



BANK OF CANADA
BANQUE DU CANADA

2018 Employment Equity Report

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Section 1: General Overview

1.1 The Bank of Canada

The mandate of the Bank of Canada (the Bank), the nation's central bank, is to promote the economic and financial well-being of Canadians. It does so through four core functions: monetary policy, financial system, currency and funds management.

Sound monetary policy preserves the value of money by keeping inflation low, stable and predictable and leads to improvements in living standards for Canadians. Together with other federal partners, the Bank works to promote safe, sound and efficient financial systems, within Canada and internationally, and oversees major clearing and settlement systems. The Bank is also responsible for the design, issue and distribution of Canada's bank notes, overseeing the note distribution system, and ensuring a consistent supply of quality bank notes that are readily accepted and secure against counterfeiting. The Bank's funds-management activities are primarily related to its role as fiscal agent for the Government of Canada, managing its public debt programs and foreign exchange reserves.

The Bank's head office is in Ottawa. We also have operations centres in Ottawa, Toronto, Montréal, a Calgary Operational Site, and regional offices in Halifax, Montréal, Toronto, and Vancouver. These offices are integral to the Bank's service to Canadians, strengthening our ties with the financial community, provincial governments, the private sector, educational institutions and the public. The Bank also has an office in New York City to enhance communication with the US financial community. The Calgary Operational Site and Head Office share responsibility for day-to-day market and banking operations, with the goal of being fully functional by late 2021.

1.2 Employment equity and reporting

Committed to providing an inclusive, equitable and respectful work environment for its employees, the Bank recognizes that attracting and retaining a diverse and talented workforce is essential to fostering the innovative thinking that leads to better policy outcomes for Canadians. The equitable representation of women, members of visible minorities, Indigenous (Aboriginal) peoples and persons with disabilities is essential to creating such an environment and workforce. To align the Bank's demographics with those of Canada's labour market, and the Canadians we represent, the Bank uses proactive human resources practices, creates diversity and inclusion initiatives and ensures opportunities are offered based on skills and merit.

In accordance with the *Employment Equity Act* and Employment and Social Development Canada (ESDC), the Bank prepares an annual report detailing the status of the four designated employment equity groups in its workforce.

Section 2: Quantitative overview and targeted measures

2.1 Representation statistics (by designated group)

This section summarizes the employment equity profile of the Bank's workforce and the targeted measures we have taken to remove barriers and support the designated groups. Ensuring that our workforce represents the diversity of the Canadians we serve is an important priority for the Bank. The figures in this section show the progress we have made toward this goal.

Only employees who voluntarily self-identify as belonging to one or more of the employment equity designated groups (other than women) are included in the aggregate reporting data. In accordance with the Employment Equity Act and its Regulations, data is collected, and representation analyzed by location, occupational groups, salary ranges, and promotion and termination rates.

All charts and tables that follow include regular, term and short-term employees with a term greater than 12 weeks and exclude employees on unpaid leave who maintain the right to return to work. Of the 14 Employment Equity Occupational Groups (EEOG),¹ only those that include management responsibilities or make up a large portion of the employee population are highlighted below. These selected groups represent close to 95 per cent of all employees at the Bank.

2.2 Overall

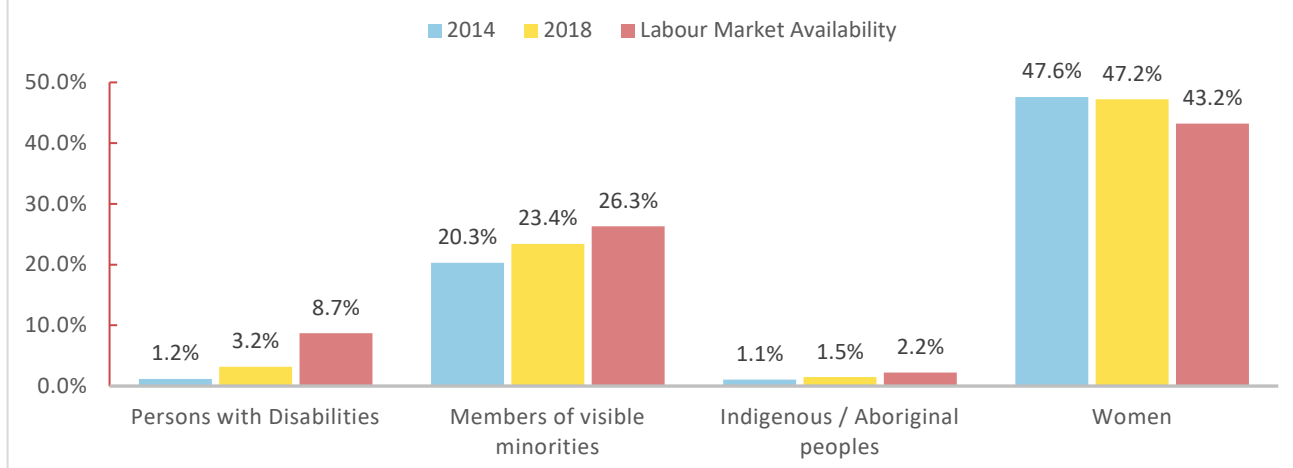
The chart below shows the overall representation of each designated group at the Bank in December 31, 2014 and 2018 to illustrate a five-year statistical analysis of representation trends. The labour market availability (LMA) represents the availability in the Canadian market for each designated group, based on data from the 2016 National Household Survey and 2017 Canadian Survey on Disability.² The LMA figures are benchmarks used to compare with the Bank's workforce representation to illustrate progress towards improving the equitable representation of each designated group.

As of December 2018, the Bank of Canada employed 1,705 people. The number of employees who identify as a member of a visible minority, Indigenous (Aboriginal) or a person with a disability has increased since 2014 (refer to **Chart 1** below or **Table 1** in Appendix B) while remaining below the LMA. In that same time frame, the gender split within the Bank's workforce has remained relatively constant, with women making up close to 50 per cent of the employee population—4 percentage points above the LMA.

¹ Job categories based on groupings of occupation codes created by Statistics Canada.

² The 2017 Employment Equity Report was based on the 2011 National Household Survey and 2012 Canadian Survey on Disability.

Chart 1 - Overall representation of the designated groups at the Bank as at December 31



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.

Targeted measures for all designated groups

Throughout 2018, the Bank put in place several initiatives to reduce potential barriers and to support increasing the representation of the four designated groups (women, Indigenous (Aboriginal) peoples, persons with disabilities and members of visible minorities) where our workforce analyses shows a gap in their representation. These include:

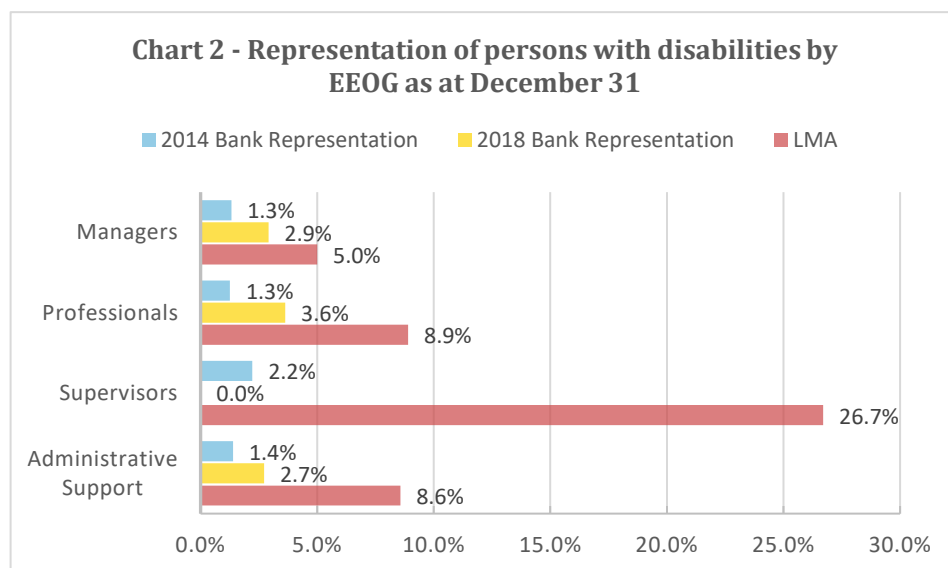
- The Bank's updated **corporate hiring goals** provide a way to measure our progress toward achieving the equitable representation of women, members of visible minorities, Indigenous (Aboriginal) peoples and persons with disabilities in our workforce. Although not a direct measure of inclusion, changes in representation – both positive and negative – are good indicators of an inclusive culture. Combined with other metrics such as a pulse check survey focused on measuring inclusion (launching in 2019) and further employee consultations, these goals will help us measure progress toward creating a culture of inclusion at the Bank.
- In 2018, the Bank introduced a **self-identification program** with the goal to measurably reduce any gaps identified in the representation of designated groups; to maintain representation from these groups where it is adequate; and to provide a more accurate picture of the workforce for employment equity reporting and broader diversity and inclusion programming to help shape priorities (programs, policies, and management practices) that will increase retention and inclusion. **External candidates** are given the opportunity to voluntarily self-identify in one or more of the four designated groups. The Bank tracks the overall representation of each designated group through various stages of the recruitment process including: application, screening, interviews, and hiring. Our newly formalized self-identification program allows an external candidate's self-identification information to be provided to hiring managers in support of meeting employment equity goals and reducing barriers.
- **In-house training** was developed to guide hiring managers and others involved in a recruitment process on ways to support the Bank's employment equity objectives. Information about expectations of leaders at each step of the hiring process - including what needs to be taken into consideration in their

decision making and how to reduce bias in hiring decisions, are readily available on the Bank's intranet website.

- Each year, the Bank conducts a large-scale **University Recruitment Campaign** aimed at hiring graduate students in economics and financial sector specializations. In fall 2018, prior to the selection process, staff involved in this recruitment process received mandatory training about the availability of candidate employment equity information and how to leverage this information to proactively build diverse and inclusive teams, as well as information about representation gaps and hiring goals for the four designated groups.
- We continue to leverage **collaborative relationships** with university diversity offices to identify new channels to connect with underrepresented employment equity groups. In addition, the Bank reaches out to organizations such as Women in Capital Markets, Canadian Women Economists Committee and l'association des économistes québécois to leverage the existing reach of these networks. We also partner with external organizations such as Indigenous Link, the Employment Accessibility Resource Network (EARN), the National Educational Association of Disabled Students (NEADS), Indspire and Equitek to attract and source talented candidates from diverse backgrounds. Plans are in place to update the Bank's website Careers page to highlight its partnerships with the Canadian Centre for Diversity and Inclusion, the Employment Accessibility Resource Network, and Indspire. Furthermore, in 2018, a new partnership with the Canadian Council on Rehabilitation and Work was established helping to identify and reduce barriers in the Bank's recruitment practices.

2.3 Persons with disabilities

At the end of 2018, 54 of the Bank's employees identified as having a disability. Although this represents less than the availability in the Canadian labour market, the proportion of employees who identify as having a disability has increased by a full 2 percentage points since 2014 (refer to **Chart 1** above or **Table 1** in Appendix B). Much of this increase (+19) can be attributed to the Bank's enhanced approach to self-identification.



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

Targeted measures for persons with disabilities

- The Bank's revamped **self-identification** approach – launched in 2018 – includes new sub-categories for persons with disabilities and a more inclusive list of disability types to better educate and encourage employees to self-identify. Employees can select one or more disability types – including developmental and mobility disabilities, hearing and vision impairments, as well as mental illnesses, speech disorders, and chronic conditions such as fibromyalgia and Crohn's disease. In addition, external candidates may opt to self-identify as a person with a disability when creating a job applicant profile online. This information is used in the recruitment process to better equip hiring managers to build diverse teams and increase representation of equity seeking groups.
- The Bank continued to offer its **Scholarship Program for Students with Disabilities** in 2018. The program, which includes the possibility of a work placement, helps students further their education and encourages them to consider the Bank as a future employer. Each year, a minimum of two new scholarship winners are selected and have the opportunity to apply for renewal, provided they continue to meet eligibility requirements. Our scholarship recipients are promoted to hiring managers and, where possible, winners are offered summer employment at the Bank. Since the program was introduced in the 2015-16 academic year, nine students have received scholarships, four completed work placements as of summer 2018, and an additional two scholarship recipients have accepted job offers beginning in summer 2019. Student work opportunities are an important way to grow professionally and build a network that may lead to longer term job offers upon successful completion of studies.
- As an employer participant in the federal government and the Conseil des écoles publiques de l'Est de l'Ontario pilot program designed to allow **students with intellectual disabilities** to become autonomous at work, the Bank hired an autistic student for a summer work placement. Leaders were invited to attend a presentation to learn more about the program and how to interact with individuals with intellectual disabilities. Based on the inspiring success of this initiative, other leaders have come forward to hire students with disabilities in the next year. In addition, HR continues to participate in events to learn more about **recruiting strategies for hiring students with disabilities** and promoting the Bank as a future employer.
- As a member of the **Employer Accessibility Resource Network (EARN)**, the Bank regularly participates in their Job Match Call Program involving employers and service providers – organizations committed to increasing employment opportunities for people with disabilities and promoting inclusive and accessible work places. The program provides employers an opportunity to share information regarding current or upcoming available jobs and service providers match these job opportunities with the qualifications of potential candidates with disabilities. In addition, we continue to explore ways to leverage Equitek to enhance recruitment strategies for persons with disabilities.
- In 2018, the Bank engaged the Canadian Council on Rehabilitation and Work (CCRW) to conduct a third-party **review of its recruitment process** by observing and identifying areas that could be creating barriers for persons with disabilities. The CCRW prepared a report, including findings and proposed actions to build a more inclusive, barrier-free, and disability positive process for the current online career portal, employment-related documentation, and language on the Bank of Canada website (e.g. including a clear commitment to persons with disabilities on our external website, ensuring that web content is accessible and features relevant partner organizations, and including more testimonials of Bank employees who identify as a person with a disability on our intranet).
- On the **International Day of Persons with Disabilities** (December 3, 2018), the Bank announced a new employee resource group (ERG) – Enabled-Épauler. Their mission is to raise awareness of visible and

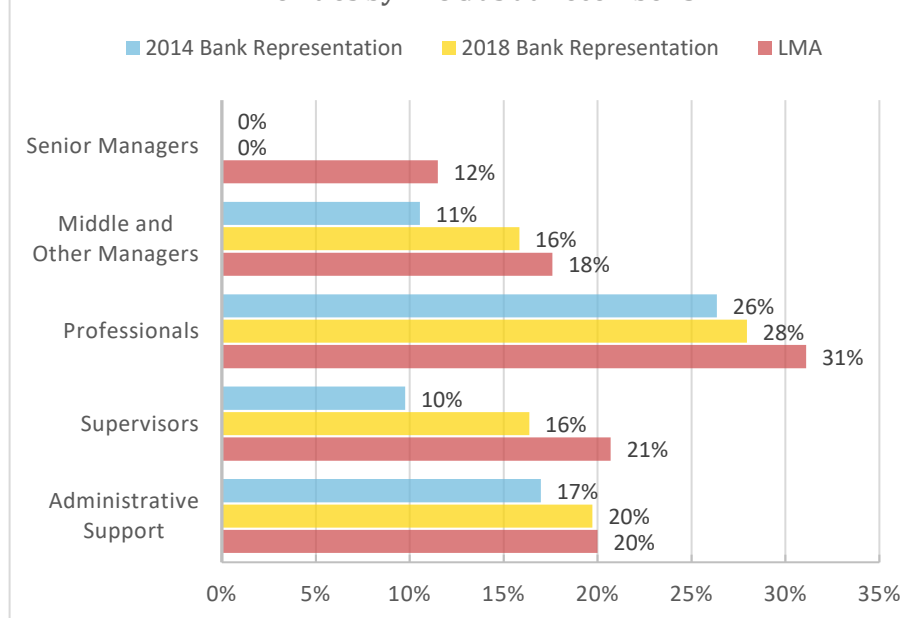
non-visible disabilities, increase inclusion for persons with disabilities and their supporters, and provide various forms of peer-to-peer support, so that all employees can reach their full potential. The Bank's Chief Financial Officer and Chief Accountant is the executive sponsor for this group. Enabled-Épauler held a successful launch event earlier this year with attendance from across the organization and organized a roundtable discussion on how to create an accessible environment. In addition, the new ERG invited employee feedback about what a barrier-free workplace means.

- The Careers section of the Bank's website provides information about the Bank's commitment to diversity, emphasizing that **accommodations are available to both candidates and employees** at each stage of the recruitment process. In 2018, we introduced an *AccessibleCareers* email account to encourage all job applicants to discuss accommodation needs, as needed.
- In late 2018, we engaged a third-party expert on accessibility to review all aspects of the Bank of Canada Museum with the goal of **enhancing its accessibility – including both the physical space and technology used** as part of the museum experience. Following the review, the Bank will receive a report identifying accessibility barriers as well as recommendations that are based on Canadian standards on accessible design and international best practices. This will serve as the first step in creating our Museum's new 3-year accessibility plan.

2.4 Members of visible minorities

At the end of 2018, 399 of the Bank's employees identified as a member of a visible minority – close to one quarter of the Bank's total workforce. The overall representation of this designated group continues to increase annually, rising by 3 percentage points since 2014 (refer to **Chart 1** above or **Table 1** in Appendix B). Much of the increase can be attributed to a higher number of members of visible minorities entering the Bank's workforce than leaving since 2016. Moreover, in the same 3-year period, members of visible minorities received a higher rate of promotions overall compared to their overall representation rate (refer to **Chart 3** or **Table 3** in Appendix B). With these positive trends, we anticipate that we will continue to narrow the gap between current overall representation and the LMA.

Chart 4 - Representation of members of visible minorities by EEOG as at December 31



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

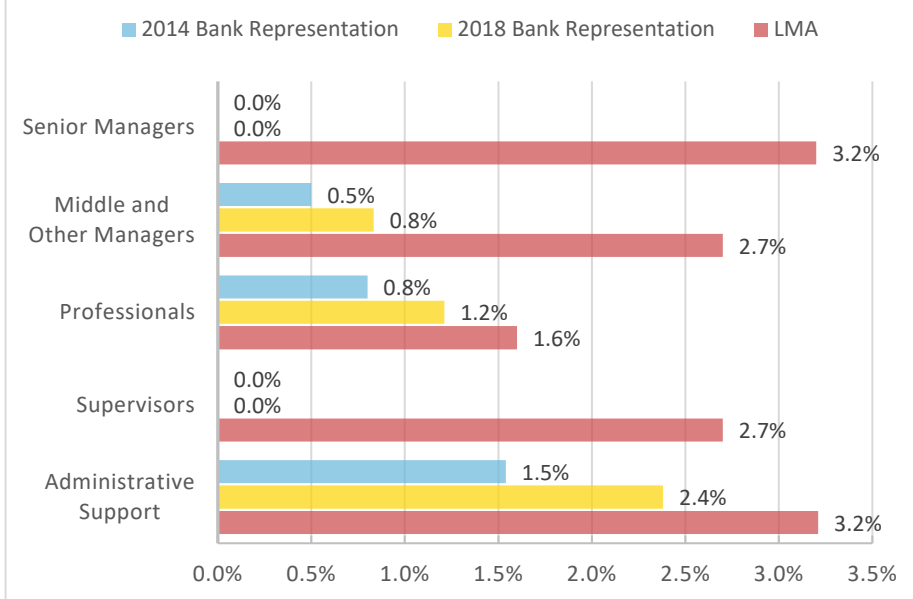
Targeted measures for members of visible minorities

- The Bank's newest bank note features Canadian human rights icon **Viola Desmond**. In April 2018, employees were invited to hear from advisor and University of Ottawa Distinguished Professor Dr. Constance Backhouse who talked about Viola's historic challenge of racial segregation in Canada.
- The Bank revamped its **self-identification** questions to include voluntary questions about visible minority group or origin as well as languages spoken (other than French and English) for employees. The list of options shared with all staff include visible minority origins and common immigrant languages spoken in Canada (informed by Statistics Canada). Overall, our evolving self-identification practices (i.e. offering an expanded list of options and promoting self-identification through regular campaigns) are intended to help employees better see themselves included and therefore, self-identify. The Bank continues to encourage employees to feed into programs and initiatives for a more inclusive and barrier-free workplace.
- Before 2018, LMA figures were based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability. At that time, the data indicated that targeted measures were not required for members of visible minorities as they were well represented across the organization. Now that the LMA has been updated with more current data, new gaps have emerged and **corporate hiring goals** will be determined to narrow the gap over the next three years.

2.5 Indigenous (Aboriginal) peoples

At the end of 2018, 25 of the Bank's employees identified as Indigenous – less than the LMA. With only a slight increase of 0.04 percent, the overall representation of Indigenous (Aboriginal) peoples has remained relatively unchanged over the past 5 years (refer to **Chart 1** above or **Table 1** in Appendix B). This can be attributed in part to the similar rate at which Indigenous peoples have been entering and leaving the Bank's workforce since 2014 (9 hires vs. 8 departures). The Bank's enhanced approach to self-identification did seem have a positive impact on representation between 2017 and 2018, with 3 employees updating their profiles to reflect their Indigenous identities.

Chart 5 - Representation of Indigenous peoples by EEOG as at December 31



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).

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

Targeted measures for Indigenous (Aboriginal) peoples

- The Bank's revised **self-identification** approach includes new voluntary options to identify as an Indigenous person and specify an Indigenous community – Inuit, Métis, First Nations, Non-status First Nations, and Other. Canada's Employment Equity Act refers to 'Aboriginal peoples'; however, the Bank has opted to use current and inclusive terms as part of a broader effort intended to help employees better see themselves included and therefore, self-identify.
- The Bank completed its annual selection of scholarship winners for the **Scholarship Program for Indigenous Students** – helping students further their education and encouraging them to take an interest in the Bank as a future employer. Each year, we select at least two new scholarship winners who have the opportunity to apply for renewal, provided they continue to meet eligibility requirements. In the fourth year of the program, we received many strong applications leading to a decision to award four scholarships. Where possible, we also offer winners summer employment at the Bank. To date, two of the four scholarship winners will be coming to the Bank on summer work placements in 2019 while two of our former winners have accepted offers of full-time employment at the Bank: one as a Banking Services Representative and one as a Research Assistant (both in our Funds Management and Banking Services Department (FBD)).
- The Bank continues to seek out **community partnerships** with organizations and networks known for their positive reputation and outreach with Indigenous communities across Canada. Through our existing partnerships, the Bank has expanded its job advertising to source candidates for both regular recruitment and our scholarship program. We are also exploring work with other Indigenous firms to further expand job advertising and the possibility of system integration and targeted events. We continue to **partner with Indspire** for our Scholarship Program for Indigenous Students. This partnership has expanded our outreach and promoted our scholarship program to Indigenous communities and students who may not otherwise have had the opportunity to apply. In addition, the Bank works with Indigenous Link and Equitek

Employment Equity Solutions to explore ways to enhance outreach and to further support our diversity and inclusion strategy.

- An **Indigenous Stakeholder Relations Working Group**, including leaders from across the Bank, was created to explore ways to enhance engagement with Indigenous communities. The group meets regularly to:
 - develop a more deliberate and coordinated approach to Indigenous stakeholder relations,
 - expand knowledge about Indigenous businesses and Indigenous economic issues, and
 - explore ways to expand the scope for more proactive communications and outreach, including as part of the Bank's new publication *The Economy Plain and Simple*, the Bank of Canada Museum, social media channels and consultations.

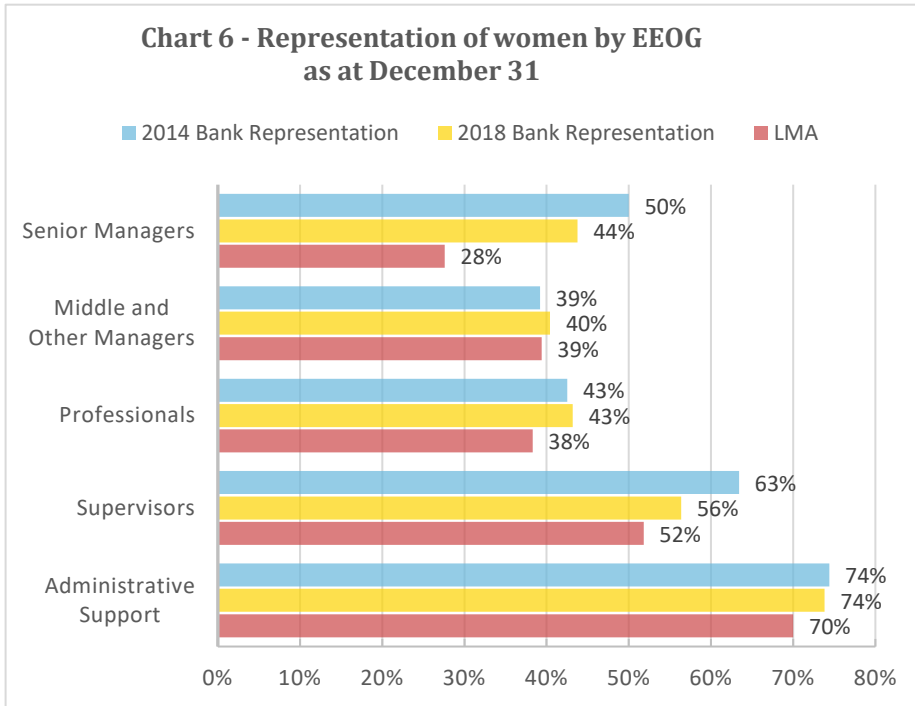
The Working Group initiated a benchmarking exercise involving nine crown corporations to inform the Bank's approach to Indigenous stakeholder engagement. Lessons learned from the benchmarking exercise include:

- devote resources to engage with Indigenous stakeholders and focus on long-term ongoing strategies
- integrate digital technologies such as video chatting, social media, and online surveys in engagement approach
- leverage the possibility of grassroots communicating with individuals or leaders of Indigenous communities across Canada to help avoid a prescriptive, generalized approach that may only address unique concerns of an Indigenous community
- communicate in plain language, accessible by all Indigenous Canadians.

The Working Group's future action and priorities include integrating the lessons learned and recommended practices to raise awareness of Indigenous heritage, integrate Indigenous cultural considerations and improve the recruitment, retention and inclusion of Indigenous peoples at the Bank.

2.6 Women (overall)

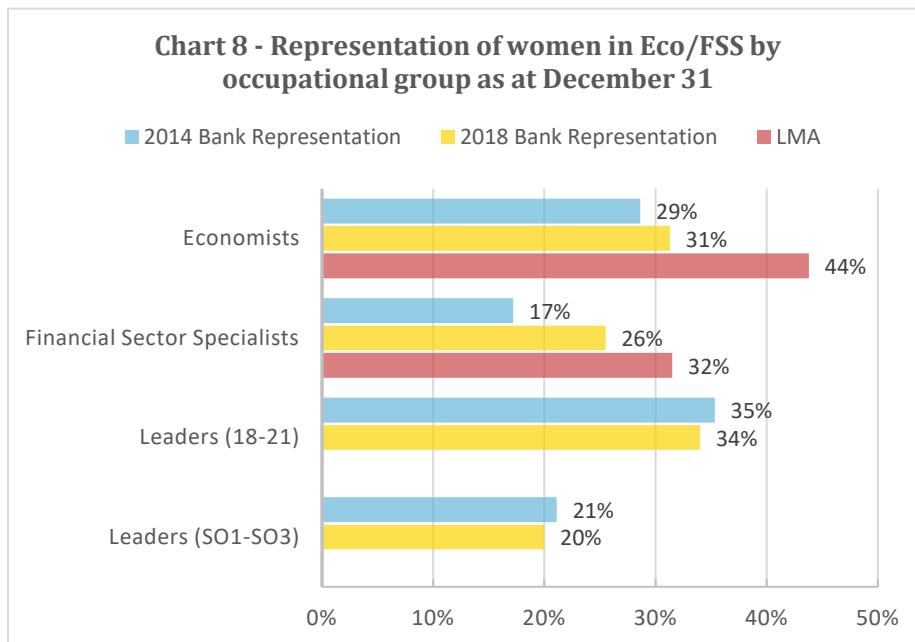
At the end of 2018, 805 women were employed at the Bank of Canada. This represents just over 47% of the overall employee population – a figure which has remained fairly stable since 2014 (refer to **Chart 1** above or **Table 1** in Appendix B). With the exception of 2015 – when an above average number of women retired – this designated group has been entering the Bank's workforce at a higher rate than they have been leaving. The small decrease of 0.04 per cent has largely been driven by a higher number of women than men (28 women vs. 11 men between 2017 and 2018) taking leaves of absence such as maternity, parental and extended child care leave.



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

2.6 (a) Women in Economics and Financial Sector Specializations (Eco/FSS)



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

Since 2014, the representation of women as Economists and Financial Sector Specialists has increased – most notably in the latter group (+9 percentage points) – however, there has been little change at the leader level. The increases at the non-leader level can mostly be attributed to a higher number of women entering the Bank’s workforce than leaving starting in 2016 (refer to **Chart 9** or **Table 9** in Appendix B). This coincides with the implementation of specific measures as part of the 2016-17 University Recruitment (UR) campaign to attract more women from Canadian universities to the Bank’s Economist and Financial Sector Specialist (Eco/FSS) careers.

Targeted measures for Women in Economics and Finance Sector Specializations

- In 2018, the Bank was pleased to award its second cohort of our **Master’s Scholarship Award for Women in Economics and Finance** to three women pursuing graduate studies in economics and finance. The scholarship provides up to five women students with a financial award to offset tuition costs and an offer of employment upon graduation. By promoting the pursuit of graduate studies in economics and finance by women, this program contributes to building a gender-balanced talent pipeline and helps address a gap identified in the Bank’s employment equity analyses.
- The Bank has also developed **corporate hiring goals** for leaders and hiring managers of analytic departments to increase the number of women hires and reduce gender disparities in these fields over the next three years.
- The Bank continued to **seek and create opportunities to attract more women** as Economists and Financial Sector Specialists (Eco/FSS). These included:
 - sharing regular updates with leaders about the representation of women candidates
 - using gender-neutral promotional material through university recruitment initiatives
 - involving our Bank women economists and finance sector specialists to help shape the approach and design of our recruitment efforts, and involving them at each stage of recruitment to selection
 - partnering with external associations, professional networks and academic institutions to leverage the existing reach of these networks
- The Bank’s employee resource group, **PotentiELLE**, created sub-groups called communities that focus on topics related to professional and personal development. These communities offer a co-ordinated way for colleagues to connect and share experiences, accomplishments and challenges in an open and safe environment. For example, a community was initiated to discuss **unique challenges faced by women researchers** in terms of leadership, career development, role models and research publications. They identified practices to help reduce the gender gap in research leadership and proposed:
 - research sabbaticals with meaningful opportunities to increase progress on research
 - intentional and accessible coaching between research leaders and researchers
 - sponsoring women researchers
 - networking opportunities and mentoring with women researchers
 - improving gender diversity of speakers in seminars, presentations, and speaking events
 - integrating additional supports for parents as part of talent strategy

Section 3: Measures fostering diverse teams and an inclusive environment

3.1 *More Visible Senior leadership commitment*

- **Executive leaders continued to set the tone**, shaping our efforts to foster greater diversity and inclusion through engaging and inspiring communications and actions. In 2018, our Governor discussed the Bank's commitment to diversity and inclusion and the role of leaders via a video message to all staff. Our Chief Human Resources Officer reinforced this commitment through a series of blog posts discussing topics such as, self-identification and employment equity.

In addition, Bank executives continued to promote diversity and inclusion through their participation in external speaking events throughout 2018, for example:

- Our Senior Deputy Governor and Chief Operating Officer participated in panel discussions about gender diversity and the importance of diversity in fostering innovation.⁵ The Senior Deputy Governor also appeared on the *Central Banking on Air: Womenomics* podcast discussing unconscious bias and the Bank's efforts to improve a gender balanced representation.
- A Deputy Governor participated in a roundtable discussion about women in finance in Toronto where the Bank's commitment to diversity and inclusion and strategic drivers for action were highlighted.
- Our Chief Human Resources Officer was a panelist at a Catalyst⁶ roundtable discussion about gender-balance, sharing key milestones, obstacles, lessons learned and our overall journey.
- A Senior Director of Human Resources met with the Federal Reserve Bank of San Francisco to discuss best practices in diversity and inclusion and key areas of focus moving forward.
- In 2018, Bank employees and external guests from Canada's federal financial safety net agencies and the Canada Mortgage and Housing Corporation came together for "Celebrating Diversity and the Power of Inclusion," a frank and productive discussion about how these important themes affect our workplaces. The one-day conference, which featured speakers, panel discussions and break-out workshops, was co-hosted by our Senior Deputy Governor Carolyn Wilkins and Assistant Superintendent Carolyn Rogers of the Office of the Superintendent of Financial Institutions (OSFI).
- A group of senior officers volunteered to become the Bank's **Executive Diversity and Inclusion Champions**. The creation of the champion role signals broader business ownership for achieving diversity and inclusion goals. The Champions received an orientation explaining key aspects of the Bank's diversity and inclusion programs, initiatives and practices, as well as Human Resources (HR) support. The Champions meet regularly with HR to contribute to and learn about initiatives to create a more diverse and inclusive environment.
- The Bank's **Senior Management Council and Human Resources Oversight Committee**, composed of executives from multiple areas of the Bank, continue to receive regular updates about programs and initiatives in the areas of employment equity and diversity and play a key role in approving program elements and enhancements. Standing agenda items include a review of our annual employment equity, official languages and multiculturalism reports.

⁵ Senior Deputy Governor at the G7 Women's Forum Canada, hosted by the Women's Forum for the Economy & Society <http://www.womens-forum.com/> and Chief Operating Officer at the European Central Bank in 2018.

⁶ Catalyst is a global non-profit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women through pioneering research, practical tools, and proven solutions to remove barriers and drive change. <https://www.catalyst.org/what-we-do/>

- In 2018, the Bank introduced a semi-annual **People Metrics Dashboard** including metrics such as employment equity corporate hiring goals, representation gaps and hiring opportunities, creating regular dialogue and ownership across business.
- Following a 2018 **G7 summit of the Central Bank Governors**, our Governor initiated to have Chief Human Resources Officers (CHRO) continue the conversation on diversity and inclusion. As such, the Bank's CHRO and Deputy Managing Director of HR played a key role in designing the G7 Central Bank CHRO working group summit to meet in 2019.
- In 2018, the Governor and Senior Deputy Governor unveiled new corporate objectives laid out in the Bank's medium-term plan for 2019 to 2021. The **new strategic plan includes a focus on leadership and diversity**, setting a strong foundation for shared objectives and work planning to cultivate and leverage diversity and the inclusion of wide-ranging ideas and perspectives to support innovative approaches and solutions.

Looking ahead to 2019

- ✓ *The G7 summit of Chief Human Resources Officers will take place in May 2019. The Bank's CHRO will have the opportunity to highlight Canada's legislative framework for diversity and inclusion, as well as discuss special initiatives that foster greater gender balance, outcomes, lessons learned and recommended practices. A key outcome of the G7 Central Bank CHRO discussion will be a report summarizing best practices shared amongst participating G7 Central Bank leaders.*

3.2 Learning and awareness

- In 2018, the **Leader Orientation Program** was enhanced to include a focus on inclusive leadership as well as information on how the Bank is working to advance diversity and inclusion in the organization. Leaders receive an overview of the legislative framework that governs the Bank's employment equity programs and plans, and learn about self-identification, the various diversity and inclusion-related employee networks (i.e. Diversity and Inclusion Consultative Committee and employee resource groups) and their role in supporting barrier-free employment practices.
- Bank leaders and HR professionals support continuous learning and remain abreast of best practices in diversity and inclusion through **proactive involvement with diversity thought-leaders** such as:
 - Canadian Centre for Diversity and Inclusion (CCDI) – an organization whose mission is “to help those they work with be inclusive and free of discrimination, and to generate the awareness, dialogue, and action for people to recognize diversity as an asset”;
 - Conference Board of Canada Council on Inclusive Work Environments (CIWE) – “a forum for diversity professionals to hear from thought leaders in inclusion and share best practices and challenges with peers”;
 - Canadian Council on Rehabilitation and Work (CCRW) – “a Canada-wide network of organizations and individuals which supports the employment of persons with disabilities”; and
 - Catalyst – “a global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women”.
- To encourage a barrier-free recruitment process, in 2018, **Recruiters, HR Business Partners and selection panel participants for the Bank's annual University Recruitment Campaign received training and additional guidance** about the availability of candidate employment equity information and how to leverage this information to proactively build diverse and inclusive teams, as well as information about representation gaps and hiring goals for the four designated groups, and recognizing unintended biases at each step of the recruitment process.

Looking ahead to 2019

- ✓ *More learning opportunities offered through employee resource groups including topics such as accessibility*
- ✓ *Enhanced employee orientation program to include more information about diversity and inclusion, employment equity and self-identification*
- ✓ *Leverage new partnerships with external organizations to further support learning about various diversity and inclusion topics*

3.3 Employee Resource Groups

- An exciting development in 2018 was the formation of **employee-led resource groups (ERGs)** to promote learning and sharing, as well as raise awareness to support a more diverse and inclusive workplace. ERGs help leaders to better understand shared challenges or needs and identify any systemic barriers that could affect the Bank's ability to attract and retain talent. Four employee resource groups were launched:

Enabled-Épauler is focused on ensuring a barrier-free workplace, raising awareness of visible and non-visible disabilities, and providing peer-to-peer support.

NGen seeks to help integrate new Bank employees to the workplace and foster a sense of community between the Bank and external young professional groups.

PotentiELLE supports the professional growth and development of women at the Bank.

Pride-Fierté is a community of LGBTQ2S+ employees and their allies that raises awareness and provides education and social support on LGBTQ2S+ issues.

Throughout 2018, our ERGs organized group discussions, learning sessions and conversations with senior leaders such as our Senior Deputy Governor and a Deputy Governor about leadership and diversity, challenges common to women in the workplace, creating an accessible environment and sharing ideas to further inclusion.

The Human Resources department is playing a partner role to assist with the development of a simple governance framework, training and other related financial and non-financial support to help ensure their success. This includes access to Bank premises for events, use of technology platforms and internal communications services and fostering collaboration and partnerships between ERGs.

Looking ahead to 2019

- ✓ *Creation of an advisory committee including ERG leads and HR to contribute to the evolution of the guiding principles for ERGs; to collaborate with the Bank's Diversity and Inclusion Consultative Committee; and continue to provide input into HR programs supporting a diverse and inclusive work environment*
- ✓ *Formation of new ERGs including one focused on environmental sustainability and other minority groups*

3.4 Self-identification

- The Bank set out to enhance its self-identification approach (for external job applicants and employees) in 2018. The revised approach offers **greater flexibility** to collect self-identification data and **improved access** for employees to input information and for our Diversity and Inclusion Specialists to gather metrics for reporting, programming and capturing the broader diversity of the workforce. In addition, a key enhancement to the Bank's self-identification questionnaire was the addition of new options for employees to self-identify

as **LGBTQ2S+, a veteran of the Canadian Armed Forces, specify disability type(s) and visible minority groups or origins**. External candidates have the opportunity to self-identify in one or more of the four designated groups.

- The Bank analyses the overall representation of each designated group within the external candidate pool through various stages of the recruitment process - application, screening, interviews and hiring. Our optional self-identification program allows an external candidate's self-identification information to be provided to hiring managers in support of meeting employment equity goals and reducing barriers. The program clarifies *what* and *why* self-identification data is collected, and *how* it is handled in a confidential way for both external job candidates and employees.
- We launched a **self-identification campaign** to highlight our new approach and improve employee engagement through regular messaging from the Governor and Senior Deputy Governor, our Executive Diversity & Inclusion Champions, Chief Human Resources Officer and representatives from across the Bank. Information sessions were held in each department with the Executive Diversity and Inclusion Champions who shared their personal views and stories about diversity and inclusion and highlighted the importance of self-identification – including the four designated groups and broader diversity. In addition, a group of employees who self-identify as members of visible minorities, persons with disabilities, women, and Indigenous shared their personal views about what self-identification means to them via Bank-wide video messaging.

Looking ahead to 2019

- ✓ *Ongoing consultations with employees (including employee resource groups, interested individuals and the Bank's Diversity and Inclusion Consultative Committee) to help identify ways to improve self-identification practices and explore introducing new questions such as languages spoken (other than Canada's official languages) and cultural and ethnic origins*
- ✓ *Visible involvement of our Executive Diversity & Inclusion Champions will continue to be a key feature of our self-identification campaigns as well as personal sharing from employees who self-identify to one or more of the employment equity groups and LGBTQ2S+ communities*

3.5 Talent development

- **Applying a diversity and inclusion lens to succession planning** is essential to build a sustainable and diverse talent pipeline. We employ a robust succession planning process for all senior roles, as well as for key roles at other levels, taking into account the diverse make up of these employees. Talent committees composed of senior leaders meet regularly to share their perspectives on strategic talent priorities, including succession planning. These committees regularly review the diversity of the Bank's talent pipeline.
- The Bank's **Accelerated Leadership Development Program** continued for its fourth year in 2018. In the early years of the program, women, members of visible minorities and francophones were prioritized as these groups are underrepresented in Economic and Financial Sector Specialists succession ladders. A growing diverse pool of employees have completed the program in 2018, bringing the total to 22 since the 2015 pilot. On average, 5 to 7 leaders participate in the program every year.
- Through our **exit interview process**, the Bank gathers feedback from departing employees to help identify areas of improvement and of potential concern. In 2018, the highest exit interview scores were on Ethics and Honesty and Working Conditions (average of 4.31 and 4.34 out of 5). Both sections include questions related to discrimination, harassment and feelings of safety within one's work environment. Termination rates are also reviewed annually to flag any potential issues of systemic discrimination.

3.6 Consultation initiatives

- A key role of the Bank's **Diversity and Inclusion Consultative Committee** is to represent diverse perspectives through consultations on topics about diversity and inclusion. The Committee also provides input to plans and reports on Employment Equity, Multiculturalism and Official Languages. The Committee consists of members from the Human Resources and Communications departments and employees and leaders who representing various departments, job grade levels, employment equity designated groups and broader diversity (including LGBTQ2S+ and both official languages). In 2018, the Committee met more frequently to contribute to shaping the Bank's response to the Canadian Human Rights Commission audit initiated in late 2017. In addition to providing input on legislated diversity reports, committee members participated in the selection process for the scholarship programs, the development of the new self-identification questionnaire and campaign and the Bank's diversity and inclusion plans.
- In 2018, the Bank hired an expert third-party consulting firm to **gather insight from employees** about how to enhance the Bank's supports for a diverse and inclusive work environment. Part of this process included conducting stakeholder consultations to obtain input about ways to eliminate barriers and increase representation of Indigenous (Aboriginal) peoples and persons with disabilities, broader diversity and inclusion and self-identification. Senior leaders, the Bank's Human Resources Oversight Committee and the Diversity and Inclusion Consultative Committee were consulted in groups, while employees who self-identified as an Indigenous person or a person with a disability were invited to share their experiences individually. The feedback from these consultations, along with external best-practices research, a comprehensive review of Bank policies and programs and workforce analytics, were analyzed and used to produce recommendations to shape the framework of a new Diversity and Inclusion Strategy underway.
- We leveraged our **employee resource groups** for consultation on several occasions in 2018, from informing changes to the self-identification questionnaire and tool to helping plan a variety of learning events and providing insight on specific questions related to diversity and inclusion.

Looking ahead to 2019

- ✓ *Revamped terms of reference for the Bank's Diversity and Inclusion Consultative Committee to include broader representation of business lines, regional offices, and union representation and regular involvement of the Executive Champions for Diversity and Inclusion and our employee resource groups*
- ✓ *Executive engagement and employee consultations to help shape a dynamic Diversity and Inclusion Strategy*
- ✓ *Highlight diversity and inclusion at the next employee conference (featuring kiosks with information about the Bank's employee resource groups, survey about inclusion, experiential learning activities and more)*

3.7 Communications and special observances

- On November 19, 2018 the Bank issued its first \$10 polymer vertical bank note featuring a Canadian woman as the portrait subject: **social justice icon Viola Desmond**. The selection was drawn from a short list of five iconic Canadians who, together, illustrate the diverse and important contributions women have made in shaping Canada's history. The launch was held at the Canadian Museum for Human Rights (CMHR) in Winnipeg, and regional events took place in Halifax, Montréal, Toronto, Edmonton and Vancouver.

The new note, with its depictions of Ms. Desmond and the CMHR, acknowledges continuing efforts to achieve rights and social justice for all Canadians. The Bank NOTE-able campaign and the resulting \$10 note captured the attention of Canadians and the world, garnering significant attention in both traditional and social media. Later in November, our staff had the opportunity to preview our museum's new temporary exhibit, A

Noteworthy Woman, to learn about Ms. Desmond's life through never-before-seen personal artefacts and other important items. For **Black History Month** (February), we invited employees to visit the Bank's website to learn more about the contributions of Viola Desmond – the new face of Canada's first vertical bank.

- The Bank promoted its 2017-18 scholarship winners for the Scholarship Program for Students with Disabilities (2) and Indigenous Students (2) via its intranet, website and social media accounts. Three new winners of the Bank's Master's Scholarship Award for Women in Economics and Finance were announced in early March in celebration of **International Woman's Day**.
- The Bank **revamped its intranet** explaining why diversity and inclusion matters, how the Bank supports it and how to get involved. Overall, these changes have positively improved employee access and understanding of the Bank's efforts to foster a diverse and inclusive workplace. Furthermore, we continue to encourage staff to contact HR directly to share ideas and comments about improving the inclusivity of our intranet content and referenced programs and tools.
- Inspiring **personal stories** were shared with all staff through intranet publications. In honour of **National Indigenous Peoples Day** (June 21), we shared articles featuring a winner of the Bank's Scholarship Program for Indigenous Students, who talked about the significance of the day and its personal meaning as a proud Labrador Inuk. In addition, a winner of the Scholarship Program for Students with Disabilities talked about gaining valuable work experience at the Bank through online articles.

As part of a special program run by the Federal Student Work Experience Program, the Bank initiated an opportunity to hire a student with an intellectual disability over the summer. The student shared his thoughts about the long-lasting personal impact of the support received and opportunity to acquire office experience.

Quotes shared by our participants:

"I hope to see all Canadians, Indigenous and non-Indigenous, come together on June 21 to recognize and become better acquainted with the cultural diversity and unique accomplishments of all First Nations, Inuit and Métis people across Canada." 2016-17 Scholarship for Indigenous Students winner

"It was like winning the lottery—except that the work placement ended up being more valuable than the money." 2017-18 Scholarship for students with disabilities winner

"We should all feel that we can contribute, develop and be part of a team, and this was an opportunity to help a young person work on skills to enter the workforce." Manager of student from special program

- We published an article on our intranet where members of our LGBTQ2S+ network shared their thoughts about the **significance of Pride Week**. In addition, our LGBTQ2S+ network celebrated Ottawa Pride Week by contributing funds to the Bank's United Way Charitable Campaign. Rainbow lanyards were sold in August with all proceeds going to the United Way's Path to Pride initiative helping LGBTQ+ families.
- **Video messages including testimonials** from the Governor, the Bank's executive champions for diversity & inclusion and colleagues included sharing personal insight about self-identification and the significance of our diversity and inclusion efforts.
- Our **employee resource groups** leveraged the Bank's intranet communications to invite all staff to a variety of learning events and social gatherings. Information about new ERGs are regularly promoted via internal communications providing the opportunity for employees to join and share ideas for a more inclusive workplace for everyone.

- Employees were provided a link to download a **multicultural calendar** to mark cultural and multi-faith and diversity related observances that are important to them and their colleagues.

3.9 Awards and recognition

- The Bank was recognized as a **2018 Canada's Top 100 Employers** (Mediacorp Canada Inc.) for the ninth consecutive year. Amongst Canada's Top 100 Employers, the Bank was named one of Canada's **2018 Top Family-Friendly Employers** for the second time. This special designation recognizes employers across the country that offer progressive and forward-thinking programs to help employees balance work and family commitments.
- Our Senior Deputy Governor was named a **2018 Top 100 Award** winner by the **Women's Executive Network**. These awards celebrate women across the private, public and not-for-profit sectors who push boundaries in their careers, amongst peers and for their communities. Winners are selected for their achievements and for their leadership in advocating diversity in the workforce.
- Our Chief Human Resources Officer was named **HR Leader of the Year** by Human Resources Director (HRD) Canada recognizing outstanding contributions in human resources management.
- Our Deputy Managing Director of the Canadian Economic Analysis Department was named one of 2018's **Women Worth Watching** by Profiles in Diversity Journal. Winners are nominated by colleagues, mentors and peers for their initiative, achievements and representation of diversity within their areas of expertise.
- A group of employees received a **Bank of Canada Award of Excellence** for their outstanding contributions in 2018 setting a foundation for and expectation of openness and trust for employee resource groups. These employees engaged with leaders and employees, and inspired people to speak about their backgrounds and perspectives. The process allowed a new level of candour and dialogue on issues faced by women and the LGBTQ2S+ communities and inspired the creation of new employee resource groups.

Section 4: Moving forward

As described throughout our employment equity report, the Bank of Canada is pursuing several initiatives to enhance diversity and reinforce an inclusive, positive work environment – where employees can be their authentic selves. Our **2019-2021 Medium-Term Plan** lays a strong foundation of corporate priorities and objectives for the coming three years. This plan includes a commitment to cultivating and leveraging diversity and inclusion to support innovative approaches and solutions.

In addition, the Bank's response to the Canadian Human Rights Commission employment equity audit in 2018 set the **framework for a renewed employment equity plan** with commitments to identify and eliminate employment barriers, consult and communicate with employees and leaders, strengthen the Bank's accountability framework vis-à-vis employment equity corporate hiring goals, and improved initiatives and special measures to narrow representation gaps amongst designated groups.

In late 2018, the Bank began planning with an external employee engagement survey provider to conduct an **engagement survey focused on diversity and inclusion** for all staff in 2019. The survey will gather insight into how employees view the Bank's culture regarding diversity and inclusion. Results from the survey will be analyzed by diversity group (women, members of visible minorities, Indigenous peoples, persons with disabilities, LGBTQ2S+ and official languages) in comparison with the Bank's overall workforce. In addition, these survey results will contribute to building a baseline of comparison of diversity and inclusion metrics from year to year.

The Bank will continue to advocate for more inclusive definitions in the *Employment Equity Act* and looks forward to actively participating in any partnerships and government initiatives that can help further the conversation on inclusion and the business case for change.

Our **diversity and inclusion strategy** will be further developed in 2019 including key elements informed by more employee and leader consultations, external and sector specific best-practice research, and careful analysis of policies, programs and workforce analytics. As part of its corporate strategy, the Bank has committed long-term resourcing for a Diversity and Inclusion Program Lead and support for initiatives that continue to reinforce our collective commitment to build more diverse teams and foster a more inclusive and positive work environment.

Appendix A: Variance explanations

A comparison of the data in the 2018 Employment Equity Report with data from the previous year reveals 2 significant variances.

Occupational group (Full-time)

EEOG 5: Supervisors (+17)

The positive variance in this occupational group is the result of corrections to the NOC codes of several positions which were incorrectly coded to Middle and Other Manager NOC codes in past years. The data now more accurately reflects the Bank's occupational group profile.

Bottom line (Full-time)

Persons with disabilities (+19)

The positive variance in this designated group can be attributed to changes in self-identification (+19) resulting from the Bank's enhanced approach to self-identification. This new approach – launched in 2018 – includes a revamped questionnaire with additional sub-categories for persons with disabilities including a list of visible and invisible disabilities. A self-identification campaign to highlight our new approach and improve employee engagement was launched in September with regular messaging from senior leaders, Diversity and Inclusion Champions and representatives from across the Bank.

Appendix B: Additional charts and tables

Table 1: Overall representation of the designated groups at the Bank as at December 31

Group	2014	2018	LMA
Persons with Disabilities	1.2%	3.2%	8.7%
Members of visible minorities	20.3%	23.4%	26.3%
Indigenous / Aboriginal peoples	1.1%	1.5%	2.2%
Women	47.6%	47.2%	43.2%

Table 2: Representation of persons with disabilities by EEOG as at December 31

EEOG	2014 Bank Representation	2018 Bank Representation	LMA
Managers	1.3%	2.9%	5.0%
Professionals	1.3%	3.6%	8.9%
Supervisors	2.2%	0.0%	26.7%
Administrative Support	1.4%	2.7%	8.6%

Chart 3: Overall promotions of members of visible minorities at the Bank as at December 31

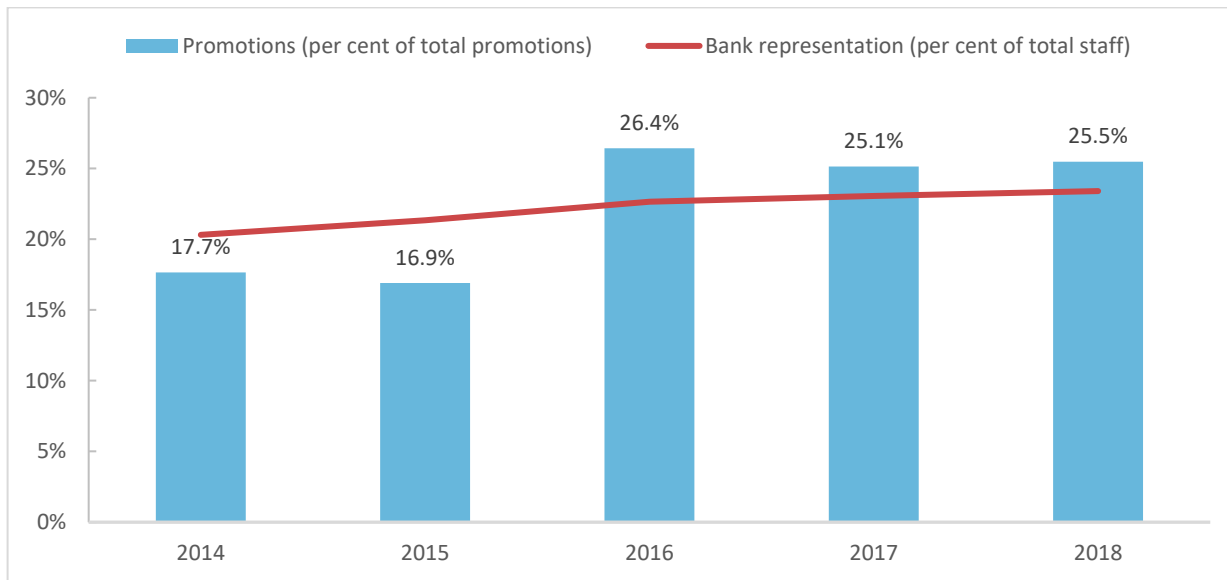


Table 3: Overall promotions of members of visible minorities at the Bank as at December 31

Per cent of total	2014	2015	2016	2017	2018
Total staff	20.3%	21.3%	22.7%	23.1%	23.4%
Total promotions	17.7%	16.9%	26.4%	25.1%	25.5%

Table 4: Representation of members of visible minorities by EEOG as at December 31

EEOG	2014 Bank Representation	2018 Bank Representation	LMA
Senior Managers	0%	0%	12%
Middle and Other Managers	11%	16%	18%
Professionals	26%	28%	31%
Supervisors	10%	16%	21%
Administrative Support	17%	20%	20%

Table 5: Representation of Indigenous peoples by EEOG as at December 31

EEOG	2014 Bank Representation	2018 Bank Representation	LMA
Senior Managers	0.0%	0.0%	3.2%
Middle and Other Managers	0.5%	0.8%	2.7%
Professionals	0.8%	1.2%	1.6%
Supervisors	0.0%	0.0%	2.7%
Administrative Support	1.5%	2.4%	3.2%

Table 6: Representation of women by EEOG as at December 31

EEOG	2014 Bank Representation	2018 Bank Representation	LMA
Senior Managers	50%	44%	28%
Middle and Other Managers	39%	40%	39%
Professionals	43%	43%	38%
Supervisors	63%	56%	52%
Administrative Support	74%	74%	70%

Chart 7: Representation of women by job grade as at December 31

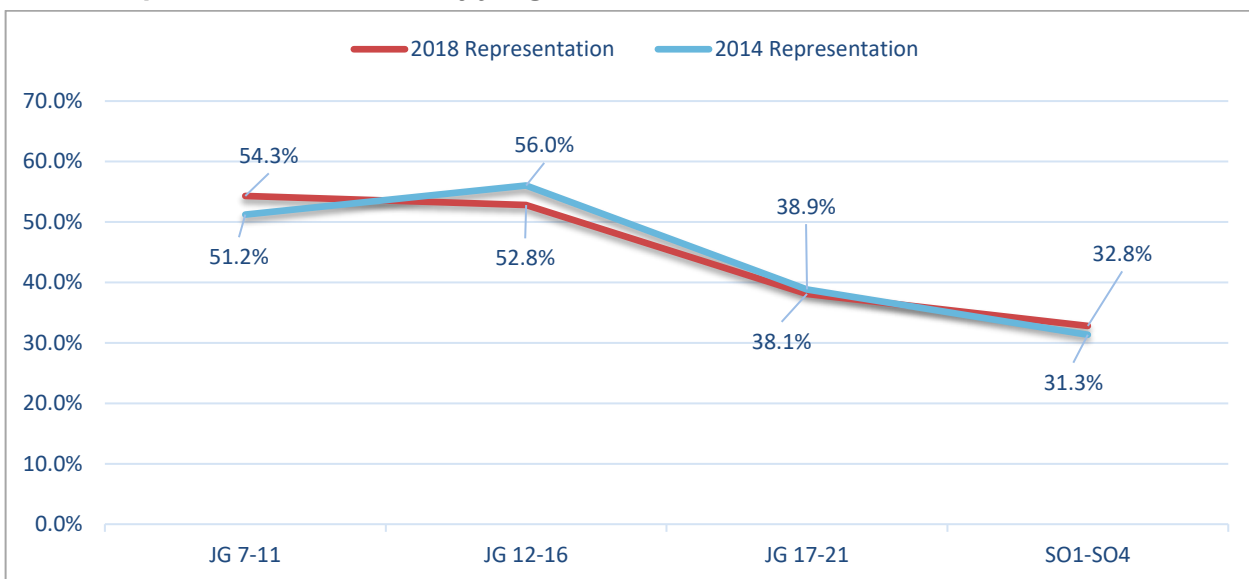


Table 7: Representation of women by job grade as at December 31

Job Grade Group	2014	2018
JG 7-11	51.2%	54.3%
JG 12-16	56.0%	52.8%
JG 17-21	38.9%	38.1%
SO1-SO4	31.3%	32.8%

Table 8: Representation of women in Eco/FSS by occupational group as at December 31

EEOG	2014 Bank Representation	2018 Bank Representation	LMA
Economists	29%	31%	44%
Financial Sector Specialists	17%	26%	32%

Leaders (JG 18-21)	35%	34%	n/a
Leaders (SO1-SO3)	21%	20%	n/a

Chart 9: Hires and departures of women in Eco/FSS as at December 31

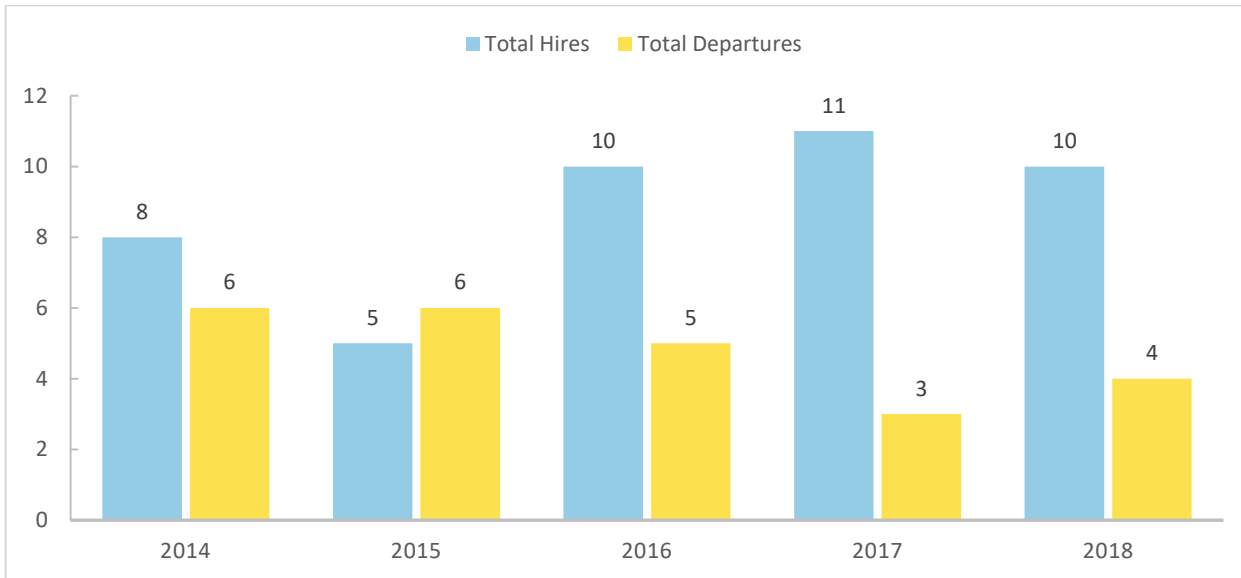


Table 9: Hires and departures of women in Eco/FSS as at December 31

	2014	2015	2016	2017	2018
Total hires	8	5	10	11	10
Total departures	6	6	5	3	4

Appendix C: Employment Equity Occupational Groups

For reporting purposes, the Bank is required to aggregate the different National Occupational Classification codes that we assigned to the occupations existing within the organization into 14 Employment Equity Occupational Groups (EEOGs). EEOGs were developed by Employment and Social Development Canada (ESDC) to reflect the underlying structure of the economy.

	Definition	Examples in the Bank
Senior Managers	Employees holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning and for directing and controlling the functions of the organization.	Advisors, Deputy Governors, Chief of Staff to the Governor, Chief Operating Officer, Chief Risk Officer, General Counsel and Corporate Secretary Governor, Senior Deputy Governor, Special Advisors,
Middle and Other Managers	Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.	Managing Directors, Deputy Managing Directors, Senior Directors, Directors, Assistant Directors, Program Managers, Regional Directors, Senior Managers, Managers, Assistant Managers
Professionals	Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.	Economists/Financial Sector Specialists, IT Specialists, Analysts, Librarians, Research Assistants, HR Specialists, Lawyers, Communications Consultants, Financial Consultants, Scientific Advisors
Semi-Professionals & Technicians	Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.	Deskside Technicians, Graphic Designers, Museum Writers, Multimedia Specialists, Photographers, QA Lab Analysts, Web Developers
Supervisors	Non-management first-line coordinators of white-collar (administrative, clerical, sales and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.	Supervisors, Managers (Business Services, Capital Markets, Financial Institutions, Visitor Services), Senior Managers (RWDA Operations, Travel Payments and Projects)
Supervisors: Crafts and Trades	Non-management first-line coordinators of workers in manufacturing, processing, trades and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers and/or other manual workers. Supervisors may, but	Not applicable

	do not usually, perform any of the duties of the employees under their supervision.	
Administrative and Senior Clerical Personnel	Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.	Business Coordinators, Event Planning Consultants, Executive Administrative Assistants, Facilities Management Specialists, Procurement Consultants, Project Administrators, Recruitment Specialists
Skilled Sales and Service Personnel	Highly skilled workers engaged wholly or primarily in selling or in providing personal services. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.	Executive Chef
Skilled Crafts and Trades Workers	Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.	Building System Specialists, Facilities Maintenance Analysts
Clerical Personnel	Workers performing clerical work other than senior clerical work.	Accounts Payable Analysts, Administrative coordinators, Banking Services Representatives, Contract Analysts, Data Analysts, Facilities Services Representatives, Operational Assistants, Payroll Specialists, Project Controllers, Proofreaders, Security Screening Analysts, Support Agents
Intermediate Sales and Service Personnel	Workers engaged primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.	Client Services Agents, Public Information Agents, Security Officers
Semi-Skilled Manual Workers	Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers but greater than that of elementary manual workers.	Quality Management Analysts

Other Sales and Service Personnel	Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.	Not applicable
Other Manual Workers	Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary and require little or no independent judgment.	Accommodation Planning Analysts, Mechanical Systems Analysts