



Employment Equity Annual Report 2017–18

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1. Canadian Nuclear Safety Commission: General overview

Our work

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

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

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

The CNSC also carries out environmental assessments for nuclear projects in accordance with the *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 900 Canadians, and maintains 13 offices across Canada. These include three headquarters offices and a laboratory in Ottawa, Ontario, as well as four regional offices in Laval, Quebec; Mississauga, Ontario; Saskatoon, Saskatchewan; and Calgary, Alberta. There are also offices at each of the four Canadian nuclear power plants – Point Lepreau in New Brunswick, and Darlington, Pickering, and Bruce A and B in Ontario – and at Chalk River Laboratories in Ontario.

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

Continuing to diversify our workforce

The CNSC believes diversity and inclusion are critical to spur innovation, solve complex issues and improve our results for Canadians. At our core, we value respect, integrity, service, excellence, responsibility and safety. We are committed to ensuring our workforce is representative and reflective of Canadian society and we strive to be an inclusive workplace – one that is free from discrimination and where all employees are able to effectively use their skills and experience to help deliver on the CNSC's important mandate.

While employment equity (EE) is about ensuring representativeness, the CNSC recognizes that it must commit to creating a positive and inclusive work environment that embraces all forms of people diversity. With this end 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 within the CNSC.

Employment Equity Plan

The CNSC continues to implement objectives and initiatives of the *Employment Equity Plan 2013–14 to 2017–18* (EE Plan 2013–18), now in its final year. Information on the plan's key objectives is provided in section 4 of this report. The CNSC is currently developing its *Diversity and Inclusion Plan 2018–19 to 2020–21*. This latter plan will identify the CNSC's goals for building a diverse workforce and an inclusive workplace, and will address the associated initiatives, activities and other measures for successfully realizing this plan.

Employment equity records

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

Monitoring and reporting

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

The CNSC continues to actively participate in the Public Service Employee Survey (PSES), specifically monitoring employees' views on questions that are related to a healthy, respectful and inclusive workplace. With a response rate of 85% for the 2017 survey, the CNSC is seeing positive trends in all of its questions related to "Respectful Workplace."

In addition, the CNSC's Human Resources Directorate produces a Human Resources Dashboard, which includes EE data at both the organization and branch level of detail; this is presented to the Management Committee annually. All of these results and reports are communicated to all CNSC employees and are available in both official languages on the CNSC intranet.

3. Workforce representation data analysis

Representation of employment equity designated groups (EEDGs)

The data used to calculate workforce availability (WFA) come from the 2011 *Census of Canada* and the 2012 *Participation and Activity Limitation Survey*. The WFA data from the 2016 *Census of Canada* are not yet available; the data are expected to be available in 2019. National WFA data were used to calculate the WFA for all employment equity designated (EEDGs) and occupational groups (EEOGs).

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, 2018.

Representation of employment equity occupational groups

CNSC employees are represented in 6 of the 14 EEOGs:

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

Table A: Comparison of CNSC employee representation in 2017–18 with the projected representation set out in EE Plan 2013–18

Employment equity occupational group March 31, 2018	Representation							
	Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	Projected %	2017–18 %	Projected %	2017–18 %	Projected %	2017–18 %	Projected %	2017–18 %
Senior managers	20.0	35.0	0.0	0.0	0.0	0.0	10.0	15.0
Middle and other managers	30.5	37.9	1.7	1.7	5.1	5.2	15.3	12.1
Professionals	37.5	41.4	2.2	2.5	3.3	2.8	20.4	22.6
Semi-professionals and technicians	31.3	35.5	6.3	12.9	0.0	9.7	15.6	16.1
Administrative and senior clerical personnel	87.7	89.3	2.6	4.0	2.6	4.0	6.1	14.1
Clerical personnel	76.6	80.4	0.0	7.8	0.0	2.0	4.3	11.8

As seen in table A, the CNSC has met its EE Plan 2013–18 representation objectives in the majority of EEDGs and EEOGs. Over the years, the representation has increased, most notably among women in all EEOGs but also considerably in the other EEDGs. This is in large part because the CNSC takes part in various outreach and engagement activities and has increased its presence in social media such as LinkedIn and Facebook. As part of its workforce renewal strategy, the CNSC also developed a new-graduate recruitment initiative, which had a positive impact on improving representation.

Table B: Comparison of CNSC employee representation with WFA, 2016–17 vs. 2017–18

Employment equity designated group	WFA 2011 census data	2016–17		2017–18	
		CNSC	Representation as a percentage of WFA*	CNSC	Representation as a percentage of WFA*
Women	48.2%	47.8%	99.0%	50.5%	105.0%
Aboriginal peoples	3.5%	3.2%	91.9%	3.3%	94.0%
Persons with disabilities	4.9%	3.0%	61.1%	3.3%	67.2%
Members of visible minorities	17.8%	18.6%	104.6%	19.6%	110.3%

* Representation calculated using the WFA based on the 2011 *Census of Canada* data

In 2017–18, the CNSC observed an increase in representation in all four EEDGs compared to 2016–17 data. Note that both women and visible minorities exceeded the WFA. Specifically,

- the representation as a percentage of WFA increased to 105% for women, making up 50.5% of the CNSC's total workforce
- the representation as a percentage of WFA increased to 94% for Aboriginal peoples, making up 3.3% of the CNSC's total workforce
- the representation as a percentage of WFA increased to 67.2% for persons with disabilities, making up 3.3% of the CNSC's total workforce
- the representation as a percentage of WFA for members of visible minorities increased to 110.3%, making up 19.6% 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.

Table C: Representation of EEDGs by EEOG

Employment equity occupational group March 31, 2018	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	20	2.1	7	35.0	0	0.0	0	0.0	*	15.0
Middle and other managers	58	6.2	22	37.9	*	1.7	*	5.2	7	12.1
Professionals	633	67.2	262	41.4	16	2.5	18	2.8	143	22.6
Semi-professionals and technicians	31	3.3	11	35.5	4	12.9	*	9.7	5	16.1
Administrative and senior clerical personnel	149	15.8	133	89.3	6	4.0	6	4.0	21	14.1
Clerical personnel	51	5.4	41	80.4	4	7.8	*	2.0	6	11.8
Total	942	100.0	476	50.5	31	3.3	31	3.3	185	19.6

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

As seen in table C, the professionals group is the predominant EEOG at the CNSC as it represents 67.2% 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 (75.3% and 74.8% of the WFA, respectively).

Representation in hiring, promotions, departures and salary range

Hiring

At the CNSC, the rate of hiring for women at 66.3% is higher than the WFA of 48.2%. The CNSC has significantly increased its representation for women in the last years. In 2017–18, women's total representation surpassed the WFA by 22 compared to previous years where the total was below the WFA: by 9 in 2014–15, by 20 in 2015–16 and by 4 in 2016–17. The rate of hiring women exceeded the WFA in four EEOGs: senior managers (100% vs. 27.4%), middle and other managers (100% vs. 38.9%), administrative and senior clerical personnel (87.7% vs. 82.6%) and clerical personnel (70% vs. 68.4%).

The overall rate of hiring Aboriginal peoples is slightly lower than the WFA (3.4% vs. 3.5%).

The overall rate of hiring members of visible minorities (24%) is higher than the WFA at 17.8%. The rate of hiring members of visible minorities exceeded the WFA in four EEOGs: professionals (27.9% vs. 19.9%), semi-professionals and technicians (25% vs. 16.3%), administrative and senior clerical personnel (17.8% vs. 14.1%) and clerical personnel (40% vs. 19%).

As for hiring persons with disabilities, the overall rate is below the WFA (4% vs. 4.9%).

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

Promotions

A total of 84 employees were promoted within the CNSC in 2017–18, compared with 82 in 2016–2017. Promotions occurred in all four EEOGs, but exceeded the WFA in only two of them.

The overall rate of promotions for women exceeded the WFA (59.5% vs. 48.2%), and the rate for members of visible minorities also exceeded the WFA (27.4% vs. 17.8%). Promotions for women mostly occurred in the professionals and the administrative and senior clerical personnel occupational groups. Promotions for visible minorities took place mainly in the professionals and the semi-professionals and technical occupational groups.

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

Departures

A total of 163 employees left the organization in 2017–18, up from the 137 reported in 2016–17. The departure rate was lower than the WFA for three of the four EEOGs: 3.1% vs. 3.5% for Aboriginal peoples, 3.1% vs. 4.9% for persons with disabilities and 16.6% vs. 17.8% for visible minorities, a factor that contributes to retaining a diverse workforce.

The overall rate of departure for women was higher than its respective WFA (53.4% vs. 48.2%). Out of the 87 who left the organization in 2017–18, most were in two EEOGs: professionals (24) and administrative and senior clerical personnel (53). Of the 33 women who were in an indeterminate position, “retirement” was the reason for departure of 36% of the women, while 57% departed because they were “hired by another department”.

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

Salary range

Across the CNSC, roughly 55% of the employees earned \$95,000 or more annually compared to 59% in the previous fiscal year. By EEDG, 58% of persons with disabilities and 57% of members of visible minorities are found in this salary range compared to 39.4% of women and 38.7% of Aboriginal peoples.

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

4. Initiatives and practices to meet CNSC EE goals or objectives

The CNSC continues to implement the actions identified in its EE Plan 2013–18. In 2017–18, the CNSC made progress against planned activities and new activities that were added to the plan as part of the plan’s annual review. Highlights included:

- raising awareness through a self-identification campaign
- promoting EE and diversity through the internal newsletter, TV monitors located on each floor, electronic banners on the intranet and the monthly activities email bulletin
- promoting mental health through the Not Myself Today campaign
- defining what diversity and inclusion mean for the CNSC (six focus groups were held)

Renewal of the 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. Following consultations, the Staffing Policy and delegation were approved by the Management Committee in June and July 2017 respectively. In 2017–18, the CNSC also updated other components of the Staffing Policy Framework, such as staffing guidelines and tools for managers, and developed a new intranet page with links making all policies, guidelines and tools available to all staff.

The CNSC will continue to work at improving its EE representation, while building a diverse workforce and fostering an inclusive workplace by identifying and implementing current and new initiatives to achieve the desired targets. In 2018–19, key initiatives will include:

- researching best practices to support a diverse workforce and foster an inclusive workplace leading to the development of a three-year diversity and inclusion plan
- developing a three-year plan to support mental wellness as part of providing a respectful and healthy workplace at the CNSC
- completing the gap analysis on representation of EEDG members by branch, sharing the results with management and the hiring team, and increasing awareness on recruitment measures to achieve a representative workforce
- analyzing decreases in rates of EEDG members in selected hiring processes
- conducting an outreach campaign with various organizations that provide services to Aboriginal peoples and persons with disabilities

- continuing to promote diversity and increase awareness regarding the benefits of having an inclusive workplace

Additional inclusion efforts

Key behaviours at the CNSC

In 2014, the CNSC adopted the Treasury Board Secretariat's (TBS) Key Leadership Competencies (KLCs), integrating them into all executive talent management processes. The CNSC recognized that it did not have the same framework for the rest of its workforce. This led to the development and implementation of the CNSC's Key Behavioural Competencies (KBCs) in 2016. Developed in consultation with employees, the KBCs – **Live It, Own It, Build It, Learn It** – are an integral part of all aspects of the CNSC workforce and workplace practices. **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.

The KLCs and KBCs work together to encourage a respectful and inclusive organization that values diverse thoughts and ideas to tackle complex regulatory, scientific and technical challenges. In 2017–18, training on assessing KBCs for hiring, development and performance management was developed and delivered to managers and employees.

Policies for a respectful and inclusive workplace

Over the last year, the CNSC undertook a review of current policies and identified a need for new ones to address areas of concern. In February 2017, the CNSC issued its Inclusive Workplace Policy, to replace the former policy on workplace accommodation. Although the notion of accommodation is often associated with disability and removing physical barriers, 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 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.

As a regulator, the CNSC recognizes the importance of creating an environment where employees feel free to raise issues without fear of reprisal. As such, the CNSC offers employees many avenues should they feel the need to raise an issue or lodge a complaint. Tools supporting this approach include the CNSC's:

- 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 and journal articles
- Policy on Informal Conflict Management System (ICMS)

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

In addition, the CNSC continues its various awareness activities in support of its Respectful Workplace Policy. These include presentations given by labour relations officers to different teams/directorates, and meetings with new managers to educate them on their roles and

responsibilities, including performance management and employees' rights through the CNSC's leadership community of practice.

Regulatory safety oversight culture

The CNSC is committed to being the best nuclear regulator in the world. Continuous improvement and innovation are engrained in the way the organization works, as its members constantly increase collaboration, openness and transparency. The CNSC is one of a few nuclear regulators in the world to have conducted a formal assessment of its safety oversight culture. This assessment, concluded in February 2018, used a multi-method approach to gather and analyze data from document reviews, focus group discussions and the administration of a questionnaire on regulatory safety oversight culture perceptions.

In addition to the assessment, staff have undertaken several initiatives in recent years to strengthen the CNSC's regulatory safety oversight culture, including focus groups to identify why they select the CNSC as an employer of choice. Staff shared that the areas they value are: great work-life balance; competitive compensation and benefits; opportunities for learning, movement and advancement; the ability to make a difference in a small organization; open and transparent management practices; fun social events and fantastic colleagues.

Not Myself Today campaign

In June 2016, the CNSC launched the Not Myself Today campaign, which is part of the CNSC's health and wellness three-year plan. Awareness activities and communications to promote the inclusion of employees who are experiencing mental health challenges took place in 2017–18. 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 – equivalent to approximately 3% of total staff salaries. All employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

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 session to ensure that all new employees are aware of the services and tools available to them to create a positive working environment.

The Career Partnership initiative, launched in 2016–17, puts forward an integrated approach to career management at the CNSC that supports the development and maintenance of a competent, agile organization. This initiative supports career growth and employee movement, and optimizes the use of internal talent while developing employee abilities to meet current and future needs. It contributes to building management capacity to hold career and talent management conversations, and raises employees' awareness of their careers and ability to take ownership of them. This initiative supports all employees at all career stages.

Consultation

Representatives from the Nuclear Regulatory Group (NUREG) union meet regularly with CNSC management to discuss issues pertaining to EE through the Labour Management Consultation Committee and monthly meetings. Results from the EE annual report are shared with NUREG representatives. Their input was sought in the development of EE Plan 2013–18 and will be sought again in the development of the *Diversity and Inclusion Plan 2018–19 to 2020–21*.

5. Conclusion

The CNSC is committed to reaching its employment equity goals and has made significant progress in increasing employees in under-represented designated groups. The CNSC continues to work toward building a diverse and representative workforce for all occupational groups and implementing initiatives and practices to promote diversity and inclusion which will be reflected in its *Diversity and Inclusion Plan 2018–19 to 2020–21*.

Appendix: Workforce representation data tables as of March 31, 2018

Representation of employment equity designated groups (EEDGs)

Table 1: Representation and workforce availability of EEDGs

Employment equity designated group March 31, 2018	CNSC representation		WFA*	CNSC representation (as a percentage of WFA)
	#	%	%	%
Women	476	50.5	48.2	105.0
Aboriginal peoples	31	3.3	3.5	94.0
Persons with disabilities	31	3.3	4.9	67.2
Members of visible minorities	185	19.6	17.8	110.3

* 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, 2018	Total employees	CNSC representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
National Capital Region (NCR)	871	445	51.1	27	3.1	30	3.4	168	19.3
New Brunswick	5	*	60.0	0	0.0	0	0.0	*	40.0
Quebec	6	*	50.0	*	33.3	0	0.0	*	16.7
Ontario (outside NCR)	43	18	41.9	*	2.3	0	0.0	12	27.9
Saskatchewan	9	*	22.2	*	11.1	0	0.0	*	11.1
Alberta	8	5	62.5	0	0.0	*	12.5	*	12.5
Total	942	476	50.5	31	3.3	31	3.3	185	19.6

* 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, 2018	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	20	2.1	7	35.0	0	0.0	0	0.0	3	15.0
Middle and other managers	58	6.2	22	37.9	*	1.7	*	5.2	7	12.1
Professionals	633	67.2	262	41.4	16	2.5	18	2.8	143	22.6
Semi-professionals and technicians	31	3.3	11	35.5	4	12.9	*	9.7	5	16.1
Administrative and senior clerical personnel	149	15.8	133	89.3	6	4.0	6	4.0	21	14.1
Clerical personnel	51	5.4	41	80.4	4	7.8	*	2.0	6	11.8
Total	942	100.0	476	50.5	31	3.3	31	3.3	185	19.6

* 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, 2018	Total employees		CNSC representation (women)		WFA*	Representation (as a percentage of WFA)
	#	%	#	%	%	%
Senior managers	20		7	35.0	27.4	127.7
Middle and other managers	58		22	37.9	38.9	97.5
Professionals	633		262	41.4	55.0	75.3
Semi-professionals and technicians	31		11	35.5	52.0	68.2
Administrative and senior clerical personnel	149		133	89.3	82.6	108.1
Clerical personnel	51		41	80.4	68.4	117.5
Total	942		476	50.5	48.2	104.8

* 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, 2018	Total employees		CNSC representation (Aboriginal peoples)		WFA**	Representation (as a percentage of WFA)
	#	%	#	%	%	%
Senior managers	20		0	0.0	2.9	0.0
Middle and other managers	58		*	1.7	2.2	78.4
Professionals	633		16	2.5	2.1	120.4
Semi-professionals and technicians	31		4	12.9	3.7	348.7
Administrative and senior clerical personnel	149		6	4.0	3.0	134.2
Clerical personnel	51		4	7.8	3.4	230.7
Total	942		31	3.3	3.5	94.0

* 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, 2018	Total employees	CNSC representation (persons with disabilities)		WFA**	Representation (as a percentage of WFA)
		#	%		
Senior managers	20	0	0.0	4.3	0.0
Middle and other managers	58	*	5.2	4.3	120.3
Professionals	633	18	2.8	3.8	74.8
Semi-professionals and technicians	31	*	9.7	4.6	210.4
Administrative and senior clerical personnel	149	6	4.0	3.4	118.4
Clerical personnel	51	*	2.0	7	28.0
Total	942	31	3.3	4.9	67.2

* 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, 2018	Total employees	CNSC representation (members of visible minorities)		WFA**	Representation (as a percentage of WFA)
		#	%		
Senior managers	20	*	15.0	10.1	148.5
Middle and other managers	58	7	12.1	15.0	80.5
Professionals	633	143	22.6	19.9	113.5
Semi-professionals and technicians	31	5	16.1	16.3	99.0
Administrative and senior clerical personnel	149	21	14.1	14.1	100.0
Clerical personnel	51	6	11.8	19.0	61.9
Total	942	185	19.6	17.8	110.3

* 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, 2018	Total employees		Hiring						
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities
	#	#	%	#	%	#	%	#	%
Senior managers	*	*	100.0	0	0.0	0	0.0	0	0.0
Middle and other managers	*	*	100.0	0	0.0	0	0.0	0	0.0
Professionals	86	41	47.7	4	4.7	*	2.3	24	27.9
Semi-professionals and technicians	4	*	50.0	0	0.0	*	25.0	*	25.0
Administrative and senior clerical personnel	73	64	87.7	*	1.4	4	5.5	13	17.8
Clerical personnel	10	7	70.0	*	10.0	0	0.0	4	40.0
Total	175	116	66.3	6	3.4	7	4.0	42	24.0

* 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, 2018	Total employees		Promotions						
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities
	#	#	%	#	%	#	%	#	%
Senior managers	0	0	0.0	0	0.0	0	0	0	0.0
Middle and other managers	7	*	42.9	0	0.0	0	0	0	0.0
Professionals	59	31	52.5	0	0.0	*	1.7	11	18.6
Semi-professionals and technicians	0	0	0.0	0	0.0	0	0.0	10	0.0
Administrative and senior clerical personnel	13	12	92.3	0	0.0	*	7.7	*	7.7
Clerical personnel	5	4	80.0	*	40.0	0	0.0	*	20.0
Total	84	50	59.5	*	2.4	*	2.4	23	27.4

* 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, 2018	Total employees		Departures						
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities
	#	#	%	#	%	#	%	#	%
Senior managers	4	*	25.0	0	0.0	0	0.0	0	0.0
Middle and other managers	5	*	20.0	0	0.0	0	0.0	*	20.0
Professionals	63	24	38.1	*	3.2	0	0.0	14	22.2
Semi-professionals and technicians	7	*	28.6	0	0.0	0	0.0	*	42.9
Administrative and senior clerical personnel	75	53	70.7	*	4.0	5	6.7	8	10.7
Clerical personnel	9	6	66.7	0	0.0	0	0.0	*	11.1
Total	163	87	53.4	5	3.1	5	3.1	27	16.6

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

Table 11: Representation of EEDGs by salary range

Salary range (\$) March 31, 2018	Total employees		Women			Aboriginal peoples			Persons with disabilities			Members of visible minorities		
	#	CUM%*	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**
39,999 or less	24	2.5%	17	70.8	3.6%	0	0%	0%	2	8.3%	6.5%	5	20.8%	2.7%
40,000 to 44,999	18	4.5%	15	83.3%	6.7%	2	11.1%	6.5%	1	5.6%	9.7%	5	27.8%	5.4%
45,000 to 49,999	12	5.7%	11	91.7%	9.0%	1	8.3%	9.7%	0	0.0%	9.7%	2	16.7%	6.5%
50,000 to 54,999	18	7.6%	16	88.9%	12.4%	1	5.6%	12.9%	1	5.6%	12.90%	3	16.7%	8.1%
55,000 to 59,999	98	18.0%	78	79.6%	28.8%	7	7.1%	35.5%	5	5.1%	29.0%	20	20.4%	18.9%
60,000 to 64,999	68	25.3%	40	58.8%	37.2%	0	0%	35.5%	0	0%	29.0%	15	22.1%	27.0%
65,000 to 69,999	64	32.1%	44	68.8%	46.4%	4	6.3%	48.4%	2	3.1%	35.5%	11	17.2%	33.0%
70,000 to 74,999	30	35.2%	16	53.3%	49.8%	0	0%	48.4%	0	0%	35.5%	7	23.3%	36.8%
75,000 to 79,999	19	37.3%	13	68.4%	52.5%	2	10.5%	55.8%	2	10.5%	41.9%	1	5.3%	37.8%
80,000 to 84,999	46	42.1%	25	54.3%	57.8%	2	4.3%	61.3%	0	0%	41.9%	6	13.0%	40.5%
85,000 to 89,999	21	44.4%	9	42.9%	59.7%	0	0%	61.3%	0	0%	41.9%	4	19.0%	42.7%
90,000 to 94,999	6	45.0%	4	66.7%	60.5%	0	0%	61.3%	0	0%	41.9%	1	16.7%	43.2%
95,000 to 99,999	163	62.3%	71	43.6%	75.4%	3	1.8%	71.0%	5	3.1%	58.1%	33	20.2%	61.1%
100,000 to 104,999	20	64.4%	12	60.0%	77.9%	0	0%	71.0%	0	0%	58.1%	2	10.0%	62.2%
105,000 to 109,999	7	65.2%	2	28.6%	78.4%	1	14.3%	74.2%	0	0%	58.1%	1	14.3%	62.7%
110,000 to 114,999	7	65.9%	4	57.1%	79.2%	0	0%	74.2%	0	0%	58.1%	2	28.6%	63.8%
115,000 to 119,999	151	82.0%	48	31.8%	89.3%	5	3.3%	90.3%	8	5.3%	83.9%	30	19.9%	80.0%
120,000 or more	170	100%	51	30.0%	100%	3	1.8%	100%	5	2.9%	100%	37	21.8%	100%
Total	942	100%	476	50.5%	100%	31	3.3%	100%	31	3.3%	100%	185	19.6%	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.