Canada Energy Regulator

Régie de l'énergie du Canada

Employment Equity Report 2022-23

August 25, 2023

Canada

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Executive Summary: Employment Equity Report 2022-23

Introduction

The Employment Equity Report for the Canada Energy Regulator (CER) for the year 2022-23 serves as an assessment of the organization's commitment to promoting employment equity, diversity, and inclusion. It highlights the CER's efforts to create a fair and inclusive work environment where all employees have equitable opportunities for growth and advancement. The report aims to provide an overview of the organization's progress, challenges, and initiatives related to employment equity, evaluating the effectiveness of existing policies, programs, and practices while identifying areas for improvement. It encompasses the period of 2022-23 and includes an analysis of employment equity representation, workforce demographics, recruitment, promotions, departures, and remuneration.

Progress with Workforce Representation

During the 2022-23 period, the CER made noteworthy progress in promoting employment equity within its workforce through the Diversity and Belonging Roadmap, a key internal initiative. Currently, 75% of the tasks outlined in the implementation plan are complete, demonstrating the organization's commitment to fostering a sense of belonging for all employees. However, ongoing efforts are needed to address systemic barriers and inequities faced by employees from diverse backgrounds. The Diversity and Belonging Roadmap Progress Report provides a detailed update on the completion of 86 identified tasks, categorized under themes such as addressing misconduct, supporting advancement, and diversifying recruitment. The deliverables aim to develop and implement processes to address gaps and raise awareness about current practices, requiring training, tools, guidance, and support to change attitudes and behaviours of staff and leaders.

The workforce analysis was carried out utilizing the Workplace Equity Information Management System (WEIMS), which still employs the 2016 census data. The analysis underscores robust gender representation, with women comprising 66.0% of the workforce, surpassing the external labour market estimate of 46.2%. The representation of Indigenous peoples is equally commendable, at 4.3%, exceeding the 2.6% estimate from the external labour market. These accomplishments underscore the organization's steadfast commitment to fostering gender and Indigenous diversity.

However, challenges persist in visible minority representation, as recent self-ID data reveals a 20.0% representation (falling short of the 23.3% external labour market estimate). This difference currently results in a gap of 19 people for visible minorities at CER. Additionally, representation for people with disabilities stands at 6.0% (below the 8.7% external labour market estimate), contributing to an overall gap of 16 people with disabilities within CER. To bolster inclusivity, CER is poised to introduce targeted strategies aimed at rectifying underrepresentation. These strategies will pave the way for a more diverse workforce that reflects the array of talents available in the labour market.

Summary of Key Initiatives Supporting Employment Equity

- **Diversity and Belonging Roadmap:** This initiative focuses on addressing misconduct, supporting advancement, and diversifying recruitment. It aims to create an organizational culture that values diversity and inclusivity.

- **Indigenous Recruitment, Retention, and Advancement Strategy (IRRAS):** With the goal of increasing Indigenous representation in the workforce, the IRRAS addresses recruitment, bias, discrimination, cultural competence, training, talent management, and employee engagement. The CER recognizes the need for a supportive environment that fosters meaningful relationships with Indigenous employees.

- **Accessibility Plan:** Developed in compliance with the *Accessible Canada Act*, the plan aims to enhance inclusivity and accessibility for persons with disabilities by evaluating ongoing and planned initiatives. It aligns with the CER's strategic priority to build trust and confidence as a regulator and employer of choice.

- **Hybrid Workplace Pilot:** The Hybrid Workplace model combines remote work and in-person work, promoting accessibility, work-life balance, talent acquisition and retention, as well as employee engagement and productivity. This initiative aligns with Employment Equity goals by fostering an inclusive and flexible work environment.

Updates to the Employment Equity, Diversity, and Inclusion Plan (EEDI)

The CER has integrated key initiatives, such as the Diversity and Belonging Roadmap, the IRRAS, the Accessibility Plan, and the Hybrid Workplace Pilot, into the Employment Equity, Diversity, and Inclusion Plan for 2021-2024. These updates reinforce the CER's commitment to continuous improvement and ensure that employment equity remains a strategic priority within the organization.

Priorities Going Forward

- **Enhancing Cultural Assessment and Strategic Workforce Plan:** The CER is conducting a culture assessment to define the desired organizational culture, contributing to a more inclusive and forward-thinking work environment. The development of a strategic workforce plan will further support these efforts.

- **Implementing the Indigenous Recruitment, Retention, and Advancement Strategy:** The CER aims to increase Indigenous representation in its workforce and foster a supportive environment where Indigenous employees feel welcomed and valued.

- **Monitoring and Measuring Progress:** The CER will continue to monitor progress toward employment equity goals, regularly evaluating the effectiveness of initiatives, and adapting strategies as needed.

- **Emphasizing Accountability and Transparency:** The CER remains committed to transparency in its employment equity efforts, with clear roles and responsibilities assigned to senior officials in driving equity initiatives.

Conclusion

The Employment Equity Report 2022-23 demonstrates the CER's dedication to fostering a diverse, inclusive, and equitable workplace. Through key initiatives, such as the Diversity and Belonging Roadmap, the IRRAS, the Accessibility Plan, and the Hybrid Workplace Pilot, the CER continues to make strides in promoting employment equity and diversity while addressing barriers and fostering a culture of inclusion. As the organization moves forward, it remains steadfast in its commitment to fulfilling its mandate and contributing to the success of Canada's energy sector through an equitable and innovative regulatory environment.

Total Number of CER Employees: 586 [+30]

Employment Equity Representation

2 of the **4** employment equity designated groups that are above their workforce availability in the executive ranks

	Representation	WFA	
Women	64.3% [+1.8%]	✔	27.6%
Indigenous Peoples	7.1% [+0.9%]	✔	3.2%
Persons w/ Disabilities	0.0% [no change]	✘	5.0%
Visible minorities	7.1% [+0.9]	✘	11.5%

Note: Figures in square brackets represent the change since 2021–22

2 of the **4** employment equity designated groups surpass workforce availability

CER's Overall Employment Equity Representation

	Representation	WFA	
Women	66% [+0.5%]	✔	46.2%
Indigenous Peoples	4.3% [+0.7%]	✔	2.6%
Persons w/ Disabilities	6.0% [+2.7]	✘	8.7%
Visible minorities	20.0% [+7.8%]	✘	23.3%

These stats are as of 31 March 2023

$ Salary Distribution

Equity designated groups' representation across salary bands

Legend: Indigenous peoples | Visible Minorities | Women | Persons w/ Disabilities
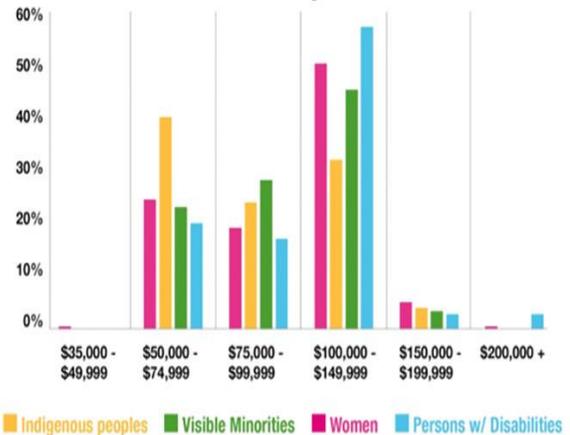
*Information for small numbers has been suppressed (counts of 1 to 5).
Additionally, to avoid residual disclosure, other data points may also be suppressed.

Representation of designated groups in new hires, promotions, and separations

	Women	Indigenous peoples	Persons w/ Disabilities	Visible Minorities
Hires	63.8% [-3.8%]	6.4% [+6.4%]	2.1% [+2.1%]	21.3% [+18.6%]
Promotions	51.9% [-19.5%]	0.0% [-4.8%]	7.4% [+7.4%]	25.9% [+11.6%]
Separations	50.0% [+11.5%]	6.3% [+6.3%]	0.00% [no change]	12.5% [+4.8%]

Employment Equity and Reporting

Legal and Regulatory Framework

The Canada Energy Regulator (CER) is mandated by the _Employment Equity Act_ (EEA) subsection 4(1)(c) to report annually on its progress towards achieving a representative workforce. This legislative requirement ensures that the CER actively promotes employment equity and works towards creating a diverse and inclusive workplace. In addition to the EEA, the CER also upholds the requirements of the _Public Service Employment Act_ (PSEA), _Accessible Canada Act_, _Canadian Human Rights Act_, and _The Canadian Charter of Rights and Freedoms_. The organization adheres to these legal and regulatory frameworks to ensure fair and equitable employment practices.

Importance of Employment Equity Reporting

The CER recognizes the significance of employment equity reporting as a vital tool for assessing and monitoring its progress in creating a representative workforce. The annual employment equity report provides a comprehensive analysis of the designated groups for employment equity, which include women, Indigenous Peoples, people with disabilities, and visible minorities. The report presents a workforce analysis based on these groups, focusing on the Employment Equity Occupational Groups (EEOG), geographic regions, and salary ranges. Additionally, the report examines the representation of hires, promotions, and terminations among the employment equity designated groups.

The workforce data included in the report encompasses indeterminate employees and employees with service terms of three months or more. However, it excludes students, employees on secondment from other organizations, terms of less than three months, and casual workers. By analyzing this data, the CER gains insights into the representation and progress of the designated groups within its workforce.

The employment equity report also highlights the initiatives and networking activities undertaken by the CER during the reporting period to implement its Equity, Diversity, and Inclusion (EDI) strategy. This demonstrates the organization's commitment to proactively promoting a diverse and inclusive work environment.

1. Beyond legal requirements, the CER's commitment to employment equity aligns with the broader objectives outlined in the Accessibility Strategy for the Public Service of Canada, the Call to Action on Anti-racism, Equity, and Inclusion in the Federal Public Service, the Calls to Action of the Truth and Reconciliation Commission of Canada, and the Federal 2SLGBTQI+ Action Plan, all of which incorporate Gender-based Analysis Plus (GBA+). This inclusive approach considers the intersecting identity factors of diverse groups to develop, deliver, and evaluate initiatives more effectively.

2. By adhering to these policies and strategies, the CER aims to ensure that it creates a discrimination-free workplace and addresses any workplace disadvantages faced by members of the designated groups.

The core principle of employment equity, as defined by the EEA and the PSEA, is to hire and promote individuals based on job-related skills and qualifications, ensuring a fair and inclusive selection process. The CER emphasizes the importance of including members from the

designated groups in the applicant pool, providing equal opportunities for employment and advancement to all individuals.

In conclusion, employment equity reporting is a crucial aspect of the CER's commitment to creating a representative and inclusive workforce. By complying with legal requirements, analyzing workforce data, implementing initiatives, and promoting fairness in the selection process, the CER strives to foster an equitable work environment where all employees have equal opportunities for growth and success.

Employment Equity Plan

The CER's Employment Equity Plan plays a crucial role in promoting a diverse, inclusive, and equitable workforce. The plan outlines the CER's commitments, goals, targets, and strategies to improve representation across occupational groups and levels within the organization.

Overview of the CER's Employment Equity Plan

The CER's Employment Equity Plan is developed in accordance with the requirements outlined in section 10 of the EEA. This three-year plan serves as a roadmap to guide the organization in achieving its employment equity objectives. The plan addresses the need to enhance representation in specific areas of the organization, such as occupational groups and levels, to ensure fairness and inclusivity.

Goals and Targets for 2022-23

The Employment Equity Plan sets out specific goals and targets that the CER aims to achieve in the upcoming year. These objectives are aligned with the organization's commitment to creating a representative workforce and promoting employment equity. The goals may focus on areas with employment equity gaps and occupational groups that contribute to the representation in other parts of the organization (Appendices A and B).

Strategies and Initiatives to Achieve Employment Equity

The Employment Equity Plan encompasses strategies and initiatives designed to promote employment equity within the CER. These strategies aim to create a workplace environment that is inclusive, diverse, and respectful. The plan includes measures such as targeted recruitment and retention initiatives, training programs to enhance diversity awareness, mentorship opportunities, and support for career advancement. These initiatives are implemented to ensure equal opportunities for all employees, regardless of their backgrounds or identities.

Compliance with Legislation

The Employment Equity Plan underscores the CER's dedication to adhering to pertinent legislation, including the *Employment Equity Act*. It encompasses reporting on undertaken activities to meet legal obligations and cultivate a workplace free from discrimination. This commitment upholds the values of equity, diversity, and inclusion, fostering an environment that is both equitable and supportive. Through the plan's implementation, the CER showcases its

resolute commitment to building a workforce that mirrors the diversity of Canadian society. The plan proactively addresses disparities and barriers within the organization, nurturing inclusivity, and equity. By setting clear objectives, targets, and strategies, the CER actively advances employment equity and fosters a positive work environment for all employees. This Employment Equity report encapsulates findings from the period spanning April 1, 2022, to March 31, 2023.

Initiatives To Enhance Equity, Diversity, and Inclusion

Importance of Equity, Diversity, and Inclusion (EDI)

Equity, Diversity, and Inclusion (EDI) are fundamental principles that contribute to a fair, respectful, and innovative workplace. Embracing EDI is important for the Canada Energy Regulator (CER) as it fosters an environment where employees feel valued, respected, and empowered to contribute their diverse perspectives and experiences. By prioritizing EDI, the CER acknowledges the significance of representation, equal opportunities, and removing barriers faced by employees from designated groups. EDI initiatives align with legal obligations and enhance organizational performance, employee well-being, and stakeholder trust.

Overview of CER's EDI Initiatives

The CER has integrated EDI into its strategic priorities, particularly within the context of Trust and Confidence, as well as Reconciliation. The Board of Directors, along with the Indigenous Advisory Committee, play key roles in guiding and overseeing initiatives aimed at promoting employment equity, diversity, and inclusion within the organization.

Successes and Challenges

The CER has made strides in achieving workforce diversity, with equal or higher representation of women and Indigenous Peoples compared to the available workforce. Nevertheless, there are still gaps in specific occupational groups for women, and overall, visible minorities and people with disabilities remain underrepresented at the CER. These results underscore the ongoing necessity for sustained efforts and a strong focus on diversity and inclusion. The CER has achieved some progress in creating a representative workforce, with equal or greater representation of women and Indigenous Peoples compared to workforce availability. However, there are still gaps in specific occupational groups for women, and visible minorities and people with disabilities remain underrepresented overall. These findings highlight the need for continuous efforts and a sustained emphasis on diversity and inclusion.

a) **Preventing and Responding to Misconduct**

- Implementation of Workplace Harassment and Violence Prevention Policy, including mandatory training and anonymous reporting mechanisms.
- Introduction of Ombuds Services reporting directly to the CEO (Chief Executive Officer).
- Labour Relations training modules and comprehensive policy refresh project.

b) **Recruitment, Advancement, and Organizational Culture**

1. **Participation in the Mosaic Leadership Development Program:**
   - The CER actively participates in the Government of Canada's Mosaic Leadership Development Program, fostering developmental opportunities for future leaders from equity-deserving groups.

- As part of this program, the CER is committed to nurturing and supporting the growth of diverse talent within the organization.

- From the inaugural Mosaic Leadership Development Program cohort (2021-2022), CER appointed one of its nominees to the Director's position in the Indigenous Relations and Reconciliation.

- CER's participation in the program demonstrates its commitment to equity, diversity, and inclusion, nurturing diverse talent, and fostering an inclusive environment.

- The CER engages in initiatives like Mosaic to create a supportive environment, fostering talent from equity-deserving groups, and promoting professional growth.

2. **Additional initiatives under Recruitment, Advancement, and Organizational Culture:**

- Enhanced use of the [Federal Student Work Experience Program](), the [Employment Opportunity for Students with Disabilities](), and the [Indigenous Student Employment Opportunity]() for recruiting equity-deserving groups.

- Development and implementation of the 2021-2024 Employment Equity, Diversity, and Inclusion Plan with numeric goals.

- Conducting workshops on unconscious biases, providing training in inclusive hiring practices, and promoting employee involvement initiatives.

- Hosting an inclusive Awards and Recognition Ceremony, conducting workshops on advancing racial equity and inclusive leadership, and incorporating Gender-Based Analysis Plus (GBA+) planning.

3. **Adaptive Supports and Tools:**

- Introduction of culturally sensitive and trauma-informed services through the Employee and Family Assistance Program.

- Accommodation and accessibility of an adaptive computer technology program to support employees with disabilities.

- Third-party services for duty-to-accommodate processes and review of related policies.

- User-friendly web-based apps for hybrid workplace agreements.

- Implementation plans for *Accessible Canada Act*.

These initiatives demonstrate the CER's commitment to creating an inclusive and accessible work environment that values diversity, addresses barriers, and promotes equal opportunities. By proactively integrating EDI into its operations, the CER aims to foster a culture that encourages collaboration, innovation, and the full realization of employee potential. Despite the challenges that may arise, the CER remains dedicated to continuous improvement and ensuring that EDI principles are embedded throughout the organization.

c) **Understanding our Workforce through Self-identification**

An increasingly effective method for organizations to measure the progress of their Diversity, Equity, and Inclusion (DEI) initiatives and provide necessary resources is through voluntary self-identification. By encouraging employees to share their demographic data, barriers to employment, advancement, retention, engagement, and inclusion may be identified. Additionally, self-identification enables the CER to allocate resources, develop relevant Employee Resource Groups (ERGs), adjust benefits, address areas of bias, and enhance targeted recruitment and advancement programs. To ensure employees feel confident that their self-identification information is protected, the data collected is confidential and included under the *Privacy Act*. A small number of individuals are privy to the information collected and the data is compiled and reported at a group level.

Self-identification ensures more accurate reporting, informs decision-making, and helps the organization design effective programs and policies to support the workforce. It also serves to connect employees with opportunities and initiatives tailored to their needs in the workplace.

- **Acknowledging the Need for Improvement**

We recognize that the current Self-identification Form in MyGCHR still utilizes outdated language from the [Employment Equity Act](#) (EE Act) regarding "indigeneity" and offers a limited definition of "person with disabilities." Efforts are underway by the Treasury Board to revamp and implement an expanded and updated Public Service-wide self-identification form that addresses these concerns for future campaigns.

- **CER's Self-identification Campaign and Progress**

In March 2023, the Canada Energy Regulator conducted its Self-ID campaign to gain a better understanding of our population. Through this campaign, CER successfully reduced gaps for all Employment Equity (EE) groups, as demonstrated in Annex B.

[Self-identification](#) plays a vital role in shaping our DEI initiatives, fostering inclusivity, and ensuring equal opportunities for all employees. It empowers us to make informed decisions, promote equitable practices, and cultivate a supportive and diverse workforce.

d) **Senior Leadership's Commitment to Employment Equity, Diversity, and Inclusion**

- **Roles and Responsibilities of Senior Officials in advancing EDI**

At the Canada Energy Regulator (CER), the Executive Vice-President, People, Innovation, and Results assumes responsibility for employment equity, diversity, and inclusion initiatives. This senior leader is tasked with recruiting and establishing a dedicated team to implement the Diversity and Belonging Roadmap, which outlines the CER's approach and activities to address systemic racism and discrimination. This team is accountable to ensure the allocation of necessary resources to support the implementation of diversity and inclusion initiatives.

- **Leadership's Commitment to Promoting Employment Equity and Inclusion**

The commitment of both the CER's Board members and senior leadership to employment equity and inclusion is clearly demonstrated through the initiation of the Diversity and Belonging Initiative. In alignment with [the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion](#) within the Federal Public Service, the CER has embarked on this crucial effort. Its primary objective is to dismantle systemic racism and discrimination by prioritizing specific and measurable actions.

The Diversity and Belonging Roadmap outlines focused areas for action, encompassing addressing misconduct, supporting career advancement, and diversifying recruitment to reflect the diversity of the Canadian population. These initiatives seamlessly align with the transformative goals outlined in the CER's Strategic Plan, collectively propelling purposeful and lasting change.

- **Strategies for Increasing Diversity in Senior Positions**

Recognizing the influence of senior leadership on organizational culture, the CER is actively working to increase diversity in its executive ranks. One strategy employed by the organization is participation in the Mosaic Leadership Development Program, aligned with the federal public service's diversity and inclusion agenda. Through this program, the CER has appointed an Indigenous employee to a leadership role, contributing to increased representation and diverse perspectives at senior levels. Another strategy was the creation of a dedicated Professional Leader, Reconciliation executive leadership, which was filled in September 2022 with an individual who joined the senior executive team on an indeterminate basis.

- **Challenges and Progress**

The CER faces challenges in diversifying senior management due to its small size and limited opportunities for advancement at that level. However, the organization is committed to establishing a reasonable number of positions within middle management to support internal capacity building. This strategy aims to fill equity gaps in senior leadership positions as they become available, facilitating greater representation, and promoting inclusivity.

The CER's efforts to diversify senior levels are an integral part of fostering an inclusive workplace and aligning with the Government of Canada's objective of creating a more diverse and representative federal public service. These initiatives contribute to a culture shift towards increased equity, diversity, and inclusion within the organization.

e) Engagement and Awareness

The Diversity and Belonging team at CER have been actively involved in conducting a range of engagement and awareness activities to promote equity, diversity, and inclusion (EDI) within the organization. These activities aim to foster a sense of belonging, raise awareness about EDI issues, and encourage employee participation.

Employee Engagement Initiatives

At CER, employee engagement initiatives play a crucial role in fostering a culture of Equity, Diversity, and Inclusion (EDI) within the organization. These initiatives aim to actively involve employees in EDI-related activities, encourage participation, and create a sense of belonging. Some key employee engagement initiatives include:

- **Employee Resource Groups (ERGs):** ERGs provide employees with a platform to connect, share experiences, and propose solutions related to EDI topics. ERGs promote employee engagement by creating a sense of community and facilitating peer support. These groups help employees feel valued and empowered to contribute to the organization's EDI goals. These ERGs also provide a platform for employees to connect, share experiences, and propose solutions related to EDI topics. Examples of ERGs include Black Employee Network, Equity Network (merged Persons with Disabilities Committee and

2SLGBTQI+ Network), Indigenous Employee Circle, Women in Leadership, and Mental Health Committee.

- **Collaboration and Feedback Opportunities**: CER encourages employees to actively participate in EDI initiatives by providing avenues for collaboration and seeking their input. This can be done through focus groups, town hall meetings, or suggestion boxes. By involving employees in decision-making processes and valuing their perspectives, the organization fosters a sense of ownership and engagement. The Diversity and Belonging team also organized regular Kitchen Café sessions where employees come together to learn and discuss progress on the implementation of the Diversity and Belonging Roadmap. These sessions were conducted by Diversity and Belonging team who share progress on the three top-most priorities of the Diversity and Belonging Roadmap which: Address Misconduct, Support Advancement and Diversify Recruitment.

- **Employee Surveys:** Regular surveys (Public Service Employee Survey, Pulse Survey, and Hybrid Pilot Survey) are conducted to gauge employee perceptions and experiences related to working at the CER. These surveys provide valuable insights into the organization's progress, identify areas for improvement, and allow employees to voice concerns and suggestions. By listening to employee feedback, the CER demonstrates its commitment to employee engagement and creates opportunities for dialogue and improvement.

f) EDI Training and Awareness Programs

Training and awareness programs are crucial for promoting EDI, fostering inclusive behaviours, and cultivating a culture of respect and acceptance within the workplace. The CER prioritizes the implementation of various training and awareness initiatives to equip employees with the tools needed to actively contribute to a diverse and inclusive environment. Here are some examples:

- **Diversity and Inclusion Workshops**: Our organization organizes workshops that tackle key EDI topics, including: unconscious bias, cultural competence, and inclusive leadership. These workshops provide employees with opportunities to learn, reflect, and engage in discussions that challenge biases and promote inclusive practices. By increasing awareness and understanding, these workshops contribute to a more inclusive organizational culture.

- **Online Learning Modules:** We offer a range of online learning modules through the Canada School of Public Service and the learning and development platform, Halogen CER. These modules cover a wide array of EDI topics, enabling employees to engage in self-paced learning and enhance their knowledge and skills related to EDI. By providing accessible resources, employees may continuously develop a comprehensive understanding of EDI.

- **Awareness Campaigns**: To raise awareness of important EDI issues and observances, awareness campaigns are conducted using various communication channels such as posters, emails, iweb and social media. These campaigns aim to spark conversations and promote a greater understanding of diverse perspectives and experiences. Additionally, teams like the Diversity and Belonging team, Indigenous Employee Circle, Mental Health Committee, and Black Employee Network lead awareness campaigns focused on specific EDI issues or observances, such as National Accessibility Week, National Black History Month, Pride Month, or International Women's Day.

Through employee engagement initiatives, training, and awareness programs, the CER empowers its workforce to actively contribute to EDI goals. By fostering an inclusive and supportive environment, the CER ensures that all employees feel valued, respected, and motivated to drive positive change in our organization.

Amendments in the Public Service Employment Act

Overview of Recent Amendments

The Government of Canada, as of July 1, 2023, made amendments to the *Public Service Employment Act* to address systemic barriers in public service staffing for equity-deserving groups. These amendments have significant implications for employment equity at CER. Here is an overview of the recent amendments and their implications, which the CER is implementing:

- **Evaluation of Qualification Standards*:* The CER will evaluate all new or revised qualification standards for bias and barriers that may affect members of equity-deserving groups. This evaluation will help identify and address any barriers in recruitment processes, ensuring fair and inclusive practices.

- **Preference for Permanent Residents*:* Permanent residents now have the same preference as Canadian citizens when appointments are made through externally advertised hiring processes. The CER will consider this change and may hire qualified permanent residents in occupational groups where there are gaps in employment equity, further promoting diversity and inclusivity.

- **Evaluation of Assessment Methods:** Bias and barriers in the design and application of assessment methods will be evaluated and reasonable efforts will be made to mitigate them. This ensures that assessment processes are fair, transparent, and free from any systemic biases that may disadvantage equity-deserving groups.

- **Shift Away from Traditional Models:** Leaders will be challenged to simplify processes and move away from traditional models of exams, interviews, and reference checks. This encourages the exploration of innovative and inclusive approaches to candidate assessment, promoting diversity and equal opportunities.

Additionally, CER participated in the Audit of Employment Equity Representation in Recruitment conducted by the Public Service Commission (PSC). The audit revealed that employment equity groups were not proportionally represented throughout the appointment process stages. In response, the CER is implementing the following PSC recommendations as a priority:

- **Unconscious Bias Training:** All CER leaders must receive unconscious bias training before exercising hiring authority. This training aims to increase awareness and mitigate unconscious biases that may impact equitable decision-making.

- **Diverse Interview Boards:** The CER will encourage diverse interview boards as a leading practice in recruitment. By including a diverse range of perspectives, interview boards can help address hiring barriers and enhance the quality of candidate assessments.

These amendments and the implementation of PSC recommendations are part of CER's commitment to increasing diversity and inclusion within the organization. Furthermore, CER is working towards Reconciliation by transforming its relationship with Canada's Indigenous Peoples, guided by the United Nations Declaration on the Rights of Indigenous Peoples, and building renewed relationships based on trust.

It is important to note that these efforts are just a few examples of the initiatives and activities being undertaken at CER to foster diversity and inclusion. The organization is committed to

ongoing, unwavering efforts to eradicate bias, barriers, and discrimination, ensuring that all employees have equal opportunities and a true sense of belonging.

Workforce Analysis

The purpose of the workforce analysis is to identify areas of under-representation of designated group members in the workforce. This is done by comparing the number of women, Indigenous people, persons with disabilities and members of visible minorities in the occupational groups in our workforce with estimates that reflect the qualified and available workforce. In order to prepare estimates that identify the qualified and available workforce, the *Employment Equity Act* require organizations to consider occupational qualifications and reasonable geographic recruitment areas.

The workforce analysis was produced using the workforce analysis module found within the Workplace Equity Information Management System (WEIMS) software provided by ESDC (Employment and Social Development Canada). WEIMS provides a fast and straightforward way for organizations to generate an accurate workforce analysis.

Data Sources

Within the Workforce Analysis, various data sources are utilized to gather information about the composition of the workforce. These sources provide valuable insights into the representation of designated groups and support the development of strategies to promote diversity and inclusion. The CER utilizes MyGCHR 9.1, one of the standardized Human Resources Management Systems employed by the Government of Canada. This system serves as a primary source of data for workforce analysis.

Capturing Designated Group Information

To capture designated group information, the CER relies on self-identification data voluntarily submitted by individuals through MyGCHR. Employees have the opportunity to identify themselves as belonging to employment equity groups, including Indigenous People, visible minorities, and people with disabilities. By encouraging voluntary self-identification, the CER respects the autonomy and privacy of individuals while ensuring accurate representation of these groups in the workforce analysis. This self-identification data plays a crucial role in assessing the composition of the workforce and identifying areas for improvement in diversity and inclusion initiatives.

Identification of Women

The identification of women is based on the gender information provided by individuals in their hiring documents, which are then entered into MyGCHR by the Human Resources department. This information allows for the assessment of gender representation within the workforce.

By utilizing these data sources and respecting individuals' voluntary self-identification, CER can generate comprehensive workforce analysis reports that facilitate evidence-based decision-making and the development of targeted initiatives to foster diversity and inclusion. These insights enable the organization to track progress, identify gaps, and implement effective measures to promote a diverse and inclusive workforce.

Employee Population

The CER's workforce analysis encompassed the entire employee population, excluding those who work less than 12.5 hours per week. Individuals in the following categories were also excluded from the analysis: Governor-in-Council Appointments, Interchange Personnel, Short-

Term Employees/Casuals, Students, and Contractors. This focused analysis on the core employee population provides insights into the representation of designated groups and informs diversity and inclusion initiatives within the organization.

Overall Representation

In the fiscal year 2022-23, the Canada Energy Regulator (CER) had a total of 586 employees across its headquarters in Calgary and three regional offices located in Vancouver, Montreal, and Yellowknife. This employee count represents an increase from the previous reporting period of 2021-2022, when the CER had 556 employees.

The professionals and employees at the CER demonstrate an elevated level of qualification in their respective fields, bringing diverse academic backgrounds and experiences to their roles within the organization. They contribute their expertise and skills to the CER's work across its 12-employment equity occupational groups (EEOGs).

The distribution of the employee population among different provinces is based on the designated office location for each employee as recorded in MyGCHR, which is the primary human resources management system used by the CER.

Overall, the CER maintains a workforce comprising talented professionals who contribute their diverse knowledge and experiences to fulfill the organization's mandate and support its mission.

Table 1: Designated Group Totals by Province 2022-23

Province	Total	Women	Visible Minorities	Indigenous Peoples	People w/ Disabilities
Alberta	571	380	*	25	35
British Columbia	7	*1	*		
Quebec	8	*			
Total	**586**	**387**	**117**	**25**	**35**

Employment Equity Representation

The CER evaluates its employment equity representation by comparing it to labour market availability (LMA). Labour market availability refers to the availability of individuals from designated groups in the external labour market who possess the qualifications required for specific occupations.

To determine LMA estimates for the fiscal year 2022-23, the CER relies on data obtained from the 2016 census and the 2017 Canadian Survey on Disability. These sources provide valuable information about the demographic composition of the Canadian population, including individuals from designated groups.

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[1] Data redacted due to risk of cross-referencing. Information must be redacted if three or fewer people are part of the group.

The Workplace Equity Information Management System (WEIMS) is a tool used by the CER to analyze and manage employment equity data. WEIMS provides defaults based on CMAs (census metropolitan areas), province, or national level data, which are used to calculate LMA estimates. These estimates help determine the expected representation of designated groups in the workforce based on the demographics of the labour market.

In the CER's workforce analysis, the representation of designated groups is compared to the LMA estimates. If the representation falls below the LMA, it indicates a potential underrepresentation of certain groups within the organization. Conversely, if the representation exceeds the LMA, it suggests that the organization has achieved a higher level of diversity and representation compared to the external labour market.

By analyzing the representation gaps between the CER's workforce and the LMA estimates, the organization can identify areas for improvement and develop targeted strategies to promote diversity and inclusion. The goal is to create a workforce that reflects the demographics of the labour market, ensuring equal opportunities and fair representation for all individuals, regardless of their background or identity.

As of March 31, 2023, the CER identified overall representation gaps in two out of the four designated employment equity groups (as shown in Table 2). These gaps have been observed for visible minorities since the 2014-2015 reporting period and for people with disabilities since the 2018-2019 reporting period (as shown in Table 3). However, it is worth highlighting that the representation of women and Indigenous Peoples within the CER's overall workforce has exceeded the labour market availability.

These findings indicate that efforts need to be made to address the representation gaps for visible minorities and people with disabilities at the CER. By recognizing and addressing these disparities, the CER can work towards creating a more inclusive and diverse workforce that aligns with the labour market availability and fosters equal opportunities for all individuals.

The CER is committed to continuously monitoring and improving its employment equity representation to ensure a fair and equitable workplace. By implementing targeted initiatives and strategies, the CER aims to reduce these gaps and create a workforce that reflects the diverse population it serves.

Table 2: CER's Overall Employment Equity Representation 2022-23

Employment Equity Representation (%) (FY 22)		
Designated Group	CER	Labour Market Availability
Women	66.0%	46.2%
Indigenous Peoples	4.3%	2.6%
Visible Minorities	20.0%	23.3%
People with disabilities	6.0%	8.7%

When considering the overall representation of designated groups within the CER, there are notable variations in comparison to the labour market availability (LMA) estimates. Figure 1 below provides an overview of these comparisons.

Figure 1: Employment Equity Representation 2022-23
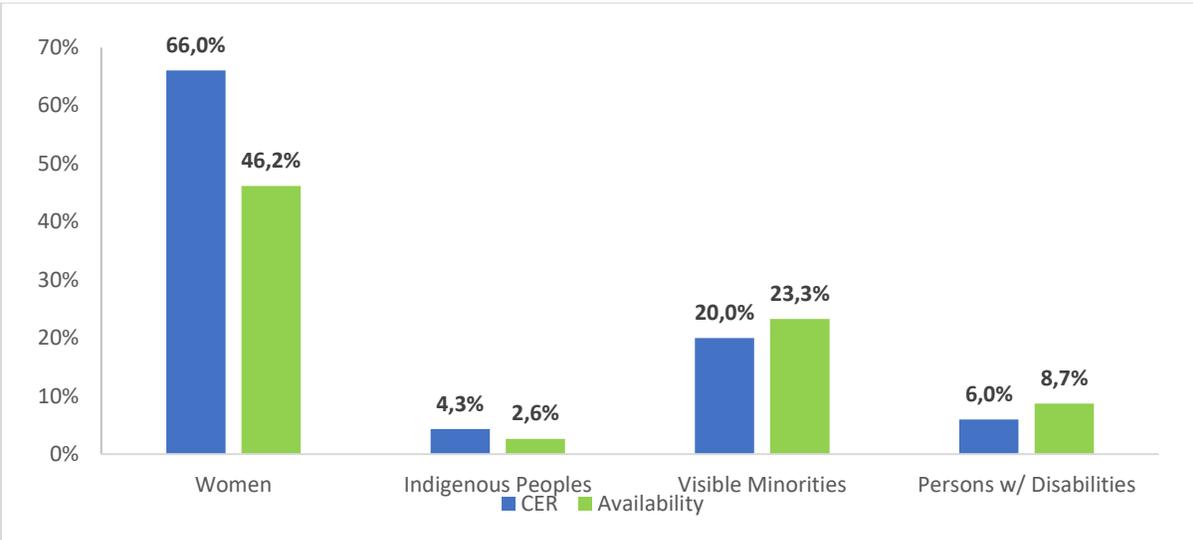
In terms of gender representation, women comprise 66% of the CER workforce. This surpasses the LMA estimate of 46.2% for women, indicating that the CER has achieved a higher level of gender diversity and representation compared to the external labour market.

Similarly, Indigenous Peoples are well-represented overall in the CER, making up 4.3% of the workforce, surpassing the LMA estimate of 2.6%. However, leadership and specific occupational groups require improvement.

There are areas that require attention and improvement. The representation of visible minorities within the CER stands at 20.0%, which is lower than the LMA estimate of 23.3% for this group. This indicates a gap between the actual representation of visible minorities in the workforce and their availability in the external labour market.

Likewise, the representation of people with disabilities within the CER is at 6%, falling short of the LMA estimate of 8.7%. This discrepancy highlights the need for increased efforts to enhance the inclusion and representation of individuals with disabilities within the organization.

By recognizing these gaps in representation and comparing them to the LMA estimates, the CER can focus on implementing targeted strategies and initiatives to address the underrepresentation of visible minorities and people with disabilities. The goal is to bridge these gaps, ensuring that the CER's workforce is more reflective of the diversity and talents available in the external labour market.

Employment Equity Representation Year Over Year

Table 3 and Figure 2 below provide a comprehensive year-over-year breakdown of the representation of each designated group at the CER from FY 2014-2015 to 2022-23. This data serves as a crucial tool for assessing the organization's progress over time and aligning it with labour market availability (LMA) data, allowing for meaningful insights into changes and trends related to employment equity representation.

A major milestone in the CER's commitment to promoting diversity and inclusion was the implementation of a self-identification campaign in 2023. The campaign encouraged employees to voluntarily disclose their affiliation with designated groups, providing a clearer picture of the organization's diversity landscape. The results of this campaign have had a significant impact, enabling the CER to take targeted actions to improve the representation of various groups within the workforce.

Comparing the most recent fiscal year (2022-23) to the previous one (2021-22) reveals noteworthy progress in several areas. The representation of Indigenous people increased from 20 to 25, visible minorities saw a notable rise from 68 to 117, people with disabilities experienced growth from 18 to 35, and women's representation increased from 364 to 387. These positive upswings in the percentage of employees identifying as people with disabilities, visible minorities and Indigenous Peoples is a clear demonstration of the organization's unwavering commitment to inclusivity and diversity.

Another area of consistent growth is the overall representation of women, with both an increase in the number of women employees and an improvement in their proportional representation within the CER. These positive findings highlighting the CER's dedication to creating an inclusive and diverse workforce that fosters an environment where all employees can thrive and contribute their unique perspectives.

Table 3: CER's Employment Equity Representation Year Over Year

Employment Equity Representation vs Labour Market Availability (LMA) (Year over Year)								
Year	Women		Indigenous People		Visible Minority		Persons with Disability	
	CER	LMA	CER	LMA	CER	LMA	CER	LMA
FY14-15	254	222	18	5	60	75	15	19
FY15-16	272	222	19	5	65	75	15	19
FY16-17	309	234	22	8	76	99	26	17
FY17-18	321	234	26	8	57	99	22	17
FY18-19	326	253	25	12	61	111	22	44
FY19-20	334	260	25	14	62	116	21	46
FY20-21	348	255	22	13	69	137	18	47
FY21-22	364	257	20	15	68	129	18	47
FY22-23	387	272	25	15	117	135	35	51

By prioritizing employment equity and diversity initiatives, the CER is fostering an inclusive environment where all employees have equal opportunities to thrive and contribute their unique perspectives. This commitment to diversity will not only benefit the organization but also lead to a more harmonious and representative workplace that aligns with Canada's diverse population.

Figure 2: Employment Equity Representation Year Over Year

CER ■   Availability ●—●

Women

Indigenous Peoples

Persons w/ Disabilities

Visible Minorities
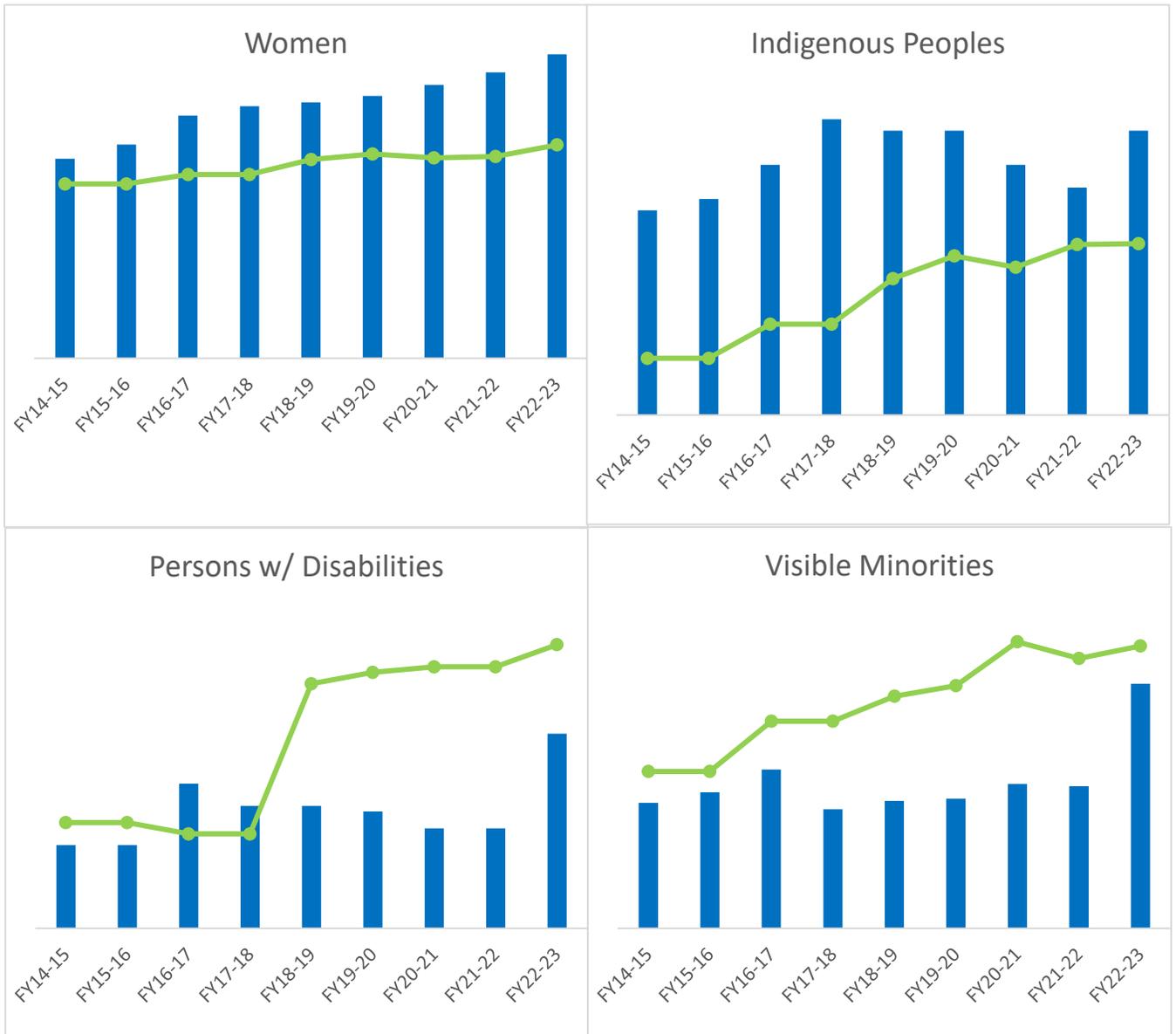
Employment Equity Representation in Various Occupational Groups

Table 4 below provides a breakdown of the total employee population at the CER in 2023 by gender and designated groups across different occupational groups. Each group's representation is presented in whole numbers and as a percentage of the total number of employees. To maintain confidentiality, statistics with three employees or fewer are suppressed in this report.

Table 4 - Employment Equity Summary by Occupational Category

Employment Equity Occupational Group (EEOG)	Total	Men		Women		Indigenous Peoples		Visible Minorities		Persons With Disabilities	
		CER	2016 Census	CER	2016 Census	CER	2016 Census	CER	2016 Census	CER	2016 Census
01: Senior Managers	14	5	10	9	4	0	0	*1	2	*1	1
		35.7%	72.4%	64.3%	27.6%	0.0%	3.2%	*1	11.5%	*1	5.0%
02: Middle Managers	38	18	19	20	15	*1	1	7	7	*1	2
		47.4%	60.6%	52.6%	39.4%	*1	2.7%	18.4%	17.6%	*1	5.0%
03: Professionals	384	140	167	244	160	12	8	76	98	21	34
		36.5%	58.3%	63.5%	41.7%	3.1%	2.1%	19.8%	25.4%	5.5%	8.9%
04: Semi-professionals & Technicians	39	17	24	22	13	5	1	5	8	5	3
		43.6%	67.6%	56.4%	32.4%	12.8%	2.9%	12.8%	19.3%	12.8%	7.6%
05: Supervisors	5	*1	2	4	3	0	0	0	1	0	1
		*1	44.5%	80.0%	55.5%	0.0%	3.9%	0.0%	24.0%	0.0%	27.5%
07: Administrative & Senior Clerical	36	*1	10	33	30	*1	1	10	6	*1	4
		*11	17.6%	91.7%	82.4%	*1	3.5%	27.8%	16.4%	*1	10.0%
10: Clerical Personnel	68	13	17	55	47	4	3	18	14	5	6
		19.1%	31.3%	80.9%	68.7%	5.9%	4.2%	26.5%	21.9%	7.4%	9.3%
11. Intermediate Sales and Service Personnel	1	*1	17	0	1	0	0	0	0	0	0
		*1	31.6%	0.0%	68.4%	0.0%	4.5%	0.0%	25.4%	0.0%	10.8%
12: Semi-skilled Manual Workers	1	*1	1	0	0	0	0	0	0	0	0
		*1	82.9%	0.0%	17.1%	0.0%	4.8%	0.0%	22.4%	0.0%	10.3%
Total	586	199	251	387	272	25	15	117	135	35	51

Senior Managers[2]

As of March 31, 2023, the CER employed fourteen senior managers. Of these, nine (64.3%) were women, surpassing the overall labour market availability of 27.6%. The representation of people with disabilities closely aligns with the LMA. However, visible minorities have lower representation compared to their LMA (data redacted if three or fewer people are part of the group), which stands at 11.5%. Indigenous Peoples, unfortunately, have no representation within this group, while their LMA is 3.2%.

Middle Managers[3]

Among the 38 middle managers, 20 (52.6%) were women, surpassing the market availability of 15 (39.4%). Indigenous Peoples (*Data redacted if three or fewer people are part of the group) are represented proportionally at 2.7%, aligning with their market availability. However, people with disabilities (*Data redacted if three or fewer people are part of the group) fall short of the 5.0% market availability. Encouragingly, visible minority representation closely matches their market availability, with 7 individuals.

Professionals[4]

The Professionals group comprises financial officers, engineers, economists, environmental specialists, human resources advisors, communications advisors, information systems specialists, translators, and lawyers, totaling 384 individuals. Women are well-represented in this group, accounting for 244 (63.5%) compared to the LMA of 160 (41.7%). Indigenous Peoples also have a higher representation with 12 (2.7%) compared to the LMA of 8 (2.1%). However, visible minorities 76 (19.8%) and people with disabilities 21 (5.5%) are underrepresented compared to their respective LMA figures of 98 (25.5%) and 34 (8.9%).

Semi-professionals and Technicians

This occupational group consists of 39 individuals, including engineering inspectors, library technicians, information technology service analysts, and graphic designers. Women, Indigenous Peoples, and people with disabilities are well-represented in this group, surpassing their respective LMA figures. However, visible minorities are significantly underrepresented, with 5 (12.8%) compared to the LMA of 8 (19.3%).

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[2] E.g., Associate General Counsel, Senior Vice President, Vice President, Chief of Staff. All data are based on the substantive position, not on acting appointments or assignments. Only one Associate General Counsel position is a substantive position. Chief Specialists are included in the Professionals category.

[3] Directors

[4] Professionals also include chief specialists and team leaders.

Supervisors[5]

There are five individuals employed as supervisors, with women comprising four out of five employees (80.0%) compared to the LMA of 3 (55.5%). Unfortunately, there is no representation of visible minorities, people with disabilities, or Indigenous Peoples in this occupation, despite their respective LMA figures of 24.0%, 27.5%, and 3.9%.

Administrative and Senior Clerical

The Administrative and Senior Clerical group employs 36 people, including business unit administrators, human resources assistants, and other senior-level administrative staff. Women are well-represented, accounting for 33 (91.7%) compared to the LMA of 30 (82.4%). Visible minorities are also well-represented with 10 (27.8%) compared to the LMA of 6 (16.4%). However, data for Indigenous Peoples (3.5%) and people with disabilities (10%) was redacted due to the inclusion of three or fewer individuals in those groups.

Clerical Personnel

This occupational group consists of 68 people, including record clerks, mail clerks, and general administrative assistants. Women are well-represented, accounting for 55 (80.9%) compared to the LMA of 47 (68.7%). Indigenous Peoples 4 (5.9%) and visible minorities 18 (26.5%) also have good representation compared to their respective LMA figures of 3 (4.2) and 14 (21.9%). People with disabilities are slightly underrepresented with 5 (7.8%) compared to the LMA of 6 (9.3%).

Intermediate Sales and Service Personnel

This occupational group had only one employee and no representation in any of the four designated employment equity groups.

Semi-skilled Workers

Similarly, this occupational group had only one employee and no representation in any of the four designated employment equity groups.

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[5] Group leaders are part of the "professionals" and "supervisors" groups.

Summary, Insights, and Recommendations for Improved Employment Equity at the Canada Energy Regulator

The Canada Energy Regulator is actively working to enhance employment equity (EE) representation across its occupational groups. Through initiatives such as the Diversity and Belonging Roadmap, Employment Equity Plan, Accessibility Plan and Indigenous Recruitment, Retention, and Advancement Strategy, CER aims to create a more equitable, diverse, and inclusive environment. While progress was made in achieving gender diversity, there are gaps in the representation of visible minorities and persons with disabilities, particularly in the Professional occupational group. While Indigenous Peoples show higher representation in some groups, improvement is needed in others. By addressing these gaps and fostering an inclusive workplace, CER aims to reflect the diversity of the Canadian population.

Insights

- Applying an intersectional lens to EDI work is crucial for understanding the complex systems, barriers, and power structures that hinder equity and inclusivity. By considering the specific needs and experiences of individuals with intersecting identities, CER is better equipped to address the challenges they face.

- Fostering an inclusive work environment where all team members are supported, integrated, and valued is crucial. Discrimination, biases, and lack of understanding can hinder contributions and create harm. The CER's Diversity and Belonging team, the Accessibility coordinator, alongside the staff supporting the Indigenous Recruitment, Retention, and Advancement Strategy, are dedicated to providing consistent education, raising awareness, and cultivating an inclusive culture across the organization.

- Avoiding performativity and tokenism is essential in EDI efforts. CER ensures that its initiatives go beyond superficial actions and genuinely address systemic barriers, promoting meaningful inclusivity within the organization.

Recommendations

CER acknowledges the existing gaps in representation within the organization as per the Workplace Equity Information Management System as of March 31, 2023 (totals may not equal the sum of components due to rounding).

People with Disabilities

There is an underrepresentation of people with disabilities in six occupational groups at CER, resulting in a total gap of 16 employees compared to their availability in the workforce. The affected groups are Professionals (-13), Supervisors (-1), Administrative and Senior Clerical Personnel (-3), and Clerical Personnel (-1). CER is actively working to address these gaps and ensure equal opportunities for individuals with disabilities in line with the Accessibility Strategy for Public Service Canada and the *Accessible Canada Act.*

Visible Minorities

CER recognizes the underrepresentation of visible minorities in six occupational groups, leading to an overall gap of 19 employees. The affected groups are Senior Managers (-1), Professionals (-22), Semi-professionals and Technicians (-3), and Supervisors (-1). CER is committed to implementing strategies that attract and retain visible minorities, ensuring their full participation and representation within the organization.

Indigenous Peoples

While there is no overall gap for Indigenous Peoples at CER, improvement is needed in certain occupational groups such as Middle and other Managers, Supervisors, and Clerical Personnel. CER is dedicated to addressing these gaps by collaborating with Indigenous communities and organizations and implementing targeted initiatives to promote Indigenous representation and inclusion.

By taking proactive measures, monitoring progress, and continuously refining strategies, CER is confident in its ability to advance EE efforts and foster an inclusive work environment that celebrates diversity.

Representation in Hiring, Promotions, and Departures by Designated Group

Table 5 summarizes new hires, promotions, and departures at CER from April 1, 2022, to March 31, 2023.

Table 5: Total Hires, Promotions and Departures by Designated Group

Designated Group	Total Hires - 47		Total Promotions - 27		Total Departures[6] - 16	
	#	%	#	%	#	%
Women	30	63.8%	14	51.9%	8	50.0%
Indigenous Peoples	1*	1*	0	0.0%	1*	1*
Visible Minorities	10	21.3%	7	25.9%	1*	1*
People with Disabilities	1*	1*	1*	1*	0	0.0%

Representation in Hiring

In the period from April 1, 2022, to March 31, 2023, the CER hired 47 new employees. Among these hires, women accounted for the majority at 63.8%, with a total of 30 new female employees. Visible minorities constituted 21.3% of the new hires, with 10 individuals joining the organization. Unfortunately, the data for new hires who self-identified as Indigenous or having a

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[6] Regrettable departures: These are voluntary terminations only and exclude retirements.

disability were redacted to ensure confidentiality, as statistics including three employees or fewer are suppressed in the report.

Representation in Promotions

During the same period, the CER had 27 promotions within its workforce. Most of these promotions were received by women, totaling 14. Visible minorities received seven promotions, while no promotions were reported for Indigenous Peoples. Unfortunately, the data for promotions of people with disabilities were redacted due to concerns over residual disclosure.

Representation in Departures

In terms of employee departures, 16 individuals left the CER within the reported year. Among those who self-identified during this time, half of the departures were women, with a total of eight female employees leaving. The statistics for departures of Indigenous Peoples and visible minorities were redacted to maintain confidentiality. Additionally, no employees self-identified as having a disability.

Overall, the representation of women in hiring and promotions at the CER is strong, indicating a commitment to gender equity. However, there is a need for improvement in promoting representation for Indigenous Peoples, visible minorities, and people with disabilities in both hiring and promotions.

To further advance employment equity, the CER will consider implementing targeted strategies to attract and retain individuals from underrepresented groups in both hiring and promotional processes. This can include initiatives such as inclusive recruitment practices, mentorship programs, and unconscious bias training. Additionally, efforts will be made to create an inclusive and supportive work environment that values diversity and ensures equal opportunities for career advancement.

Remuneration by Designated Group

As of 2023, approximately 60.8% of CER employees earn a salary of $100,000 or more, reflecting the highly specialized nature of the organization's workforce. In the salary range of $100,000 to $149,999 per year, women accounted for 58.4% of employees, while Indigenous Peoples constituted 2.4%. People with disabilities represented 6.0% of the employees within this salary range, and visible minorities comprised 16.0%. More detailed information on the salary ranges can be found in Table 6 and Figure 3.

Table 6: Salary Ranges by Designated Group

Salary Ranges	Gender		Indigenous Peoples		Visible Minorities		People with disabilities	
	Women	Men	Indigenous	Non-Indigenous	Visible Minority	Non-visible Minority	Disabled	Non-Disabled
$35,000 - $49,999	100.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
$50,000 - $74,999	87.2%	12.8%	9.2%	90.8%	24.8%	75.2%	6.4%	93.6%
$75,000 - $99,999	67.3%	32.7%	5.5%	94.5%	30.0%	70.0%	5.5%	94.5%
$100,000 - $149,999	58.4%	41.6%	2.4%	97.6%	16.0%	84.0%	6.0%	94.0%
$150,000 - $199,999	66.7%	33.3%	3.3%	96.7%	13.3%	86.7%	3.3%	96.7%
$200,00+	66.7%	33.3%	0.0%	100.0%	0.0%	100.0%	33.3%	66.7%
Grand Total	**66.0%**	**34.0%**	**4.3%**	**95.7%**	**20.0%**	**80.0%**	**6.0%**	**94.0%**

Figure 3: Salary Ranges for Designated Groups
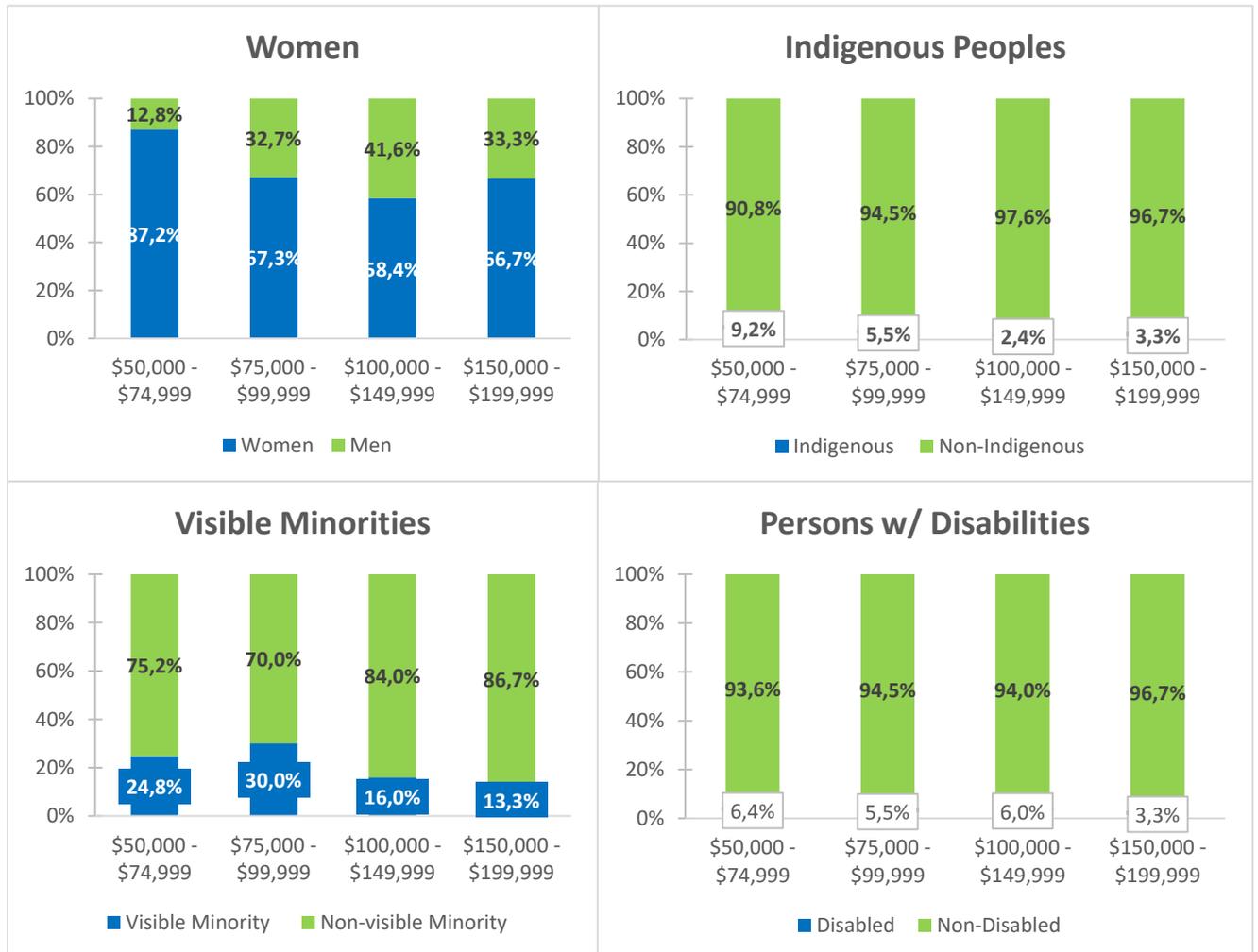
Consultations with Employees

During this report's preparation, the CER recognized the utmost importance of consulting employees as per the EEA and in line with the organization's Trust and Confidence measure. The CER firmly believes that engaging employees in the process of shaping employment equity initiatives and plan revisions fosters a collaborative and inclusive approach. Hence, consultations were conducted with various employee groups and committees, including the Employee Equity Network and its subcommittees, the Indigenous Employee Circle, the Indigenous Relations and Reconciliation Business Unit, the Visible Minority - Black Employees Network, and the Union.

The involvement of our employees in these consultations has proven to be immensely valuable, yielding several benefits for the CER:

1. Diverse Perspectives**:** By seeking input from employees with diverse backgrounds and experiences, we gain valuable insights into the challenges and opportunities related to employment equity. This approach ensures that we consider a wide range of voices in shaping our initiatives and strategies.

2. Ownership and Buy-in**:** Involving employees in decision-making creates a sense of ownership and buy-in. When employees have the opportunity to contribute their ideas and opinions, they become more engaged and committed to our employment equity goals.

3. Tailored Solutions: Employees possess firsthand knowledge of the workplace dynamics and potential barriers to employment equity. By consulting employees and gathering their specific feedback and suggestions, the CER was able to tailor initiatives and strategies to address the unique needs and challenges within our workforce.

4. Building Trust and Transparency: Consultations with employees demonstrate the CER's commitment to transparency and open communication. By actively seeking employee input, the CER is building trust and showing that it values employees' perspectives, fostering a culture of trust and collaboration.

5. Improved Implementation**:** Employee consultations have also played a significant role in the implementation of the CER's self-identification campaign. This campaign allows the CER to gain a comprehensive picture of its workforce and identify potential gaps or areas for improvement in its employment equity initiatives. Feedback from employees has helped refine strategies, policies, and practices, leading to more effective implementation and better outcomes.

Overall, consultations with employees in the preparation of employment equity reports and initiatives are essential for creating an inclusive and equitable work environment. It not only helps the CER gain valuable insights and ideas but also demonstrates a commitment to employee engagement, diversity, and inclusion. By engaging employees in the decision-making process, the CER ensures that its employment equity initiatives are relevant, impactful, and reflective of the diverse perspectives within the organization.

Conclusion and Way Forward

As of March 31, 2023, the CER made significant strides in enhancing employment equity representation for women and Indigenous Peoples, surpassing national targets.

However, there is still work to be done to address the overall underrepresentation of visible minorities and people with disabilities at the CER. Additionally, efforts are required to close representation gaps in higher management and certain occupational groups for Indigenous People, visible minorities, and people with disabilities.

To create a diverse and inclusive workplace, the CER's Diversity and Belonging team is actively implementing the recommendations of the Diversity and Belonging Roadmap. This roadmap focuses on three priority themes:

a) addressing misconduct;

b) supporting advancement; and

c) diversifying recruitment.

By prioritizing these areas, the CER aims to foster a workplace culture that is inclusive, supportive, and conducive to career growth.

Furthermore, the CER is committed to removing barriers and improving the employee onboarding experience to create a safe and comfortable environment for all employees. Retention issues are being addressed, and efforts are underway to create a workplace where everyone feels a sense of belonging and inclusion.

In line with its strategic priorities, the CER is participating in the Mosaic Leadership Development program to provide leadership opportunities for people with disabilities, visible minorities, and Indigenous Peoples. The organization is also dedicated to meeting the requirements of the _Accessible Canada Act_ and the Accessibility Strategy for the Public Service of Canada. To close representation gaps, the CER will prioritize the recruitment, retention, and promotion of people with disabilities by 2025.

The implementation of the Diversity and Belonging Roadmap is already underway, with several key initiatives in progress:

1. The revision of several policies is ongoing to ensure alignment with principles of diversity and inclusion.

2. Misconduct information, reporting, and resolution processes are being redesigned with user-centered and trauma-informed perspectives.

3. Leadership development activities are offered to all staff, aiming to ensure equitable participation.

4. Information and support are being provided for both informal and formal mentoring and sponsoring approaches.

5. Staff knowledge of internal and external development opportunities is being enhanced, with resources on career advancement being made available at all levels.

6. Recruitment tools and guidance are being reviewed through an Equity, Diversity, and Inclusion (EDI)/Gender-Based Analysis Plus (GBA Plus) lens to promote fairness and inclusivity.

7. Efforts are being made to make employment applications more accessible to a broader range of candidates.

8. To enhance diversity in hiring decisions, a standing pool of hiring panel members from various equity-deserving groups (EDGs) is being created.

9. The representation of EDGs is being actively improved, with Labour Market Availability (LMA) viewed as a starting point rather than a limitation.

10. Outreach and relationship-building initiatives are being conducted with various groups to foster a more inclusive and diverse work environment.

Overall, these efforts aim to promote diversity, equity, and inclusion within the organization, creating an environment where all individuals feel valued and supported.

Additionally, the CER's Employment Equity, Diversity, and Inclusion (EEDI) 2021-2024 Plan outlines specific commitments, measures, targets, and responsibilities to meet employment equity legislative requirements. This includes collecting accurate self-identification data, employing positive employment equity practices, and striving to achieve recruitment goals for equity-deserving groups.

By actively pursuing these initiatives and commitments, the CER is working towards creating an inclusive and equitable work environment. Through ongoing efforts, the organization aims to address representation gaps, foster a culture of inclusion and belonging, and ensure equal opportunities for all employees.

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Annex A — Employment Equity, Diversity, and Inclusion Plan

Commitments, Measures and Targets for 2021-2024

This three-year plan outlines the CER's commitments, measures, and targets to meet employment equity goals and advance diversity and inclusion in the workplace – to correct historical disadvantages, support safe, accessible, and healthy work environments and lead to better program outcomes for those we serve. Monitoring and reporting will be done yearly, and the plan adjusted in consultation with equity-deserving employee groups to reflect progress and learnings.

Where possible, we indicated alignment with our response to the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service, the 2020/2021 Deputy Minister Commitments on Diversity and Inclusion, as well as internally focused initiatives driven by the CER's Strategic Plan, such as Diversity & Belonging Roadmap; Post-Pandemic Workplace Approach and Indigenous Recruitment & Retention Strategy.

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
1.Collection of workforce data	1.1 Ensure all new employees are provided the opportunity to complete and return self-identification form	Analysis of completion rate on March 31 each year	80% completion rate	Not yet met	Treasury Board of Canada Secretariat new self-ID form was not yet available.
	1.2 Encourage existing employees to complete modernized self-identification form in MyGCHR[7]	Communications plan and activities Analysis of completion rate on March 31 of first year only	100% activities completed. 80% completion rate	Not yet met	Idem

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[7]   Aligns with of Diversity & Belonging Roadmap and Diversity & Inclusion Committee 2020-2021 work plan.

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	1.3 Send annual reminder to update profile and intent of data collection	Annual corporate communication	One communication per year	Met	Idem
2. Workforce Analysis	2.1 Analyze the representation of designated groups in CER workforce and by aggregated occupational group in annual employment equity report	Analysis of employment equity data compiled as of March 31 of each year	Representation of designated groups in CER workforce and by aggregated occupational group at least comparable to workforce availability rates[8]	Not yet met	Gaps remain per analysis presented in this report
			Intentional strategies established to address under-representation, in consultation with employee equity-deserving groups[9]	Met	Ongoing basis

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[8] Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service (i.e., appointment of Back, Indigenous, and racialized persons to executive group)

[9] 2020/2021 Deputy Minister Commitments on Diversity and Inclusion – (e.g., Indigenous Recruitment & Retention Strategy designed by and for the Indigenous Employee Circle with the support of the Indigenous Relations and Reconciliation Business Unit and Human Resources Program & Services Team)

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	2.2 Analyze recruitment promotions and departure rates of designated group members in the annual employment equity report	Analysis of employment equity data compiled as of March 31 each year	Recruitment, promotion, and job retention rates for designated group members measured[10] Intentional strategies established address under-representation where necessary with employee equity-deserving groups[11]	Met	Ongoing basis
	2.3 Analyze projected gaps based on historical hiring, retirements and voluntary attrition and pending departmental hiring plans to ensure targets are based on the current data	Forecast gaps using employment equity data as of March 31 each year; hiring, retirement, voluntary attrition data; previous three years and hiring data from each business unit.	Future gaps for designated group members measured. Intentional strategies established address future under-representation	Not yet met	Methodology under development
3. Employment systems review	3.1 Assess the need for an employment systems review.	Commitment and implementation from Senior Management	If the employment systems review finds issues, intentional strategies established, and action plans updated yearly where necessary	Met	Comprehensive Diversity and Belonging Roadmap

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[10]   Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service

[11]   2020/2021 Deputy Minister Commitments on Diversity and Inclusion

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	3.2 Review and update people and workplace policies, programs and initiatives support employment equity, diversity, and inclusion objectives	People and workplace policies, programs and initiatives integrate positive practices supporting employment equity, diversity, and inclusion – including through Gender-based analysis plus[12] Equity-deserving groups have representation on internal management and advisory committees and their views are represented at executive tables and horizontal initiatives[13]	Policies, programs, and initiatives reviewed, prioritized, and updated as part of cycle three-year review process. People and Workplace Management Committee include five employee groups representing equity-deserving groups. 100% of Internal Services Memorandum for CEO Decision capture EDI and GBA+ considerations, including on how the needs and views of equity-deserving employee groups have been addressed (e.g., new contracts, a revised HR policy) 100% of major employee-focused strategic initiatives consider views	All met	Ongoing basis

12   2020/2021 Deputy Minister Commitments on Diversity and Inclusion - Reviewing policies, programs and initiatives using Gender-based Analysis Plus (GBA+) and considering various identity factors.

13   2020/2021 Deputy Minister Commitments on Diversity and Inclusion - Ensuring Black employees, other racialized employees, Indigenous employees, and employees with disabilities have membership and their view represented at executive tables, advisory councils, occupational health committees and other horizontal committees.

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
			of equity-deserving groups (e.g., diversity and belonging. post pandemic workplace approach, culture definition and audit)		
	3.3 Review staffing guidance, tools, training, and practices to support employment equity, diversity, and inclusion objectives	Positive practices supporting employment equity, diversity and inclusion integrated to staffing guidance, tools, training, and practices	75% of new Job descriptions and Statement of Merit Criteria reviewed for plain language 100% of processes consider intentional advertising and promotion with equity-deserving employee groups when necessary 50% of interview panels include at least one member of equity-deserving group	All met	Ongoing basis
4.Employment Equity Positive practices	4.1 Recruit members from designated groups for all levels and communicate opportunities through innovative means to increase visibility with equity-deserving employee groups	Percentage of applicants (including students and trainees) from equity-deserving groups who applied for a position. Percentage of candidates (including students and trainees) from equity-deserving groups hired by the CER	Representation comparable or exceeds workforce availability rates for applicants, candidates, and appointments	Partially met	Significant efforts on new Indigenous Recruitment, Retention and Advancement Strategies

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
		Percentage of appointments and promotion of Indigenous, Visible Minorities and People with disabilities to Management Position (NEB-11 to 16), including through career development and talent management[14]	Intentional recruitment strategies established and reviewed with equity-deserving employee groups	Partially met	
	4.2 Review course offerings and leadership development opportunities that relate to employment equity, diversity, and inclusion	Analysis of course offerings to determine whether the CER provides sufficient training on employment equity, diversity, and inclusion (e.g., unconscious biases, accommodation, anti-racism, cultural competency)	Yearly review of curriculum as part of the annual planning process Course attendance log	Met	Ongoing basis
	4.3 Support equity-deserving employee groups, initiatives, and events[15]	Integration into performance management system Number of activities and events held during the fiscal year	Formalized corporate citizenship accountability and time code. A minimum of 10 initiatives and events per fiscal year	All met	Ongoing basis

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[14]   Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

[15]   Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	4.4 Identify and support career development, leadership development and mentorship of employees belonging to equity-deserving groups	Number of Indigenous, visible minorities and People with disabilities taking part in leadership development programs (for example, the Executive Leadership Development Program or the Building Black Leaders Initiative) and career development services (for example, official language training)[16]	Year over year to meet or exceed targets in Annex B	All met	Ongoing basis
	4.5 Tailor mental health support to meet the needs of equity-deserving groups	Employee Family and Assistance Program includes culturally sensitive services to meet the needs of equity-deserving groups	In place before March 31, 2022	All met	Ongoing basis
		Elder-in-residence program for Indigenous employees	In place before August 31, 2021		
	4.6 Demonstrate Management commitment to employment equity,	Formalized leadership performance management accountabilities related to equity, diversity, and inclusion	100% of leaders at the EVP, VP, Professional Leader, and Director levels have diversity and	Met	Ongoing basis

16   Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	diversity, and inclusion[17]		inclusion related accountabilities.		
	4.7 Combat racism, discrimination, and other barriers to inclusion in the workplace empowering employees to speak up about bias and oppression, and better equipping managers to address these issues[18]	Workshops, events and learning activities anti-racism, discrimination and leading inclusively	90% of staff take part in at least one activity	All met	Ongoing basis
		Process, tools, and training to supporting prevention and reporting of occurrences of harassment and discrimination[19]	100% of staff and leaders Workplace Harassment and Violence Prevention mandatory training before December 31, 2021		
		Culturally sensitive options to support reporting,	In place before March 31, 2022		

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[17] Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

[18] Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

[19] Recommendations ADD Project Task Force on Gender Discrimination

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
		conciliation, and investigation[20]			
		Independent ombudsman reporting directly to the CEO[21]	In place before March 31, 2022		
	4.8 Attend Multiculturalism Champions Network meetings to share best practices and lessons learned	Number of meetings attended compared with the number held. Best practices shared within the CER	100% participation rate by Diversity and Inclusion Champion and/or designated official	Met	Ongoing basis
	4.9 Adapt our pandemic and post-pandemic physical and digital workspaces to be responsive to the needs of equity-deserving groups	Review of facilities office equipment and digital tools to find improvements, including to support *Accessible Canada Act* implementation[22] Information available on intranet and leader training on accommodations and other topics related to the needs of a diverse remote/hybrid workforce	Yearly review and strategies established to fill gaps where necessary	Met	Ongoing basis

[20] Recommendations ADD Project Task Force on Gender Discrimination

[21] Diversity & Belonging Roadmap

[22] Project Task Force on Gender Discrimination, 2020/2021 Deputy Minister Commitments on Diversity and Inclusion.

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
5. Monitoring of progress and review and revision of the plan	5.1 Review the triennial employment equity, diversity, and inclusion plan	Follow-up and documentation of the status of commitments	Yearly review included as part of the annual employment equity report, and revision to plan as necessary	Met	Ongoing basis
	5.2 Review of PSES results by equity-deserving groups	Trend analysis to find persisting inequities in workplace experience between equity-deserving groups[23], including on Q21, 32, 40, 45 and 46 and those about harassment, discrimination, and anti-racism	Yearly analysis performed. Year on year progress to reduce gaps between equity deserving groups and non-equity deserving groups[24]	All met	Ongoing basis
		Opportunities to review and discuss PSES results with staff, leaders, Union, and equity-deserving groups	100% of identified groups, leaders and program officials take part in PSES review and discussion[25]		
6. Communication with employees	6.1 Discuss and highlight employment equity, diversity and	Reference to CER employment equity, diversity, and inclusion,	Two communications per year on employment equity plan results	All met	Ongoing basis

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[23] 2020/2021 Deputy Minister Commitments on Diversity and Inclusion.

[24] CER Trust & Confidence Strategic Priority measures

[25] Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	inclusion including important topics such as accessibility and accommodation, within the CER through corporate and senior management communications[26]	including annual report, commitments, and targets			
		Communication to employees about activities and events organized by employee-driven groups	100% of activities and events communicated to employees		
7. Consultation and collaboration with employee representatives	7.1 Consult with the Union Management Consultation Committee (UMCC) and other employee groups on the development and updates to the employment equity, diversity and inclusion plan and any subsequent reporting[27]	Agenda item at UMCC meetings when appropriate Agenda Item and email correspondence with employee groups	The UMCC consulted on the development and updates to the employment equity plan every three years, any subsequent reporting.	All met	Ongoing basis
8. Record maintenance	8.1 Maintain confidential records to ensure they are kept following the *Employment Equity Act*	Restricted access to employment equity data in information system Annual reports on implementation of *Employment Equity Act*, *Multiculturalism Act*,	100% of requests to provide access to employment equity data in the system approved by Director, Integrated Planning and Reporting	All met	Ongoing basis

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[26]   Call to Action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

[27]   Call to action, Clerk of Privy Council, Call to action on anti-racism, equity, and inclusion in the Federal Public Service

Employment Equity Act legislative requirement	Commitments	Measures	Targets	Results (met or not met)	Reasons of delay
	8.2 Support for robust reporting with central agencies	*Accessible Canada Act*, Departmental Results Report	100% of reports are supported with strong lines of evidence to show compliance and organizational efforts		

Annex B — Employment Equity Goals for 2023-25

TABLE 2A - WOMEN	GAP	3 Year Recruitment Goals 2023-25		
Occupational Group Gap and Position(s) **Total Gap: No OVERALL Gap**		**2023**	**2024**	**2025**
Professionals - 5125: Translators, terminologists, and interpreters	1*	0	0	1
Semi-Professionals and Technician - 2255: Technical occupations in geomatics and meteorology - 5241: Graphic designers and illustrators	2*	0	1	1
Intermediate Sales and Service Personnel - 6541: Security guards and related security service occupations	1*	0	0	1

TABLE 2B – Indigenous People	GAP	3 Year Recruitment Goals 2023-25		
Occupational Group Gap and Position(s) **Total Gap: No OVERALL Gap** **NOC-level Gap: No Gap**		**2023**	**2024**	**2025**

TABLE 2C – VISIBLE MINORITIES	GAP	3 Year Recruitment Goals 2023-25		
Occupational Group Gap and Position(s) **Total Gap: 19**		**2023**	**2024**	**2025**
Senior Managers - Executive	1*	1		
Professionals - 1111: Financial auditors and accountants - 1122: Professional occupations in business management consulting - 1123: Professional occupations in advertising, marketing, and public relations - 2145: Petroleum engineers - 2171: Information systems analysts and consultants - 2172: Database analysts and data administrators - 2174: Computer programmers and interactive media developers - 4161: Natural and applied science policy researchers, consultants, and program officers - 4162: Economists and economic policy researchers and analysts - 4168: Program officers unique to government - 5125: Translators, terminologists, and interpreters	22*	2	9	11
Semi-Professionals and Technicians - 2262: Engineering inspectors and regulatory officers - 2281: Computer network technicians - 4211: Paralegal and related occupations	3*	1	1	1
Supervisors	1*	0	0	1

TABLE 2D – PERSONS WITH DISABILITIES	GAP	3 Year Recruitment Goals 2023-25		
Occupational Group Gap and Position(s) **Total Gap: 16**		**2023**	**2024**	**2025**

Professionals	13*	0	6	7
Supervisors	1*	0	0	1
Administrative and Senior Clerical Personnel	3*	1	1	1
Clerical Personnel	1*	0	0	1

* As the current Workplace Equity Information Management System (WEIMS) data is based on the 2016 census, the CER's commitments regarding the hiring of all employment equity groups - women, Indigenous people, visible minorities, and persons with disabilities - may change when the database is updated with the 2021 census data in WEIMS.