



# Employment Equity Annual Report 2022–23

September 2023



## **Employment Equity Annual Report 2022–23**

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## Canadian Nuclear Safety Commission – General overview

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

### Our work

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 to the *Financial Administration Act*, it reports to Parliament through the Minister of Natural Resources. At the end of 2022–23, the CNSC had a total population of 1,002 employees. The CNSC is led by a president and maintains 12 offices across Canada. These include a headquarter office 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 generating stations in Ontario – and at Chalk River Laboratories in Ontario.

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

The CNSC believes that equity, diversity and inclusion (EDI) are fundamental to its regulatory safety culture and critical to spurring innovation, solving complex problems, and improving its ability to provide effective results. At its core, the CNSC values respect, integrity, service, excellence, responsibility and safety (RISERS). It is committed to ensuring that its workforce is representative and reflective of Canadian society. The CNSC also strives 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.

### Ongoing diversification of the workforce

Employment equity and diversity are necessary, although not sufficient, conditions for a respectful, inclusive and trusting workplace. In fiscal year 2022–23, the organization continued to focus on the following areas:

1. **Inclusive leadership** – clarifying expectations and integrating them into performance management, committing to recruitment strategies to close gaps, and 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; hiring goals have been established to increase representation so that it aligns with national labour market availability (LMA)
3. **Building EDI capability** – building racial literacy, challenging assumptions, reflecting on bias, and developing skills to identify and address micro-aggressions in the moment
4. **Empowerment and accountability** – equipping employees and managers to be confident and ready to navigate situations that create mistrust and undermine an inclusive workplace

### Employment equity records

As part of the 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 online form that can be signed and submitted electronically to facilitate the CNSC's ongoing collection of employment equity data. In addition, employees can update their workplace equity status or self-identify, if they have not already done so, by completing an accessible online form or by contacting the EDI Hub.

The CNSC began updating 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 the Treasury Board of Canada Secretariat (TBS). The CNSC continues to explore disaggregating employment equity data to better understand the impacts of certain employment equity subgroups.

## Monitoring and reporting

In accordance with the *Employment Equity Act*, the CNSC submits this annual employment equity report to TBS'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,<sup>1</sup> as well as the activities and events carried out to comply with the legislation and support diversity and inclusion (D&I) government initiatives. In addition, managers are provided with a dashboard on their business-unit workforce equity representation if more specificity is required.

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 2022 to February 2023.

The CNSC monitors responses specific to D&I-related questions from the PSES and is seeing stable and improving trends on respect and inclusion key indicators. For example, there was a positive increase (from 73% in 2019 to 83% in 2022) in the responses agreeing with the 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 (PS). For example, the CNSC received a higher percentage of positive responses than the overall PS to the following statements:

- "My department or agency implements activities and practices that support a diverse workplace" (79% for the PS compared to 86% for the CNSC).
- "Overall, my department or agency treats me with respect" (84% for the PS compared to 89% for the CNSC).
- "I think that my department or agency respects individual differences (e.g., culture, work styles, ideas, abilities)" (75% for the PS compared to 82% for the CNSC).

Furthermore, to stay informed of employee perceptions, the CNSC continues to listen to its employees through various activities and administers regular Pulse surveys that have an inclusion lens to understand the lived experiences of equity-seeking groups.

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<sup>1</sup> Note: The term "Indigenous peoples" aligns with international usage and in this report replaces the legislative term "Aboriginal peoples" that appears in the *Employment Equity Act* and the *Employment Equity Regulations*.

## Workforce representation data analysis

Representation of employment equity has been determined through data collection and analysis. This data was then compared to the CNSC's hiring goals.

### Representation of employment equity designated groups

The data used to calculate LMA comes from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. National LMA data was used to calculate the LMA of all EEDGs and employment equity occupational groups (EEOGs).

As of March 31, 2023, the CNSC had 913 active indeterminate employees and term employees of more than 6 months. The following pages highlight the representation of the 4 EEDGs in the organization as of that date.

### Representation of employment equity occupational groups

CNSC employees are represented in 6 of the 14 EEOGs:

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

**Table A: Comparison of CNSC employee representation with LMA, 2021–22 vs 2022–23 (in percentage)**

Employment equity designated group	LMA**	2021–22 CNSC	2021–22 representation as a percentage of LMA**	2022–23 CNSC	2022–23 representation as a percentage of LMA**
Women	48.2	50.4	104.6	51.4	106.6
Indigenous peoples	4.0	1.8	44.1	2.2	54.8
Persons with disabilities	9.1	4.1	45.2	3.9	43.3
Members of visible minorities	21.3	20.6	96.5	22.1	103.9

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

In 2022–23, the CNSC observed lower representation in 2 of the 4 EEDGs compared to the LMA, while 3 of the 4 the EEDGs showed a slight increase in representation at the CNSC compared to the previous year. There was a slight decrease in the representation of persons with disabilities. Although there was a slight increase in the representation of Indigenous peoples, representation remains below the LMA. The increase in the representation of members of visible minorities has



resulted in the representation of this EEDG exceeding the LMA. The representation of women at the CNSC continues to exceed the LMA and saw a slight increase again this year.

Specifically:

- The representation as a percentage of LMA increased from 104.6% to 106.6% for women, who make up 51.4% of the CNSC’s total workforce.
- The representation as a percentage of LMA increased from 44.1% to 54.8% for Indigenous peoples, who make up 2.2% of the CNSC’s total workforce.
- The representation as a percentage of LMA decreased slightly from 45.2% to 43.3% for persons with disabilities, who make up 3.9% of the CNSC’s total workforce.
- The representation as a percentage of LMA increased from 96.5% to 103.9% for members of visible minorities, who make up 22.1% of the CNSC’s total workforce.

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

## 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 workforce representation across all occupational categories and the 4 EEDGs. In 2021, the CNSC created an advisory committee on employment equity hiring goals. The committee consisted of employee volunteers representing different salary ranges, branches, preferred official language, and EEDGs. The purpose of this advisory committee was to provide recommendations on proposed adjustments to the hiring goals and generate ideas about implementing the goals and communicating them to the rest of the organization. The results and new goals of the advisory committee were shared with the Executive Team for approval and were incorporated into an updated EDI plan. The Executive Team accepted the advisory committee’s recommendation to set ambitious national LMA targets, at a minimum, for each occupational group.

### **Table B: Comparison of CNSC employee representation in 2022–23 with the anticipated 2022–25 CNSC hiring goal representation**

The following table compares the CNSC’s current representation to its 3-year hiring goal representation by 2022-25. To protect confidentiality, data was suppressed when the representation number was between 1 and 5. The terms “Surpass” and “Below” have been included for those areas where data was suppressed. “Surpass” indicates areas where the CNSC’s current representation surpasses the 3-year goal, and “Below” indicates the areas that are below the 3-year goal.

Employment equity occupational group March 31, 2023	Women 2022-23 %	Women Hiring goal representation after 3 years 2022-25 %	Indigenous peoples 2022-23 %	Indigenous peoples Hiring goal representation after 3 years 2022-25 %	Persons with disabilities 2022-23 %	Persons with disabilities Hiring goal representation after 3 years 2022-25 %	Members of visible minorities 2022-23 %	Members of visible minorities Hiring goal representation after 3 years 2022-25 %
Senior managers	57.9%	48.2%	Surpass	4.0%	Below	9.1%	Below	21.3%
Middle and other managers	50.0%	48.2%	0.0%	4.0%	Surpass	9.1%	Below	21.3%
Professionals	44.2%	55.0%	2.0%	4.0%	4.0%	9.1%	24.6%	23.2%
Semi-professionals and technicians	32.5%	52.9%	Below	4.2%	Below	9.1%	22.5%	21.3%
Administrative and senior clerical personnel	88.0%	82.4%	Below	4.0%	Below	10.3%	16.7%	21.3%
Clerical personnel	89.5%	68.7%	Surpass	4.2%	Below	9.3%	Below	21.9%

The 2022-25 projected representation (hiring goals) took 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.

As seen in table B, the CNSC has surpassed 9 out of 24 (37%) of its EEOG 2022-25 hiring goals.

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

Representation March 31, 2023	Total employees #	Total employees %	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
Senior managers	19	2.1	11	57.9	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
Middle and other managers	50	5.5	25	50.0	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Professionals	658	72.1	291	44.2	13	2.0	26	4.0	162	24.6
Semi-professionals and technicians	40	4.4	13	32.5	SUPP*	SUPP*	SUPP*	SUPP*	9	22.5

Representation March 31, 2023	Total employees #	Total employees %	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
<b>Administrative and senior clerical personnel</b>	108	11.8	95	88.0	SUPP*	SUPP*	SUPP*	SUPP*	18	16.7
<b>Clerical personnel</b>	38	4.2	34	89.5	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
<b>Total</b>	<b>913</b>	<b>100.0</b>	<b>469</b>	<b>51.4</b>	<b>20</b>	<b>2.2</b>	<b>36</b>	<b>3.9</b>	<b>202</b>	<b>22.1</b>

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

As seen in table C, the professionals group is the predominant EEOG at the CNSC, representing 72.1% of all employees. The CNSC hires specialized scientific and engineering employees in the nuclear field primarily in this group. As indicated in tables 4 to 7 (see appendix), members of visible minorities are fully represented in the professionals group (106.1%), while there has been an increase in the representation of women and Indigenous peoples in this group in comparison to previous years, women, Indigenous peoples and persons with disabilities are under-represented (80.4%, 82.3% and 44.4% of the LMA, respectively).

## Representation in hiring, promotions, departures and remuneration

This section summarizes the following from April 1, 2020, to March 31, 2021: new employee hirings; promotions; departures; and salary ranges.

### Hiring

The CNSC hired 120 new employees in 2022–23. Throughout this section, certain percentages are suppressed where the hiring number per occupational group was 5 employees or less.

Overall, 54.2% of the hires were women, which is higher than the LMA of 48.2%. The hiring rate for women exceeded the LMA in 3 EEOGs: senior managers, middle and other managers, and clerical personnel. The hiring rate for women was lower than the LMA in the 3 other EEOGs: professionals, semi-professionals and technicians, and administrative and senior clerical personnel.

The overall hiring rate for Indigenous peoples was lower than the LMA; however, it was higher than the LMA in 3 EEOGs: senior managers, professionals, and semi-professionals and technicians. It was lower than the LMA in the 3 other EEOGs: middle and other managers, administrative and senior clerical personnel, and clerical personnel.

As for the overall hiring rate for persons with disabilities, it was lower than the LMA and was also lower than the LMA for all EEOGs.

The overall hiring rate for members of visible minorities was higher than the LMA (24.2% vs 21.3%). Furthermore, it was higher than the LMA in 2 EEOGs: professionals, and administrative and senior clerical personnel. It was lower than the LMA in the 4 other EEOGs: senior managers, middle and other managers, semi-professionals and technicians, and clerical personnel.

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 98 employees were promoted within the organization in 2022–23, compared with 68 in 2021–22. Promotions occurred in 3 EEOGs.

Overall, 47 women were promoted. The rate of promotion for women is slightly below their internal representation (48% vs 51.4%). Women were promoted in 3 EEOGs (middle and other managers, professionals, and administrative and senior clerical personnel), with most of these promotions (39) occurring in the professionals EEOG.

There were no promotions for Indigenous peoples, meaning that it was below their 2.2% internal representation.

There were 6 promotions for persons with disabilities, which was above their internal representation (6.1% vs 3.9%). Most of these promotions were in the professionals EEOG.

A total of 17 members of visible minorities were promoted. The overall rate of promotion for members of visible minorities was lower than their internal representation (17.3% vs 22.1%). The promotions happened primarily in the professionals EEOG.

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

## Departures

Overall, 67 employees left the CNSC in 2022–23, a significant decrease from the 87 departures in 2021–22. Departures occurred in 3 of the 4 EEOGs, with the exception being Indigenous peoples.

The departure rate for persons with disabilities in 2022–23 was above their internal representation rate (6.0% vs 3.9%). Those who left were from 3 EEOGs: middle and other managers, professionals, and administrative and senior clerical personnel. Persons with disabilities who left indeterminate positions did so for a job in another department or organization (e.g., promotion or lateral movement), for retirement or for personal reasons.

The overall rate of departure for women was higher than their internal representation (55.2% vs 51.4%). The 37 women who left the organization came from all EEOGs, with the majority in the professionals (18) and the administrative and senior clerical personnel (10) groups. Of the 37 women, 35 left indeterminate positions. Broken down as a percentage, 31% left for a job in another organization (e.g., promotion or lateral movement), 29% for retirement, and the remainder for outside employment or for personal reasons.

The overall rate of departure for members of visible minorities was lower than their internal representation (10.4% vs 22.1%). The 7 members of visible minorities who left the organization

in 2022–23 came from 4 EEOGs: middle and other managers, professionals, semi-professionals and technicians, and administrative and senior clerical personnel. Those 7 employees left indeterminate positions for a job in another organization, for personal reasons 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 55% of employees earned \$100,000 or more in 2022–23, compared to 56% in the previous fiscal year.

Of those employees who earned \$100,000 or more:

- 39.6% were women
- 1.2% were Indigenous peoples
- 4.0% were persons with disabilities
- 23.3% were members of visible minorities

When comparing the EEDG breakdown of those who earned \$100,00 or more to CNSC EEDG representation, the greatest gap is among women, who represent 50.4% of the CNSC workforce yet only account for 39.6% of employees who earned \$100,000. As seen in table 3 (appendix A), this is due to the high representation of women employed in the administrative and senior clerical (88%) and the clerical personnel (89.5%) EEOGs. Women represent 44% of the professionals EEOG, which is the largest EEOG at the CNSC.

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

## Equity, diversity and inclusion

The CNSC continues to make steady progress in creating an inclusive workplace that is representative of the Canadian labour market, but acknowledges that there is more work to do. This work, along with the efforts of the employee networks, the ongoing safe-space conversations, and the integration of inclusive behavioural indicators into executive selection and performance, will not only improve the representation of equity-seeking groups, but also create a respectful and inclusive workplace.

To ensure that it continues to make progress in fulfilling its equity, diversity and inclusion targets, the CNSC undertook a number of activities in 2022–23.

- Open learning sessions were offered to all staff to build awareness about:
  - Truth and Reconciliation
  - the new Working Alone Directive
  - mental health
  - seeking accommodations in staffing processes
- The CNSC hosted the Equity, Diversity and Inclusion Fair, which featured the employee networks:
  - Diverse Employee Network
  - Pride Network
  - Accessibility Network

- TechTalks were held to provide information on the accessibility features of the CNSC's digital environment tools (MS365).
- The Advisory Council on Inclusion was created to advocate for and provide a place to hear all employee voices regarding the evolution of the CNSC's workplace inclusion and belonging practices.
- The CNSC continued its partnership with the Canadian Centre for Diversity and Inclusion to help the organization build its inclusion awareness.

## Additional inclusion efforts

### Accessibility plan

The CNSC is committed to creating a barrier-free, diverse and inclusive environment for all employees and the public. The CNSC is working to strengthen its culture of equity, diversity and inclusion, which is the hallmark of a truly healthy, safe and successful organization. Showing leadership and taking action – collectively and individually – to foster an equitable workplace is among the CNSC's top priorities.

The [CNSC Accessibility Plan 2022–25](#) was developed in response to the [Accessible Canada Act](#), the landmark federal legislation that aims to create a barrier-free Canada by 2040. The plan will be implemented in accordance with the principle "Nothing without us," which recognizes that persons with disabilities are valuable members of our communities and engaged, contributing citizens in all areas of life.<sup>2</sup> Consultation with persons with disabilities is a key part of this process and will continue to inform the content and implementation of the CNSC Accessibility Plan moving forward.

The plan will serve as the CNSC's accessibility roadmap until 2025. It is in no way exhaustive – it is a starting point to address the challenges known to the organization at the time of the plan's inception. The CNSC will continue to work towards addressing the varied, unique and nuanced barriers faced by persons with disabilities as it becomes aware of existing and new barriers to accessibility. Nevertheless, the plan seeks to advance awareness and drive positive action towards making the CNSC a more accessible and equitable workplace for persons of all abilities.

The CNSC is currently working on implementing the actions to remove barriers identified in the accessibility plan, and will publish a progress report in December 2023.

### Employee networks

The networks continue to contribute to creating a safe and inclusive environment where everyone feels free to bring their whole selves to work. This has provided a space for meaningful learning and thought-provoking conversations.

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<sup>2</sup> [Nothing without us : an accessibility strategy for the public service of Canada, BT22-221/2019E-PDF - Government of Canada Publications - Canada.ca](#)

## Accessibility Network

The Accessibility Network provides members with a forum where they can discuss issues related to ableism and accessibility, ensure the full participation of employees with disabilities at the CNSC, and identify ways to maintain and improve the CNSC's safe, healthy, diverse and inclusive workplace. In 2022–23, the network focused its efforts on:

- identifying a new co-chair
- raising awareness about various accessibility topics and commemorative days/weeks, including National AccessAbility Week
- contributing to the development of the CNSC's first accessibility plan
- establishing key priorities and tangible outcomes to work towards in 2023–24
- participating in the EDI Fair

## Black Employee Network

The Black Employees Network (BEN) continues to educate, speak truth to power, and equip allies to stand up against discrimination in all its forms. The BEN:

- organized the CNSC Black History Month celebration, with guest speakers and with library additions added to the CNSC Library catalogue
- participates in the Intergovernmental Black Employees Network
- liaises with other caucuses to coordinate efforts and provide support

## Diverse Employee Network

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. In 2022–23, the DEN:

- continued, with the help of the network champion, to garner the support of management to raise diverse voices at the CNSC
- worked to shed light on some of the experiences that members of diverse groups face within the organization
- worked to address and understand micro-aggressions
- continued to evolve the internal Teams chat forum, which was created at the DEN's early inception; it's an open discussion forum for all members and a way for the core team to share information and engage members
- continued to provide a safe space for DEN members to engage with one another, share experiences and meet new staff across the organization; a meet-and-greet session was held in December 2022
- participated in the EDI Fair (April 2022)

## Indigenous Network

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

- developing awareness among CNSC management and employees of the reconciliation mandate and respective changes in approach to Indigenous matters to enhance the CNSC workplace
- developing a strategic plan to maintain core activities while introducing a larger collaborative approach to further EDI goals
- leveraging stewardship, mentorship and allyship to support co-chairs, leaders and the other members in their initiatives and in sharing their experiences to build corporate knowledge
- raising awareness within the CNSC of Indigenous issues and aspirations, providing advisory services and HR and recruitment assistance, and engaging in CNSC communications to build awareness

## Pride Network

The Pride Network aims to provide members with a forum where they can discuss gender and sexual identity–based issues they may face at work and identify ways to maintain and improve the CNSC’s safe, healthy and inclusive workplace. In its first full year, the Pride Network took an imperfect action–focused approach to achieve many of its ambitious goals. Some highlights include:

- organizing a virtual viewing party and discussion of *The Fruit Machine*, an award-winning documentary on the Canadian government’s treatment of 2SLGBTQI+ employees
- hosting a highly attended Two-Spirit Speaker event featuring Kairyn Potts during Public Service Pride Week 2022
- providing CNSC staff with exclusive offerings of the Canada School of Public Service’s Positive Space Ambassador training course
- working with the Information Management Technology Directorate to implement the pronoun field on MS Teams
- working with the Commission to eliminate the use of gendered honorifics in Commission proceeding transcripts
- working with HR to reword the annual awards call-out to use gender-neutral language

## Women in STEM Network

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 careers in science, technology, engineering and mathematics (STEM); inspire one another; and build confidence. Under the CNSC’s Women in STEM (WISTEM) initiative, the 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 2022–23, the WISN contributed to these goals by:

- hosting a National Engineering Month event on March 23, 2023, called the 5-Minute Thesis, where 5 amazing women shared their STEM career experiences



- leading the CNSC's team for the Shoppers Drug Mart Run for Women for mental health in July 2022

## Special initiatives

These networks relate to workspaces created specifically for women at the CNSC.

### Women in Science, Technology, Engineering and Mathematics

While the CNSC has an employee network focused on women in STEM, our CNSC President and CEO, Rumina Velshi, continues to champion gender equity, paying particular attention to STEM inside and outside the CNSC. The CNSC Women in STEM (WISTEM) initiative, which consists of the WISN and 4 pillars (research, coaching and mentoring, outreach, and advocacy), promotes the balanced participation of women in STEM careers at the CNSC and in broader nuclear and scientific communities.

The **research pillar** 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. In 2022–23, the research task force contributed to this goal by offering meaningful work to students and **sponsoring Carleton University's Women in Engineering and Information Technology Program**.

The **coaching and mentoring pillar** aims to help staff develop, improve and implement mindsets and behaviours, and give women tools and strategies to increase their confidence and competency in their STEM work life. In 2022–23, the coaching and mentoring task forces contributed to this goal by **launching a mentoring program, a mini-coaching circle pilot**, and planning the launch of one-on-one coaching services.

The **outreach pillar** is focused on improving CNSC outreach activities more broadly. Following benchmarking and survey activities, the outreach task force drafted key recommendations, which are in line with those put forward by the CNSC Advisory Group on Perceived Risks. These will be presented to management in the coming months.

The **advocacy pillar** supports the President in planning and executing activities and events, including:

- **Driving Advancement for Women in Nuclear (DAWN)** – Chaired by President Velshi
- **Nuclear Energy Agency (NEA) Task Group on Improving the Gender Balance in the Nuclear Sector** – The group's report includes an evidence-driven policy framework and practical recommendations.
- **NEA International Mentoring Workshop Canada 2023** – Co-chaired by President Velshi and co-hosted by the CNSC, this 4-day event provided high school Indigenous girls with the opportunity to engage with highly accomplished international and Canadian women professionals. The objective of this workshop was to promote gender balance in the nuclear sector and STEM, and encourage girls to strive to meet their potential. This was the first NEA mentoring workshop in Canada, and the first one weaving together Indigenous and Western knowledge.

- **The International Gender Champions Impact Group on Gender Equality in Nuclear Regulatory Agencies** – Co-chaired by President Velshi, the group is collaborating with the NEA to measure quantitative and qualitative gender data from regulatory agencies to assess the status of gender equality and develop report cards as a means to promote action. The development of survey methodology is set to begin in summer 2023.
- **Gender Champions in Nuclear Policy** – President Velshi joined the leadership network on March 8, 2022.
- **Various speaking events, including:**
  - Empowering Women in STEM webinar with the United Arab Emirates (January 2023)
  - From Pillars to Progress: Gender Mainstreaming in the Nuclear Non-Proliferation Treaty (meeting, held in August 2022)
  - Regulatory Information Conference: Women Belong in All Places Where Nuclear Safety Decisions are Being Made (March 2022)

## Women in Regulatory Enforcement – An interdepartmental network

As a regulatory agency, the CNSC faces unique enforcement challenges. Women working in regulatory enforcement face even greater challenges, some of which were discussed in a session hosted by the Community of Federal Regulators in 2021, titled Changing behaviours in the office and out in the field.

To continue this conversation, some CNSC staff worked in collaboration with other government colleagues in the creation and launch of a new interdepartmental network called Women in Regulatory Enforcement (WIRE).

The goal of WIRE is to create an interdepartmental coalition of 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 also embrace diversity and equality

WIRE is open to everyone 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. In 2022–23, WIRE hosted lunch-and-learn events, covering topics such as harassment in the regulatory workspace and promoting change in regulatory organizations.

## 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 combination of characteristics and attitudes in the organization and among staff that enables and supports safety as a key value and ensures that protection and safety issues receive the attention they deserve.

Along with the CNSC [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

In 2022–23, the Office of Values and Ethics (OVE) conducted over 35 sessions on RISERS, the CNSC’s core values, specifically on respect. The RISERS sessions were helpful in getting conversations started and allowing employees to learn from one another and share different experiences. The overall feel from staff is that the CNSC is an ethical and respectful organization; however, there is always room for improvement.

CNSC management strongly believes that an organization that actively fosters a healthy safety culture can have a powerful influence on employee attitudes and behaviours, and consequently, on individual and corporate safety performance. EDI is an important component of the CNSC’s workforce and workplace strategy, contributing to a healthy regulatory safety culture.

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

To create an inclusive workplace, it needs to be intentionally designed 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.

### **Policies**

- CNSC Regulatory Safety Culture Policy
- Workplace Harassment and Violence Prevention Policy
- Inclusive Workplace Policy
- Open Door Policy
- Policy on Informal Conflict Management System
- Policy on Science in a Regulatory Environment

### **Processes and feedback mechanisms**

- Differences of professional opinion process
- Non-concurrence process
- Opportunity for improvement process

- Publishing and posting of technical papers and journal articles
- Informal Conflict Management System Office (ICMS)
- Executive-led employee round tables
- CNSC-wide town hall discussions led by the President
- CNSC President's direct email
- Employee networks
- Answers to questions submitted anonymously to "Ask Jackey" via our monthly internal newsletter, Synergy

## **Gender-Based Analysis Plus**

The CNSC applies GBA Plus to the development and review of programs, policies and services in order to ensure that they are inclusive and accessible. For example, in 2022–23, a GBA Plus lens was applied to the CNSC's Flexible Work Policy and Working Alone Directive. The CNSC continues to seek opportunities to apply GBA Plus to internal policies, programs and services.

In addition, in 2022–23, the CNSC participated in GBA Plus Awareness Week, led by Women and Gender Equality Canada. The CNSC promoted GBA Plus learning events internally through all-staff messaging and intranet pages, and externally via its social media accounts. The CNSC is looking forward to its participation in and promotion of the next GBA Plus Awareness Week.

## **Key leadership and behavioural competencies**

The CNSC understands that equity, diversity and inclusion start with leadership. It uses TBS's Key Leadership Competencies (KLCs) to shape desired leadership and management behaviour at the supervisory and executive level across the organization and has interwoven the characteristics of inclusive leadership into the KLCs. The CNSC's Key Behavioural Competencies remain an essential facet of employee attitude, performance and success. 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 its regulatory safety culture and to monitor the effectiveness of new and ongoing programs, policies and processes. The CNSC also wants to know how employees are doing. To that end, it regularly listens to employees through various mechanisms, including the PSES, Pulse surveys focused on specific topics, President-led town hall meetings, and senior executive-led employee round-table discussions.

There were 3 town hall meetings in 2022–23. 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:

- ask-me-anything questions

- update on the hybrid work model
- vision and priorities for 2023

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 to discuss issues pertaining to employment practices and the health of the workplace, including diversity, equity and inclusion. NUREG is regularly consulted on the development of employee listening questions and pilot programs, such as the CNSC's work to address career progression.

## Strengthening EDI capabilities

The CNSC continues to invest significantly in the training and development of employees, no matter what stage of their career they are at. During this past year of the pandemic, the CNSC focused its 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 expenditures.

Since the beginning of the pandemic, the CNSC has been offering weekly online French grammar workshops to employees. Because the CNSC is diverse in terms of languages spoken, it has 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.

CNSC employees continue to benefit from the online learning offered by the CSPS. The top 5 online courses in 2022–23 (excluding leadership programs) were:

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

In 2022, the CNSC extended its partnership with the **Canadian Centre for Diversity and Inclusion (CCDI)** for an additional year to ensure continued 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 practice events held across Canada
- knowledge repository (curated with 600+ documents, reports, tool kits and templates)

The CNSC has also invested in acquiring reading materials to further enhance the inclusion literacy of employees. Use of the Cloud Library, which includes e-books and 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 105 times in 2022–23. Some of the more popular titles were:

- *The Everyday Hero Manifesto*, by Robin Sharma
- *The Radium Girls*, by Kate Moore
- *Atomic Habits*, by James Clear
- *Talking to Canadians*, by Rick Mercer
- *The Stonewall Reader*
- *What Can a Body Do?*, by Sara Hendren
- *Don't Cry For Me*, by Daniel Black
- *The Child in You*, by Stefanie Stahl
- *How Does It Feel*, by Nyeleti Makhubele
- *How to Do the Work*, by Dr. Nicole LePera
- *L'essentialisme*, by Greg Mckeown
- *Talking to Strangers*, by Malcolm Gladwell
- *What If?*, by Steve L. Robbins, PhD
- *Pushout*, by Monique W. Morris

The CNSC also continues to equip employees and managers with fundamental skills to feel confident in managing a variety of situations that can either build trust or create mistrust in the work environment. Specifically, 25 Fierce Conversations sessions were delivered to 204 employees. These sessions provide staff with the tools for having a respectful dialogue to challenge assumptions, provoke learning, address difficult challenges, and enrich their relationships with their peers and managers.

Using the Institute for Health and Human Potential model, 6 sessions on emotional intelligence were delivered to 24 employees. Learning about emotional intelligence begins with the understanding that emotions are contagious. They spread from one person to another quickly, strengthening or harming an organization.

The CNSC, using the Fierce Conversations training and other methods, is equipping staff to feel comfortable asking questions, expressing differences of opinion, and giving and receiving feedback. The CNSC is investing in skills that contribute to the development of team and organizational trust and psychological safety, where people feel valued and respected. In addition, both of these offerings strengthen the workforce's ability to manage their relationships and interactions with licensees.

The CNSC launched new episodes of its quarterly podcast, *CNSC in Conversation*, which provides insight into the diverse perspectives of employees across the organization. Topics included:

- checking in with the newest member of the CNSC's Executive Team
- what it means to be a new Canadian
- the future of the hybrid library, the CNSC book club, and the value of employee networks
- celebrating Pride

The CNSC works to ensure a safe, inclusive, and physically and psychologically healthy work environment to help all employees perform at their best. Workplace wellness continues to be an important area of focus. In addition to the activities already mentioned, the CNSC:

- launched a comprehensive review of the Hazard Prevention Program (i.e., directive, guidelines and tools), including the implementation of a new responsibility system and updated risk inventory and hazard profiles for each employee, taking into account the diversity of the CNSC's workforce
- launched the Working Alone Directive and corresponding tools
- hosted a combined Health and Safety and Mental Health Week in May with the Corporate Security team
- coordinated activities such as guest speakers, interactive quizzes, information sessions and some training sessions for Mental Health Awareness Week and October's Healthy Workplace Month
- continued to offer virtual and in-person proactive ergonomic coaching sessions and full ergonomic assessments to all staff
- launched the Ombuds Office for Small Departments and Agencies, an independent, impartial and confidential resource that provides a safe space to discuss issues and concerns related to overall well-being, mental health, issues of harassment, and inclusion and diversity
- benchmarked its Employee Assistance Program (EAP) services and decided to acquire a more inclusive and comprehensive EAP service and solution to increase employee access and use, taking into account the CNSC's chosen hybrid work model; a new contract was awarded in the fourth quarter of the fiscal year
- worked closely with the Security team to ensure emergency evacuations addressed accessibility
- shared monthly mental health breaks to help employees and managers maintain good mental health and improve their knowledge of various mental health topics
- continued to promote the work-at-home furniture reimbursement program and maintain up-to-date 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 2023
- hosted monthly guest speaker sessions on various health and wellness topics, and added extra sessions 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 from other sources via the Promoting Health and Wellness bulletin board on the intranet
  - One example is the [Working Mind](#) training program, which has been delivered virtually in both official languages to CNSC staff and management for the past 3 years. Participants learn 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. As part of Mental Health Week in early May, the CNSC offered sessions to both CNSC staff and management, who received their certificate of completion from the Mental Health Commission of Canada.

## Conclusion

In 2022–23, the CNSC’s overall workforce exceeded the LMA in 2 EEDGs: women and members of visible minorities. Indigenous peoples and persons with disabilities continue to be under-represented, despite a slight increase in representation for Indigenous peoples. This under-representation was perpetuated by lower hiring rates for these 2 groups, in addition to higher departure rates for persons with disabilities in comparison to their internal representation.

The CNSC is committed to increasing representation in all employment equity groups. To that end, it plans to update its EDI Plan and respective hiring goals as it approaches its 3-year target. The CNSC continues to evolve its strategy in consultation with key internal stakeholder groups and will include measures to strengthen the organization’s ability to attract and retain members of EEDGs.

By working with partners from the OVE, the NUREG Group and the employee networks; continuing the safe-space conversations on inclusion, race and marginalization; and assessing the demonstration of inclusive behaviours by current and future leaders, the CNSC will be able to not only enhance the representation of equity-seeking groups, but also create an even more respectful, trusting and inclusive workplace.



## Appendix A: Workforce representation data tables as of March 31, 2023

The following tables represent the data for different employment equity designated groups in the workforce.

### Representation of employment equity designated groups

In the tables below:

EEDG = employment equity designated group

EEOG = employment equity occupational group

LMA = labour market availability

NCR = National Capital Region

### Table 1: Representation and LMA of EEDGs

Representation March 31, 2023	CNSC #	CNSC %	LMA** %	CNSC representation as a % of LMA**
<b>Women</b>	469	51.4	48.2	106.6
<b>Indigenous peoples</b>	20	2.2	4.0	54.8
<b>Persons with disabilities</b>	36	3.9	9.1	43.3
<b>Members of visible minorities</b>	202	22.1	21.3	103.9

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

**Table 2: Representation of EEDGs in the NCR and provinces**

Representation March 31, 2023	Total employees #	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
<b>NCR</b>	837	441	52.7	SUPP*	SUPP*	33	3.9	184	22.0
<b>New Brunswick</b>	SUPP*	SUPP*	SUPP*	0	0.0	0	0.0	SUPP*	SUPP*
<b>Quebec</b>	SUPP*	SUPP*	SUPP*	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
<b>Ontario (outside NCR)</b>	46	16	34.8	0	0.0	SUPP*	SUPP*	14	30.4
<b>Saskatchewan</b>	8	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
<b>Alberta</b>	10	SUPP*	SUPP*	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
<b>Total</b>	<b>913</b>	<b>469</b>	<b>51.4</b>	<b>20</b>	<b>2.2</b>	<b>36</b>	<b>3.9</b>	<b>202</b>	<b>22.1</b>

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

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

Representation March 31, 2023	Total employees #	Total employees %	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
<b>Senior managers</b>	19	2.1	11	57.9	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
<b>Middle and other managers</b>	50	5.5	25	50.0	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
<b>Professionals</b>	658	72.1	291	44.2	13	2.0	26	4.0	162	24.6
<b>Semi-professionals and technicians</b>	40	4.4	13	32.5	SUPP*	SUPP*	SUPP*	SUPP*	9	22.5
<b>Administrative and senior clerical personnel</b>	108	11.8	95	88.0	SUPP*	SUPP*	SUPP*	SUPP*	18	16.7
<b>Clerical personnel</b>	38	4.2	34	89.5	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
<b>Total</b>	<b>913</b>	<b>100.0</b>	<b>469</b>	<b>51.4</b>	<b>20</b>	<b>2.2</b>	<b>36</b>	<b>3.9</b>	<b>202</b>	<b>22.1</b>

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

**Table 4: Representation of women by EEOG and LMA**

Representation of women March 31, 2023	Total employees #	Women #	Women %	LMA** %	Representation as a % of LMA**
Senior managers	19	11	57.9	27.6	209.8
Middle and other managers	50	25	50.0	39.4	126.9
Professionals	658	291	44.2	55.0	80.4
Semi-professionals and technicians	40	13	32.5	53.5	60.7
Administrative and senior clerical personnel	108	95	88.0	82.4	106.8
Clerical personnel	38	34	89.5	68.7	130.2
<b>Total</b>	<b>913</b>	<b>469</b>	<b>51.4</b>	<b>48.2</b>	<b>106.6</b>

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

**Table 5: Representation of Indigenous peoples by EEOG and LMA**

Representation of Indigenous peoples March 31, 2023	Total employees #	Indigenous peoples #	Indigenous peoples %	LMA** %	Representation as a % of LMA**
Senior managers	19	SUPP*	SUPP*	3.2	SUPP*
Middle and other managers	50	0	0.0	2.7	0.0
Professionals	658	13	2.0	2.4	82.3
Semi-professionals and technicians	40	SUPP*	SUPP*	4.2	SUPP*
Administrative and senior clerical personnel	108	SUPP*	SUPP*	3.5	SUPP*
Clerical personnel	38	SUPP*	SUPP*	4.2	SUPP*
<b>Total</b>	<b>913</b>	<b>20</b>	<b>2.2</b>	<b>4</b>	<b>54.8</b>

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

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

**Table 6: Representation of persons with disabilities by EEOG and LMA**

Representation of persons with disabilities March 31, 2023	Total employees #	Persons with disabilities #	Persons with disabilities %	LMA** %	Representation as a % of LMA**
Senior managers	19	SUPP*	SUPP*	5.0	SUPP*
Middle and other managers	50	SUPP*	SUPP*	5.0	SUPP*
Professionals	658	26	4.0	8.9	44.4
Semi-professionals and technicians	40	SUPP*	SUPP*	7.6	SUPP*
Administrative and senior clerical personnel	108	SUPP*	SUPP*	10.0	SUPP*
Clerical personnel	38	SUPP*	SUPP*	9.3	SUPP*
<b>Total</b>	<b>913</b>	<b>36</b>	<b>3.9</b>	<b>9.1</b>	<b>43.3</b>

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

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

**Table 7: Representation of members of visible minorities by EEOG and LMA**

Representation of members of visible minorities March 31, 2023	Total employees #	Members of visible minorities #	Members of visible minorities %	LMA** %	Representation as a % of LMA**
Senior managers	19	SUPP*	SUPP*	11.5	SUPP*
Middle and other managers	50	SUPP*	SUPP*	17.6	SUPP*
Professionals	658	162	24.6	23.2	106.1
Semi-professionals and technicians	40	9	22.5	19.1	117.8
Administrative and senior clerical personnel	108	18	16.7	16.4	101.6
Clerical personnel	38	SUPP*	SUPP*	21.9	SUPP*
<b>Total</b>	<b>913</b>	<b>202</b>	<b>22.1</b>	<b>21.3</b>	<b>103.9</b>

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

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

### Table 8: Hiring of EEDGs by EEOG

Hiring March 31, 2023	Total employees #	Women Hirings #	Women Hirings %	Indigenous peoples Hirings #	Indigenous peoples Hirings %	Persons with disabilities Hirings #	Persons with disabilities Hirings %	Members of visible minorities Hirings #	Members of visible minorities Hirings %
Senior managers	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	0	0.0	0	0.0
Middle and other managers	SUPP*	SUPP*	SUPP*	0	0.0	0	0.0	0	0.0
Professionals	82	40	48.8	SUPP*	SUPP*	SUPP*	SUPP*	22	26.8
Semi-professionals and technicians	10	SUPP*	SUPP*	SUPP*	SUPP*	0	0.0	SUPP*	SUPP*
Administrative and senior clerical personnel	20	16	80.0	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Clerical personnel	SUPP*	SUPP*	SUPP*	0	0.0	0	0.0	SUPP*	SUPP*
<b>Total</b>	<b>120</b>	<b>65</b>	<b>54.2</b>	SUPP*	SUPP*	SUPP*	SUPP*	<b>29</b>	<b>24.2</b>

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

### Table 9: Promotions of EEDGs by EEOG

Promotions March 31, 2023	Total employees #	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
Senior managers	0	0	0	0	0	0	0	0	0
Middle and other managers	SUPP*	SUPP*	SUPP*	0	0.0	SUPP*	SUPP*	0	0.0
Professionals	87	39	44.8	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Semi-professionals and technicians	SUPP*	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	SUPP*	SUPP*	100.0	0	0.0	0	0.0	SUPP*	SUPP*
Clerical personnel	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>98</b>	<b>47</b>	<b>48.0</b>	<b>0</b>	<b>0.0</b>	<b>6</b>	<b>6.1</b>	<b>17</b>	<b>17.3</b>

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

**Table 10: Departures of EEDGs by EEOG**

Departures March 31, 2023	Total employees #	Women #	Women %	Indigenous peoples #	Indigenous peoples %	Persons with disabilities #	Persons with disabilities %	Members of visible minorities #	Members of visible minorities %
Senior managers	SUPP*	SUPP*	50.0	0	0.0	0	0.0	0	0.0
Middle and other managers	7	5	71.4	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Professionals	40	18	45.0	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Semi-professionals and technicians	SUPP*	SUPP*	40.0	0	0.0	0	0.0	SUPP*	SUPP*
Administrative and senior clerical personnel	12	10	83.3	0	0.0	SUPP*	SUPP*	SUPP*	SUPP*
Clerical personnel	SUPP*	SUPP*	100.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>67</b>	<b>37</b>	<b>55.2</b>	<b>0</b>	<b>0.0</b>	SUPP*	SUPP*	<b>7</b>	<b>10.4</b>

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

**Table 11: Representation of EEDGs by salary range**

Salary range (\$) March 31, 2023	Total employees #	Cumulative % of total employees	Women #	Women % of salary range	Women % of EEOG	Indigenous peoples #	Indigenous peoples % of salary range	Indigenous peoples % of EEOG	Persons with disabilities #	Persons with disabilities % of salary range	Persons with disabilities % of EEOG	Members of visible minorities #	Members of visible minorities % of salary range	Members of visible minorities % of EEOG
39,999 and under	0	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
40,000–44,999	0	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
45,000–49,999	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
50,000–54,999	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	0	0.0%	0.0%	0	0.0%	0.0%
55,000–59,999	16	2.3%	11	68.8%	2.3%	0	0.0%	0.0%	0	0.0%	0.0%	SUPP*	SUPP*	SUPP*
60,000–64,999	36	6.2%	25	69.4%	5.3%	0	0.0%	0.0%	SUPP*	SUPP*	SUPP*	9	25.0%	4.5%
65,000–69,999	88	15.9%	71	80.7%	15.1%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	18	20.5%	8.9%
70,000–74,999	25	18.6%	16	64.0%	3.4%	0	0.0%	0.0%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
75,000–79,999	68	26.1%	45	66.2%	9.6%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	11	16.2%	5.4%
80,000–84,999	24	28.7%	15	62.5%	3.2%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	8	33.3%	4.0%
85,000–89,999	29	31.9%	17	58.6%	3.6%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	6	20.7%	3.0%
90,000–94,999	34	35.6%	20	58.8%	4.3%	0	0.0%	0.0%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*
95,000–99,999	85	44.9%	45	52.9%	9.6%	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	SUPP*	20	23.5%	9.9%
100,000 and over	503	100.0%	199	39.6%	42.4%	6	1.2%	30.0%	20	4.0%	55.6%	117	23.3%	57.9%
<b>Total</b>	<b>913</b>	<b>100%</b>	<b>469</b>	<b>51.4%</b>	<b>100.0%</b>	<b>20</b>	<b>2.2%</b>	<b>100.0%</b>	<b>36</b>	<b>3.9%</b>	<b>100.0%</b>	<b>202</b>	<b>22.1%</b>	<b>100.0%</b>

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