

Diversity & Inclusion in Canada

SERAMOUNT
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Population Snapshot Canada

People of Colour in Canada



Note from Catalyst: The term “visible minorities” is widely used in Canada. The Employment Equity Act defines visible minorities as “persons, other than Aboriginal persons, who are non-Caucasian in race or non-white in color.”¹ This population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean, and Japanese. However, there is a growing sense that the term “visible minority” is outdated due to population shifts and even discriminatory.² Instead, we use the term “people of colour” to describe this population group.

More Than One-Fifth of Canadians Are People of Colour

- **7,674,580 people of colour live in Canada**, or 22.3% of the total population in 2016.
- Women are slightly over half (51.5%) of all people of colour.
- Women of colour are 11.5% of Canada’s total population.

People of Colour Account for an Increasing Share of Canada’s Population

- **By 2036, people of colour are projected to be about a third (31% to 36%) of the population.**
- This population growth is driven, in part, by an increase in immigration.

The Proportion of People of Colour Among Canada’s Youth Is Also Rising

- More than a quarter (27%) of young Canadians aged 15–34 self-identified as a member of a diverse racial/ethnic group in 2016, slightly more than double the share (13%) in 1996.
- The median age of people of colour in 2016 was 33.9, compared to the overall population’s median age of 40.7.

Population Diversity in Canada

Among Canadians of Colour, South Asians, Chinese, and Blacks Are the Largest Groups

The most populous group, South Asians, account for about one-quarter (25.1%) of Canada's people of colour population and 5.6% of Canada's total population.

Populations of People of Colour in Canada¹⁵

Racial/Ethnic Group	Percentage of Canada's People of Colour Population
South Asian	25.1%
Chinese	20.5%
Black	15.6%
Filipino	10.2%
Arab	6.8%
Latin American	5.8%

People of Colour Are Highly Educated

- As of the 2016 Census, 68.6% of people of colour aged 25–64 have a **postsecondary certificate, diploma, or degree**—compared to 64.8% of the general population.
- Over two-thirds of women of colour (69.2%) and men of colour (67.8%) have a postsecondary certificate, diploma or degree.
- About two in five (42.0%) Canadians of colour have a **university certificate, diploma, or degree at the bachelor level or above**—compared to only 28.5% of the general population.
- Women of colour are about as likely as men of colour (41.8% and 42.2%, respectively) to have a university certificate, diploma, or degree at the bachelor level or above.

People of Color Represent a Higher Share of University Graduates

- Among students completing undergraduate degrees in 2017–2018, 40% self-identified as people of colour, an increase from only 13% in 1999–2000.
- In 2018-2019, 44% of first year students identified as people of colour.

The Share of People of Colour in the Labour Force Is Increasing

- People of colour were almost a quarter (22%) of Canada's labour force in 2016 and **are expected to be over a third of the labour force (36%) in 2036.**
- In 2016, most of the population of people of colour was in the labor force: 66.5%.
- Women of colour: 61.9%
- Men of colour: 71.5%

Among People of Colour, Women Hold Almost 40% of Management Positions

- However women of colour occupy only a small percentage of total management positions (6.5%).
- Almost one-third (30.6%) of women of colour in the labour force work in sales and service occupations, while only 0.6% work in natural resources, agriculture, and related production occupations.

People of Colour Experience an Emotional Tax at Work

- Black, East Asian, and South Asian professionals report being highly "on guard" at work—anticipating and consciously preparing for potential bias or discrimination.
- Women of colour are more likely to cite anticipating racial or ethnic bias (40%) and gender bias (38%) than men of colour (38% and 14% respectively).

Diversity in Leadership Positions



Racial/Ethnic Diversity on Financial Post 500 Boards Is on the Rise

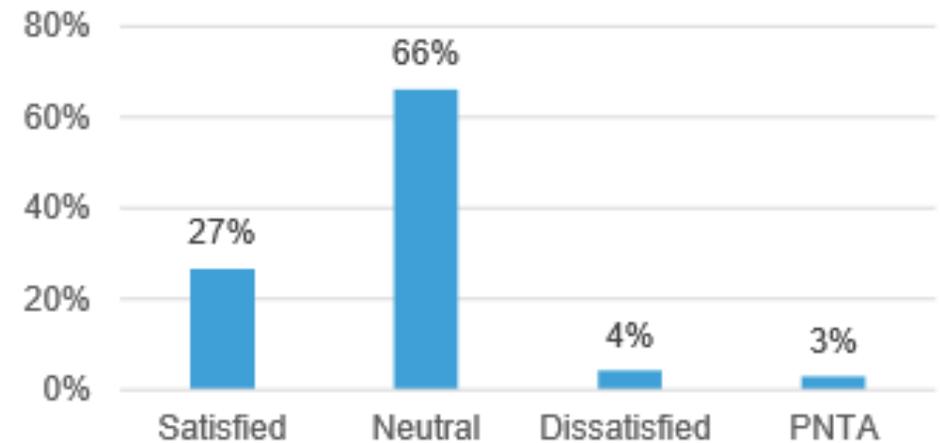
- 5.9% of board directors in Financial Post 500 organizations in 2018 were people of colour, up from 4.3% in 2017.
- Of the 23 companies on the S&P/TSX 60 who submitted Board of Director demographic data as of June 2020, only 5.5% of directors identified as people of colour.

Representation in Government Is Also Increasing

- In 2019, 51 people of colour were elected as MPs, up from 47 in 2015.
- They now make up 15.1% of Canada's parliament.
- In 2017, the first candidate of colour was elected to lead a major federal party.

Women of Colour Are Underrepresented Among Canada's Top Earners

- Based on median total income, women of colour earn:
- 79.7% of what men of colour earn.
- **56.7% of what all men earn.**
- Only 13.8% of women among the top 1% of earners in Canada were women of colour in 2015



Age Demographics

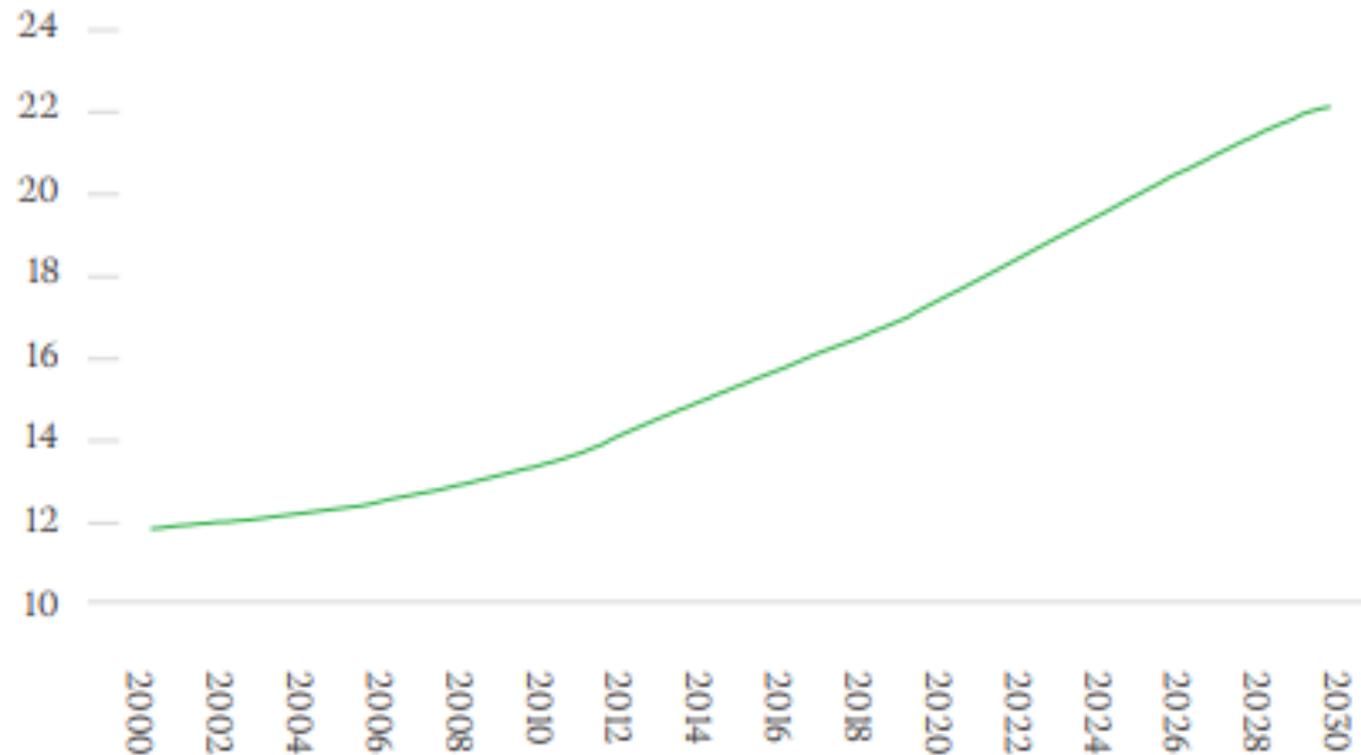
NOT ENOUGH WORKERS

By 2030, the share of Canadians over age 65 is expected to nearly double. Combined with a low fertility rate, Canada's labour force growth will stagnate.

The number of available workers will be the limiting factor of our nation's economic growth potential.

Canadian population aged over 65

Share of the population, percent



Barriers to Gender Equity



Even before the pandemic, childcare was a critical challenge for working parents. Access and affordability vary widely, with parents in Toronto paying up to 10 times more than those in Montreal, for example.

Prior to the pandemic, Canada ranked lowest in the OECD in public spending on early childhood education and care, at merely 0.3 percent of GDP.

COVID-19 shows that the bulk of childcare duties still disproportionately falls to women, as women's workforce participation dipped to 55 percent for the first time since the mid-1980s, and employment among women with children fell nearly twice as much as among men with children.

A Deloitte analysis illustrates that providing affordable and high-quality early childhood education will allow more women to participate in the workforce and help close the gender wage gap.

The pandemic has also illustrated the need for flexibility when working from home with children. Especially as an increasing number of jobs can be done at least partially remotely, businesses that codify flexible work policies for employees will have a massive advantage in recruiting talent. In the absence of a governmental solution, businesses should also consider including childcare aid as part of a flexible benefits package.

Barriers Marginalized Groups Face

Marginalized groups in Canada face long-standing economic disparities, including wage gaps, lower labour participation rates, and higher unemployment and underemployment.

- Immigrants are often underemployed, unable to find work that fully utilizes their skills. This deficiency costs Canada up to \$50 billion annually in unrealized GDP.
- Over 600,000 Canadians with disabilities say they would look for work if minor workplace barriers were removed. Today, only 61.5 percent of Canadians with a mild disability are in the workforce.
- By 2030, Indigenous workers will make up 7 percent of the labour force, yet they are systematically underrepresented in Canadian businesses.⁴ The gap in employment rates between Indigenous and non-Indigenous workers was 4.6 percentage points in 2019, with Indigenous workers disproportionately concentrated in low-wage sectors.

Many of these inequalities have worsened during the pandemic, with women and underrepresented groups far more likely to become unemployed than men or nonracialized groups. These disparities are not just a moral failing, but an economic one—the model illustrates that a larger and more inclusive labour force can drive productivity growth.

COVID-19 showed that people can work from anywhere in the world as long as you have connectivity, but there's an infrastructure deficit across Indigenous communities of between \$30 billion and \$40 billion. It's imperative that we as a country need to unleash the capacities of Indigenous communities by installing Wi-Fi, high-speed cable, and internet in all our communities.

*JP Gladu, Chief Development and Relations Officer,
Steel River Group
and former President and CEO,
Canadian Council for Aboriginal Business*

What Matters to Next Gen Leaders



Young leaders view innovation as key to securing Canada's future.

Technology must transform to promoting privacy and inclusivity—and Canada, as a trusted middle power, is uniquely positioned to shape global innovation standards and governance in this direction. Young leaders see next-generation technology, such as artificial intelligence (AI), as a way to reducing discriminatory practices more effectively than we can today, backed by strong codes of ethics and policies that fight discrimination. They envision this journey beginning with creative public-private partnerships, such as crowd-sourced competitions or funding degrees and research in areas of strategic national importance. These partnerships would drive social good and build a strong Canadian innovation brand on the global stage.

Young leaders set a high bar for Canadian sustainability goals.

By 2030, they see Canada as the world leader in clean energy and sustainable agriculture, ranked among the top five Organisation for Economic Co-operation and Development (OECD) countries for sustainability overall. Canada would play a leading role in helping the developing world achieve climate targets, by facilitating international standards and sharing best practices from its own experiences. In this future, Canadian governments partner with universities and the private sector to research and scale up renewable energy and clean technology (cleantech). Mandatory public and private environmental audits track progress and enforce tangible, material action. Green initiatives transform city centres into mixed-use spaces. And all of these actions are designed and executed through the lens of intersectionality, such as by incorporating Indigenous practices and perspectives.

Women Matter



“Our government is working hard to build a more gender-equal Canada. We named a gender-equal cabinet—the first in Canada’s history—and included a gender-based analysis in our 2017 budget for the first time, too. From the Canada Child Benefit to investments in childcare and early learning, we’re supporting families so that parents have more opportunities to succeed and prosper—which disproportionately benefits women. Meanwhile, we’re investing in jobs and internships for young people, and helping provide young women with opportunities to advance their careers.

We’re also taking action to strengthen women’s participation in business and leadership. In fall 2016, we introduced legislation to promote gender diversity on boards by requiring publicly traded corporations to disclose gender diversity of their boards and senior management, as well as their policy on diversity. And this summer, we launched our Feminist International Assistance Policy, which focuses Canada’s international assistance on initiatives that empower women and girls. We know there is much more work to do, but we’re committed to making gender equality a priority—and a reality.”

- Justin Trudeau Prime Minister, Canada

Canada's Indigenous/Aboriginal Population

Canada's Fast-growing Indigenous Population



46%

of Canada's 1.5 million Aboriginal peoples are under 24. More than half live in cities.

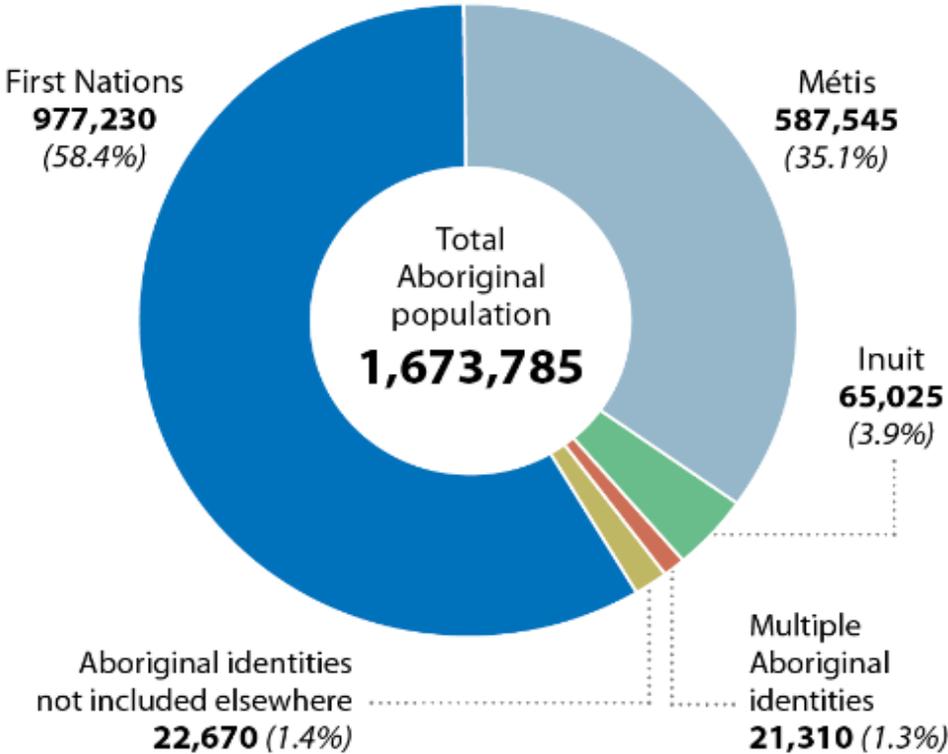


The Aboriginal communities

- 60.8% First Nations
- 32.3% Métis
- 4.2% Inuit

THE ABORIGINAL POPULATION IN CANADA

A breakdown of the Aboriginal identity population in Canada in 2016:



Aboriginal Peoples Education Level age 18-44

	High school diploma	Post Secondary credentials
First Nations living off reserve	72%	43%
Inuit	42%	26%
Métis	72%	47%

Source: [2016 Canadian Census](#)

Canada's Indigenous Population



- A 2017 Statistics Canada report showed that aboriginal people generally have lower employment rates, were less likely to work in knowledge education (professional, management and technical positions tending to require postsecondary education) and [earned less](#) than their non-aboriginal counterparts
- A report released in 2017 by Indigenous Works found that 85% of Canadian businesses are not engaged with Indigenous communities
- According to the survey, most companies do not have Indigenous engagement strategies, partnerships or workplace inclusion strategies, and most of the 'committed and engaged 6% that do are from the resource sector

Canada's Truth and Reconciliation Commission (TRC), urges the corporate sector to:

Adopt the UN Declaration on the Rights of Indigenous Peoples as a reconciliation framework; to commit to meaningful consultation before proceeding with economic development projects; to ensure that Aboriginal peoples have equitable access to jobs, training and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects, and to train management and staff on the history of Aboriginal peoples as well as on intercultural competency, conflict resolution, human rights and anti-racism.

Canada's Indigenous Population

- The Indigenous population in Canada continues to rapidly outpace the growth of the rest of the country while Indigenous languages are showing a strong resurgence.
- The data paints a picture of a young and growing Indigenous population — First Nation, Inuit and Métis — which is increasingly learning Indigenous languages and is reshaping the face of Western Canada.
- Between 2006 and 2016, the self-identified Indigenous population grew by 43% to 1,673,785. This represented a growth rate four times the rest of the population. The census is projecting the Indigenous population to hit 2.5 million within the next two decades.
- An increase of people self-identifying as Indigenous— particularly as Métis and non-status First Nation — propelled the continued growth rate in the population.
- At 587,545, the Métis population is the fastest-growing sub-segment of the Indigenous population, rising to 51% of the total over the last 10 years. The status and non-status First Nation population grew to 977,230, increasing by 39% between 2006 and 2016, and the Inuit population rose to 65,025, a change of 29% over the same time span.
- The Indigenous population is young, averaging 32 years old — almost a decade younger than non-Indigenous Canadians — and more are living in cities.
- The population in large metropolitan centers has grown by nearly 60% since 2006, in part due to the increase in Indigenous self-identification.

Canada's Visible Minority Population

Visible and non-visible minority populations by group, 1996–2016										
Group	1996 ^{[28][29]}		2001 ^[30]		2006 ^[31]		2011 ^[32]		2016 ^[33]	
	Total	Pct.	Total	Pct.	Total	Pct.	Total	Pct.	Total	Pct.
Total visible minority population	3,197,480	11.2%	3,983,845	13.4%	5,068,095	16.2%	6,264,750	19.1%	7,674,580	22.3%
South Asian	670,590	2.4%	917,075	3.1%	1,262,865	4%	1,567,400	4.8%	1,924,635	5.6%
Chinese	860,150	3%	1,029,395	3.5%	1,216,565	3.9%	1,324,750	4%	1,577,060	4.6%
Black	573,860	2%	662,215	2.2%	783,795	2.5%	945,665	2.9%	1,198,540	3.5%
Filipino	234,195	0.8%	308,575	1%	410,695	1.3%	619,310	1.9%	780,125	2.3%
Latin American	176,970	0.6%	216,980	0.7%	304,245	1%	381,280	1.2%	447,325	1.3%
Arab/West Asian	244,665	0.9%								
Arab			194,685	0.7%	265,550	0.9%	380,620	1.2%	523,235	1.5%
Southeast Asian	172,765	0.6%	198,880	0.7%	239,935	0.8%	312,075	0.9%	313,260	0.9%
West Asian			109,285	0.4%	156,700	0.5%	206,840	0.6%	264,305	0.8%
Korean	64,835	0.2%	100,660	0.3%	141,890	0.5%	161,130	0.5%	188,710	0.5%
Japanese	68,135	0.2%	73,315	0.2%	81,300	0.3%	87,270	0.3%	92,920	0.3%
Visible minority, n.i.e.	69,745	0.2%	98,915	0.3%	71,420	0.2%	106,475	0.3%	132,090	0.4%
Multiple visible minorities	61,575	0.2%	73,875	0.2%	133,120	0.4%	171,935	0.5%	232,375	0.7%
Not a visible minority	25,330,645	88.8%	25,655,185	86.6%	26,172,935	83.8%	26,587,575	80.9%	26,785,480	77.7%
Aboriginal identity (see breakdown below)	799,005	2.8%	976,305	3.3%	1,172,785	3.8%	1,400,685	4.3%	1,673,785	4.9%
European/White	24,531,640	86%	24,678,880	83.3%	25,000,150	80%	25,186,890	76.7%	25,111,695	72.9%
Total population in private households	28,528,125	100%	29,639,030	100%	31,241,030	100%	32,852,320	100%	34,460,065	100%

Canada's Primary Indigenous Populations

Aboriginal population in Canada, 1996–2016 censuses										
Group	1996 ^[28]		2001 ^[30]		2006 ^[31]		2011 ^[32]		2016 ^[49]	
	%	Total	%	Total	%	Total	%	Total	%	Total
Total Aboriginal	2.8%	799,005	3.3%	976,305	3.8%	1,172,785	4.3%	1,400,685	4.9%	1,673,780
First Nations	1.8%	529,040	2.1%	608,850	2.2%	698,025	2.6%	851,560	2.8%	977,230
Métis	0.7%	204,115	1.0%	292,305	1.2%	389,780	1.4%	451,795	1.7%	587,545
Inuit	0.14%	40,220			0.16%	50,485	0.2%	59,445	0.2%	65,025

Note: Inuit, other Aboriginal and mixed Aboriginal groups are not listed as their own, but they are all accounted for in total Aboriginal

Projected Growth

Future projections [\[edit \]](#)

Ethnic Origin by Regional Group	Population in 2016 ^[50]	Percent of 34,460,065	Population in 2036 ^{[51][52]}	Percent of 43,816,000
European origins	25,111,695	72.9%	26,113,000	59.6%
East and Southeast Asian origins	3,144,210	9.1%	5,517,000	12.6%
South and West Asian origins	2,188,940	6.4%	4,388,000	10.1%
Aboriginal origins	1,673,785	4.9%	2,633,000	6.0%
African origins	1,198,540	3.5%	2,349,000	5.4%
Arab origins	523,235	1.5%	1,284,000	2.9%
Latin, Central and South American origins	780,125	1.3%	865,000	2.0%
Other	364,465	1.1%	666,000	1.5%
*Percentages total more than 100% due to multiple responses, e.g. German-East Indian, Norwegian-Irish-Polish				

Five National Indigenous Leadership Groups in Canada

- [Assembly of First Nations](#) (AFN)
- [Congress of Aboriginal Peoples](#)
- [Inuit Tapiriit Kanatami](#) (ITK)
- [Métis National Council](#)
- [Native Women's Association of Canada](#) (NWAC)

[Aboriginal Link](#) has a database of more than 28,000 Indigenous organizations in Canada, reaching a community representing more than 1.5 million Indigenous people. It also hosts [AboriginalCareers.ca](#), a career site used by many employers to reach the community online and through less technological means more suited to remote communities, including circulating postings on bulletin boards and via fax and direct mail.

Various Aboriginal/Indigenous Organizations in Canada

- [Aboriginal Affairs and Northern Development Canada](#) (AANDC)
- [Aboriginal Agreement Holders](#) (employment / training / labour market centres)
- [Aboriginal Business Directory](#)
- [Aboriginal Financial Officers Association of Canada](#) (AFOA)
- [Canadian Council for Aboriginal Business](#) (CCAB)
- [Council for the Advancement of Native Development Officers](#) (CANDO)
- [Employment and Social Development Canada](#) (ESDC)
- [First Nations Information Governance Centre](#) (FNIGC)
- [Indspire](#)
- [National Association of Native Friendship Centres](#) (NAFC)
- [Reconciliation Canada](#)

Sample Dashboards Canada

Diversity of our people

86% favourable KPMG's Inclusion & Diversity annual engagement survey score. This is an increase of +7% since we released our 2016 report.

Source: KPMG in Canada 2018 Employee Engagement Survey



46% Men
54% Women

Today 33% of our people identify as a visible minority, a +3% increase over the past two years. We have also increased the representation of women and visible minorities at the leadership level over the past five years.

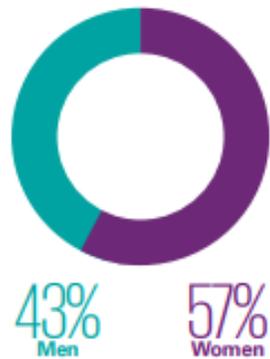
32% of our KPMG people were born outside of Canada, and we value the impact a diverse cultural lens and skills can have on innovation and business success. Moving forward, we aim to enhance our focus on hiring new immigrants and refugees.



We recognize that diversity is not one-dimensional, and that people view their identities in many different ways. We now apply this lens of intersectional identities to our data to better understand the unique experiences of our people. In fact, 21% of our people have self-declared they belong to at least two of our five priority groups (women, visible minorities, persons with disabilities, Indigenous Peoples and/or LGBTQ2).

KPMG in Canada's Executive team

What do 4 women, 3 men, 2 mothers, 3 fathers, a lesbian, all with a variety of different ethnic and religious backgrounds have in common? They all **belong** to KPMG's executive team.



Our Goal: 30% Women & 20% Visible Minorities in the Partnership by 2022

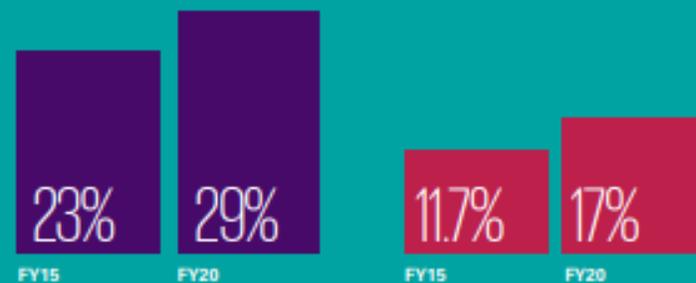


We have made strides over the past five years towards creating a more diverse leadership team. **Our FY20 new leaders are 45% women and 22% visible minorities, reflecting the diversity of our people, clients and communities.** While we have increased representation at the leadership level over the past five years, we acknowledge there is more work to be done.

Meet our FY20 new Leaders

■ Women ■ Visible Minorities

DIVERSITY OF THE PARTNERSHIP TRENDS

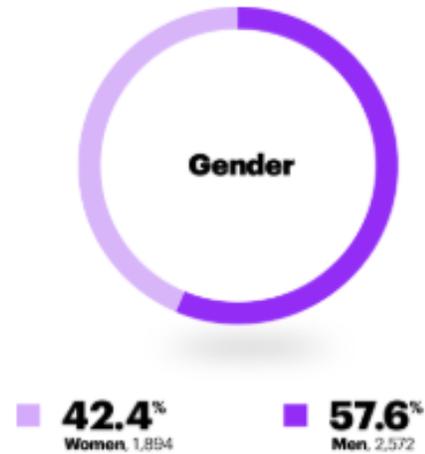


PROMOTION TO PARTNER TRENDS



OVERALL

EXECUTIVES



Visible Minorities*

51.8%

Aboriginal Peoples*

1.2%

Persons with Disabilities*

5.6%

Military*

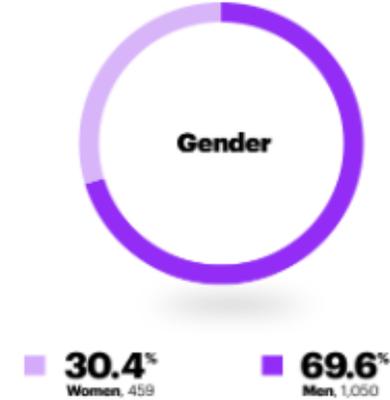
0.8%

LGBTQ*

5.6%

OVERALL

EXECUTIVES



Compare Year-Over-Year Executives

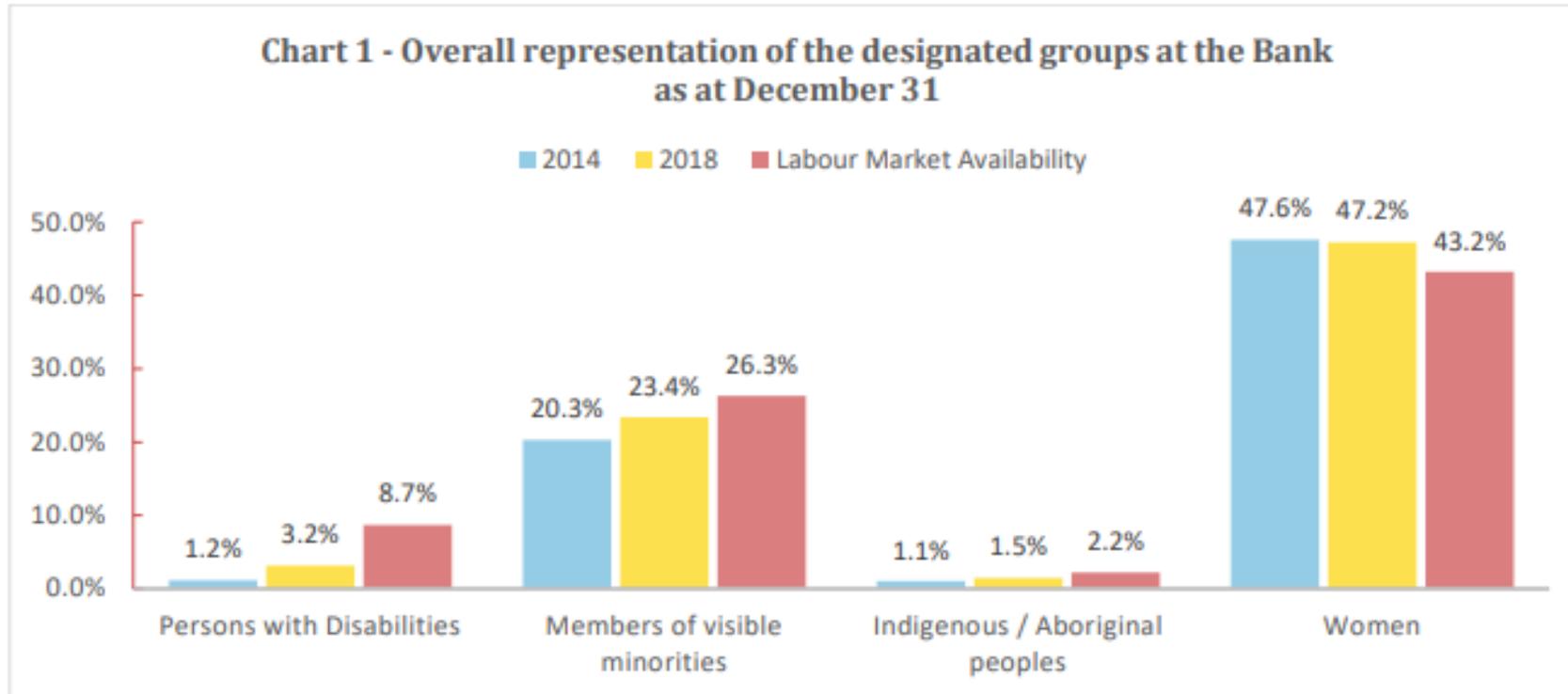
	2016 (%)	2017 (%)	2018 (%)	Change from 2017
Women	30.1	29.4	30.4	+1.0
Men	69.9	70.6	69.6	-1.0

- Our workforce in Canada for purposes of this report includes employees of Accenture Inc., Accenture Business Services for Utilities Inc. (ABSUI), Accenture Business Services of British Columbia LP (ABSBC).
- Data as of December 31, 2018.
- Numbers may not add up due to rounding.
- *Data for Visible Minorities, Aboriginal Peoples, Persons with Disabilities, Military and LGBTQ is based on self-reporting in each of these groups drawn from Accenture's Diversity Census data as of December 31, 2018.
- Visible Minorities includes persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white, regardless of their place of birth or citizenship.

Compare Year-Over-Year Overall

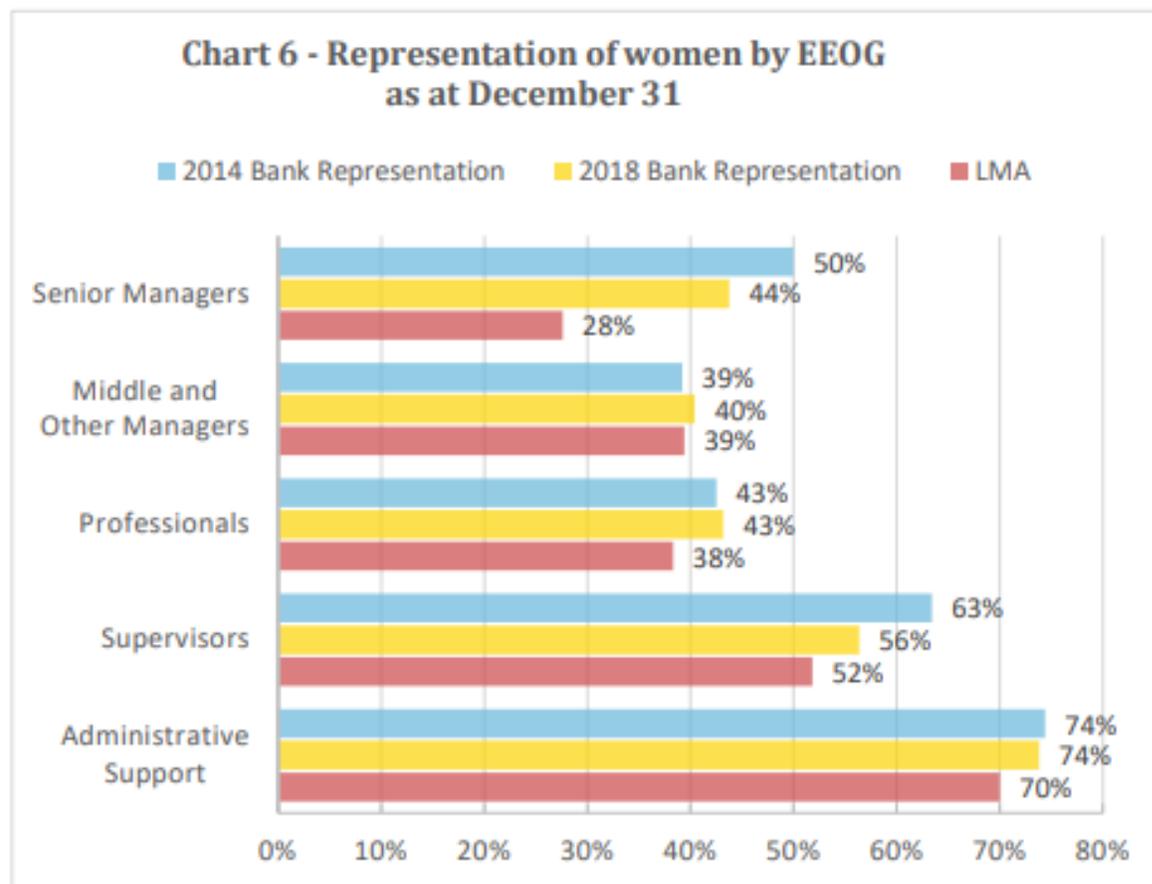
	2016 (%)	2017 (%)	2018 (%)	Change from 2017
Women	42.8	42.2	42.4	+0.2
Men	57.2	57.8	57.6	-0.2
Visible Minorities*	45.1	48.8	51.8	+3.0
Aboriginal Peoples*	1.2	1.0	1.2	+0.2
Persons with Disabilities*	5.4	5.5	5.6	+0.1
Military*	-	0.9	0.8	-0.1
LGBTQ*	-	5.0	5.6	+0.6

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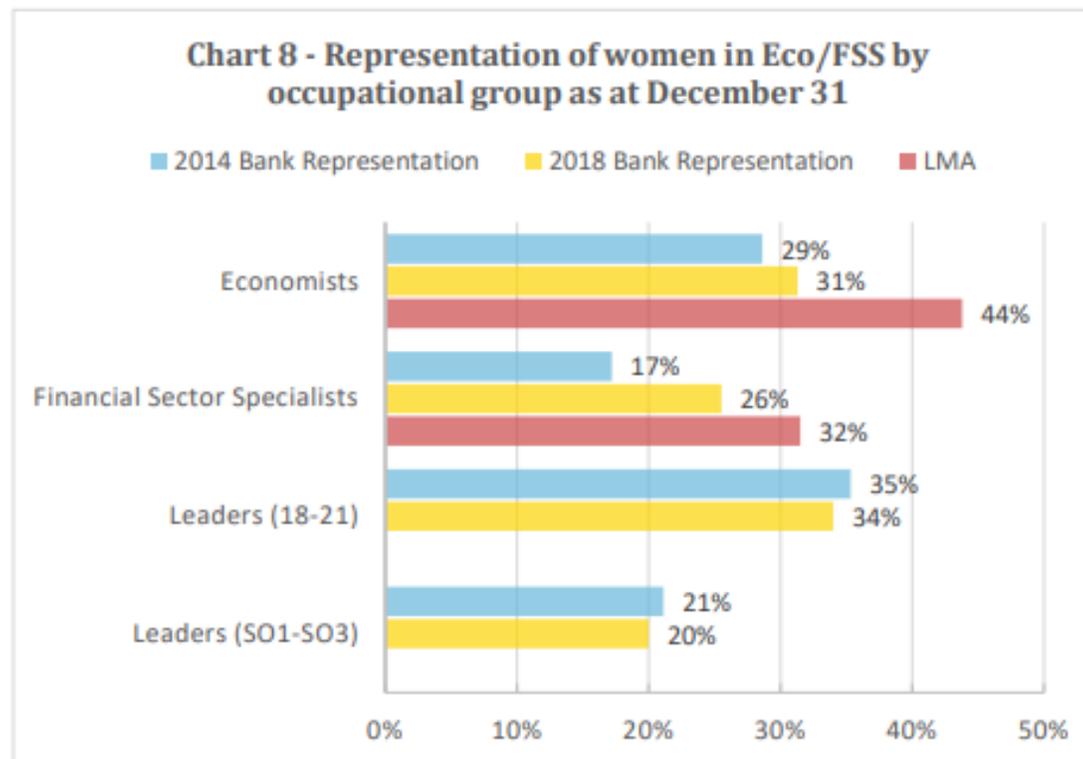
Sources: Bank of Canada; Statistics Canada, 2016 National Household Survey and 2017 Canadian Survey on Disability

Note: In 2017, the methodology for calculating the Canadian labour market availability (LMA) of persons with disabilities changed, causing the LMA to almost double between 2017 and 2018.



Although their representation has decreased in the *Senior Manager* and *Supervisor* groups since 2014, compared to the LMA, women continue to be well represented in all occupational groups (refer to **Chart 6** on the left or **Table 6** in Appendix B). The proportion of women in the *Middle and other manager* group is just over 40 per cent (+1.5 per cent since 2014). When we focus on the *Senior Officers (SO)* within that group (SO1-SO4), women represent close to 33 per cent of that population – almost 2 per cent higher than in 2014 (refer to **Chart 7** or **Table 7** in Appendix B).

Sources: Bank of Canada; Statistics Canada, 2016 National Household Survey



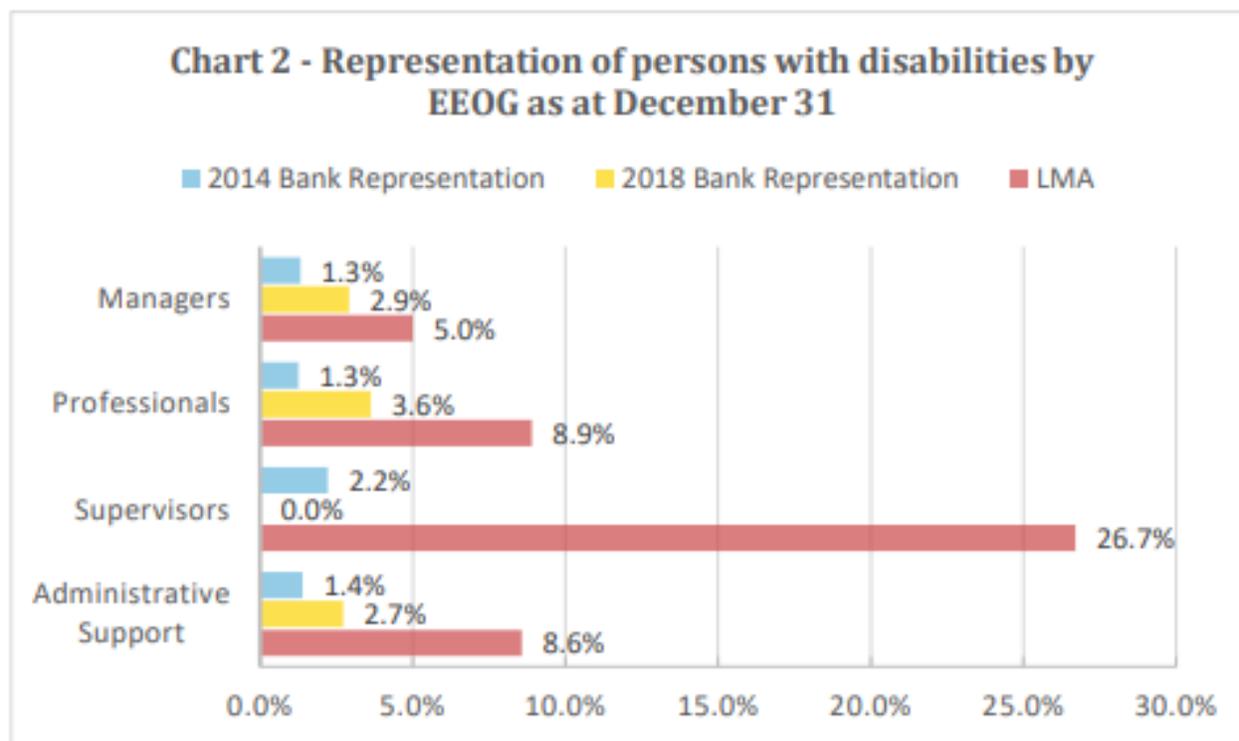
While the overall representation of women at the Bank is strong compared to the availability in the Canadian labour market, we initiated an in-depth analysis of key roles within the organization where women have traditionally also been underrepresented in the market (i.e. macro-economics and finance). The results revealed a gap of 13 percentage points in the Economist group³ and 6 percentage points in the Financial Sector Specialist group⁴ compared to the LMA (refer to **Chart 8** on the left or **Table 8** in Appendix B).

*LMA is unavailable at the Eco/FSS Leader level

Sources: Bank of Canada; Statistics Canada, 2016 National Household Survey

³ Represents National Occupational Classification (NOC) Code 4162: Economists and economic policy researchers and analysts

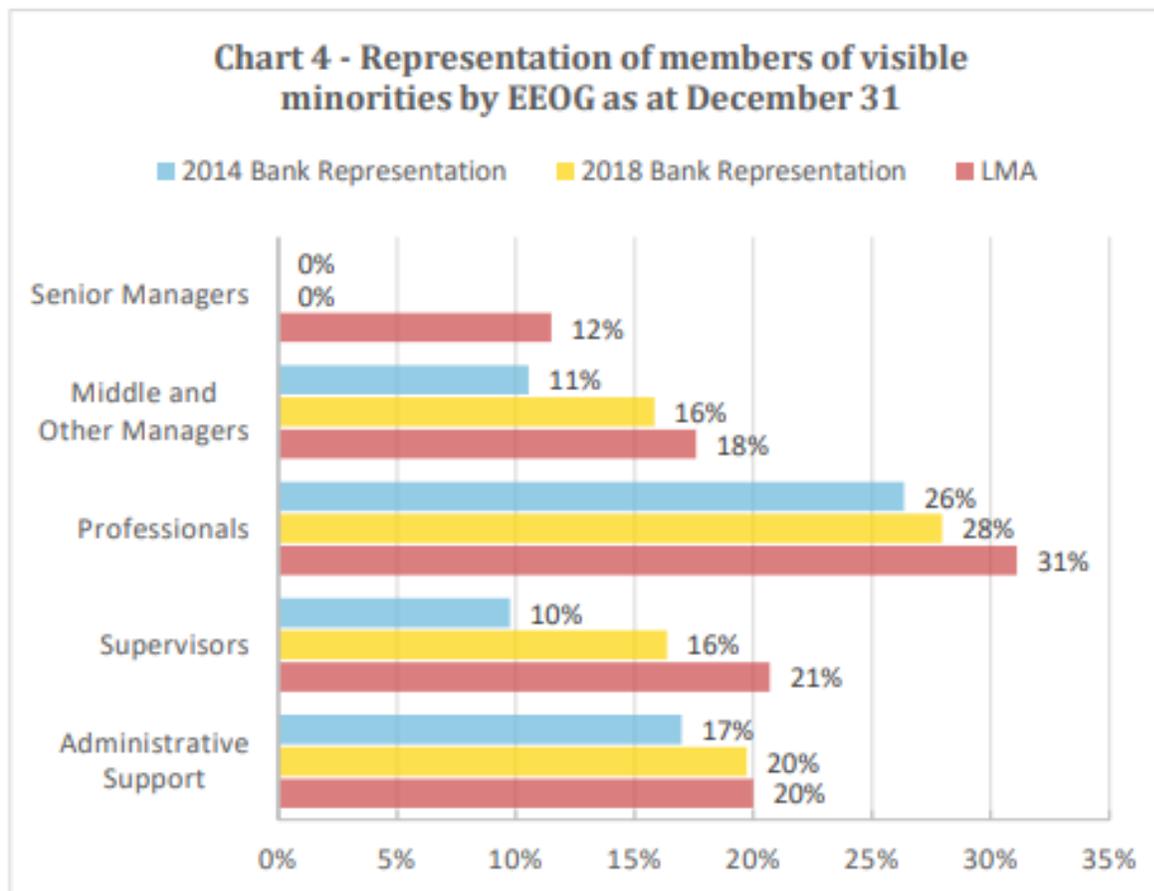
⁴ Represents National Occupational Classification (NOC) Code 1113: Securities agents, investment dealers and brokers



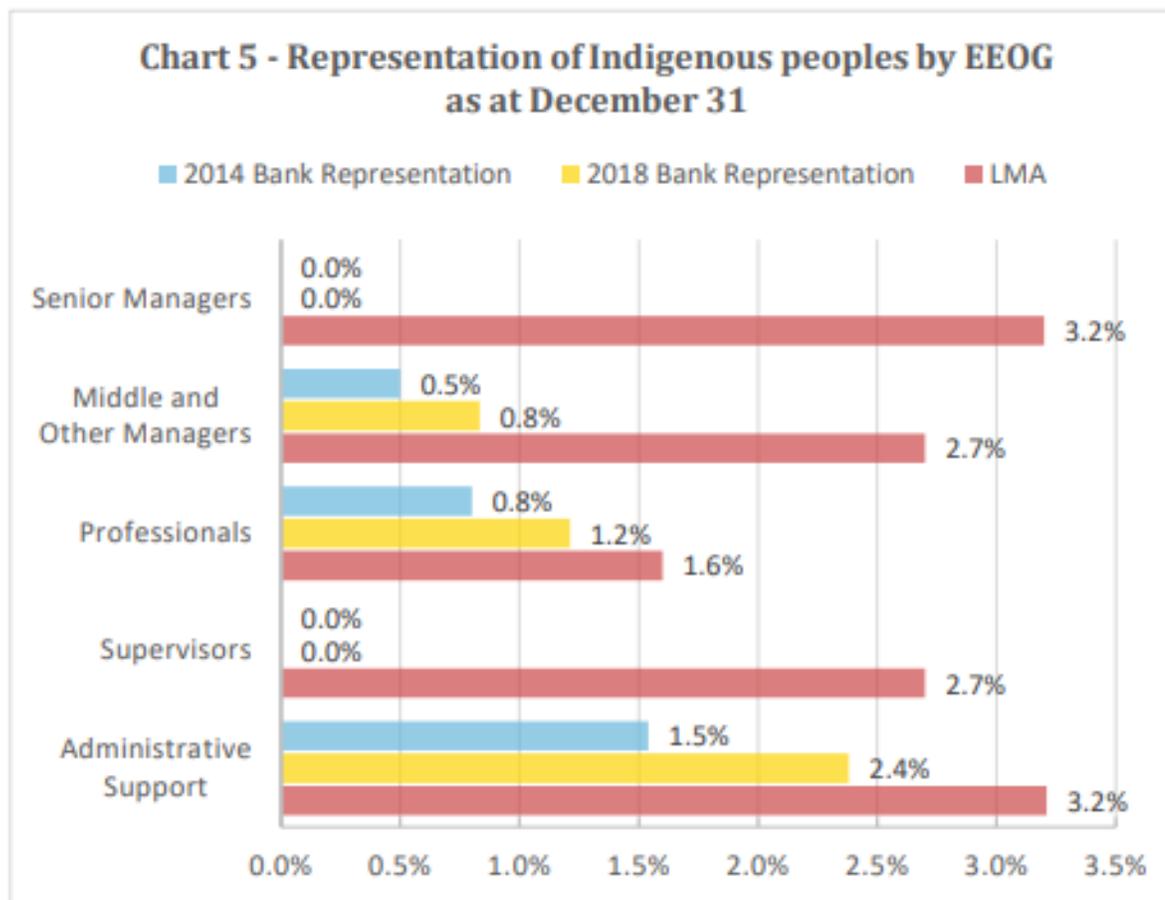
The proportion of employees who identify as having a disability follows a similar pattern at the occupational group (EEOG) level - the representation is below the LMA but has increased significantly over the past 5 years in all groups, except Supervisors (refer to **Chart 2** on the left or **Table 2** in Appendix B).

*For persons with disabilities only, labour market availability data does not distinguish between Senior and Middle Managers – it is only available at the overall Manager level.

Sources: Bank of Canada; Statistics Canada, 2017 Canadian Survey on Disability



Since 2014, the representation of members of visible minorities at the Bank has increased in all occupational groups with the exception of *Senior Managers*, where it remains below the LMA of 12 per cent. There is, however, a healthy representation of this designated group in the *Middle and Other Managers* and *Professionals* occupational groups, both of which are feeder groups for *Senior Managers* and not far off from the Canadian LMA (refer to **Chart 4** on the left or **Table 4** in Appendix B).



Sources: Bank of Canada; Statistics Canada, 2016 National Household Survey

The proportion of employees who identify as Indigenous has increased in 3 of 5 occupational groups since 2014; however, it remains below the LMA in all groups. The *Professionals* group is one of the most well represented compared to the availability in the Canadian labour market, a positive sign since it is the Bank's largest occupational group (close to 60% of the workforce) and a feeder group for *Middle and other managers*. (refer to **Chart 5** on the left or **Table 1** in Appendix B).

Women at HSBC

Representation	HSBC 2016	HSBC 2017	HSBC 2018	Labour market availability*
Overall	54.91%	54.17%	53.62%	48.15%
Senior management	31.58%	36.00%	38.46%	27.39%
Middle management	45.13%	42.11%	41.51%	38.93%
Professional	42.71%	43.67%	44.28%	54.99%

Visible minorities at HSBC

Representation	HSBC 2016	HSBC 2017	HSBC 2018	Labour market availability*
Overall	48.80%	42.30%	44.36%	17.85%
Professional	26.70%	23.45%	25.32%	19.93%

Aboriginal/Indigenous peoples at HSBC

Representation	HSBC 2016	HSBC 2017	HSBC 2018	Labour market availability*
Overall	1.13%	0.99%	1.19%	3.47%

Persons with disabilities at HSBC

Representation	HSBC 2016	HSBC 2017	HSBC 2018	Labour market availability*
Overall	4.13%	3.44%	3.81%	4.93%
Professional	2.06%	1.76%	1.95%	3.79%

In 2016, RBC introduced its Diversity & Inclusion Blueprint 2020, which focuses on the diversity and inclusion pillars of Talent, Clients and Communities. In particular, the organization supports the employment, financial services and community needs of:

- Women
- Minorities
- Newcomers to Canada (immigrants)
- Aboriginal and Indigenous peoples
- Persons with disabilities
- Lesbian, gay, bisexual and transgender (LGBT+) people
- Youth (community investment and youth education)

Follow this link to [RBC's Diversity Blueprint Report Card](#) to see D&I goals and accomplishments for each of the employee groups.

Follow this link to RBC's [Diversity Blueprint](#) to read more about RBC's D&I goals.

What Gets Measured, Gets Done

38%

Women on Board of Directors

95%

Employees who are proud to be part of RBC

RBC Employee Opinion Survey

10X

Named one of the Best Workplaces in Canada

Great Place to Work® Institute

Permanent Workforce (Full-Time and Part-Time)							
	1987	2013	2014	2015	2016	2017	2018
Women	77%	64%	63%	62%	61%	59.3%	58%
Visible Minorities	7.5%	31%	32%	33%	34%	35%	36%
Persons with Disabilities Overall	N/A	7.9%	7.5%	7.4%	7.2%	7.4%	7.1%*
E.E.	1.6%	4.7%	4.6%	4.4%	4.3%	4.0%	3.7%*
Indigenous Peoples	0.1%	1.5%	1.5%	1.4%	1.4%	1.4%	1.32%

* 7.1% of RBC's employees identify as having a long-term or recurring physical, mental, sensory, or psychiatric or learning disability; however, only 3.7% consider themselves disadvantaged in employment because of their disability.

In summary

- RBC continues to have **strong representation of women** with an overall representation rate of **58%**, 7% above the external workforce availability.
- **Visible minority representation increased to 36%**, 7% above the external workforce availability.
- The representation of individuals who identify as a **person with a disability is 7.1%**; a lesser number of **3.7%** of employees with a disability consider themselves disadvantaged in employment due to their disability.
- The **actual number of Indigenous employees continues to increase by 0.4%**; however, given the expansion of our workforce, representation as a percent of the total population decreased to 1.32%.
- RBC's **Workforce Diversity Census response rate** as of December 31, 2018 remains strong at 98%.

Corporate Balanced Scorecard performance measure

M4. EMPLOYEE ENGAGEMENT (%)

Twelve months ended	March 31 2016-17	March 31 2017-18	March 31 2018-19	March 31 2019-20	March 31 2020-21	March 31 2021-22	Long-term
Target	58	60	66	69	72	74	80
Actual	55	64					

Our company wants to ensure it has engaged employees that create an environment of accountability and high performance. Employee engagement is defined as a heightened emotional and intellectual connection employees have for their jobs, organizations, managers, or coworkers that, in turn, influences them to apply discretionary effort to their work. This metric identifies the percentage of employees that have a favourable level of engagement.

For 2017-18, SaskPower's employee engagement score was 64%. An additional 24% of employees provided responses indicating a neutral level of engagement. This year's employee engagement survey had a high participation rate, with responses received from 80% of employees.

The survey found that the top three drivers with the greatest influence on SaskPower's engagement score include professional growth, organizational vision, and senior leadership. SaskPower also received strong favourable responses related to aspects of its workplace culture, including scores of 83% for safety and 81% for diversity and inclusion.

Corporate Balanced Scorecard performance measure

M5. DIVERSITY HIRES (NET) [RETIRED IN 2018-19]

Twelve months ended	March 31 2016-17	March 31 2017-18	March 31 2018-19	March 31 2019-20	March 31 2020-21	March 31 2021-22	Long-term
Target	70	70	•	•	•	•	•
Actual	56	53					

• Denotes that targets are not available for that time period.

The diversity hires (net) measure demonstrates the diversity of SaskPower's workforce through the change in the number of diversity employees in four designated groups: Indigenous persons; visible minorities; persons with disabilities; and women in under-represented roles.

SaskPower's sustained focus on fiscal restraint resulted in continued hiring limitations during 2017-18. Of the 156 individuals hired during the year, 103 — or 66% — self-declared in at least one of the four designated groups. Although diversity hires were nearly 50% higher than target for the year, departures of diversity employees decreased SaskPower's diversity hires (net) performance to 53, below the performance target of 70.

Corporate Balanced Scorecard performance measure

M6. WORKFORCE DIVERSITY (%) [NEW FOR 2018-19]

Twelve months ended	March 31 2016-17	March 31 2017-18	March 31 2018-19	March 31 2019-20	March 31 2020-21	March 31 2021-22	Long-term
Target	•	•	32	33	35	37	42
Actual	•	•					

• Denotes that targets and actuals are not available for that time period.

SaskPower is committed to employing a diverse workforce. The Workforce Diversity metric measures the growth in the percentage of our company's permanent employees that:

- Self-declare as being in one or more designated equity groups (Indigenous persons, visible minorities, and/or persons with disabilities); and/or
- Are women in positions or occupations where there is less than 46% female representation.

Air Canada was named one of Canada's Best Diversity Employers for 2018 for the third year in a row by Mediacorp Canada, recognized for our Diversity Committees, Women in Aviation speaker series and Women of Air Canada Maintenance (ACM) program.

We were recognized among 30 organizations by Women in Governance and received a Parity Certification. Women in Governance's mission is to support women in their leadership development, career advancement and promote access to board seats.

2014-2018 COMPARISON

	Women		Visible Minorities	
	2014	2018	2014	2018
Overall representation (in Canada)	40%	42.3%	20.5%	25%

RECRUITMENT FROM 2016 TO 2018 WORLDWIDE

	2016		2017		2018	
	Female	Male	Female	Male	Female	Male
Under 30 years old	1,083	835	1,801	1,455	1,871	1,509
Between 30-50 years old	698	941	1,164	1,382	1,279	1,494
Over 50 years old	103	104	238	215	244	228