



BANK OF CANADA
BANQUE DU CANADA

2016

Employment Equity Report

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Executive Summary

The Bank of Canada is committed to providing an inclusive, equitable, and respectful work environment for its employees. The *2016 Employment Equity Report* summarizes the Bank of Canada's progress toward achieving equitable representation of the four designated employment equity groups (women, visible minorities, Aboriginal peoples and persons with disabilities) and creating an inclusive work environment; free of barriers for all employees.

The representation of women Bank-wide is above labour market availability; yet, there continues to be underrepresentation of women amongst economists and financial sector specialists. To address this gap, the Bank took specific measures as part of the 2016-17 University Recruitment campaign. The result of these changes is that women make up about 50 per cent of the Bank's Economist and Analyst hires in the 2016-17 University Recruitment Campaign (URC), a marked increase of 30 per cent over the number of women hired into these roles from URC over the last 2 years. Additionally, as the Bank looks to play a national role in developing a more diverse pool of economists and financial sector specialists, the Senior Deputy Governor is personally championing a variety of initiatives to encourage young women to pursue careers in economics and finance.

The Bank's overall representation of visible minorities has increased moderately in recent years and, although the proportion of visible minorities in middle and other manager representation increased to 15 per cent in 2016 from 13 per cent in 2015 (in line with the external availability), representation at the senior manager level is below that seen in the Canadian workforce. Modest gains in the representation of Aboriginal peoples and persons with disabilities in the Bank's employee population have also been made in recent years; however, there remains a gap between the representation of these two designated groups and that seen in the Canadian labour market. In an effort to identify any root causes for the underrepresentation of visible minorities, Aboriginal peoples and persons with disabilities, the Bank engaged a third party consulting firm to conduct qualitative research by gathering direct feedback from members of these three designated groups. Results of the study will help the Bank identify how to better support employees in these groups and ensure that they have access to an inclusive workplace.

The Bank's Scholarship and Work Placement program for Indigenous students and students with disabilities has been a mutually positive experience for participants and the teams they joined at the Bank for summer work placements. Since the program was introduced in the 2015-16 academic year, 8 students have received scholarships: 3 completed work placements in 2016 and 3 have expressed interest in 2017 summer work placements. After a successful pilot in 2015, the Bank's Work Experience program for Persons with Disabilities (aimed at those who have already completed their studies), was promoted Bank-wide in 2016. As part of this roll-out, an employee hired through the pilot program participated in a "Diversity Road Show" presented to every department leadership team to discuss barriers faced by people with disabilities and to promote the program. The Bank's employment programs for these underrepresented groups are gaining profile as participants are sharing their experiences about the program and shedding light on barriers faced in finding gainful employment. The personal interactions that have occurred via the work placements complement the Bank's bias awareness training for managers and the organization's leadership competencies.

Additionally, in 2016, the Bank continued to manage several initiatives both to remove barriers and to foster a diverse and inclusive workplace environment. Some of the key initiatives address leadership, recruitment, awareness and accessibility.

Section 1: General Overview

1.1 The Bank of Canada

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

Sound monetary policy contributes to solid economic performance and rising living standards for Canadians by keeping inflation low, stable and predictable. Together with other federal partners, the Bank works to promote a safe, sound and efficient financial system, within Canada and internationally. The Bank is also responsible for the design, production and distribution of Canada's bank notes, ensuring that they are trusted and secure against counterfeiting. The Bank's funds-management activities are primarily related to its role as fiscal agent for the federal government.

The Bank's head office is in Ottawa. It also has operations centres in Ottawa, Toronto and Montréal, as well as small regional offices in Halifax, Montréal, Toronto, Calgary and Vancouver. These offices are integral to the Bank's service to Canadians, strengthening its ties with the financial community, provincial governments, the private sector, educational institutions and the public. In 2002, the Bank established an office in New York to enhance communication with the US financial community.

1.2 Employment equity

Committed to providing an inclusive, equitable and respectful work environment for its employees, the Bank recognizes that a diverse and talented workforce can foster innovative thinking, approaches and ideas, resulting in better policy outcomes for Canadians. The equitable representation of women, visible minorities, Aboriginal peoples and persons with disabilities is essential to creating such an environment. Through proactive human resources management strategies and comprehensive diversity and inclusion initiatives, the Bank promotes and supports diversity, offers opportunities on the basis of skills and merit and generally reflects the composition of Canada's labour market.

1.3 Reporting

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

Section 2: Diversity

This section reviews the employment equity profile of the Bank’s workforce and the measures we have implemented to remove barriers and support the designated groups. As part of its mandate to serve the Canadian public, the Bank strives to ensure that its workforce reflects the composition of the Canadian population as closely as possible. The figures in this section show the progress we made toward this goal in 2016.

2.1 Overall representation

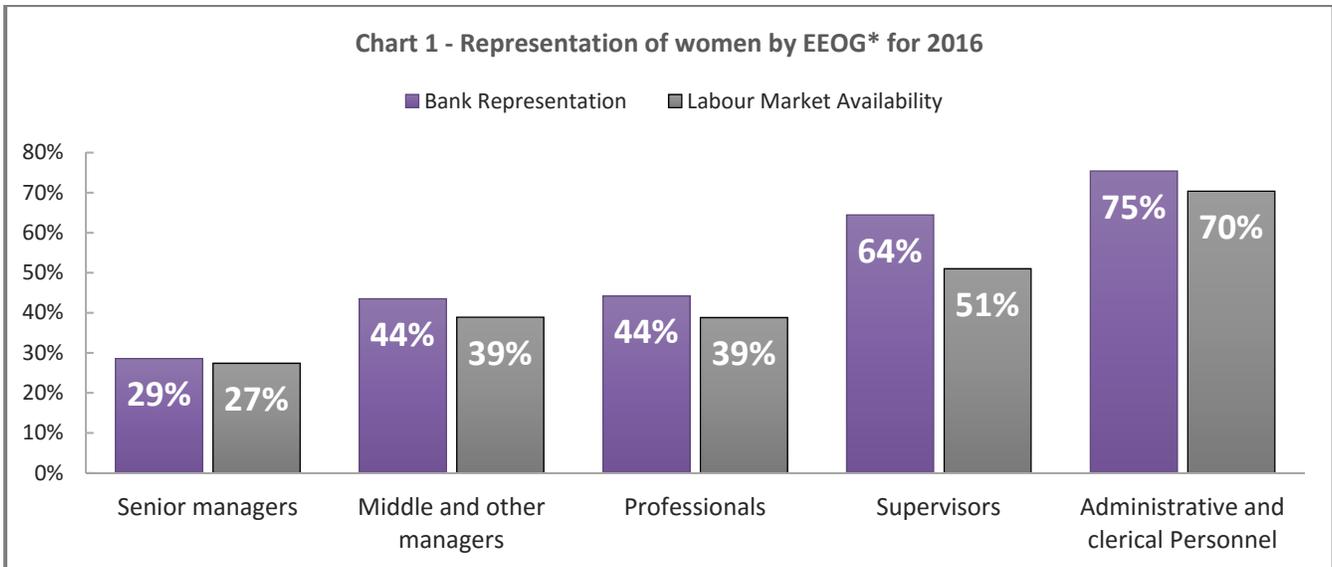
The table below shows the overall representation of each designated group at the Bank on 31 December 2014, 2015 and 2016. The “labour market availability” column represents the availability in the Canadian market for each designated group, based on the most recent Census data (2011). These figures are benchmarks; comparing them with the Bank’s actual numbers indicates our level of success.

Overall representation (%) of the designated groups ¹ (Workplace Equity Information Management System)				
Designated group	Bank 31/12/2014	Bank 31/12/2015	Bank 31/12/2016	Labour market availability
Women	49.41	49.45	48.34	43.50
Visible minorities	19.35	20.21	20.84	22.40
Aboriginal peoples	1.10	1.32	1.39	1.80
Persons with disabilities	1.26	1.54	1.59	4.70

2.2 Women

Over the past three years, the gender split within the Bank’s workforce has remained relatively constant; with women making up close to 50 per cent of employees. The slight decrease since 2015 in overall representation among regular employees was mostly driven by a large number of employees within the IT and Security functions changing status from temporary to full-time (due in part to restructuring); both areas with traditionally fewer women. Representation of women at the middle and senior manager level continues to be above the labour market availability noted by ESDC (Chart 1). Moreover, compared with 2015, the proportion of women in more senior level roles (job grades 17 and above) has increased from 39 per cent to 40 per cent as a result of an increase in promotions within the professionals and middle manager groups.

¹ Includes Regular Full-time and Part-Time employees only



* EEOG means Employment Equity Occupational Groups. See Appendix B for a full description of the EEOGs.

Targeted Measures for Women

Although the representation of women Bank-wide is in excess of labour market availability, there continues to be underrepresentation of women in the economic and financial sector specialization group by just over 12 per cent (the labour market availability is 42 per cent). To address this gap, the Bank took specific measures as part of the 2016-17 University Recruitment campaign to introduce and attract more women from Canadian universities to the Bank's Economist and Financial Sector Specialist (Eco/FSS) careers. These included:

- Leveraging our membership with Catalyst² to complete a review of university recruitment posters, careers content, process, and practices. Although no significant gaps in the Bank's approaches were identified, some small adjustments and new initiatives were implemented in support of creating a more inclusive recruitment experience for women applicants. For instance, the process for Master's students was updated to reduce the potential negative impact of unconscious bias by:
 - Placing a greater emphasis on having women from Eco/FSS represented at each stage of the selection process, regardless of the candidate's gender.
 - Introducing more rigour in the decision making process with rationales needing to be documented when any candidate is screened out of the interview process.
 - Requesting that people leaders – who have a better view of the Bank's corporate priorities (including those related to diversity) – have greater involvement in the selection process from beginning to end. This has included vetting the screening and first round interview selections as well as participating in second round interviews. In the past this process was completed by a working group consisting mostly of non-people leaders from different Eco/FSS departments and HR employees.

² A non-profit research and advocacy organization dedicated to creating opportunities for women and employers in Canada, and promoting the advantages of a diverse talent profile in the workforce.

The result of these changes is that women made up about 50 per cent of the Bank’s Economist and Analyst hires in the 2016-17 University Recruitment Campaign (URC), a marked increase of 30 per cent over the number of women hired into these roles from URC over the last 2 years.

- The Senior Deputy Governor personally championing a variety of initiatives to encourage young women to pursue careers in economics and finance as the Bank looks to play a national role in developing a more diverse pool of economists and financial sector specialists.
- Inviting seven of our female summer students in economics and finance to partner with seven of our senior female employees to attend the conference and the Canadian Women Economists Network lunch as part of the Bank’s sponsorship of the 2016 Canadian Economics Association conference.

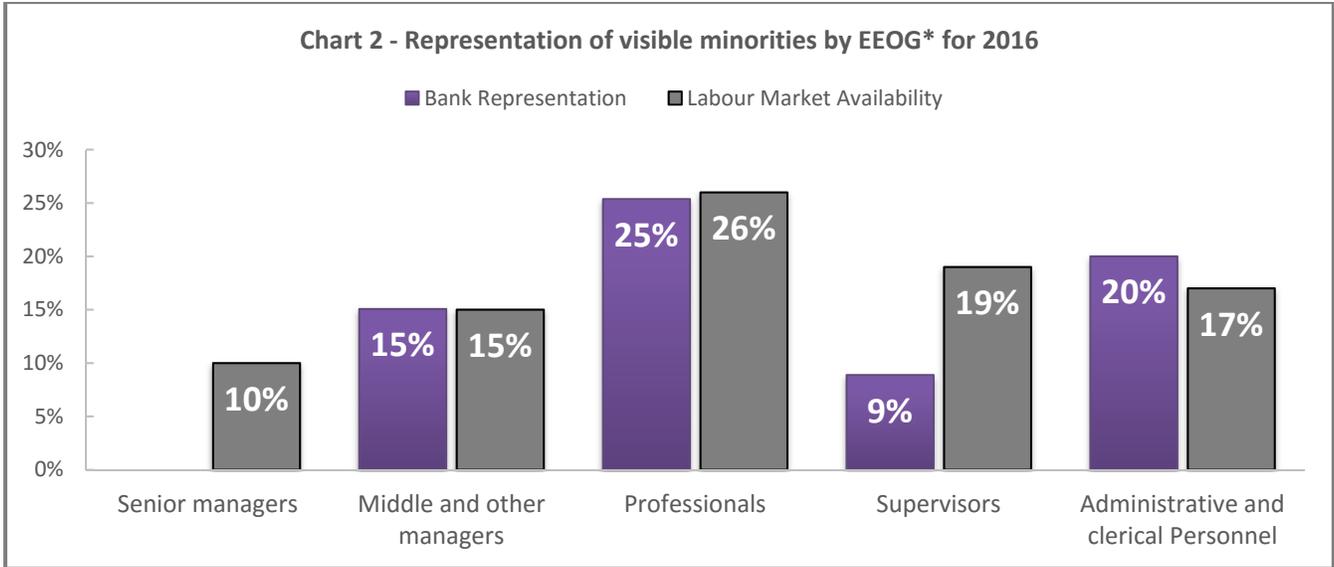
Information Technology (IT) is another occupational area where men continue to outnumber women both in the Canadian labour market and at the Bank. As a result, the IT Services (ITS) department has been engaging in a variety of activities aimed at attraction and retention of women to IT careers. In November 2016, the department hosted an event inviting grade 9 girls to learn about technology careers during the annual Take Your Kids to Work Day at the Bank. In addition, 10 employees volunteered to mentor young women in grades 7-12 participating in the “Technovation” technology entrepreneurship competition. Furthermore, the Bank partnered with Deloitte’s technology practice to form a “Women in Technology” networking group, providing opportunities to meet other women in the profession and explore topics of common interest.

2.3 Visible minorities

While slightly below the labour market availability figures, the Bank’s overall representation of visible minorities rose from 20.21 per cent in 2015 to 20.84 per cent in 2016. This continues a long sequence of annual increases in representation and marks a positive change of almost 3 per cent since 2013. Much of the increase in 2016 can be attributed to an increase in the proportion of visible minority hires (26 per cent in 2016 vs. 19 per cent in 2015), as well as a high number of status changes from temporary³ to full-time (19).

Although representation of visible minorities in the senior manager group (**Chart 2**) continues to be below labour market availability, the Bank increased the proportion of visible minorities in middle and other manager roles considerably to 15 per cent. This marks a 2 per cent increase since 2015 and now places the Bank’s representation in line with the labour market availability for this group. An upsurge in the proportion of visible minority promotions and hires within the middle and other manager groups are the main reasons for this 2 per cent increase year over year.

³ Temporary status includes both short-term employees (hired for less than one year) and term employees (hired for one year or longer).



*EEOG means Employment Equity Occupational Groups. See Appendix B for a full description of the EEOGs.

Targeted Measures for Visible Minorities

In an effort to identify any root causes for the underrepresentation of visible minorities, in 2016, the Bank engaged a third party consulting firm to conduct qualitative research by gathering direct feedback from members of this Employment Equity group on specific topics which relate to performance and career development. The study will help the Bank identify how to better support these groups and ensure that we continue to offer all employees access to an inclusive work environment.

2.4 Aboriginal peoples

Overall representation of Aboriginal peoples rose slightly (0.07 per cent) to 1.39 per cent in 2016.⁴ The increase was the result of 1 new hire, 2 changes in self-identification and 2 status changes from temporary to full-time. Additionally, just over 4 per cent of 2016 promotions at the Bank were awarded to Aboriginal peoples; a figure which is about two and a half times as high as the overall labour market availability for this designated group. Despite these improvements, the Bank continues to sit slightly below the overall labour market availability.

Targeted Measures for Aboriginal Peoples

To address the continued underrepresentation of Aboriginal peoples in many areas of the organization, the Bank continued to offer its scholarship and work placement program for Aboriginal university students in 2016. The program, which includes a potential work placement, helps students further their education and encourages them to take an interest in the Bank as a future employer of choice. To reach the greatest number of Aboriginal communities, we continue to partner with Indspire, a well-established organization that manages scholarships for Aboriginal students. Since the program was introduced in the 2015/16 academic year, four students have received scholarships: one completed a

⁴ For privacy reasons, additional data for Aboriginal peoples are not reflected in charts because of the small population size.

work placement in 2016 and will be returning for a second placement in 2017 and one will be completing a 2017 summer work placement.

Additionally, in 2016, the Bank engaged a third party consulting firm to help investigate potential root causes for this designated group's lower overall satisfaction scores on the 2014 Work Environment Check Up (WECU) survey⁵ compared to the rest of the Bank population. Qualitative research was conducted by gathering direct feedback from Aboriginal employees. The study will help the Bank identify how to better support members of this designated group and ensure that we continue to offer all employees access to an inclusive work environment.

2.5 Persons with disabilities

While representation of this group at the Bank continues to sit below labour market availability, the overall representation of persons with disabilities increased slightly over the past three years, from 1.26 per cent to 1.59 per cent.⁶ Most of the increase in 2016 can be attributed to 2 new hires and 1 change in self-identification. Though the pace of change has been slow for this designated group, just over four per cent of positions at the Senior Officer level⁷ are currently held by employees who identify as a person with a disability. Given that traditionally, we would expect a decrease rather than increase in representation as job level increases, this could be an indication that we will see more significant increases to representation of this designated group in the coming years.

Targeted Measures for Persons with Disabilities

In light of the continued underrepresentation of persons with disabilities in most areas of the Bank, we have implemented the following measures to increase representation.

- The Bank continued to offer its scholarship and work placement program for students with disabilities in 2016. The program, which includes a potential work placement, helps students further their education and encourages them to take an interest in the Bank as a future employer of choice. Since the program was introduced in the 2015/16 academic year, four students have received scholarships: two completed work placements in 2016 and one will be completing a 2017 summer work placement.
- The Work Experience Program for Persons with Disabilities provides managers with an alternative option to meet short-term staffing requirements and provides work experience opportunities for persons with disabilities. After a successful pilot in 2015, the program was promoted Bank-wide in 2016. As part of this roll-out, an employee hired through the pilot program participated in a "Diversity Road Show" presented to department leaders to discuss barriers faced by people with disabilities and to promote the program.

Both of these programs are gaining profile as participants are sharing their experiences and shedding light on barriers faced in finding gainful employment. The personal interactions that have occurred via

⁵ The Bank's tri-annual employee engagement survey

⁶ For privacy reasons, additional data for persons with disabilities are not reflected in charts because of the small population size.

⁷ The highest job levels at the Bank of Canada; equivalent to executives in other organizations

the work placements complement the Bank’s bias awareness training for managers and the organization’s leadership competencies.

Additionally, in 2016, the Bank engaged a third party consulting firm to help investigate potential root causes for this designated group’s lower overall satisfaction scores on the 2014 Work Environment Check Up (WECU) survey⁸ compared to the rest of the Bank population. Qualitative research was conducted by gathering direct feedback from employees who identify as a person with a disability. The study will help the Bank identify how to better support members of this designated group and ensure that we continue to offer all employees access to an inclusive work environment.

Lastly, in December 2016, the Employer Accessibility Resource Network (EARN) hosted an expo entitled “*Open to Talent: Strengthening Your Workforce by Hiring People with Disabilities*”. The event aimed to highlight the benefits and the business case for hiring people with disabilities and the Bank was showcased as a positive example. At the event, a United Way video featuring a Bank manager and an employee hired through the Bank’s Work Placement Program for Persons with Disabilities was presented followed by a panel discussion to highlight both of their perspectives. The Bank manager described her experience managing a person with a disability, the benefits to the workplace and offered specific advice to other employers about any perceived risks or biases that employers may have regarding hiring and working with people with disabilities. The Bank employee described the potential barriers faced by an individual with a disability as a job seeker and also described the meaningful work experience gained at the Bank. The combined participation of the Bank manager and employee helped to raise awareness and understanding of how organizations may strengthen their workforce by hiring people with disabilities while highlighting the Bank’s best practices in this area described above.

2.6 Broader employment equity measures

The following section highlights the additional initiatives and programs we have introduced to remove barriers and further assist members of the designated groups as a whole as well as some other traditionally disadvantaged groups.

Diversity and inclusion presentation for leaders

In 2016, we organized a “Diversity and Inclusion Road Show” that focused on two objectives. First, to reinforce the Bank’s employment equity goals among leadership teams across the Bank and second, to sensitize them to the barriers faced by people with disabilities. As part of the road show, presentations were delivered to leaders in 11 of 13 departments giving them a status update on the Bank’s employment equity plan and describing special initiatives put in place to support an inclusive and representative workforce. It was also an opportunity to highlight the Scholarship and Work Placement Program for Students with Disabilities and the Indigenous Students and the Work Experience Program for People with Disabilities. Bank leaders were encouraged to keep these programs in mind when recruiting and considering individuals for employment opportunities. As well, as previously mentioned, a Bank employee, who is a person with a disability hired through the Bank’s Work Experience Program, talked about the challenges she has had to overcome while seeking meaningful employment.

⁸ The Bank’s tri-annual employee engagement survey

Recruitment and Outreach

The Careers section of the Bank's website provides information about the Bank's commitment to diversity and accommodation of candidates and employees and allows candidates to self-identify when submitting an application. In 2016, the content on this site was updated and now includes videos profiling Bank employees and their roles as well as subsections that address Employment Equity groups and veterans. In addition, in order to make our job application more inclusive, we updated the question in the form on gender identity from "What is your gender? (Options:) Male or Female" to "Which gender do you identify as? (Options:) Male, Female or Other". This small change provides applicants with an additional option to describe their gender identity.

Best-practice recruitment approaches and processes benefit staffing across the organization, regardless of the talent segment. In 2016, the Bank continued to partner with external organizations such as Aboriginal Link⁹, the Employment Accessibility Resource Network (EARN)¹⁰, the National Educational Association of Disabled Students¹¹, Indspire and Equitek¹² in order to attract and source quality candidates from diverse backgrounds. The Bank's partnership with Equitek resulted in close to 3,693 candidates from the designated employment equity groups who demonstrated intent to apply for positions at the Bank of Canada. At the same time, we continued our efforts to forge stronger collaborative relationships with university diversity offices to identify new channels to connect with underrepresented employment equity groups.

The Bank launched a Veteran's Outreach Initiative in 2016 encouraging veterans to consider the Bank as a potential employer. In support of this special outreach, the Bank's job posters have been shared with Veterans Affairs and veterans now have the opportunity to self-identify when they apply for Bank opportunities. Furthermore, the Bank's external website careers page was updated to include specific mention of the Bank's interest in a range of skills and experience that are common amongst veterans and applicable to a variety of roles at the Bank.

Succession planning

We employ a robust succession planning process for all senior roles, as well as for key and essential roles at all job levels. Talent committees of the most senior leadership levels meet every three to four months to share and discuss their perspective on strategic talent priorities, including succession planning. These committees and the Human Resources and Compensation Committee of the Board of Directors regularly review the diversity of the Bank's talent pipeline.

In 2014, the Bank launched a pilot program to accelerate the development of high-potential employees through in-depth assessments, targeted coaching and development planning. In 2016, this program was formalized as a regular offering. Five employees completed the program in 2016 in addition to the four participants who participated in the 2015 pilot. Participation is focused on promoting the advancement

⁹ An organization recognized as one of the premiere advertising and communications services for the Aboriginal community

¹⁰ A community-led initiative that brings together employers and service providers to increase meaningful employment opportunities for people with disabilities in the National Capital Region

¹¹ An organization which supports full access to education and employment for post-secondary students and graduates with disabilities across Canada

¹² Provides outreach solutions and strategic diversity sourcing

of underrepresented groups such as women and visible minorities in the economic and financial sector specialist group.

Termination

Through the exit interview process, the Bank gathers feedback from departing employees to help identify areas of concern. In 2016, exit interview scores were highest for questions relating to Ethics and Honesty and Working Conditions (average of 4.3 and 4.4 out of 5); both of these sections include questions related to discrimination, harassment and feelings of safety within one's work environment. Termination rates are also reviewed annually to ensure that no systemic issues of discrimination are reflected in any of the designated groups.

Section 3: Inclusion

Promoting an inclusive work environment that encourages employees to contribute their unique perspectives to the Bank's work is crucial to meeting the objectives established in the *Medium Term Plan*.¹³ It is important that we implement policies and practices that foster an inclusive environment, which allows employees to feel comfortable and share their ideas. Some key measures are helping the Bank create an environment that supports a diverse and inclusive workforce.

3.1 Communication

Using a variety of communication channels, the Bank delivers clear and consistent messaging designed to educate employees on inclusive practices and behaviours in our workplace. Banque Centrale¹⁴ is the primary medium through which we communicate with employees. We use the site to inform staff about all the Bank's accessibility and inclusiveness policies, initiatives and events. Internal communications are also supported through additional channels, such as InfoBytes,¹⁵ *Bank Notes*,¹⁶ lunch and learn events and employee surveys and focus groups.

Banque Centrale

In 2016, the Bank continued to make its annual report on employment equity available to all employees and other interested parties by posting it on both our internal and external websites. In addition, we began revamping the content on HR Online (the HR section of the Bank's intranet) to make it much more focused on leader and employees' needs. This included designing a new structure for the site, and creating content, including step-by-step instructional text, context-setting info, and videos to help animate some of the core HR concepts and programs including those related to diversity and inclusion (i.e. Employment Equity, bilingualism, accommodations, etc.).

Lunch and learn events

Every year, the Bank offers employees several lunch and learn events to enable them to learn more about a range of topics. In 2016, we invited employees to events related to inclusion. For example, open to managers, **Raising Awareness About Hiring Persons with Disabilities** was hosted by an external consultant specializing in disability management and human resources. The objective was to help

¹³ The Bank's three-year strategic plan

¹⁴ The Bank's intranet site

¹⁵ Daily emails that highlight and raise awareness on important Bank initiatives, events or practices

¹⁶ Quarterly internal magazine that highlights Bank-related events, activities and other happenings

debunk some of the most common myths about hiring persons with disabilities. Managers who attended had the opportunity to learn what they can do to overcome some of these unintentional barriers.

Employee surveys and feedback

Communication is about more than providing employees with access to information; it's also about letting them have a say. By considering the different perspectives and opinions of our workforce, we create a better and more inclusive environment.

In 2016, the Bank renewed its approach to performance and development. Extensive consultation with over 200 leaders and employees provided wonderful insight into the redesign of the much simpler approach focusing on setting clear goals, and providing just in time frequent and useful feedback to employees, on their key achievements (the what) and how they achieve (the how, key core competencies aligned with the Bank's culture and values). The launch of the new approach was February 2017.

As part of a total compensation review, an employee survey was conducted in 2016 to obtain feedback on options being considered for changes to the Bank's existing benefits package to help understand what aspects of the current package are most important to employees and their families. Along with the survey, a video was created to explain the flexible benefits program so employees have a better understanding of all the benefits and options available to them to better meet their needs.

Every three years, the Bank conducts a Work Environment Check Up (WECU) survey, giving employees the opportunity to provide feedback on a wide range of topics, such as career development, work environment and recognition. Responses to this survey help shape our workplace by enabling senior management to identify areas where we can improve and track our progress on the key issues identified in previous surveys. Past feedback has influenced both the Bank's corporate medium-term plan and its departmental priorities. In 2016, the Bank completed an RFP process and contracted a new third-party vendor to support us with employee engagement surveys going forward. The next survey – which will be taking place in June 2017 - will use a simpler approach and a streamlined set of questions. The shorter main survey will be supplemented periodically by pulse checks to measure progress on particular areas of interest, e.g. leadership, and by ad-hoc issue-specific surveys, as required.

3.2 Learning and development

As part of the Bank's focus on professional development, in 2016, we allotted 4 per cent of our annual payroll budget to employee learning and development. We make sure that our employees receive the necessary training to support them throughout their careers, as well as the knowledge that leads to a better understanding of other people's needs and perspectives.

- To ensure a supportive work environment for all staff, the Bank began offering half-day workshops on **Becoming Bias Aware** in 2014. Since its launch, 156 managers have completed this training; a figure which represents approximately 65 per cent of all managers at the Bank. The goal, as noted in the Employment Equity Plan, is to have all Bank managers complete this training by the end of 2017.
- In 2016, the Bank's new **leadership competencies** – which were developed in 2015 - were officially added to our leaders' performance and development plans for the first time. Behaviours related to diversity, bias awareness and inclusion are integral to the competency definitions. Additionally, we developed a set of five **core employee competencies** in 2016. These new core

competencies, which will be officially launched in 2017, place a focus on diversity of thought and respect for different opinions and perspectives.

- The Bank launched a mandatory **Coaching and Feedback workshop** for all leaders to equip them with the skills required to meet the objectives of the Bank's new performance and development program (launched in early 2017). This two-day workshop is highly interactive and provides leaders with the opportunity to discover, discuss and practice coaching skills that will help them to address the diverse needs of their employees.
- Leadership and HR stay abreast of **best practices in Diversity and Inclusion** through proactive involvement with forums of diversity thought-leaders from various organizations and think tanks such as the Council on Inclusive Work Environments (CIWE), the Employee Accessibility Resource Network (EARN), and Catalyst.
- All Senior Officers participated in a **Managing Mental Health workshop** that focused on how to both support an employee with mental health issues while continuing to manage performance for the organization.
- The Bank has a well-established **Mentoring Program** to facilitate and strengthen employee networks, information sharing and skills transfer and to enable both junior and senior employees to benefit from increased opportunities for two-way communication. More than 10 per cent of employees currently benefit from the Bank's formal Mentoring Program, while many others enjoy more informal guidance from their colleagues. Furthermore, 46 percent of mentors and 64 per cent of mentees who take part in the formal program are women.
- All new managers are expected to attend the **Manager Orientation Program**, a two-day workshop that provides an overview of the essentials of being a manager at the Bank. Workshop participants benefit from an opportunity to interact with senior management and to network with other leaders across the Bank. Some of the elements of this workshop are related to understanding behaviours and effectively managing differences.
- New employees at the Bank are invited to attend an **Orientation Program** to learn about key policies and programs. In this program, we provide information and tools to support employee integration and highlight key HR policies and initiatives that support a diverse and inclusive environment.
- The Bank continues to offer **Career Management workshops** to all employees. These workshops help employees become more proactive in identifying and planning their career paths. Managers also have the opportunity to participate in **Career Management Coaching** workshops that focus on effective coaching methods for career management.
- Employees can access **LifeSpeak On Demand**, an online library of more than 400 videos and training materials on topics about health, wellness and family issues. This self-help service is available to employees and their families free of charge.

3.3 Bank policies

The Bank has instituted comprehensive policies and programs to promote and support an equitable work environment. These policies are reviewed periodically for systemic and attitudinal bias so that we can

continue to attract, develop, retain and promote high-performing, talented people with diverse backgrounds and perspectives. Our policies include the following:

- Code of Business Conduct and Ethics
- Employment Equity
- Harassment in the Workplace
- Prevention of Workplace Violence
- Performance and Development
- Leave of Absence for Child Care, Compassionate Care and Parents of Critically Ill Children
- Special Leave (e.g. to take care of sick child or family member)
- Flexible Work Arrangement
- Accommodation
- Bilingualism

3.4 Health and wellness

The Bank sets high expectations for a healthy, safe, and inclusive workplace. It not only is an obligation as a federal employer, it's intrinsic to an organizational culture which is deeply respectful of its employees. The Bank offers a variety of programs and services to support and encourage employee health and wellness. These programs and services are outlined on Banque Centrale and include the following:

- **Wellness Matters** is a quarterly Health and Wellness newsletter designed to motivate employees and their families to be healthy and to live actively.
- The **Employee Assistance Program** provides employees and their immediate family with assistance in resolving personal problems and work-related concerns, including stress, anxiety and substance abuse. Through this service, employees and their family members have access to the relevant support to meet their individual needs.
- The **Wellness Centre** includes health break rooms and a self-service area equipped with a blood pressure machine, a light therapy lamp, a scale, a small refrigerator to store medication, and first-aid supplies. This area also includes a space for prayer and meditation.
- The Bank's **Ergonomic Assessment Program** gives employees access to volunteers (employees) who are trained in basic workstation adjustments. Complex cases are referred to an expert to ensure that the appropriate office equipment is set up correctly for the employee being assessed. This program helps ensure that the various health needs of employees are accommodated.
- The Bank is committed to supporting and assisting employees who are recovering from an injury or illness. The Bank's approach to disability management is intended to balance the time an employee needs to recover following an injury or illness with a timely and appropriate return to work.

Additionally, in 2016 the Bank worked with the assistance of a third party to identify a preliminary set of recommendations for a 3-year roadmap for wellness. Highlights of those recommendations were: more formal training for leaders on psychological risk factors and mental health, a better understanding of the health profile of our employees, enhancements to our accommodation and return to work policies, and an improved and integrated wellness website. In support of these recommendations, quick wins

from 2016 included a 4-part series of optional lunch and learn sessions with a particular focus on mental health related topics, such as strategies to build resilience, and the importance of sleep in a balanced lifestyle.

3.5 Employee consultations

To ensure a continuous focus on diversity and inclusion, the Bank has established a Working Committee on Diversity and Inclusion. Led by the Human Resources Department, the Committee helps promote a work environment where employees appreciate diversity and understand how it supports the Bank's vision and strategic objectives. Members meet regularly (at least quarterly) to

- develop plans and activities (with due consideration for legislative requirements) that promote education and acceptance of the diversity of our employees;
- provide input into the Bank's annual reports on employment equity, multiculturalism and official languages; and
- represent the diversity of Bank employees by raising awareness, voicing concerns and identifying and sharing best practices.

The Committee consists of eight employees and managers who represent a cross-section of departments and job grade levels, the four designated groups and the union bargaining agents. It is overseen by the Bank's Human Resources Oversight Committee, which supervises the Bank's employment equity planning and progress.

In 2016, in addition to providing input on the annual reports noted above, committee members participated in the interview and selection process for the scholarship and work placement programs and provided feedback on the "Diversity and Inclusion Road Show" (see section 2.6 for more information) prior to the content being officially presented to departmental leaders.

Section 4: Looking Ahead

Efforts to nurture a workforce that can leverage from the diversity of thought that emanates from a diverse employee population will be prioritized in 2017. In addition to the Senior Deputy Governor's plan to play a larger leadership role to attract more women to education and careers in economics and finance, the Bank will continue to enhance its programs and practices to promote diversity and be more inclusive. This includes continuing to work toward achieving the objectives and measures established in our Employment Equity Plan. The focus is to remove potential barriers and increase the proportion of underrepresented groups so the Bank's workforce better reflects the Canadian population. Our ultimate goal is to achieve diversity of thought and approach to enable the Bank to best achieve its mandate.

For more details on the diversity measures in the Employment Equity Plan that the Bank will continue to work on into 2018, please see Appendix C.

Appendix A: Variance Explanations

A comparison of the data in the *2016 Employment Equity Report* with data from the previous year reveals three significant variances.

Occupational Group (Full-time)

EEOG 11: Intermediate Sales and Service Personnel (+16)

The positive variance in this occupational group was mainly due to a re-organization of the Security Operations business line which resulted in a large number of Security Officers (15) changing status from temporary to full-time. The remaining variance within EEOG 11 can be explained by the temporary assignment of an employee from a position in EEOG 07 to a position in EEOG 11.

Salary (Part-time)

EEOG 03: Professionals (+6)

The positive variance in the salary range was the result of an employee's salary not being annualized properly in the prior year (2015). If the salary had been annualized, the variance would not have occurred in this year's report.

Missing Employees

Employees present in 2016 but missing from 2015 data (+1)

One employee is present in 2016 data who was not present in 2015. Upon further investigation, it appears that this employee should have been included in past reports as he was hired as a temporary employee in 2014. We were unable to identify why this employee did not appear as he should have in prior years, but have added him to this year's file manually.

To prevent this type of exclusion from recurring, we have documented this case and will be reviewing and testing the current parameters in place for our WEIMS data extract in SAP.

Appendix B: Employment Equity Occupational Groups

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

	Definition	Examples in the Bank
Senior Managers	Employees holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning and for directing and controlling the functions of the organization.	Advisors, Deputy Governors, Special Advisors, General Counsel and Corporate Secretary
Middle and Other Managers	Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.	Managing Directors, Deputy Managing Directors, Senior Directors, Directors, Assistant Directors, Program Managers, Regional Directors, Senior Managers, Managers, Assistant Managers
Professionals	Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.	Economists/Financial Sector Specialists, IT Specialists, Analysts, Librarians, Research Assistants, HR Specialists, Lawyers, Communications Consultants, Financial Consultants, Scientific Advisors
Semi-Professionals & Technicians	Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.	Graphic Designers, Museum Technicians, Photographers, Scanner Operators, Web Development Consultants
Supervisors	Non-management first-line coordinators of white-collar (administrative, clerical, sales and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.	Supervisors (Security), Managers (Administrative, Business Effectiveness, Data), Operations Managers, Team Leads (CUR)
Supervisors: Crafts and Trades	Non-management first-line coordinators of workers in manufacturing, processing, trades and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers and/or other manual workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.	Facility Operations Mechanical Systems Specialist Supervisor
Administrative and Senior Clerical Personnel	Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.	Senior Procurement Consultants, Purchasing Agents, Property Managers, Executive Administrative Assistants, Conference and Event

		Planners, Program Coordinators, Board Administrators
Skilled Sales and Service Personnel	Highly skilled workers engaged wholly or primarily in selling or in providing personal services. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.	Executive Chef
Skilled Crafts and Trades Workers	Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training.	Operations Building System Specialists, Systems Support Specialists
Clerical Personnel	Workers performing clerical work other than senior clerical work.	NCC Cataloguers, Production Coordinators, Client Service Representatives, Contract Administrators, Senior Administrators (Security), Project Administrators, Data Analysts, Payroll Specialists, Banking Services Representatives
Intermediate Sales and Service Personnel	Workers engaged primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.	Security Officers, Information Agents, Information Analysts
Semi-Skilled Manual Workers	Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers but greater than that of elementary manual workers.	Quality Management Analysts, Quality Management Mutilated Note Inspectors
Other Sales and Service Personnel	Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.	Not applicable
Other Manual Workers	Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary and require little or no independent judgment.	Maintenance Analysts, Accommodation Planning Analysts, Trades Workers

Appendix C: Future Diversity Measures and Timelines

In 2016, HR representatives met with departmental leaders to increase awareness of the revised Employment Equity Plan and obtain commitments on hiring targets and employment equity initiatives. The table below provides a summary of the diversity measures in the Employment Equity Plan that the Bank has completed as well as some that we will continue to work on.

Initiative	Time frame	Status
<p>Accountability Departmental ententes to include common objective of accountability to actively contribute to meeting the Bank’s employment equity goals. Progress will be reviewed semi-annually and reported to the HR Oversight Committee.</p>	2014 and ongoing	Departmental ententes for 2016 generally included an objective of accountability for employment equity.
<p>Outreach Establish new outreach partnerships to expand the pool of qualified candidates from the Aboriginal peoples and persons with disabilities groups.</p>	Q3 2015	Launched a scholarship and work placement program for Indigenous students and students with disabilities. In addition, the Bank continued to partner with a range of external organizations who provide best in class diversity outreach and sourcing solutions (e.g. Indspire, Aboriginal Link, NEADS, EARN and Equitek).
<p>Satisfaction Summary reports of annual exit interviews to include information related to employee equity groups when possible.</p>	2016	The option to add employment equity groups to the summary reports was considered in 2016. Due to system restrictions as well as the small sample size of the designated groups within the population of Bank departures, this will not be included.
<p>Evaluation Review and adjust hiring goals set in the Employment Equity Plan (2013–18) after 2011 Census update</p>	2015–16	We met with senior leaders to discuss the revised goals in 2016.
<p>Diversity training for all managers Training on unconscious bias will be implemented.</p>	All managers by Q4 2017	65 per cent of managers have taken part in the unconscious bias workshops offered since the autumn of 2014. These workshops are ongoing.