



Employment Equity Annual Report

2020-2021



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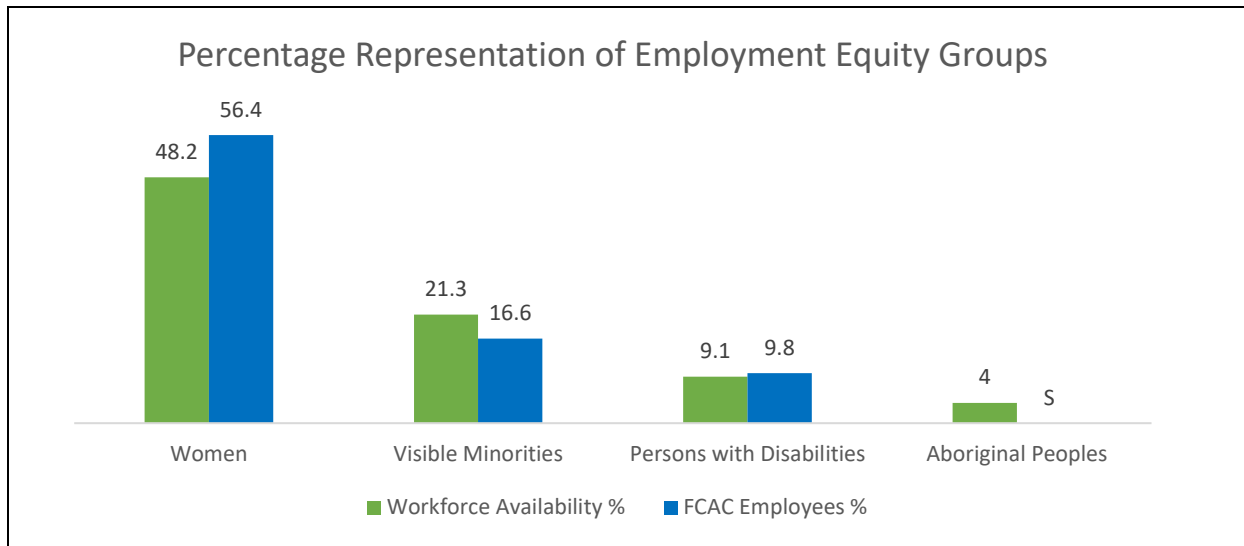
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Executive summary

The Employment Equity Annual Report 2020-2021 prepared by the Financial Consumer Agency of Canada (FCAC) provides an analysis of the workforce representation of the four designated groups (Women, Members of Visible Minorities, Aboriginal Peoples, and Persons with Disabilities). It also includes statistical information related to hiring, promotions and separations during the fiscal period.

Section I of the report provides an overview of the organization, Section II includes the Agency’s approach to Employment Equity (EE), and Section III focuses on a quantitative analysis of the workforce demographics. Finally, Section IV details future strategies which will support our commitment to strengthening EE and diversity.

As of March 31, 2021, FCAC’s population increased to 163 employees. The graph below illustrates the workforce representation at FCAC, as compared to the Canadian workforce availability data adapted from the Statistics Canada 2016 Census and 2017 Canadian Survey on Disability. In 2020-2021, Women continue to be well represented at FCAC relative to the workforce availability, and representation remained 56.4%. The representation of Persons with Disabilities increased from 6.7% to 9.8%, and now exceeds workforce availability. Representation of Visible Minorities increased from 14.1% to 16.6% but remains below workforce availability. Representation of Aboriginal Peoples also increased but remains slightly below workforce availability.



Adapted from Statistics Canada, the 2016 Census and the 2017 Canadian Survey on Disabilities
 Data is suppressed (S) to protect confidentiality of information when the representation number was five or less.



1 General overview

The Financial Consumer Agency of Canada (FCAC or the Agency) ensures federally regulated financial entities comply with consumer protection measures, promotes financial education and raises consumers' awareness of their rights and responsibilities. FCAC derives its mandate from the *Financial Consumer Agency of Canada Act*, which outlines FCAC's functions, administration, and enforcement powers, and lists the sections of federal laws and regulations under its supervision.

Listed in Schedule I.1 of the *Financial Administration Act*, FCAC is an independent agency, reporting to Parliament through the Minister of Finance. FCAC has a non-unionized workforce and is subject to the *Public Service Employment Act* (PSEA). The Agency's only office is located in Ottawa (National Capital Region). During 2020-2021, FCAC's population grew by 9.4%. As of March 31, 2021, there were 163 employees.

In 2019-2020, the Agency renewed its vision and mission statements and introduced its first People Management Framework. As we create and adapt our foundational people management policies and programs, we are steadfast in our commitment to be a diverse, inclusive and values-based organization.

In 2020-2021, as a result of the COVID-19 pandemic, the Human Resources (HR) Branch and management had to quickly pivot in order to provide much-needed advice, guidance and support to a workforce that now found themselves working remotely. Some priorities shifted but we remained committed to making inroads on our journey.

Building on already established practices, the Agency continued to address representation gaps for underrepresented designated groups and endeavoured to introduce new and innovative initiatives to foster diversity and inclusion.

2 Approach to Employment Equity

FCAC has always strived to reflect the principles surrounding employment equity, diversity, and inclusion in our people management policies and processes. As part of its "one mandate, one team" approach, we are committed to prioritizing people management as a shared responsibility and core capability that enables us to achieve our vision and strategic goals. Continuing to strengthen our people management capabilities will enable the Agency to better capitalize on the diverse talents of our employees.

Employee self-identification

Rather than relying solely on employees to self-identify through *MyGCHR*, FCAC continues to use the personalized approach to promoting self-identification launched in 2019-2020. Packages, which include the self-identification questionnaire, a comprehensive Frequently Asked Questions (FAQ) and a participation guide, are provided to all new employees and students upon arrival. This approach has resulted in a completion rate of 100%, which provides us with a complete and accurate picture of our workforce.

Public Service Employee Survey (PSES)

The PSES provides insights into various dimensions of people management and enables comparisons to the overall results of the public service. Eighty-nine percent (89%) of FCAC's personnel completed the 2020 survey (versus a 61% response rate for the public service). FCAC's results were enviable, particularly on the questions related to diversity and inclusion. Ninety-three percent (93%) of FCAC respondents agreed that individuals in their work unit behave in a respectful manner and 92% agreed that, overall, the Agency treats them with respect. Ninety percent (90%) of FCAC respondents also



agreed that the people they work with value their ideas and opinions and that the Agency implements activities and practices that support a diverse workforce.

Our results on the questions related to anti-racism were on par with or higher than those of the public service, with 84% of respondents agreeing that they would feel free to speak about racism in the workplace without fear of reprisal and eighty-two percent (82%) would feel comfortable sharing concerns about issues related to racism in the workplace with a person in authority.

The Agency continued to engage with employees on the survey results and track progress made on the 2019-2022 PSES action plan. The plan has four areas of focus:

- **Strengthening leadership:** Our actions in this area focus on solidifying our governance structure, optimizing decision-making processes, enhancing internal communication, and building leadership capacity. In 2020-2021, we started providing regular updates to employees on key Executive Committee (EXCO) discussions and decisions. We also completed an overhaul of the FCAC intranet portal, the *Forum*, and is our main communication channel to inform, connect and recognize team members Agency-wide.
- **Maximizing performance and development:** Our actions in this area include updating our performance management program, enhancing promotion of job opportunities, reviewing our telework and flexible work arrangements policies, and taking a more strategic approach to learning and development, particularly for new employees. Of note in 2020-2021, the Agency launched a new Onboarding tool on the FCAC intranet site, with checklists for supervisors, new employees and onboarding partners. The checklists encourage managers and new employees to have an open discussion about any accommodation requirements that should be addressed in advance of the new employee commencing work.
- **Anchoring our values and ethics:** Our actions in this area include promoting our values as well as the processes and resources available to help raise issues and concerns with confidence. They also include providing training on topics such as values, conflict management and respect in the workplace, as well as safe spaces to have sensitive discussions. In May 2020, the Commissioner announced that she would be originating the role of Champion, Diversity, Inclusion and Bilingualism. Her first commitment was to host quarterly information or awareness sessions on topics of interest. The first session was held in November 2020 and was focused on Indigenous cultural safety, healing and reconciliation, and the role and opportunities like FCAC can play. Nearly half of FCAC employees attended this 90-minute session, which was delivered by an Indigenous subject matter expert. In February 2021, the Commissioner launched the Diversity, Inclusion and Bilingualism Book Club, which is described in greater detail below.

In accordance with updates to the *Canada Labour Code*, mandatory training for supervisors and employees on harassment and violence prevention was launched in January 2021. A workplace assessment was conducted jointly by the Agency and its applicable partner, the Occupational Health and Safety Committee, in March 2021 to identify risks of harassment and violence in the workplace and preventative measures to protect the workplace from these risks. The results of the assessment are informing development of the new policy for preventing harassment and violence in the workplace. We have also continued our Memorandum of Understanding (MOU) with Health Canada for the provision of confidential Informal Conflict Management and Ombuds services.

- **Sustaining engagement:** Our actions in this area highlight opportunities to incorporate more team and community-building activities, further promote our mental health and wellness



initiatives, streamline our recognition program, and continue the dialogue through the PSES and other engagement activities. Key accomplishments in 2020-2021 included the appointment of a new Champion of Mental Health and Wellness, as well as development of a new Mental Health and Wellness Action Plan, which will be implemented over the next three years. Further details of the plan are provided below.

The PSES Action Plan clearly demonstrates the Agency's commitment to addressing areas that are of specific interest to employees. Timelines for implementation are established and progress is closely monitored, with employees continuing to have a voice throughout the process.

Merit and values-based staffing

As the FCAC is subject to the PSEA, recruitment practices are non-partisan and merit-based, with the goal of ensuring a workforce that is representative of the diversity, linguistic duality and range of backgrounds and skills of Canadians. Furthermore, the Agency's appointment processes are designed to prevent discrimination and systemic barriers.

In addition to posting jobs on jobs.gc.ca, opportunities continue to be promoted on the home page of the FCAC intranet site. When an external staffing opportunity is advertised, the opportunity is posted on the FCAC external facing website and some specialized positions are promoted through various social media platforms such as Twitter, Facebook and LinkedIn.

Our job posters include the following statement: "The Public Service of Canada is committed to building a skilled and diverse workforce that reflects the Canadians we serve. We promote employment equity and encourage you to indicate if you belong to one of the designated groups when you apply." Applicants are encouraged to self-identify as appropriate, and the Agency implements measures to ensure candidates are assessed in a fair and equitable manner. Additionally, FCAC accepts foreign credentials with sufficient proof of Canadian equivalency.

The Agency continues to promote EE groups as a first consideration in screening, assessment, and appointments of candidates. In 2020-2021, the Agency exercised its flexibility to appoint members of EE designated groups on a non-advertised basis in order to address representation gaps. In advertised processes, the Agency continues to promote diverse selection boards for candidates whenever possible.

At FCAC, only executives (REX-07 and above) have sub-delegated staffing authority. However, as all new managers are onboarded, they are briefed by HR on their role and responsibilities, including their obligations with respect to EE. They must also sign an attestation that confirms that they will consider EE objectives in staffing, and ensure that assessments are conducted in good faith, free from bias and personal favouritism, and in a manner that is supportive of an individual's right to accommodation.

Workplace accommodation and accessibility

Recognizing that accommodation measures are a key component of creating a healthy and enabling workplace, FCAC is committed to ensuring that all employees and prospective employees are aware of their rights and opportunities.

From the time perspective employees apply on an advertised process, we inform them that the organization will ensure that their needs are accommodated. Our posters include the following: "We are committed to providing an inclusive and barrier-free work environment, starting with the hiring process. If you need to be accommodated during any phase of the evaluation process, please use the Contact information below to request specialized accommodation. All information received in relation to accommodation will be kept confidential."

These offers of accommodation are continued throughout the process, including during all assessment



phases and with the letter of offer inviting them to raise their accommodations needs with their new supervisor. The need to consider accommodations requirements is also included in the new Onboarding checklists for hiring managers and new employees introduced in late 2020.

Individual ergonomic assessments are readily available and performed as required. Since the onset of the pandemic, virtual ergonomic assessments have been provided to ensure employee needs are accommodated while working remotely. Examples of common equipment supplied as a result included specialized chairs, sit-to-stand workstations, computer equipment, and footrests. Employees were able to retrieve equipment from the office following public health authority guidelines and internal occupational health and safety procedures. IT equipment and office supplies have also been shipped directly to employees' home and approximately 20 sit-to-stand desk attachments were provided to employees who requested them. Reminders were posted on the intranet to contact Accommodations Services for support and assistance regarding one's physical workspace and ergo tips for remote work were also shared.

Although, as a separate employer we are not subject to the Treasury Board of Canada Secretariat (TBS) *Directive on the Duty to Accommodate*, we adhere to the same principles. As we continue to implement our People Management Framework and build its foundational components, we will be articulating a policy that is more specific to our needs and context.

Celebrating diversity

FCAC is committed to creating a healthy, diverse, inclusive and respectful environment that raises awareness of the richness and value our diversity brings to our employees, our teams, and the organization as a whole.

In 2020-2021, the Agency continued to use the calendar of commemorative events to promote diversity and inclusion in the workplace. Twenty-two (22) celebrations or observances were highlighted with specific messages on the FCAC intranet site. In addition to cross-promoting external resources and events, the Agency organized the following activities and events:

- Public Service Pride Week – a Pride Bingo was organized by members of the LGBTQ2+ community
- Linguistic Duality Day – employees were invited to share anecdotes from times they dared to speak their second language with humorous unexpected results on the Together Apart channel of the Agency's group chat software
- International Day of Persons with Disabilities – a personal story was shared by a hearing-impaired employee
- Bell Let's Talk and Mental Illness Awareness Week – guided meditation sessions were offered to promote mindfulness

The Clerk's call to action on anti-racism, equity, and inclusion in the Federal Public Service

After reviewing the Clerk of the Privy Council and Secretary to the Cabinet's Call to Action in January 2021, FCAC decided to focus on three of the actions:

- **Committing to personally learning about racism, reconciliation, accessibility, equity and inclusion, and fostering a safe, positive environment where these conversations are encouraged throughout our workplace:** To coincide with Black History Month, the Commissioner and Champion of Diversity, Inclusion and Bilingualism launched a book club to promote employee engagement on topics related to diversity and inclusion. Employees were encouraged to read and share reviews of books on Black history in Canada and anti-racism on

the intranet. A list of suggested titles was provided, and a draw was held for five books. The Commissioner provided her personal book review in mid-February and posed questions for reflection, encouraging employees to reply and/or share their thoughts on a book that they had read. Nine employees, including the Commissioner and draw winners, provided book reviews and more added comments in response to the questions for reflection. In total, the English and French postings were viewed more than 300 times. The book club provides a safe and positive environment where conversations with the Commissioner can be encouraged on a more informal basis. In the coming year, the club will feature new topics on a quarterly basis and experiment with different formats, including readings, to encourage broad participation and engagement.

- **Combatting all forms of racism, discrimination and other barriers to inclusion in the workplace by taking action on what we have learned, empowering employees to speak up about bias and oppression and better equipping managers to address these issues:** At the end of January 2021, the Commissioner introduced regular “open door” office hours. On the last Friday of each month, FCAC employees are encouraged to participate in short, informal, one-on-one drop-in sessions, just as though they were passing by in the office and poked their head in her open door. This approach is being employed in order to ensure that our welcoming and collegial culture is maintained throughout the pandemic and so that employees have a venue for speaking up about bias or barriers, if they so choose. To support managers in their role, the Agency has established a contract with an external provider to deliver mandatory training on diversity, inclusion, and unconscious bias in the first quarter of 2021-2022. Training on unconscious bias will also be offered to employees.
- **Including voices from diverse backgrounds in the identification of systemic racism, discrimination and barriers to inclusion, and the design and implementation of actions to address them:** FCAC’s governance structure consists of the Executive Committee (EXCO), which is the key-decision making forum and includes all of the Commissioner’s direct reports, including the Chief Human Resources Officer. The FCAC Management Committee (FMC) is another executive-level committee that supports EXCO with strategic advice and recommendations on operational programs, policy development and internal service priorities. The Workplace Advisory Committee (WAC) is the voice of employees, charged with undertaking meaningful consultation with branch employees and enabling EXCO and FMC to make informed decisions. The WAC also supports the Champions of Diversity, Inclusion and Bilingualism, and Mental Health and Wellness in their roles. Taken together, the membership of EXCO, FMC and WAC includes representation of all four designated EE groups, as well as other equity seeking groups such as the LGBTQ2+ community. By engaging in transparent two-way communication and listening to a number of diverse perspectives from different levels in the organization, we are better able to capitalize on the diversity of our talent.

Promoting a healthy, inclusive and respectful workplace

The Agency’s second champion of Mental Health and Wellness was appointed in 2020-2021. The pandemic dramatically changed the landscape of how we live and work. FCAC quickly realized that the way we previously worked and managed stress may no longer apply, which increased the need to foster greater employee awareness of mental health and wellness and the resources available to support them and their families during challenging times.

Launched in November 2020, the FCAC Mental Health and Wellness Action Plan 2020-2023 was developed based on continual employee input and engagement. Implementation will be supported by the WAC and the Occupational Health and Safety Committee (OHSC). The WAC will provide guidance



on recommendations on policy, activities, employee concerns, and will sponsor certain activities. The OHSC will ensure that health and safety protocols are implemented to support mental health and wellness. Its three-year time horizon reflects the investment required to act quickly while prioritizing lasting change. It is an evergreen document that will be reviewed periodically by the Champion and WAC to ensure relevancy and employee input and may evolve based on research and new information.

The action plan focuses on three strategic goals that align with the Federal Public Service Workplace Mental Health Strategy:

- **Fostering a culture that is respectful to the mental health and wellness of all colleagues:** The actions under this strategic goal include regularly discussing the opportunities and issues at all levels of the governance structure, promoting awareness and engagement through various campaigns and events, and reinforcing accountability at all levels of management. During 2020-2021, mental health was a focus of several discussions, including those related to workload and priorities, the Return to the Office (RTO) Strategy, and performance agreement commitments. A number of events were promoted to recognize Mental Health Week, Mental Illness Awareness Week, World Mental Health Day, and Bell's Let's Talk Day.
- **Building capacity with tools and resources for employees at all levels:** Our actions in this area will focus on promoting resources to support employees in building awareness and seeking help when needed, implementing an on-going training program to further equip employees and managers, developing new policies related to accommodation and preventing harassment and violence, and designing a Psychological Health and Safety Program to implement the *National Standard of Canada for Psychological Health and Safety in the Workplace*. COVID-19 resources continue to be available on the FCAC intranet site and regular updates are provided on plans for returning to the office. In addition, Employee Assistance Program (EAP) services are regularly promoted on our intranet site and in RTO announcements.

Executives, managers, WAC and OHS members are required to take at least one mental health training course. In January 2021, FCAC launched the first segment of an ongoing training series on mental health and wellness. These sessions were attended by 26 executives/managers and 39 employees. A phased approach to harassment and violence prevention training was also approved in January 2021. The Agency is leveraging the suite of training available from the Canada School of Public Service (CSPS). As of March 31, 62% of employees, 65% of supervisors and OHSC members, and 75% of HR specialists had completed their training. LifeSpeak, a wellness library, with a comprehensive selection of expert-led mental health training, was also regularly promoted and employees were alerted to CSPS learning opportunities via announcements on the FCAC intranet site.

During 2020-2021, work also commenced on revamping the policies and processes for addressing harassment and violence in the workplace. The Branch and OHSC completed the Workplace Assessment, which entailed a thorough review of the 13 psychosocial factors at the Agency. The results of this assessment will be the starting point for developing a plan to implement the Standard.

- **Measuring and reporting on actions:** Based on PSES results, engagement and action plan activities will be undertaken in support of mental health and wellness. Available mental health and wellness data will be gathered and analysed, with progress being tracked over time. This will include the review of anonymous and aggregated data related to the EAP, LifeSpeak, ICMS and Ombuds usage. Rates of absenteeism, rates of turnover, return to work and accommodation data, and disability costs will also be examined. FCAC is also committed to



participating in survey activities such as the Federal Workplace Mental Health Checklist sponsored by the Centre of Expertise on Mental Health in the Workplace.

FCAC supports flexible work arrangements such as telework, compressed work schedules, flexible hours of work and leave with income averaging as part of the continuous effort to promote a healthy work-life balance. As remote work continued in 2020-2021, the Agency began looking ahead to the future of work and initiated development of a new policy on Flexible Work Arrangements and Telework. Additional research and consultation will take place in the context of workplace modernization with a view to implementing the new policy in summer 2021.

3 Quantitative information

In keeping with its obligations under the *Employment Equity Act* and its desire to be a diverse and inclusive employer, FCAC strives to have a workforce that reflects the availability of the four designated groups of the Canadian workforce.

In 2020-2021, FCAC grew from 149 to 163 employees, an increase of 9.4%. Given that FCAC is a small organization, it takes a minimal amount of employee movement to affect representation. Following up on our highly successful 2019-2020 self-identification campaign, we continue to contact each new employee via email, providing them with additional context regarding the importance of completing the self-identification form.

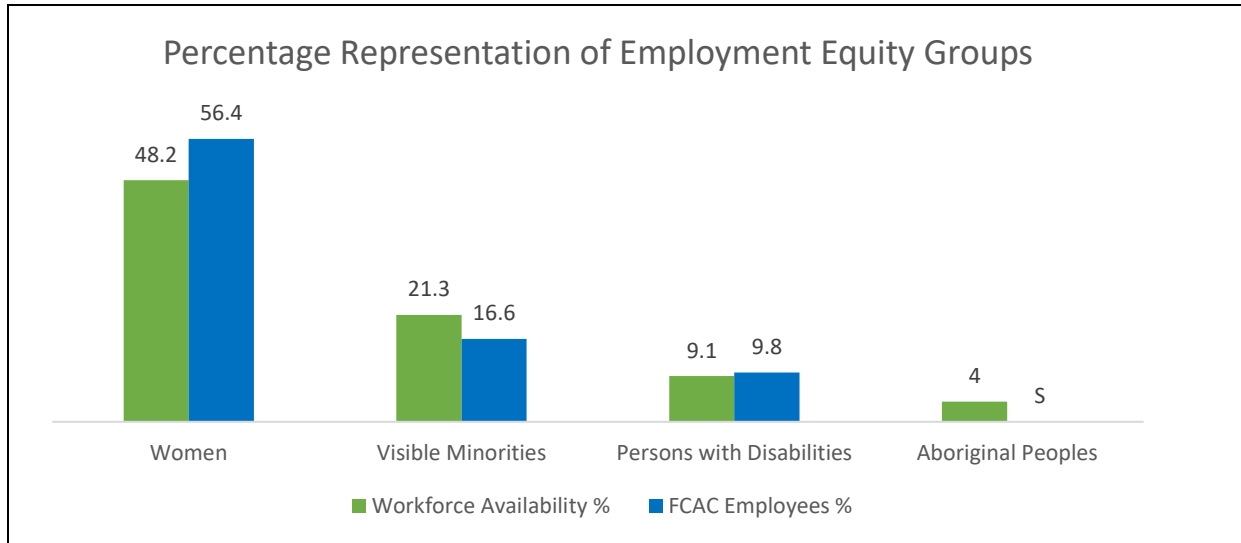
In order to determine if the four designated groups are equitably represented at the Agency, their representation was compared to the 2016 Census and the 2017 Canadian Survey on Disabilities.

The EE program at FCAC is still in the early stages of development but we are pleased with the progress that we made this year in having solid and reliable information on all our EE occupational groups (EEOG). In 2019-2020, we were only able to provide information for two EEOGs: Senior Managers and Middle and Other Managers. We are now able to report on all eight EEOGs that are applicable to our workforce. Having a complete and accurate picture of our workforce will assist us in developing and implementing more targeted EE and diversity initiatives in support of ensuring a representative and inclusive workforce.

The data presented in this report relates to the 163 employees in indeterminate positions and terms over three months on strength as of March 31, 2021, who self-identified as belonging to one or more of the four EE designated groups.

Highlights

For the fiscal year 2020-2021, FCAC's representation of the four designated groups is as follows:



NOTES: Workforce availability data (WFA) is based on the 2016 Census and the 2017 Canadian Survey on Disabilities. Data is suppressed (S) to protect confidentiality of information when the representation number was five or less.

- The representation of Women is at 56.4% which surpasses the WFA of 48.2%.
- The representation of Visible Minorities increased from 14.1% to 16.6% but remains lower than the WFA of 21.3%.
- The representation of Persons with Disabilities increased from 6.7% to 9.8% and now exceeds the WFA of 9.1%.
- The representation of Aboriginal Peoples also increased but remains slightly lower than the WFA of 4%.

Women

Globally, this designated group is well represented and has remained stable. Women constitute 56.4% of the Agency's workforce, which is 8.2 percentage points above the availability of 48.2%. Women are represented in all occupational groups. However, specific representation data is suppressed for some groups to protect confidentiality.

Aboriginal Peoples

The number of FCAC employees who identified as Aboriginal Peoples increased but remains below the workforce availability of 4%. However, the number gap is less than three. Aboriginal Peoples are represented in the Senior Managers, Professionals and Admin and Senior Clerical Personnel occupational groups. However, specific representation data is suppressed to protect the confidentiality of the information.

Persons with Disabilities

The overall representation of Persons with Disabilities increased from 6.7% to 9.8% and now exceeds the workforce availability of 9.1%. Of the employees in the Professionals occupational group, 8.5% are Persons with Disabilities. Representation in other occupational groups, including Senior, Middle and Other Managers, Admin and Senior Clerical Personnel and Semi-Professionals and Technical, is suppressed to protect confidentiality.



Members of Visible Minorities

The overall representation of Members of Visible Minorities increased from 14.1% to 16.6% but remains lower than the workforce availability of 21.3%. This will be an area of sustained focus in 2021-2022.

Members of Visible Minorities are represented in all but two occupational groups. 14.9% of employees in the Professionals occupational group are Members of Visible Minorities. However, all other representation data is suppressed to protect the confidentiality of the information.

New Hires

Of the 28 new hires in 2020-2021, all (100%) were members of one or more of the four designated groups. 71.4% were Women and 25% were Members of Visible Minorities. The numbers for Persons with Disabilities and Aboriginal Peoples are suppressed to protect confidentiality.

Promotions

In 2020-2021, there were a total of 8 promotions, of which 62.5% were members of one or more of the designated groups. The numbers for Women and Members of Visible Minorities have been suppressed. There were no promotions of Aboriginal Peoples or Persons with Disabilities.

Separations

There were 15 departures in 2020-2021, of which 73.3% were Women. The numbers are suppressed for Persons with Disabilities and there were no departures of Aboriginal Peoples or Members of Visible Minorities.

4 Future strategies

Diversity and inclusion have always been part of our culture, and as we continue to implement our People Management Framework, our approaches are evolving and our efforts are becoming more proactive. The Agency is committed to continuing its progress towards ensuring that the four designated groups either match or exceed workforce availability.

While some of these have already been briefly mentioned in previous sections, our focus in 2021-2022 will be on the following priorities:

- **Continue promotion of self-identification:** We have learned that the personalized touch of providing new hires with individual self-identification packages works for our size of organization. We will also continue to include a statement of support outlining our commitment to EE in our letters of offer. A strategy will be developed to ensure that we have up-to-date data when the new EE Self-ID form is implemented.
- **Develop an action plan to advance EE, diversity, and inclusion:** FCAC will develop and implement an action plan that will set goals for EE, diversity and inclusion, including a clear articulation of the required actions, prescribed timelines and expected results. Development of the plan will be informed by employee perspectives, including the feedback gathered through the PSES engagement sessions. Initiation of an employment systems review will be a key action of the plan, which will also aim advance the priorities outlined in the Clerk of the Privy Council's call to action on anti-racism, equity and inclusion in the federal public service. Progress will be monitored, and the results achieved will be shared with management and employees.
- **Continue to strengthen the use of Employment Equity strategies in FCAC's staffing processes:** Senior HR Portfolio Advisors will continue to promote EE groups as a first consideration in the



screening and assessment of candidates (advertised and non-advertised), ensuring that managers are aware of the EE gaps and the staffing flexibilities that can be used to address them. We will attempt to access EE programs such as the Accessible Career Transition (ACT) at Carleton University, Federal Internship Program for Canadians with Disabilities, Indigenous Career Pathways and other target inventories as recommended by the Public Service Commission.

- **Continue the promotion of diversity and inclusion:** The calendar of commemorative events will be reviewed by the Champion and WAC to validate the continued relevance and range of events and observances recognized. Quarterly delivery of learning events will continue and will include mandatory training for all executives and managers on diversity and inclusion/unconscious bias as well as unconscious bias training for employees. Different approaches will be explored with the FCAC Diversity, Inclusion and Bilingualism Book Club to offer diverse experiences and facilitate a high level of employee engagement.
- **Continue implementation of the Mental Health and Wellness action plan:** In addition to promoting various awareness events and campaigns, the Agency will implement the Not Myself Today® workplace mental health initiative and diversify the types of mental health training offered. The Agency will also finalize its harassment and violence prevention and accommodation policies.

At FCAC, we recognize that our diversity is one of our greatest assets as it enriches us as individuals and strengthens our teams, partnerships and, ultimately, our service to Canadians. Employment Equity is at the foundation of building a representative workforce and FCAC is committed to the development and implementation of measures that will address our identified gaps and further our commitment to diversity and inclusion.

Annex 1

The following tables are based on FCAC data as of March 31, 2021.

Table 1 – Representation of the Designated Groups at FCAC

Representation March 31, 2021	FCAC Representation		Workforce Availability (WFA)		Representation of WFA	
	#	%	#	%	#	%
Women	92	56.4	78.6	48.2	13.4	117.1
Aboriginal Peoples	*	*	6.5	4.0	*	*
Persons with Disabilities	16	9.8	14.8	9.1	1.2	107.9
Visible Minorities	27	16.6	34.7	21.3	-7.7	77.8

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

Table 2 – Representation of the Designated Groups in the National Capital Region (NCR)

Representation March 31, 2021	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
FCAC	163	92	56.4	*	*	16	9.8	27	16.6
WFA	N/A	78.6	48.2	6.5	4.0	14.8	9.1	34.7	21.3

*FCAC does not have any regional offices. *Data is suppressed to protect confidentiality of information when the representation number was five or less.*

Table 3 – Representation of the FCAC Designated Groups by EE Occupational Groups (EEOG)

Representation March 31, 2021	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
All Occupations	163	92	56.4	*	*	16	9.8	27	16.6
Senior Managers	12	6	50.0	*	*	*	*	*	*
Middle and Other Managers	21	9	42.9	0	0.0	*	*	*	*
Professionals	94	56	59.6	*	*	8	8.5	14	14.9
Supervisors	*	*	*	0	0.0	0	0.0	0	0.0
Clerical Personnel	*	*	*	0	0.0	0	0.0	*	*
Admin and Senior Clerical Personnel	19	12	63.2	*	*	*	*	*	*
Semi-Professional and Technical	6	*	*	0	0.0	*	*	0	0.0
Intermediate Sales and Service Personnel	*	*	*	0	0.0	0	0.0	*	*

**Data is suppressed to protect confidentiality of information when the representation number was five or less.
Intermediate*

Table 4 – Representation of Women by EE Occupational Groups (EEOG)

Representation March 31, 2021	Total Employees	FCAC Representation Women		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	163	92	56.4	78.6	48.2	13.4	117.1
Senior Managers	12	6	50.0	3.3	27.6	2.7	181.2
Middle and Other Managers	21	9	42.9	8.3	39.4	0.7	108.8
Professionals	94	56	59.6	51.7	55.0	4.3	108.3
Supervisors	*	*	*	*	55.5	*	*
Clerical Personnel	*	*	*	*	68.7	*	*
Admin and Senior Clerical Personnel	19	12	63.2	15.7	82.4	-3.7	76.6
Semi-Professional and Technical	6	*	*	3.2	53.5	*	*
Intermediate Sales and Service Personnel	*	*	*	*	68.4	*	*

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

Table 5 – Representation of Aboriginal Peoples by EE Occupational Groups (EEOG)

Representation March 31, 2021	Total Employees	FCAC Representation Aboriginal Peoples		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	163	*	*	*	4.0	*	*
Senior Managers	12	*	*	*	3.2	*	*
Middle and Other Managers	21	0	0.0	0.6	2.7	-0.6	0.0
Professionals	94	*	*	2.3	2.4	*	*
Supervisors	*	0	0.0	*	3.9	*	*
Clerical Personnel	*	0	0.0	*	4.2	*	*
Admin and Senior Clerical Personnel	19	*	*	0.7	3.5	*	*
Semi-Professional and Technical	6	0	0.0	0.3	4.2	-0.3	0.0
Intermediate Sales and Service Personnel	*	0	0.0	*	4.5	*	*

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

Table 6 – Representation of Persons with Disabilities by EE Occupational Groups (EEOG)

Representation March 31, 2021	Total Employees	FCAC Representation PWD		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	163	16	9.8	14.8	9.1	1.2	107.9
Senior, Middle and Other Managers	33	*	*	*	5.0	*	*
Professionals	94	8	8.5	8.4	8.9	-0.4	95.6
Supervisors	*	0	0.0	0.3	27.5	*	*
Clerical Personnel	*	0	0.0	0.5	9.3	*	*
Admin and Senior Clerical Personnel	19	*	*	1.9	10.0	*	*
Semi-Professionals and Technical	6	*	*	0.5	7.6	*	*
Intermediate Sales and Service Personnel	*	0	0.0	*	10.8	*	*

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

Table 7 – Representation of Visible Minorities by EE Occupational Groups (EEOG)

Representation March 31, 2021	Total Employees	FCAC Representation Visible Minorities		Workforce Availability (WFA)		Representation of WFA	
		#	%	#	%	#	%
All Occupations	163	27	16.6	34.7	21.3	-7.7	77.8
Senior Managers	12	*	*	1.4	11.5	*	*
Middle and Other Managers	21	*	*	3.7	17.6	*	*
Professionals	94	14	14.9	21.8	23.2	-7.8	64.2
Supervisors	*	0	0.0	*	24.0	*	*
Clerical Personnel	*	*	*	*	21.9	*	*
Admin and Senior Clerical Personnel	19	*	*	3.1	16.4	*	*
Semi-Professional and Technical	6	0	0.0	1.1	19.1	*	*
Intermediate Sales and Service Personnel	*	*	*	*	25.4	*	*

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

Table 8 – Representation of the FCAC Designated Groups by Salary Bands (RE Group)

Representation March 31, 2021	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
\$									
49,800 - 62,100	12	8	66.7	0	0	*	*	*	*
60,600 - 76,100	22	14	63.6	0	0	*	*	6	27.3
71,600 - 92,200	32	18	56.3	*	*	*	*	7	21.9
90,100 - 114,400	66	37	56.1	*	*	*	*	6	9.1
106,700 - 135,800	19	9	47.4	0	0	*	*	*	*
Total	151	86	57.0	*	*	15	9.9	25	16.6

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

Table 9 – Representation of the FCAC Designated Groups by Salary Bands (REX Group)

Representation March 31, 2021	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
\$									
121,500 - 151,800	6	*	*	*	*	0	0	*	*
141,000 - 175,900	*	*	*	0	0	0	0	0	0
162,800 - 203,400	*	*	*	*	*	*	*	*	*
GCQ and OCQ	*	*	*	0	0	0	0	0	0
Total	12	6	50.0	*	*	*	*	*	*

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

Table 10 – Representation of the FCAC Designated Groups by New hires, Promotions and Separations

Representation April 1, 2020 to March 31, 2021	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		#	%	#	%	#	%	#	%
New hires	28	20	71.4	*	*	*	*	7	25.0
Promotions	8	*	*	0	0	0	0	*	*
Separations	15	11	73.3	0	0	*	*	0	0.0

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