Employment Equity Annual Report 2020–21

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1.   Canadian Nuclear Safety Commission: General overview

The CNSC's 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 850 Canadians, and maintains 12 offices across Canada. These include 2 headquarters offices and a laboratory in Ottawa, Ontario, as well as 4 regional offices in Laval, Quebec; Mississauga, Ontario; Saskatoon, Saskatchewan; and Calgary, Alberta. There are also offices at each of the 4 Canadian nuclear power plants – Point Lepreau in New Brunswick, and the Darlington, Pickering, and Bruce Power generating stations in Ontario – and at Chalk River Laboratories in Ontario.

Since March 2020, the CNSC has been operating almost entirely remotely due to the COVID-19 pandemic. As working habits were impacted by the pandemic, the CNSC quickly started thinking about the future of work at the CNSC. In doing so, the organization established the following "Return to the Workplace" principles:

- The health and safety of employees will remain the **number one priority of CNSC management**
- The CNSC will ensure that it **delivers on its mandate**
- As a federal employer, the **CNSC will base its decisions on guidance from public health agencies and central agencies such as the Office of the Chief Human Resources Officer (OCHRO) and Treasury Board Secretariat (TBS)**

- The CNSC will factor in **best practices** from industry and government
- The CNSC will proceed with a gradual phased and measured approach
- The Return to the Workplace (RTW) strategy will ensure a consistent implementation, all the while being adaptable to unique building, regional and site considerations
- **Work from home** will be maximized. Employees who can work from home will continue to do so
- **Flexibility** will be provided where needed (i.e., individual reality is considered)
- Employees who are sick or present any symptoms **must** stay home
- **Engagement** with managers and employees is as essential as preparing the physical space
- **Consultation** with the Nuclear Regulatory Group (NUREG) union and the Policy, Health and Safety Committee (PHSC) committee will take place

Many CNSC employees felt more productive at home and, with greater flexibility, felt they could better balance work and life commitments.

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

Continued workforce diversification
The CNSC is committed to creating a safe, diverse and inclusive work environment for all its employees and has renewed its pledge to respect and value the perspective of every employee. The CNSC is working to strengthen its culture of diversity and inclusiveness, which is the hallmark of a truly healthy and successful organization. Showing leadership and taking action – collectively and individually – is a priority.

The following steps have been identified to encourage individuals to embrace diversity and inclusiveness more fully.

Learn to listen better. Listening is a basic but powerful step in knowing more about the people around us and paying them the respect that comes with being heard. When people listen, they may also earn the trust of colleagues by having them share the sting of racism and intolerance they have faced. Making these connections is another way to strengthen trust and inclusiveness, and that benefits everyone.

Be an ally for those who face discrimination. Individual actions such as educating ourselves on systemic racism and standing up to everyday prejudice people encounter in their lives is critical. Gestures to support even 1 person can have a powerful impact on people's lives and their role and place in the workplace, and even on the workplace itself.

To create change, there must be uncomfortable conversations. When people open up and share thoughts and feelings, and examine assumptions and biases, it creates a space for others to do the same. There is need to allow vulnerability and to demonstrate evaluation of individual questions and beliefs.

Conversations can be held without reaching immediate resolution. In the workplace, a natural reflex is to find solutions to problems. But there are no easy answers to the complex issues of racism and other forms of discrimination. So, resolution cannot always be expected – it's an open, ongoing dialogue.

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 in mind, the CNSC's human resources 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. Diversity and inclusion (D&I) is a fundamental element of the CNSC's regulatory safety culture, defined as shared attitudes, values and behaviours that influence how regulatory responsibilities are fulfilled.

Employment equity records
The CNSC maintains employment equity records. All new employees are asked to complete a self-identification questionnaire that is entered into the human resources information system. In addition, the CNSC conducts an annual self-identification campaign that enables employees to refresh their employment equity status or to self-identify if they have not previously done so.

Historically, new staff were provided with self-identification form within their first week during their in-person meeting with their Compensation Advisor. Due to the transition to virtual onboarding in light of the pandemic, new staff members now receive an updated version of the form that can be signed and submitted electronically to facilitate the CNSC's continued collection of this data.

The CNSC initiated the work to update its HR systems and other HR forms in 2019–20, and is currently awaiting guidance from the TBS and OCHRO to determine the best path forward. The CNSC continues to explore disaggregating EE data to better understand impacts of certain EE sub groups.

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".

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 4 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. The PSES results are used as a key measurement tool by senior management to gauge how the CNSC is doing as an employer. With a response rate of 82.6% for the 2020 survey, results were promising:

- 89% of CNSC employees felt that the organization treated them with respect
- 81% of CNSC employees believe that the CNSC respects individual differences
- 78% (73% in 2019) of CNSC employees believed that every individual in their work unit is accepted as an equal member of the team
- 85% (82% in 2019) of CNSC employees feel that the CNSC implements activities and practices that support a diverse workplace

The CNSC is also monitoring responses specific to other D&I-related questions from the PSES and is seeing positive trends on these key indicators. The results also show that the organization is ahead in most of these categories in comparison to the overall federal public service.

3.   Workforce representation data analysis

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

Based on consultations with TBS in 2020, the CNSC had adjusted its reporting methodology to align with labour market methodology and EE reporting standards by excluding students and employees on leave without pay from calculations. For EE reporting purposes, the employee population includes indeterminate employees and term employees with three months of service or more.

As of March 31, 2021, the CNSC had 857 employees. The following pages highlight the representation of the 4 EEDGs at the CNSC as of March 31, 2021.

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 with LMA, 2019–20 vs 2020–21

Employment equity designated group	Workforce Availability (LMA)*	2019-20		2020-21	
		CNSC	Representation as a percentage of LMA*	CNSC	Representation as a percentage of LMA*
	%	%	%	%	%
Women	48.2	49.3	102.4	49.9	103.6
Aboriginal Peoples	4.0	2.1	53.4	2.3	58.3
Persons with disabilities	9.1	4.3	46.9	4.2	46.2
Members of visible minorities	21.3	19.9	93.6	19.4	90.9

* Representation calculated using the LMA based on 2016 Census of Canada data and the 2017 Canadian Survey on Disability

In 2020–21, the CNSC observed lower representation in 3 of the 4 EEDGs compared to the LMA 2016 census data. There was a slight increase in representation of Aboriginal Peoples, but this number remains below the LMA. Although women continue to exceed the LMA, there was a slight increase in representation.

Specifically:

- The representation as a percentage of LMA increased from 102.4% to 103.6% for women, who make up 49.9% of the CNSC's total workforce
- The representation as a percentage of LMA increased from 53.4% to 58.3% for Aboriginal peoples, who make up 2.3% of the CNSC's total workforce
- The representation as a percentage of LMA decreased slightly from 46.9% to 46.2% for persons with disabilities, who make up 4.2% of the CNSC's total workforce
- The representation as a percentage of LMA for members of visible minorities decreased from 93.6% to 90.9% who make up 19.4% of the CNSC's total workforce

See table 1 in the appendix for detailed data on the representation of the 4 EEDGs at the CNSC, and table 2 for their distribution by regions and provinces.

Table B: Comparison of CNSC employee representation in 2020–21 with the 2019–22 Diversity and Inclusion Plan projected representation

Employment equity occupational group March 31, 2021	Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	2020–21 %	Projected Rep. based on 2019–22 D&I plan %	2020–21 %	Projected Rep. based on 2019–22 D&I plan %	2020–21 %	Projected Rep. based on 2019–22 D&I plan %	2020–21 %	Projected Rep. based on 2019–22 D&I plan %
Senior managers	47.6	48.2	0.0	1.1	*	4.8	*	13.5
Middle and other managers	49.1	49.3	0.0	1.1	*	5.5	*	11.8
Professionals	42.4	45.6	2.0	2.7	4.0	4.2	23.0	22.3
Semi-professionals and technicians	32.5	38.1	*	6.9	*	8.9	17.5	17.4
Administrative and senior clerical personnel	88.3	87.0	*	2.6	*	4.1	10.7	11.7
Clerical personnel	79.5	76.9	*	6.4	0.0	2.3	*	9.8

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5
Red font – CNSC representation was below the recommended representation
Green font - CNSC representation was above the recommended representation

The projected representation (hiring goals) takes into consideration the current representation gap for EEOGs and the availability of qualified persons in the Canadian workforce, as well as the anticipated growth or reduction of the CNSC's workforce and the anticipated turnover of employees. The projected representation are updated on an annual basis with new available data. As seen in table A, the CNSC met or surpassed (indicated in green) 41% of the 2019–22 projected EEOG representation objectives.

The Employment Systems Review conducted in 2020 recommended reviewing the CNSC's employment equity projected EEOG representation objectives (hiring goals) in an effort to improve our workforce representation across all occupational categories and the 4 EE groups. The CNSC will create an employment equity hiring goals advisory committee, consisting of employee volunteers from various REG levels, branches, preferred official language as well as employment equity groups. The purpose of this group will be to provide recommendations on proposed adjustments for the hiring goals and generate ideas on the implementation and communication of these hiring goals to the rest of the organization. Results and new goals of this advisory committee will be shared with the Executive Committee for approval and incorporated into an updated D&I plan.

The CNSC will continue to work on developing plans to increase employment equity representation in all EEDGs.

Table C: Representation of EEDGs by EEOG

Employment equity occupational group March 31, 2021	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	21	2.5	10	47.6	*	*	*	*	*	*
Middle and other managers	53	6.2	26	49.1	*	*	*	*	*	*
Professionals	596	69.5	253	42.4	12	2.0	24	4.0	137	23.0
Semi-professionals and technicians	40	4.7	13	32.5	*	*	*	*	7	17.5
Administrative and senior clerical personnel	103	12.0	91	88.3	*	*	*	*	*	*
Clerical personnel	44	5.1	35	79.5	*	*	0	0.0	*	*
Total	**857**	100.0	**428**	**49.9**	**20**	**2.3**	**36**	**4.2**	**166**	**19.4**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5.

As seen in table C, the professionals group is the predominant EEOG at the CNSC, representing 69.5% 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 almost fully represented in the professionals group (99.1%), while women, Aboriginal peoples and persons with disabilities are under-represented (77.2%, 83.9% and 45.2% of the LMA, respectively).

Representation in hiring, promotions, departures and salary range

Hiring
The CNSC hired 65 new employees in 2020–21.

The overall hiring rate for women of 61.5% is higher than the LMA of 48.2%, demonstrating that the CNSC is continuing to increase its representation of women. The hiring rate for women exceeded the LMA in three EEOGs: middle and other managers, professionals (55.8% vs 55%) and administrative and senior clerical personnel (100% vs 82.4%). The hiring rate for women was lower than the LMA in: senior managers (0% vs 27.6%), semi-professionals and technicians, and clerical personnel. Throughout this section, certain percentages were supressed since the hiring numbers per occupational group were 5 or less and therefore not disclosed.

The overall hiring rate for Aboriginal peoples is lower than the LMA (0% vs. 4.0%).

The overall hiring rate for members of visible minorities (9.2%) is lower than the LMA (21.3%). The hiring rate for members of visible minorities exceeded the LMA in one EEOGs: clerical personnel. It is lower than the LMA in all other EEOGs: senior managers, middle and other managers, professionals, and administrative and senior clerical personnel.

As for hiring persons with disabilities, the overall rate is lower than the LMA (3.1% vs. 9.1%). The hiring rate for persons with disabilities exceeded or met the LMA in two EEOGs: semi-professionals and technicians and administrative and senior clerical personnel. The hiring rate of

persons with disabilities is lower than the LMA in the following occupational groups: senior managers, middle and other managers, professionals and clerical personnel.

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

Promotions
Promotions at the CNSC are formal hiring processes. The organization seeks to diversify its candidate pools by grounding all its hiring decisions on merit. A total of 79 employees were promoted within the CNSC in 2020–21, compared with 71 in 2019–20. Promotions occurred in all four EEDGs.

Overall, 52 women were promoted. The rate of promotion for women exceeded internal representation (65.8% vs. 49.9%). Women were promoted in all occupational groups, with the majority of these promotions (30) occurring in the professionals occupational group.

The overall rate of promotion for Aboriginal peoples slightly exceeded the internal representation (2.5% vs. 2.3%). These promotions were in the professionals' occupational group.

A total of 7 persons with disabilities were promoted. The overall rate of promotion for persons with disabilities exceeded the internal representation (8.9% vs. 4.2%). Most of these promotions were in the professionals' occupational group.

A total of 15 members of visible minorities were promoted. The overall rate of promotion for members of visible minorities was slightly lower than the internal representation (19.0% vs. 19.4%). The promotions were distributed among 5 of the EEOGs with 6 promotions of visible minorities took place in the professionals' occupational group.

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

Departures
A total of 59 employees left the organization in 2020–21 a large decrease from 2019–20 (114). Departures occurred in all 4 EEDGs. The departure rate was higher than the internal representation for women and Aboriginal peoples.

The CNSC had an increase in the departure rate in Aboriginal peoples from 5.1% compared to internal representation of 2.3%. Those that left were from three EEOGs: professional, semi-professionals and technicians, and administrative and senior clerical personnel. Of the Aboriginal peoples who left an indeterminate position, they left for retirement as well as to take a job in another organization.

The overall rate of departure for women was higher than its internal representation (59.3% vs. 49.9%). Out of the 35 women who left the organization, most were in 2 EEOGs: professionals (21) and administrative and senior clerical personnel (7). Of the 34 women who left an indeterminate position, 44% left to take a job in another organization while 32% left for retirement, 9% left for outside employment and the remaining left for personal reasons.

For members of visible minorities, the overall rate of departure was lower than this group's internal representation (15.3% vs. 19.4%). All 9 members of visible minorities who left the organization in 2020–21, were in the professionals EEOG and left the organization, to either take a job in another organization or left for retirement.

The departure rate for person with disabilities leaving the organization in 2020–21, was slightly above the internal representation rate (5.1% vs 4.3%). Data suppressed to protect confidentiality.

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

Remuneration
As CNSC has highly specialized professionals throughout the organization, roughly 53% of employees earned $100,000 or more annually compared to 56% in the previous fiscal year. With the exception of visible minorities, all other employment equity groups had a lower percentage of earnings.

Of those employees who earned $100,000 and over:

- 39.5% were women
- 30.0% were Aboriginal peoples
- 44.4% were persons with disabilities
- 57.8% were visible minorities

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

4.   Continued implementation of the Diversity and Inclusion Plan 2019–22

In 2019, the CNSC officially launched and implemented a Diversity and Inclusion Plan (2019–22). This report 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 D&I goals.

As the CNSC entered the second year of the three-year plan, it had always understood that employment equity and diversity are necessary but not sufficient conditions for a respectful, inclusive and trusting workplace. The organization chose to focus efforts in the following areas:

1. **Inclusive leadership:** clarifying expectations and integrating them into performance management, committing to recruitment strategies to close gaps, creating safe spaces for conversation
2. **Workplace design:** engaging the employee networks in decision-making and GBA+ workplace design
3. **Building D&I capability:** building racial literacy, challenging assumptions, reflecting on bias and developing skills to identify and address microaggressions in the moment
4. **Empowerment and accountability:** equipping employees and managers to be confident and ready to navigate situations that create mistrust and undermine an inclusive workplace

This plan is updated annually to ensure the CNSC builds on its success and continues working on key areas for improvement. The organization implemented the following activities for the 2020–21 period:

- Piloted a blind application screening process in the most recent collective director recruitment process, to remove any unconscious biases at the initial screening phases
- Conducted employee surveys on key themes supporting a safe and respectful workplace (e.g., fear of reprisal, management, impacts of COVID-19), analyzed results, created baselines for trend analysis and established an action plan to address priority areas for improvement

- Reinforced an inclusion component of the CNSC's regulatory safety culture in performance management contract objectives for management
  - has already been incorporated into the corporate commitments for FY 21–22
- Conducted targeted sourcing activities (e.g. job boards or virtual career fairs geared towards EE designated groups)

5.   Additional inclusion efforts

Regulatory safety culture

At the CNSC, regulatory safety culture is expressed by the shared attitudes, values and behaviours that are demonstrated in meeting 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 the CNSC's regulatory safety culture. The following traits underpin and support the desired regulatory safety culture and inclusive environment that the CNSC strives to achieve:

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

The CNSC recognizes the importance of its own culture for safety and has recently completed a regulatory safety culture self-assessment against international principles of safety culture for nuclear regulators. Through participation in national and international fora, the CNSC continues to leverage international best practices with regards to safety culture and share its knowledge and expertise on this important topic.

CNSC management strongly believes that an organization that actively fosters a healthy safety culture can have a powerful influence on employee attitudes and behaviours, and consequently on individual and corporate safety performance.

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 the PSES, town hall meetings and focused management discussions. In addition, Management Committee meetings continue to be open to all employees, who can observe virtually.

There were 8 town hall meetings held in 2020–21. These town hall meetings represent an opportunity for employees to ask questions, bring forward ideas for improvement and raise issues in a public forum. Some of the topics discussed at these meetings included gradual return to the workplace, psychological resilience in the face of the pandemic, COVID-19 vaccinations, and updates to the CNSC Values & Ethics Code.

The 2020 PSES results showed a 10% increase compared to the previous year; 80% of employees believe that the CNSC is undertaking the right initiatives to improve its safety culture. The results have also shown an 11% increase in employee trust in senior management, placing the organization at an encouraging 70%.

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:

- *Inclusive Workplace Policy*
- *Respectful Workplace Policy*
- *Policy on Informal Conflict Management System*
- *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

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:

- Delivered the virtual "Working Mind" mental health training program to managers (see Learning and Development for more information)
- Conducted onboarding meetings with new managers to brief them on their new work environment from a labour relations perspective and to answer any questions or concerns related to personnel management
- Completed the review of the hazard prevention program to identify/address all hazards in the workplace including psychological safety
- Launched the new mandatory training on workplace harassment and violence prevention for employees, managers, OHS committees and designated recipient
- Launched a workplace assessment on harassment and violence in the workplace
- Created weekly mental health kits to help employees and managers maintain a good mental health
- Launched new virtual ergonomic assessments, work-at-home furniture reimbursement program and new intranet page on ergonomics
- Promoted policies, programs, resources and tools available to support employee mental health and well-being (Employee Assistance Program, LifeSpeak digital wellness platform), Informal Conflict Management System)
- Promoted wellness through various internal newsletter articles
- Promoted monthly wellness break sessions
- Participated in the Bell Let's Talk Campaign
- Held a virtual health fair
- Launched 2 wellness challenges
- Hosted multiple guest speaker sessions on different topics related to wellness
- Promoted healthy workplace workshops, seminars, webinars, training, resources and tools available in the broader public service or other sources

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 human resource management processes. To reinforce desired leadership and management behaviours, the CNSC also continues to use the Treasury Board Secretariat's Key Leadership Competencies (KLCs), which form the basis of executive talent management. Deloitte's inclusive leadership behaviours have also been mapped to those KLCs to ensure that executive assessment for selection and candidate feedback is grounded in the inclusive leadership behaviours that the CNSC expects.

Employment systems review
In accordance with the *Employment Equity Act,* the CNSC is required to conduct a periodic Employment Systems Review (ESR). To complete this requirement, an external consultant was hired to conduct an Employment Systems Review (ESR) in 2019–20. The ESR identifies potential systemic barriers and recommendations to improve the work environment for employment equity designated group members, and for all employees at CNSC. The final ESR report was submitted to CNSC on January 30, 2021 due to delays caused by the onset of the pandemic.

The ESR was carried out using multiple sources of evidence, to review employment systems, policies and practices and obtain information about the representation and distribution trends, to identify potential systemic barriers, and to form the basis for recommendations for future improvement. The sources of evidence included the following:

- Review of background documentation
- Review of written human resources policies and selected procedures
- Demographic analysis
- Consultation through one-on-one interviews and group meetings
- Employment Equity ESR Advisory Committee input and feedback
- Review of staffing files for advertised STEM positions

Highlights of findings

What the CNSC is doing well	Where the CNSC needs to improve
• **Workforce analysis** – For 2019–20, the CNSC met its employment equity targets with respect to the representation of women in the organization. 2018-19 promotion data indicates that women have obtained over 61% of all promotions, while representing 50.3% of the population. • **Education and awareness** – Promotion of training (unconscious bias, Fierce Conversations, The Working Mind, prevention of harassment and violence in the workplace), assessing inclusive leadership behaviours in executive assessment, open learning sessions, Town Hall and Safe Space Series on racism and discrimination as well as mental health.	• **Workforce Representation –** Increase representation for the under-represented equity-seeking groups: Indigenous peoples, persons with disabilities and visible minorities. • **Low awareness and understanding of employment equity -** There is low awareness and understanding about employment equity throughout the organization. • **Workplace environment** – Employees consulted in the ESR process reported inappropriate behaviors from colleagues and managers, and a fear of speaking up, which does not appear to be related to membership in an equity seeking group. However, the presence of this experience and fear impacts employee safety and sense of belonging.

What the CNSC is doing well	Where the CNSC needs to improve
• The CNSC's **human resource management policies** did not appear to pose barriers to any member of the employment equity groups. Recommendation to review and update for gender inclusive language. • **Employee networks** grew and are gaining momentum; at the end of 2019, CNSC had two employee networks (Women in STEM and Young Professionals). By summer 2020, 2 additional networks had been created: Black Employees Network, and Indigenous Network.	• **Processes for accommodation appear to be unknown and there is a reluctance to self-identify** – In both the ESR and GBA+ survey on return to the workplace, persons identifying with both physical and cognitive disabilities expressed challenges with the requirements and processes related to accommodation.

Actions and next steps

While the CNSC has made strides in building a more inclusive workplace that is representative of Canadian society, more needs to be done in order to foster an inclusive workplace.

To realize the employment equity recommendations set out in the ESR report, the CNSC will develop a management action plan by end of Q1 (2021–22) that will include findings from other related reports (GBA+ survey). Actions could include items like the following:

- Review human resource management policies to ensure gender-neutral language
- Develop a plan to address employment equity gaps in designated groups
- Establish hiring goals, in consultation, to improve and close workforce representation gaps
- Continue to promote diversity and inclusion throughout employee centric communications and activities
- Apply innovative resourcing methods to improve the diversity of qualified applicants to CNSC job postings
- Build D&I capability of both managers and employees – in particular, how to spot and address with respect micro-aggressions or other inappropriate behaviours. These specific behaviors will build trust and relationships within the organization and promote better transparency, accountability and better communication
- Connect employee networks' strategic plans to the organizational strategy to promoting the idea of inclusion ambassadors

Employee networks
Following the development of the governance framework for the employee networks, the Human Resources Directorate (HRD) supported CNSC staff with the launch of three new employee networks – the WISTEM Network, the Black Employees Network (BEN) and the Indigenous Network (IN).

During 2020–21, HRD helped these 3 networks create respective Terms of Reference. The employee networks were supported in conceptualizing 3-year strategic plans to set clear objectives, determine supporting activities, and plan for budgetary needs. The CNSC anticipates the launch of LGBTQ2+ and a Persons with Disabilities employee networks in the following fiscal year.

WISTEM Employee Network
The WISTEM Network aims to build relationships, to share tools on how to navigate all stages of one's STEM career and to promote discussion of STEM topical areas. The network was successfully launched during a virtual event in early October 2020 hosting over 130 CNSC participants. In 2020–21, the network hosted a number of events including a follow-up discussion about the Women in Nuclear (WiN) 2020 Annual Conference, the first Women of the CNSC feature promoting the idea that "if you can see her, you can be her." The network was proud to lead a team of participants in the Run/Walk for Women by Shoppers Drug Mart raising funds towards women's mental health initiatives at the Royal Ottawa Hospital, and looks forward to making it a tradition.

Black Employees Network (BEN)
Since its inception, the BEN has facilitated 9 events featuring various guest speakers as part of their Safe Space Speaker Series. These events provided an open forum for staff to ask questions and learn more about the challenges that Black Canadians face, and covered various topics such as anti-Black racism, policing in Canada, and the long-term impacts of discrimination. The BEN also organized the CNSC's first official Black History Month celebration, which included weekly activities, guest speakers, and learning resources for staff. The CNSC Library, in close collaboration with the BEN, started a virtual Diversity and Inclusion section featuring many e-books and audiobooks that touch various topics and is available to all staff.

Indigenous Network (IN)
The IN focused its efforts on developing its Terms of Reference and three-year strategic plan, as well as identifying a network champion. Capitalizing on the CNSC's presence in many Canadian regions, the IN arranged for a special land acknowledgement segment as part of the organization's virtual year-end event. Each land acknowledgements spoke of the land and territory that the CNSC's offices across the country occupy. The network has done extensive work to raising awareness within the organization in a manner that reflects the Indigenous community, and organizing various activities for the 2021–22 fiscal year.

Gender-Based Analysis Plus (GBA+)
Applying GBA+ to the CNSC's work is an ongoing and important effort towards creating and maintaining inclusive and accessible programs, policies and services. Because COVID-19 affects diverse groups of people differently, the CNSC undertook a GBA+ assessment in its efforts to support employees working from home and in its return to the workplace plans. The goal of the assessment was to ensure that the CNSC has policies and plans tailored to support everyone so that they are safe, healthy and comfortable during this period. This was the first GBA+ initiative of this magnitude for the CNSC.

Through surveys, online forms and focus groups, CNSC staff had the opportunity to share their individual experiences anonymously. The results of this assessment highlighted that in the current work-from-home environment, employees with disabilities are disproportionately experiencing negative impacts. In order to better support these employees, the CNSC has committed to an action plan to address the findings of the assessment, which includes:

- holding learning sessions on disabilities/neurodiversity for all staff on how to seek accommodations (including during a staffing process)
- providing information the managers to help them better support their employees in seeking accommodations

Learning and development

The CNSC continues to invest significantly in employee learning and development, spending an average of 2% of payroll per year on learning activities, which is significantly higher than other government departments and industry. All employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

Due to the challenges presented by the pandemic and remote work environment, the CNSC secured a contract with an external vendor to conduct second language evaluations in response to ongoing staffing needs. This allowed the CNSC to continue with its operational activities as it pertains to second language testing – with little to no service interruptions – while the Public Service Commission tried to find ways to restore full service to its clients.

CNSC employees continue to benefit of the online learning offered by the Canada School of Public Service. The top 10 online courses for Q1 of 2020–21 (excluding leadership programs) are:

1. Understanding Unconscious Bias (W005)
2. Preventing Harassment and Violence in the Canadian Workplace (W011)
3. Cultural Self-Reflection: What I know and What I don't know (K099)
4. The Uncomfortable Truth (K100)
5. Security Awareness (A230)
6. First Nations in Canada (K101)
7. Métis in Canada (K102)
8. Inuit in Canada (K103)
9. Selection of Candidate using an objective eye (C139)
10. Vocabulary and Verb from acquisition exercises in French as a Second Language (E432)

The Canada School of Public Service (CSPS) courses, Understanding Unconscious Bias (for employees) and Overcoming Unconscious Bias in the Workplace (for managers) were identified in the previous year (2019–20) as required training for staff and managers.

In January 2021, with the introduction of Bill C-65, two courses – *Harassment and Violence Prevention for Employees* (staff and management) and Harassment and Violence Prevention for Managers and Committees/Representatives (management) – became mandatory. This replaced the Preventing Harassment and Violence in the Canadian Workplace course.

In September 2020, the CNSC Library created a Diversity & Inclusion section available to staff using the online platform, Cloud Library, which includes both e-books and audiobooks in both English and French. The D&I section and garnered a total of 95 checkouts by staff for 2020–21, and featured the following titles:

1. *21 Things You May Not Know About the Indian Act: Helping Canadians Make Reconciliation with Indigenous Peoples a Reality* by Bob Joseph
2. *Apocalypse Never* by Michael Shellenberger
3. *Black Matters* by Afua Cooper
4. *Born a Crime* by Trevor Noah
5. *Brown* by Kamal Al-Solaylee
6. *Fearing the Black Body* by Sabrina Strings
7. *Fierce Conversations* by Susan Scott
8. *How to Be an Antiracist* by Ibram X. Kendi
9. *In the Black* by B. Denham Jolly
10. *Intolerable* by Kamal Al-Solaylee

11. *Le Canada : un pays divers* by Hélène Harter and Serge Jaumain
12. *Me and White Supremacy* by Layla F. Saad
13. *NoirEs sous surveillance. Esclavage, répression et violence d'État au Canada* by Robyn Maynard
14. *On Tyranny* by Timothy Snyder
15. *Our Story* by Thomas King, Tantoo Cardinal, and Tomson Highway
16. *Policing Black Lives* by Robyn Maynard
17. *Proud* by Ibtihaj Muhammad
18. *Sapiens* by Yuval Noah Harari
19. *Sapiens - Une brève histoire de l'humanité* by Yuval Noah Harari
20. *Sapiens: A Graphic History, Volume 1* by Yuval Noah Harari
21. *So You Want to Talk About Race by* Ijeoma Oluo
22. *The Hanging Of Angelique* by Afua Cooper
23. *The Skin We're In* by Desmond Cole
24. *Things Are Good Now* by Djamila Ibrahim
25. *Unapologetic* by Charlene Carruthers
26. *We Are Not Here to Be Bystanders* by Linda Sarsour
27. *When at Times the Mob Is Swayed* by Burt Neuborne
28. *White Fragility* by Robin DiAngelo
29. *Working Effectively with Indigenous Peoples®* by Bob Joseph and Cynthia F. Joseph
30. *You Can't Touch My Hair* by Phoebe Robinson

The CNSC continues to offer Fierce Conversations training to staff, providing them with the tools to have respectful dialogue that questions assumptions, provoke learning, tackle tough challenges and enrich relationships. When equipped with the tools to have these "fierce conversations", the CNSC creates a culture where employees are comfortable raising issues, expressing differences of opinion and providing feedback. The training was updated to be delivered in a virtual format and 16 of sessions were delivered to 156 employees.

In its efforts to prioritize diversity and inclusion within the organization, the CNSC became an employer partner with the Canadian Centre for Diversity and Inclusion in November 2020. The national not-for-profit organization provides the CNSC and its staff unlimited access to countless resources including webinars, research, reports, and toolkits, with a focus on issues related to diversity, inclusion, equity and human rights management.

The "Working Mind" training program was offered virtually to CNSC management. Participants learned skills to reduce stigma and negative attitudes surrounding mental health in the workplace, offer help with resources and a strong support network, provide tools and skills to prevent stress, and promote good mental health. Two live online sessions were held in French and English respectively, and 14 members of management received their certificates of completion from the Mental Health Commission of Canada.

Women in Science, Technology, Engineering and Mathematics
President and CEO Rumina Velshi has placed a focus on promoting gender equity, paying particular attention to science, technology, engineering and mathematics (STEM). Diversity fosters agility and innovation in an organization – qualities that strengthens a safety culture. The CNSC WISTEM (Women in Science, Technology, Engineering and Mathematics) initiative promotes the balanced participation of women in STEM careers at the CNSC and in broader nuclear and scientific communities. A 3-year strategic plan, approved in 2020 by Management Committee, supports the CNSC's vision of being a leader in Canada for gender equity in STEM and a

supporter of STEM education. Within the CNSC, 4 main task forces are implementing specific elements of the plan:

- Network
- Research
- Coaching and mentoring
- Outreach

The **Research Taskforce** aims to build women's capacity to take on STEM research careers by increasing the percentage of women going into research, publishing and/or presenting at conferences, occupying senior research positions in nuclear field without limiting them to that industry.

- The CNSC is proud to sponsor Carleton University's Women in Engineering (Science) and Information Technology Program.
- Research pods – in November 2020 CNSC and Carleton University researchers formed research pods in health sciences, earth and environmental sciences, and engineering as a pilot project. These pods enable researchers to collaborate on research projects, provide research opportunities for women going into research, enable research career advancement, publishing opportunities, and so on.

The **Coaching and Mentoring Task Force** aims to help staff develop, improve and implement mindsets and behaviours, and give them tools and strategies to increase their confidence and competency in their STEM work life.

- Through staff training in non-directive coaching, the task force has indirectly observed a rapport and community built between those who have participated in coaching training thus far. The development of relationships; real, open, honest and supportive, are being fostered within the CNSC. Those who are a part of this community have generalized feelings of greater well-being, people to turn to, and those they can talk to.
- The task force has embarked on working to develop CNSC coaching circles and aim to have 50 CNSC staff participate in these circles by the end of fiscal 2021–22.

The **Outreach Task Force** is focusing on developing tools to guide staff who conduct outreach activities while continuing to promote WISTEM representation in said activities, as well as increasing strategic collaborations with STEM outreach organizations.

- A survey of CNSC staff was conducted in March 2021 to determine employee experiences and needs when conducting outreach.
- Benchmarking of external organizations was performed to determine best practices and lessons learned from WISTEM outreach and current CNSC outreach tools have been assessed to inform the planning of future ones.

The **CNSC WISTEM Initiative** supports major advocacy work led by President Velshi. In addition to leading the Driving for Advancement of Women in Nuclear (DAWN) Group and the International Gender Champions Impact Group, President Velshi provides leadership and guidance at various national and international events on the importance of diversity and inclusion, including:

- Nuclear Energy Agency (NEA) Task Group on Improving the Gender Balance in the Nuclear Sector
- NEA International Mentorship Workshops

Also in the spirit of supporting women in STEM, CNSC staff members attend various events, for example, Women in Nuclear conferences and the National Research Council Annual WISTEM Symposium.

These efforts are collectively aimed at increasing the percentage of women in STEM careers and the talent pipeline, within not only the nuclear industry, but also the wider scientific community.

Consultations
Representatives from the Nuclear Regulatory Group (NUREG) union meet regularly with CNSC management to discuss issues pertaining to employment practices, including diversity, equity and inclusion, through the Labour Management Consultation Committee (2 meetings per year or more, if required) and monthly bilateral meetings with the Human Resources Directorate.

Aside from regular consultations with the union, additional working committees were created to manage the pandemic as it applied to the CNSC's workforce and workplace, and these included union representation. This meant that consultations and dialogue occurred weekly and often daily between the CNSC and the union; including pulse survey questions. Results from the EE annual report are shared with NUREG representatives.

6.   Conclusion

In 2020–21, the CNSC overall workforce exceeded the LMA in 1 employment equity designated group: women. There is continued under-representation for Aboriginal peoples, persons with disabilities and members of visible minorities despite a slight increase for Aboriginal peoples. The under-representation of these groups was perpetuated by lower hiring rates for Aboriginal peoples, members of visible minorities and persons with disabilities, in addition to higher departure rates than internal representation for women, Aboriginal peoples and persons with disabilities.

The CNSC is committed to increasing representation in all groups. To this end, the CNSC plans to update the D&I Plan and hiring goals for 2022–25. The upcoming D&I Plan will include measures to strengthen the organization's ability to attract and retain members of employment equity groups.

In addition, the CNSC will be developing and implementing a management action plan to address to the findings from the ESR report, GBA+ report, Trust report, and the 2020–21 Pulse Surveys. This action plan will address under-representation, and promote respectful behaviour and inclusive practices. This work – together with employee networks, continued safe-space conversations on inclusion, race and the marginalization of other equity-seeking groups, and the assessment of future and current leaders on their demonstration of inclusive behaviours – will help not only to enhance representation of equity-seeking groups, but also create a respectful, inclusive workplace.

Appendix A: Workforce representation data tables as of March 31, 2021

Representation of employment equity designated groups (EEDGs)

Table 1: Representation and labour market availability of EEDGs

Employment equity designated group March 31, 2021	CNSC representation		Labour market availability (LMA)**	CNSC representation (as a percentage of LMA)
	#	%	%	%
Women	428	49.9	48.2	103.6
Aboriginal peoples	20	2.3	4.0	58.3
Persons with disabilities	36	4.2	9.1	46.2
Members of visible minorities	166	19.4	21.3	90.9

** 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, 2021	Total employees	CNSC representation								
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
National Capital Region (NCR)	786	400	50.9	*	*	*	*	149	19.0
New Brunswick	7	*	*	0	0.0	0	0.0	*	*
Quebec	6	*	*	0	0.0	*	*	*	*
Ontario (outside NCR)	43	14	32.6	0	0.0	0	0.0	*	*
Saskatchewan	7	*	*	*	*	*	*	*	*
Alberta	8	*	*	0	0.0	0	0.0	*	*
Total	**857**	**428**	49.9	**20**	2.3	**36**	4.2	**166**	19.4

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5

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Table 3: Representation of EEDGs by EEOG

Employment equity occupational group March 31, 2021	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	21	2.5	10	47.6	0	0.0	*	*	*	*
Middle and other managers	53	6.2	26	49.1	0	0.0	*	*	*	*
Professionals	596	69.5	253	42.4	12	2.0	24	4.0	137	23.0
Semi-professionals and technicians	40	4.7	13	32.5		*	*	*	7	17.5
Administrative and senior clerical personnel	103	12.0	91	88.3	*	*	*	*	*	*
Clerical personnel	44	5.1	35	79.5	*	*	0	0.0	*	*
Total	**857**	100.0	**428**	**49.9**	**20**	**2.3**	**36**	**4.2**	**166**	**19.4**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5

Table 4: Representation of women by EEOG and labour market availability

Employment equity occupational group March 31, 2021	Total employees	CNSC representation (women)		Labour market availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	21	10	47.6	27.6	172.5
Middle and other managers	53	26	49.1	39.4	124.5
Professionals	596	253	42.4	55.0	77.2
Semi-professionals and technicians	40	13	32.5	53.5	60.7
Administrative and senior clerical personnel	103	91	88.3	82.4	107.2
Clerical personnel	44	35	79.5	68.7	115.8
Total	**857**	**428**	**49.9**	**48.2**	103.6

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

Table 5: Representation of Aboriginal peoples by EEOG and labour market availability

Employment equity occupational group March 31, 2021	Total employees	CNSC representation (Aboriginal peoples)		Labour Market availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	21	0	0.0	3.2	0.0
Middle and other managers	53	0	0.0	2.7	0.0
Professionals	596	12	2.0	2.4	83.9
Semi-professionals and technicians	40	*	*	4.2	*
Administrative and senior clerical personnel	103	*	*	3.5	*
Clerical personnel	44	*	*	4.2	*
Total	**857**	**20**	**2.3**	**4**	**58.3**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5
** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

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

Employment equity occupational group March 31, 2021	Total employees	CNSC representation (persons with disabilities)		Labour Market Availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	21	*	*	5.0	*
Middle and other managers	53	*	*	5.0	*
Professionals	596	24	4.0	8.9	45.2
Semi-professionals and technicians	40	*	*	7.6	*
Administrative and senior clerical personnel	103	*	*	10.0	*
Clerical personnel	44	0	0.0	9.3	0.0
Total	**857**	**36**	**4.2**	**9.1**	**46.2**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5
** Source: 2016 Census of Canada and 2017 Canadian Survey on Disability

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

Employment equity occupational group March 31, 2021	Total employees	CNSC representation (members of visible minorities)		Labour market Availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	21	*	*	11.5	*
Middle and other managers	53	*	*	17.6	*
Professionals	596	137	23.0	23.2	99.1
Semi-professionals and technicians	40	7	17.5	19.1	91.6
Administrative and senior clerical personnel	103	11	10.7	16.4	65.1
Clerical personnel	44	*	*	21.9	*
Total	**857**	**166**	**19.4**	**21.3**	**90.9**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5
** 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, 2021	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	0.0
Middle and other managers	*	*	*	0	0.0	0	0.0	0	0.0
Professionals	43	24	55.8	0	0.0	0	0.0	*	*
Semi-professionals and technicians	7	*	*	0	0.0	*	*	0	0.0
Administrative and senior clerical personnel	10	10	100.0	0	0.0	*	*	*	*
Clerical personnel	*	*	*	0	0.0	0	0.0	*	*
Total	**65**	**40**	**61.5**	**0**	**0.0**	*	*	**6**	**9.2**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5
Note: Hiring numbers decreased given student hiring was removed following a consultation with TBS on reporting requirements

Table 9: Promotions of EEDG by EEOG

Employment equity occupational group March 31, 2021	Total employees	Promotions								
		Women			Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
Senior managers	*	*	*	0	0.0	0	0.0	*	*
Middle and other managers	9	7	77.8	0	0.0	0	0.0	*	*
Professionals	50	30	60.0	*	*	*	*	6	12.0
Semi-professionals and technicians	*	*	*	0	0.0	0	0.0	*	*
Administrative and senior clerical personnel	10	9	90.0	0	0.0	*	*	*	*
Clerical personnel	*	*	*	0	0.0	0	0.0	0	0.0
Total	**79**	**52**	**65.8**	*****	*****	**7**	**8.9**	**15**	**19.0**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5

Table 10: Departures of EEDG by EEOG

Employment equity occupational group March 31, 2021	Total employees	Departures								
		Women			Aboriginal Peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
Senior managers	2	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	4	*	*	0	0.0	0	0.0	0	0.0
Professionals	41	21	51.2	*	*	0	0.0	9	22.0
Semi-professionals and technicians	*	*	*	*	*	*	*	0	0.0
Administrative and senior clerical personnel	7	7	100.0	*	*	0	0.0	0	0.0
Clerical personnel	*	*	*	0	0.0	0	0.0	0	0.0
Total	**59**	**35**	**59.3**	*****	*****	*****	*****	**9**	**15.3**

* Data suppressed to protect confidentiality of information by using residual suppression, or when the representation number was from 1 to 5

Table 11: Representation of EEDGs by salary range

Salary Range ($) March 31, 2021	Total employees		Women			Aboriginal peoples			Persons with disabilities			Members of visible minorities		
	#	Cumulative % of total employees	#	% of salary range	% of EEOG	#	% of salary range	% of EEOG	#	% of salary range	% of EEOG	#	% of salary range	% of EEOG
39,999 and Under	0	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
40,000–44,999	0	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
45,000–49,999	*	*	*	*	*	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
50,000–54,999	12	1.6%	*	*	*	0	0.0%	0.0%	0	0.0%	0.0%	*	*	*
55,000–59,999	*	*	10	90.9%	2.3%	0	0.0%	0.0%	*	*	*	0	0.0%	0.0%
60,000–64,999	23	5.6%	17	73.9%	4.0%	*	*	*	*	*	*	*	*	*
65,000–69,999	93	16.5%	75	80.6%	17.5%	*	*	*	*	*	*	12	12.9%	7.2%
70,000–74,999	42	21.4%	22	52.4%	5.1%	*	*	*	*	*	*	14	33.3%	8.4%
75,000–79,999	64	28.8%	43	67.2%	10.0%	*	*	*	*	*	*	11	17.2%	6.6%
80,000–84,999	24	31.6%	14	58.3%	3.3%	0	0.0%	0.0%	0	0.0%	0.0%	*	*	*
85,000–89,999	33	35.5%	15	45.5%	3.5%	0	0.0%	0.0%	0	0.0%	0.0%	8	24.2%	4.8%
90,000–94,999	81	44.9%	41	50.6%	9.6%	*	*	*	*	*	*	14	17.3%	8.4%
95,000–99,999	15	46.7%	*	*	*	0	0.0%	0.0%	0	0.0%	0.0%	*	*	*
100,000 and over	457	100.0%	169	37.0%	39.5%	6	1.3%	30.0%	16	3.5%	44.4%	96	21.0%	57.8%
Total	**857**	**100%**	**428**	**49.9%**	**100.0%**	**20**	**2.3%**	**100.0%**	**36**	**4.2%**	**100.0%**	**166**	**19.4%**	**100.0%**

* Note: Salary ranges adjusted to conform to *Employment Equity Act*

Canadian Nuclear
Safety Commission

President

Commission
canadienne de
sûreté nucléaire

Présidente

e-Doc: 6600405
ccm GEN-004797

APPENDIX B: President's response to the Privy Council Office's Call to Action on Anti-Racism and Inclusion in the Federal Public Service

Ms. Janice Charette
Interim Clerk of the Privy Council
and Secretary to the Cabinet
Privy Council Office
Ottawa ON K1A 0A3
Janice.Charette@pco-bcp.gc.ca

Dear Ms. Charette:

It is with great pleasure that I address this letter to you outlining the response of the Canadian Nuclear Safety Commission (CNSC) to the Privy Council's *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*.

We know that diversity and inclusion are fundamental to everything we do at the CNSC – strengthening safety culture, spurring innovation and collaboration, and supporting better decision making. We are all better when diverse voices are a part of the conversation. At the CNSC, greater diversity will ensure that we are equipped to achieve regulatory excellence and deliver on our mandate. As a result, we have taken a multifaceted approach in our efforts to foster and maintain an equitable, diverse and inclusive workplace. It is vital that we all play an active role and are allies to marginalized groups.

Reflecting on the past year, there have been many learning opportunities for us as an organization as we continue to navigate these unprecedented times. I could not be more proud of our organization and the work we are doing. Yet we know there is always more to do to ensure that our employees and leadership represent the broader Canadian population and we will not lose sight of this.

Our journey to create a safe, healthy and respectful organization has taken many paths. There have been many tangible changes across the organization that I am pleased to share with you. Below is a brief look at what we have achieved together, what we have learned and what is next for our organization.

What we have done

- We have enabled and advanced the work of grassroots networks within the public service by facilitating the launch of 3 employee-led networks. The Black Employees Network, the Indigenous Network and the Women in STEM Network aim to create a safe and inclusive environment where everyone feels free to voice their opinions, while contributing to organizational priorities. These networks have been welcoming to all, providing a safe space

75 years of nuclear safety in Canada

Canada

75 ans de sûreté nucléaire au Canada

280 Slater Street, P.O. Box 1046, Station B
Ottawa, Ontario K1P 5S9 Canada - nuclearsafety.gc.ca

280, rue Slater, C.P. 1046, succursale B
Ottawa (Ontario) K1P 5S9 Canada - suretenucleaire.gc.ca

for deep learning and, at times, provocative conversations that are both inspirational and groundbreaking within the CNSC culture.

- We have enabled and encouraged our staff to learn about racism, reconciliation, accessibility, equity and inclusion by incorporating these elements into our organizational learning activities and all-staff events, as well as by highlighting available training. Our leadership team has led by example by actively participating in these activities, while leaving space for staff to learn and grow.

- We lead by example within the nuclear sector, the federal public service and beyond. We are spearheading initiatives at the national and international levels to improve equity, diversity and inclusion, and leveraging opportunities at speaking engagements and events to highlight the work we are doing and the paramount importance of equity, diversity and inclusion within the nuclear sector. Nationally, we became the first government agency to take the BlackNorth pledge against anti-Black systemic racism. Internationally, we have teamed up with other leaders in the nuclear community to convene the Driving Advancement of Women in Nuclear group, which strives to empower women to establish and grow their careers in the nuclear sector.

- We have transformed our recruitment tactics to combat all forms of racism, discrimination and other barriers to inclusive hiring at the CNSC. We have also led and continue to actively participate in initiatives that drive change.

- We have tools in place to measure progress and drive improvements in the employee workplace experience by capitalizing on data received from the Public Service Employee Survey (PSES) as well as our own internal surveys.

- We have greatly increased our internal and external communications to raise awareness and promote government-wide initiatives. Our social media platforms have highlighted many of the activities taking place at the CNSC as well as important commemorative days, such as Black History Month, National Indigenous Peoples Day, National AccessAbility Week, and International Women's Day, to name only a few.

- We have used tools such as Gender-Based Analysis Plus, and we continue to apply this lens to all of our work in our ongoing efforts towards creating and maintaining inclusive and accessible programs, policies and services. This includes our efforts to support employees while they work from home during the COVID-19 pandemic and our plans for returning to and reimagining our workplaces.

What we have learned

Our commitment to having an inclusive workplace means that we must ask questions respectfully, listen to responses without interrupting, and genuinely seek to understand the perspectives of others, recognizing that our own perspective is only one part of the story.

Last year, the 2020 PSES allowed us to seek feedback from our staff on a variety of topics, including diversity and inclusion. The survey featured 6 questions on diversity and inclusion, and 4 new questions on anti-racism. The addition of these new questions provided further insight as to how our staff perceive

our culture and actions. The results were, for the most part, positive, demonstrating that our staff feel valued, respected, and empowered to speak about discrimination and racism in the workplace without fear of reprisal. The results also revealed that we need to improve how we support victims of discrimination, which is something our senior management team is actively addressing.

As we continue to combat racism in the workplace and champion equity and inclusion, we have identified the following challenges:

- reaching those who are more resistant to change and, therefore, not likely to participate in awareness activities or training

- addressing the belief that to promote diversity and inclusion means to favour certain groups and neglect others

- effectively communicating the difference between employment equity hiring goals vs. quotas – and why we focus on the former

- helping staff to understand the importance of self-identification

- keeping staff engaged and informed on anti-racism, equity, diversity and inclusion issues in a remote work environment in which they already feel overwhelmed with emails, meetings, surveys, and personal challenges at home

Where we are headed

As we continue to move our organization forward and prepare for the future, it is clear that we must put our people at the heart of our approach.

We have identified 5 key pillars to help drive our efforts:

Inclusive leadership – clarify expectations, commit to recruitment strategies to close gaps, and continue to create safe spaces for conversations.

Workplace design – apply a gender-based analysis plus lens and approach, which includes consulting employee networks to inform decision making.

Diversity and inclusion capability – enhance racial literacy, challenge assumptions, reflect on bias, and develop skills to identify and address microaggressions in the moment.

Empowerment and accountability – ensure that employees and managers are equipped to navigate situations that create mistrust and undermine an inclusive workplace.

Leadership – influence and drive change.

With these pillars in mind, we are committed to:

- attracting and retaining a diverse and capable workforce that is reflective of Canadian society**.** We continue to work to eliminate any systemic barriers that could prevent the CNSC from providing equitable opportunities for everyone, including those who have historically experienced discrimination.

- working diligently to maintain policies and directives that protect staff and use gender-inclusive language. We firmly believe that the policies we have in place and the new policies that are on the horizon will not only help us maintain a safe workplace, but also provide added protection for victims of racism or discrimination.

- developing tools for our management team. For example, we are developing reference materials for leaders in our organization to help them better understand equity, diversity and inclusion. These materials will also provide suggestions on how to engage staff and will explain the do's and don'ts of fostering an equitable, diverse and inclusive workplace.

In addition, we will continue all of the important work outlined earlier. Our ongoing support, engagement, and empowerment of staff to help our organization evolve will not stop.

As an organization, we remain committed to building on the momentum we have established towards creating a workplace that is inclusive and free from harassment and discrimination, one where all employees feel their best at work, can contribute using the full range of their talents, and are comfortable raising issues.

For myself, I continue to listen and learn. As a BIPOC (Black, Indigenous and people of colour) female – especially in a male-dominated sector – I have had my own experiences with discrimination. I recognize that each perspective is different and only one part of the larger picture. I recently shared my thoughts with staff on the importance of education, noting that this is the best action we can take to combat racism and bigotry that is rooted in ignorance.

It feels to me as though the stars are aligning to effect real, sustainable change. While I believe we need to be realistic about the challenges that exist and those that lie ahead, we should still be bold in our aspirations. Now is the time to push forward and to bring a sense of urgency to our goals. We must continue to take concrete action.

I thank the Privy Council Office for taking the initiative to challenge the Canadian public service in such an important way, a challenge that the CNSC is excited and ready to accept.

Original signed by: Rumina Velshi

Annex

What we have done, what we have learned, where we are headed

Our approach is rooted in the goals and objectives laid out in the CNSC *Diversity and Inclusion Plan 2019–22*. This plan was put in place to guide us in our response to the statutory requirements of the *Employment Equity Act*, as well as to help us reach higher with new commitments related to building an inclusive workplace that welcomes a diverse, representative and capable workforce. The plan was developed in consultation with CNSC staff and with the CNSC's union representatives through the Nuclear Regulatory Group (NUREG) President, and was approved by our Executive Committee. It presents the following goals for our workplace:

- Maintain a diverse workforce that enables innovation.

- Create a safe, healthy and respectful workplace that is free from harassment, violence and discrimination.

- Ensure that employees feel respected, valued, safe, and empowered to contribute and grow.

- Foster inclusion through the behaviours of management and employees.

Learning and ongoing communication

The launch of 3 employee-led networks – the Black Employees Network, the Indigenous Network and the Women in STEM Network – as well as our organizational learning activities and resources, have helped us move forward in our efforts to create a safe and inclusive work environment.

- Our Human Resources Directorate has supported the networks in the development of their governance frameworks, helping them clearly define their objectives, conceptualize supporting activities, and secure funding to support their efforts.

- We have involved each employee network in targeted focus group sessions as part of our Reimagine the Workplace initiative in order to support our efforts to be inclusive by design.

- Shortly after its inception, the Black Employees Network launched its Safe Space Speaker Series, which has become a standard across the organization for tackling difficult conversations about diversity and inclusion. The Safe Space Speaker Series has maintained exceptional employee interest, with attendance averaging between 115 and 175 participants per session, and has covered various topics such as anti-Black racism, systemic racism, policing in Canada, understanding microaggressions, and the long-term impacts of discrimination.

- Our organizational learning activities have also provided staff with the opportunity to hear from a variety of guest speakers, who have helped us learn more about such topics as the Historic Saugeen Métis, creating LGBTQ2+ inclusive work environments, working with Indigenous knowledge, and understanding neurodiversity in the workplace, to name just a few.

- Both the Safe Space Speaker Series and our organizational learning activities have provided staff with an open forum to ask questions, hear from guest speakers, and learn more about the challenges that equity-seeking groups face in Canadian society.

- The President's Office has organized regular virtual town hall meetings throughout the pandemic to ensure that we are keeping our staff informed in these uncertain times and that we are connecting with them on a regular basis.
    - These meetings have been widely successful, with over 600 employees attending each session and with positive feedback from participants.
    - They have enabled staff to connect and interact while working remotely.
    - They have provided us with another method to measure employee concerns through polling.
- We have made countless resources available to staff through our organization's intranet and have supported the employee networks in the development of their own internal web pages.
- In November 2020, we became an employer partner with the Canadian Centre for Diversity and Inclusion. This national not-for-profit organization provides our staff with unlimited access to countless resources, including webinars, research, reports and toolkits, with a focus on issues related to diversity, inclusion, equity and human rights management.
- As part of our training and employee development strategy, the CNSC has made available the following resources:
    - Fierce Conversations: a program that teaches staff how to have respectful dialogue that questions assumptions, provokes learning, tackles tough challenges and enriches relationships.
    - Working Mind training: a program that helps staff learn skills to reduce the stigma surrounding mental health in the workplace, offers resources and a strong support network, provides tools and develops skills on how to prevent stress, and promotes good mental health.
    - Canada School of Public Service courses: we have made a number of courses mandatory for staff and management – Understanding Unconscious Bias, Overcoming Unconscious Bias in the Workplace, Harassment and Violence Prevention for Employees, and Harassment and Violence Prevention for Managers and Committees/Representatives.
- In September 2020, the CNSC Library made a selection of diversity and inclusion resources available to staff through the Cloud Library online platform, including both e-books and audiobooks in both English and French.

Initiatives and pledges

- In February 2021, we became the first federal agency to sign the [BlackNorth pledge](). The BlackNorth Initiative is led by the Canadian Council of Business Leaders Against Anti-Black Systemic Racism, and its goal is to help Canada move towards an equitable future, where Black Canadians and other under-represented groups can achieve their full potential free from systemic racial barriers.
- In September 2020, President Velshi hosted the inaugural meeting of the International Gender Champions Impact Group on Gender Equality in Nuclear Regulatory Agencies, working with

international partners to improve gender equality in the nuclear sector. Being part of a community of heads of regulatory agencies committed to working on gender issues is an important pursuit for the CNSC.

- In 2020–21, President Velshi, along with other executive leaders in the nuclear community, convened the Driving Advancement of Women in Nuclear group, which strives to empower women to establish and grow their careers in the nuclear sector. The group is undertaking 3 actions to support this objective:
    - o Address the confidence gap to allow women to thrive.
    - o Increase the number of women in licensed positions at nuclear power plants.
    - o Gain male allies to promote gender equity.
- In February 2021, President Velshi called for action on gender equity at the Nuclear Energy Agency's second meeting on improving gender balance in the nuclear sector. She continues to speak to various groups to advocate for gender equity in nuclear, and mentors young women considering a science, technology, engineering and mathematics (STEM) career.
- In 2020–21, we developed a reconciliation strategy to support our commitment to building and strengthening trust and to advancing reconciliation with Indigenous communities. This strategy consists of 5 strategic pillars:
    - o modernizing our approach to consultation, engagement and long-term relationship building
    - o strengthening management and governance for Indigenous consultation and engagement
    - o enhancing our cultural competency and leadership
    - o integrating Indigenous knowledge into our regulatory practices
    - o reducing financial and capacity barriers in order to enhance the participation of Indigenous groups in our regulatory processes, when possible
- As part of the reconciliation strategy, we have developed a policy and approach to rights impact assessments and have finalized our Indigenous Knowledge Policy Framework. In 2020–21, we continued to implement our long-term Indigenous engagement strategy and signed terms of reference for long-term engagement with Curve Lake First Nation. Further actions are anticipated in the longer term pending feedback from Indigenous groups, proposals from CNSC staff and management, and input from lessons learned.
- We joined the Equal by 30 campaign to advance the participation of women in the clean energy transition and close the gender gap.

Hiring

- We have added new clauses to our job posters to facilitate candidate accommodations and to promote self-declaration among members of employment equity (EE) groups.
- CNSC management have also been encouraged to diversify their hiring/interview panels and are notified of self-identification or declaration data when available.

- In 2020, we launched the Director Collective, an internal recruitment campaign to fill open management positions at the CNSC and create a pool of qualified candidates for future positions. We used this as an opportunity explore new ways to promote diversity and inclusion. These included:
    - a blind application screening process – candidates used their employee numbers instead of names when submitting their applications to ensure that the hiring panel did not screen candidates in or out as a result of bias.
    - a hiring panel comprising directors general (DGs) from various backgrounds – where possible, hiring panels were purposely created with diversity in mind (e.g., DGs from corporate and operations, male or female, experienced and less experienced) for the simulation and interview portion of the assessment. This was done with the intention of limiting biases throughout the assessment of the candidates.
    - employment equity self-declaration data shared at an aggregate level – only the EE group's data as a whole, and not specific candidate information, was shared with the DGs to ensure that the assessment tools were not disadvantaging any EE group in particular.

- In April 2021, our Human Resources Directorate put a call out to employees who wished to volunteer as members of the Employment Equity Hiring Goals Advisory Group. The purpose of this group is to provide recommendations on proposed hiring goal adjustments and generate ideas on the implementation and communication of these hiring goals to the rest of the organization.
    - This was done in an effort to improve our workforce representation across all occupational categories and the 4 EE groups.
    - Of the numerous volunteers, 10 members were selected to participate in 4 sessions facilitated by Ipsos, a third-party consultant, between April and May.

- A consulting firm, QMR Consulting and Professional Staffing, was engaged to conduct an employment systems review (ESR) in accordance with the *Employment Equity Act* in order to identify potential systemic barriers and provide recommendations on how to improve the work environment for EE designated group members and for CNSC employees as a whole. We received the final ESR report on January 30, 2021, and the Human Resources Directorate, in close collaboration with our Executive Committee, is working on a management action plan to address its findings.

Data

- We have administered periodic online surveys since April 2020 to understand the impacts of COVID-19 across the organization. These Pulse Surveys have allowed our staff to anonymously answer questions on their overall morale, indicate key stressors and share subjects of immediate concern.
    - A set of baseline questions are used on all Pulse Surveys to allow for trending analysis, but new questions are sometimes added to adapt to current events and shift the survey's focus to matters important to the CNSC work plan.

- These additional questions address mental health, fear of reprisal, workload and return to the workplace, and include follow-up questions to better understand Public Service Employee Survey (PSES) results.
- The data from these surveys has helped senior management make decisions with staff's well-being in mind, assess how employees are coping, take corrective action where needed, and stay connected to staff in a remote work environment.

Public Service Employee Survey results

- We continue to be a leader within the federal public service, with an overall PSES participation rate of 82.6%.
  - We encourage staff to participate annually by using targeted communications campaigns and by encouraging direct line managers to engage with their teams.
  - We closely monitor the results each year and use them to guide senior management as they set organizational objectives. The results are also used as a benchmark to measure our progress in each category.

- The 2020 PSES results provided us with valuable insight into how we are doing in the areas of diversity and inclusion, and anti-racism:

  1. Staff are confident that the CNSC celebrates diversity and inclusion
     a. **78%** of staff felt that every individual is accepted as an equal member of the team in their work unit.
     b. **82%** of staff felt that individuals behave in a respectful manner in their work unit.
     c. **83%** of staff felt that the people they work with value their ideas and opinions.
     d. **81%** of staff felt that the CNSC respects individual differences.
     e. **85%** of staff felt that the CNSC implements activities and practices that support a diverse workplace.
     f. **82%** of staff felt free to speak about racism in the workplace without fear of reprisal.
     g. **89%** of staff felt that the CNSC implements initiatives that promote anti-racism in the workplace.
     h. **81%** of staff felt comfortable sharing concerns about issues related to racism in the workplace with a person of authority.
  2. We need to improve how we support victims of discrimination. Of those who indicated that they were a victim of race-based discrimination, only 7% were satisfied with how concerns or complaints about racism in the workplace are resolved at the CNSC.

Employee systems review and gender-based analysis plus assessment

Because COVID-19 affects diverse groups of people differently, we undertook a gender-based analysis plus assessment in our efforts to support employees working from home and as part of our planning for the return to the workplace. The goal of the assessment was to ensure that we have policies and plans that are tailored to support everyone so that they are safe, healthy and comfortable during this period. This was the first gender-based analysis plus initiative of this magnitude for the CNSC. Through

surveys, online forms and focus groups, CNSC staff had the opportunity to share their individual experiences anonymously.

The employment systems review (ESR) identified 4 areas in which we are doing well:

- Workforce analysis: for the 2019–20 fiscal year, we met our employment equity (EE) targets with respect to the representation of women in the organization. Promotion data from 2018–19 indicates that women obtained over 61% of all promotions, while representing 50.3% of the population.

- Education and awareness: training, employee development, and awareness activities are a priority at the CNSC and are integral parts of our overall safety culture. Such activities include constant promotion of training, all-staff events, and the assessment of inclusive leadership behaviours as part of management performance reviews.

- Human resources management policies: these policies do not appear to pose barriers to members of any of the EE groups.

- Employee networks: these networks are growing and gaining momentum, and are mostly well received by staff and management. We built on the momentum and conversations created following the murder of George Floyd, and by the end of the summer of 2020, had facilitated the creation of 2 new employee networks – the Black Employees Network and the Indigenous Network.

The results of the ESR and gender-based analysis plus survey on the return to the workplace identified areas in which we could improve:

- Workforce representation: we are currently under-represented in 3 of the 4 EE designated groups – Indigenous peoples, persons with disabilities, and visible minorities.

- Low awareness and understanding of employment equity: some employees have inaccurate and negative views about EE, and many hiring managers are not proactively informing themselves of the EE gaps.

- Workplace environment: employees consulted in the ESR process reported inappropriate behaviours from colleagues and managers and a fear of speaking up, which does not appear to be related to membership in an equity-seeking group. However, the presence of this experience and this fear affects employees' sense of safety and belonging.

- Lack of knowledge of accommodation processes and reluctance to self-identify: persons identifying as having both physical and cognitive disabilities shared a reluctance to self-identify/declare for fear that this would have negative impacts on their career progression. Some also reported that there were challenges with the requirements and processes related to accommodation, while others were unaware of them entirely.