



# Executive Summary



## Executive Summary

McMaster remains deeply committed to advancing inclusive excellence and recognizes that the diversity of our community and our people are our greatest asset. With a renewed vision focused on impact, ambition and transformation through excellence, inclusion and community, our commitment to advancing human and societal health and well-being will only be achieved by truly valuing and leveraging the diverse skills, talents, and perspectives of our people.

Employment Equity is an essential part towards achieving our vision of inclusive excellence. We continue to support strategic implementation of McMaster's [Equity, Diversity and Inclusion \(EDI\) Strategy and Action Plan](#) by collecting and updating workforce demographic data and implementing evidence-based employment equity strategies. These efforts have resulted in increased EDI awareness, understanding and championing of initiatives across the institution. Additionally, McMaster has been named one of [Canada's Best Diversity Employers](#) four years in a row, in recognition of the University's ongoing work to advance equity, diversity and inclusion in the McMaster community. McMaster has also been recognized as one of Hamilton-Niagara's Top Employers for the fifth year in a row.

The 2021 Employment Equity Census Report provides a snapshot of the composition of McMaster's workforce as of **December 20, 2021** among full-time, continuing employees. The voluntary, confidential Employment Equity Census is ongoing and requests voluntary self-identification in relation to the following demographic groups: Indigenous (First Nations, Métis, or Inuit) peoples; persons belonging to racialized<sup>1</sup> communities; persons with disabilities; women; and members of marginalized sexual orientation and gender identity communities, collectively referred to as *equity-deserving groups*.

In 2021, full-time, continuing employees had a census completion rate of **67%**. While the completion rates remain the same since 2019, despite various efforts including weekly emails leading up to the census reporting date and coordinated communications campaigns, we are pleased to confirm the latest data reflects an increase in representation of Equity-Deserving Groups (EDGs) across the institution.

The 2021 composition of full-time, continuing employees is shown in **Table 1**.

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<sup>1</sup> The term racialized is preferred over "visible minority", which is defined by the Government of Canada in the Employment Equity Act as persons, other than Indigenous peoples, who do not identify as Caucasian, European, and/or White in race, ethnicity, origin, and/or colour, regardless of birthplace or citizenship.

**Table 1. Completion Rates and Composition among Full-time, Continuing Employees**

2021 Completion Rate	2021 Composition <sup>2</sup> of Equity-Deserving Groups					
	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)	Transgender (%)	2SLGBTQI+ (%)
67%	2.4%	18.9%	5.0%	65.8%	1.1%	6.1%

Analysis of the composition of part-time, temporary employees is not included, as the low completion rate (19%) does not allow for meaningful reporting. However, there is a notable increase in completion rate for this employee group since the previous census report.

**Table 2** displays the completion rates and composition of equity-deserving groups among the largest employee groups at McMaster: Clinical Faculty, MUFA Faculty, The Management Group (TMG), and Unifor Unit 1 (UF1).

**Table 2. 2021 Completion Rates and Composition for McMaster’s Largest Employee Groups**

Employee Group	Total Completed (%) <sup>3</sup>	2021 Completion Rate	2021 Composition <sup>2</sup> of Equity-Deserving Groups			
			Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
Clinical Faculty	9.3%	54.0%	1.4%	28.3%	0.9%	42.3%
MUFA Faculty	19.5%	75.9%	2.4%	24.2%	4.6%	44.1%
Staff <sup>4</sup>	71.2%	66.6%	2.6%	16.2%	5.6%	74.8%
TMG	17.1%	81.0%	2.5%	15.7%	4.0%	73.6%
Unifor Unit 1 (UF1)	47.7%	66.0%	2.5%	16.2%	5.6%	77.7%

<sup>2</sup> Based only on individuals who have completed the Equity Census. Actual representation may be higher or lower, particularly in areas that have low completion rate(s).

<sup>3</sup> Indicates the size of each employee group relative to total full-time, continuing employees

<sup>4</sup> Defined for the purposes of this report, as all full-time, continuing employee groups, **excluding** Clinical Faculty and MUFA Faculty. Staff includes TMG, Unifor Unit 1 (UF1), and additional employee groups not reported below.

The change in composition of full-time, continuing employees institutionally, as well as across our largest employee groups are summarized in **Table 3**.

**Table 3. Change in Composition from 2019 to 2021, for McMaster's Largest Employee Groups**

Employee Group	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition <sup>5</sup>			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
All Full-time, Continuing Employees	66.6%	66.8%	+ 0.4%	+ 2.5%	+ 0.5%	-0.2%
Clinical Faculty	54.8%	54.0%	+ 0.2%	+ 0.9%	+ 0.2%	+ 2.0%
MUFA Faculty	73.4%	75.9%	+ 1.0%	+ 3.1%	-0.1%	+ 0.2%
Staff <sup>6</sup>	66.8%	66.6%	+ 0.2%	+ 2.6%	+ 0.7%	-0.8%
TMG	79.8%	81.0%	+ 1.2%	+ 2.8%	+ 1.3%	+ 0.4%
Unifor Unit 1 (UF1)	66.7%	66.0%	+ 0.2%	+ 3.4%	+ 1.0%	-1.2%

**Table 4** below, provides a more detailed summary of the year-over-year change in composition for all full-time continuing employees, as well as McMaster's largest employee groups.

Note that in accordance with McMaster's Employment Equity Census principles of reporting, data for Transgender and 2SLGBTQI+ has been reported at the institutional level only, and is not provided for employee groups.

Also, the **Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated below:

- **GREEN** - If the UR is **Greater than 80%**, this indicates there not a significant gap in representation.
- **YELLOW** - If the UR is **Between 50% and 80%**, this indicates there is a significant gap in representation.
- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

<sup>5</sup> Based only on individuals who have completed the Equity Census. Actual representation or change in representation may be higher or lower, particularly in areas that have low completion rate(s).

<sup>6</sup> Defined for the purposes of this report, as all full-time, continuing employee groups, **excluding** Clinical Faculty and MUFA Faculty. Staff includes TMG, Unifor Unit 1 (UF1), and additional employee groups not reported below.

Equity Deserving Groups by Employee Group	McMaster Representation			Labour Market Availability <sup>10</sup>	Utilization Rate <sup>10</sup>
	2017 <sup>7</sup>	2019 <sup>8</sup>	2021 <sup>9</sup>		
<b>All Full-time, Continuing Employees</b>				<b>Total LMA</b>	
EE Census Completion Rate	72.2%	66.6%	66.8%	-	-
Indigenous Peoples	1.7%	2.1%	2.4%	4.0%	61.1%
Racialized Persons	15.1%	16.4%	18.9%	21.3%	88.5%
Persons with Disabilities	4.8%	4.5%	5.0%	9.1%	54.6%
Women	65.2%	66.0%	65.8%	48.2%	136.5%
Transgender	0.9%	1.0%	1.1%	-	-
2SLGBTQI+	4.2%	5.0%	6.1%	-	-
<b>Clinical Faculty</b>				<b>NOC 3112</b>	
EE Census Completion Rate	59.2%	54.8%	54.0%	-	-
Indigenous Peoples	1.0%	1.2%	1.4%	0.9%	158.7%
Racialized Persons	24.0%	27.4%	28.3%	33.0%	85.7%
Persons with Disabilities	0.6%	0.6%	0.9%	8.9%	9.6%
Women	38.6%	40.3%	42.3%	47.2%	89.6%
<b>MUFA Faculty</b>				<b>NOC 4011</b>	
EE Census Completion Rate	77.8%	73.4%	75.9%	-	-
Indigenous Peoples	1.8%	1.4%	2.4%	1.4%	174.9%
Racialized Persons	19.7%	21.1%	24.2%	21.1%	114.8%
Persons with Disabilities	4.9%	4.8%	4.6%	8.9%	52.0%
Women	44.1%	43.8%	44.1%	44.0%	100.2%
<b>All Full-time, Continuing Staff</b>				<b>Total LMA</b>	
EE Census Completion Rate	72.6%	66.8%	66.6%	-	-
Indigenous Peoples	1.8%	2.3%	2.6%	4.0%	64.3%
Racialized Persons	12.6%	13.6%	16.2%	21.3%	75.8%
Persons with Disabilities	5.3%	4.9%	5.6%	9.1%	61.5%
Women	74.6%	75.5%	74.8%	48.2%	155.2%
<b>TMG</b>				<b>Total LMA</b>	
EE Census Completion Rate	85.0%	79.8%	81.0%	-	-
Indigenous Peoples	1.1%	1.3%	2.5%	4.0%	62.2%
Racialized Persons	11.0%	12.9%	15.7%	21.3%	73.7%
Persons with Disabilities	3.2%	2.7%	4.0%	9.1%	44.4%
Women	71.2%	73.2%	73.6%	48.2%	152.6%
<b>Unifor Unit 1 (UF1)</b>				<b>Total LMA</b>	
EE Census Completion Rate	72.8%	66.7%	66.0%	-	-
Indigenous Peoples	1.4%	2.2%	2.5%	4.0%	61.3%
Racialized Persons	11.9%	12.8%	16.2%	21.3%	76.1%
Persons with Disabilities	5.0%	4.6%	5.6%	9.1%	61.8%
Women	79.1%	78.9%	77.7%	48.2%	161.1%

<sup>7</sup> Active full-time, continuing employees as of **April 30, 2017**

<sup>8</sup> Active full-time, continuing employees as of **November 30, 2019**

<sup>9</sup> Active full-time, continuing employees as of **December 20, 2021**

<sup>10</sup> Based on the **National** Canadian Labour Market Availability, 2016 Census. More detailed Gap Analysis and Utilization Rates in comparison with the National, as well as Provincial and Local Availability is provided in the full report.

The report also includes analysis of the compositional diversity within McMaster's Leadership Groups<sup>11</sup>. This information is summarized in **Table 5**.

**Table 5. 2021 Completion Rates and Composition for McMaster's Leadership Group**

Leadership Group <sup>11</sup>	Total Headcount	Total Completed	2021 Completion Rate	2021 Composition of Equity-Deserving Groups <sup>12</sup>			
				Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
President & Vice-Presidents (PVP)	6	6	100.0%	0.0%	16.7%	0.0%	66.7%
Senior <sup>13</sup> Leaders (Clinical & MUFA Faculty)	19	18	94.7%	0.0%	16.7%	0.0%	38.9%
Senior Leaders (Administration)	14	14	100.0%	0.0%	7.1%	7.1%	64.3%
Other <sup>14</sup> Leaders (Clinical & MUFA Faculty)	234	188	80.3%	2.1%	17.6%	1.6%	41.5%
<b>Total Leadership Group</b>	<b>273</b>	<b>226</b>	<b>82.8%</b>	<b>1.8%</b>	<b>16.8%</b>	<b>1.8%</b>	<b>43.4%</b>

The change in composition within the leadership group is summarized in **Table 6**.

**Table 6. Change in Composition from 2019 to 2021, for McMaster's Leadership Group**

Leadership Group <sup>11</sup>	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition <sup>12</sup>			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
President & Vice-Presidents (PVP)	100.0%	100.0%	0.0%	+ 16.7%	0.0%	+ 16.7%
Senior <sup>13</sup> Leaders (Clinical & MUFA Faculty)	88.9%	94.7%	0.0%	+ 10.4%	0.0%	+ 1.4%
Senior Leaders (Administration)	100.0%	100.0%	0.0%	- 9.5%	+ 7.1%	- 27.4%
Other <sup>14</sup> Leaders (Clinical & MUFA Faculty)	83.1%	80.3%	+ 0.5%	- 2.8%	- 0.8%	+ 12.2%
<b>Total Leadership Group</b>	<b>85.3%</b>	<b>82.8%</b>	<b>+ 0.5%</b>	<b>- 1.0%</b>	<b>- 0.1%</b>	<b>+ 7.7%</b>

<sup>11</sup> Please refer to **Appendix C** for more information on the applicable roles within this group, or the "Leadership Groups" section later in the report

<sup>12</sup> Based only on individuals who have completed the Equity Census. Actual representation or change in representation may be higher or lower, particularly in areas that have low completion rate(s).

<sup>13</sup> Includes the following roles: Dean, Vice-Dean, Vice-Provost, and Executive Director

<sup>14</sup> Includes the following roles: Assistant Dean, Associate Dean (MUFA); Chair, Department Chair, Associate Chair, Area Chair, Program Chair; Director, Co-Director, Associate Director, Program Director

## Key Insights

Further to the highlights noted below, subsequent sections within the report provide area-specific data to allow for customized deep dives and comparative analysis across Employee Groups, VP Groups and Faculties.

### Institutional Representation

- There is a notable increase in representation across all equity-deserving groups particularly for 2SLGBTQI+ individuals by **+1.1%**, racialized persons by **+2.5%** and persons with disabilities by **+0.5%**.
- There is year-over-year increase in representation of 2SLGBTQ+ individuals across all employee groups.
- The utilization rate for women is at par and in some areas exceeds labour market availability across all geographical levels (national, provincial and local).
- The representation and utilization rate of Indigenous peoples is above the provincial labour market availability.
- Persons with disabilities remain under-represented across various employee groups and VP areas.
- There is a consistent representation of racialized persons across employee groups and VP areas.

### Representation among Leadership Groups

- The diversity of the total leadership group indicates a gap in representation across all EDGs, with the exception of women.
- There is no representation of Indigenous peoples and persons with disabilities at the highest levels of leadership (PVP and Senior Clinical & MUFA Faculty).
- Despite the decrease in proportion of racialized persons and persons with disabilities, there has been an increase in headcount for all EDGs in the total leadership group.

### Representation among Employee Groups

- **MUFA across Faculties**
  - Women and racialized persons continue to have highest representation across all geographical areas.
  - There are notable variations in year-over-year representation for all equity-deserving groups.
  - There is a progressive year-over-year increase in representation of racialized persons and women within Clinical Faculty.
  - Representation for persons with disabilities is noticeably low across all faculties, except for Social Sciences and Humanities.
  - Humanities and Social Sciences have the greatest representation of Indigenous faculty.

- Health Sciences has a year-over-year increase in representation of Indigenous peoples, women and racialized persons
  - There is notable increase in representation of women and racialized faculty in Science.
  - Business and Engineering have the greatest representation of racialized faculty.
  - Humanities, Engineering and Social Sciences have greatest representation of persons with disabilities.
  - Humanities, Social Sciences and Health Sciences have the greatest representation of women faculty.
  - The MUFA census completion rate at **75.9%** is relatively close to the institutional goal of 80% and above.
- **VP Groups**
    - Representation of women and racialized persons is high across all VP groups.
    - Representation for Indigenous peoples and persons with disabilities remain low across all VP groups.
    - There is low representation of persons with disabilities in all VP groups, except VP Research.
    - There is particularly low representation year-over-year of racialized persons, persons with disabilities and Indigenous peoples in VP Advancement.
    - Women and racialized persons are represented in most VP groups, with fairly high utilization rates across all geographical areas.
- **The Management Group (TMG)**
    - The census completion rate of **81.0%** is the highest among McMaster's largest employee groups and exceeds the institutional target of 80% and above.
    - There is representation across all equity-deserving groups, with notable increases year-over-year among persons with disabilities, racialized persons, and indigenous peoples
    - Utilization Rate is highest for Indigenous peoples within Health Sciences.
    - Women continue to have the greatest representation year-over-year across all areas.
- **Unifor Unit 1 (UF1)**
    - There is notable representation across various equity-deserving groups.
    - There is year-over-year increase in representation particularly among persons with disabilities and Indigenous peoples.
    - The representation and utilization of racialized persons is below labour market availability across all geographical areas.
    - The UF1 completion rate of **66.0%** remains fairly below the institutional goal of 80% and above.



## Intersectionality

- Intersectional data indicates varied intersectional identities represented among full-time, continuing employees. The largest group is individuals that identify as having 2 intersecting identities.
- **76.6%** of those who completed the census identify as members of one or more equity-deserving groups, which indicates active engagement and addresses some concerns or misgivings regarding census completion for members of equity-deserving groups.

## Employee Life Cycle Events

- Another key component included in the report is Employee Life Cycle Events including new hires, career growth opportunities and TMG Limited Term Secondments, promotions and terminations.
- Among New Hires was a notable representation of all equity-deserving groups, particularly Racialized Persons (**30.3%**), 2SLGBTQI+ individuals (**11.6%**), Women (**70.8%**), Indigenous Persons (**4.9%**), and Persons with Disabilities (**4.9%**).

However, note this representation is only based on the **44%** of New Hires that completed the census, so the composition is not necessarily reflective of the true diversity in this group. Actual representation may be higher or lower, considering the relatively low completion rate.

- With respect to Career Growth Opportunities and TMG Limited Term Secondments, **13.5%** were Racialized Persons and **81.7%** were Women.

## Challenges Worth Noting

McMaster continues to maintain a coordinated decentralization approach in its efforts to advance inclusive excellence and promote equitable employment practices throughout the institution. As such, this results in the application of unique approaches and varied levels of engagement, with respect to the effective implementation and application of employment equity initiatives across the institution. It further poses challenges and risks to systematically reducing gaps in diverse workforce composition and advancing EDI best practices at an accelerated and consistent pace.

### **Some of the challenges and areas requiring action are highlighted below:**

- Overall, representation is still below labour market availability in some areas, primarily for Indigenous peoples and persons with disabilities.
- The census completion rate remains at **67%**, despite various communication and awareness strategies to increase completion rates. This is an area that will require thoughtful consideration moving forward, with respect to census participation and completion requirements across employee groups. However, it is worth noting that there were increases across all employee groups.
- Similarly, there remains a relatively low completion rate in Unifor Unit 1 (UF1) compared to increases in completion rates for MUFA and TMG.
- There continues to be a significant under-representation of Indigenous peoples and persons with disabilities across various areas. Some areas indicate 0% increase over the concurrent reporting years, which is a concern that needs immediate attention with respect to targeted recruitment and advancement strategies.
- Additional work is still needed to encourage census completion among New Hires, who have a relatively low census completion rate of **44%** (full-time, continuing employees only) in the period between December 01, 2019 and December 20, 2021 despite various communications strategies including monthly emails. Although the completion rate for this group has increased from **38%** since the last reporting period in 2019, this is an area that still requires further collaboration with hiring managers to incorporate the census completion into onboarding requirements, and explore additional strategies for increasing completion rates within respective areas/units.