

Canada's Nuclear  
Regulator



# Employment Equity Annual Report 2021–22

September 2022

e-Docs #6725343



Canadian Nuclear  
Safety Commission

Commission canadienne  
de sûreté nucléaire

Canada

## **Employment Equity Annual Report 2021–22**

© Canadian Nuclear Safety Commission (CNSC) 2022  
Cat. No. CC171-2E-PDF  
ISSN 1704-1031

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*Également publié en français sous le titre : Rapport sur l'équité en matière d'emploi 2021-22*

### **Document availability**

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

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### **Publishing history**

September 2022

Version 1.0

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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 *Impact Assessment Act*.

### Our organization

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 851 Canadians, and maintains 12 offices across Canada. These include 2 headquarter 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.

October 12, 2021, marked the 75th anniversary of the Government of Canada’s proclamation of the *Atomic Energy Control Act*. Since the proclamation, Canada has established a rich history of nuclear regulation and become one of the world’s most trusted and respected leaders in this field. Throughout 2021, we at the CNSC celebrated our successes and recognized our peers and the pioneers of yesterday, today and tomorrow to mark this time in our history.

The CNSC has primarily operated remotely over the course of the pandemic. Our Incident Response Team (IRT) continues to update and modify the CNSC’s phased approach to Return to the Workplace with safety protocols based on advice from Public Health and the central agencies (which include the Privy Council Office (PCO), Treasury Board of Canada Secretariat (TBS) and Department of Finance Canada), and the Office of the Chief Human Resources Officer (OCHRO).

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

### Ongoing diversification of the workforce

The CNSC believes that equity, diversity and inclusion (EDI) are essential to driving innovation, solving complex problems and improving our ability to provide effective results. At the core, our organization values respect, integrity, safety, excellence, responsibility and services (RISERS). We are committed to ensuring that our workforce is representative and reflective of Canadian society. We also strive to provide a safe and healthy work environment that is inclusive and free from harassment and discrimination, where all employees can use their skills, expertise and experience effectively to achieve the CNSC’s important mandate.

Employment equity and diversity are necessary, although not sufficient, conditions for a respectful, inclusive and trusting workplace. In fiscal year 2021–22, the organization focused on 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 conversations
2. **Workplace design** – Consulting the employee networks and using the Gender-Based Analysis Plus (GBA Plus) lens to inform management workplace decisions
3. **Increase representation** – Establishing hiring goals to increase representation to align with national labour market availability (LMA)
4. **Building EDI capability** – Building racial literacy, challenging assumptions, reflecting on bias and developing skills to identify and address micro-aggressions in the moment
5. **Empowerment and accountability** – Equipping employees and managers to be confident and ready to navigate situations that create mistrust and undermine an inclusive workplace

### Employment equity records

As part of the new online onboarding process, all new employees are asked to complete a self-identification questionnaire that is entered into the human resources information system. New employees receive an updated version of the form that can be signed and submitted electronically to facilitate the CNSC’s ongoing collection of employment equity data. In addition, employees can refresh their workplace equity status or self-identify, if they have not already done so, by completing an accessible online form or by contacting the Learning and Development Programs team.

The CNSC actively participated in the OCHRO micro-mission to modernize the self-identification process by addressing the entire self-identification system within the federal government.

The CNSC initiated the work to update its HR systems and other HR forms in 2019–20 and is currently working on implementing the new self-identification form that was developed by TBS and OCHRO. The CNSC continues to explore disaggregating EE data to better understand the impacts of certain EE subgroups.

### 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 (EEDGs) in the CNSC workforce, as well as the activities and events carried out to comply with the legislation and support diversity and inclusion (D&I) government initiatives.

The CNSC actively participates 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. The last PSES was held from December 2020 to January 2021. The next PSES is planned for November 2022.

In 2021, each directorate within the CNSC determined an area to improve upon based on the PSES results for the directorates. Directorate PSES leads were established and action plans were developed and set in motion.

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. For example, we saw a positive increase (from 73% in 2019 to 78% in 2020) in the responses agreeing with the following statement, "In my work unit, every individual is accepted as an equal member of the team."

The results also show that the organization is ahead in most of these categories in comparison to the overall federal public service. For example, we received a higher percentage of positive responses than the overall public service did in response to the following statement, "My department or agency implements activities and practices that support a diverse workplace" (78% for the public sector compared to 85% for the CNSC).

To keep informed of employee perceptions, we have been running pulse surveys. The most recent survey was launched for a week in January 2022 and had a response rate of 56% of the employees. The results were promising:

- Overall, 91% of the respondents felt that their supervisor treats everyone respectfully.
- Overall, 75% of the respondents felt that their supervisor addresses inappropriate or disrespectful behaviours in a timely and effective manner.

Although the results were quite positive, the responses show that equity-seeking groups did not always share the same experience:

- Overall, 80% of the respondents said their teams communicate in the way that best suits each team member, compared to 72% of persons with disabilities and 72% of Indigenous respondents.
- Overall, 12% of the respondents reported that they fear reprisal, specifically damaging the relationship, when disagreeing on professional opinions, compared to 18% of Indigenous respondents, 17% of persons with disabilities, and 16% of members of visible minorities.
- Overall, 12% of the respondents indicated their supervisors seldom to never provide equal opportunities for acting assignments and micro-missions, compared to 19% of persons with disabilities.

### **3. Workforce representation data analysis**

#### **Representation of employment equity designated groups (EEDGs)**

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 was used to calculate the LMA for all EEDGs and employment equity occupational groups (EEOGs).

As of March 31, 2022, the CNSC had 851 employees. The following pages highlight the representation of the 4 EEDGs in our organization as of that date.

**Representation of employment equity occupational groups (EEOGs)**

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, 2020-21 vs. 2021-22**

Employment equity designated group	Workforce availability (LMA)*	2020-21		2021-22	
		CNSC	Representation as a percentage of LMA*	CNSC	Representation as a percentage of LMA*
	%	%	%	%	%
Women	48.2	49.9	103.6	50.4	104.6
Aboriginal peoples	4.0	2.3	58.3	1.8	44.1
Persons with disabilities	9.1	4.2	46.2	4.1	45.2
Members of visible minorities	21.3	19.4	90.9	20.6	96.5

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

In 2021–22, 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 members of visible minorities, but this number remains below the LMA. Women continue to exceed the LMA, and there was a slight increase in representation.

Specifically:

- the representation as a percentage of LMA increased from 103.6% to 104.6% for women, who make up 50.4% of the CNSC’s total workforce
- the representation as a percentage of LMA decreased from 58.3% to 44.1% for Aboriginal peoples, who make up 1.8% of the CNSC’s total workforce
- the representation as a percentage of LMA decreased slightly from 46.2% to 45.2% for persons with disabilities, who make up 4.1% of the CNSC’s total workforce
- the representation as a percentage of LMA increased from 90.9% to 96.5% for members of visible minorities, who make up 20.6% 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; see table 2 for their distribution by regions and provinces.

**Representation compared to the CNSC’s 3-year hiring goals**

The Employment Systems Review conducted in 2020 recommended reviewing the CNSC’s projected EEOG representation objectives (hiring goals) to improve our workforce representation across all occupational categories and the 4 EEDGs. The CNSC created an advisory committee on employment equity hiring goals. The committee consisted of employee volunteers from various salary ranges, branches and preferred official languages, as well as EEDGs. The purpose of this advisory committee was to provide recommendations on proposed adjustments for the hiring goals

and generate ideas about implementing and communicating them to the rest of the organization. Results and new goals of this advisory committee were shared with our Executive Team for approval and incorporated into an updated D&I plan. A decision was reached to increase representation of each occupational group to a minimum of the national LMA

**Table B: Comparison of CNSC employee representation in 2021–22 with the anticipated 2022-25 CNSC hiring goals (after 3 years)**

The following table compares the CNSC’s current representation to our newly established 3-year hiring goals. To protect confidentiality, we have suppressed data when the representation number was from 1 to 5. We have included “↓” or “↑” for those areas where data was suppressed. The “↑” or bold font indicates areas where our current representation surpasses the 3-year goal. The “↓” or italic font indicates the areas that are below the 3-year goal.

Employment equity occupational group March 31, 2022	Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	CNSC 2021–22	Hiring goals recommended representation after 3 years 2022–25	CNSC 2021–22	Hiring goals recommended representation after 3 years 2022–25	CNSC 2021–22	Hiring goals recommended representation after 3 years 2022–25	CNSC 2021–22	Hiring goals recommended representation after 3 years 2022–25
	%	%	%	%	%	%	%	%
Senior managers	<b>57.9</b>	48.2	<i>0.0</i>	5.3	↓	9.1	↓	21.3
Middle and other managers	<b>51.9</b>	48.2	<i>0.0</i>	4.0	↓	9.1	<i>11.5</i>	21.3
Professionals	42.7	55.0	<i>1.7</i>	4.0	<i>4.2</i>	9.1	<b>23.6</b>	23.3
Semi-professionals and technicians	33.3	52.8	<i>0.0</i>	5.6	↓	9.1	<i>19.4</i>	21.3
Administrative and senior clerical personnel	<b>88.1</b>	82.2	↓	4.0	↓	9.9	<i>12.9</i>	21.3
Clerical personnel	<b>80.5</b>	68.3	↑	4.9	↓	9.8	↓	22.0

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 turnover of employees. The projected representation is updated annually with new, available data.

As seen in table B above, the CNSC met or surpassed 25% of the hiring goals.

**Table C: Representation of EEDGs by EEOG**

Employment equity occupational group March 31, 2022	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	19	2.2	11	57.9	0	0.0	*	*	*	*
Middle and other managers	52	6.1	27	51.9	0	0.0	*	*	6	11.5
Professionals	602	70.7	257	42.7	10	1.7	25	4.2	142	23.6
Semi-professionals and technicians	36	4.2	12	33.3	0	0.0	*	*	7	19.4
Administrative and senior clerical personnel	101	11.9	89	88.1	*	*	*	*	13	12.9
Clerical personnel	41	4.8	33	80.5	*	*	*	*	*	*
<b>Total</b>	<b>851</b>	<b>100.0</b>	<b>429</b>	<b>50.4</b>	<b>15</b>	<b>1.8</b>	<b>35</b>	<b>4.1</b>	<b>175</b>	<b>20.6</b>

\* 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 70.7% of all employees. It is primarily for this group that the organization hires specialized scientific and engineering employees in the nuclear field. As indicated in tables 4 to 7 (see appendix), members of visible minorities are fully represented in the professionals group (101.7%), while women, Aboriginal peoples and persons with disabilities are under-represented (77.6%, 69.2% and 46.7% of the LMA, respectively).

**Representation in hiring, promotions, departures and salary range**

**Hiring**

The CNSC hired 95 new employees in 2021–22. Throughout this section, certain percentages are suppressed where the hiring number per occupational group was 5 or less.

Overall, 58.9% of the hires were women, which is higher than the LMA of 48.2%. The hiring rate for women exceeded the LMA in 4 EEOGs: senior managers, middle and other managers, professionals (57.6% vs. 55%) and administrative and senior clerical personnel (85.7% vs. 82.4%). The hiring rate for women was lower than the LMA in the semi-professionals and technicians EEOG and in the clerical personnel EEOG.

The overall hiring rate for Aboriginal peoples was lower than the 4.0% LMA, and it was lower than the LMA for all the EEOGs.

The overall hiring rate for members of visible minorities (13.7%) was lower than the LMA (21.3%). Furthermore, it was lower than the LMA in all EEOGs: senior managers, middle and other managers, professionals (13.6% vs. 23.2%), administrative and senior clerical personnel, as well as clerical personnel.

As for the overall hiring rate for persons with disabilities, it was lower than the LMA (5.3% vs. 9.1%) and lower than the LMA for all the EEOGs.

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

## **Promotions**

Promotions at the CNSC are formal staffing processes. A total of 68 employees were promoted within the organization in 2021–22, compared with 79 in 2020–21. Promotions occurred in all 4 EEDGs.

Overall, 33 women were promoted. The rate of promotion for women is slightly below the internal representation (48.5% vs. 50.4%). Women were promoted in 3 EEOGs (middle and other managers, professionals, administrative and senior clerical personnel), with the majority of these promotions (29) occurring in the professionals EEOG.

The overall rate of promotion for Aboriginal peoples was slightly below the 1.8% internal representation.

The overall rate of promotion for persons with disabilities was below the internal representation (2.9% vs. 4.1%). Most of these promotions were in the professionals EEOG.

A total of 18 members of visible minorities were promoted. The overall rate of promotion for members of visible minorities exceeded the internal representation (26.5% vs. 20.6%). The promotions happened primarily in the professionals EEOG and in the middle and other managers EEOG.

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

## **Departures**

Overall, 87 employees left the CNSC in 2021–22, a large increase from 2020–21 (59), but closer to the number in the previous year, 2019–20 (114). Departures occurred in all 4 EEDGs. The departure rate was higher than internal representation for Aboriginal peoples and for persons with disabilities.

We experienced an increase in the departure rate for Aboriginal peoples at 4.6% compared to the internal representation of 1.8%. Departures were from 2 EEOGs – professionals and semi-professionals – and those who left indeterminate positions did so to take jobs in other organizations.

The departure rate for persons with disabilities leaving the organization in 2021–22 was above the internal representation rate (9.2% vs. 4.1%). Those who left were from 4 EEOGs: professionals, semi-professionals and technicians, administrative and senior clerical, and clerical personnel. The 6 persons with disabilities who left indeterminate positions did so either for a job in another department or organization, or for retirement or personal reasons.

The overall rate of departure for women was lower than its internal representation (48.3% vs. 50.4%). The 42 women who left the organization were in 4 EEOGs: middle and other managers, professionals (25), administrative and senior clerical personnel (10), and clerical personnel. Of the 42 women, 39 left indeterminate positions: 30% leaving for a job in another organization, 33% for retirement, and the remaining for outside employment or for personal reasons.

For members of visible minorities, the overall rate of departure was lower than this group's internal representation (11.5% vs. 20.6%). All 10 members of visible minorities who left the organization in 2021–22 were in the professionals EEOG and left either for a job in another organization or for retirement.

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

### **Remuneration**

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

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

- 42.9% were women
- 33.3% were Aboriginal peoples
- 54.3% were persons with disabilities
- 62.3% were members of visible minorities

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

## **4. Final phase of the 2019–22 Diversity and Inclusion Plan**

In 2019, the CNSC officially launched and implemented a *Diversity and Inclusion Plan (2019–22)*. This report identifies our goals for building a diverse workforce and an inclusive workplace, and outlines the expected results, proposed activities, and performance indicators for achieving EDI goals.

In the final year of the plan, the CNSC made steady progress in taking concrete steps to create an inclusive workplace that is representative of Canadian society, and we have more work to do.

In 2021, the findings from a variety of employee engagements, including the completion of an employment systems review, informed a management action plan to address under-representation and promote respectful behaviour and inclusive practices. This work, along with employee networks, ongoing safe-space conversations, and the integration of inclusive behavioural indicators into executive selection and performance, will not only improve representation of equity-seeking groups, but also create a respectful, inclusive workplace.

To ensure that the CNSC continues to make progress in fulfilling our equity, diversity and inclusion targets, we undertook a number of activities during 2021–22, including the following:

- We launched a new Diversity and Inclusion Peer Award to recognize those exceptional efforts by an employee or group of employees to engage, include, respond to and advocate for a sustained commitment to a CNSC culture of diversity, respect and inclusion in the workplace. The award also acknowledges commitment to the organization’s core values (respect, integrity, service, excellence, responsibility and safety), objectives and key behavioural competencies.
- We developed and hosted the first Equity, Diversity and Inclusion Fair, a weeklong virtual event which offered daily activities that provided a safe space allowing members, allies and/or advocates to ask questions, create networking opportunities and continue to build a community for members of equity-seeking groups. Some of the events included:
  - viewing of short films in both official languages
  - drop-in sessions with our various employee networks
  - several guest speakers tackling topics such as:
    - ✓ diversity and inclusion in today’s complex climate
    - ✓ GBA Plus and how it differs from the equity, diversity and inclusion

- We added new links to the main page of our intranet to increase visibility and make it easier to access the Employee Networks page and the new multicultural calendar to better inform employees about all commemorative dates.
- We hosted open learning sessions for all staff on the topics of neurodiversity and mental health, as well as on seeking accommodations to increase awareness among staff and managers around these important topics.
- We launched an Equity, Diversity and Inclusion Pulse survey in January 2022 using a GBA Plus lens, which aimed to assess employees' current working environment, establish priorities for inclusion learning and identify any barriers to building an inclusive workplace.
- We established a contract with the Canadian Centre for Diversity and Inclusion to continue to build our inclusion capabilities.

## 5. Additional inclusion efforts

### Accessibility plan

An Accessibility Plan Working Group was established in February 2022 to develop the CNSC's first accessibility plan as required by the [Accessible Canada Act](#), which legislates that all federal entities, including the CNSC, prepare and publish an accessibility plan by December 31, 2022.

Our goals are to:

- develop the CNSC's accessibility plan as detailed in the project plan
- ensure that the CNSC's environment, operations, programs and products are accessible
- establish clear roles and responsibilities for plan implementation and monitoring
- communicate what the CNSC is currently doing, what we plan to do, and what we must achieve to improve accessibility and create buy-in
- consult employees who live with a disability to ensure they feel heard and that their perspective is reflected in the CNSC's plan

In accordance with the legislation, our plan will focus on the identification and removal of barriers, and establish processes to prevent the unintentional creation of new barriers in the 7 key areas of the [Accessible Canada Act](#), including:

- employment
- the built environment
- information and communication technology (ICT)
- communication other than ICT
- the procurement of goods, services and facilities
- the design and delivery of programs and services
- transportation

## **Employee networks**

Following the successful launch of 3 employee networks in 2020–21 (the previous fiscal year), in 2021–22 the CNSC facilitated the rollout of an additional 3 employee networks – the Accessibility Network, the Diverse Employee Network and the Pride Network. In collaboration with the networks that preceded them, they continue to work to create a safe and inclusive environment where everyone feels free to express themselves. This has provided a space for meaningful learning and inspired thought-provoking conversations.

- **Accessibility Network (AN)**

The Accessibility Network (AN) was established at the very end of the fiscal year. It focused its efforts on:

- ✓ developing its terms of reference and a 3-year strategic plan
- ✓ identifying network co-chairs
- ✓ appointing a valued network champion

- **Black Employees Network (BEN)**

Two years since its inception, the Black Employees Network (BEN) continues to educate, speak truth to power, and equip allies to stand up against discrimination in all its forms. This year, the BEN has:

- ✓ organized the second CNSC Black History Month Celebration featuring the current expert on racial and social profiling for the Commissioner Bureau for the fight against racism and systemic discrimination for the City of Montreal, Alain Babineau
- ✓ hosted a Black Caucus meeting for Black employees to share their experiences and concerns in a judgment-free zone
- ✓ participated in the CNSC podcast, CNSC in Conversation, to raise awareness about everyday challenges faced within the CNSC by equity-seeking groups

- **Diverse Employee Network (DEN)**

The Diverse Employees Network (DEN) strives to provide members with a forum to discuss issues related to improving the work experience of diverse CNSC employees. By adding new diverse voices, the DEN joins other employee networks sharing the aim of fostering a safe and inclusive workplace. Since its establishment in early 2022, the DEN has focused on:

- ✓ developing terms of reference and a strategic plan
- ✓ finding a strong network champion
- ✓ shedding light on some of the experiences that members of diverse groups face within the organization
- ✓ addressing and understanding micro-aggressions
- ✓ creating an internal forum for diverse staff to receive pertinent news; this forum was created at the DEN's early inception, and the core team will engage in further outreach and engagement activities in the coming months

- **Indigenous Network (IN)**

The Indigenous Network (IN), with the guidance and support of its champion, focused its efforts on:

- ✓ drafting its terms of reference to include leadership roles among its members

- ✓ developing a strategic plan to further the objectives of the network for equity and inclusion of Indigenous employees and the involvement of the larger Indigenous community at the CNSC
- ✓ fostering the recognition of allies to support the co-chairs, leaders and the other members in their initiatives
- ✓ raising awareness within the CNSC, including through communications about its objectives and the opportunity for CNSC employees to participate in, contribute to or become aware of Indigenous issues and aspirations; a schedule of outreach, recruitment assistance, CNSC communications, and member activities is planned for the next fiscal year

- **Pride Network (PN)**

The Pride Network was established in early 2021 and had its official launch during the CNSC's first Equity, Diversity and Inclusion Fair, where membership quickly doubled. The network aims to provide members with a forum to discuss gender and sexual identity-based issues they may face at work and to identify ways to maintain and improve the CNSC's safe, healthy and inclusive workplace. Founding members focused efforts on:

- ✓ finding a suitable name for the network
- ✓ developing terms of reference and a strategic plan
- ✓ successfully executing their search for a champion
- ✓ planning the CNSC's first Pride events slated to occur throughout the summer of 2022

- **Women in STEM Network (WISN)**

The CNSC's Women in STEM Network (WISN) aims to provide an inclusive space for all CNSC staff to come together, share experiences about their STEM careers, inspire one another and build confidence. Under the CNSC WISTEM initiative, WISN also aims to meet the goals of empowering women in establishing and growing their careers and making women more visible in the STEM field. In 2021–22, WISN contributed to these goals by:

- ✓ hosting a talk by Rosemary Yeremian on building a resilient belief system and recognizing one's worth (June 2021)
- ✓ establishing the CNSC Radio-Actives team and its participation in the [Shopper's Drug Mart Walk, Run and Roll for Women](#), in support of gender-specific mental health programs (July 2021)
- ✓ sponsoring a viewing of the award-nominated documentary [Picture a Scientist](#) and hosting a collegial discussion on the film (October 2021)

### **Special network initiatives**

#### **Women in Regulatory Enforcement (WIRE) – A new interdepartmental network**

As a regulatory department, we face unique enforcement challenges. Women and those who identify as women working in regulatory enforcement face even greater challenges, some of which were discussed in a session hosted by the Community of Federal Regulators earlier this year, titled [Changing Behaviours in the office and out in the field](#).

To continue this conversation, some of our CNSC staff worked in collaboration with other government colleagues in the creation and launch of a new interdepartmental network focused entirely on women in regulatory enforcement (WIRE).

The goal of this new network is to create an interdepartmental coalition of women, people who identify as women and allies to be agents of change within the public service, while providing members with a platform to:

- ✓ cultivate relationship and mentorship opportunities
- ✓ share resources and knowledge
- ✓ build a community of individuals who not only encourage but embrace diversity and equality

The WIRE Network is open to everyone – all women, people who identify as women, and male allies who are working in a regulatory environment – regardless of level or position. It is intended to be a safe place to foster connections, discuss issues and challenges, and share tools, resources and solutions. Going forward, the network plans to host several lunch-and-learn events, covering topics such as harassment in the regulatory workspace and promoting change in regulatory organizations.

### **Women in Science, Technology, Engineering and Mathematics (WISTEM)**

CNSC President and CEO Rumina Velshi continues to champion gender equity, paying particular attention to science, technology, engineering and mathematics (STEM). Diversity fosters agility and innovation in an organization – qualities that strengthen a healthy safety culture. The CNSC Women in STEM (WISTEM) 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 the CNSC Management Committee, supports the CNSC’s vision of being a leader in Canada for gender equity in STEM and a supporter of STEM education. Through the WISTEM initiative, 5 task forces are implementing specific elements of the plan:

1. network (described above)
2. research
3. coaching and mentoring
4. outreach
5. advocacy

The **research task force** 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, and occupying senior research positions in the nuclear field (without limiting them to that industry). In 2021–22, the research task force contributed to this goal through the following CNSC activities:

- **Sponsorship of Carleton University’s Women in Engineering (Science) and Information Technology (WiE&IT) Program** – This program aims to help close the gender gap in STEM. Ten CNSC staff, including President Rumina Velshi and Vice-President and Chief Science Officer Peter Elder, participated in several events including the Industry Networking session, Candid Conversations, Industry Talks, and a video.
- **Geoscience collaborations** – Carleton University and the CNSC established several geoscience collaborations that will support research, advance careers, build student capacity, and result in peer-reviewed publications in support of the CNSC’s regulatory process.
- **Support for health sciences students** – Two health sciences students worked with our staff as part of their practicums. One, from Carleton University, worked from September 2021 to April 2022; the other, from the University of Waterloo, worked with our staff from September 2021 to March 2022.
- **National Engineering Month (March 2022) event** – “5 Minute Thesis – What Inspired You?” Five women in STEM each gave a 5-minute video presentation describing what inspired them in their careers.

The **coaching and mentoring task force** aims to help staff develop, improve and implement mindsets and behaviours, and to give women tools and strategies to increase their confidence and competency in their STEM work life.

- **Non-directive coaching** – Interested employees have received training in non-directive coaching. As a result, the task force has observed the development of a sense of community among those who have participated in both the training and coaching circles. Those who are a part of this community have reported feelings of greater well-being, having people to turn to for discussions about situations they are living.
- **WISTEM mentoring program** – In the fall of 2021, the CNSC partnered with Courage Group International to design a vibrant and sustainable mentoring program that enables participants to form and grow successful mentoring relationships to facilitate the achievement of their career goals and promotes the balanced participation of women, including Black, Indigenous, and People of Colour in STEM careers. The program design and development were informed by the WISTEM Tiger Team, focus groups and one-on-one meetings with CNSC staff during 2021–22. Program resource materials describe the background and objectives; as well as the process, including application, matching, monitoring and evaluation. Workshop sessions will take place in 2022–23 leading up to the official launch of the program that will begin accepting mentee and mentor applications and matching them in the fall of 2022.

The **outreach task force** is focusing on developing tools to guide staff who conduct outreach activities while continuing to promote WISTEM representation in those activities, as well as increasing strategic collaborations with STEM outreach organizations. In 2021–22, the outreach task force contributions to this objective included a **benchmarking of external organizations conducted to determine best practices for outreach**. This activity included documenting lessons learned from WISTEM outreach. Current CNSC outreach tools have been assessed to inform the planning of future ones.

The **advocacy task force** supports work led by President Velshi. Through her participation in various national and international groups and events, President Velshi provides leadership on the importance of equity, diversity and inclusion. The WISTEM Special Advisor supports the President in these activities including, but not limited to:

- **Driving Advancement for Women in Nuclear (DAWN)** – Chaired by President Velshi, this Canadian group consists of leaders from the nuclear sector who seek to support the goal of gender equity in the sector by addressing 3 main gaps: confidence, authorization and power.
- **Nuclear Energy Agency (NEA) Task Group on Improving the Gender Balance in the Nuclear Sector** – This group led the first-of-its-kind gender surveys of the international nuclear sector in 2021 to inform a future policy framework.
- **NEA International Mentoring Workshops** – These workshops seek to encourage youth, particularly girls and young women, to pursue an education in STEM. President Velshi co-chaired a workshop hosted in Kenya in July 2021.
- **The International Gender Champions Impact Group on gender equality in regulatory agencies (IGC-IG)** – Co-chaired by President Velshi, the group is seeking to establish parameters for the self-assessment of gender equality in the members’ nuclear regulatory community as a more standardized means to communicate on progress and to promote action. Membership in the group has also more than doubled since its inception – totalling 26 Member States by the end of 2021–22.

- **Various speaking events including, but not limited to:**
  - Joint Canada-UK Workshop on Diversity and Inclusivity in the Nuclear Sector (June 2021)
  - Palo Verde Women in Nuclear (PVWIN) Leadership Symposium (August 2021)
  - Regulatory Information Conference: Women Belong in All Places Where (Nuclear Safety) Decisions are Being Made (March 2022)

**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.

Along with our [Values and Ethics Code](#), the following principles drive the regulatory safety culture and inclusive environment at the CNSC:

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

Our 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.

**Workplace design – Embedding safety, respect and inclusion**

To create an inclusive workplace, we need to intentionally design it to establish policy frameworks and management practices that clearly express expectations and ensure accountability for inclusive mindsets and skills.

**Policies and processes**

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.

<b>Policies</b>	<b>Processes and feedback mechanisms</b>
✓ CNSC Regulatory Safety Culture Policy	✓ Difference of Professional Opinion Process
✓ Workplace Harassment and Violence Prevention Policy	✓ Non-Concurrence Process
✓ Inclusive Workplace Policy	✓ Opportunity for Improvement Process
✓ Open Door Policy	✓ Publishing and posting of technical papers and journal articles
✓ Policy on Informal Conflict Management System	✓ Informal Conflict Management System Office (ICMS)
✓ Policy on Science in a Regulatory Environment	✓ Round table / town hall discussions
	✓ CNSC President’s direct email
	✓ Employee networks

**Policies**

**Processes and feedback mechanisms**

- ✓ Answers to questions submitted anonymously to “Ask Jackey”, via our monthly internal newsletter

**Gender-Based Analysis Plus (GBA Plus)**

Applying GBA Plus to the CNSC’s work is an ongoing and important effort towards creating and maintaining inclusive and accessible programs, policies and services. In 2021–22, the CNSC began planning for our participation in GBA Plus Awareness Week led by Women and Gender Equality Canada. This awareness week promotes GBA Plus learning events internally through all-staff messaging and intranet pages, and externally via the CNSC’s social media accounts. The CNSC planned to leverage this event in order to launch an internal tool developed to support subject matter experts across the organization determine when GBA Plus should be applied to internal corporate projects or policies, and the steps that are involved in undertaking this work.

**Key leadership and behavioural competencies**

We understand that equity, diversity and inclusion start with leadership. We employ the Treasury Board Secretariat’s Key Leadership Competencies (KLCs) to shape desired leadership and management behaviour at the supervisory and executive level across the organization. The CNSC Key Behavioural Competencies (KBCs) remain an essential facet of employee attitude, performance and success at the CNSC. Both behavioural competency frameworks are embedded in all human resource management practices and contribute to a healthy regulatory safety culture.

**‘Listening to Employees’**

It is important for the CNSC to remain well-informed of the health of our regulatory safety culture and to monitor the effectiveness of new and ongoing programs, policies and processes. To this end, we regularly implement activities to promote listening to employees using a variety of mechanisms, including the PSES, pulse surveys focused on specific topics, President-led town hall meetings and senior executive-led employee roundtable discussions.

There were 6 town hall meetings held in 2021–22. These 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:

- ✓ future of remote working at the CNSC
- ✓ Reimagine the Workplace initiative
- ✓ information on the CNSC’s digital program and incoming new tools
- ✓ vision and priorities for 2022
- ✓ ensuring our readiness for the future
- ✓ COVID-19 vaccination

In addition, Management Committee meetings continue to be open to all employees, who can observe them virtually.

**Consultations**

The Nuclear Regulatory Group (NUREG) executive and representatives meet regularly with CNSC management and the Human Resources Directorate (HRD) to discuss issues pertaining to

employment practice and our workplace, including diversity, equity and inclusion, through the Labour Management Consultation Committee (2 meetings per year or more, if required) and monthly bilateral meetings with HRD.

Aside from regular consultations with the union, additional working committees were created to manage concerns during the pandemic as they apply to the CNSC's workforce and workplace. These committees include union representation. In 2021–22, this meant that consultations and dialogue occurred weekly and often daily between the CNSC and the union, including discussions on pulse survey questions. Results from the EE annual report are also shared with NUREG representatives.

### **Strengthening our EDI capabilities**

The CNSC continues to invest significantly in the training and development of our employees, no matter what stage of their career they are in. During this past year of the pandemic, we focused our efforts on creating more e-learning opportunities for employees. New virtual offerings via the Canada School of Public Service (CSPS) and a LinkedIn learning licence have increased access to on-demand learning opportunities while reducing our expenditures.

Since the beginning of the pandemic, we have been offering weekly online French grammar workshops to our employees. Because the CNSC is diverse in terms of languages spoken, we have implemented similar workshops in English for employees who wish to improve their second language or for those whose first language is neither English nor French.

The Government of Canada introduced Bill C-65, an Act to amend the *Canada Labour Code* (harassment and violence), with the intention of preventing harassment and violence in federal workplaces. The amendment to the Act required that all employees and managers complete mandatory training for the prevention of harassment and violence.

The CNSC was 100% compliant by the required deadline. Our numbers fluctuate as new employees join the organization; however, this training requirement has been integrated with the onboarding process to ensure that new employees are aware of the requirement. We continue to monitor and provide quarterly progress reports to ensure that employees and managers have completed the 2 mandatory courses:

1. Harassment and Violence Prevention for Employees (staff and management)
2. Harassment and Violence Prevention for Managers and Committees/Representatives (management and Policy Health and Safety Committee (PHSC) members)

CNSC employees continue to benefit from the online learning offered by the CSPS. The top 5 online courses for Q1 of 2021–22 (excluding leadership programs) were:

1. Harassment and Violence Prevention for Employees
2. Access to Information and Privacy Fundamentals
3. Understanding Unconscious Bias
4. Preventing Harassment and Violence in the Canadian Workplace
5. Security Awareness

The CNSC has also invested in acquiring reading materials to further enhance our inclusion literacy. Use of the Cloud Library, which includes e-books as well as audiobooks in both official languages, remains popular among staff. The online platform offers a variety of equity, diversity and inclusion material. Employees borrowed e-books and audiobooks from it a total of 124 times in 2021–22. Some of the titles were:

- *21 Things You May Not Know About the Indian Act: Helping Canadians Make Reconciliation with Indigenous Peoples a Reality*, by Bob Joseph
- *Amour et Courage*, by Jagmeet Singh
- *Braiding Sweetgrass*, by Robin Wall Kimmerer
- *Calm Clarity*, by Due Quach
- *Chatter*, by Ethan Kross
- *Devenir*, by Michelle Obama
- *Fearing the Black Body*, by Sabrina Strings
- *Fearless Leadership*, by Alan Weiss
- *Fierce Conversations*, by Susan Scott
- *How to Be an Antiracist*, by Ibram X. Kendi
- *Invisible Women*, by Caroline Criado Perez
- *Le Canada : un pays divers*, by H el ene Harter and Serge Jaumain
- *L' tranger*, by Albert Camus
- *Michi Saagiig Nishnaabeg*, by Gidigaa Migizi
- *Minor Feelings*, by Cathy Park Hong
- *Our Story*, by Thomas King, Tantoo Cardinal, and Tomson Highway
- *Policing Black Lives*, by Robyn Maynard
- *Sapiens*, by Yuval Noah Harari
- *The Anxiety Toolkit*, by Alice Boyes
- *The Stranger*, by Albert Camus
- *Things Are Good Now*, by Djamila Ibrahim
- *We Are Not Here to Be Bystanders*, by Linda Sarsour
- *White Fragility*, by Robin DiAngelo
- *Why We Sleep*, by Matthew Walker
- *You Can't Touch My Hair*, by Phoebe Robinson

The CNSC also continues to equip employees and managers with fundamental skills to feel confident to manage a variety of situations that can build trust or create mistrust in the work environment. Specifically, we delivered 33 sessions of [Fierce Conversations](#) training to our staff. These sessions provide staff with the tools to have respectful dialogue to challenge assumptions, provoke learning, address difficult challenges and enrich their relationships with their peers and managers.

We delivered 8 sessions about [Emotional Intelligence](#) to 43 employees using the Institute for Health and Human Potential (IHHP) model. Learning about emotional intelligence begins with the understanding that emotions are contagious. They spread from one person to another quickly, strengthening or harming our organization.

Together with the fierce-conversations training, we are equipping staff to feel comfortable asking questions, expressing differences of opinion and giving and receiving feedback. We are investing in skills that contribute to the development of team and organizational trust and psychological safety, where people feel valued and respected.

For the past 2 years, the [Working Mind](#) training program has been delivered virtually in both official languages to CNSC staff and management. Participants have learned how to reduce the stigma and negative attitudes surrounding mental health in the workplace, how to provide assistance in the form of resources and a strong support network, and how to provide tools and skills to prevent stress and promote good mental health. Of the 4 sessions offered this year, 1 was for staff and the other 3 were intended for management. Overall, there were 17 participants, including 12 management staff, who received their certificate of completion from the Mental Health Commission of Canada.

In January 2022, we launched our own internal podcast, CNSC in Conversation, which provides insight into the diverse perspectives of employees across the organization. These monthly 15–20-minute interviews are available to all employees through our internal library catalogue. Since its launch, the following podcasts have been featured:

- ✓ Celebrating Black History Month
- ✓ Careers and Corporate Communications
- ✓ A Day in the Life of a Site Inspector

The CNSC works to ensure a physically and psychologically healthy work environment to help all employees perform at their best. Workplace wellness continues to be an important area of focus for us. Aside from activities already mentioned, we:

- created a tiger team to review and determine how to address recommendations from the exercise that assessed workplace harassment and violence
- provided recommendations to the Policy Health and Safety Committee on safety considerations for employees who identify as women in the inspector community; this included piloting specialized crisis prevention training that we are now preparing to launch
- created a diverse working group for the development of a Working Alone Guideline and tools
- hosted a combined Health and Safety and Mental Health Week
- continued to offer virtual ergonomic coaching sessions and full ergonomic assessments to all staff
- held sessions for the Labor Relations and OHS team to build accessibility knowledge
- rectified course access to the mandatory OHS Orientation course for French-speaking employees
- conducted a benchmarking exercise on the Employee Assistance Program (EAP) and proposed that the CNSC acquire a more inclusive EAP service and solution to increase employee access and utilization to contribute to our chosen hybrid work model
- worked closely with our security team to ensure emergency evacuations address accessibility
- shared monthly mental health breaks to help employees and managers maintain good mental health and become educated on various mental health topics
- acquired a new provider for virtual ergonomic assessments, while continuing to promote the work-at-home furniture reimbursement program and intranet information on ergonomics
- promoted policies, programs, resources and tools available to support employee mental health and well-being (EAP, LifeSpeak digital wellness platform, ICMS)
- participated in the Bell Let's Talk campaign in January 2022
- hosted monthly guest speaker sessions on various wellness topics, including some additional ones to respond to unforeseen world events to provide support to employees
- promoted healthy workplace workshops, seminars, webinars, training, resources and tools available in the broader public service or other sources

In 2021, the CNSC extended its partnership with the **Canadian Centre for Diversity and Inclusion (CCDI)** for an additional 2 years to ensure that we continue to have unlimited access to CCDI products, services and events related to equity, diversity and inclusion and human rights management, such as:

- interactive webinars and conferences
- community of practices events held across Canada
- knowledge repository (curated with 600+ documents, reports, toolkits and templates)

The CNSC will be leveraging the CCDI consulting services in 2022–23 as we establish our Advisory Council on Inclusion.

## **6. Conclusion**

In 2021–22, 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 members of visible minorities. 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 Aboriginal peoples and persons with disabilities.

The CNSC is committed to increasing representation in all employment equity groups. To this end, we plan to update our 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 designated groups.

This work – together with the initiatives of employee networks, the continuation of safe-space conversations on inclusion, race and marginalization, and the assessment of the demonstration of inclusive behaviours by current and future leaders – will help not only to enhance the representation of equity-seeking groups, but also to create a respectful, inclusive workplace.

## Appendix A: Workforce representation data tables as of March 31, 2022

### Representation of employment equity designated groups (EEDGs)

**Table 1: Representation and labour market availability of EEDGs**

Employment equity designated group March 31, 2022	CNSC representation		Labour market availability (LMA)*	CNSC representation (as a percentage of LMA)
	#	%	%	%
Women	429	50.4	48.2	104.6
Aboriginal peoples	15	1.8	4.0	44.1
Persons with disabilities	35	4.1	9.1	45.2
Members of visible minorities	175	20.6	21.3	96.5

\* 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, 2022	Total employees	CNSC representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
National Capital Region (NCR)	778	400	51.4	*	*	*	*	156	20.1
New Brunswick	9	*	*	0	0.0	0	0.0	*	*
Quebec	*	*	*	0	0.0	*	*	*	*
Ontario (outside NCR)	45	15	33.3	0	0.0	0	0.0	13	28.9
Saskatchewan	7	*	*	*	*	*	*	*	*
Alberta	7	*	*	0	0.0	0	0.0	*	*
<b>Total</b>	<b>851</b>	<b>429</b>	<b>50.4</b>	<b>15</b>	<b>1.8</b>	<b>35</b>	<b>4.1</b>	<b>175</b>	<b>20.6</b>

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

**Table 3: Representation of EEDGs by EEOG**

Employment equity occupational group March 31, 2022	Total employees		Representation							
			Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	%	#	%	#	%	#	%	#	%
Senior managers	19	2.2	11	57.9	0	0.0	*	*	*	*
Middle and other managers	52	6.1	27	51.9	0	0.0	*	*	6	11.5
Professionals	602	70.7	257	42.7	10	1.7	25	4.2	142	23.6
Semi-professionals and technicians	36	4.2	12	33.3	0	0.0	*	*	7	19.4
Administrative and senior clerical personnel	101	11.9	89	88.1	*	*	*	*	13	12.9
Clerical personnel	41	4.8	33	80.5	*	*	*	*	*	*
<b>Total</b>	<b>851</b>	<b>100.0</b>	<b>429</b>	<b>50.4</b>	<b>15</b>	<b>1.8</b>	<b>35</b>	<b>4.1</b>	<b>175</b>	<b>20.6</b>

\* 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, 2022	Total employees	CNSC representation (women)		Labour market availability (LMA)*	Representation (as a percentage of LMA)
		#	%		
Senior managers	19	11	57.9	27.6	209.8
Middle and other managers	52	27	51.9	39.4	131.8
Professionals	602	257	42.7	55.0	77.6
Semi-professionals and technicians	36	12	33.3	53.5	62.3
Administrative and senior clerical personnel	101	89	88.1	82.4	106.9
Clerical personnel	41	33	80.5	68.7	117.2
<b>Total</b>	<b>851</b>	<b>429</b>	<b>50.4</b>	<b>48.2</b>	<b>104.6</b>

\* 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, 2022	Total employees	CNSC representation (Aboriginal peoples)		Labour market availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	19	0	0.0	3.2	0.0
Middle and other managers	52	0	0.0	2.7	0.0
Professionals	602	10	1.7	2.4	69.2
Semi-professionals and technicians	36	0	0.0	4.2	0.0
Administrative and senior clerical personnel	101	*	*	3.5	*
Clerical personnel	41	*	*	4.2	*
<b>Total</b>	<b>851</b>	<b>15</b>	<b>1.8</b>	<b>4</b>	<b>44.1</b>

\* 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, 2022	Total employees	CNSC representation (Persons with disabilities)		Labour market availability (LMA)**	Representation (as a percentage of LMA)
	#	#	%	%	%
Senior managers	19	*	*	5.0	*
Middle and other managers	52	*	*	5.0	*
Professionals	602	25	4.2	8.9	46.7
Semi-professionals and technicians	36	*	*	7.6	*
Administrative and senior clerical personnel	101	*	*	10.0	*
Clerical personnel	41	*	*	9.3	*
<b>Total</b>	<b>851</b>	<b>35</b>	<b>4.1</b>	<b>9.1</b>	<b>45.2</b>

\* 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, 2022	Total employees	CNSC representation (members of visible minorities)		Labour market availability (LMA)**	Representation (as a percentage of LMA)
		#	#	%	%
Senior managers	19	*	*	11.5	*
Middle and other managers	52	6	11.5	17.6	65.6
Professionals	602	142	23.6	23.2	101.7
Semi-professionals and technicians	36	7	19.4	19.1	101.8
Administrative and senior clerical personnel	101	13	12.9	16.4	78.5
Clerical personnel	41	*	*	21.9	*
<b>Total</b>	<b>851</b>	<b>175</b>	<b>20.6</b>	<b>21.3</b>	<b>96.5</b>

\* 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, 2022	Total employees	Hiring							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
Senior managers	*	*	*	0	0.0	0	0.0	0	0.0
Middle and other managers	*	*	*	0	0.0	0	0.0	0	0.0
Professionals	66	38	57.6	*	*	*	*	9	13.6
Semi-professionals and technicians	8	*	*	0	0.0	0	0.0	*	*
Administrative and senior clerical personnel	14	12	85.7	0	0.0	*	*	*	*
Clerical personnel	5	*	*	0	0.0	0	0.0	*	*
<b>Total</b>	<b>95</b>	<b>56</b>	<b>58.9</b>	<b>*</b>	<b>*</b>	<b>5</b>	<b>5.3</b>	<b>13</b>	<b>13.7</b>

\* 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, 2022	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	0.0
Middle and other managers	4	*	*	0	0.0	0	0.0	*	*
Professionals	60	29	48.3	*	*	*	*	*	*
Semi-professionals and technicians	1	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	3	*	*	0	0.0	0	0.0	0	0.0
Clerical personnel	0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>68</b>	<b>33</b>	<b>48.5</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>18</b>	<b>26.5</b>

\* 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, 2022	Total employees	Departures							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	3	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	5	*	*	0	0.0	0	0.0	0	0.0
Professionals	52	25	48.1	*	*	*	*	10	19.2
Semi-professionals and technicians	6	0	0.0	*	*	*	*	0	0.0
Administrative and senior clerical personnel	13	10	76.9	0	0.0	*	*	0	0.0
Clerical personnel	8	6	75.0	0	0.0	*	*	0	0.0
<b>Total</b>	<b>87</b>	<b>42</b>	<b>48.3</b>	<b>*</b>	<b>*</b>	<b>8</b>	<b>9.2</b>	<b>10</b>	<b>11.5</b>

\* 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, 2022	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 ↓	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	0.00%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
50,000–54,999	5	0.6%	*	*	*	0	0.0%	0.0%	0	0.0%	0.0%	*	*	*
55,000–59,999	18	2.70%	*	*	*	0	0.0%	0.0%	*	*	*	*	*	*
60,000–64,999	25	5.6%	17	68.0%	4.0%	0	0.0%	0.0%	*	*	*	*	*	*
65,000–69,999	83	15.4%	70	84.3%	16.3%	*	*	*	*	*	*	10	12.0%	5.7%
70,000–74,999	23	18.1%	15	65.2%	3.5%	*	*	*	*	*	*	*	*	*
75,000–79,999	63	25.5%	42	66.7%	9.8%	*	*	*	*	*	*	12	19.0%	6.9%
80,000–84,999	24	28.3%	14	58.3%	3.3%	*	*	*	0	0.0%	0.0%	8	33.3%	4.6%
85,000–89,999	26	31.4%	13	50.0%	3.0%	0	0.0%	0.0%	*	*	*	*	*	*
90,000–94,999	33	35.3%	14	42.4%	3.3%	0	0.0%	0.0%	0	0.0%	0.0%	10	30.3%	5.7%
95,000–99,999	71	43.6%	41	57.7%	9.6%	*	*	*	*	*	*	10	14.1%	5.7%
100,000 and ↑	480	100.0%	184	38.3%	42.9%	*	*	*	19	4.0%	54.3%	109	22.7%	62.3%
<b>Total</b>	<b>851</b>	<b>100%</b>	<b>429</b>	<b>50.4%</b>	<b>100.0%</b>	<b>15</b>	<b>1.8%</b>	<b>100.0%</b>	<b>35</b>	<b>4.1%</b>	<b>100.0%</b>	<b>175</b>	<b>20.6%</b>	<b>100.0%</b>

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