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1. Canadian Nuclear Safety Commission: General overview

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 *Canadian Environmental Assessment Act, 2012*.

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 and diversity

Supporting a diverse workforce

Employment equity (EE) – the practices that create and support a representative and diverse workforce as well as a healthy work environment – is an integral component of the CNSC's human resources management policies, programs and decision-making processes.

CNSC management considers Canada's *Employment Equity Act* an important contributor to the CNSC's success in:

- attracting and retaining top talent to drive productivity
- regulating the Canadian nuclear industry
- implementing Canada's international commitments for the peaceful use of nuclear energy
- providing the capacity to consult with Aboriginal communities
- engaging all Canadians on nuclear-related regulatory matters

In addition, the CNSC's core values – respect, integrity, service, excellence, responsibility and safety – support a diverse workforce and the evolution of an effective and inclusive organizational culture, which in turn strengthen its ability to achieve its mandate.

Employment Equity Plan for 2013–14 to 2017–18

At the CNSC, EE is about creating a positive and inclusive work environment. With this goal in mind, CNSC policies and practices have been designed to eliminate any barriers related to its employment procedures. The CNSC is also dedicated to ensuring representation from members of employment equity designated groups (EEDGs) – i.e., women, members of visible minorities, people with disabilities and Aboriginal peoples – throughout its workforce.

More information on the Employment Equity Plan's key objectives and strategies is provided in the "Strategies" section of this report.

Employment Equity Accountability Framework

Established in 2013–14, the CNSC's Employment Equity Accountability Framework outlines the legal requirements, expected results and performance indicators used to assess progress and success in implementing the Employment Equity Plan. The framework also clearly sets out the ways in which senior management and employees are accountable for EE:

- All employees are responsible for helping to advance the CNSC's goals in this area by learning about and contributing to EE in the workplace, and by raising issues or concerns that may be (or be perceived to be) barriers to EE.

- Managers at all levels are accountable for contributing to the implementation of the Employment Equity Plan. This includes ensuring that EE is implemented within their areas of responsibility by providing a supportive and inclusive work environment that will attract and retain members of EEDGs.

3. Positive practices

Internal safety culture

The CNSC recognizes the relationship between organizational culture and organizational performance. Safety is one of our core values and influences how we manage ourselves as individuals and as an organization. At the CNSC, diversity, inclusion, respect and collaboration are foundational to promoting our safety culture and, as such, are reinforced in our hiring, learning and promotion practices.

In 2016–17, to continue advancing its desired culture, the CNSC initiated an organization-wide self-assessment of its safety culture, the results of which will be available in early 2018. Using guidance from the International Atomic Energy Agency (IAEA) and the Nuclear Energy Agency, this assessment includes an examination of leadership and management practices, mechanisms in place for raising issues, and employee opinions expressed in feedback surveys and town halls. The results of the self-assessment will provide great insight on how the CNSC can improve all pillars of its internal safety culture.

Key behaviours at the CNSC

In April 2016, the Management Committee approved the newly defined key behavioural competencies applicable to all staff at the CNSC. Developed through significant consultation with 150 employees from all levels and all branches, the key behaviours reinforce core beliefs and values, including the belief that diversity and inclusion underlines our ability to innovate, continuously improve and serve Canadians effectively.

The key behavioural competencies (*Live it, Own it, Build it, Learn it*) form the fabric of how we regulate, recruit, learn and develop. *Live it*, for example, is all about modelling the CNSC values, which include respect, integrity, service, excellence, responsibility and safety. *Build It* focuses on collaborating effectively with others and includes, among other aspects, seeking out diverse opinions.

These competencies have been integrated into the CNSC's staffing process, the employee performance management program and the recognition program. The CNSC's key behaviours support shaping an organization that is representative, diverse and inclusive.

Ability to raise issues

Creating an environment where employees feel free to raise issues without risk of reprisal is an important element of the CNSC's safety culture and mandate as a nuclear regulator. As such, the CNSC offers employees many avenues should they feel the need to raise an issue or lodge a complaint.

During this past year, the CNSC’s current practices were carefully examined through the establishment of a Scientific Integrity Working Group (SIWG). As a result of the group’s efforts, several policies were established or updated, including:

- Policy on Science in a Regulatory Environment
- Open Door Policy
- Non-Concurrence Process
- Differences of Professional Opinion (DOPO) Process
- Publishing and Posting of Technical Papers or Journal Articles

The CNSC also conducted two internal Pulse Surveys (2013 and 2016) to gather staff perceptions on the ability to raise issues without fear of reprisal. This data, combined with results of the Public Service Employee Surveys (PSES), have allowed the CNSC to monitor progress in this area.

To further reinforce a healthy work environment, the CNSC held a management retreat in December 2016 that focussed on raising issues. The retreat provided a forum of discussion to develop, support and maintain a psychologically safe work environment while taking into consideration various factors, including diversity. All executives committed to actions which were communicated to staff following the retreat.

The ongoing assessment of the CNSC’s safety culture also identified a number of ways in which it can promote an inclusive work environment where staff members are encouraged to express themselves. One practice that has already been implemented is the addition of a new standing item at all Management Committee meetings that allows any staff member to ask a question or raise an issue for discussion prior to the planned agenda. Another new practice is the assignment of a “red hat” challenge function to a member participating at the meeting to ensure that issues are fully discussed and potentially contentious issues are raised.

Resources on employees’ rights and avenues to raise issues are also available to all staff on the CNSC’s intranet site.

Collaborative Workplace Initiative

At the CNSC, a collaborative workplace is an environment where civility and core values underpin all employee interactions, where management values and listens to those who work for them, where excellence is strongly encouraged, and where well-being in all its forms is actively promoted.

Awareness activities continue to take place in support of the Collaborative Workplace Initiative that was launched in 2013. For example, in 2016–17, the Labour Relations group made several presentations to workplace teams on the CNSC’s new Respectful Workplace Policy. Also, Labour Relations Officers continue to meet with newly hired CNSC managers to educate them on their role.

Inclusive Workplace Policy

The CNSC recognizes the diversity of its workforce and is committed to creating and maintaining an inclusive, barrier-free and non-discriminatory work environment, and ensuring that all staff can effectively and efficiently use their skills and experience to contribute to the delivery of the organization’s mandate. This includes the opportunity to participate, without discrimination, in both work-related and other activities conducted within the work context. This is accomplished by

valuing and accommodating differences so that all employees can work to the best of their abilities and by developing a process by which employees and candidates can seek reasonable accommodation for their individual needs and where workplace barriers that create undue hardships are removed.

In February 2017, the CNSC reviewed its Workplace Accommodation Policy with the goal of replacing it with an Inclusive Workplace Policy. Although the notion of accommodation is often associated with disability and removing physical barriers, as per the *Canadian Human Rights Act*, accommodation needs may also arise from factors such as race, national or ethnic origin, colour, religion, age, sex, marital status, family status, mental or physical disability, pardoned conviction or sexual orientation. The new policy will include this important distinction.

The objective of the new policy is to ensure the full participation of employees and candidates and to ensure that the CNSC work environment is inclusive, barrier-free and non-discriminatory.

The Not Myself Today campaign, which is part of the CNSC's Health & Wellness three-year plan, was launched in June 2016. Various awareness activities and communications to promote the inclusion of employees who are experiencing mental health challenges took place. Such activities aim to equip all employees and managers with information, tools and resources to support mental health, reduce stigma and help build psychologically safe, supportive and inclusive work environments.

Learning and development

The CNSC invests considerably in learning and development. All employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

The CNSC management training program includes EE training and explains the requirements of the *Employment Equity Act*, including the duty to accommodate, the role of managers in implementing the *Act* and the status of the CNSC's Employment Equity Plan. The training program also provides information on managing in a harassment-free workplace. Although aimed at all managers, employees interested in management positions may also attend.

An orientation program is offered to all new CNSC employees. Information on EE, the Informal Conflict Management System, the Employee Assistance Program and CNSC policies are communicated through the orientation manual and the orientation sessions to ensure all employees are aware of the services and tools available to them to create a positive working environment.

In the area of language training, the CNSC offers its employees compulsory professional development and maintenance training in an effort to promote bilingualism at work. In 2016–17, 105 employees participated in part-time, in-house language training, 33 employees participated in preparation sessions for the oral interaction evaluation, 31 employees did the online training for the written comprehension and written expression evaluations, and 10 managers participated in the skills-maintenance program.

In 2016–17, the CNSC launched its Career Partnership Initiative. This initiative puts forward an integrated approach to career management that supports the development and maintenance of a

competent and agile organization. This initiative supports optimizing the use of internal talent and developing employees to meet the CNSC's current and future needs.

In an effort to promote the new Career Partnership Initiative, the CNSC held a Career Week in March 2017 to showcase the elements of this new initiative and the supports in place for both managers and employees.

Recruitment and staffing policy

The regulation of nuclear energy and materials requires employees with a high level of technical competency. Attracting and retaining such specialized expertise is a strategic priority for the CNSC. Recognizing the value of building a highly skilled and diverse workforce that reflects the composition of Canada's population, the CNSC encourages members of EEDGs to apply for open positions. The CNSC Staffing Policy Framework promotes a values-based approach to staffing, based on competency, fairness, transparency and access. These values are key to ensuring fair and equal access to employment opportunities for all, including members of EEDGs. In 2016–17, consultations were conducted to modernize the framework. The Staffing Policy and delegation have been updated. The CNSC is updating other components of the Staffing Policy Framework such as staffing guidelines and tools for managers that will be launched in the fall 2017.

Outreach to communities

In May 2016, the CNSC participated in the Hiawatha First Nation symposium, "Know your Path" on the shores of Rice Lake near Peterborough, Ontario. The purpose of the event was to make community members aware of different career opportunities and resources to assist with individual educational and employment paths.

In March 2017, the CNSC participated in the Kitigan Zibi career fair in Maniwaki, Quebec. Nearly 100 people (i.e., students in grades 7 to 12 and adults) visited the CNSC kiosk, and were encouraged to visit the CNSC's career page. Overall, the CNSC received positive feedback from visitors and other exhibitors.

Self-identification

In addition to inviting new employees to complete self-identification questionnaires for EE purposes, the CNSC holds a self-identification campaign every year. The campaign gives employees the opportunity to update their EE information so that the CNSC may gain an accurate picture of the composition of its workforce and the extent to which its employees represent the Canadian population. In 2016–17, the campaign response rate was 96 percent, which is the same as in 2015–16.

Consultation

Representatives from the Nuclear Regulatory (NUREG) Group union meet regularly with CNSC management to discuss issues pertaining to EE through the Labour Management Consultation Committee and monthly meetings. Results from the Employment Equity Annual Report are shared with NUREG representatives, whose input was sought in the development of the Employment Equity Plan 2013–14 to 2017–18.

In December 2016 NUREG representatives were consulted in the review of the staffing policy framework. As a result of their feedback, information sessions are prepared and presented to staff to share information on topics of interest including fair access to employment.

Further, to maintain a collaborative workplace, employee consultation is actively encouraged and takes various forms, such as division and directorate meetings, discussion forums, workshops, lunch-and-learn sessions, and articles in our internal newsletter “*Synergy*” to which employees can submit questions and comments.

The CNSC also makes use of various surveys, including its internal pulse surveys and those prepared by the public service, to gain a better understanding of the organization’s strengths and opportunities for improvement. As a result of participation in the first Public Service Employee Annual Survey (PSEAS), the CNSC learned that 84 percent of employees feel that their immediate supervisor creates an environment in which they feel free to discuss matters affecting their well-being at work. In a related internal pulse survey on civility in the workplace, 91 percent of respondents strongly agree or agree that they are treated with civility and respect by their co-workers and 86 percent by their managers. However, we also learned through the PSEAS that 19 percent of employees have been the victim of harassment, and a disproportionate percentage of these employees were persons with disabilities. Equipped with this information, more targeted interventions will be planned.

4. Workforce representation data analysis

Representation of employment equity designated groups

The data used to calculate workforce availability (WFA) come from the 2011 Census of Canada and the 2012 Participation and Activity Limitation Survey. National WFA data were used to calculate the WFA for all employment equity occupational groups (EEOGs).

In 2016–17, the CNSC observed an increase in representation in all four EEDGs when compared to 2015–16. The only EEDG that exceeded the WFA was members of visible minorities at 18.6 percent.

The professionals group is the predominant EEOG at the CNSC. It represents 66.5 percent 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), Aboriginal peoples and members of visible minorities are fully represented in the professionals group, while women and persons with disabilities are under-represented (72.7 percent and 61.4 percent of the WFA, respectively).

For more detailed data on the representation of the six EEDGs by EEOG, see table 3 in the appendix.

For EE 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, 2017.

Table A: Comparison of CNSC employee representation with workforce availability (WFA), 2015–16 versus 2016–17

Employment equity designated group	WFA 2011 census data	2015–16		2016–17	
		CNSC	Representation as a percentage of WFA*	CNSC	Representation as a percentage of WFA*
Women	48.2%	45.9%	95%	47.8%	99%
Aboriginal peoples	3.5%	2.4%	68.2%	3.2%	91.9%
Persons with disabilities	4.9%	2.5%	51%	3%	61.1%
Members of visible minorities	17.8%	18.3%	102.8%	18.6%	104.6%

* representation calculated using the WFA based on the 2011 Census data

From 2015–16 to 2016–17:

- the representation as a percentage of WFA increased to 99% for women (making up 47.8% of the CNSC's total workforce)
- the representation as a percentage of WFA increased to 91.9% for Aboriginal peoples (making up 3.2% of the CNSC's total workforce)
- the representation as a percentage of WFA increased to 61.1% for persons with disabilities (making up 3% of the CNSC's total workforce)
- the representation as a percentage of WFA for members of visible minorities increased to 104.6% (making up 18.6% 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.

Representation of employment equity occupational groups

CNSC employees are represented in six of the 14 EEOGs:

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

Representation in hiring, promotions, departures and salary range

Hiring

At the CNSC, the rate of hiring women (i.e., 50.8 percent) is higher than the WFA of 48.2 percent. The rate of hiring women exceeded the WFA in two EEOGs: senior managers (100 percent vs. 27.4 percent), and clerical personnel (100 percent vs. 68.4 percent).

The overall rate of hiring Aboriginal peoples is higher than the WFA (5.1 percent vs. 3.5 percent) specifically in two EEOGs: semi-professionals and technicians (16.7 percent vs. 3.7 percent) and administrative and senior clerical personnel (7.7 percent vs. 3 percent).

The overall rate of hiring members of visible minorities is on par with the WFA at 17.8 percent. The rate of hiring members of visible minorities exceeded the WFA in two EEOGs: professionals (23.5 percent vs. 19.9 percent) and clerical personnel (33.3 percent versus 19 percent). The CNSC's rate of hiring is slightly above the WFA for semi-professionals and technicians (16.7 percent vs. 16.3 percent).

As for hiring persons with disabilities, the overall rate is below the WFA (2.5 percent vs. 4.9 percent).

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

Promotions

Eighty-two CNSC employees were promoted in 2016–17, compared with 37 in 2015–2016. Promotions occurred in all four EEOGs (i.e., women, persons with disabilities, Aboriginal peoples and members of visible minorities).

The overall rate of promotions for Aboriginal peoples exceeded the WFA (4.9 percent vs. 3.5 percent). Promotions of Aboriginal peoples occurred in two EEOGs: professionals (3 percent vs. 2.1 percent) and semi-professionals and technicians (40 percent vs. 3.7 percent).

Forty women were promoted in 2016–17; the rate slightly exceeded the WFA (48.8 percent vs. 48.2 percent). As for members of visible minorities, sixteen were promoted in 2016–17 (19.5 percent vs. 17.8 percent) and one person with disabilities was promoted (1.2 percent vs. 4.9 percent).

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

Departures

A total of 137 employees left the organization in 2016–17, up from the 111 reported in 2015–16. The overall rate of departure for members of visible minorities was higher than its respective WFA (19 percent vs. 17.8 percent). The departure rate was lower than the WFA for three of the four EEOGs (44.5 percent vs. 48.2 percent) for women, (1.5 percent vs. 3.5 percent) for Aboriginal peoples and (2.9 percent vs. 4.9 percent) for persons with disabilities.

Looking specifically at women, most of the departures occurred in the following EEOGs: professionals (25) and administrative and senior clerical personnel (28).

Most of the departures recorded for members of visible minorities were professionals (13) and administrative and senior clerical personnel (10). Because these groups are small, a relatively low number of employee movements can have a significant impact on workforce representation.

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

Salary range

Across the CNSC, roughly 59 percent of employees earn \$95,000 or more annually. As was the case in the previous fiscal year, proportionately more members of visible minorities earn above this salary, while the salaries of Aboriginal peoples and persons with disabilities are close to the CNSC average.

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

5. Strategies

The CNSC continues to implement strategies identified in its EE plan for 2013–14 to 2017–18.

In 2016–17, the CNSC continued to make progress against planned activities, highlights of which include:

- developing the new Inclusive Workplace Policy that will replace the Existing Workplace Accommodation Policy
- participating in two Aboriginal outreach activities
- raising awareness through a self-identification campaign
- promoting EE and diversity via the internal newsletter, door posters, electronic banners and monthly activities bulletin
- promoting mental health
- monitoring and analyzing departures and exit interviews

Moving forward, the CNSC will continue to act to improve EE representation by identifying and implementing current and new initiatives to achieve the desired objectives and support a diverse workforce and an inclusive workplace. In 2017–18, key initiatives will include:

- engaging staff in developing and participating in initiatives focused on employment equity, diversity and inclusion (e.g., in the fall of 2017, staff will be asked to define what diversity and inclusion mean for the CNSC)
- developing the new five-year EE, Diversity and Inclusion plan for 2018–19 to 2022–23
- communicating the new Inclusive Workplace Policy
- implementing initiatives developed in the context of the Not Myself Today campaign
- analyzing data on self-identification staffing processes
- updating the analysis of the workforce and the gap analysis of representation by branch, and sharing the results with management through quarterly meetings
- monitoring departures and exit interviews
- increasing awareness regarding employment equity, diversity and inclusion

6. Conclusion

At the CNSC, EE means creating a positive and inclusive workplace. Although the CNSC exceeded the WFA in only one of the EEDGs in 2016–17, it observed an increase in representation in all four EEDGs when compared to 2015–16. The CNSC has experienced an increasing rate of departures in the last few years, particularly due to employee retirements as a result of the average age of its workforce and the departures of term employees. There were 137 departures in 2016–17 compared to 111 departures in 2015–16, 102 in 2014–15 and 94 in 2013–14. Looking ahead, the CNSC will continue to implement the actions outlined in its five-year Employment Equity Plan, work with other departments, and explore best practices and measures that can be put in place to increase representation to better reflect the Canadian population and foster an inclusive workplace.

Appendix: Workforce representation data tables as of March 31, 2017

Representation of employment equity designated groups (EEDGs)

Table 1: Representation and workforce availability of EEDGs

Employment equity designated group March 31, 2017	CNSC representation		WFA *	CNSC representation (as a percentage of WFA)
	#	%	%	%
Women	431	47.8	48.2	99
Aboriginal peoples	29	3.2	3.5	91.9
Persons with disabilities	27	3	4.9	61.1
Members of visible minorities	168	18.6	17.8	104.6

* Source: 2011 *Census of Canada* and 2012 *Participation and Activity Limitation Survey* at the National Occupational Classification level

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

NCR and provinces March 31, 2017	Total employees	CNSC representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
National Capital Region (NCR)	828	399	48.2	26	3.1	26	3.1	155	18.7
New Brunswick	5	*	40	0	0	0	0	0	0
Quebec	6	*	50	*	16.7	0	0	*	16.7
Ontario (outside NCR)	45	19	42.2	*	2.2	0	0	10	22.2
Saskatchewan	11	*	27.3	*	9.1	0	0	*	18.2
Alberta	7	5	71.4	0	0	*	14.3	0	0
Total	902	431	47.8	29	3.2	27	3	168	18.6

* 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, 2017	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	23	2.5	7	30.4	0	0	0	0	*	13
Middle and other managers	57	6.3	20	35.1	*	1.8	*	5.3	8	14
Professionals	600	66.5	240	40	13	2.2	14	2.3	131	21.8
Semi-professionals and technicians	38	4.2	13	34.2	5	13.2	*	5.3	7	18.4
Administrative and senior clerical personnel	140	15.5	115	82.1	9	6.4	7	5	17	12.1
Clerical personnel	44	4.9	36	81.8	*	2.3	*	2.3	*	4.5
Total	902	100	431	47.8	29	3.2	27	3	168	18.6

* 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, 2017	Total employees		CNSC representation (women)		WFA *	Representation (as a percentage of WFA)
	#	%	#	%	%	%
Senior managers	23		7	30.4	27.4	111.1
Middle and other managers	57		20	35.1	38.9	90.2
Professionals	600		240	40	55	72.7
Semi-professionals and technicians	38		13	34.2	52	65.8
Administrative and senior clerical personnel	140		115	82.1	82.6	99.4
Clerical personnel	44		36	81.8	68.4	119.6
Total	902		431	47.8	48.2	99.1

* Source: 2011 *Census of Canada* and 2012 *Participation and Activity Limitation Survey* at the National Occupational Classification level.

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

Employment equity occupational group March 31, 2017	Total employees		CNSC representation (Aboriginal peoples)		WFA **	Representation (as a percentage of WFA)
	#	#	%	%	%	%
Senior managers	23	0	0	2.9	0	
Middle and other managers	57	*	1.8	2.2	79.7	
Professionals	600	13	2.2	2.1	103.2	
Semi-professionals and technicians	38	5	13.2	3.7	355.6	
Administrative and senior clerical personnel	140	9	6.4	3	214.3	
Clerical personnel	44	*	2.3	3.4	66.8	
Total	902	29	3.2	3.5	91.9	

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

** Source: 2011 *Census of Canada* and 2012 *Participation and Activity Limitation Survey* at the National Occupational Classification level.

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

Employment equity occupational group March 31, 2017	Total employees		CNSC representation (persons with disabilities)		WFA **	Representation (as a percentage of WFA)
	#	#	%	%	%	%
Senior managers	23	0	0	4.3	0	
Middle and other managers	57	*	5.3	4.3	122.4	
Professionals	600	14	2.3	3.8	61.4	
Semi-professionals and technicians	38	*	5.3	4.6	114.4	
Administrative and senior clerical personnel	140	7	5	3.4	147.1	
Clerical personnel	44	*	2.3	7	32.5	
Total	902	27	3	4.9	61.1	

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

** Source: 2011 *Census of Canada* and 2012 *Participation and Activity Limitation Survey* at the National Occupational Classification level.

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

Employment equity occupational group March 31, 2017	Total employees #	CNSC representation (members of visible minorities)		WFA **		Representation (as a percentage of WFA)	
		#	%	%	%		
Senior managers	23	*	13	10.1	129.1		
Middle and other managers	57	8	14	15	93.6		
Professionals	600	131	21.8	19.9	109.7		
Semi-professionals and technicians	38	7	18.4	16.3	113		
Administrative and senior clerical personnel	140	17	12.1	14.1	86.1		
Clerical personnel	44	*	4.5	19	23.9		
Total	902	168	18.6	17.8	104.6		

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

** Source: 2011 *Census of Canada* and 2012 *Participation and Activity Limitation Survey* at the National Occupational Classification level.

Representation in hiring, promotions, departures and salary range

Table 8: Hiring of EEDGs by EEOG

Employment equity occupational group March 31, 2017	Total employees #	Hiring							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	*	*	100	0	0	0	0	0	0
Middle and other managers	5	*	20	0	0	0	0	0	0
Professionals	51	21	41.2	*	2	0	0	12	23.5
Semi-professionals and technicians	6	*	16.7	*	16.7	*	16.7	*	16.7
Administrative and senior clerical personnel	52	33	63.5	4	7.7	*	3.8	7	13.5
Clerical personnel	*	*	100	0	0	0	0	*	33.3
Total	118	60	50.8	6	5.1	*	2.5	21	17.8

* 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, 2017	Total employees	Promotions							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers		0	0	0	0	0	0	0	0
Middle and other managers	6	*	33.3	0	0	0	0	*	16.7
Professionals	67	32	47.8	*	*	0	0	14	20.9
Semi-professionals and technicians	5	*	40	*	40	*	20	*	20
Administrative and senior clerical personnel	*	*	100	0	0	0	0	0	0
Clerical personnel	*	*	100	0	0	0	0	0	0
Total	82	40	48.8	4	4.9	*	1.2	16	19.5

* 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, 2017	Total employees	Departures							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	*	*	33.3	0	0	0	0	0	0
Middle and other managers	9	*	33.3	*	11.1	0	0	*	11.1
Professionals	64	25	39.1	0	0	*	3.1	13	20.3
Semi-professionals and technicians	*	*	50	0	0	0	0	*	50
Administrative and senior clerical personnel	54	28	51.9	0	0	*	1.9	10	18.5
Clerical personnel	5	*	60	*	20	*	20	*	20
Total	137	61	44.5	*	1.5	4	2.9	26	19

* 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, 2017	Total employees		Women			Aboriginal peoples			Persons with disabilities			Members of visible minorities		
	#	CUM%*	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**
39,999 or less	27	3%	14	0%	3.2%	1	0%	3.4%	1	0%	3.7%	7	0%	4.2%
40,000 to 44,999	2	3.2%	2	100%	3.7%	0	0%	3.4%	0	0%	3.7%	0	0%	4.2%
45,000 to 49,999	14	4.8%	12	85.7%	6.5%	3	21.4%	13.8%	1	7.1%	7.4%	2	14.3%	5.4%
50,000 to 54,999	8	5.7%	7	87.5%	8.1%	0	0%	13.8%	0	0%	7.4%	2	25%	6.5%
55,000 to 59,999	126	19.6%	92	73%	29.5%	4	3.2%	27.6%	7	5.6%	33.3%	20	15.9%	18.5%
60,000 to 64,999	48	24.9%	22	45.8%	34.6%	3	6.3%	37.9%	0	0%	33.3%	9	18.8%	23.8%
65,000 to 69,999	49	30.4%	40	81.6%	43.9%	2	4.1%	44.8%	1	2%	37%	3	6.1%	25.6%
70,000 to 74,999	18	32.4%	9	50%	45.9%	1	5.6%	48.3%	1	5.6%	40.7%	4	22.2%	28%
75,000 to 79,999	9	33.4%	5	55.6%	47.1%	1	11.1%	51.7%	1	0%	40.7%	0	0%	28%
80,000 to 84,999	55	39.5%	31	56.4%	54.3%	2	3.6%	58.6%	0	0%	40.7%	7	12.7%	32.1%
85,000 to 89,999	21	41.8%	14	66.7%	57.5%	1	4.8%	62.1%	0	0%	40.7%	4	19%	34.5%
90,000 to 94,999	5	42.4%	5	100%	58.7%	0	0%	62.1%	0	0%	40.7%	0	0%	34.5%
95,000 to 99,999	155	59.5%	64	41.3%	73.5%	3	1.9%	72.4%	5	3.2%	59.3%	33	21.3%	54.2%
100,000 to 104,999	17	61.4%	7	41.2%	75.2%	0	0%	72.4%	0	0%	59.3%	4	23.5%	56.5%
105,000 to 109,999	12	62.7%	5	41.7%	76.3%	0	0%	72.4%	0	0%	59.3%	5	41.7%	59.5%
110,000 to 114,999	1	62.9%	1	100%	76.6%	0	0%	72.4%	0	0%	59.3%	0	0%	59.5%
115,000 to 119,999	168	81.5%	55	32.7%	89.3%	4	2.4%	86.2%	7	4.2%	85.2%	30	17.9%	77.4%
120,000 or more	167	100%	46	27.5%	100%	4	2.4%	100%	4	2.4%	100%	38	22.8%	100%
Total	902	100%	431	47.8%	100%	29	3.2%	100%	27	3%	100%	168	18.6%	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.