment*
- *Open Door Policy*
- Non-Concurrence Process
- Differences of Professional Opinion Process
- publishing and posting of technical papers and journal articles
- *Policy on Informal Conflict Management System*

Workplace wellness

The CNSC works to ensure a physically and psychologically healthy work environment to help all employees perform at their best. Continuing its various awareness and learning activities in support of its respectful and mentally healthy workplace, the CNSC:

- held community of practice meetings with management to educate managers – in particular, new managers – and to discuss/address any topics related to people management such as managing performance, developing conflict management skills, creating an environment in which employees are free to raise issues, establishing good relationships with others, and respecting and valuing the contribution of others
- delivered the “Working Mind” mental health training program to employees and managers
- promoted use of the Employee Assistance Program
- launched its first health fair to promote health and well-being
- launched its first fitness challenge to encourage staff to be active and adopt healthy life style habits

Organizational competencies

To effectively manage talent across the organization, CNSC Key Behavioural Competencies (KBCs) continue to be a requirement for all jobs, regardless of level. These KBCs underpin organizational performance and are embedded in all HR functions. To reinforce desired leadership and management behaviours, the CNSC also continues to use the Treasury Board Secretariat’s Key Leadership Competencies, which form the basis of executive talent management.

Learning and development

The CNSC continues to invest significantly in employee learning and development, spending on average of 3% of payroll per year on learning activities, which is significantly higher than other government departments and industry. In addition, a Learning Council was created to identify and prioritize organizational learning and development investments. All employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

As a regular practice, the CNSC promotes Canada School of Public Service (CSPS) learning activities and events related to D&I in its training bulletin, including the Indigenous Learning Series. This year, the CNSC also delivered an open learning session on its role in advancing reconciliation with Indigenous peoples and added an Indigenous awareness section to its new employee orientation session. In addition, the Policy, Aboriginal and International Relations Division delivered awareness sessions to different divisions within the CNSC.

Also new this year and in the spirit of building a strong regulatory safety culture, the CNSC is offering the Fierce Conversations training. This training provides CNSC employees with the tools to have conversations that question assumptions, provoke learning on both sides, tackle tough challenges and enrich relationships. Engaging in these “fierce” conversations creates a culture in which employees are comfortable raising issues, expressing differences of opinion and providing feedback.

The CNSC continues to offer the “Working Mind” training program to management and non-management employees. This program provides practical information on how to address mental health in the workplace, reduce the stigma of mental illness and provide the tools and resources required to manage and support colleagues.

Women in science, technology, engineering and mathematics

Our President and CEO, Rumina Velshi, has placed a focus on promoting gender parity, paying particular attention to science, technology, engineering and mathematics (STEM). Management is paying close attention to the representation of women in leadership positions, as well as across levels in STEM fields, and to related talent management practices. A recruitment process launched in March 2019 identified a lead for the new Women in STEM initiative at the CNSC. Supported by a tiger team, this person has been responsible for researching best practices related to women in STEM and for developing a strategy to promote the balanced participation of women in STEM careers at the CNSC and in the broader nuclear and scientific communities.

Also in the spirit of supporting women in STEM, four staff members were selected to take part in the first-ever joint conference between the International Youth Nuclear Congress (IYNC) and Women in Nuclear Global (Win Global). The conference was held in Argentina in April 2018. The IYNC is a global network of future-generation professionals in the nuclear field dedicated to developing new approaches to communicate the benefits of nuclear power as part of a balanced energy mix. Win Global is an organization that supports and encourages women working in nuclear industries around the world.

The CNSC also sponsored the participation of 10 employees in a women in STEM forum in Ottawa on engineering and diversity held by the Ontario Society of Professional Engineers in October 2018.

Consultation

Representatives from the Nuclear Regulatory Group (NUREG) union meet regularly with CNSC management to discuss issues pertaining to employment practices, including EE and D&I, through the Labour Management Consultation Committee and monthly meetings. Results from the EE annual report are shared with NUREG representatives. Their input was actively sought in the development of the D&I Plan 2019–2022.

7. Conclusion

In 2018–19, the CNSC achieved full representation in only one EEDG (women 104%) and observed a decrease in representation in three of the four EEDGs (Aboriginal peoples, 76.7% vs. 91.9%; persons with disabilities, 43% vs. 61.1%; members of visible minorities, 95.9% vs. 104.6%) when compared to 2017–18. This decrease in representation was anticipated given the latest workforce availability data from the 2016 Census and the 2017 Canadian Survey on Disability. The CNSC D&I Plan 2019–2022 includes several measures to strengthen the CNSC’s ability to attract and retain members of employment equity groups and to ensure that our human resources management policies and practices eliminate any systemic barriers to the full employment participation of any employee group. In the first year of implementation of the plan, the CNSC will be conducting an employment systems review and delivering D&I awareness training to HR advisors and hiring managers to ensure they are equipped to work towards our D&I goals.

Appendix: Workforce representation data tables as of March 31, 2019

Representation of employment equity designated groups (EEDGs)

Table 1: Representation and workforce availability of EEDGs

| Employment equity designated group March 31, 2019 | CNSC representation | | WFA ** | CNSC representation (as a percentage of WFA) |
|--|---------------------|------|--------|--|
| | # | % | % | % |
| Women | 475 | 50.3 | 48.2 | 104.0 |
| Aboriginal peoples | 29 | 3.1 | 4.0 | 76.7 |
| Persons with disabilities | 37 | 3.9 | 9.1 | 43 |
| Members of visible minorities | 193 | 20.4 | 21.3 | 95.9 |

** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

Table 2: Representation of EEDGs in the National Capital Region and the provinces

| NCR and provinces March 31, 2019 | Total employees | CNSC representation | | | | | | | |
|-------------------------------------|-----------------|---------------------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | | # | % | # | % | # | % | # | % |
| National Capital Region (NCR) | 873 | 444 | 50.9 | 27 | 3.1 | 35 | 4.0 | 175 | 20.0 |
| New Brunswick | 7 | 4 | 57.1 | 0 | 0.0 | 0 | 0.0 | * | 14.3 |
| Quebec | 5 | * | 60.0 | 0 | 0.0 | 0 | 0.0 | * | 20.0 |
| Ontario (outside NCR) | 42 | 18 | 42.9 | 0 | 0.0 | 0 | 0.0 | 14 | 33.3 |
| Saskatchewan | 10 | * | 20.0 | * | 20.0 | * | 20.0 | * | 10.0 |
| Alberta | 8 | 4 | 50.0 | 0 | 0.0 | 0 | 12.5 | * | 12.5 |
| Total | 945 | 475 | 50.3 | 29 | 3.1 | 37 | 3.9 | 193 | 20.4 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

Table 3: Representation of EEDGs by EEOG

| Employment equity occupational group March 31, 2019 | Total employees | | Representation | | | | | | | |
|--|-----------------|--------------|----------------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | # | % | # | % | # | % | # | % | # | % |
| Senior managers | 20 | 2.1 | 7 | 35.0 | 0 | 0.0 | * | 5.0 | * | 10.0 |
| Middle and other managers | 55 | 5.8 | 24 | 43.6 | * | 1.8 | * | 1.8 | 7 | 12.7 |
| Professionals | 639 | 67.6 | 270 | 42.3 | 15 | 2.3 | 22 | 3.4 | 155 | 24.3 |
| Semi-professionals and technicians | 40 | 4.2 | 15 | 37.5 | * | 7.5 | 4 | 10.0 | 7 | 17.5 |
| Administrative and senior clerical personnel | 141 | 14.9 | 119 | 84.4 | 7 | 5.0 | 8 | 5.7 | 19 | 13.5 |
| Clerical personnel | 50 | 5.3 | 40 | 80.0 | * | 6.0 | * | 2.0 | * | 6.0 |
| Total | 945 | 100.0 | 475 | 50.3 | 29 | 3.1 | 37 | 3.9 | 193 | 20.4 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

Table 4: Representation of women by EEOG and workforce availability

| Employment equity occupational group March 31, 2019 | Total employees | CNSC representation (women) | | WFA** | Representation (as a percentage of WFA) |
|--|-----------------|-----------------------------|-------------|-------------|---|
| | | # | % | | |
| Senior managers | 20 | 7 | 35.0 | 27.6 | 126.8 |
| Middle and other managers | 55 | 24 | 43.6 | 39.4 | 110.8 |
| Professionals | 639 | 270 | 42.3 | 55.0 | 76.8 |
| Semi-professionals and technicians | 40 | 15 | 37.5 | 53.5 | 70.1 |
| Administrative and senior clerical personnel | 141 | 119 | 84.4 | 82.4 | 102.4 |
| Clerical personnel | 50 | 40 | 80.0 | 68.7 | 116.4 |
| Total | 945 | 475 | 50.3 | 48.2 | 104.3 |

** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

Table 5: Representation of Aboriginal peoples by EEOG and workforce availability

| Employment equity occupational group March 31, 2019 | Total employees | CNSC representation (Aboriginal peoples) | | WFA** | Representation (as a percentage of WFA) |
|--|-----------------|--|------------|------------|---|
| | | # | % | | |
| Senior managers | 20 | 0 | 0.0 | 3.2 | 0.0 |
| Middle and other managers | 55 | * | 1.8 | 2.7 | 67.3 |
| Professionals | 639 | 15 | 2.3 | 2.4 | 97.8 |
| Semi-professionals and technicians | 40 | * | 7.5 | 4.2 | 178.6 |
| Administrative and senior clerical personnel | 141 | 7 | 5.0 | 3.5 | 141.8 |
| Clerical personnel | 50 | * | 6.0 | 4.2 | 142.9 |
| Total | 945 | 29 | 3.1 | 4.0 | 76.7 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

Table 6: Representation of persons with disabilities by EEOG and workforce availability

| Employment equity occupational group March 31, 2019 | Total employees | CNSC representation (persons with disabilities) | | WFA ** | Representation (as a percentage of WFA) |
|--|-----------------|--|------------|------------|---|
| | | # | % | | |
| Senior managers | 20 | * | 5.0 | 5.0 | 100.0 |
| Middle and other managers | 55 | * | 1.8 | 5.0 | 36.4 |
| Professionals | 639 | 22 | 3.4 | 8.9 | 38.7 |
| Semi-professionals and technicians | 40 | 4 | 10.0 | 7.6 | 131.6 |
| Administrative and senior clerical personnel | 141 | 8 | 5.7 | 10.0 | 56.7 |
| Clerical personnel | 50 | * | 2.0 | 9.3 | 21.5 |
| Total | 945 | 37 | 3.9 | 9.1 | 43.0 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

Table 7: Representation of members of visible minorities by EEOG and workforce availability

| Employment equity occupational group March 31, 2019 | Total employees | CNSC representation (members of visible minorities) | | WFA ** | Representation (as a percentage of WFA) |
|--|-----------------|--|-------------|-------------|---|
| | | # | % | | |
| Senior managers | 20 | * | 10.0 | 11.5 | 87.0 |
| Middle and other managers | 55 | 7 | 12.7 | 17.6 | 72.3 |
| Professionals | 639 | 155 | 24.3 | 23.2 | 104.6 |
| Semi-professionals and technicians | 40 | 7 | 17.5 | 19.1 | 91.6 |
| Administrative and senior clerical personnel | 141 | 19 | 13.5 | 16.4 | 82.2 |
| Clerical personnel | 50 | * | 6.0 | 21.9 | 27.4 |
| Total | 945 | 193 | 20.4 | 21.3 | 95.9 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

Representation in hiring, promotions, departures and salary range

Table 8: Hiring of EEDGs by EEOG

| Employment equity occupational group March 31, 2019 | Total employees | Hiring | | | | | | | |
|--|-----------------|-----------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | | # | % | # | % | # | % | # | % |
| Senior managers | 0 | * | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Middle and other managers | 4 | * | 50.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Professionals | 67 | 30 | 44.8 | * | 1.5 | 5 | 7.5 | 20 | 29.9 |
| Semi-professionals and technicians | 11 | * | 27.3 | 0 | 0.0 | * | 9.1 | * | 18.2 |
| Administrative and senior clerical personnel | 64 | 42 | 65.6 | * | 0.0 | * | 4.7 | 10 | 15.6 |
| Clerical personnel | 8 | 7 | 87.5 | 0 | 0.0 | 0 | 0.0 | 4 | 40.0 |
| Total | 154 | 84 | 54.5 | * | 1.3 | 9 | 5.8 | 32 | 20.8 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

Table 9: Promotions of EEDG by EEOG

| Employment equity occupational group March 31, 2019 | Total employees | Promotions | | | | | | | |
|--|-----------------|------------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | | # | % | # | % | # | % | # | % |
| Senior managers | * | * | 50.0 | 0 | 0.0 | * | 50.0 | 0 | 0.0 |
| Middle and other managers | 5 | * | 60.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Professionals | 67 | 36 | 53.7 | 4 | 6.0 | 0 | 0.0 | 16 | 23.9 |
| Semi-professionals and technicians | 5 | * | 40.0 | 0 | 0.0 | 0 | 0.0 | * | 40.0 |
| Administrative and senior clerical personnel | 11 | 10 | 90.9 | 0 | 0.0 | 0 | 0.0 | * | 9.1 |
| Clerical personnel | * | * | 100.0 | 0 | 40.0 | 0 | 0.0 | 0 | 20.0 |
| Total | 92 | 54 | 58.7 | 4 | 4.3 | * | 1.1 | 19 | 20.7 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

Table 10: Departures of EEDG by EEOG

| Employment equity occupational group March 31, 2019 | Total employees | Departures | | | | | | | |
|--|-----------------|------------|-------------|--------------------|------------|---------------------------|------------|-------------------------------|-------------|
| | | Women | | Aboriginal peoples | | Persons with disabilities | | Members of visible minorities | |
| | | # | % | # | % | # | % | # | % |
| Senior managers | 4 | * | 50.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Middle and other managers | 7 | * | 14.3 | 0 | 0.0 | * | 14.3 | * | 14.3 |
| Professionals | 70 | 29 | 41.4 | 4 | 5.7 | * | 2.9 | 14 | 20.0 |
| Semi-professionals and technicians | 3 | * | 33.3 | 0 | 0.0 | 0 | 0.0 | * | 33.3 |
| Administrative and senior clerical personnel | 62 | 45 | 72.6 | * | 3.2 | * | 1.6 | 6 | 9.7 |
| Clerical personnel | 11 | 9 | 81.8 | * | 9.1 | 0 | 0.0 | * | 18.2 |
| Total | 157 | 87 | 55.4 | 7 | 4.5 | 4 | 2.5 | 24 | 15.3 |

* Data suppressed to protect confidentiality of information, or when the representation number was three or less.

Table 11: Representation of EEDGs by salary range

| Salary range (\$) March 31, 2018 | Total employees | | Women | | | Aboriginal peoples | | | Persons with disabilities | | | Members of visible minorities | | |
|----------------------------------|-----------------|-------------|------------|--------------|-------------|--------------------|-------------|-------------|---------------------------|-------------|-------------|-------------------------------|--------------|-------------|
| | # | CUM%* | # | %* | CUM%** | # | %* | CUM%** | # | %* | CUM%** | # | %* | CUM%** |
| 39,999 or less | 8 | 0.8% | 4 | 50.0% | 0.8% | 0 | 0% | 0% | 1 | 12.5% | 2.7% | 1 | 12.5% | 0.5% |
| 40,000 to 44,999 | 15 | 2.4% | 7 | 46.7% | 2.3% | 2 | 13.3% | 6.9% | 3 | 20.0% | 10.8% | 7 | 46.7% | 4.1% |
| 45,000 to 49,999 | 21 | 4.6% | 21 | 100.0% | 6.7% | 0 | 0% | 6.9% | 1 | 4.8% | 13.5% | 2 | 9.5% | 5.2% |
| 50,000 to 54,999 | 19 | 6.6% | 15 | 78.9% | 9.9% | 2 | 10.5% | 13.8% | 2 | 10.5% | 18.9% | 4 | 21.1% | 7.3% |
| 55,000 to 59,999 | 23 | 9.10% | 17 | 73.9% | 13.5% | 0 | 0% | 13.8% | 3 | 13.0% | 27.0% | 4 | 17.4% | 9.3% |
| 60,000 to 64,999 | 100 | 19.6% | 79 | 79.0% | 30.1% | 7 | 7.0% | 37.9% | 5 | 5.0% | 40.5% | 19 | 19.0% | 19.2% |
| 65,000 to 69,999 | 72 | 27.3% | 44 | 61.1% | 39.4% | 1 | 1.4% | 41.4% | 1 | 1.4% | 43.2% | 18 | 25.0% | 28.5% |
| 70,000 to 74,999 | 58 | 33.4% | 38 | 65.5% | 47.4% | 5 | 8.6% | 58.6% | 1 | 1.7% | 45.9% | 9 | 15.5% | 33.2% |
| 75,000 to 79,999 | 30 | 36.6% | 17 | 56.7% | 50.9% | 0 | 0% | 58.6% | 0 | 0% | 45.9% | 4 | 13.3% | 35.2% |
| 80,000 to 84,999 | 28 | 39.5% | 18 | 64.3% | 54.7% | 1 | 3.6% | 62.1% | 2 | 7.1% | 51.4% | 9 | 32.1% | 39.9% |
| 85,000 to 89,999 | 39 | 43.7% | 16 | 41.0% | 58.1% | 2 | 5.1% | 69.0% | 1 | 2.6% | 54.1% | 6 | 15.4% | 43.0% |
| 90,000 to 94,999 | 18 | 45.6% | 7 | 38.9% | 59.6% | 0 | 0% | 69.0% | 0 | 0% | 54.10% | 2 | 11.1% | 44.0% |
| 95,000 to 99,999 | 15 | 47.2% | 9 | 60.0% | 61.5% | 0 | 0% | 69.0% | 1 | 6.7% | 56.8% | 3 | 20.0% | 45.6% |
| 100,000 to 104,999 | 158 | 63.9% | 66 | 41.8% | 75.4% | 2 | 1.3% | 75.9% | 4 | 2.5% | 67.6% | 33 | 20.9% | 62.7% |
| 105,000 to 109,999 | 15 | 65.5% | 8 | 53.3% | 77.1% | 0 | 0% | 75.9% | 1 | 6.7% | 70.3% | 3 | 20.0% | 64.2% |
| 110,000 to 114,999 | 10 | 66.5% | 6 | 60.0% | 78.3% | 0 | 0% | 75.9% | 0 | 0% | 70.3% | 2 | 20.0% | 65.3% |
| 115,000 to 119,999 | 18 | 68.4% | 9 | 50.0% | 80.2% | 1 | 5.6% | 79.3% | 1 | 5.6% | 73.0% | 3 | 16.7% | 66.8% |
| 120,000 or more | 298 | 100% | 94 | 31.5% | 100% | 6 | 2.0% | 100% | 10 | 3.4% | 100% | 64 | 21.5% | 100% |
| Total | 945 | 100% | 475 | 50.3% | 100% | 29 | 3.1% | 100% | 37 | 3.9% | 100% | 193 | 20.4% | 100% |

* Percentage by salary range.

** Each figure in the CUM% column represents the cumulative total percentage of each EE designated group in the CNSC workforce (all employees, women, Aboriginal peoples, persons with disabilities and persons in a visible minority group) in the identified salary range or lower.