



# Employment Equity Annual Report 2022-2023

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## ▼ Table of contents

### [1. Introduction](#)

### [2. Workforce analysis](#)

- [2.1 Representation of designated groups within the NRC workforce – Progress over FY 2021-2022 and FY 2022-2023](#)
- [2.2 Representation of designated groups by EE occupational group: FY 2022-2023](#)
- [2.3 Women: hires, promotions, and terminations by EE occupational group](#)
- [2.4 Indigenous Peoples: hires, promotions, and terminations by EE occupational group](#)
- [2.5 Persons with disabilities: hires, promotions and terminations by EE occupational group](#)
- [2.6 Racialized persons: hires, promotions, and terminations by EE occupational group](#)
- [2.7 Hires of designated groups by EE occupational group](#)
- [2.8 Promotions of designated groups by EE occupational group](#)
- [2.9 Terminations of designated groups by EE occupational group](#)
- [2.10 Representation of designated groups by geographic region](#)
- [2.11 Representation of designated groups by salary range](#)

### 3. Progress implementing EE action plans

- Hire diverse talent
- Support the career development and advancement of diverse talent
- Foster an inclusive, accessible and anti-racist culture
- Address barriers in policies and systems
- Enable sustained, measurable progress

### 4. Consultations with employees

# 1. Introduction

As required under the *Employment Equity Act*, the NRC reports annually on its progress towards achieving a representative workforce.

The annual report includes workforce analysis of employment equity (EE) designated groups under the Act—women, Aboriginal peoples<sup>\*</sup>, persons with disabilities and members of visible minorities<sup>\*</sup>—by EE occupational group (EEOG), geographic region, salary range, as well as proportions of hires, promotions, and terminations.

The workforce data in this report includes indeterminate employees and employees in service terms of three months or more. The report does not include data on students, employees on secondment from other organizations, employees in terms of less than three months, or visiting workers.

The report also outlines the NRC's progress in implementing its Workforce and Workplace Equity, Diversity, and Inclusion (EDI) Strategy, as well as mechanisms in place to consult employees with respect to EE issues.

In order to adhere to confidentiality rules related to self-identification information, all statistics that include 5 employees or less are suppressed from this report with the following symbol "±". Data on women does not come from the self-identification process and is therefore not subject to the same restrictions.

**Note:** At the NRC, data pertaining to the representation of women in our workforce is collected from information provided by new employees at the time of hire and may be updated at any time through Human Resources. Data on the representation of the other designated groups is collected via a voluntary self-identification survey made available to employees at the time of hire and every time they change positions within the NRC. Employees may update their self-identification information at any time through an employee self-service portal.

## 2. Workforce analysis

On March 31, 2023, the NRC employed a staff of 4,380 in 12 EEOGs, an increase of 133 employees from the 4,247 employees reported in the previous reporting period.

Labour market availability (LMA) estimates for fiscal year (FY) 2022-2023 are based on the 2016 National Household Survey (Census) and the 2017 Canadian Survey on Disability results. All percentage calculations in this report are rounded up or down to one decimal place.

## 2.1 Representation of designated groups within the NRC workforce – Progress over FY 2021-2022 and FY 2022-2023

Designated Group	2021-2022				2022-2023			
	LMA <sup>1</sup>	NRC Rep.	Result <sup>2</sup>	Gap	LMA <sup>1</sup>	NRC Rep.	Result <sup>2</sup>	Gap
Women	37.6%	38.5%	102.6%	41	38.2%	39.5%	103.6%	61
Indigenous Peoples	2.1%	1.3%	60.5%	-36	2.2%	1.3%	62.5%	-35
Persons with disabilities	8.5%	3.8%	44.6%	-201	8.5%	4.9%	57.4%	-159
Racialized persons	23.3%	21.9%	93.9%	-61	23.3%	23.4%	100.4%	4

<sup>1</sup> Source: 2016 Census and the 2017 Canadian Survey on Disability

<sup>2</sup> The result is calculated as the NRC representation relative to labour market availability (NRC rep/LMA).

On March 31, 2023, the NRC had representation gaps for 2 of the 4 EE designated groups.

The representation for women and racialized persons in the NRC's overall workforce surpassed LMA. The representation of women relative to LMA increased from 102.6% reported in FY 2021-2022 to 103.6% in FY 2022-2023, while the representation of racialized persons relative to LMA increased from 93.9% reported in FY 2021-2022 to 100.4% in FY 2022-2023. Steady progress is also noted in the remaining designated groups. The

representation of Indigenous Peoples relative to LMA at the end of FY 2022-2023 was 62.5%, an increase from 60.5% reported in the previous fiscal year. The representation of persons with disabilities relative to LMA increased from 44.6% in FY 2021-2022 to 57.4% in FY 2022-2023.

In terms of employee count, the representation of women at the NRC surpassed LMA estimates by 61 individuals. Representation of Indigenous Peoples was below LMA estimates by 35 individuals. Representation of persons with disabilities was below LMA estimates by 159 individuals. Representation of racialized persons at the NRC surpassed LMA estimates by 4 individuals.

## 2.2 Representation of designated groups by EE occupational group: FY 2022-2023

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racialized persons
	#	#	%	#	%	#	%	#
Senior managers	53	25	47.2	±	±	10	18.9	±
Middle and other managers	249	106	42.6	±	±	10	4.0	30
Professionals	2,260	759	33.6	27	1.2	93	4.1	629
Semi-prof. and technicians	1,044	331	31.7	14	1.3	37	3.5	228
Supervisors, clerical	19	14	73.7	±	±	±	±	±
Supervisors, crafts and trades	24	0	0.0	±	±	±	±	±

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racial perso
	#	#	%	#	%	#	%	#
<b>Administrative/Sr. clerical</b>	486	405	83.3	9	1.9	41	8.4	103
<b>Skilled crafts and trades</b>	89	2	2.2	±	±	±	±	±
<b>Clerical personnel</b>	129	86	66.7	±	±	15	11.6	22
<b>Intermediate sales and service</b>	5	3	60.0	±	±	±	±	±
<b>Semi-skilled manual workers</b>	3	0	0.0	±	±	±	±	±
<b>Other manual workers</b>	19	1	5.3	±	±	±	±	±
<b>Total workforce <sup>1</sup></b>	<b>4,380</b>	<b>1,732</b>	<b>39.5</b>	<b>59</b>	<b>1.3</b>	<b>214</b>	<b>4.9</b>	<b>1,026</b>
<b>Labour market availability <sup>2</sup></b>		<b>1,671</b>	<b>38.2</b>	<b>94</b>	<b>2.2</b>	<b>373</b>	<b>8.5</b>	<b>1,022</b>
<b>Gap</b>		<b>61</b>		<b>-35</b>		<b>-159</b>		<b>4</b>

<sup>1</sup> Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

<sup>2</sup> Source: 2016 Census and the 2017 Canadian Survey on Disability

As noted in table 2.2, the Professionals group constitutes the largest EEOG at the NRC, comprising 51.6% of the workforce. The Semi-professionals and technicians group follows at 23.8%; Administrative and senior clerical personnel at 11.1%; Middle and other managers at 5.7%; Clerical personnel at 2.9%; and Skilled crafts and trades workers at 2% of the workforce. Other smaller EEOGs account for the remainder of the NRC population.

The data and supporting narrative that follow in tables 2.3 through 2.6 denote the NRC’s findings and analysis for each EE designated group at the EEOG level as of March 31, 2023, as well as their respective number of hires, promotions, and terminations during FY 2022-2023.

### 2.3 Women: hires, promotions and terminations by EE occupational group

EE Occupational group	NRC Total	NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#	#	%	#	%	#
Senior managers	53	25	47.2	15	27.6	10
Middle and other managers	249	106	42.6	98	39.4	8
Professionals	2,260	759	33.6	752	33.3	7
Semi-prof. and technicians	1,044	331	31.7	322	30.9	9
Supervisors, clerical	19	14	73.7	10	52.1	4
Supervisors, crafts and trades	24	0	0.0	2	9.2	-2

EE Occupational group	NRC Total		NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#		#	%	#	%	#
Administrative/Sr. clerical	486		405	83.3	380	78.2	25
Skilled crafts and trades	89		2	2.2	2	1.7	0
Clerical personnel	129		86	66.7	85	65.6	1
Intermediate sales/service	5		3	60.0	3	62.8	0
Semi-skilled manual workers	3		0	0.0	0	11.8	0
Other manual workers	19		1	5.3	3	16.4	-2
<b>Total workforce<sup>2</sup></b>	<b>4,380</b>		<b>1,732</b>	<b>39.5</b>	<b>1,671</b>	<b>38.2</b>	<b>61</b>

Women: hires, promotions and terminations	NRC total		NRC representation				Labour market availability <sup>1</sup>			
	#		#		%		#		%	
Year	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Hires	412	497	186	228	45.1	45.9	171	220	41.6	44.5
Promotions	293	349	128	159	43.7	45.6	111	139	38.0	39.8

Women: hires, promotions and terminations	NRC total		NRC representation				Labour market availability <sup>1</sup>			
	#		#		%		#		%	
<b>Separations</b>	418	486	175	183	41.9	37.7	173	200	41.3	41.3

<sup>1</sup> Source: 2016 Census

<sup>2</sup> Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

- On March 31, 2023, women represented 39.5% of the NRC's workforce, slightly above the LMA estimate of 38.2%, surpassing the availability benchmark by 61 individuals.
- When reviewing the data by EEOG, the representation of women at the NRC met or surpassed LMA estimates in 10 of the 12 occupational groups. Gaps were still present in the Supervisors, crafts and trades group (-2 individuals), and Other manual workers (-2 individuals).
- The proportion of women hired increased from 45.1% in the previous fiscal year to 45.9% in FY 2022-2023, and remained higher than the LMA estimate of 44.2%.
- At 45.6%, the proportion of women promoted in FY 2022-2023 increased from 43.7% in FY 2021-2022, surpassing the LMA estimate of 39.9%.
- In FY 2022-2023, 183 women departed from the NRC, representing 37.7% of all terminations, a decrease from the 41.9% reported in the previous period and lower than the LMA estimate of 41.2%.

## 2.4 Indigenous Peoples: hires, promotions and terminations by EE occupational group

EE Occupational Group	NRC Total	NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#	#	%	#	%	#
Senior managers	53	±	±	2	3.2	±
Middle and other managers	249	±	±	6	2.5	±
Professionals	2260	27	1.2	31	1.4	-4
Semi-prof. and technicians	1044	14	1.3	31	3.0	-17
Supervisors, clerical	19	±	±	1	3.1	±
Supervisors, crafts and trades	24	±	±	1	4.0	±
Administrative/Sr. clerical	486	9	1.9	15	3.1	-6
Skilled crafts and trades	89	±	±	2	2.2	±
Clerical personnel	129	±	±	4	3.4	±
Intermediate sales/service	5	±	±	0	3.1	±
Semi-skilled manual workers	3	±	±	0	3.7	±
Other manual workers	19	±	±	1	5.5	±

EE Occupational Group	NRC Total		NRC Representation			Labour Market Availability <sup>1</sup>		Gap
	#		#	%		#	%	#
<b>Total workforce <sup>2</sup></b>	<b>4,380</b>		<b>59</b>	<b>1.3</b>		<b>94</b>	<b>2.2</b>	<b>-35</b>

Indigenous Peoples: hires, promotions and terminations	NRC Total		NRC Representation			Labour Market Availability <sup>1</sup>				
	#		#	%		#	%			
Year	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
<b>Hires</b>	412	497	9	7	2.2	1.4	9	12	2.2	2.4
<b>Promotions</b>	293	349	±	±	±	±	6	8	1.9	2.4
<b>Separations</b>	418	486	6	±	1.4	±	10	12	2.4	2.4

<sup>1</sup> Source: 2016 Census

<sup>2</sup> Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

- On March 31, 2023, Indigenous employees represented 1.3% of the NRC workforce, below the LMA estimate of 2.2%, resulting in a gap of -35 individuals.
- Indigenous employees are underrepresented in 7 of the 12 occupational groups with the greatest gap found in the Semi-professionals and

technicians group (-17 individuals).

- The proportion of Indigenous employees hired in FY 2022-2023 decreased from the 2.2% reported last fiscal year to 1.4%, being lower than the LMA estimate of 2.5%.
- The proportion of Indigenous employees promoted during the reporting period saw a decline of 1.1% compared to previous fiscal year, and remains lower than the LMA estimate of 2.2%.
- The proportion of Indigenous employees departing from the NRC in FY 2022-2023 was lower than the 1.4% reported last fiscal, and remained lower than the LMA estimate of 2.5%.

## 2.5 Persons with disabilities: hires, promotions and terminations by EE occupational group

EE Occupational Group	NRC Total	NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#	#	%	#	%	#
Senior managers	53	10	18.9	3	5.0	7
Middle and other managers	249	10	4.0	12	5.0	-2
Professionals	2260	93	4.1	201	8.9	-108
Semi-prof. and technicians	1044	37	3.5	79	7.6	-42
Supervisors, clerical	19	±	±	5	27.5	±
Supervisors, crafts and trades	24	±	±	2	10.1	-8

EE Occupational Group	NRC Total		NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#		#	%	#	%	#
Administrative/Sr. clerical	486		41	8.4	49	10.0	-8
Skilled crafts and trades	89		±	±	7	7.8	±
Clerical personnel	129		15	11.6	12	9.3	3
Intermediate sales/service	5		±	±	1	10.8	±
Semi-skilled manual workers	3		±	±	0	10.3	±
Other manual workers	19		±	±	1	6.8	±
<b>Total workforce <sup>2</sup></b>	<b>4,380</b>		<b>214</b>	<b>4.9</b>	<b>373</b>	<b>8.5</b>	<b>-159</b>

Persons with disabilities: hires, promotions and separations	NRC Total		NRC Representation		Labour Market Availability <sup>1</sup>					
	#		#	%	#	%				
Year	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Hires	412	497	15	28	3.6	5.6	36	43	8.8	8.8
Promotions	293	349	±	20	±	5.7	25	30	8.5	8.5

Persons with disabilities: hires, promotions and separations	NRC Total		NRC Representation				Labour Market Availability <sup>1</sup>			
	#		#	%		#		%		
<b>Separations</b>	418	486	24	14	5.7	2.9	35	41	8.4	8.

1 Source: 2017 Canadian Survey on Disability

2 Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

- On March 31, 2023, persons with disabilities accounted for 4.9% of the NRC workforce, below the LMA estimate of 8.5%, resulting in a representation gap of -159 individuals.
- **Underrepresentation of persons with disabilities exists within 8 of the 12 EEOGs with the largest gaps seen in the Professionals group at -108 individuals, followed by the Semi-professionals and technicians group at -42 individuals and the Administrative and senior clerical group at -8 individuals.**
- The proportion of persons with disabilities hired in 2022-2023 increased to 5.6%, from the 3.6% reported in the previous period, remaining below the LMA estimate of 8.7%.
- The proportion of promotions for persons with disabilities increased to 5.7% in FY 2022-2023, remaining lower than the LMA estimate of 8.7%.

- Persons with disabilities represented 2.9% of all departures in 2022-2023, a decrease from the 5.7% reported last period, and lower than the I MA estimate of 8.5%.

## 2.6 Racialized persons: hires, promotions and terminations by EE occupational group

EE Occupational Group	NRC Total	NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#	#	%	#	%	#
Senior managers	53	±	±	6	11.5	±
Middle and other managers	249	30	12.0	43	17.3	-13
Professionals	2260	629	27.8	632	28.0	-3
Semi-prof. and technicians	1044	228	21.8	230	22.0	-2
Supervisors, clerical	19	±	±	3	17.5	±
Supervisors, crafts and trades	24	±	±	2	8.1	±
Administrative/Sr. clerical	486	103	21.2	72	14.8	31
Skilled crafts and trades	89	±	±	4	4.8	±
Clerical personnel	129	22	17.1	23	18.0	-1
Intermediate sales/service	5	±	±	1	25.9	±

EE Occupational Group	NRC Total		NRC Representation		Labour Market Availability <sup>1</sup>		Gap
	#		#	%	#	%	#
Semi-skilled manual workers	3		±	±	1	20.4	±
Other manual workers	19		±	±	4	19.7	±
<b>Total workforce <sup>2</sup></b>	<b>4,380</b>		<b>1,026</b>	<b>23.4</b>	<b>1,022</b>	<b>23.3</b>	<b>4</b>

Racialized persons: hires, promotions and separations	NRC Total		NRC Representation				Labour Market Availability <sup>1</sup>			
	#		#		%		#		%	
Year	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
<b>Hires</b>	412	497	116	162	28.2	32.6	97	111	23.6	22.2
<b>Promotions</b>	293	349	68	74	23.2	21.2	69	77	23.5	22.2
<b>Separations</b>	418	486	99	122	13.7	25.1	90	107	21.5	22.2



<sup>1</sup> Source: 2016 Census

<sup>2</sup> Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

- Racialized persons represent 23.4% of the NRC workforce, above the LMA estimate of 23.3%, surpassing the availability benchmark by 4 individuals.
- Racialized groups are underrepresented within 10 of the 12 EEOGs with the greatest gap seen in the Middle and other managers group at -13 individuals.
- The proportion of racialized persons hired in FY 2022-2023 increased to 32.6%, from 28.2% reported last fiscal year, remaining higher than the LMA estimate of 22.3%.
- The proportion of promotions for racialized persons decreased in FY 2022-2023 to 21.2%, from the 23.2% reported last period, falling below the LMA estimate of 22.2%.
- The proportion of racialized employees who left the NRC was higher in 2022-2023 at 25.1% compared to the 23.7% reported last fiscal, surpassing the LMA estimate of 22.1%.

## 2.7 Hires of designated groups by EE occupational group

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racialized persons	
	#	#	%	#	%	#	%	#	%
Senior managers	6	2	33.3	±	±	±	±	±	±
Middle and other managers	20	7	35.0	±	±	±	±	±	±
Professionals	201	90	44.8	±	±	12	6.0	77	38.3
Semi-prof. and technicians	117	30	25.6	±	±	±	±	39	33.3

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racially diverse persons	
	#	#	%	#	%	#	%	#	%
Supervisors, clerical	2	1	50.0	±	±	±	±	±	±
Supervisors, crafts and trades	3	0	0.0	±	±	±	±	±	±
Administrative/Sr. clerical	94	72	76.6	±	±	8	8.5	31	33.0
Skilled crafts and trades	5	0	0.0	±	±	±	±	±	±
Clerical personnel	33	22	66.7	±	±	±	±	9	27.3
Intermediate sales/service	4	4	100.0	±	±	±	±	±	±
Semi-skilled manual workers	2	0	0.0	±	±	±	±	±	±
Other manual workers	10	0	0.0	±	±	±	±	±	±
<b>Total hires <sup>1</sup></b>	<b>497</b>	<b>228</b>	<b>45.9</b>	<b>7</b>	<b>1.4</b>	<b>28</b>	<b>5.6</b>	<b>162</b>	<b>32.6</b>

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<sup>1</sup> Hire totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

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EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racially diverse persons	
		#	%	#	%	#	%	#	%
Other manual workers	-	-	-	-	-	-	-	-	-
<b>Total promotions</b> <b>1</b>	<b>349</b>	<b>159</b>	<b>45.6</b>	±	±	20	5.7	<b>74</b>	<b>21.2</b>

1 Promotion totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

## 2.9 Terminations of designated groups by EE occupational group

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racially diverse persons	
		#	%	#	%	#	%	#	%
Senior managers	3	1	33.3	±	±	±	±	±	±
Middle and other managers	24	7	29.2	±	±	±	±	±	±
Professionals	178	60	33.7	±	±	±	±	52	29.2
Semi-prof. and technicians	164	47	28.7	±	±	±	±	44	26.8

EE Occupational Group	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Racially diverse persons	
	#	#	%	#	%	#	%	#	%
Supervisors, clerical	3	1	33.3	±	±	±	±	±	±
Supervisors, crafts and trades	5	0	0.0	±	±	±	±	±	±
Administrative/Sr. clerical	60	47	78.3	±	±	±	±	14	23.3
Skilled crafts and trades	8	1	12.5	±	±	±	±	±	±
Clerical personnel	30	17	56.7	±	±	±	±	±	±
Intermediate sales/service	2	2	100.0	±	±	±	±	±	±
Semi-skilled manual workers	1	0	0.0	±	±	±	±	±	±
Other manual workers	8	0	0.0	±	±	±	±	±	±
<b>Total terminations <sup>1</sup></b>	<b>486</b>	<b>183</b>	<b>37.7</b>	<b>±</b>	<b>±</b>	<b>14</b>	<b>2.9</b>	<b>122</b>	<b>25.1</b>

<sup>1</sup> Termination totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

## 2.10 Representation of designated groups by geographic region

Province	NRC total	Women		Indigenous Peoples		Persons with disabilities		Racialized persons	
	#	#	%	#	%	#	%	#	%
<b>Alberta</b>	136	47	34.6	±	±	±	±	41	30.
<b>British Columbia</b>	308	95	30.8	±	±	8	2.6	81	26.
<b>Manitoba</b>	64	17	26.6	8	12.5	±	±	16	25.
<b>New Brunswick</b>	41	18	43.9	±	±	±	±	±	±
<b>Newfoundland</b>	104	20	19.2	±	±	±	±	9	8.7
<b>Nova Scotia</b>	132	68	51.5	±	±	8	6.1	19	14.
<b>Ontario</b>	2,672	1,069	40.0	34	1.3	164	6.1	644	24.
<b>Prince Edward Island</b>	24	12	50.0	±	±	±	±	6	25.
<b>Quebec</b>	788	324	41.1	±	±	13	1.6	176	22.
<b>Saskatchewan</b>	111	62	55.9	±	±	7	6.3	30	27.
<b>Total workforce <sup>1</sup></b>	<b>4,380</b>	<b>1,732</b>	<b>39.5</b>	<b>59</b>	<b>1.3</b>	<b>214</b>	<b>4.9</b>	<b>1,026</b>	<b>23.</b>



1 Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

## 2.11 Representation of designated groups by salary range

Salary Bands	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Raciali person
	#	#	%	#	%	#	%	#
<b>\$40,000-\$49,999</b>	35	24	68.6	±	±	±	±	8
<b>\$50,000-\$59,999</b>	216	133	61.6	±	±	16	7.4	54
<b>\$60,000-\$69,999</b>	350	219	62.6	11	3.1	24	6.9	83
<b>\$70,000-\$79,999</b>	410	241	58.8	±	±	30	7.3	85
<b>\$80,000-\$89,999</b>	619	241	38.9	7	1.1	26	4.2	138
<b>\$90,000-\$99,999</b>	600	230	38.3	7	1.2	23	3.8	138
<b>\$100,000-\$109,999</b>	343	123	35.9	±	±	19	5.5	75
<b>\$110,000-\$119,999</b>	303	117	38.6	±	±	13	4.3	87
<b>\$120,000-\$129,999</b>	410	117	28.5	±	±	15	3.7	114
<b>\$130,000-\$139,999</b>	429	104	24.2	±	±	16	3.7	97
<b>\$140,000-\$149,999</b>	344	96	27.9	±	±	9	2.6	93
<b>\$150,000+</b>	321	87	27.1	±	±	18	5.6	54

Salary Bands	NRC Total	Women		Indigenous Peoples		Persons with disabilities		Raciali person
	#	#	%	#	%	#	%	#
<b>Total workforce <sup>1</sup></b>	<b>4,380</b>	<b>1,732</b>	<b>39.5</b>	<b>59</b>	<b>1.3</b>	<b>214</b>	<b>4.9</b>	<b>1,026</b>

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1 Workforce totals may not equal the sum of components due to rounding. Percentages in this table are rounded up or down to one decimal place.

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### 3. Progress implementing EE action plans

Over the past 5 years, the NRC has made progress in addressing EE representation gaps relative to LMA. From year-end 2018-19 to year-end 2022-23 , representation relative to LMA increased from: 98.7% to 103.6% for women; 36.4% to 62.5% for Indigenous Peoples, 23.5% to 57.4% for persons with disabilities and 78.7% to 100.4% for racialized persons.

During fiscal year 2022-2023, the NRC continued the implementation of its 3-year Workforce and Workplace Equity, Diversity and Inclusion (EDI) strategy (“the strategy”). The 2021-2024 strategy was developed following a comprehensive Employment Systems Review (ESR) which included consultations with several stakeholders including members of equity deserving groups.

The strategy includes 5 pillars designed to enable the NRC to:

- hire diverse talent

- support the career development and advancement of diverse talent
- foster an inclusive, accessible and anti-racist culture
- address barriers in policies and systems
- enable sustained, measurable progress

The following describes the NRC's progress in implementing its strategy and action plans over the course of fiscal year 2022-2023.

## **Hire diverse talent**

During the reporting period, the NRC continued to make steady progress in improving representation for EE designated groups through hiring:

- The NRC worked toward representation and hiring goals (to 2024) approved by the NRC Senior Executive Committee (SEC) the previous fiscal year. In addition, an external hiring goal was assigned to all members of the NRC management category (EX equivalent) that 50% of external hires will be qualified candidates who have self-declared as members of the following EE groups: Indigenous Peoples, persons with disabilities and racialized persons. The aggregate level year-end result relative to this goal was 38% with the goal carrying forward into FY 2023-2024.
- The EE goal assigned to management includes actions to achieve this goal such as: Prioritizing 1 or more designated EE groups in job posters; first screening and assessing fully qualified candidates from 1 or more designated groups before considering other candidates; ensuring diverse selection boards; increasing the creation and use of pre-qualified pools prioritizing designated groups; and taking active steps to increase reach and ensure an inclusive hiring process for job applicants.
- Tools to support hiring managers were made available including an inclusive hiring checklist and a summary of competitive hiring options

and poster language available to advance EE. Hiring managers were encouraged to consider EDI at each stage of the hiring process and in considering job requirements including qualifications, location of work and the potential for alternative work arrangements.

- As part of the annual workforce planning process, business units were asked to consider the NRC's EE representation and gaps when identifying staffing needs and determining hiring strategies. Workforce planning tools supporting hiring forecasting were updated to include built-in flags for positions where representation gaps exist. In addition, a direct question for each planned hiring action asks if an EE designated group will be a priority focus for the hiring action along with a follow-up question regarding specific hiring strategies.
- In FY 2022-23, the NRC created and staffed a position focused on Talent Engagement and Outreach who will focus on building relationships with organizations working with and on behalf of equity deserving groups.
- The NRC continued its partnership with Indigenous Link, a career service provider dedicated to supporting Indigenous job seekers. The NRC also partners with Equitek, a channel that provides access to employment opportunities to a network of employment counsellors and job seekers.
- The NRC continued to give priority to qualified students who self-declared as members of EE designated groups. Of the 499 students hired in 2022-2023, 41.9% identified as women, 1.6% as Indigenous, 3.6% as persons with disabilities and 42.5% as racialized persons.
- The NRC attended a number of career fairs focused on diverse talent including the Concordia Black Student Career Development Fair, the Queen's University Networking Event for Indigenous Students and Alumni, the Ottawa Indigenous Student Career Fair and the Association francophone pour le savoir (Acfas) Symposium celebrating the success of women in STEM.

- Within the Engineering division, the NRC continued an Indigenous student recruitment pilot project to better promote work opportunities to Indigenous engineering students. The pilot will inform the development of an NRC Indigenous student recruitment program in FY 2023-2024.
- In 2022-2023, the NRC announced the creation of the Luise and Gerhard Herzberg Post-doctoral Fellowship prioritizing candidates who identify as women and who have demonstrated research excellence.

## **Support the career development and advancement of diverse talent**

During 2022-2023, the NRC launched a number of initiatives to support employee career development and the advancement of diverse talent:

- Workforce planning tools used for high-potential talent identification and succession planning were updated asking management to consider EE designated group member representation when completing the exercise noting that these processes can be leveraged to identify, prioritize and monitor the development of high potential employees from designated groups. The tools also include links to developmental resources including a supervisor toolkit focused on supporting employee development.
- In 2021, the NRC launched Mentoring@the NRC, a mentorship program that is open to all employees. The program enables connections between mentors and mentees on a range of topics including acquiring new leadership skills, career development and career advancement. As part of their employee profile, mentors and mentees are invited to self-declare as a member of an employment equity group. In 2022-2023, participation grew by 12% from the previous year and included 541 registered users including 294 mentees, 90 mentors, and 156 users

who were both mentors and mentees. 70% of registered users were from one or more equity groups with 49.5% identifying as women, 15.7% as racialized persons, and a small percentage as persons with disabilities or Indigenous.

- During the reporting period, the NRC submitted nominations for the Canada School of Public Service (CSPS) Executive Leadership Development Program (ELDP) EX 01 to 03. This year, a callout message was sent to all executives inviting those eligible to express interest and to self-declare as a member of an EE group as part of the process. The NRC also submitted nominations for the EX 04-05 program. Members of under-represented groups were prioritized in nomination and selection processes for both programs.
- In 2022-2023, the NRC developed tools and processes to support a pilot Sponsorship program to be launched early in fiscal year 2023-2024. The program will be designed to support high potential employees from equity deserving groups in preparing for leadership roles. As part of the sponsorship program, senior leaders will be paired with an employee protégé and will advocate actively on their behalf, help open doors, and actively participate in their development. The pilot will focus on Indigenous and racialized employees with aspirations to move into executive roles.
- The NRC regularly communicated available learning and development programs including those organized across the federal public service through its employee newsletter and other communication channels.

## **Foster an inclusive, accessible and anti-racist culture**

Throughout the reporting period, a number of actions were taken to establish a solid foundation for the strategy and to enable employees and leaders to foster an inclusive, accessible and anti-racist workplace culture:

- To provide opportunities for learning and dialogue:
  - All new NRC employees complete two mandatory introductory courses as part of their onboarding process: Diversity and Inclusion Fundamentals and Unconscious Bias. New supervisors were also required to complete the Managing Bias in Hiring, which is a requirement for hiring delegation at the NRC. These mandatory courses are offered through a partnership with the Canadian Centre for Diversity and Inclusion.
  - The NRC communicates EDI learning and training opportunities via internal channels encouraging employees to register for diversity and inclusion courses and events offered through the CSPS.
  - The NRC provides access and regular updates to a number of employee tools including an EDI resource portal, an Anti-Racism portal and library guides for Anti-racism and Indigenous Engagement.
  - In February 2022, the NRC launched an anti-racism training series for senior leadership led and delivered by Culture Check. The three-part series focused on the principles of creating an anti-racist organizational culture, fostering psychological safety, operationalizing our values, and creating belonging. The series concluded in the first quarter of 2022-2023.
  - In February 2022, a session on Inuit governance and cross-cultural competency was delivered by Inuit Tapirlit Kanatami to the NRC Indigenous Engagement network.
  - In May 2022, Dr. Rachel Zellers, Visiting Scholar with the Canada School of the Public Service was engaged as a speaker for a session with all NRC executives. The session focused on the history of anti-Black racism in Canada, how it manifests today and what can be

done collectively and individually to advance anti-racism, equity and inclusion in the federal public service and at the NRC.

- In November 2022, a number of NRC employees attended a workshop delivered by Dr. Julie Bull entitled Research Ethics in Indigenous Research: Exploring the Ethical Space. A second session was held in January 2023 for members of the research ethics board.
- To mark Black History Month in February 2023, the NRC Black Employee Resource Community (BERC) organized a presentation by guest speaker Chúk Odenigbo. The event entitled Blackmagic focused on the history of Black Canadians, how Canada's landscapes can be perceived as therapeutic or hostile, and what it truly means to act in solidarity.
- In February 2023, the NRC and Acfas hosted the virtual Celebrating the Success of Women in STEM Symposium: 100 years of women's research across Canada. Over 1,800 participants gathered for 2 days. The event coincided with and marked the International Day of Women and Girls in Science.
- The NRC Women in Science and Innovation (WiSi) network hosts a regular luncheon series and an MS teams channel for sharing information.
- As part of the NRC Onboarding Sessions, new employees are informed of the NRC's commitment to creating an open, accessible, inclusive and anti-racist work environment, with specific mention of networks and support available within the NRC and broader federal public service. Resources on EDI, anti-racism, wellness and respectful workplace are also shared with new employees via the NRC Welcome toolkit.
- In addition to training led corporately, a number of the NRC's divisions, research centres and corporate branches offered training

and invited guest speakers on a variety of themes including anti-racism and Indigenous lived experiences.

- To support the creation and work of communities and networks:
  - The NRC actively promoted and sponsored the activities of employee resources groups (ERGs) and networks available to employees within the NRC and across the public service. NRC networks include BERC and WiSi.
  - Information on ERGs was communicated to employees and supervisors including BERC and WiSi, as well as a number of federal networks including the Federal Black Employee Caucus, Indigenous Federal Employees Network, Jewish Public Servants Network, Muslim Federal Employees Network, Network of Federal Asian Employees, Public Service Pride (PSP) Network, PSP Executive Network, and the Racialized Women Belonging Group.
  - The NRC Outreach Initiative provides grant funding to support non-profit organizations and charities for a variety of science or innovation-based initiatives or projects including conferences, workshops, symposia, and other activities aimed at promoting outreach to, and engagement with, Canadians including those from under-represented groups interested in STEM. Events supported in 2022-2023 included the Canadian Black Scientist Network Youth Science Fair, the Students on Ice Expedition Program and Our Living Waters cross-cultural workshops.
- Throughout 2022-2023 , the NRC recognized and communicated a number of commemorative events including:
  - Asian Heritage Month, Black History Month, Disability Employment Awareness Month, GBA+ Awareness Week, Human Rights Day, International Day for the Elimination of Racial Discrimination, International Day of La Francophonie, International Day of LGBTQ+

People in STEM, International Day of Persons with Disabilities, International Day of Pink, International Day of Women and Girls in Science, International Decade of Indigenous Languages, International Inuit Day, International Men's Day, International Pronouns Day, International Transgender Day of Visibility, International Women's Day, International Day of Women and Girls in Science, LGBTQ2+ History Month, Multiculturalism Day, National Acadian Day, National AccessAbility Week, National Day for Truth and Reconciliation, National Indigenous History Month, National Indigenous Languages Day, National Indigenous Peoples Day, Official Languages Day, Pink Shirt (Anti-Bullying) Day, Pride Season, Public Service Pride Week, Sikh Heritage Month, Trans Day of Remembrance, World Alzheimer's Month, World Autism Awareness Day and World Down Syndrome Day.

## **Address barriers in policies and systems**

Throughout the reporting period, a number of actions were taken to further address and remove barriers to employment, advancement and full participation in the workplace:

- The NRC developed and published the Accessibility Plan 2023-2025 in December 2022. The plan was developed in consultation with stakeholders including persons with disabilities and is designed to support the implementation of the *Accessible Canada Act*. It outlines concrete actions and priority areas for our organization to create a respectful and inclusive workplace and culture, and better serve Canadians accessing our services.
- The NRC continued work toward gender inclusivity within HR management systems. In January 2022, the NRC completed work to remove salutations from all HR management systems.

- A working group led by the NRC Women in STEM committee commenced a study exploring access to resources as a function of gender and presented preliminary findings to SEC in December 2022.
- The NRC continued its participation in the Realizing Identity-Safe Environments (RISE) study conducted by the University of British Columbia's Engendering Success in STEM research team. The NRC received the final report on RISE workshops in April 2022. In January 2023, a virtual café was held to review the results with members of the women in science and innovation community at the NRC.
- The NRC continued its work implementing the *Pay Equity Act*. A Pay Equity Committee was struck and met on several occasions to undertake work required to establish NRC's pay equity plan. The plan is to be posted in September 2024.
- The NRC continued its work to integrate Gender-based analysis plus (GBA+) into the assessment of the potential impacts of policies, programs and initiatives on equity deserving groups. GBA+ is conducted on cabinet and treasury board submissions as well as in program design and evaluation, departmental planning and reporting tools, and plans for new initiatives, and processes. During the reporting period, GBA+ and accessibility assessments were included in the review of planned improvements to the NRC new employee onboarding process.

## **Enable sustained, measurable progress**

During the reporting period, the NRC took a number of steps to renew its commitment to EDI, and ensure sustained progress and accountability:

- The NRC appointed and confirmed co-champions for Indigenous engagement, anti-racism, 2SLGBTQ+ inclusion, accessibility and disability inclusion, women, official languages, and wellness and mental

health. Champions play an important role in helping to mobilize others toward change, in embedding new ways of thinking into our workplace culture, and in supporting the work of grassroots and organization-led initiatives.

- The NRC implemented a monitoring framework to ensure progress against hiring and representation goals which included quarterly progress reports to senior management along with an annual report on progress toward the implementation of the strategy. A first regular, annual progress report took place on November 1, 2022.
- All NRC executives were assigned a common commitment to advance EDI and anti-racism during the reporting period which included hiring goals as well as taking action to address barriers, support the professional development of diverse talent, encourage inclusion of diverse voices in decision making, and engage in and promote continuous learning about anti-racism, reconciliation, accessibility and allyship.
- In December 2022, a presentation on the NRC's progress in advancing EDI was made to the NRC Council, which oversees the performance of the organization. The NRC Council also established an EDI working group to provide advice and guidance to support the NRC in making meaningful progress in advancing EDI.
- In March 2023, a presentation was made to the NRC Departmental Audit Committee highlighting progress to date in advancing EDI in the workforce and workplace, and key actions on the horizon.
- In 2022-2023, the Human Resources Branch (HRB) completed a renewal exercise to better align its service delivery model and organizational structure to support the NRC's strategic and operational priorities, and to make meaningful progress in areas such as EDI. Following this exercise, a number of changes occurred including: the creation of a new

team dedicated to Workplace Programs that brings together and increases resources dedicated to advancing EDI, official languages and wellness in the workplace.

- The NRC continued to leverage the input of the Committee on EDI. Membership includes bargaining agent representatives and employees who reflect the diversity of the NRC's population in terms of identity, role, level, official language, and region.
- The NRC EDI community of practice brought together over 40+ employees identified as leading EDI initiatives across the NRC at the working level. The CoP provided a forum for exchange on current initiatives, best practices and challenges in their respective areas.
- To contribute toward sustained progress, an internal self-identification campaign was held during the last quarter of 2022-2023 which resulted in further increases in the representation of designated groups. The NRC completion rate as of the end of March 2023 was 91.5%.

## **4. Consultations with employees**

The NRC conducted a number of consultations during 2022-2023. The NRC Committee on EDI was consulted on a range of topics including future improvements to the NRC self identification questionnaire and practices, and efforts to increase representation through hiring. The NRC also engaged in consultations with employees identifying as persons with disabilities in the development of the NRC Accessibility Plan.

In addition to these consultations, during the course of 2022-2023, NRC employees also participated in the Public Service Employee Survey. Results from the survey will inform EDI initiatives and future consultations.

In 2023-2024, the NRC will undertake an ESR and develop its next Workforce and Workplace EDI strategy. These exercises will include extensive consultation with employees including members of equity deserving groups, the NRC committee on EDI, employee networks and bargaining agents. The NRC will also undertake continued consultations in support of the NRC Accessibility Plan.

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\* Throughout this report, the terms "Indigenous Peoples" and "racialized persons" replace the terms "Aboriginal peoples" and "members of visible minorities" found in the *Employment Equity Act*, which is currently under review.

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