



# Executive Summary



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## Introduction

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, racialized<sup>1</sup> persons, persons with disabilities, women, and members of marginalized gender identity and sexual orientation communities, collectively referred to as **equity-deserving groups (EDGs)** or **employment equity groups**.

The 2023 Employment Equity Census Report provides a snapshot of the composition of McMaster’s workforce as of **October 20, 2023**, among full-time (excluding interim and student) employees.

The 2023 completion rate and representation of full-time (excluding interim and student) employees is shown in **Table 1**.

**Table 1. 2023 Completion Rate and Representation among Full-time (excluding Interim and Student) Employees**

<b>2023 Representation<sup>2</sup> by Percentage</b>						
<b>2023 Completion Rate</b>	<b>Indigenous Peoples</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities</b>	<b>Women</b>	<b>Gender Diversity</b>	<b>Diverse Sexual Orientation</b>
<b>58.9%</b>	<b>2.5%</b>	<b>21.3%</b>	<b>5.7%</b>	<b>64.7%</b>	<b>1.3%</b>	<b>7.1%</b>

**Table 2** displays the 2023 completion rates and representation among the largest employee groups at McMaster: Clinical Faculty, MUFA Faculty, The Management Group (TMG), Unifor Unit 1 (UF1), Total Staff<sup>3</sup>, and Total Employees<sup>4</sup>.

<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.

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

<sup>3</sup> For the purposes of this report, “Staff” is defined as all full-time (excluding interim and student) employee groups, **excluding** Clinical Faculty and MUFA Faculty. This includes TMG, Unifor Unit 1 (UF1), and additional employee groups not listed in applicable tables.

<sup>4</sup> All Full-time (excluding Interim and Student) Employees only.

**Table 2. 2023 Completion Rates and Representation by Employee Group**

Employee Group	2023 Completion Rate	2023 Representation <sup>5</sup> by Percentage <sup>6</sup>			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Clinical Faculty	49.9%	1.2%	29.1%	1.2%	40.7%
MUFA Faculty	72.0%	3.1%	26.4%	5.1%	43.4%
TMG	73.8%	2.5%	17.6%	4.7%	71.2%
UF1 – Unifor Unit 1	56.3%	2.6%	19.5%	6.9%	76.8%
Total Staff <sup>7</sup>	57.3%	2.6%	18.9%	6.5%	73.7%
Total Employees <sup>8</sup>	58.9%	2.5%	21.3%	5.7%	64.7%

**Table 3** provides a more detailed summary of the year-over-year change in representation by employee group.

Note that in accordance with McMaster’s Employment Equity Census principles of reporting, data for Gender Diversity and Diverse Sexual Orientation is reported at the institutional level for Total Employees only and is not provided by employee group.

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.

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

<sup>6</sup> The percentage values for Representation are color-coded based on the Utilization Rate (UR) relative to the **National** (Clinical Faculty, MUFA Faculty) and **Ontario** (TMG, UF1, Total Staff and Total Employees) Labour Market Availability, 2016 Census of Canada.

The **Utilization Rate (UR)** is analyzed as follows:

- **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>7</sup> For the purposes of this report, “Staff” is defined as all full-time (excluding interim and student) employee groups, **excluding** Clinical Faculty and MUFA Faculty. This includes TMG, Unifor Unit 1 (UF1), and additional employee groups not listed in applicable tables.

<sup>8</sup> All Full-time (excluding Interim and Student) Employees only.

**Table 3. Year-over Year Institutional Representation and Gap Analysis of Employment Equity Groups by Employee Group**

Employment Equity Group	McMaster Representation				2016 LMA	McMaster Utilization Rate <sup>9</sup>			
	2017	2019	2021	2023		2017	2019	2021	2023
<b>Clinical Faculty</b>									
Total Headcount	520	593	648	675	NOC 3112	-	-	-	-
Total Completed	308	325	350	337		-	-	-	-
EE Census Completion Rate	59.2%	54.8%	54.0%	49.9%		-	-	-	-
Indigenous Peoples	1.0%	1.2%	1.4%	1.2%	0.9%	108.2%	136.8%	158.7%	131.9%
Racialized Persons	24.0%	27.4%	28.3%	29.1%	33.0%	72.8%	83.0%	85.7%	88.1%
Persons with Disabilities	0.6%	0.6%	0.9%	1.2%	8.9%	7.3%	6.9%	9.6%	13.3%
Women	38.6%	40.3%	42.3%	40.7%	47.2%	81.9%	85.4%	89.6%	86.1%
<b>MUFA Faculty</b>									
Total Headcount	918	941	968	1031	NOC 4011	-	-	-	-
Total Completed	714	691	735	742		-	-	-	-
EE Census Completion Rate	77.8%	73.4%	75.9%	72.0%		-	-	-	-
Indigenous Peoples	1.8%	1.4%	2.4%	3.1%	1.4%	130.1%	103.4%	174.9%	221.4%
Racialized Persons	19.7%	21.1%	24.2%	26.4%	21.1%	93.6%	100.1%	114.8%	125.2%
Persons with Disabilities	4.9%	4.8%	4.6%	5.1%	8.9%	55.1%	53.7%	52.0%	57.5%
Women	44.1%	43.8%	44.1%	43.4%	44.0%	100.3%	99.7%	100.2%	98.6%
<b>TMG – The Management Group</b>									
Total Headcount	633	692	794	977	Total LMA	-	-	-	-
Total Completed	538	552	643	721		-	-	-	-
EE Census Completion Rate	85.0%	79.8%	81.0%	73.8%		-	-	-	-
Indigenous Peoples	1.1%	1.3%	2.5%	2.5%	2.5%	44.6%	50.7%	99.5%	99.9%
Racialized Persons	11.0%	12.9%	15.7%	17.6%	27.9%	39.3%	46.1%	56.3%	63.1%
Persons with Disabilities	3.2%	2.7%	4.0%	4.7%	9.6%	32.9%	28.3%	42.1%	49.1%
Women	71.2%	73.2%	73.6%	71.2%	48.6%	146.5%	150.6%	151.4%	146.4%

<sup>9</sup> Based on the **National** (Clinical Faculty, MUFA Faculty) and **Ontario** (TMG, UF1, Total Staff and Total Employees) Labour Market Availability, 2016 Census of Canada.

**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.

**Table 3. Year-over Year Institutional Representation and Gap Analysis of Employment Equity Groups by Employee Group**

Employment Equity Group	McMaster Representation				2016 LMA	McMaster Utilization Rate <sup>10</sup>			
	2017	2019	2021	2023		2017	2019	2021	2023
<b>UF1 – Unifor Unit 1</b>									
Total Headcount	2301	2485	2718	3032		-	-	-	-
Total Completed	1676	1657	1795	1708	Total LMA	-	-	-	-
EE Census Completion Rate	72.8%	66.7%	66.0%	56.3%		-	-	-	-
Indigenous Peoples	1.4%	2.2%	2.5%	2.6%	2.5%	54.9%	89.3%	98.1%	103.0%
Racialized Persons	11.9%	12.8%	16.2%	19.5%	27.9%	42.8%	45.9%	58.1%	69.9%
Persons with Disabilities	5.0%	4.6%	5.6%	6.9%	9.6%	52.2%	48.4%	58.6%	71.4%
Women	79.1%	78.9%	77.7%	76.8%	48.6%	162.7%	162.3%	159.8%	157.9%
<b>Total Staff</b>									
Total Headcount	3429	3704	4025	4623		-	-	-	-
Total Completed	2491	2474	2681	2647	Total LMA	-	-	-	-
EE Census Completion Rate	72.6%	66.8%	66.6%	57.3%		-	-	-	-
Indigenous Peoples	1.8%	2.3%	2.6%	2.6%	2.5%	70.7%	93.8%	102.9%	102.8%
Racialized Persons	12.6%	13.6%	16.2%	18.9%	27.9%	45.3%	48.7%	57.9%	67.6%
Persons with Disabilities	5.3%	4.9%	5.6%	6.5%	9.6%	55.2%	50.9%	58.3%	67.7%
Women	74.6%	75.5%	74.8%	73.7%	48.6%	153.5%	155.4%	153.9%	151.6%
<b>Total Employees</b>									
Total Headcount	4867	5238	5641	6329		-	-	-	-
Total Completed	3513	3490	3766	3726	Total LMA	-	-	-	-
EE Census Completion Rate	72.2%	66.6%	66.8%	58.9%		-	-	-	-
Indigenous Peoples	1.7%	2.1%	2.4%	2.5%	2.5%	68.3%	82.5%	97.7%	102.0%
Racialized Persons	15.1%	16.4%	18.9%	21.3%	27.9%	54.1%	58.6%	67.6%	76.3%
Persons with Disabilities	4.8%	4.5%	5.0%	5.7%	9.6%	50.1%	46.6%	51.7%	59.8%
Women	65.2%	66.0%	65.8%	64.7%	48.6%	134.2%	135.8%	135.3%	133.0%
Gender Diversity <sup>11</sup>	0.9%	1.0%	1.1%	1.3%	-	-	-	-	-
Diverse Sexual Orientation <sup>11</sup>	4.2%	5.0%	6.1%	7.1%	-	-	-	-	-

<sup>10</sup> Based on the **National** (Clinical Faculty, MUFA Faculty) and **Ontario** (TMG, UF1, Total Staff and Total Employees) Labour Market Availability, 2016 Census of Canada.

**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>11</sup> Note labor market data from Statistics Canada is unable for 2S & LGBTQIA+ identities as at the time of preparing this report.

The report also includes the compositional diversity of McMaster's University Leadership.<sup>12</sup> This information is summarized in **Table 4** and **Table 5**.

**Table 4. 2023 Completion Rates and Representation by Leadership Group**

Leadership Group	2023 Total Headcount	2023 Total Completed	2023 Completion Rate	2023 Representation by Percentage <sup>13, 14</sup>			
				Indigenous Peoples	Racialized Persons	Persons With Disabilities	Women
President & Vice-Presidents (PVP)	6	6	100.0%	0.0%	16.7%	0.0%	50.0%
Senior <sup>15</sup> Leaders (Clinical and MUFA Faculty)	25	20	80.0%	0.0%	20.0%	5.0%	35.0%
Senior Leaders (Administration)	17	13	76.5%	0.0%	7.7%	0.0%	61.5%
Other <sup>16</sup> Leaders (Clinical and MUFA Faculty)	240	197	82.1%	1.0%	22.8%	4.6%	44.2%
<b>Total Leadership Group</b>	<b>288</b>	<b>236</b>	<b>81.9%</b>	<b>0.8%</b>	<b>21.6%</b>	<b>4.2%</b>	<b>44.5%</b>

<sup>12</sup> Please refer to [Appendix B](#) for more information on the applicable roles within this group.

<sup>13</sup> Based only on individuals who have completed the Employment Equity Census. Actual representation or change in representation may be higher or lower, particularly within employee groups or areas that have low completion rate(s).

<sup>14</sup> The percentage values for Representation are color-coded based on the Utilization Rate (UR) relative to the **National** (Total Leadership Group) and **EEOG-Specific** (EEOG-01 for PVP and Senior Leaders; EEOG-02 for Other Leaders) Labour Market Availability, 2016 Census of Canada.

The **Utilization Rate (UR)** is analyzed as follows:

- **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>15</sup> Includes the following roles: Dean, Vice-Dean, Vice-Provost, Executive Director, and Strategic Advisor.

<sup>16</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

**Table 5. 2021 to 2023 Change in Representation by Leadership Group**

Leadership Group	2021 Total Headcount	2023 Total Headcount	2021 Completion Rate	2023 Completion Rate	2021 to 2023 Change in Representation <sup>17</sup> by Headcount			
					Indigenous Peoples	Racialized Persons	Persons With Disabilities	Women
President & Vice-Presidents (PVP)	6	6	100.0%	100.0%	0	0	0	-1
Senior <sup>18</sup> Leaders (Clinical and MUFA Faculty)	19	25	94.7%	80.0%	0	+1	+1	0
Senior Leaders (Administration)	14	17	100.0%	76.5%	0	0	-1	-1
Other <sup>19</sup> Leaders (Clinical and MUFA Faculty)	234	240	80.3%	82.1%	-2	+12	+6	+9
<b>Grand Total</b>	<b>273</b>	<b>288</b>	<b>82.8%</b>	<b>81.9%</b>	<b>-2</b>	<b>+13</b>	<b>+6</b>	<b>+7</b>

<sup>17</sup> The values for Change in Composition are indicated based on the Legend below:

- **GREEN** – The Change is **Greater than 0** i.e. Increase in representation
- **YELLOW** – The Change is **Equal to 0**, i.e. No Change in representation
- **RED** – The Change is **Less than 0** i.e. Decrease in representation

<sup>18</sup> Includes the following roles: Dean, Vice-Dean, Vice-Provost, Executive Director, and Strategic Advisor.

<sup>19</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

### Institutional Representation

- There is a consistent increase in representation across the employment equity groups from 2017 to 2023.
- The 2023 representation of Indigenous Peoples (**2.5%**) and Women (**64.7%**) exceeds the Ontario labour market availability, with a Utilization Rate of **102.0%** and **133.0%** respectively.
- The 2023 representation of Racialized Persons (**21.3%**) and Persons with Disabilities (**5.7%**) has increased from the previous year, however, it remains below the Ontario labour market availability, with a Utilization Rate of **76.3%** and **59.8%** respectively.

### University Leadership

- There is a notable increase in representation of Racialized Persons, Persons with Disabilities and Women.

### Employee Groups

- **Clinical Faculty:** The representation of employment equity groups has remained on par or exceeded the Canada labor market availability, except for Persons with Disabilities, with a particularly low representation within this employee group with a Utilization Rate of **13.3%**.
- **MUFA Faculty:** Similar to Clinical Faculty, the representation of employment equity groups has remained on par or exceeded the Canada labor market availability, except for Persons with Disabilities. Although representation for Persons with Disabilities for MUFA is higher than Clinical Faculty, there remains a gap in representation in comparison with the labor market with a Utilization Rate of **57.5%**.
- **TMG:** The 2023 representation of Indigenous Peoples and Women is on par or exceeds the Ontario labour market availability. However, there is a gap in representation of Racialized Persons with a Utilization Rate of **63.1%**, and a gap in representation of Persons with Disabilities with a Utilization Rate of **49.1%**.
- **Unifor Unit 1:** Similar to TMG, the 2023 representation of Indigenous Peoples and Women is on par or exceeds the Ontario labour market availability, while there



remains a gap in representation of Racialized Persons with a Utilization Rate of **69.9%**. The representation of Persons with Disabilities is higher within this employee group, although still below the labor market availability with a Utilization Rate of **71.4%**.

## VP Groups

- **Indigenous Peoples:** There is representation across the VP Groups, except within Office of the President and VP Advancement.
- **Racialized Persons:** There is a high representation within VP Academic, however, there are gaps in representation across the remaining VP groups.
- **Persons with Disabilities:** There are gaps in representation across the VP Groups.
- **Women:** There is a high representation across the VP Groups.

## Faculties

- Faculty of **Business** has a high representation of Racialized Persons (**29.9%**) and Women (**53.3%**) with a Utilization Rate of **107.3%** and **109.6%** respectively, however there is a gap in representation of Indigenous Peoples (**0.7%**) and Persons with Disabilities (**2.2%**) with a Utilization Rate of **29.2%** and **22.8%** respectively.
- Faculty of **Engineering** has a high representation of Indigenous Peoples (**2.8%**), Racialized Persons (**30.3%**), and Women (**40.7%**), except for Persons with Disabilities (**4.5%**) with a Utilization Rate of **46.7%**.
- Faculty of **Health Sciences** has a high representation of Indigenous Persons (**2.6%**) and Women (**72.1%**), with a Utilization Rate of **103.5%** and **148.4%** respectively, however, there is a gap in representation of Racialized Persons (**20.3%**) with a Utilization Rate of **72.8%**, and Persons with Disabilities (**4.2%**) with a Utilization Rate of **43.8%**.
- Faculty of **Humanities** has a high Utilization Rate for Indigenous Peoples (**3.3%**), Racialized Persons (**19.3%**), and Women (**61.3%**). However, there is a gap in the representation of Persons with Disabilities (**5.3%**) with a Utilization Rate of **55.6%**.

- Faculty of **Science** has a high Utilization Rate for Indigenous Peoples (**2.0%**), Racialized Persons (**20.1%**), and Women (**49.3%**). However, there is a gap in the representation of Persons with Disabilities (**5.1%**) with a Utilization Rate of **53.1%**.
- Faculty of **Social Sciences** has a high Utilization Rate for Indigenous Peoples (**6.8%**), Persons with Disabilities (**8.5%**) and Women (**65.0%**) of **271.2%**, **88.3%**, and **133.7%** respectively. However, there is a gap in the representation of Racialized Persons (**17.5%**) with a Utilization Rate of **62.8%**.

### Employment Equity Occupational Groups (EEOGs)

- The largest group [EEOG 03 \(Professionals\)](#) has diverse representation with a UR of **166.9%**, **83.5%** and **102.1%** respectively for Indigenous Peoples, Racialized Persons and Women. However, there is a gap in representation of Persons with Disabilities, with a Utilization Rate of **51.5%**.
- The next largest group [EEOG 07 \(Administrative and Senior Clerical Personnel\)](#) has gaps in representation of Racialized Persons and Persons with Disabilities with a Utilization Rate of **64.5%** and **57.1%** respectively. There are no gaps in representation of Indigenous Peoples and Women.

### Intersectional Representation

Intersectionality describes the concept of individuals who self-identify in more than one employment equity group. This nuanced analysis of representation helps us to better understand the potential impact of compounded inequities due to intersectional identities.

- The representation of intersectional identities across the employment equity groups reflects the rich diversity at McMaster.

Beyond knowing what the representation is, the intersectional data can be further leveraged to identify any differential experiences during various stages or aspects of the employee life cycle, such as career progression/development, promotions, salary, and retention.

## Retention

New in the 2023 Report, we have provided a preliminary analysis of retention based on the Years of Service as of 2023.

- **Years of Service (YOS):** The data suggests an increase in representation for new or recently hired employees compared to long-term employees, which may be a reflection of the increased emphasis on diverse hiring practices and inclusive excellence.
- **Years of Service Index (YOS Index):** The analysis did not indicate any concerning trends in the years of service for long-term employees.

However, additional experiential and qualitative data would be valuable to better understand the experiences of employees, as part of continued efforts to improve and continue to foster an inclusive workplace environment for McMaster's workforce.

## Contextual Details Worth Noting

As the latest census results are reviewed, it is important to take into consideration the dynamic nature of the overall workforce composition, particularly due to the resulting impact on census completion rates and reported representation of employment equity groups.

### Completion Rates:

- The reported representation across all areas and employee groups is subject to completion rates, and so actual representation may be higher or lower than the current data suggests. Ideally, there should be a completion rate of at least **80%** to have a true picture of representation.
- Considering this, it is important to acknowledge we have not reached this target institutionally, while also noting that there are variations in completion rates across different employee groups and even within different areas.

This means that although there has been a year-over-year increase in representation, we must also acknowledge that there has also been a decrease in completion rate, and the potential impact on the reported representation relative to the actual diversity of the workforce.

- In 2023, the institutional completion rate is **58.9%**. Furthermore, the completion rate across the employee groups is as follows: **49.9%** for Clinical Faculty, **72.0%** for MUFA Faculty, **73.8%** for TMG, and **56.3%** for Unifor Unit 1.
- As we prepare towards the next census report, we will continue to leverage various communication channels and partnerships across the university to increase the completion rate with the goal of achieving high completion. This will allow the reported representation to be a more accurate reflection of the actual diversity.

### Representation:

- Any reported changes in representation of employment equity groups are largely driven by new/recent hires, as well as existing employees who have now chosen to participate in the census for the first time and/or self-disclose where they had not previously shared.

As we observe the changes in the completion rates and representation of employment equity groups, it is important to note that the baseline overall workforce composition is also changing. In other words, the changes over time are not based on the same group of individuals but on a constantly evolving workforce.



Changes in the workforce composition are expected and could be for several reasons driven by the broader talent market and other external economic factors. McMaster continues to work and collaborate with various partners to ensure that we remain a competitive employer with a stable workforce, while striving to continue to attract and retain diverse talent.

## Concluding Remarks

There is diverse representation within the workforce at McMaster University. Considering challenges with the census completion rate, it may be difficult to determine the true extent of the gaps in representation relative to the labor market availability, however, we do know that we have representation of the employment equity groups at the university. And furthermore, there has been a steady increase in this diverse representation since the initial release of the employment equity census report in 2017.

While the observed year-over-year increase in representation is a good indication, there is significant work underway to continue to attract diverse talent. This includes but is not limited to enhancements to the [SPS-A1 Faculty Hiring Policy](#) (in 2020), Equitable Staff Hiring Guidelines (anticipated to launch in 2025) as well as ongoing enhancements to recruitment practices, and we can see the results of these initiatives based on the diversity of our applicant pool and new hires.

As the university continues in its journey to increase representation, it is important to also pay closer attention to retention, particularly for employees within the employment equity groups. We need to ensure that all the individuals who make up our diverse workforce have an exemplary employee experience with opportunities to develop and thrive during their time at McMaster University, in an environment they can continue to grow and be their true authentic selves.

There are several initiatives underway, including the [Future Workplace Strategies](#), which brings together a diverse and cross functional group of faculty and staff to envision and plan for the future workplace at McMaster. It would be important to be intentional in taking a multi-pronged approach to employee listening strategies to maintain a continuous pulse on employee engagement so that the university can both be proactive in planning, and effectively react quickly to any concerns trends or patterns, particularly for employees in employment equity groups. Along these lines, in October 2023, McMaster [launched the disaggregate employment equity census](#) to better understand nuances within the employment equity groups which would help identify and proactively address any inequities.

As McMaster continues its journey towards advancing inclusive excellence, we look forward to continuing to collaborate and work together with employment equity groups and key partners to foster an inclusive environment at the institution.