



LANDMARK STUDY SERIES

Does the Government Hire for Competence?

A survey of DEI hiring practices
in the Canadian government

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Executive summary

This paper examines whether the principle of merit is being consistently applied in federal public service hiring. It finds that while merit remains formally embedded in federal legislation, its application continues to be diluted by Diversity, Equity, and Inclusion (DEI) policies that introduce identity-based considerations into staffing decisions.

The analysis distinguishes among four categories of DEI practices: barrier-removing measures, encouragement-based initiatives, target-driven policies, and preferential or restrictive selection criteria. Barrier-removing and encouragement-based measures are broadly consistent with merit-based hiring, as they expand the candidate pool without altering evaluative standards. In contrast, target-driven and preferential practices incorporate group identity into candidate assessment, raising concerns about equal treatment and fair consideration.

To assess how these practices manifest in federal hiring, the study reviewed 301 federal job postings across 59 departments and agencies between February and July 2026. DEI language was found to be nearly universal, appearing in 95 percent of postings. More significantly, 42 percent of postings indicated that candidates may be prioritized based on identity characteristics, and 4 percent restricted eligibility to specific groups.

As these figures reflect only publicly disclosed information, they likely understate the true scope of identity-based hiring practices within the federal public service. Legislatively, this paper traces how Canada's Employment Equity Act and the Public Service Employment Act create room for identity-based considerations to be folded into purportedly merit-based assessments. The gap between what is publicly declared and what the law permits means the documented figures represent a lower bound, not a full accounting, of how group identity factors into public service hiring decisions.

Empirical evidence further challenges the rationale for preferential DEI measures. Treasury Board data show that most designated groups already meet or exceed workforce availability benchmarks, including at the executive level. A 2018 Public Service Commission pilot found no significant impact of name-blind recruitment on visible minority shortlisting rates, providing no evidence for the existence of systemic bias in screening processes. Public opinion data also indicate that a majority of Canadians oppose the use of identity-based criteria in hiring, while continuing to support equal opportunity and barrier removal.

Taken together, the evidence challenges the assumption that disparities necessarily reflect discrimination requiring corrective intervention. Evidence also suggests that DEI practices may have limited or even counterproductive effects, particularly where they rely on coercive or preferential mechanisms rather than expanding access for candidates to engage in fair competition.

Accordingly, this paper finds that, while efforts to improve fairness and accessibility in hiring remain welcome, the expansion of identity-based selection practices risks undermining both the integrity and perceived legitimacy of the federal staffing system.

The paper concludes that target-driven and preferential DEI practices are widespread, ostensibly poorly disclosed, and inconsistent with both the principle of merit and Canadians' expressed preferences. It recommends clearly separating barrier-removal measures from preferential treatment, narrowing the PSEA's "organizational needs" provision to exclude representation objectives, and reforming the reporting framework to emphasize procedural fairness rather than representational outcomes.

This paper's findings emphasize that a genuinely merit-based system—one that evaluates candidates on demonstrated qualifications, relevant experience, and assessed competence—is best positioned to ensure fair access to public employment while effectively supporting federal institutions and the Canadian public alike.

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Introduction

The federal public service employs nearly 350,000 Canadians.¹ At that scale, how the federal government decides who to hire is not an insignificant matter. Its staffing decisions affect the quality of public services Canadians receive and the efficiency with which the public's scarce resources are deployed.

This paper examines whether the principle of merit, formally enshrined in the Public Service Employment Act (PSEA), is being observed in practice. A genuinely merit-based selection process—grounded in demonstrated qualifications, relevant experience, and assessed competence relative to the demands of the role—creates the conditions under which qualified candidates from any background can succeed. Every community, without exception, contains individuals of outstanding competence. A staffing system designed to identify and appoint those individuals serves Canadians better than one that seeks to predetermine staffing outcomes based on group membership.

This paper distinguishes among four categories of Diversity, Equity, and Inclusion (DEI) practices in federal hiring: barrier-removing measures, encouragement-based language, target-driven programming, and preferential or restrictive selection criteria. While the first two categories are broadly compatible with a merit-based system, the latter two raise serious concerns about equal treatment and conflict with the legitimate expectation of all Canadians that they be fairly considered when competing for publicly funded employment.

To assess how these practices operate in the federal context, this study reviewed 301 publicly available job postings from 59 federal departments and agencies. DEI-oriented language was found to be nearly universal across examined job postings. More significantly, in a meaningful subset of competitions, postings referenced explicit preferences or restrictions based on an applicant's group identity. Yet even postings that make no such disclosure operate within a legislative framework that affords departments broad latitude to apply DEI considerations at any stage of the process. This gap—between what postings disclose and what the legislative framework permits—raises a fundamental question: to what extent are identity-based hiring practices in place transparently, and to what extent are they being applied without public knowledge?

The DEI framework

The foundational assumption

Diversity, Equity, and Inclusion (DEI) refers to a suite of policies designed to increase the representation and advancement of designated groups within institutions. In practice, these policies include aspirational statements, procedural interventions, and, in many cases, preferential or exclusionary selection criteria that explicitly take group identity into account.

The foundational premise of these policies is that observed group-level outcome disparities are primarily explained by discrimination, and that the appropriate remedy is to artificially adjust group-level representation toward prescribed proportions in cases where those proportions are not arrived at spontaneously.

That premise warrants scrutiny. Differential employment outcomes across groups are not, in themselves, evidence of discrimination in the selection process. They may instead reflect the many factors that impact who applies for and is qualified for any given role. Representation differences between populations arise from multiple interacting factors and, when controlled for, group-level disparities often diminish substantially or disappear entirely, as was found in a 2026 analysis by Matthew Lau, published by the Aristotle Foundation.²

The research examined income disparities between indigenous and non-indigenous Canadians and found that when education level, urban residency, and full-time employment status are held constant, differences in median income are small and, in some cities, disappear or reverse. DEI policy proponents that bypass this complexity and directly attribute observed disparate outcomes to systemic bias substitute their preferred narrative explanation for a more complex, empirical one.

A merit-based hiring process, on the other hand, is built on the principle that outcomes should be tied as closely as possible to qualifications, competence, and demonstrated ability. A merit-based system does not presuppose that all groups will be represented equally, nor in any particular proportion. It does, however, expect selection decisions to be made without regard to group membership.

Critics of merit-based hiring contend that the instruments used to assess merit, such as credential requirements, standardized assessments, and fixed interview formats, themselves can embed structural bias against certain groups. Of course, merit-based assessment tools can be badly designed. A poorly chosen credential requirement, an unnecessarily rigid qualification, or an interview rubric that rewards things other than job-relevant competencies can lead to suitable candidates being overlooked.

The appropriate solution, in that case, would be to improve the merit-based instrument, whether by ensuring that competitions are accessible to a wide pool of applicants, that tests and interviews are structured relevantly to the position, or that accommodations are made so that all candidates can demonstrate their ability. A hiring process in which candidates are assessed on sound, job-related criteria, using tools designed and periodically audited to minimize barriers, is more consistent with both fairness and effectiveness than one that allocates advantage on the basis of identity.

Differentiating DEI practices

Not every DEI-related provision is equally problematic. What matters is the extent to which a given measure removes barriers to fair competition, as opposed to imposing preferences based on innate characteristics. Four categories are useful for distinguishing among them.

Barrier-removing measures

At one end of the spectrum are barrier-removing measures: accessible application processes, reasonable accommodations, and structured assessments. These practices reduce obstacles to participation and are properly understood as extensions of a merit-based system, since they help ensure that the pool of potential candidates is as broad as possible. Removing a barrier is not the same as precipitating a result.

Encouragement-based measures

A second category consists of encouragement-based measures, such as outreach to diverse communities, affirmations that all qualified applicants will receive equal consideration on their merits, or general declarations of commitment to an inclusive workplace. Provided these statements do not influence how candidates are actually evaluated, their effect is primarily in shaping who chooses to apply, which, again, can have the positive effect of broadening the candidate pool, but they do not pre-determine who gets selected.

Quotas

The third grouping comprises target-driven DEI policies that involve the adoption of explicit arbitrary representation goals and are often accompanied by institutional accountability mechanisms to meet prescribed targets. Even where these goals are framed as aspirational, they create pressure on hiring managers to favour candidates from designated groups. The distinction between an objective and a quota becomes difficult to draw when representation outcomes are monitored in either case and departments face institutional consequences for failing to meet prescribed staffing outcomes.

Exclusive hiring

Finally, the most concerning set of practices can be grouped under preferential and restrictive DEI. These include explicit practices whereby preference is given to members of designated groups, restrictions are placed on who may apply for certain positions, and, in general, identity-based characteristics are elevated to the status of selection criteria. In such cases, competitive advantage and disadvantage are allocated on the basis of group membership either alongside, or in lieu of, individual qualification. This constitutes differential treatment on the basis of identity, and, regardless of the policy rationale advanced in its defence, is, in a normative sense, discrimination.

Canadians' perspective on DEI

Canadians are broadly supportive of inclusion in principle, but polling data show that they oppose candidates receiving preferential or exclusionary treatment in hiring processes based on identity characteristics.

A 2024 Léger survey found that 57 percent of Canadians disagree that employers should consider cultural background or racial identity in hiring decisions, compared to just 28 percent who support it. Even among the communities preferential and exclusionary DEI hiring policies are implemented to benefit, opposition is nearly as strong as it is in the general population. Women oppose it at similar rates to men (57 percent), while among non-white Canadians,

49 percent oppose it, demonstrating that even within the communities that DEI policies are intended to support, it is unpopular.³

These findings, however, should not be read as indifference to barriers to employment. Canadians largely distinguish between removing barriers to fair participation and actively privileging particular groups. That distinction matters. One can simultaneously support inclusion as a value and oppose preferential or exclusionary selection as a means of pursuing it.

DEI in the federal government

Canada's Employment Equity Act

Canada's Employment Equity Act (EEA) was first enacted in 1986 and underwent substantial amendments in 1995.⁴ It establishes the primary legislative framework for employment equity in federally regulated sectors, applying to federally regulated private-sector employers with 100 or more employees, Crown corporations, and the core public service. The Act designates four groups for targeted representation objectives: women, indigenous peoples, persons with disabilities, and members of visible minorities.

The Act has a conflicting mandate. On the one hand, the Act's stated purpose, set out in section 2, is to ensure "that no person shall be denied employment opportunities or benefits for reasons unrelated to ability." On the other hand, section 5 requires federal hiring managers to take proactive measures to ensure that "designated groups achieve a degree of representation in each occupational group in the employer's workforce," which would necessarily require them to direct attention toward personal characteristics unrelated to ability. The first clause is individual- and ability-focused; the second is group-focused and outcome-oriented.

Section 33 of the Act does provide a partial limit on this outcome orientation, as neither the Canadian Human Rights Commission nor an Employment Equity Review Tribunal may "require an employer to hire or promote persons who do not meet the essential qualifications" for a role, "require an employer to hire or promote persons without basing the hiring or promotion on merit," or "impose a quota" system.⁵ In practice, however, the combination of proactive reporting and representational targets creates pressure to consider group identity when making selection decisions, even if formal quotas are prohibited and merit-based hiring and promotion are emphasized.

The Public Service Employment Act

The Public Service Employment Act (PSEA) codifies merit as the foundational principle governing appointments to or within the federal public service. Section 30(1) requires that all appointments be "on the basis of merit" and "free from political influence."

Prior to 2003, the PSEA required the appointment of the best-qualified candidate among those meeting the essential qualifications. The Public Service Modernization Act (2003) altered that structure by eliminating that requirement, establishing instead that any applicant who meets the essential qualifications may be appointed.⁶ Despite the change being made to increase managerial flexibility and improve staffing efficiency, it had a significant side effect. By expanding the range of candidates who could legitimately be appointed, it created more room for non-position-related considerations, including employment equity factors, to influence selection without violating the Act.⁷

The PSEA reinforced this opening in section 30(2)(b)(iii), which includes “any current or future needs of the organization” as a permissible element of merit-based assessment.⁸ Where a department identifies increasing the representation of a designated group as an organizational need, that objective can legitimately function as a selection criterion alongside technical job-specific qualifications. Merit continues to be formally required, but the Act defines it with sufficient flexibility that identity-based considerations can be integrated into the selection process without contravening it.

Representation in the federal public service

Treasury Board reporting on employment equity in the core public administration shows that as of March 2025, three of the four groups (women, indigenous peoples, members of visible minorities) meet or exceed workforce availability (WFA) benchmarks, while at the executive level, all four groups exceed their respective WFA benchmarks.⁹

Table 1

Employment equity representation vs. workforce availability, core public administration, 2025

Employment equity designated group	Core public administration representation		Core public administration executive representation	
	Representation 2025	WFA 2025	Representation 2025	WFA 2025
Women	56.8%	54.9%	55.9%	41.8%
Indigenous peoples	5.5%	4.0%	5.6%	3.9%
Persons with disabilities	9.0%	12.0%	10.9%	5.3%
Members of visible minorities	23.9%	22.7%	17.3%	15.6%

Source: Treasury Board of Canada Secretariat, “Employment Equity Demographic Snapshot 2024–2025,” Government of Canada, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/diversity-inclusion-statistics/employment-equity-demographic-snapshot-2024-2025.html>.

Hiring data tell a similar story. The share of new hires who are members of visible minorities has climbed steadily from 17.9 percent in 2016/17 to 27.2 percent in 2024/25. The share of persons with disabilities hired has also increased significantly, from 3.7 percent in 2016/17 to 8.6 percent in 2024/25. To be clear, these outcomes are not inherently problematic, provided the appointments were made on the basis of competence. Unfortunately, that is not something the data can tell us. Whether they reflect expanding qualified candidate pools, barrier-removal measures, or identity-based selection preferences, it is not clear how these outcomes were achieved.

The central point is that the gender, disability, or race of a public servant should be irrelevant to their hiring. What matters is whether they are best suited to perform the responsibilities of the role. And yet the federal government asserts that these characteristics are highly relevant and has built systems to track them in an attempt to meet specified thresholds. Those thresholds, WFA benchmarks, themselves deserve scrutiny, as they are set on the premise that a federal workforce that mirrors the general labour market is necessarily the correct outcome.

Such a framework inevitably triggers questions about whether individuals occupy their positions primarily because of merit or because of identity. Those questions can be unfair to the individuals concerned, particularly if they were in fact appointed on the basis of their competence and qualifications. Yet the wide range and reach of DEI policies as they relate to federal hiring practices makes it hard to unequivocally dismiss such doubts.

Evidence of discrimination in the federal public service

Within a merit-based system, it is reasonable to periodically evaluate whether the instruments used to identify qualified candidates are functioning effectively. If screening tools, credential requirements, or interview formats are producing biased outcomes—systematically filtering out capable candidates on grounds irrelevant to the work—those tools should be identified and corrected. The Public Service Commission has undertaken work of this kind.

In 2018, the Public Service Commission piloted name-blind recruitment, anonymizing applications to conceal cues about candidates' identities. The pilot included 27 external job processes across 17 departments and over 2,200 applicants and found no significant change in visible minority shortlisting rates (46 percent under name-blind screening versus 47 percent under traditional screening). The results indicated that applicant names were not materially disadvantaging candidates at the screening stage of competitions.¹⁰

These findings weaken the claim that systemic bias is pervasive within federal hiring processes, and they undercut one of the arguments commonly advanced to justify identity-based preferential criteria.

Despite this evidence of procedurally fair treatment, audits by the Canadian Human Rights Commission document that federal employers and employees continue to report barriers related to selection processes, career development, and workplace culture.¹¹

These findings rest primarily on self-reported perceptions rather than demonstrated links between specific practices and systematically unfair outcomes. Claims of structural barriers warrant investigation. A merit-based system depends on the principle that every candidate be evaluated fairly on their suitability for a role, and any credible evidence of procedural misconduct should be taken seriously and assessed through appropriate review mechanisms. At the same time, self-reported claims of discrimination are not, in and of themselves, evidence that discrimination occurred. They should be evaluated within the context of present procedures and policies.

Results and analysis

This section examines the forms that DEI-related hiring practices take in federal government job postings. The analysis draws on a review of job postings from a total of 59 different federal departments, agencies, and Crown corporations. Data collection began in February 2026, with postings closing as early as February 18, 2026, and as late as July 18, 2026, for a total sample size of 301 job postings across federal departments, agencies, and Crown corporations.

While inclusion-oriented language is nearly universal in federal hiring materials, a meaningful subset of job postings goes beyond broad encouragement to impose potentially preferential and restrictive selection criteria based on immutable identity characteristics. Many postings do not specify with any precision the extent to which DEI considerations may factor into the assessment process, leaving prospective applicants without a clear understanding of whether, or to what degree, their application may be advantaged or disadvantaged based on their group identity.

Extensive presence of DEI language

Ninety-five percent of job postings mention or promote DEI in some form. These references range from generic statements affirming the organization's commitment to inclusion, to more specific acknowledgements of designated groups, to explicit disclosures of the integration of DEI considerations into the assessment framework.

The prevalence of DEI language alone is not necessarily problematic. A generic statement affirming that all qualified candidates will be treated equally is categorically different from a statement disclosing that candidates will be evaluated on the basis of their demographic characteristics. The former is consistent with a merit-based process. The latter introduces an evaluative dimension that is not tied to job-relevant competencies.

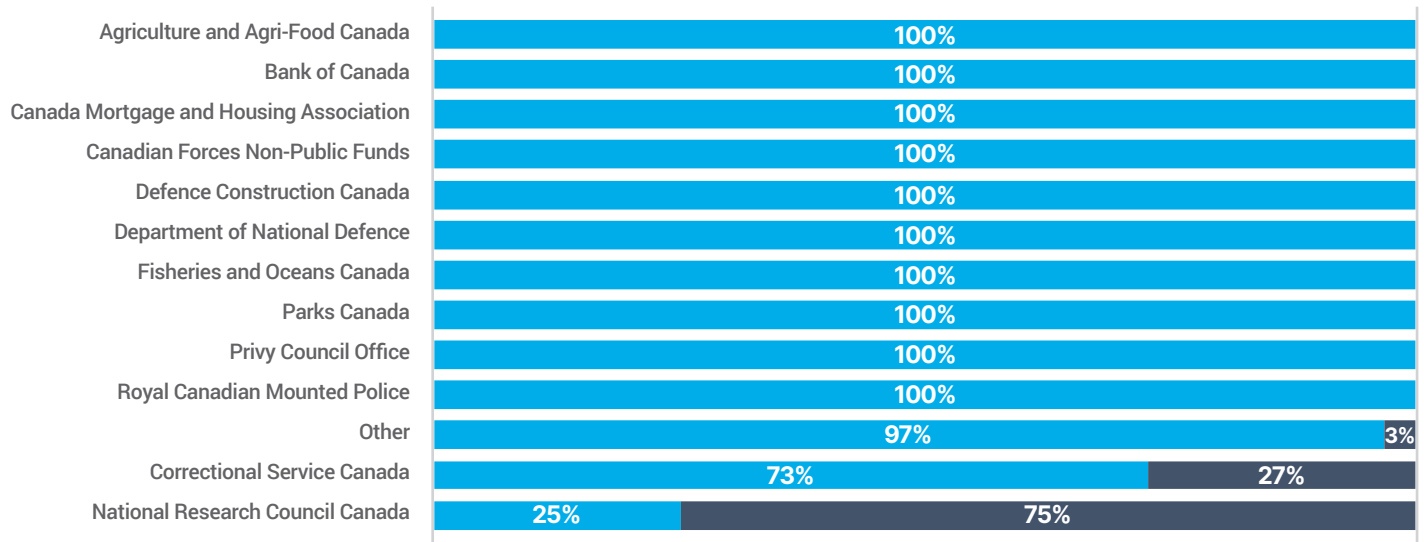
It is impossible to determine from the posting alone whether even innocuous statements function primarily as symbolic declarations or whether they steer hiring decisions. At a minimum, this signals that identity-related considerations may be present, which could have self-selection effects that could narrow the candidate pool.

Figure 1 shows the share of federal job postings that mention or promote DEI, highlighting how close to universal DEI-oriented language has become in federal hiring materials.

Figure 1

Does the job posting mention or promote DEI?

Yes No



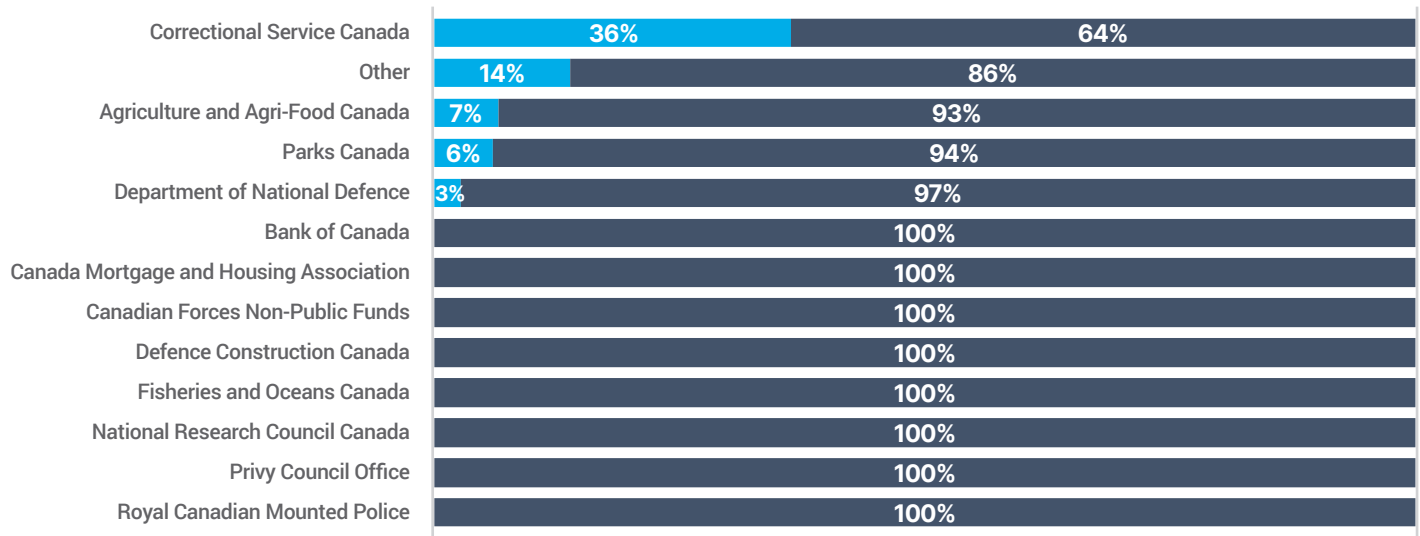
Across federal departments, DEI-related characteristics are infrequently stated outright as an asset to be considered when assessing candidates, as just 7 percent of job postings mention or imply that DEI characteristics will be considered favourably. The prevalence of this practice, however, varies by department. Thirty-six percent of job postings by Correctional Service Canada include such language.

Figure 2 outlines the proportion of job postings that list DEI-related characteristics as an asset, illustrating how often identity-based traits are treated as advantages in candidate assessment.

Figure 2

Does the job posting mention or imply that DEI-related characteristics are an asset?

Yes No



Asset qualifications are legitimate tools under the PSEA, which expressly permits hiring authorities to consider a range of qualifications. The difficulty is that when DEI-related characteristics are treated as an asset, it introduces an evaluative criterion that is not directly related to the work to be performed. This can systematically advantage candidates whose demographic profile aligns with institutional representation targets while disadvantaging equally or better-qualified candidates whose profiles do not.

Whether or not a posting explicitly lists DEI-related traits as an asset, it is important to reiterate that current federal legislation permits identity characteristics to be elevated to the status of an asset within a merit-based evaluation framework, whether or not that possibility is disclosed in the public-facing posting.

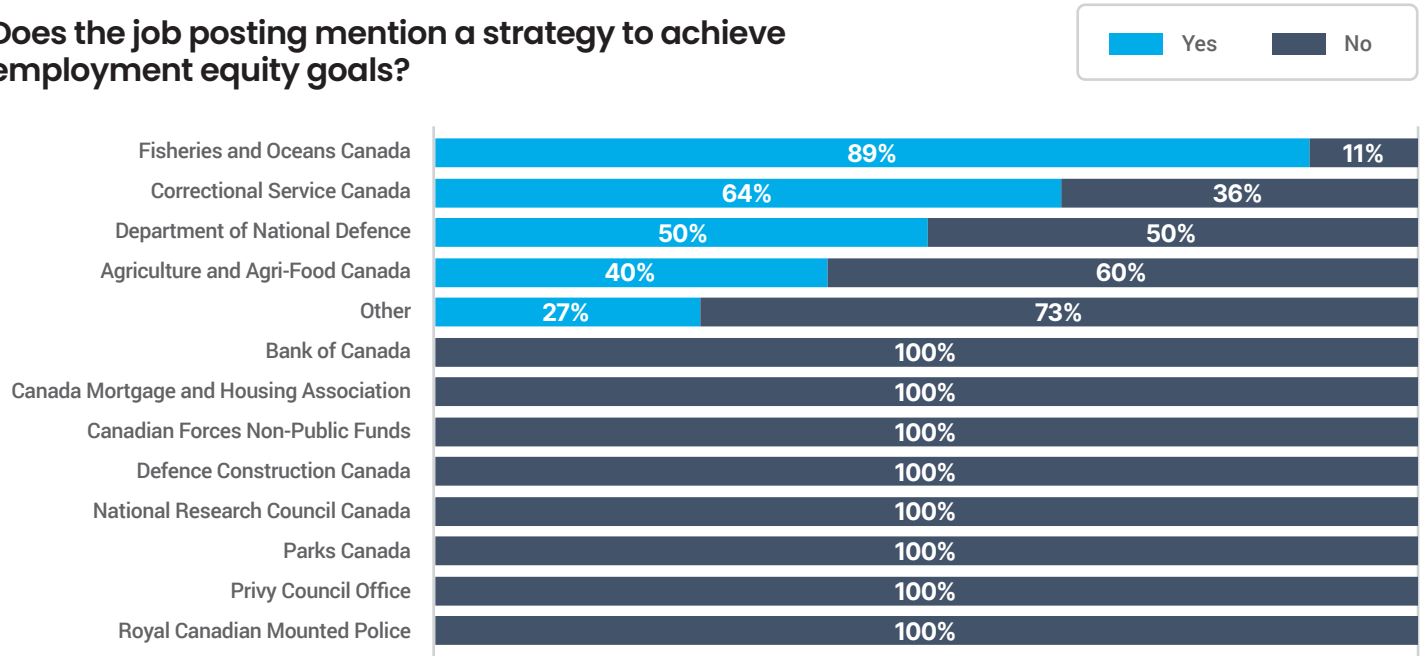
Employment equity objectives and “soft” quotas

Twenty-one percent of job postings mention a strategy or goal related to achieving employment equity objectives. The distribution again varies significantly by department. Among postings from Fisheries and Oceans Canada, 89 percent include such references.

Figure 3 shows the percentage of job postings that reference strategies or goals related to employment equity, indicating the extent to which departments publicly commit to meeting representation objectives.

Figure 3

Does the job posting mention a strategy to achieve employment equity goals?



Annual reporting requirements have departments track and disclose their representation rates relative to WFA benchmarks.¹² Departments that fall below benchmarks face institutional pressure to demonstrate progress toward them, which creates incentives for hiring managers to favour designated-group candidates in the selection process, whether or not an individual posting discloses the presence of such considerations.

Despite the formal prohibition on quotas under the EEA,¹³ employment equity objectives, accompanied by an internal accountability structure, operate in a similar manner to a quota system. While distinct in theory, in practice both mechanisms tend to produce similar interventions in the selection process, since hiring managers facing institutional accountability for representation outcomes have strong incentives to consider group identity when making appointments, regardless of whether the target is technically binding.

Preferential and restrictive hiring practices

Forty-two percent of postings either explicitly prioritize or signal that they may prioritize applicants based on race, ethnicity, or other group-identity characteristics. Among postings from the National Research Council of Canada, that figure is 100 percent, meaning every position the department sought to fill carried an intention to weigh candidates not only on assessed capacity but on innate characteristics.

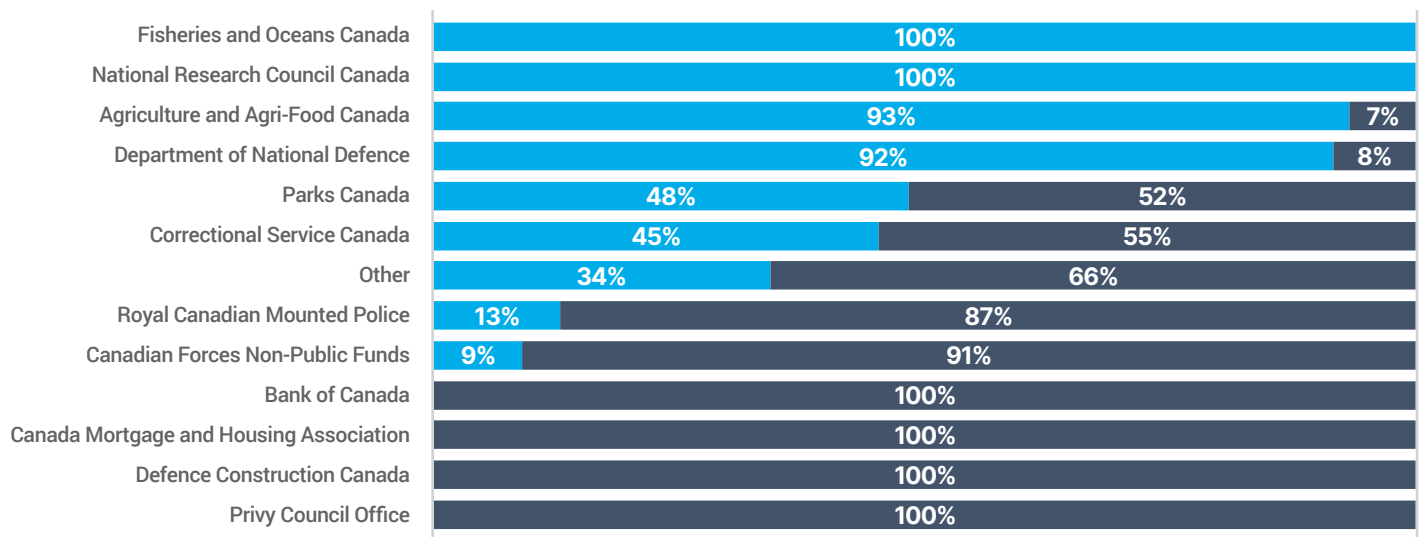
These postings go beyond signalling an inclusive workplace culture or encouraging applications from particular communities. They explicitly disclose that certain groups may or will receive priority consideration in the selection process. A candidate who does not belong to a specified group enters the competition at a disadvantage for reasons entirely outside their control.

Figure 4 displays the share of job postings that explicitly prioritize, or signal that they may prioritize, applicants based on race, ethnicity, or other inherent group identities, underscoring the prevalence of preferential hiring language.

Figure 4

Does the job posting prioritize, or potentially prioritize, applicants based on race, ethnicity, or other inherent or group identities?

Yes No



Beyond preference-based language, a subset of federal employment opportunities explicitly restricts eligibility to candidates who self-declare as members of specified groups. Four percent of postings in this review restricted or potentially restricted eligibility on the basis of race, ethnicity, or other group characteristics. Among Parks Canada postings, 6 percent fall into this category.

Restrictive hiring tends to be justified by two distinct arguments. The first links a candidate's demographic profile explicitly to the nature of the position by claiming that identity is itself a qualification. The second limits the applicant pool with the aim of raising the proportion of individuals from underrepresented groups, with no claim about the relationship between

identity and job performance. Both justifications raise concerns. The first claims a link between identity and the capacity to perform a role, yet if such a link genuinely exists, it should already be captured through a merit-based assessment of the candidate's knowledge, skills, and experience. The second is straightforwardly discriminatory, as it restricts access to publicly funded employment on the basis of characteristics candidates did not choose and cannot alter.

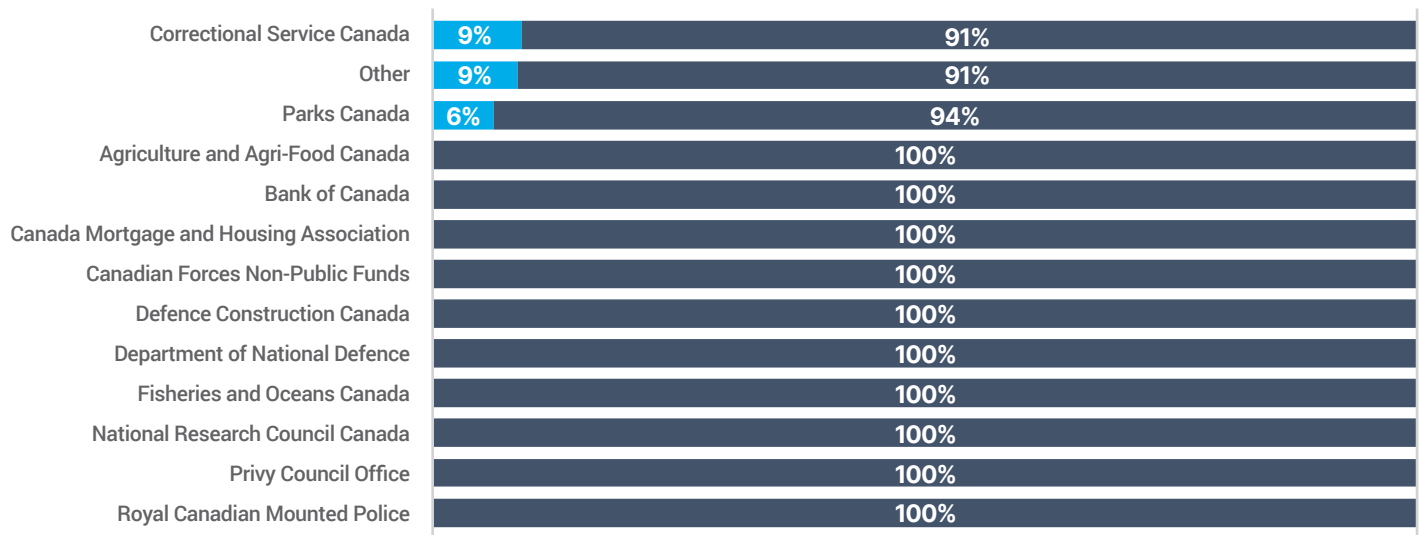
When individual suitability for a role is set aside in favour of group membership, the result is a selection process less likely to identify the candidate best able to carry out the position's responsibilities. That is not in the interest of individual applicants, who deserve to be assessed on their actual capabilities. It is not in the interest of government departments, which are less well-positioned to fulfil their mandates. And it is not in the interest of Canadians broadly, who rely on federal institutions to deliver services effectively.

Figure 5 shows the proportion of job postings that restrict, or potentially restrict, eligibility to specific races, ethnicities, or other inherent group identities, showing how often access to competition is limited on identity grounds.

Figure 5

Does the posting restrict, or potentially restrict, the job to certain races, ethnicities, or other inherent or group identities?

Yes No



Practices not found in this review

No postings in this review outlined a requirement that candidates complete a DEI survey as a condition of progressing through the selection process. The federal government does, however, ask applicants to complete employment equity self-identification forms at the application stage. While self-identification is presented as voluntary, it is a standard element of the application process. There is a distinction between voluntary self-identification and mandatory DEI surveys, but its practical significance depends on how the self-identification data are used, particularly if demographic information collected at the application stage influences which candidates are advanced through the selection process.

No postings included language that indicated a requirement that candidates demonstrate their commitment to DEI through written statements or essays. This practice has been documented more extensively in academic hiring. The Aristotle Foundation's 2025 University Discrimination Index analyzed 489 academic job postings at Canada's ten largest public universities and found that a substantial share required DEI statements as a condition of consideration.¹⁴

No postings in this review established a formal requirement that candidates pledge a personal commitment to DEI doctrine as a condition of their consideration. The absence of such a requirement in public-facing postings does not mean DEI alignment is irrelevant to career advancement within the public service. But those internal dynamics fall outside the scope of this study.

Discussion

Notable federal departments

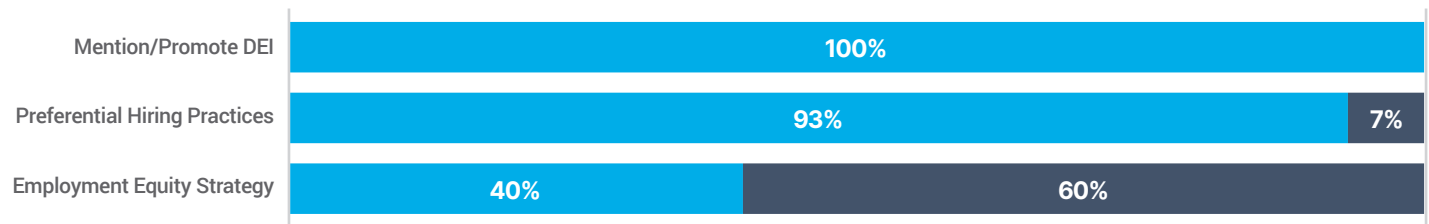
Among the 59 federal departments, agencies, and Crown corporations whose job postings were reviewed, the extent to which DEI initiatives were publicly disclosed to factor into hiring practices varied considerably. Three departments, however, stood out from the rest for the consistency with which their postings combined universal DEI language, preferential hiring practices, and employment-equity target references: Agriculture and Agri-Food Canada, the Department of National Defence, and Fisheries and Oceans Canada. The frequency of these features speaks to the extent to which identity-based considerations factor into hiring competitions within these departments.

Agriculture and Agri-Food Canada

Figure 6 shows that every posting issued by Agriculture and Agri-Food Canada during the study period contained some reference to DEI, with nearly all postings disclosing that applicants would be, or might be, prioritized on the basis of race, ethnicity, or other inherent characteristics. A substantial share of these postings also referenced the department's employment equity strategy.

Figure 6

Share of Agriculture and Agri-Food Canada job postings exhibiting the following:

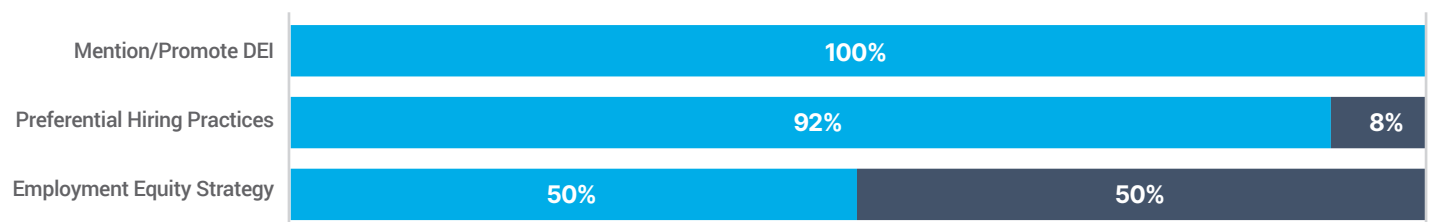


Department of National Defence

Figure 7 outlines the finding that all job postings issued by the Department of National Defence within the study period mentioned DEI, while a majority acknowledged the existence, or potential existence, of preferential hiring practices. Half of the department's postings additionally referenced the intent to achieve employment equity goals.

Figure 7

Share of Department of National Defence job postings exhibiting the following:

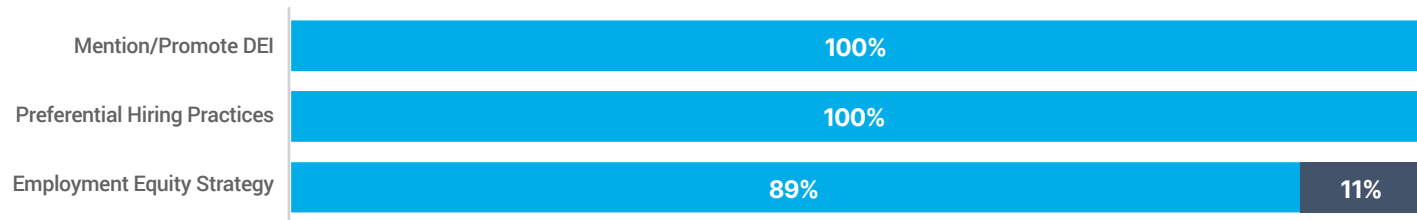


Fisheries and Oceans Canada

Figure 8 displays the results of the analysis of job postings by Fisheries and Oceans Canada, which found that not only did all postings mention or promote DEI, but all of them also disclosed the intention to prioritize, or potentially prioritize, applicants based on their group identity. In addition, a majority of postings referenced the department's employment equity goals.

Figure 8

Share of Fisheries and Oceans Canada job postings exhibiting the following:



The true extent of federal DEI hiring practices

The job-posting data reviewed in this study capture only what federal hiring managers have chosen to disclose in public-facing advertisements. Given the PSEA's flexible definition of merit and of organizational need, it allows for the application of DEI considerations in any competition, whether or not those criteria are acknowledged in the posting.

Hiring managers who apply identity-based weighting informally and without declaration are not required to disclose that fact, nor would they necessarily be found to have contravened the Act. If such weighting occurs in competitions where postings give no indication of it, the actual scope of identity-based selection may be substantially larger than this study's findings suggest. The figures documented here should therefore be understood as a lower bound of DEI hiring practices found in federal hiring processes.

The absence of a declared preference in a job posting is not the same as the absence of that preference in the selection process. Canadians who believe they are competing on merit may be competing in a process that, in practice, gives weight to characteristics they cannot control. The question of transparency is distinct from the question of prevalence. Even if identity-based criteria were applied in only a fraction of undeclared competitions, the fact that the legislative framework authorizes their application without disclosure in any competition is a legitimate concern for an institution financed by and accountable to all Canadians. That concern is made more salient by the evidence that a majority of Canadians oppose precisely the kinds of practices this study has documented.

Evidence of DEI's impacts

Setting aside for a moment the justifications for DEI interventions, the evidence suggests they are not actually achieving their stated goals.

Frank Dobbin and Alexandra Kalev's 2016 analysis in the *Harvard Business Review*, drawing on three decades of data from more than 800 US firms, found that the most common DEI interventions actually decreased the proportion of women and minorities in management over time. As the authors found, coercive compliance mechanisms tend to activate the very biases they are designed to reduce.¹⁵

Similarly, a 2024 review by David Millard Haskell examined multiple meta-analyses covering hundreds of studies published in the world's leading social science journals. It concluded that there is no clear evidence that DEI changes attitudes for the better, while several studies examined demonstrated that it can animate bigotry among colleagues.¹⁶

Notwithstanding the growing literature that demonstrates the unintended consequences of DEI policies, these findings do not render all workplace inclusion efforts counterproductive. The same body of research identifies barrier removal, voluntary mentorship programs, and structured, consistently applied hiring processes as having genuinely positive effects. The distinction between expanding the candidate pool and engineering outcomes remains critical.

Summary

This study finds that DEI-oriented practices are widely embedded within federal government hiring. Nearly all federal job postings reviewed included some form of DEI language. Forty-two percent of reviewed postings included language disclosing an intention to explicitly or potentially prioritize candidates based on group identity characteristics, while 4 percent disclosed the intention to restrict, or potentially restrict, eligibility criteria for employment consideration. These results represent only what is publicly declared.

The legislative framework creates an opportunity for identity-based considerations to operate far more broadly. It is possible that any and all hiring decisions made within the federal government may be made with immutable characteristics in mind. However, aside from mentioning or promoting DEI broadly, many job postings do not transparently acknowledge the role or extent of such policy interventions.

These practices proceed against the expressed preferences of a majority of Canadians, who in polling reject identity-based hiring even as they affirm their support for inclusion in principle. This opposition likely reflects an intuition about fairness, as most people, regardless of background, prefer to be evaluated on their own merits.

Studies examining diversity training, mandatory hiring targets, and preferential promotion find effects that range from negligible to counterproductive. However, these findings do not imply that all efforts toward workplace inclusion are misguided. Removing barriers to participation can legitimately expand the qualified applicant pool without distorting the selection process. That is what a genuinely merit-based system should aim to do.

Recommendations

Separate barrier removal from preferential treatment

Federal policy should clearly distinguish between measures that remove barriers and measures that impose preferences. Accessible application processes, appropriate accommodations, and structured assessment tools are all compatible with a meritocratic system and are likely to improve it. Such practices ought to be maintained and, where feasible, enhanced.

By contrast, preferential and restrictive hiring provisions should be eliminated. Language indicating that preference may or will be given to particular demographic groups, as well as restrictions that limit job competition to members of designated groups, ought to be removed, and such practices ceased. Every candidate should be evaluated on the basis of genuine merit—demonstrated qualifications, relevant experience, and assessed competence in relation to the demands of the role—not on group membership. The best-qualified candidate among those meeting the essential qualifications should be appointed.

Close PSEA's organizational needs gap

The PSEA's organizational needs provision currently allows representation objectives to be embedded within the merit definition while remaining in compliance with the Act. Clarifications should be made to specify that identity group representation targets may not serve as an organizational need for the purpose of merit assessment.

In practice, this would mean making explicit that a department's shortfall relative to WFA benchmarks does not constitute an organizational need for selecting one candidate over another. This would help close the gap between the formal prohibition on quotas and the informal system of representation accountability that currently functions as one.

Reform the reporting framework

The federal government's current annual reporting requirements create an accountability structure oriented toward group-level outcomes rather than procedural fairness. Reforms should shift the reporting framework toward the quality and openness of the hiring process rather than toward achieving arbitrary targets.

Measurable indicators of procedural fairness could include whether competitions use structured interviews and standardized assessments, whether reasonable accommodation requests are granted, and the frequency of outreach efforts to attract qualified applicants from a wide range of communities.

Efforts could also include periodic audits of hiring practices, such as those previously undertaken, to determine whether processes are operating fairly. A reformed reporting framework would build on that tradition, shifting accountability away from representation outcomes and toward the procedural standards that a merit-based system requires.

Conclusion

A meritocratic selection process, conducted fairly and accessibly, creates conditions under which members of any group can reasonably expect to be selected for a role. Every community contains qualified individuals who can perform at the highest levels. The task of a sound hiring process is to find them and appoint them. A staffing system organized around demonstrated qualifications, relevant experience, and assessed competence is both the fairest and the most effective means of achieving that goal. With nearly 358,000

employees and over 50,000 external hires in a single fiscal year, even modest distortions in the selection process can have a substantial effect on the quality of public services and the fairness of access to public employment.

The findings documented in this study are notable not only for what they show, but for what they cannot. Nearly all federal job postings reviewed include DEI language, 42 percent mention explicit or potential prioritization based on group identity, and 4 percent restrict or potentially restrict eligibility on the basis of immutable characteristics. These figures represent only what hiring managers have chosen to declare publicly. The proliferation of identity-based hiring practices within the federal public service may be more extensive than the available evidence is able to demonstrate.

DEI practices that remove barriers to fair participation ensure that people of comparable ability have a genuinely comparable opportunity to attain and achieve. This is consistent with a meritocratic vision of the public service. A genuinely open competition is more likely to identify the most capable candidate. DEI practices aimed at producing prescribed outcomes are a different matter entirely. As documented in this study, DEI policies that are target-driven, preferential, or exclusionary compromise that task. In such cases, advantage and disadvantage are allocated on the basis of characteristics candidates did not choose and cannot alter. Such practices serve neither the applicants who compete under such a system, nor the federal institutions that must deliver on their mandates, nor the Canadians who depend on those institutions to function at their best.

Appendix A: Methodology

Data collection

To gain a comprehensive understanding of the federal government's DEI hiring practices, we collected job postings from 59 federal departments and agencies. Data collection began in February 2026, with postings closing as early as February 18, 2026, and as late as July 18, 2026, for a total sample size of 301 job postings across federal departments and agencies, as shown in Exhibit A of Appendix B.

Exhibit B presents the eight questions we used to code our data collection. The first question establishes whether or not DEI/EDI/DIE is practiced on the most basic level. To know whether it is benign, we assess whether there is potential for—or outright—discrimination or threats to intellectual autonomy. (In this study, the term “discriminatory” refers to any hiring process that self-selects from candidate pools limited to membership in one or more equity-seeking groups.) Questions 2–7 open the door to potential discrimination. Questions 8 and 9 code for preferential hiring and restrictive hiring, respectively. Exhibit C presents all coded data.

Limitations

This is a preliminary study. As the first of its kind, it is critical not to overstate the results and to note its limits and a few caveats.

- **Sampling bias**

The first limitation is the limited count and narrow timeframe. For instance, a federal department that hires more often than another may create a sampling bias toward more recent postings, while another may have jobs posted over an extended period. This may lead to the conclusion that an institution is not engaging in a practice when it is. Our approach does not capture all job postings, and thus some, or possibly many, exclusionary posts may have been missed.

- **Vacancy fulfilment**

A second limitation is that we do not know the outcome of the job postings. The institution may not have filled the vacancy based on the stated criteria or may not have filled it at all.

- **Scope**

This study does not differentiate between the types of postings. Future studies can add value by differentiating between inventory (i.e., collecting a database of employees) and current appointments, between entrance-level and senior positions, and by department (e.g., is preferential/restrictive hiring more common in some agencies/departments/crown corporations?).

Appendix B: Survey data

Exhibit A: Distribution and size of sample

Name of Department/Crown Corporation/Agency	Job Postings
Department of National Defence	36
Parks Canada	33
Royal Canadian Mounted Police	23
Defence Construction Canada	19
Bank of Canada	16
Agriculture and Agri-Food Canada	15
Canada Mortgage and Housing Association	13
Canadian Forces Non-Public Funds	13
National Research Council Canada	12
Correctional Service Canada	11
Fisheries and Oceans Canada	9
Privy Council Office	9
Canadian Security Intelligence Service	7
Indigenous Services Canada	7
National Capital Commission	6
Natural Resources Canada	6
Canada Revenue Agency	5
National Arts Centre Corporation	5
Transport Canada	5
Canada Council For The Arts	4
Canadian Commercial Corporation	4
Canadian Air Transportation Security Authority	3
Canadian Nuclear Safety Commission	3
Crown-Indigenous Relations and Northern Affairs Canada	3
Royal Canadian Mint	3
Canada Science and Technology Museum	2
Canadian Food Inspection Agency	2
Canadian Museum of History	2

Continued next page

Exhibit A: Distribution and size of sample (continued)

Canadian Museum of Nature	2
National Film Board	2
National Gallery of Canada	2
Office of the Superintendent of Financial Institutions	2
Canada Energy Regulator	1
Canadian Grain Commission	1
Canadian Space Agency	1
Communications Security Intelligence Analyst	1
Courts Administration Service	1
Department of Finance Canada	1
Employment and Social Development Canada	1
Environment and Climate Change Canada	1
Health Canada	1
Housing, Infrastructure and Communities Canada	1
Library of Parliament	1
Office of the Auditor General of Canada	1
Office of the Chief Electoral Officer - Public Affairs and Civic Education (PACE)	1
Parliamentary Protective Service	1
Prairies Economic Development Canada	1
Statistics Canada	1
Veterans Affairs Canada	1
Department of Canadian Heritage	0
Department of Justice	0
Global Affairs Canada	0
Immigration, Refugees and Citizenship Canada	0
Innovation, Science and Economic Development Portfolio (ISED)	0
Public Safety Canada	0
Public Services and Procurement Canada	0
Treasury Board of Canada Secretariat	0
Women and Gender Equality Canada	0

Exhibit B: Survey questions

	Questions	Value		Percentage	
		Yes	No	Yes	No
Q1	Does the job posting mention or promote DEI?	286	15	95%	5%
Q2	Does the job posting mention or imply that DEI-related characteristics are an asset?	21	280	7%	93%
Q3	Does the job require the candidate to complete a DEI survey?	0	301	0%	100%
Q4	Does the job require the candidate to submit a DEI statement or essay?	0	301	0%	100%
Q5	Does the job require a commitment to DEI?	1	300	0%	100%
Q6	Does the job posting reference reconciliation or indigenous inclusion specifically?	18	283	6%	94%
Q7	Does the job posting mention a strategy or goal to achieve employment equity goals?	64	237	21%	79%
Q8	Preferential hiring – Does the job posting prioritize, or potentially prioritize, applicants based on race, ethnicity, or other inherent or group identities?	125	176	42%	58%
Q9	Restricted hiring – Does the posting restrict, or potentially restrict the job to certain races, ethnicities, or other inherent or group identities?	11	290	4%	96%

Exhibit C: Raw Data

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
MSc/PhD position - Research Affiliate Program	1							1	
Graduate Student (MS/PhD) - Research Affiliate Program	1							1	
Research assistant (MSc or PhD) - Plant virus epidemiology - Research Affiliate Program	1							1	
MSc Student – Agro-ecology of Saskatoon Rusts - Research Affiliate Program	1							1	
Research Assistant - Organic Milk Production - Research Affiliate Program	1							1	
Agriculture Labourer	1							1	
MSc/PhD position - Plant Phenotyping - Research Affiliate Program	1							1	
Research Assistant – Remote Sensing (Digital Agriculture)	1							1	
Geoscientist - Research Affiliate Program	1								
Operating Engineer	1						1	1	
Associate Director - Research, Development and Technology	1	1					1	1	
General Labourer	1						1	1	
Graduate student (Master or PhD) in plant functional genomics - Research Affiliate Program	1						1	1	
Dry Bean Research Assistant	1						1	1	
MSc/PhD position - Research Affiliate Program	1							1	
Manager, Client Services (M)	1	1					1	1	
Senior Advisor	1						1	1	
Manager, Corporate Services (M)	1						1	1	
Advanced Policy Analyst Program (APAP) — Indigenous Inventory									1
Defence Intelligence Officer - Junior Analyst	1							1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Aircraft Metals Technician	1							1	
Search and Rescue (SAR) Preparedness Officer	1								
Planning Assistant	1							1	
Junior Engineer (EN-ENG-03)	1								
Aircraft Maintenance Engineer	1							1	
Port Operations and Emergency Services Manager	1							1	
Cleaner - Atlantic Region	1						1	1	
Civilian Ammunition Technician	1						1	1	
Housing Projects and Maintenance Technician (Valcartier)	1						1	1	
Painter	1							1	
ED EDS 02 - Teacher/Educator	1						1	1	
ED EDS 02 - Various education professionals	1						1	1	
ED LAT 01 - Language Teachers	1						1	1	
Bridge Inspector / Unit Storeperson	1						1	1	
Carpenters, Lead Hands, Supervisors and more	1							1	
Electricians, Linecrew, Fire Alarm Technicians	1							1	
Engineering Officer, Senior Engineering Officer	1						1	1	
Facilities and Building Maintenance Inspectors, Supervisors	1							1	
Gasfitters, Pipefitters, Plumbers & Steamfitters	1							1	
Life Cycle Management Technologist and Senior Program Lead for Electronics (EL-06/07)	1						1	1	
Medical Device Reprocessing Technician	1						1	1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Occupational Therapist - Inventory	1							1	
Physiotherapist - Inventory	1							1	
Refrigeration & Air Conditioning, Water & Fuel, Electrical Systems, Millwrights, Petrol	1							1	
Roads, Grounds & Labour Trades, Equipment Operators, Drivers, Labourers & More	1							1	
First Aid/CPR Training Officer	1							1	
Senior Restorative Practitioners (WP-05) and Restorative Practitioners (WP-04)	1	1					1	1	
Driver, Light Vehicle - Atlantic Region	1						1	1	
Housing Projects and Maintenance Technician (Petawawa)	1						1	1	
Real Property Coordinator	1						1	1	
Power Engineers	1						1	1	
Cook Helper/Short Order Cook - Eastern region	1						1	1	
General Duty Medical Officer	1								
Occupational Health Services Technician	1						1	1	
Light and Heavy Vehicle Drivers	1						1	1	
Citizen Services Officer	1						1		1
Advisor, Inuit Indigenous Relations - Inventory	1	1							1
Steward - Marine	1						1	1	
Aquatic Science Technician 1	1						1	1	
Conservation & Protection Supervisor	1						1	1	
Field Supervisor	1						1	1	
Fishery Officer Initial Training Program 2025-2026	1							1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Marine Senior Engineer/Chief Engineer	1						1	1	
Senior Electronic Technologist	1						1	1	
Deckhand/Leading Deckhand/ Leading Deckhand - Lifeboat - Marine - SC DED 02 03	1						1	1	
Engine Room Assistant/Oiler - Regional Process	1						1	1	
Nurses on the Frontline: Join Canada's Quarantine Program Team	1								
Engagement Lead at Build Canada Homes	1	1							
Non-Insured Health Benefits Analyst	1	1					1	1	
Community Health Nurse (Public Health or Home Care)	1						1	1	
Community Health Nurse (Public Health National Travel Nurse)	1	1					1	1	
Nurse Practitioner (NU-CHN-04 - Nurse Practitioner)	1	1					1	1	
Primary Care Registered Nurse (NU-CHN-03 - Community Health Nurse)	1	1					1	1	
Community Health Nurse - Practice Advisor	1						1	1	
Treaty Annuity Pay Summer Student Job for Indigenous Students (2026)	1								1
Field Electronics Technologist	1							1	
Ph.D. - Remote Predictive Mapping of the Coppermine River Group, Nunavut - Research Affiliate Program	1							1	
Positions in the North! Economic and Surficial Geologist Positions in Nunavut	1							1	
Space Weather Research Scientist	1							1	
MSc - Large-scale Data-Driven Mineral Prospectivity Mapping - Research Affiliate Program	1							1	
AI Computational Developer	1								
Assistant Finishing Operator (Commercial Printing)	1								
Print and Mail Production Coordinator	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Systems Technician - Audiovisual Event Support	1								
Manager, Budgeting and Costing	1								
Senior Systems Technician - Audiovisual Event Support	1								
Director General, Real Property	1								
Administrative Assistant - Anticipatory	1								
Senior Developer (AI)	1								
The Student Employment Program 2026	1								
Case Manager	1							1	1
Various Administrative Positions - CR-04, CR-05, AS-01 - Casual Inventory	1								1
Aircraft Maintenance Engineer, Avionics Systems	1								
Regional Railway Inspector, Operations	1						1	1	
Regional Railway Inspector, Equipment	1						1	1	
Civil Aviation Safety Inspector (CASI) - Airworthiness							1	1	
SailPoint Senior Developer	1								
Solution Architect- Cloud Database Platforms	1								
Developer	1								
Senior Analyst - Bank Note Sorting Equipment	1								
Solutions Architect-Network Security	1								
Digital Lifecycle and Archives Specialist	1								
Senior DevOps Platform Administrator	1								
Senior IT Cloud Security Specialist	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Communication Channel Specialist	1								
Policy Analyst	1								
Principal Policy Analyst	1								
Senior DevOps Engineer	1								
Senior Regional Representative, Outreach and Engagement	1								
Senior Technical Researcher	1								
Financial Insights & Performance Analyst	1								
Regional Director of Economics, Ontario	1								
Lease Coordinator - Commercial Filming Services and Leasing Concierge	1								
Senior Specialist, Software Engineering (.Net Developer)	1								
Specialist, Quality Assurance (Regulatory Compliance)	1								
Bilingual Multi-Unit Underwriter I - Mortgage Loan Insurance (Summer 2026 Cohort)	1								
Bilingual Specialist, Systems	1								
Grounds Maintenance (Granville Island)	1								
Bilingual Specialist, Assisted Housing	1								
Data Entry Clerk, Surveys (Calgary)	1								
Data Entry Clerk, Surveys (Vancouver)	1								
Senior Specialist, Compliance and Quality Assurance	1								
Senior Analyst, Homeowner Operations	1								
Senior Analyst, Risk	1								
Collections Agent	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Officer, Education	1							1	
Casual Facility Clerk	1								
Fitness and Sports Instructor	1								
Physical Exercise Specialist (Paid relocation to Esquimalt, BC)	1								
Financial Security Advisor, Life Insurance	1								
Swim Instructor/Lifeguard	1								
Accounting Clerk	1								
Bus Person	1								
Summer Camp - Program Monitor	1								
Summer Camp - Recreation Counsellor	1								
Summer Camp - Recreation Inclusion Support Facilitator	1								
Summer Camp - Senior Recreation Leader	1								
Bartender	1								
Maintenance person - building	1								
Mechanic, heating and cooling									
Cook's helper									
Maintenance Tradesperson at Correctional Service Canada: Prairie Region	1						1	1	
Maintenance Tradesperson at Correctional Service Canada: Prairie Region - Healing Lodges	1						1		
Plumber									
Psychologist	1						1	1	
Correctional Program Officer and Indigenous Correctional Program Officer	1	1					1	1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Correctional Officer I (CX-01)	1	1					1	1	
Correctional Officer II - Healing Lodges (CX-02)	1	1					1		1
Primary Worker / Kimisinaw (CX-02)	1	1					1	1	
Administrative Assistant	1								
Coordinator, Construction Services	1								
Technical Specialist, Project Management	1								
Coordinator, Construction Services	1								
Technical Specialist, Project Management	1								
Coordinator, Construction Services	1								
Team Leader, Construction Services	1								
Coordinator, Facility Management	1								
Coordinator, Construction Services	1								
Leader, Real Property Development	1								
Team Leader, Construction Services	1								
Technical Specialist, Project Management	1								
Team Leader Project Management	1								
Administrative Assistant	1								
Coordinator, Environmental Services	1								
Team Leader Construction Services (Commissioning)	1								
Team Leader, Real Property Management	1								
Technical Support Specialist, Helpdesk	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Procurement Specialist (Operations)	1								
Director, Codes Canada	1							1	
Robotics Control System or AI Sensor Fusion Specialists								1	
Assistant Shift Operating Engineer								1	
Innovation Investment Advisor								1	
Director, Platform Enablement & Infrastructure Operations								1	
Team Leader, Procurement and Contracting Services								1	
Research Officer, RPAS Traffic Management (RTM/UTM)	1							1	
Technical Officer, Refrigeration								1	
Real Property Officer								1	
Intellectual Property Advisor								1	
Administrative Assistant (AD-3)	1							1	
Chief Data Officer								1	
Visitor Services Team Leader II	1								
Manager, National Dispatch Program, Emergency Management Coordination Program	1							1	
Data Analysis, Caribou and Ecological Monitoring Programs	1							1	
Maintenance Worker I	1								
Driver/Operator - Road Maintenance II - Anticipatory Casual	1								
Driver/Operator - Road Maintenance II - Anticipatory Term	1								
Maintenance Worker III (Facilities and Grounds Supervisor) - Anticipatory	1								
Townsites & Realty Manager	1							1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Resource Conservation Student	1							1	
Visitor Services Attendant	1								1
Human Resources Advisor II	1							1	
Water/Wastewater Systems Op I	1					1		1	
Curator II	1								
Maintenance Worker III – General Labour Crew Supervisor	1					1			
(Part-time, Term) Visitor Facilities Attendant - Alexander Graham Bell National Historic Site	1								
Maintenance Worker III - Kluane National Park and Reserve, YT	1	1							1
Student Heritage Presenter: Post-Secondary Recruitment	1								
Potential Needs: Heritage presenter	1								
Technical Services Officer	1								
Visitor Services Attendant II	1								
Asset Support Technician	1					1		1	
Executive Assistant I	1							1	
Maintenance Worker (Anticipatory)	1								
Water/Wastewater Technical Services Officer	1					1		1	
Maintenance Worker III - Marmot Pit Operator	1					1		1	
Parks Canada Cape Breton Student Recruitment - Visitor Experience	1							1	
Administrative Assistant	1							1	
PM-03 Interpretation Officer/Coordinator III	1							1	
Students - Various Positions	1							1	

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Visitor Services Attendant	1	1						1	
Heritage Presenter I	1								
Maintenance Worker II - Inventory	1								
Project Manager	1							1	
General Labourer	1								
Detachment Services Assistant	1								
PO-TCO-02 Experienced Police Dispatcher	1							1	
Detachment Services Assistant	1								
Detachment Services Assistant	1								
Detachment Services Assistant (Watch Clerk)	1								
Administrative Assistant	1								
Informal Conflict Management (ICM) Practitioner	1								
IT Security Team Leader	1								
IT Assets Manager	1							1	
AS-03 Public Complaints Investigator	1								
Detachment Services Assistant	1								
Intercept Monitor Analyst	1								
Investigative Support Assistant	1								
Member Labour Relations Advisor	1								
Administrative and Operational Support	1								
Detachment Services Assistant	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Heating Plant Operator	1								
Inventory - Administrative Assistants (Various)	1								
Major Case Management Information Processor	1								
Royal Canadian Mounted Police (RCMP) - Police Officer	1								
Senior Automotive Technician / Lead Hand Technician	1								
Strategic Business Planning and Reporting Manager (Anticipatory)	1							1	
Financial Advisor	1							1	
Program Officer	1	1						1	
Summer Student - People and Organizational Culture	1							1	
Summer Student - Research, Measurement and Data Analytics	1							1	
Group Leader, Regulated Energy Trade Statistics & Compliance	1						1	1	
Bilingual SP-03 Call Centre Agent	1								
Bilingual SP-03 Call Centre Agent	1								
SP-04 and SP-05 positions	1								
Bilingual SP-03 Call Centre Agent	1								
Opportunities for SP-01 to SP-04 positions	1						1		
Assistant Curator, Transportation and Access	1								
Manager, advancement & partnership	1								
Manager, Governance	1								
Manager, Contract Performance and Reporting	1								
Performance Officer - YUL	1								

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Contract Manager (Anticipatory)	1								
Contract Manager, Contract Structuring	1								
Contract Manager (12-18 month term)	1								
Junior Financial Analyst	1								
Building Maintenance Technician	1							1	
Temporary Inspection Assistants – Emergency Response	1							1	
Research Scientist – Trace Organics Trace Elements Postdoctoral Researcher	1								
Deputy Chief Financial Officer (DCFO) and Senior Director – Financial Services	1				1				
Data Science Specialist	1								
Head, Visit Planning	1	1							
Aquatic Field and Lab Technician, Zoology	1								
Senior Regulatory Program Officer	1							1	
Environmental Risk Assessment Officer	1	1							
Indigenous Student Inventory	1					1			
Front Line Analyst & Dissemination Officer						1			
Fleet Administrator	1					1	1		
External Communication Centre Operator	1					1	1		
Project Support Officer	1					1	1		
Information Management Administrator	1					1	1	1	
Fleet Administrator	1					1	1		
Fleet Assistant	1					1	1		

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Intermediate Engineer, Operations	1								
Foreign Language Intelligence Analyst (Chinese)	1						1	1	
IT-03: Technical Advisor, IT Security	1								
Librarian, Integrated Library System	1								
EDI Coordinator	1	1				1			
IM/IT Senior Advisor	1					1			
Director, Cybersecurity Operations	1						1		
Camp Leader	1					1			
Agent, Box Office	1					1			
Student Opportunities: Capital Planning	1								
Student Opportunities: Design & Construction	1								
Student Opportunities: Official Residences (Grounds, Gardens, Greenhouse)	1								
Student Opportunities: Ontario Urban Lands and Greenbelt, Branch Services and Conservation	1								
Student Opportunities: Quebec Urban Lands and Gatineau Park	1								
Student Opportunities: Various Positions	1								
Head, Laboratory, Preservation and Restoration	1								
Strategist, Digital Content	1								
People, Culture and Belonging Advisor	1	1							
Administrative Assistant, Curatorial	1								
Audit Professional	1							1	
Indigenous Education Advisor	1					1			

Continued next page

Exhibit C: Raw Data (continued)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Chief Actuary	1	1					1	1	
Specialist	1						1	1	
Senior Manager, Physical Security	1								
IT Analyst, Software Solutions	1								
Financial Analyst, Complex Accounting	1								
Administrative Assistant, Strategic Procurement	1								
Financial Analyst, D365	1								
Collection Support Unit Supervisor	1							1	

Exhibit D: DEI descriptions¹⁷

In the section below, we highlight key DEI practices undertaken by selected federal government organizations.

1. Agriculture and Agrifood Canada¹⁸

Hiring Practices

- Closed representation gaps across all four employment equity groups by March 2025, based on 2016 Census and 2017 Canadian Survey on Disability benchmarks.
- Recruited 32 new hires with disabilities and launched a student-focused disability recruitment initiative to address short-term staffing needs.
- Expanded the Indigenous Student Recruitment Initiative (ISRI), reaching 59 high schools, 30 colleges/universities, and 98 Indigenous communities; hired 4 IT Indigenous Apprentices.
- Received 400+ applications from employment equity employees through an executive staffing process, accepting 19 into the Management Leadership Development Program.
- Focused science capacity renewal hiring on underrepresented groups, particularly women, Indigenous Peoples, and persons with disabilities.

Workplace Initiatives / Diversity Networks

- Maintains 5 volunteer-led DEI employee networks alongside a corporate Diversity Team, offering a range of events and activities.
- Promotes a departmental Inclusion Pledge to reinforce commitments to inclusive and accessible workplace culture.
- The Indigenous Support and Awareness Office (ISAO) responded to 80 internal and 21 external requests, and delivered 42 learning sessions to 773 employees.

Training Practices

- Delivers mandatory Indigenous procurement training for all procurement staff, tied to a communications plan on Indigenous procurement targets.
- The Indigenous Science Liaison Office (ISLO) provides training on Indigenous histories, research protocols, and reconciliation priorities for science staff.
- Identified gaps in accessibility training through a 2023 department-wide questionnaire, with plans to enhance training and fully implement the GC Workplace Accessibility Passport.

Budget Allocation / DEI

- No specific budget figures reported

Promotion

- Granted 21 promotions to persons with disabilities in 2024–25, contributing to closing the departmental representation gap.
- Closed all but one employment equity gap at the executive level, with targeted efforts to increase representation of racialized persons and persons with disabilities in senior roles.

2. Bank of Canada¹⁹

Hiring Practices

- Delivered 25 disaggregated EDI data presentations to leadership teams over six months to support strategic hiring decisions and identify inequities; set internal representation goals for racialized Senior Officers (top 90 roles) beyond Employment Equity Act requirements — achieving 15% by March 2024, ahead of the 14% milestone; planning an Indigenous Talent Program to address persistently low Indigenous applicant numbers.

Workplace Initiatives / Diversity Networks

- Hosted an Allyship Day with an employee resource group fair; launched an online allyship training module covering bias interruption and inclusive allyship practices, with over 50 participants.

Training Practices

- Offered voluntary, self-paced Indigenous Cultural Awareness training with over 30% of employees completing it; announced plans to make this training mandatory later in 2024.

Budget Allocation/DEI

- No specific figures reported.

Promotion

- Set a 2027 representation milestone for racialized Senior Officers; Indigenous Talent Program to include career development components for current employees.

3. Canadian Heritage, Department of²⁰

Hiring Practices

- Met workforce availability targets for all four Employment Equity Act designated groups for the first time; achieved a 21.9% increase in persons with disabilities since March 2024; reached 85.2% of the goal to hire 61 additional employees with disabilities. Young Canada Works exceeded demographic targets, with 6% Indigenous, 15% racialized, and 18% youth with disabilities among 1,124 respondents. Launched paid internships for emerging heritage professionals from diverse backgrounds.

Workplace Initiatives / Diversity Networks

- Youth Secretariat convened 10 interdepartmental meetings across ~40 departments to foster collaboration on youth equity; published the bilingual *Leaders Today* newsletter to connect diverse youth with federal programs and opportunities.

Training Practices

- Delivered GBA Plus and equity training to staff involved in Youth Council recruitment; shared the Youth Impact Analysis Tool and research products government-wide to embed youth and equity perspectives into policy.

Budget Allocation / DEI

- Total DEI-related budget of ~\$274.5M in 2024–25. Creative Export Canada directed 33% of its budget to Indigenous and equity-deserving businesses. \$181.2M spent on Indigenous language revitalization. \$5M allocated in 2024–25 toward a \$15M Community Sport for All Initiative to reduce participation barriers for equity-deserving communities.

Promotion

- Set representation targets beyond workforce availability for all designated groups, including Black employees; reformed Youth Council recruitment to lower barriers for underrepresented youth.

4. Canadian Mortgage and Housing Corporation²¹

Hiring Practices

- Met all minimum workforce representation goals except for Indigenous representation; implementing talent attraction and retention strategies to address the Indigenous representation gap (Figure D1)

Figure D1

CMHC Workplace Representation Goals

Group	CMHC Total		CMHC People Leaders	
	2024 Actual	2024 Minimum Goal	2024 Actual	2024 Minimum Goal
Women	60.4%	50.9%	54.0%	50.9%
Indigenous people	3.2%	5.0%	1.7%	5.0%
People with disabilities	12.0%	12.0%	12.0%	12.0%
Racialized people	46.1%	28.0%	29.0%	28.0%
2SLGBTQI+ people	6.6%	4.0%	6.8%	4.0%

Source: Canada Mortgage and Housing Corporation, 2024 Annual Report, Government of Canada, https://assets.cmhc-schl.gc.ca/sites/cmhc/about-cmhc/corporate-reporting/annual-report/2024/cmhc-annual-report-2024-en.pdf?_gl=1*u4az1x*_gcl_au*OTMzMzQ3OTQzLjE3Nzc4NjkwMjU.*_ga*MTYwMDcwNzQxMi4xNzc3ODY5MDI1*_ga_CY7T7RT5C4*cze3Nzc4NjkwMjUkzbEkZzAkDE3Nzc4NjkwMjUkajYwJGwwJGgw.

Note: People Leaders are individuals in a permanent or temporary position, with at least one reporting employee or who are Advisors or higher. Representation rates are based on the finite population (survey participants). Goals are based on Statistics Canada sources on the current and projected population of Canada.

Workplace Initiatives / Diversity Networks

- No specific initiatives reported.

Training Practices

- No specific figures reported.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

5. Correctional Service Canada²²

Hiring Practices

- Conducted an in-depth workforce analysis to identify underrepresentation trends; introduced a new Self-Declaration form for designated EE groups in anticipation of the new TBS self-identification application.

Workplace Initiatives / Diversity Networks

- Established a dedicated Culture Team to align initiatives across governance, leadership, employee wellness, and anti-racism; launched a Culture Community of Practice as a cross-organizational engagement platform; Employment Equity and Diversity Committees (EEDC) organized 180 events in 2024–25, a 33% increase over the prior year, with attendance rising 35% to 10,744 participants; employee networks funded through the EEDC budget to plan tailored activities.

Training Practices

- EEDC delivered in-person and virtual training sessions, webinars, and speaker presentations throughout the year.

Budget Allocation / DEI

- EEDC budget funds employee network activities. No specific dollar figures reported.

Promotion

- No specific figures reported.

6. Crown-Indigenous Relations and Northern Affairs Canada²³

Hiring Practices

- Implemented PSEA amendments to design barrier-free recruitment processes; provided training and guidance to hiring managers; embedded DEI and anti-racism objectives into all executive performance agreements; participated in the Mosaic Leadership Development Program to improve executive access for equity-deserving groups.

Workplace Initiatives / Diversity Networks

- No specific networks reported.

Training Practices

- Strengthened monitoring of mandatory Indigenous Cultural Competency training; developed a new completion-tracking report tied to the performance management cycle; targeted communications emphasized completing 15 hours of annual Indigenous cultural competency activities.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Mosaic Leadership Development Program participation aimed at advancing equity-deserving employees into executive roles.

7. Defence Construction Canada²⁴

Hiring Practices

- Partnered with Specialisterne to recruit and retain neurodivergent engineers; hired 10 students with disabilities (12.8% of total student population); set a minimum 2% representation target for 2SLGBTQI+ employees, achieving 3.8% as of March 2024; began a comprehensive review of all employment processes, policies, and procedures through an employment equity lens (Figure D2).

Figure D2

Defence Construction Canada Employee Representation Goals

Diversity of the DCC Employee Population		
Employment equity designated group	Percentage of the total employee population as of March 31, 2025	Labour market availability target (WEIMS) as of December 31, 2022
Women	42.9%	34.1%
Indigenous people	4.5%	3.4%
Visible minorities	16.3%	17.8%
Persons with disabilities	11.6%	8.1%
2SLGBTQI+	3.8%	N/A

Source: Canada, Defence Construction Canada, *Annual Report: 2024-2025*, Defence Construction Canada, <https://www.dcc-cdc.gc.ca/documents/reports/Annual-Report-2024-25-Accessible2.pdf>.

Workplace Initiatives / Diversity Networks

- Leaders personally contribute to external associations promoting diversity, inclusion, women in construction, and mental health.

Training Practices

- All employees complete mandatory training on allyship and inclusion fundamentals; partnered with Diversio EDU Inc. for unconscious bias and IDEA training, with approximately 300 employees participating between April and November 2024; managers and supervisors complete additional training on workplace diversity and bias recognition; recognized four times since 2017 by ESDC for employment equity achievements.

Budget Allocation / DEI

- Established a new bursary program in 2024–25 as part of the fifth year of its Diversity and Inclusion Strategy.

Promotion

- No specific figures reported.

8. Finance, Department of²⁵

Hiring Practices

- Implemented targeted hiring practices with sponsorship programs and leadership development pathways for equity-deserving employees; prioritized second-language training access for equity-deserving staff.

Workplace Initiatives / Diversity Networks

- Revamped employee networks; appointed two co-champions of Diversity and Inclusion; ran departmental campaigns, special events, and learning opportunities to build cultural competency.

Training Practices

- Cultural competency and awareness building through departmental campaigns and learning events.

Budget Allocation / DEI

- Includes a Gender Statement in the annual budget document presenting the gender impact of budgetary measures. No specific DEI budget figures reported.

Promotion

- Leadership development and sponsorship measures specifically designed to advance equity-deserving employees.

9. Justice, Department of²⁶

Hiring Practices

- Launched a Strategic Recruitment Plan to expand outreach and address representation gaps; increased participation in recruitment events nationally; strengthened entry-level pipelines through the Legal Excellence Program; used Statistics Canada's Demosim model to set internal representation benchmarks for Indigenous, Black, and racialized groups.

Workplace Initiatives / Diversity Networks

- Launched a Culture Change Initiative using surveys and focus groups to gather disaggregated data on employee experiences across equity, inclusion, and reconciliation dimensions; modernized governance with new committees focused on people, culture, and employment equity; developed an intersectional anti-racism lens guide for all departmental decision-making.

Training Practices

- Updated employment equity dashboards with new self-identification data; participated in the Better Accommodation Project to improve disability accommodation practices across the federal public service.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Launched a Sponsorship Program pairing equity-group employees with senior leaders for mentoring and sponsorship, developed through consultations with Employment Equity Advisory Committees.

10. National Defence, Department of^{f27}

Hiring Practices

- Launched the 2024–27 EEDI Plan and an accompanying DM/CDS Directive; ran three targeted hiring processes for Indigenous candidates, Defence Scientists with disabilities, and Policy Officers from EE groups; provided training and tools to staffing managers to strengthen accountability (Figure D3).

Figure D3

Department of Defence Employment Targets

Departmental Result Indicators	Target	Date to Achieve Target	Actual Results
% of the Canadian Armed Forces (CAF) that self-identify as a woman	At least 25.1%	March 31, 2026	• 2022-23: 16.5% • 2023-24: 16.5% • 2024-25: 16.7%
% of public service employees in the Defence Team who self-identify as a woman	At least 45%	March 31, 2025	• 2022-23: 42.4% • 2023-24: 43% • 2024-25: N/A
% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	March 31, 2026	• 2022-23: 11.1% • 2023-24: 12.2% • 2024-25: 12.5%
% of public service employees in the Defence Team who self-identify as a member of a racialized group	At least 13%	March 31, 2025	• 2022-23: 10.7% • 2023-24: 11% • 2024-25: N/A
% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	At least 3.5%	March 31, 2026	• 2022-23: 2.9% • 2023-24: 3% • 2024-25: 2.9%
% of public service employees in the Defence Team who self-identify as an Indigenous person	At least 4%	March 31, 2025	• 2022-23: 3.3% • 2023-24: 3% • 2024-25: N/A

Source: Canada, National Defence, *Departmental Results Report 2024-25*, Government of Canada, July 23, 2025, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-results-report/2024-25-index.html>.

Workplace Initiatives / Diversity Networks

- Conducted the Royal Canadian Navy's Raven Program integrating military training with Indigenous cultural teachings (31 of 40 graduates, 44% intending to pursue CAF careers); launched the Executive Sponsorship Program with 30 Black, Indigenous, and racialized executives in its first cohort; continued Indigenous Summer Programs with 158 graduates across four Army divisions.

Training Practices

- 1,409 public service employees completed the Introduction to GBA Plus course; delivered Phase 2 restorative activities for culture change; established a Minister's Advisory Committee on DEI; ISLO delivered training on Indigenous science, reconciliation, and research protocols.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Executive Development Program welcomed its third cohort of 13 participants from equity-deserving groups; four participants graduated into executive roles; 50 diverse aspiring executives planned for the Sponsorship Program in FY 2025–26.

11. Employment and Social Development Canada²⁸

Hiring Practices

- Continued targeted staffing and inclusive workplace initiatives to advance EDI and reconciliation; workforce diversification framed as a means to better serve all Canadians.

Workplace Initiatives / Diversity Networks

- Multiple EDI employee networks hosted over 94 events, focusing on cultural competency, allyship, and diversity awareness; networks directly informed the 2025–2029 Diversity and Inclusion Action Plan and helped shape responses to studies affecting Black and Indigenous employees.

Training Practices

- No specific training figures reported.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

12. Environment and Climate Change Canada²⁹

Hiring Practices

- Implemented its Diversity, Inclusion and Employment Equity Strategy; over three years, grew representation of Indigenous employees by 21%, racialized employees by 31%, and Black employees by 36%; increased accessible job advertising and manager training for persons with disabilities.

Workplace Initiatives / Diversity Networks

- Created the Indigenous Director Development Program, leading to the appointment of 2 Indigenous executives.

Training Practices

- Provided tailored accommodation measures and manager training to support persons with disabilities.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Promotion rates of Indigenous Peoples and racialized employees in managerial positions surpassed non-EE rates; representation of persons with disabilities in executive ranks rose 25% since 2021.

13. Fisheries and Oceans Canada³⁰

Hiring Practices

- Implemented intentional measures to recruit, retain, and provide career progression for designated EE groups and equity-seeking groups; guided by the 2022 Employment Systems Review and multiple action plans; Canadian Coast Guard College applies GBA Plus to training materials and recruits from underrepresented groups through the Indigenous Participation and Training initiative.

Workplace Initiatives / Diversity Networks

- Implemented the 2023–2027 Employment Equity, Diversity and Inclusion Action Plan (EEDIAP) with Key Performance Indicators to track progress and identify gaps.

Training Practices

- No specific training figures reported.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

14. Global Affairs Canada³¹

Hiring Practices

- Developed barrier-free staffing processes upholding EDI principles; launched targeted collective staffing processes for equity-seeking groups; continued the Deputy Ministers' Sponsorship Program for Black, Indigenous, and disabled employees seeking executive roles.

Workplace Initiatives / Diversity Networks

- Established the Circle for Reconciliation with branch representatives; embedded reconciliation through a dedicated unit and regional engagement; piloted an Anti-racism, Diversity and Inclusion Assessment Tool ahead of its wider 2025–26 launch.

Training Practices

- Delivered reconciliation and Indigenous awareness training through a dedicated unit.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Deputy Ministers' Sponsorship Program specifically targets increasing executive representation for employment equity groups.

15. Health Canada³²

Hiring Practices

- Closed an organization-wide representation gap through innovative and targeted staffing strategies; increased communication at all recruitment stages; gave candidates more choice of assessment tools; enhanced feedback to unsuccessful candidates.

Workplace Initiatives / Diversity Networks

- Empowered employee networks with Champion support; continued work of the Leadership Council on Diversity and Inclusion; implemented the Equitable Access to Language Training Program for Indigenous Peoples, Black, racialized, and disabled employees.

Training Practices

- Launched a revised Code of Conduct with mandatory training; established a dedicated values and ethics employee portal; promoted bilingualism through the Official Languages Action Plan.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Focused talent management and career development on equitable representation for Black, racialized, and Indigenous employees and persons with disabilities.

16. Housing Infrastructure and Communities Canada³³

Hiring Practices

- No specific hiring figures reported.

Workplace Initiatives / Diversity Networks

- Anti-Racism, Equity and Inclusion Secretariat served as an advisory body for EDI matters; launched an employee-led EDI committee; held commemorative events for Public Service Pride Week, Black History Month, National Indigenous History Month, and the National Day for Truth and Reconciliation; Accessibility Hub centralized services to integrate accessibility across departmental programs.

Training Practices

- Education and awareness activities throughout the year tied to key DEI commemorative events.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

17. Immigration, Refugees and Citizenship Canada

Hiring Practices

- No specific hiring figures reported.

Workplace Initiatives / Diversity Networks

- No specific networks reported.

Training Practices

- All employees assessing Call for Proposals (CFP) applications completed mandatory GBA Plus training; integrated an EDI score into application assessments.

Budget Allocation / DEI

- Signed four funding agreements under a CFP Equity stream totalling \$16M over three years.

Promotion

- No specific figures reported.

18. Immigration, Science, and Economic Development³⁴

Hiring Practices

- Continued building a representative and inclusive workforce; recognized as one of Canada's 2024 Top 100 Employers for Diversity and received the 2024 Inclusive Employer Award.

Workplace Initiatives / Diversity Networks

- Ombuds Office engaged all ISED networks through targeted outreach; co-developed barrier-removal solutions with EDI networks including safe space conversations and tailored conflict resolution; launched the accessible Ombot chatbot; provided specialized support for Black employees and executives.

Training Practices

- Delivered inclusive training programs through the Ombuds Office in collaboration with EDI networks.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

19. Indigenous Services Canada³⁵

Hiring Practices

- No specific hiring figures reported.

Workplace Initiatives / Diversity Networks

- Leveraged a decentralized IDEA Task Force administered by the IDEA Secretariat within the Ombuds Office; Leadership Council supported Task Force members to raise concerns with senior leadership; promoted events and activities across the organization.

Training Practices

- Contributed to development of IDEA-based performance management competencies; advanced equity impact considerations in formal decision-making.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

19. *National Research Council Canada*³⁶

Hiring Practices

- Published the EDI Strategy 2024–2027; representation of women and racialized employees exceeded labour market availability; Indigenous and disability representation increased through updated hiring goals and outreach.

Workplace Initiatives / Diversity Networks

- Active employee networks including the Women in Science and Innovation Network, BERC, Persons with Disabilities Network, and the newly established 2SLGBTQIA+ Network supported outreach and workplace activities.

Training Practices

- Developing tools, templates, and training to embed accessible and inclusive practices; accessibility content accounted for 18% of intranet views.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Completed a pilot Sponsorship Program matching 26 protégés with 12 senior leaders to prepare Indigenous and racialized employees for leadership roles; launched a second cohort in the same fiscal year.

20. *Natural Resources Canada*³⁷

Hiring Practices

- Completed an internal IDEA audit; published the EDI Strategy 2024–2027 aligned with the Accessible Canada Act and Call to Action on Anti-Racism; representation of women and racialized employees exceeded labour market availability; Indigenous and disability representation also increased through updated hiring goals and outreach.

Workplace Initiatives / Diversity Networks

- Employee networks — including the Women in Science and Innovation Network, BERC, Persons with Disabilities Network, and newly established 2SLGBTQIA+ Network — supported outreach and workplace activities; embedded reconciliation and IDEA as horizontal departmental priorities.

Training Practices

- Developing tools, templates, and training to embed inclusive and accessible practices; accessibility content accounted for 18% of intranet views; reviewed and updated web pages to align with accessibility best practices.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Completed a pilot Sponsorship Program matching 26 protégés with 12 senior leaders to prepare Indigenous and racialized employees for leadership; launched a second cohort in the same fiscal year.

21. Parks Canada³⁸

Hiring Practices

- Released the multi-year Employment Equity Action Plan in December 2024 with directorate-level representation objectives and a performance tracking system; reviewed staffing processes using a GBA Plus approach, introducing new tools, mandatory training for hiring committees, and required positive attestations for all hires; exceeded Youth Employment and Skills Strategy targets, serving 1,358 youth including 17% Indigenous, 15% visible minorities, and 15% persons with disabilities.

Workplace Initiatives / Diversity Networks

- Held presentations and engagement sessions with management committees to strengthen inclusive leadership and reconciliation.

Training Practices

- Conducted a Training Blitz to increase GBA Plus mandatory training completion rates for executives and managers; completed three GBA Plus Case Studies; provided seed funding to three projects building inclusive interpretive plans and GBA Plus competencies.

Budget Allocation / DEI

- No specific dollar figures reported; seed funding provided to three GBA Plus projects within existing resource constraints.

Promotion

- No specific figures reported.

22. Privy Council Office³⁹

Hiring Practices

- Promoted fairness and equal treatment in hiring and appointments including senior leadership; supported open, transparent, and merit-based GIC and Senate appointment processes reflecting Canada's diversity; shared disaggregated employment equity data quarterly with all staff and customized data with senior management to inform hiring decisions.

Workplace Initiatives / Diversity Networks

- Conducted over 140 engagements and initiatives supporting renewal priorities; launched the Action Plan on Anti-Racism, Equity and Inclusion with pillars anchored in public service values and leadership accountability.

Training Practices

- Partnered with TBS and Finance to deliver joint training and events on Indigenous reconciliation; delivered the Indigenous Learning Series and other learning events on the intergenerational impacts of government policies on Indigenous communities.

Budget Allocation / DEI

- Planned FTE reductions in 2025–26 to 2027–28 partially offset by ongoing investment in anti-racism, diversity, equity, and inclusion work.

Promotion

- Provided learning opportunities for diverse groups to foster a culture of inclusivity; integrated GBA Plus data into Cabinet and policy advice.

23. Public Safety Canada⁴⁰

Hiring Practices

- No specific hiring figures reported beyond mentoring program matches.

Workplace Initiatives / Diversity Networks

- Implemented the 2024–2027 EDI Action Plan; updated the READI Committee's governance structure; launched the Public Safety Women's Network and held the first Women's Symposium; launched the Mentoring Program with 290 candidates matched into 145 pairs (64% increase over prior year).

Training Practices

- Promoted Indigenous cultural awareness sessions including a monthly Indigenous Learning Series; maintained 38 trained Positive Space Ambassadors; prioritized part-time language training for equity-seeking groups (46% of 273 participants).

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Three employees in the Mosaic Leadership Development Program; two have already secured executive positions. Six employees in the Sponsorship+ program with reported progress toward executive-level readiness.

24. Public Services and Procurement Canada⁴¹

Hiring Practices

- Implemented the Diversity and Inclusion Action Plan (DIAP) to reduce employment equity gaps, with a focus on persons with disabilities and Indigenous Peoples; pursued diverse hiring through targeted recruitment strategies and set organizational employment equity goals; completed a GBA Plus assessment on the Parliamentary Precinct Long Term Vision and Plan.

Workplace Initiatives / Diversity Networks

- OPO participated in a federal ombuds forum to share EDI best practices; published an Accessibility Plan progress report.

Training Practices

- Delivered Indigenous Cultural Competency training for executives in collaboration with the Canada School of Public Service; developed resources for managers and employees to enhance mental health, inclusion, and prevent discrimination and harassment; established a Diversity and Inclusion Performance Measurement Framework.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

25. *Royal Canadian Mounted Police*⁴²

Hiring Practices

- Undertook a review of performance management, advancement, and recruitment practices to identify and address systemic barriers; established a GBA Plus working group; developed an EDI staffing guide to support inclusive recruitment and decision-making; promoted wellness through Mental Health Champions, contributing to successful recruitment of women and visible minorities.

Workplace Initiatives / Diversity Networks

- No specific networks reported.

Training Practices

- Delivered three Diversity Retention and Employee Advancement Model workshops attended by 84 participants across member categories; delivered three Diverse and Inclusive Pre-Cadet Experience troops to build a more representative workforce.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

26. *Transport Canada*⁴³

Hiring Practices

- Examined barriers to recruitment, training, and retention of underrepresented groups in the transportation sector; Aircraft Services Directorate worked to promote gender balance and greater workforce diversity.

Workplace Initiatives / Diversity Networks

- Supported 26 events, sent 31 communications, and produced 219 materials in support of equity-deserving employee networks; published the EDI Action Plan 2024–2027 with measurable objectives.

Training Practices

- No specific training figures reported.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

27. Treasury Board of Canadian Secretariat⁴⁴

Hiring Practices

- Continued targeted recruitment and promotion of Indigenous people, persons with disabilities, visible minorities, and women; achieved increased representation across all four employment equity groups.

Workplace Initiatives / Diversity Networks

- Supported Indigenous, Black employee, accessibility, and 2SLGBTQIA+ networks; continued the Mentorship Plus program pairing executive sponsors with equity-seeking employees aspiring to leadership.

Training Practices

- Partnered with PCO and Finance to deliver joint training and events advancing Indigenous reconciliation.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- Mentorship Plus program specifically designed to advance equity-seeking employees toward leadership and executive positions.

28. Veterans Affairs Canada⁴⁵

Hiring Practices

- Participated in the IT Apprenticeship Program for Indigenous Peoples resulting in successful hires; established collective recruitment processes tailored to equity-deserving groups; launched a leadership mentorship program for equity-deserving group members.

Workplace Initiatives / Diversity Networks

- Led the first-ever delegation of 2SLGBTQI+ Veterans to France and Belgium in April 2024; worked to create inclusive spaces reflecting the diversity of Canada's Veteran community.

Training Practices

- Equipped managers with enhanced tools and resources to support an accessible and inclusive workplace.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

29. Women and Gender Equality Canada⁴⁶

Hiring Practices

- Developed the IDEA Strategy and Action Plan 2024–2027 in consultation with the Black Employees Network and Indigenous Employee Network, focused on employee retention, advancement, and recruitment.

Workplace Initiatives / Diversity Networks

- Leveraged six internal networks — including the Black Employees Network, Indigenous Employee Network, Indigenous Women’s Circle, Persons with Disabilities Network, and Pride Network — to promote GBA Plus and advance equity across functional communities.

Training Practices

- Mandatory IDEA training for all employees covering anti-racism, diversity, inclusion, accessibility, reconciliation, Positive Space 2SLGBTQI+ awareness, and Values and Ethics; hosted panel discussions for Public Service Pride Week, Black History Month, and Islamic History Month.

Budget Allocation / DEI

- No specific figures reported.

Promotion

- No specific figures reported.

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