



# 2021 Employment Equity Census Report



Prepared by:  
**Human Resources Services**

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**BRIGHTER WORLD**



## **McMaster University**

**Human Resources Services**

**Gilmour Hall, Room 304**

**For inquiries, please contact:**

**[Hr.empequity@mcmaster.ca](mailto:Hr.empequity@mcmaster.ca)**

**Or visit the Employment Equity website at:**

**<https://hr.mcmaster.ca/employees/employment-equity/>**

# Land Acknowledgment

McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the **Dish With One Spoon** wampum agreement.



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# 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>		
All Full-time, Continuing Employees				Total LMA	
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%	-	-
Clinical Faculty				NOC 3112	
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%
MUFA Faculty				NOC 4011	
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%
All Full-time, Continuing Staff				Total LMA	
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%
TMG				Total LMA	
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%
Unifor Unit 1 (UF1)				Total LMA	
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.



## Key Initiatives & Accomplishments





## Key Initiatives and Accomplishments

In seeking to fulfill McMaster University's ongoing commitment to employment equity, the University has bolstered its efforts to increase capacity and ensure effective implementation of key employment equity strategies, in relation to the EDI Framework and Action Plan.

### These efforts include:

- Facilitating leadership, oversight, and collaboration in advancing employment equity through the Employment Equity Committee.
- Broadening recruitment strategy through institutional partnerships with diverse communities and organizations.
- Mitigating unconscious bias and systemic barriers in our recruitment, hiring and career advancement practices through robust systematic training for search committees.
- Increasing capacity to improve hiring practices through the [Employment Equity Facilitator Program](#) which empowers trained staff and faculty to support search committees.
- Supporting Equity, Diversity and Inclusion Committees in various areas to promote employee engagement.
- Partnering with Employee Resource Groups on various institutional initiatives to ensure diverse perspectives and input.
- Launching a new [Inclusive Excellence Leadership Program](#) for all academic and non-academic people managers to enhance leadership practices across the institution.

### Other key employment equity initiatives include:

#### 1. Equitable Recruitment Policies and practices

Launched the [SPS A1 Policy on the Recruitment and Selection of Faculty members](#) in 2020, with an accompanying [Handbook](#) and additional [resources](#) to support effective implementation. A Staff recruitment policy and Clinical Faculty hiring policy are both at the consultation stage, pending development, approval and implementation across the institution planned for 2023.

#### 2. Governance and Accountability

All Chairs are required to complete a [Search Summary Form](#) at the end of every search indicating results of the gap analysis provided to the search committee and the outcome of their search. Should the search not result in a diverse outcome, the Chair must provide a rationale to the effect. Completed summary forms are presented to the Dean for approval, and the Provost Office for record-keeping. Subsequently, an annual report is provided to the Senate Committee on Appointments on the implementation of the SPS A1 policy, and the diversity of recent MUFA hires.

3. **Equitable Recruitment and Selection Committee Training and Awareness**  
Equitable Recruitment and Search/Selection Committee training has been developed and all search committee members serving on faculty searches are required to complete the training, prior to commencing their role on the search committee. Training is provided twice a month, with additional sessions on request. Furthermore, ongoing consultation is provided to committee members, chairs and employment equity facilitators as required. Search committee members serving on administrative searches are also highly encouraged to complete the training in the spirit of advancing inclusive excellence.
4. **Employment Equity Facilitators**  
As of June 2022, approximately **280** Employment Equity Facilitators have completed training and are serving or consulting on various search committees as process consultants, as part of an institution-wide community of practice. Training continues as we seek to increase EDI capacity across the institution.
5. **Applicant Diversity Survey**  
As part of the application process, applicants are invited to complete a confidential diversity survey through the Mosaic online application portal. The survey data provides an overview of the applicant pool, informs the gap analysis report, and guides the committee in assessing their greatest gaps with respect to compositional diversity within their respective areas. The survey is voluntary, and all information collected is confidential and will only be used to support efforts to broaden the diversity of applicant pools and to enhance talent acquisition processes. Information is used in a manner that is consistent with inclusive, equitable and transparent hiring practices which aim to advance academic and service excellence.
6. **EDI Statements and Interview Questions**  
Applicants seeking MUFA and senior leadership TMG roles are asked to describe within their letter of application, their commitment to and demonstrated experience advancing equity, diversity and inclusion in post-secondary education, community-based or other professional settings. The EDI statement serves as an assessment criterion, in addition to applicant responses to EDI related interview questions.
7. **Equity and Inclusion Champions**  
The Faculty of Engineering continues to train faculty members to serve as Equity and Inclusion Champions and are encouraged to serve on Faculty standing and operating committees, to ensure that all decisions are made with an equity lens.
8. **EDI Network of Central and Decentralized EDI and Anti-Racism Leads and/or Committee Chairs**  
In efforts to increase capacity, awareness and promote coordinated decentralization between the Equity and Inclusion Office and the growing number of unit-level EDI champions and roles across the University, an EDI Network of Central and Decentralized EDI and Anti-Racism Leads and/or Committee Chairs

has been established comprising approximately 42 members. The EDI Network members will facilitate initiatives and promote EDI efforts within their respective areas, while also cultivating a growing community of practice.

## **9. Indigenous Strategic Directions**

Through a campus-wide collective effort with Indigenous groups, a new strategy has been developed by the Indigenous Education Council and McMaster Indigenous Research Institute. Indigenous Strategic Directions will act as a guide for the University as a whole, with four main strategic goals of research, education, student experience and leadership and governance.

Human Resources Services through its Employment Equity efforts, continues to engage in dialogue and consultation with the Indigenous Education Council, to develop and facilitate targeted recruitment, advancement, and retention strategies for Indigenous talent across the institution.

## **10. Equity, Diversity and Inclusion Committees**

In 2020, various EDI Committees and designated roles were established to address inequities and advance EDI across the institution.

- The [Black, Indigenous and Racialized Staff Resource Group](#) was launched in 2020 to enhance opportunities for meaningful consultation with, engagement of, and provision of support to equity-seeking groups across the institution.
- The Faculty of Health Sciences Equity, Diversity and Inclusion Advisory Committee was also established in 2020 to provide quarterly reports to the FHS Faculty Executive and works closely with its various working groups including the Strategic Recruitment and Retention Working Group and the Training and Professional Development Working Group.
- The Faculty of Social Sciences also established an Equity, Diversity, Inclusion, and Indigenous Strategies Advisory Group Employment Equity Census Initiatives to address pertinent issues related to EDI and Indigenous strategies within the Faculty.
- Additionally, the Employment Equity Team continues to support various existing EDI committees across several faculties, departments and units to increase understanding and application of EDI principles across unit policies and practices.



# Introduction



## McMaster University's Commitment to Employment Equity

McMaster University is committed to building a diverse and inclusive community, where the human rights and dignity of all individuals and groups are protected, and where all members experience a sense of value, belonging, empowerment, and engagement in the life and work of the University.

Inclusion occurs when systems and structures facilitate full participation by all community members and where members are treated equitably for their contributions. Employment Equity is a key part of our progress towards inclusivity in the employment relationship, and is an ongoing process to identify, mitigate and remove barriers in employment policies and practices.

## Employment Equity Framework<sup>15</sup>

Employment equity is a fundamental element of McMaster's commitment to build an inclusive community in which all members feel safe and empowered, valued and respected for their contributions. It creates an environment in which all can further the shared purposes of the University: research and education excellence.

In keeping with this commitment, the University undertakes to:

- Identify employment equity priorities, to help redress imbalances promptly and meaningfully
- Plan and implement evidence-based employment equity strategies
- Define levels of accountability for ensuring equitable hiring practices
- Foster and support employee leadership capabilities through leadership development, training and recognition to promote equity and inclusion
- Continue to enhance the connections and relationships between McMaster and the communities we serve

## McMaster University Equity, Diversity and Inclusion (EDI) Strategy

McMaster's Employment Equity Framework is a key component of the institution's broader EDI Framework, which identifies four areas for strategic action:

1. **Institutional commitment and capacity**, focusing on strengthening leadership, governance, and accountability;
2. **Academic content and context**, focusing on enhancing teaching and learning, research, and the broader educational experience;
3. **Interactional capabilities and climate**, focusing on developing personal competencies (awareness, knowledge and skills), interpersonal behaviours, and intergroup relations; and
4. **Community and compositional diversity**, focusing on improving community engagement, student access and success, and employment equity.

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<sup>15</sup> Excerpt from [McMaster's 2017 Employment Equity Report](#) (Appendix A – Page 9)





# About the Employment Equity Census



## About the Employment Equity Census

The Employment Equity Census focuses on groups that have historically faced and continue to face barriers in employment, including: Indigenous (First Nations, Métis, or Inuit) peoples; persons belonging to racialized<sup>16</sup> communities; persons with disabilities; women; and members of marginalized sexual orientation and gender identity communities, collectively referred to as **equity-deserving groups**. The Census can be completed online through Employee Self Service in Mosaic, or by submitting a paper Census directly to the Employment Equity Specialist, with the responses subsequently inputted into Mosaic by designated individuals within the Employment Equity Program.

### Questions

1. Do you self-identify as an Indigenous Person?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question
2. Do you self-identify as a member of a racialized community?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question
3. Do you self-identify as a person with a disability?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question
4. Do you self-identify as a woman?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question
5. Do you self-identify as a person who is trans, transgender, Two-Spirit, gender non-conforming, gender variant, or an analogous term?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question
6. Do you self-identify as Two-Spirit, Lesbian, Gay, Bisexual/Pansexual, Queer, or an analogous term?  
☐ No                      ☐ Yes                      ☐ I do not wish to answer this question

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<sup>16</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.

## Definitions

- An Indigenous Person is First Nations (Status/Non-Status), Métis or Inuit (FNMI)
- The term “Racialized Persons” refers to persons of colour or someone other than an Indigenous person, who self-identify as non-white or non-Caucasian in racial origin, regardless of birthplace or citizenship
- “Persons with Disabilities” refers to persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment AND
  - A. Who consider themselves to be disadvantaged in employment by reasons of that impairment OR
  - B. Who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment.
- Women are a federally designated group
- Trans or Transgender is an umbrella term referring to people whose gender identity differs from their assigned sex at birth and/or gender expression is more fluid rather than stereotypical femininity and masculinity gender norms. It includes but is not limited to people who identify as transgender, trans women (male-to-female MTF), trans men (female-to-male FTM), transsexual, Two-Spirit (as it relates to gender identity) or gender non-conforming, gender variant or gender-queer.
- Persons who identify as Two-Spirit (as it relates to sexual orientation), Lesbian, Gay, Bisexual/Pansexual, Queer are individuals who belong to marginalized groups on the basis of non-heterosexual sexual orientation.



# About the Data & Principles of Reporting



## About the Data

All Employee information has been retrieved from Mosaic, which is McMaster's Human Resources Information System (HRIS).

The headcount is defined as the count of **Active** Employees, excluding Affiliates, at a fixed point in time.

Employees holding multiple positions or appointments have only been counted once, based on their primary employee record in Mosaic.

The 2021 headcount has been captured as of **December 20, 2021**.

- Where the 2021 data is compared to the 2019 data, the 2021 headcount was captured as of **November 30, 2019**.
- Where the 2019 data is compared to the 2017 data, the 2017 headcount was captured as of **April 30, 2017**.

For the purposes of this report, employees have been categorized into two groups based on the nature of their appointment and the resulting impact on Census Completion Rates.

- Full-time, continuing employees include:
  - **CFA** – Clinical Faculty
  - **HSP** – SEIU Local 2 (Hospitality)
  - **MCH** – SEIU Local 2. (Machinists)
  - **MFF** – MUFA Faculty
  - **MFL** – MUFA (Library)
  - **MUL** – MUALA (Librarians)
  - **OPE** – IUOE (Operating Engineers)
  - **OPM** – Unifor Unit 5 (O&M)
  - **SAA** – Senior Academic Officers
  - **SAO** – Senior Administrative Officers
  - **TMG** – The Management Group (TMG)
  - **UF1** – Unifor Unit 1
  - **UF3** – Unifor Unit 3 (Parking)
  - **UF4** – Unifor Unit 4 (Security)
- Part-time, temporary employees include all other employee groups, excluding Affiliates.

Please refer to **Appendix A** for a complete listing of the employee groups included within each category.



## Principles of Reporting

Great care has been taken in gathering and strictly limiting access to the census data and reporting only when privacy can be maintained. The data is reported using the following principles:

- We only report faculties and departments which have at least six members in the relevant employee group(s).
- Faculties and departments with less than six members in the relevant employee group(s) are presented in an aggregate manner<sup>17</sup>.
- Data on equity-deserving groups with less than six self-identified members within the relevant employee group(s), is presented in an aggregate manner<sup>18</sup>.
- Data on gender identification and sexual orientation has been aggregated at the University-wide level only.

**Note:** For the purposes of maintaining the privacy of respondents in compliance with our principles of reporting, **headcounts have been completely excluded**<sup>19</sup> from this report. Instead, only percentages have been provided, which allows the institution to share a full picture of its compositional diversity, particularly for equity-deserving groups that have a low representation.

All personal information collected is handled in compliance with McMaster's [Statement on Collection of Personal Information and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act of Ontario](#) (FIPPA).

Further details of how employees' privacy is protected are available in the [Employment Equity Census Statement of Collection](#).

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<sup>17</sup> That is, based on the next hierarchical level with at least 6 members within the relevant employee group(s).

<sup>18</sup> That is, percentages only, within any reports intended for public dissemination. However, data on actual counts is available on request to the McMaster community. This information will only be provided for areas which have at least six members in the relevant employee group(s), in compliance with our principles of reporting.

<sup>19</sup> With the exception of the Senior Leadership Groups





# Workforce Gap Analysis Notes



## Definitions <sup>20</sup>

### 1. National Occupational Classification

The National Occupational Classification (NOC) is the nationally accepted classification system for occupations in the Canadian labour market. NOC codes, signaling both skill type and skill level, are the basis for grouping Employment Equity Occupational Groups. In the 2016 Census, data on occupation is based on the [National Occupational Classification \(NOC\) 2016](#).

### 2. Employment Equity Occupational Groups

Employers covered under the Legislated Employment Equity Program (LEEP), the Federal Contractors Program (FCP) and separate employers are required, for the purpose of reporting, to aggregate the different NOC codes that they have assigned to the occupations that exist within their organization into **14** Employment Equity Occupational Groups (EEOGs). EEOGs have been developed to reflect the underlying structure of the economy. Grouping NOC codes by EEOGs allows employers to track the movement of designated group members as they progress up in the hierarchy of the organization.

### 3. Census Metropolitan Area (CMA)

A Census metropolitan area (CMA) is formed by one or more adjacent municipalities centered on a large urban area (known as the urban core). It is an important Census geographical concept to understand and use as employers under the *Employment Equity Act* conduct workforce analysis using CMA level data.

Canada in 2016 had 35 CMAs, as compared with 33 in 2011. For more information related to the concept of CMA, please refer to Statistics Canada's [Dictionary, Census of Population, 2016](#). Due to the small sample size of the 2017 Canadian Survey on Disability, data is not available for Persons with Disabilities at the CMA level.

**Note:** For the purposes of determining the Workforce Gap analysis at the Local level within the 2019 Employment Equity Census report, the applicable CMA considered as **Hamilton** includes the following communities: Hamilton, Burlington, and Grimsby.

### 4. Labour Market Availability (LMA)

The *Employment Equity Act* promotes “equality in the workplace so that no person shall be denied employment opportunities...for reasons unrelated to ability...” (Section 2 of the Act).

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<sup>20</sup> The definition of terms in this section are Excerpts from [Employment & Social Development Canada \(ESDC\)](#)

To that end, the Act requires employers to analyze their workforce and to take action where any of the four designated groups is under-represented relative to the **availability in the Canadian labour market** —referred to as Labour Market Availability (LMA) of similarly skilled designated group members in either:

- the Canadian workforce as a whole
- those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography, and from which the employer may reasonably be expected to draw employees (section 5 of the Act, section 6 of the Regulations)

The types of jobs in an organization help to determine a reasonable area from which to draw employees. For example, highly specialized professional jobs may require a fairly wide recruitment area such as a province, a region or the country. Occupations requiring lesser skills can usually be addressed through recruitment at a local level, such as a Census Metropolitan Area (CMA).

Under the provisions of the *Employment Equity Act*, the Labour Program has provided availability rates to employers participating in the Legislated Employment Equity Program (LEEP) and the federal contractors participating in the Federal Contractors Program (FCP). The LMAs also are available on the [Open Government Portal](#).

**Note:** Statistics Canada currently does not provide Labour Market Availability values for members of marginalized sexual orientation and gender identity communities. As a result, the Gap for 2SLGBTQI+ identified communities cannot be analyzed and is unavailable in this report.

### Full-time, Continuing Employees

Based on the 2016 Census, the Labour Market Availability values used to determine the Gap Analysis for **full-time, continuing employees** are as follows:

Total Labour Market Availability				
Geographic Region	Indigenous Peoples <sup>a</sup>	Racialized Persons <sup>a</sup>	Persons with Disabilities <sup>b</sup>	Women <sup>a</sup>
National (Canada)	4.0%	21.3%	9.1%	48.2%
Provincial (Ontario)	2.5%	27.9%	9.6%	48.6%
Local (Hamilton, Burlington, Grimsby)	1.7%	16.4%	9.6% <sup>c</sup>	48.8%

## Faculty Members

It should be noted that McMaster recruits for Faculty members internationally. However, due to limitations in the availability of Labour Market Data at an international level, the representation of Faculty Members has been compared to the Canadian Labour Market Availability.

Based on the 2016 Census, the Labour Market Availability values used to determine the Gap Analysis for **Clinical Faculty** members are as follows:

NOC 312 (General practitioners and family physicians)				
Geographic Region	Indigenous Peoples <sup>a</sup>	Racialized Persons <sup>a</sup>	Persons with Disabilities <sup>b</sup>	Women <sup>a</sup>
National (Canada)	0.9%	33.0%	8.9% <sup>d</sup>	42.7%
Provincial (Ontario)	0.7%	41.4%	10.3% <sup>d</sup>	45.6%
Local (Hamilton, Burlington, Grimsby)	0.0%	38.6%	10.3% <sup>c, d</sup>	48.5%

Based on the 2016 Census, the Labour Market Availability values used to determine the Gap Analysis for **MUFA Faculty** members are as follows:

NOC 4011 (University Professors and Lecturers)				
Geographic Region	Indigenous Peoples <sup>a</sup>	Racialized Persons <sup>a</sup>	Persons with Disabilities <sup>b</sup>	Women <sup>a</sup>
National (Canada)	1.4%	21.1%	8.9% <sup>d</sup>	44.0%
Provincial (Ontario)	1.1%	25.1%	10.3% <sup>d</sup>	43.1%
Local (Hamilton, Burlington, Grimsby)	0.0%	22.7%	10.3% <sup>c, d</sup>	44.9%

**Data Sources**

- a. Workforce Population by Designated Groups, Employment Equity Occupational Groups and National Occupational Classification Unit Group
- b. Designated Groups Workforce Population by Employment Equity Occupational Groups
- c. LMA Data for Persons with Disabilities is available at the National and Provincial Level only. This Data is not available at the Census Metropolitan Area (CMA) Level. For the purposes of our workforce analysis, the availability for Ontario has been provided as an estimate for the availability at the CMA level.
- d. LMA Data for Persons with Disabilities is available at the EEOG level only. This Data is not available at the National Occupational Code (NOC) Level. For the purposes of our workforce analysis, the availability for the applicable EEOG<sup>21</sup> has been provided as an estimate for the availability at the NOC Level.

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<sup>21</sup> NOC 3112 and NOC 4011 are categorized under EEOG **03 – Professionals**

## Formulas for Calculating Gap Analysis Values

### Representation

**Description:** The number of individuals who have self-identified as a member of the specified equity-seeking group.

- **Representation (#)** = Count of Active Employees who have answered Yes to the Applicable Census Question
- **Representation (%)** = Representation (#)/Total Active Employees who have completed the Census

### Labour Market Availability

**Description:** The number of individuals that should be available within the Labour Market for employment opportunities

- **Labour Market Availability (#)** = Total Active Employees who have completed the Census \* Labour Market Availability (%)
- **Labour Market Availability (%)** = Percentage values obtained from Statistics Canada, 2016 Census

### Gap

**Description:** The variance between McMaster's representation and the Labour Market Availability. A positive number indicates McMaster is performing above the labour market availability, while a negative number indicates that McMaster is underperforming.

- **Gap (#)** = Representation (#) – Labour Market Availability (#)
- **Gap (%)** = Representation (%) – Labour Market Availability (%)

### Utilization Rate, (UR)

**Description:** 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.

- **Utilization Rate, (UR)** = Representation (#) / Labour Market Availability (#)

The UR Values are displayed within this report based on the following Legend:

- **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.

These thresholds have been established based on guidelines provided by Employment and Social Development Canada on [Conducting a Workforce Analysis](#).



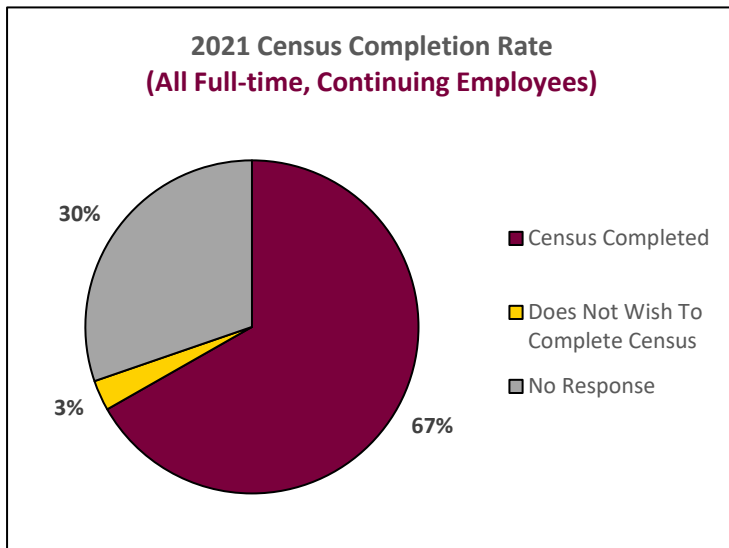


# Additional Reporting Notes



**IMPORTANT:** Please read the following information before reviewing the Employment Equity Census Report

## Census Completion Rates & Composition <sup>22</sup>

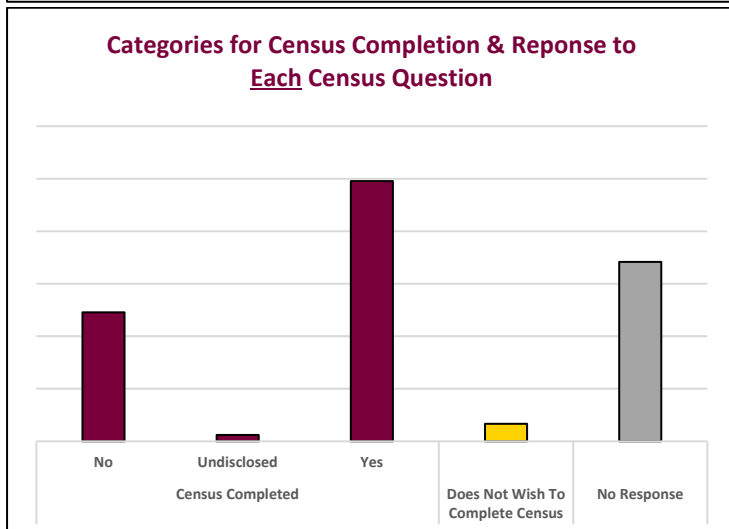


**Figure 1**

Representation is calculated based on the percentage of the population that has completed the census.

The Completion Rate for all full-time, continuing employees at McMaster is 67%.

Representation is calculated based on this 67% that has completed the census, and not the total population - as we cannot make assumptions about the identity of any one who has indicated 'Does Not Wish to Complete the Census', or is yet to provide a response at all.



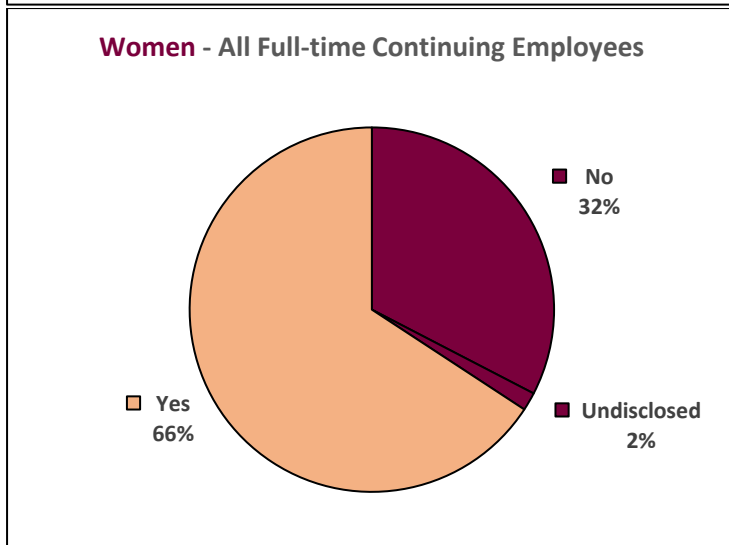
**Figure 2**

The Census currently comprises six questions.

Each question provides the option of selecting "Yes", "No", or "I do not wish to respond".

Representation is calculated based on the percentage that answered **YES** to the respective census question.

Figure 2 indicates the different categories or groups within the total population.



**Figure 3**

The 67% of the population that completed the census (as indicated in Figure 1), now becomes our base population i.e., is now considered our 100% or total population for calculating representation. Of this baseline population, we then identify those who have selected Yes for each question (as indicated in Figure 2).

In the case of Women, this percentage is 66%. In other words, 66% of the 67% of the population that completed the census - and **not** the total population of all active employees.

<sup>22</sup> Note "Composition" and "Representation" may be used interchangeably throughout the report

## Formulas to Calculate the Percentages

### Completion

The reported percentages are calculated as follows:

- **Total Completed (%)** = *Sub-set of employees who completed the Equity Census / Total employees who completed the Equity Census*

The Total Completed (%) column has been included in applicable tables, to indicate the size of each subset (by Employee Group, VP Group, Faculty, etc), relative to the total population of employees who have completed the census.

Given that headcounts are not provided in the institutional report, the intent of this information instead, is to recognize and take into account that the employee population is not evenly distributed, and some groups/areas are comparatively larger or smaller than other groups/areas.

- **Completion Rate** = *Count of Active Employees who completed the Equity Census / Total Count of Active Employees*

“Completion” is defined as employees who have selected “I want to complete the Census”, and/or answered one or more of the Census questions. Employees who select “I do not want to complete the Census” are considered to have “Responded” i.e. engaged with the Census, however this response is **not** counted as a completion.

### Composition (Representation)

The reported percentages are calculated as follows:

- **% Equity-Deserving Group\*** = *Count of Active Employees who answered Yes to the Applicable Census Question / Count of Active Employees who completed the Equity Census*

The reported percentages of Indigenous Peoples, Racialized Persons, Persons with Disabilities, Women, Transgender and 2SLGBTQI+, reflect Active Employees who have self-identified as a member of the respective equity-deserving group, in comparison to the total number of Active Employees who completed the census.

Actual representation in the workforce may be higher or lower, particularly when completion rates are low in the relevant employee group(s) or units.

## Important Notes on How to Read and Interpret the Data

- **Change in Composition from 2019** = 2021 % Equity-Deserving Group\* – 2019 % Equity-Deserving Group\*
- **Change in Composition from 2017** = 2019 % Equity-Deserving Group\* – 2017 % Equity-Deserving Group\*

*\* For each of the respective equity-deserving groups*

The values for Change in Composition are displayed within the report based on the following Legend:

- **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

## Change in Composition

1. The accuracy of the Change in Composition is very much dependent on the completion rate. This is why the completion rates for 2019 and 2021 have been indicated along with the reported information, to provide a sense of how much the data truly reflects actual change.
2. Change in proportion (i.e. percentage representation) is not always in alignment with change in headcount. For example, even though there was a decrease in the proportion of women, there was an increase in the actual headcount. There could be many reasons for the observed changes. Below are some possible scenarios and there could be various reasons or explanations for these observations:
  - a. **Decrease in Proportion**, and
    - **No Change** in Headcount
    - **Increase** in Headcount
    - **Decrease** in Headcount
  - b. **Increase in Proportion**, and
    - **No Change** in Headcount
    - **Increase** in Headcount
    - **Decrease** in Headcount
  - c. **No Change in Proportion**, and
    - **No Change** in Headcount
    - **Increase** in Headcount
    - **Decrease** in Headcount
3. From a KPI standpoint in terms of comparing workforce representation to labour market availability to determine gap, the actual headcount is not necessarily significant. What matters is the percentage representation i.e., the proportion - and any decrease in proportion, particularly for EDGs that have a representation below the LMA should be monitored closely.
4. From a standpoint of human impact though, representation matters - and so any increase in headcount of EDGs should be acknowledged because *"I can see more people like me"* - and this helps to increase the feeling of inclusion and belonging in the community.
5. So, as the change in compositional diversity is being analyzed, it is important to note that even though they have different implications, the change in proportion and the change in headcount are both equally important and, both measures should be taken into consideration *simultaneously*, in order to get a better nuanced understanding of the true changes in compositional diversity.

### Notes applicable for internal reports with headcount information:

6. Be mindful not to focus too much on the reported headcounts and changes in composition. As a reminder, the accuracy of the data is very much dependent on the completion rate, and most areas do not have a completion rate of 100%. So, these numbers are only suggestive and not necessarily absolute.
7. For tables that indicate multiple areas or employee groups, note that the sum of the changes in headcount may not always equal the column total, as not all groups are indicated in the tables in order to maintain privacy and confidentiality.

## Labor Market Availability (LMA)

The Representation of Equity-Deserving Groups is compared against the 2016 Labor Market Availability for Canada, in order to get a sense of existing gaps in the workforce. The Labor Market Availability data is provided by Statistics Canada for the following geographic areas: Canada, Ontario, and Hamilton<sup>23</sup>.

In the McMaster context, the Labor Market Availability data is utilized as follows:

- **Clinical Faculty** - NOC 3112 (General Practitioners and Family Physicians)
- **MUFA Faculty** - NOC 4011 (University Professors and Lecturers)
- **All Other Employee Groups** (unless otherwise stated) - Total Labour Market Availability

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<sup>23</sup> **Note: Hamilton** is considered a Census Metropolitan Area (CMA) by Statistics Canada, comprising the following cities: Hamilton, Burlington, Grimsby.



## Additional Notes and Reminders

1. Representation is based on the percentage of employees that completed the census. We have an institutional goal to reach a census completion rate of at least 80% across all employee groups and areas. Always keep the census completion rate in mind as the data is reviewed.
2. Employees are counted only once, based on their primary position in Mosaic. In other words, if an employee has a position in two departments, they would be counted once and only included in the headcount their primary department. Furthermore, in the event that this employee identifies as belonging to an equity-deserving group, they would be included in the compositional diversity for the primary department only.
3. The categorization of full-time, continuing employees and part-time temporary employees is based solely on the “Union Code” of their primary position, and not necessarily if they actually work full-time or part-time. For example, a TMG employee that is in a two-year contract is considered full-time, continuing on basis of the fact that they are in TMG. As another example, a part-time, MUFA Faculty member is categorized as full-time continuing on basis of being a part of MUFA, irrespective of whether they are working full-time or part-time.

Please refer to **Appendix A** for a full-listing of the Union Codes and the applicable employee category.

4. For the purposes of the Census, “Hamilton” is considered a Census Metropolitan Area (CMA) comprising Hamilton, Burlington and Grimsby. Even though McMaster is geographically very close to Six-Nations, this area falls under the Brantford CMA as defined by Statistics Canada, and so is not included in the local labour market availability. There is opportunity to explore getting more granular census data, but this level of customized analysis may not be particularly significant for the purposes of more accurate analysis, as
  - (i) the labour market data itself is fairly old (the most recently available data as of 2022 was from the 2016 census, almost 6 years ago); and
  - (ii) the institutional completion rates are not exceptionally high either, so there is an additional margin of error from this perspective as well.Considering these factors, having more area-specific LMA data would not make much of a significant difference in the accuracy of gap analysis.
5. It is also worth re-iterating that although numbers are critical as a quantitative measure for identifying gaps and measuring progress over time, the ultimate goal is creating an inclusive community in McMaster where everyone truly feels a sense of belonging, and knows they would be treated with dignity and respect, regardless of their identity.

# Institutional Representation





All Full-time,  
Continuing  
Employees



## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>24</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Full-time, Continuing Employees Total	66.8%	2.4%	18.9%	5.0%	65.8%

The 2021 completion rate for all full-time, continuing employees institutionally is **66.8%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of full-time, continuing employees who completed the census in 2019 (**66.6%**) and 2021 (**66.8%**) respectively, the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.1%	2.4%	+ 0.4%
Racialized Persons	16.4%	18.9%	+ 2.5%
Persons with Disabilities	4.5%	5.0%	+ 0.5%
Women	66.0%	65.8%	-0.2%
Transgender	1.0%	1.1%	+ 0.1%
2SLGBTQI+	5.0%	6.1%	+ 1.1%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** There has been an **increase** in proportion and headcount
- **Women:** Although there has been a **decrease** in proportion, there was an **increase** in actual headcount
- **Transgender:** There has been an **increase** in proportion and headcount
- **2SLGBTQI+:** There has been an **increase** in proportion and headcount

<sup>24</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.

## Gap Analysis <sup>25, 26, 27</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **2.4%**. This translates to a Utilization Rate of **61.1%**, which indicates a significant gap in comparison with the national labour market availability. The gap reduces with a UR of **97.7%** at the provincial level, and the UR of **143.7%** indicates a higher representation than the local labour market availability.

- **Racialized Persons**

The representation of racialized persons is **18.9%**, which translates to a Utilization Rate of **88.5%**. This indicates the gap in representation is not significant in comparison with the national labour market availability, however, the gap becomes wider with a UR of **67.6%** at the provincial level. The UR of **115.0%** indicates a higher representation in comparison with the local labour market availability.

- **Persons with Disabilities**

The representation of persons with disabilities is **5.0%**. This translates to a Utilization Rate of **54.6%**, which indicates a significant under-representation in comparison with the labour market availability. This gap is consistent across all the geographic areas (national, provincial, local).

- **Women**

The representation of women is **65.8%**. This translates to a Utilization Rate of **136.5%**, which indicates a higher representation in comparison with the national labour market availability. This higher representation is consistent across all the geographic areas (national, provincial, local).

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<sup>25</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs), and comprises all available positions for employment, irrespective of specific job description or hierarchy level.

<sup>26</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>27</sup> **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.

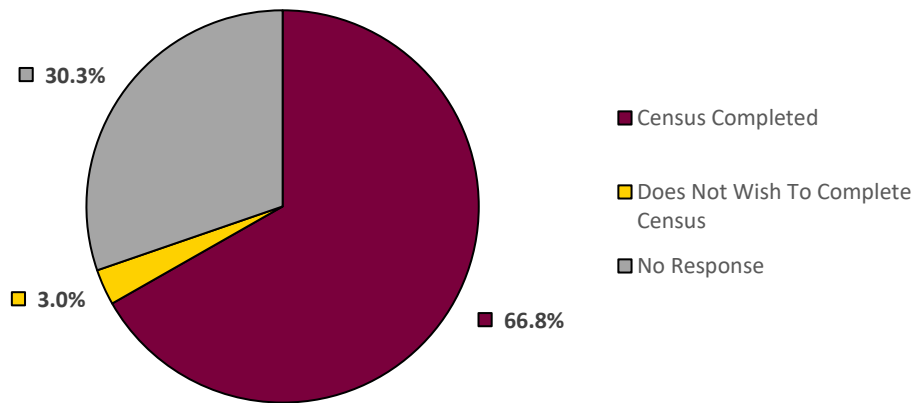
The UR Values are displayed based on the Legend indicated below:

- **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.

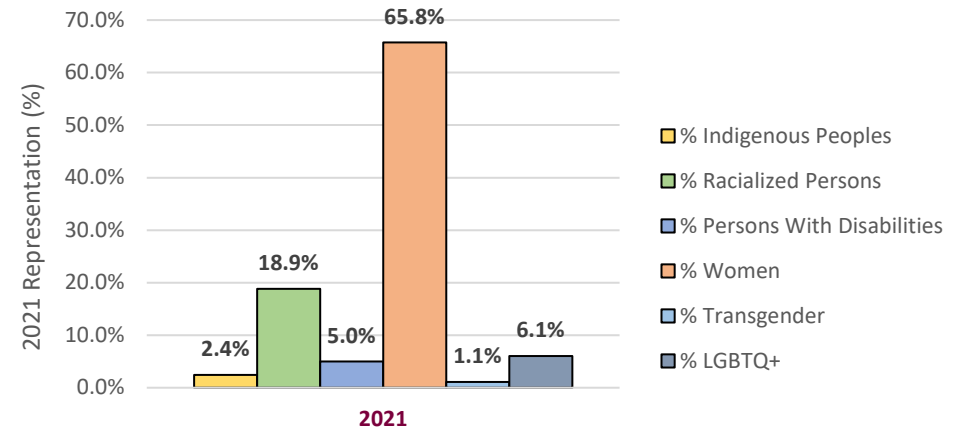
## Institutional - All Full-Time, Continuing Employees

## 2021 Census Completion Rate & Representation

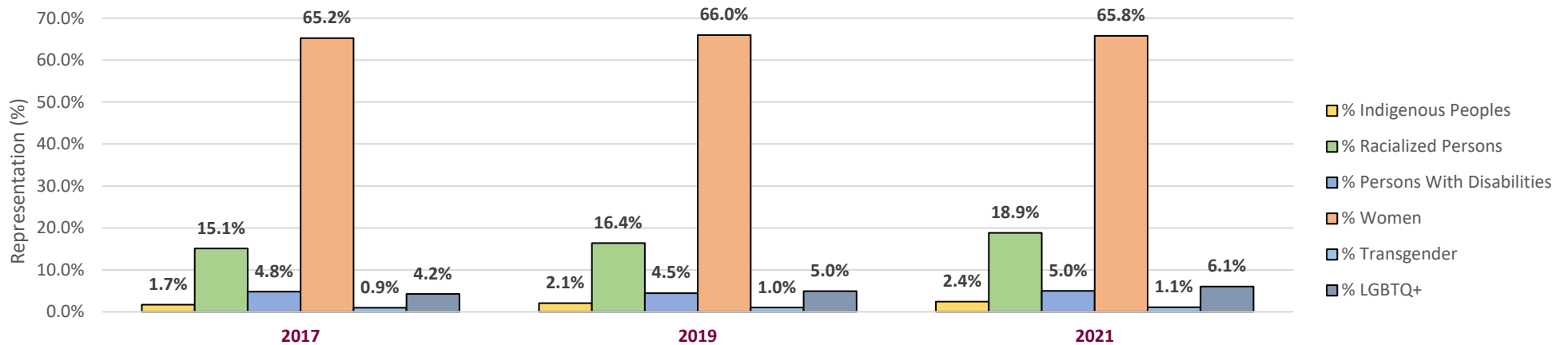
**2021 Census Completion Rate**  
(Institutional - All Full-time, Continuing Employees)



**2021 Representation**  
(Institutional - All Full-time, Continuing Employees)



**Year-over-Year Change in Representation**  
(Institutional - All Full-time, Continuing Employees)

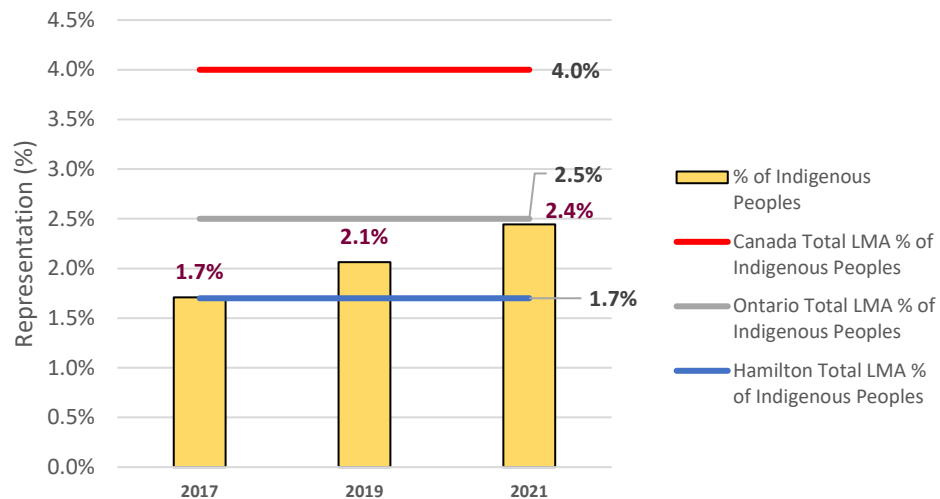




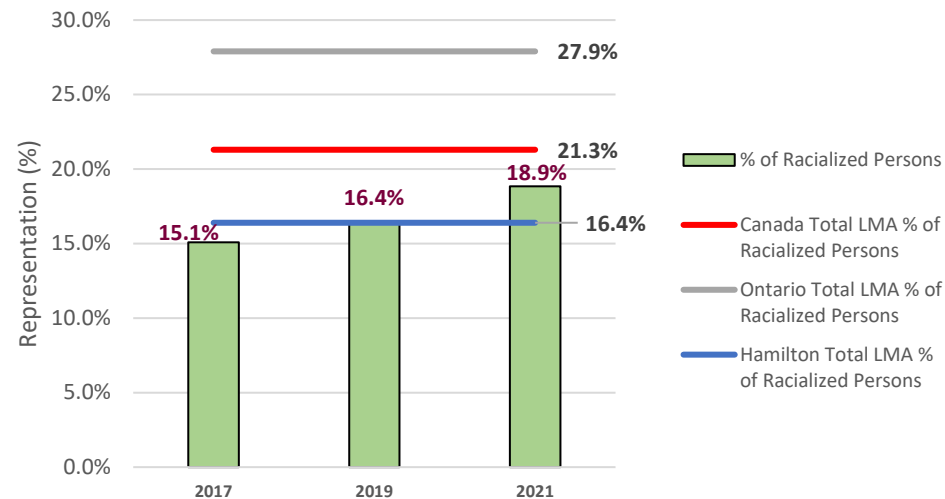
## Institutional - All Full-Time, Continuing Employees

## Year-over-Year Change in Representation

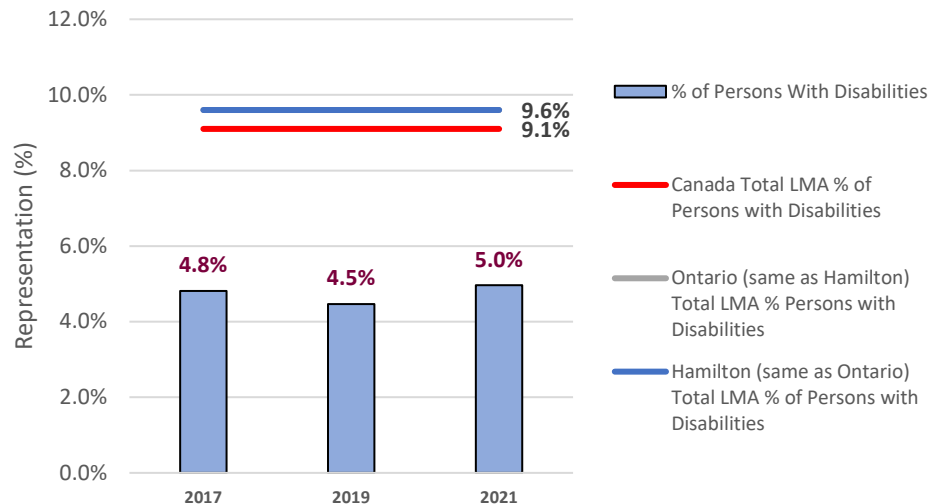
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Employees)**



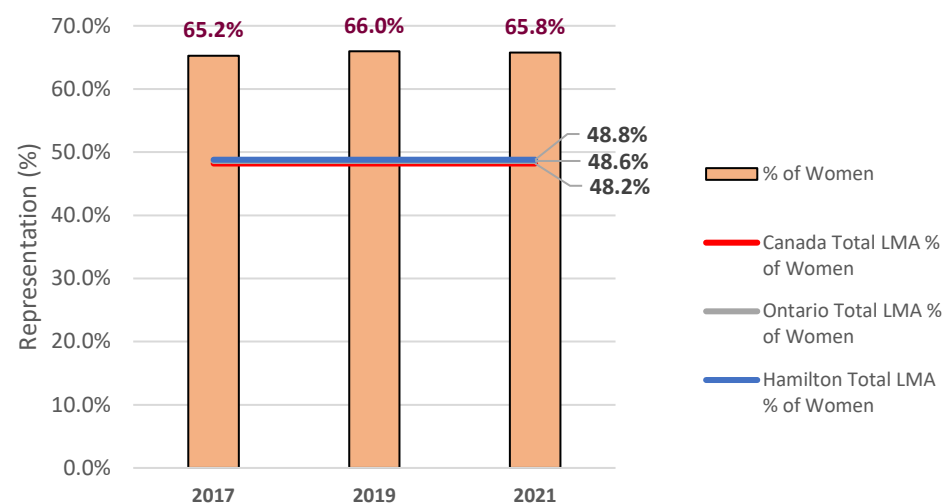
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Employees)**



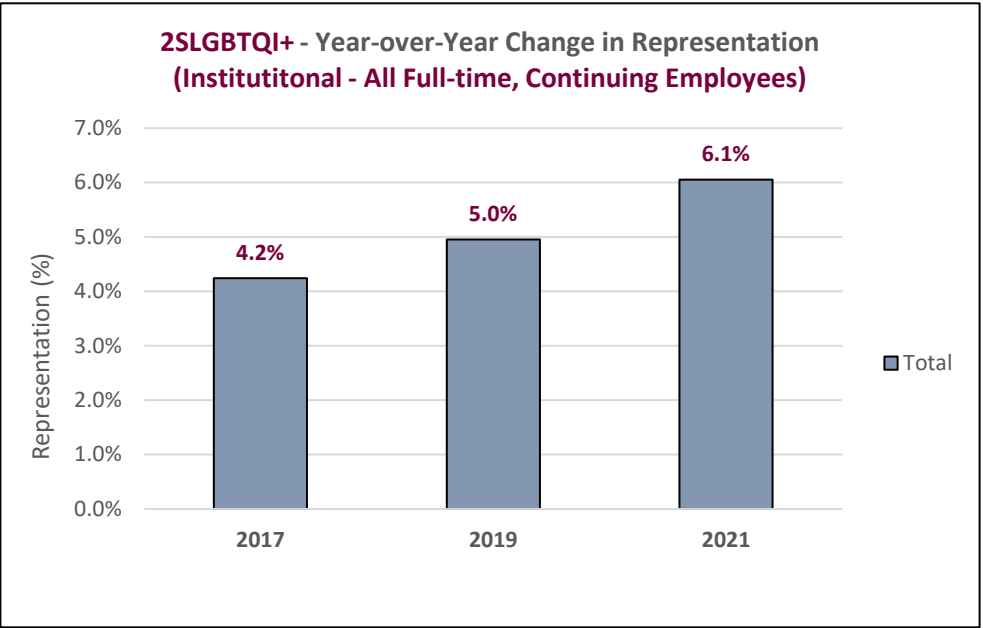
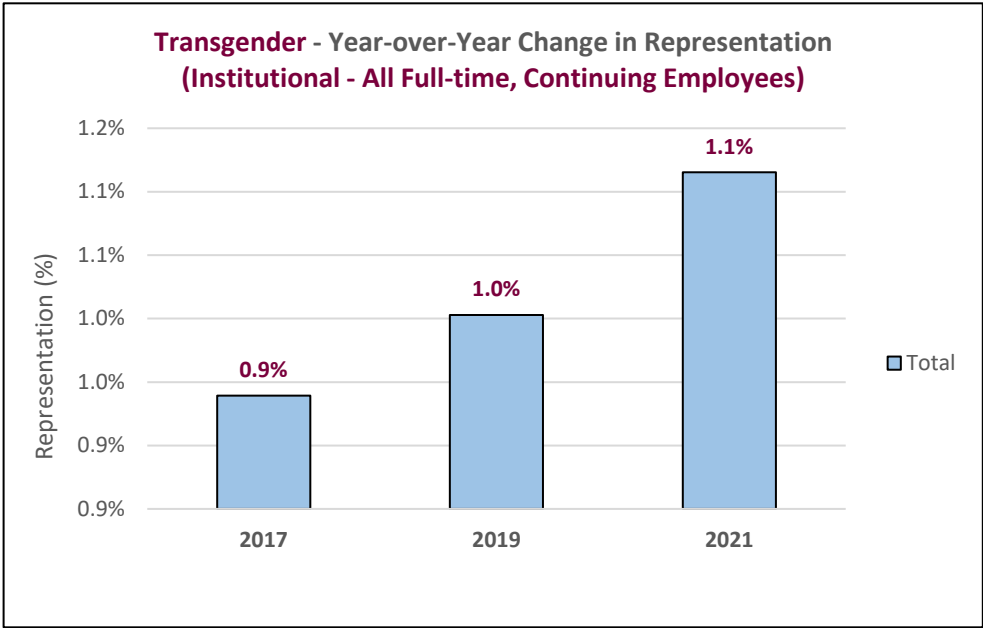
**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Employees)**



- Note that the labour market availability is not indicated in the below visuals for Transgender and 2SLGBTQI+, as this information is not provided by Statistics Canada.



2021 Gap Analysis <sup>28</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.4%	4.0%	-1.6%	61.1%
Provincial (Ontario)		2.5%	-0.1%	97.7%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.7%	143.7%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.9%	21.3%	-2.4%	88.5%
Provincial (Ontario)		27.9%	-9.0%	67.6%
Local (Hamilton, Burlington, Grimsby)		16.4%	2.5%	115.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.0%	9.1%	-4.1%	54.6%
Provincial (Ontario)		9.6%	-4.6%	51.7%
Local (Hamilton, Burlington, Grimsby)		9.6%	-4.6%	51.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	65.8%	48.2%	17.6%	136.5%
Provincial (Ontario)		48.6%	17.2%	135.3%
Local (Hamilton, Burlington, Grimsby)		48.8%	17.0%	134.8%

<sup>28</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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



# Indigenous Peoples



## 2021 Representation

### Employee Groups

- The highest representation of Indigenous peoples is within Staff at **2.6%**. This representation is evenly split between TMG and Unifor at **2.5%**.
- The representation within Clinical Faculty and MUFA Faculty is **1.4%** and **2.4%** respectively.

### VP Groups

- The highest representation of Indigenous peoples is in VP Administration (**2.8%**), followed closely by VP Academic (**2.6%**) and VP Faculty of Health Sciences (**2.3%**).

### Faculties

- The highest representation of Indigenous peoples is in Faculty of Social Sciences (**5.5%**) and Faculty of Humanities (**3.7%**).
- The representation is relatively even across the other faculties, with the exception of Faculty of Business.

## Year-over-Year Change in Representation

### Employee Groups

- Although Clinical Faculty has the lowest representation in 2021 (**1.4%**), relative to the other employee groups, there has been a steady increase in representation within this group since 2017.
- The representation within MUFA Faculty increased from **1.4%** in 2019, to **2.4%** in 2021.
- Similarly, there has also been an increase in Staff representation from **1.8%** in 2017, to **2.6%** in 2021.
- TMG has the highest increase from **1.3%** in 2019 to **2.5%** in 2021, while representation within Unifor increased from **2.2%** in 2019 to **2.5%** in 2021.

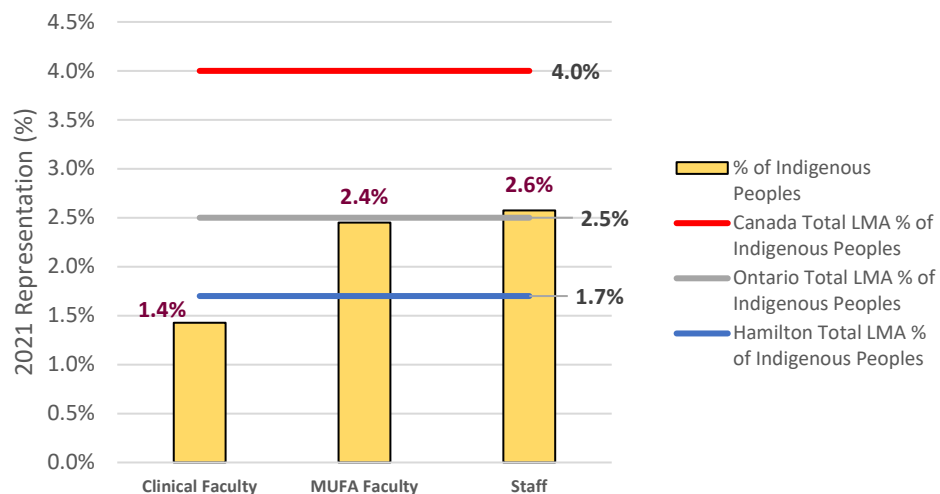
### VP Groups

- The highest representation of indigenous people year-over-year has consistently remained within VP Administration, as well as VP Academic. However, there was a decline in representation within VP Administration from **3.4%** in 2019 to **2.8%** in 2021.
- There is an increase within VP Academic from **2.0%** in 2019 to **2.6%** in 2021, VP Faculty of Health Sciences from **1.7%** in 2019 to **2.3%** in 2021, as well as VP Research from **1.1%** in 2019 to **1.7%** in 2021.

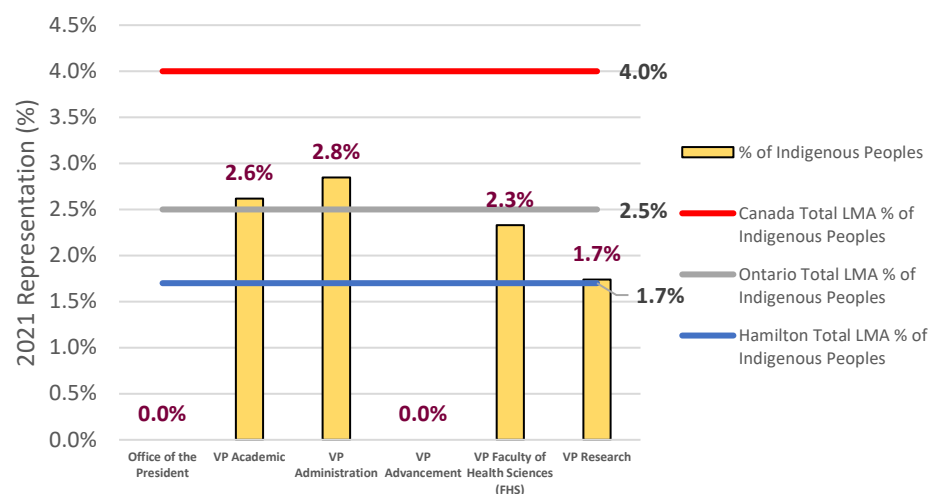
### Faculties

- There has been a notable increase in representation of Indigenous peoples across all the faculties, with the exception of Faculty of Business.

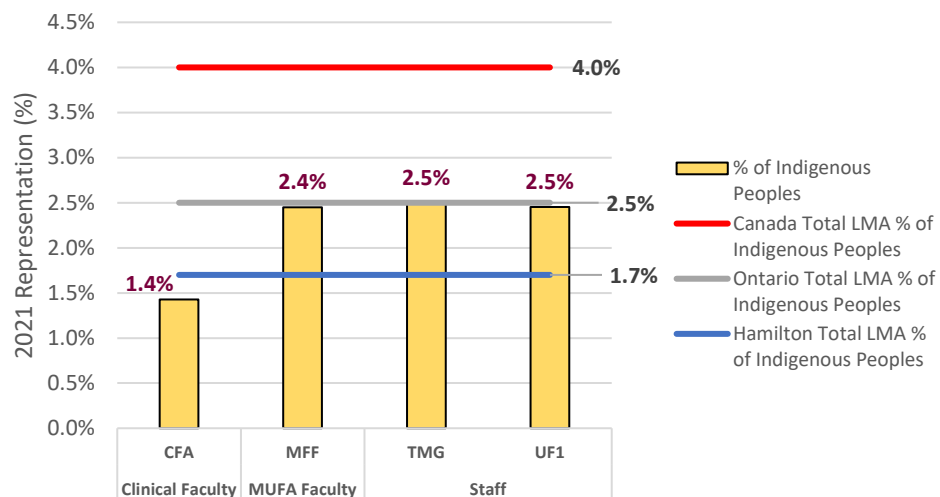
### Indigenous Peoples - 2021 Representation (All Full-time, Continuing Employees - by Employee Group)



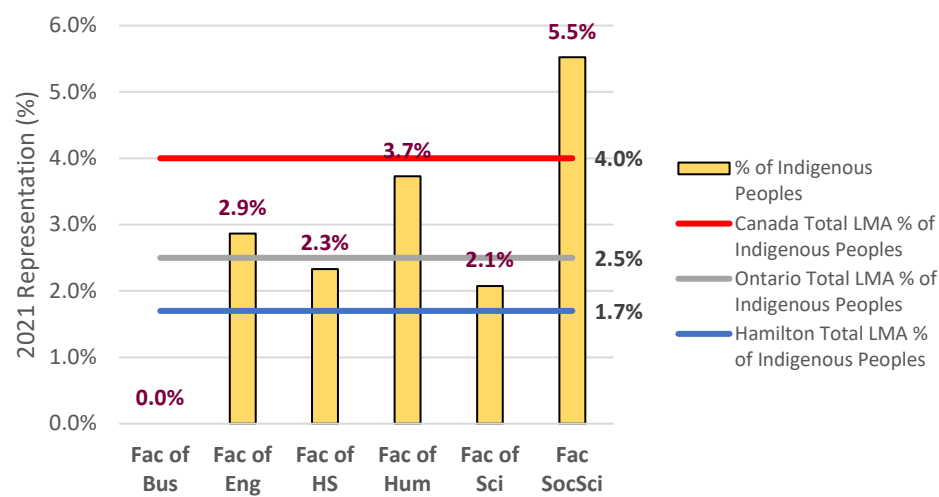
### Indigenous Peoples - 2021 Representation (All Full-time, Continuing Employees - by VP Group)



### Indigenous Peoples - 2021 Representation (Clinical Faculty, MUFA Faculty, TMG and Unifor Unit 1)



### Indigenous Peoples - 2021 Representation (All Full-time, Continuing Employees - by Faculty)

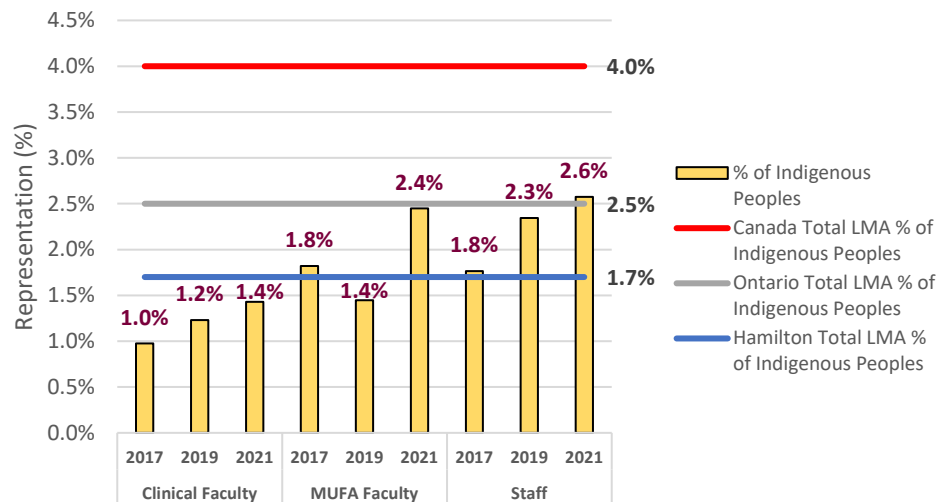




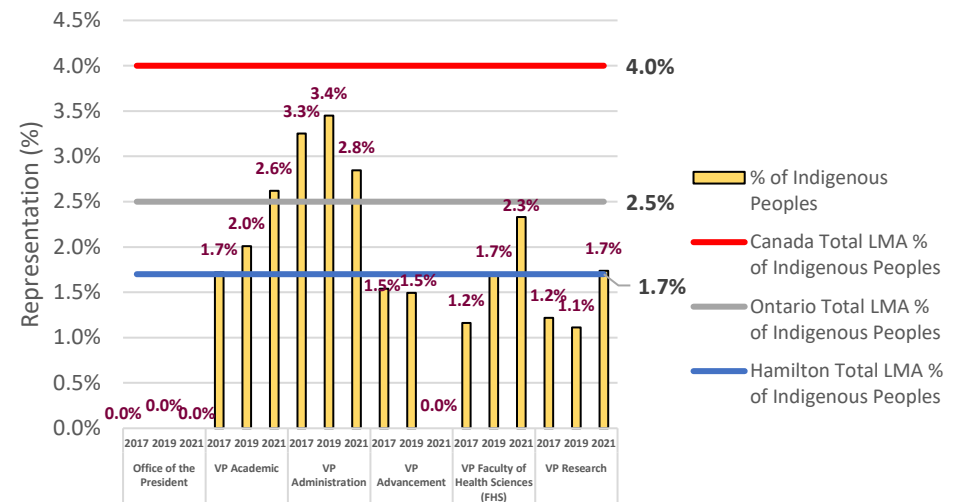
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Indigenous Peoples - Year-over-Year Change in Representation

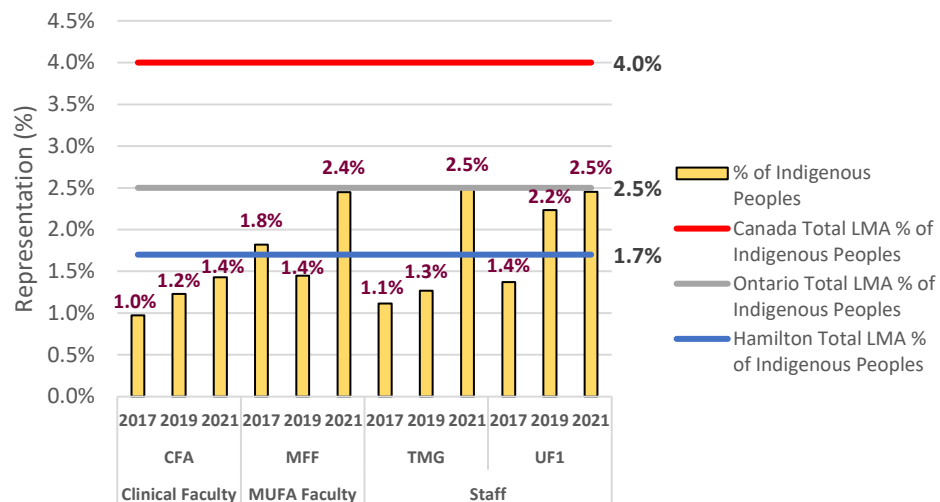
**Indigenous Peoples - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Employee Group)**



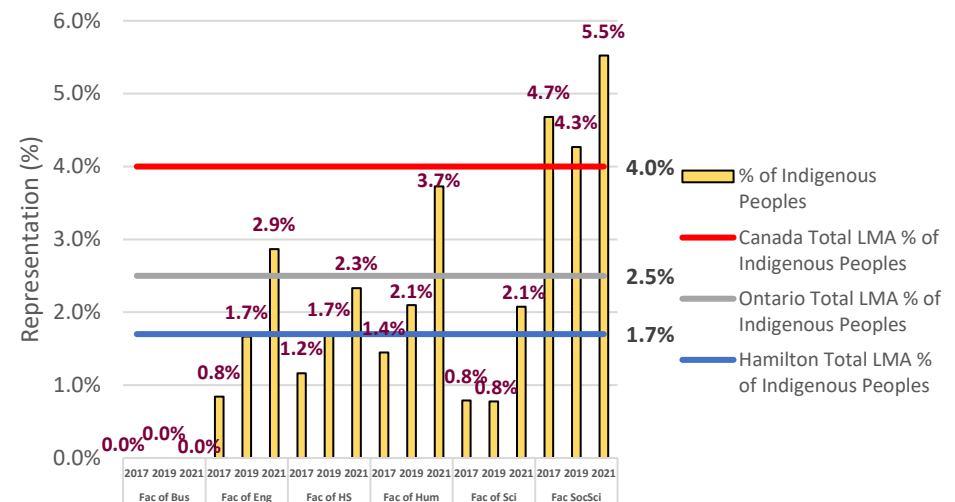
**Indigenous Peoples - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Indigenous Peoples - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



**Indigenous Peoples - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**





# Racialized Persons



## 2021 Representation

### Employee Groups

- The representation of racialized persons is highest within Clinical Faculty (**29.3%**) and lowest among Staff (**16.2%**)
- The representation within MUFA Faculty is **24.2%**, which is very closely aligned with Clinical Faculty
- Within the staff population, Unifor has the same representation at **16.2%**, while TMG has a lower representation at **15.7%**

### VP Groups

- The representation of racialized persons is highest in VP Administration (**20.3%**) and lowest in VP Advancement (**12.5%**), followed by VP research (**15.7%**)
- Representation is fairly evenly split across the other VP Groups

### Faculties

- Faculty of Engineering has the highest representation (**26.2%**), followed by Faculty of Business (**23.0%**) and Faculty of Humanities (**21.1%**)

## Year-over-Year Change in Representation

### Employee Groups

- There has been a year-over-year increase in representation of racialized persons across all employee groups

### VP Groups

- There has been a year-over-year increase in representation within VP Academic, VP Administration and VP Faculty of Health Sciences

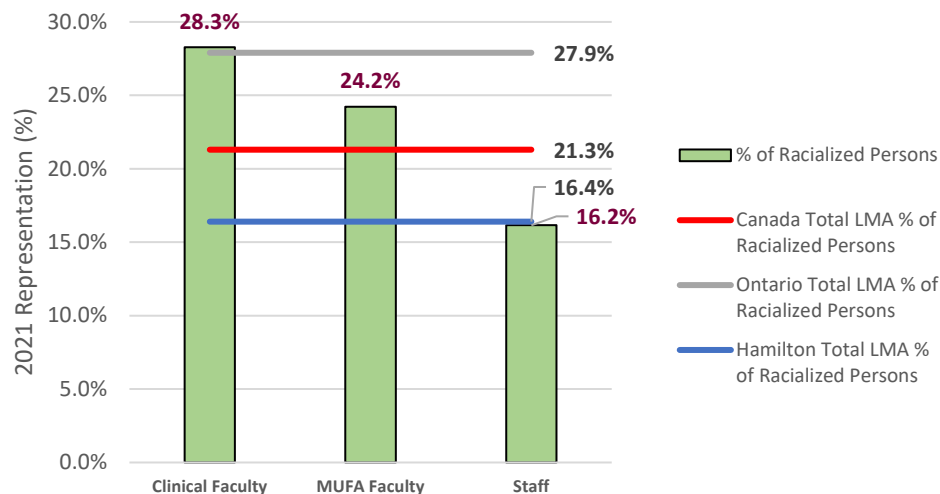
### Faculties

- There has been a fairly consistent year-over-year increase in representation across all the faculties, and notably in Faculty of Humanities from **15.4%** in 2019 to **21.1%** in 2021.

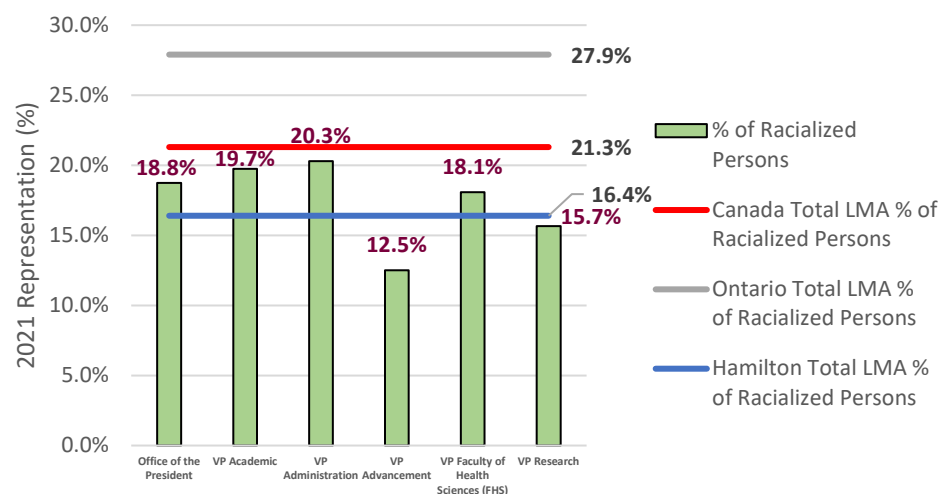
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Racialized Persons - 2021 Representation

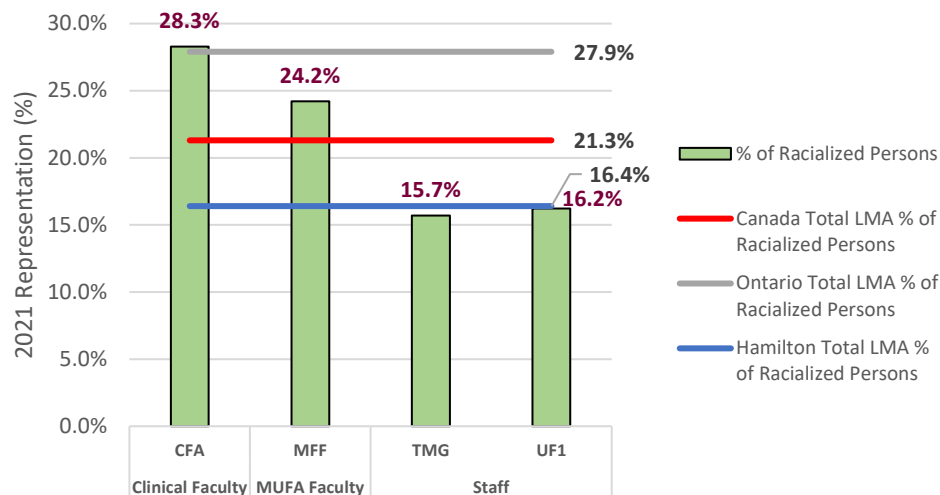
**Racialized Persons - 2021 Representation**  
(All Full-time, Continuing Employees - by Employee Group)



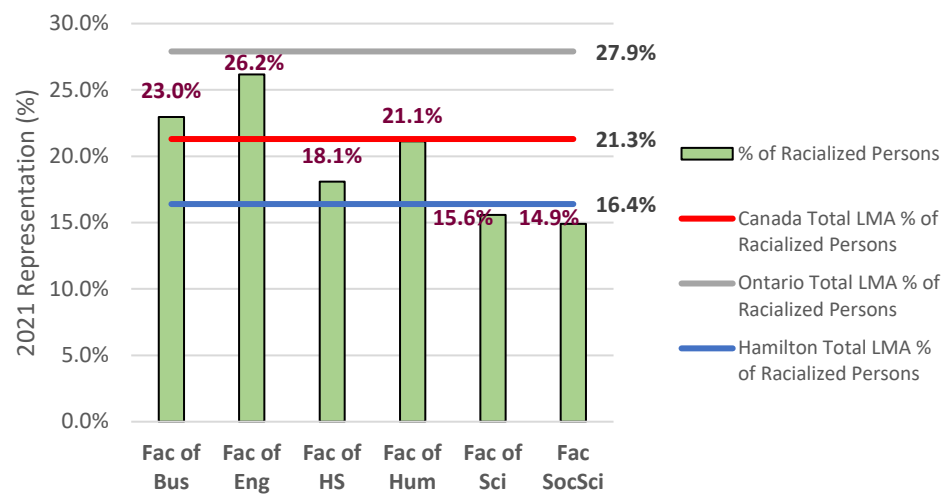
**Racialized Persons - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)



**Racialized Persons - 2021 Representation**  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



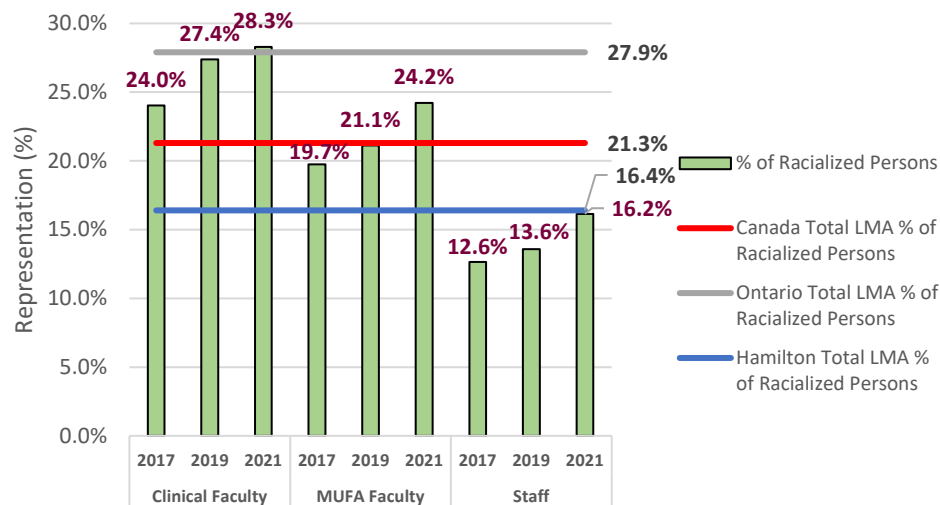
**Racialized Persons - 2021 Representation**  
(All Full-time, Continuing Employees - by Faculty)



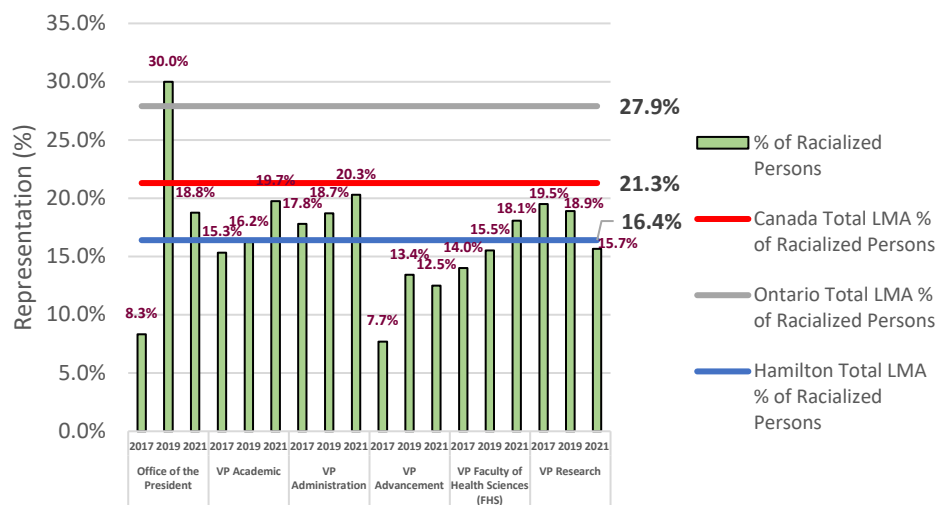
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Racialized Persons - Year-over-Year Change in Representation

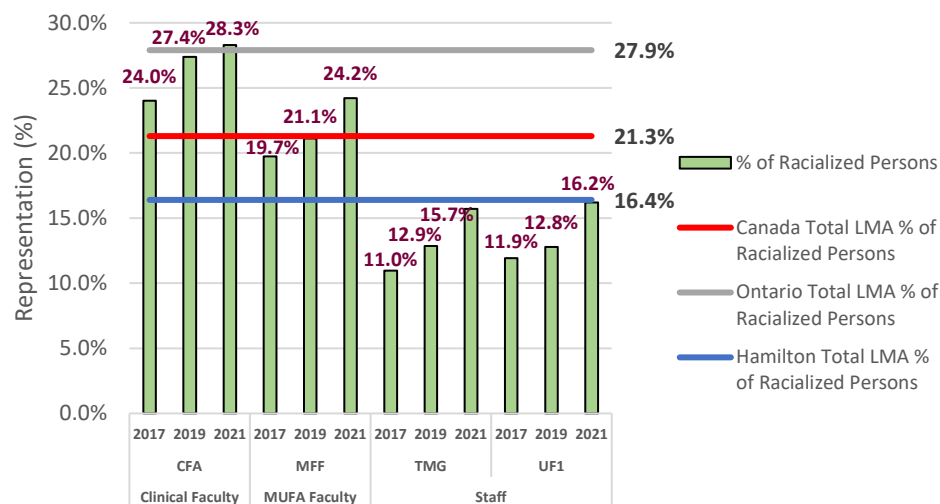
**Racialized Persons - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Employee Group)**



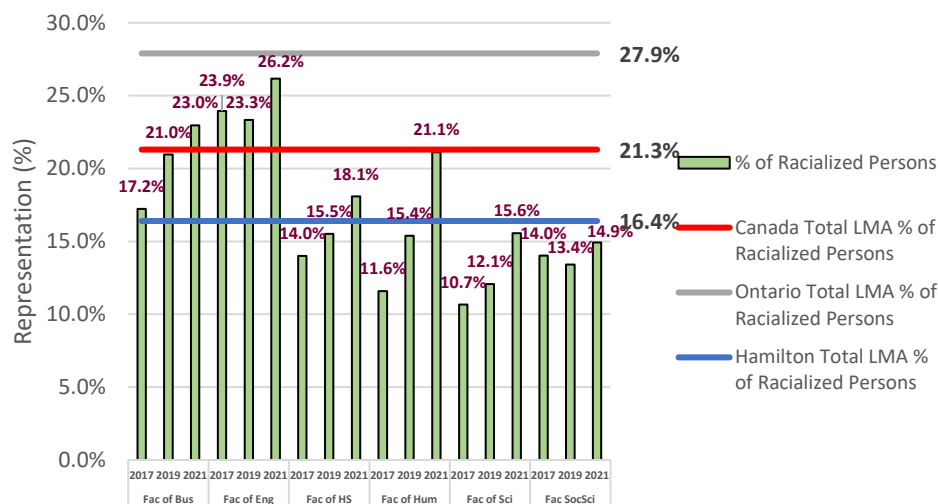
**Racialized Persons - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Racialized Persons - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



**Racialized Persons - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**





# Persons with Disabilities





## 2021 Representation

### Employee Groups

- The highest representation of persons with disabilities is within Staff at **5.6%**.
- Unifor has similar representation as the total staff population with **5.6%** as well, while the representation within TMG is lower at **4.0%**.
- The representation within Clinical Faculty and MUFA Faculty is **0.9%** and **4.6%** respectively

### VP Groups

- The representation of persons with disabilities is significantly the highest in VP Administration (**8.4%**), followed by Office of the President (**6.3%**) and VP Academic (**5.7%**).

### Faculties

- The representation of persons with disabilities is significantly the highest in Faculty of Social Sciences (**7.7%**)
- Representation is fairly even (ranging from **3.0%** to **3.9%**) across all the other faculties

## Year-over-Year Change in Representation

### Employee Groups

- The Representation within Clinical Faculty is notable lower than the other employee groups, and this has remained consistent year-over-year. However, the representation did increase from **0.6%** in 2019 to **0.9%** in 2021.
- The year-over-year change in representation within MUFA Faculty and Staff has remained fairly even, although there is a higher representation within Staff.
- TMG has a lower representation compared with Unifor Unit 1, although there has an increase in from **2.7%** in 2019 to **4.0%** in 2021. Representation within Unifor Unit 1 increased from **4.6%** in 2019, to **5.6%** in 2021.

### VP Groups

Year-over-Year change in representation is the highest in VP Administration and VP Academic. The next highest representation is in VP Faculty of Health Sciences and VP Research. Representation has remained low in VP Advancement.

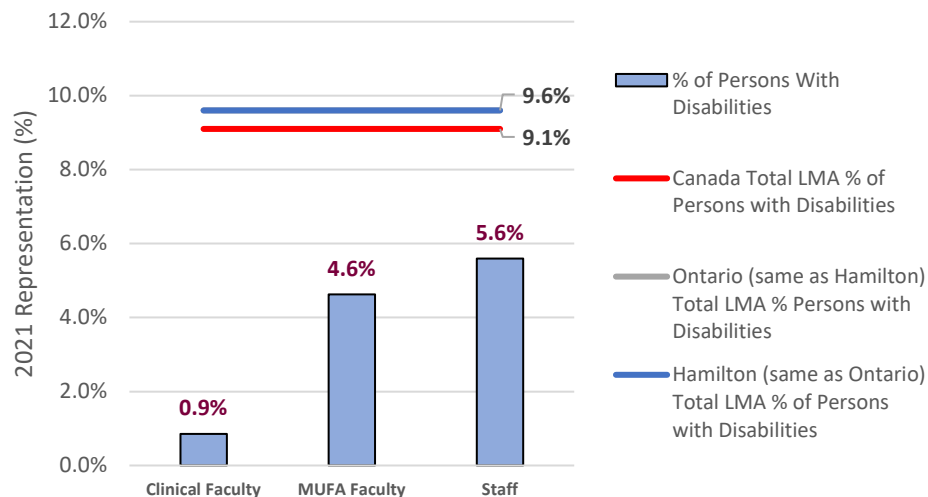
### Faculties

The representation year-over-year has remained consistently high in Faculty of Social Sciences from **7.0%** in 2017 to **7.7%** in 2021. The representation across most of the other Faculties has remained consistent ranging from **2.9%** to **4.3%**. Faculty of Business had comparatively high representation of **7.8%** in 2017, however, this has decreased to **3.0%** in 2021.

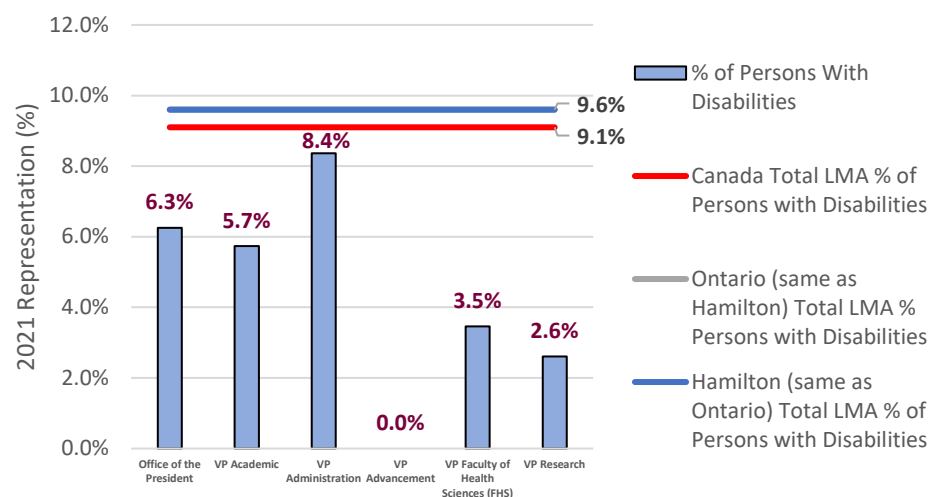
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Persons with Disabilities - 2021 Representation

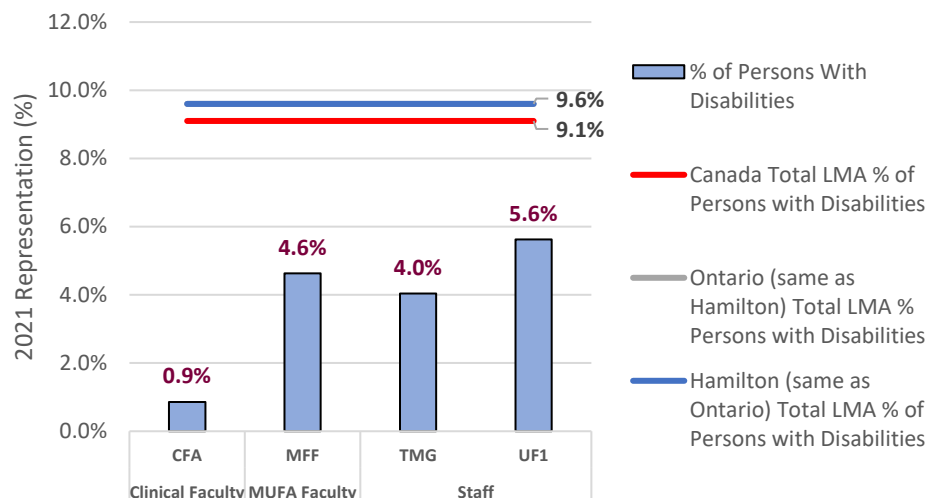
**Persons with Disabilities - 2021 Representation  
(All Full-time, Continuing Employees - by Employee Group)**



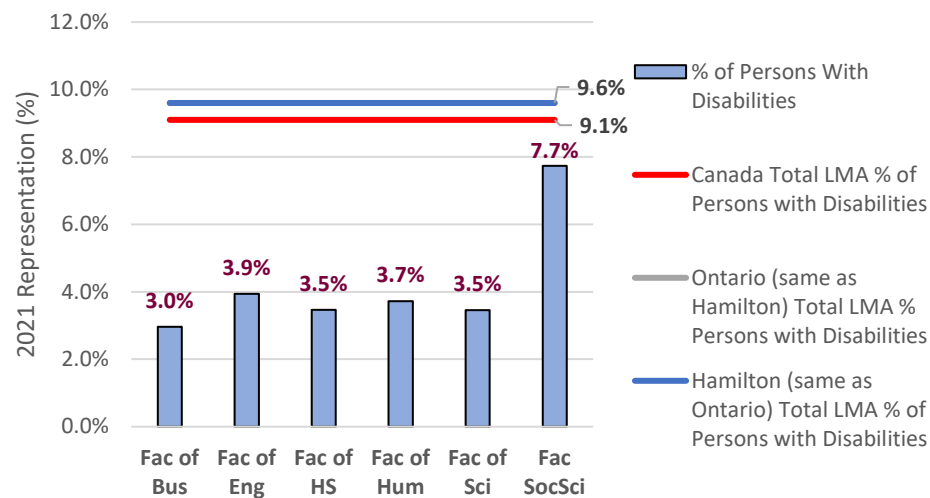
**Persons with Disabilities - 2021 Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Persons with Disabilities - 2021 Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**

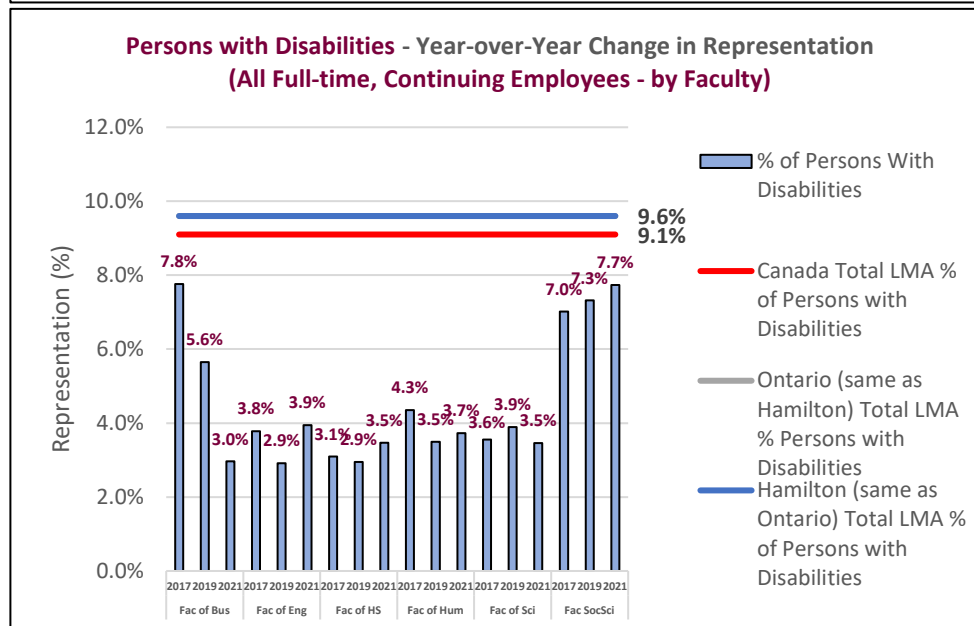
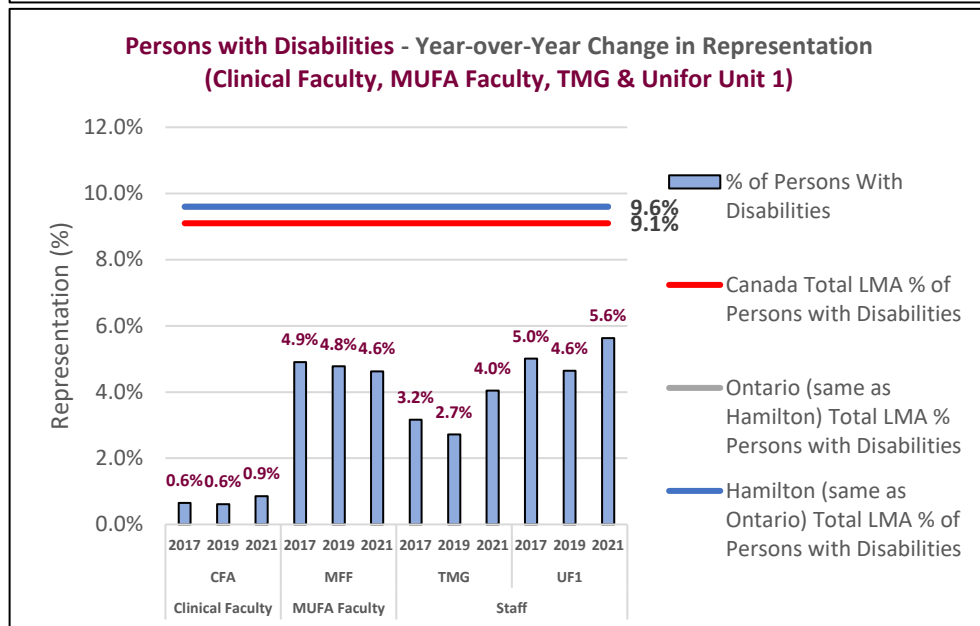
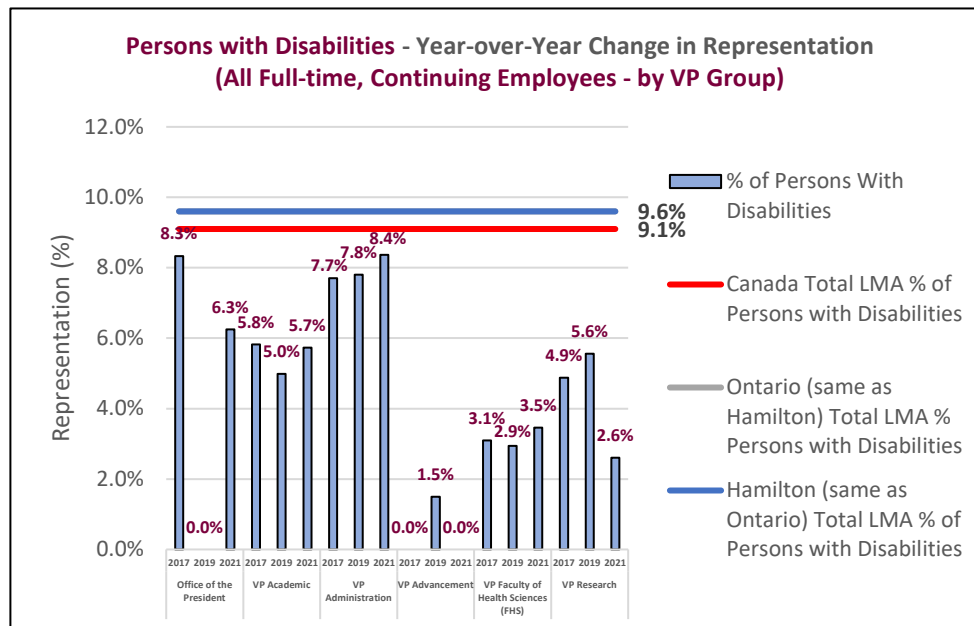
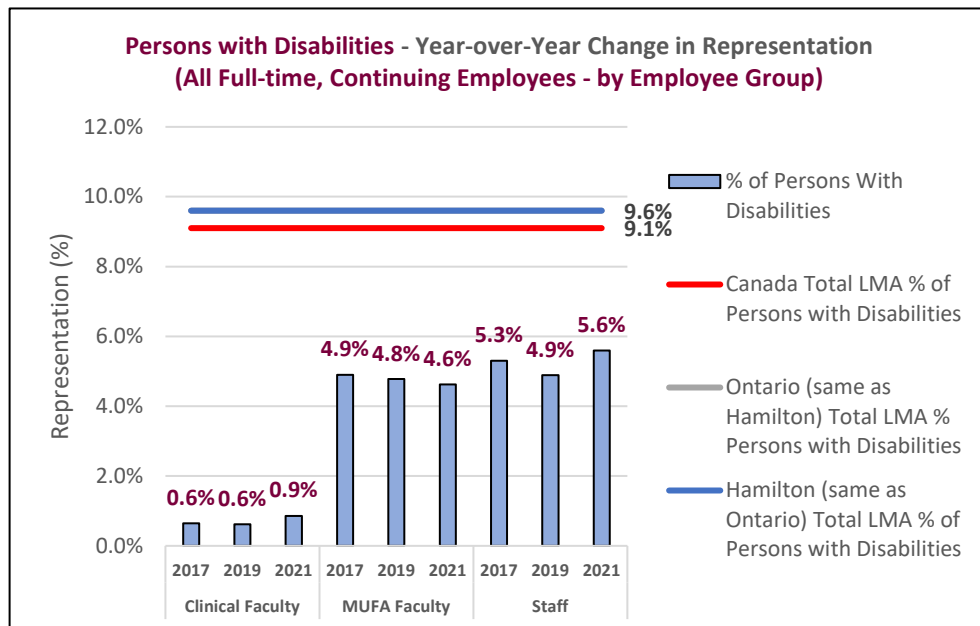


**Persons with Disabilities - 2021 Representation  
(All Full-time, Continuing Employees - by Faculty)**



## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Persons with Disabilities - Year-over-Year Change in Representation





Women



## 2021 Representation

### Employee Groups

- The representation of women is significantly much higher within Staff (**74.8%**), in comparison with Clinical Faculty (**42.3%**) and MUFA Faculty (**44.1%**).
- TMG and Unifor have fairly similar representation with **73.6%** and **77.7%** respectively.

### VP Groups

- The representation is highest in VP Faculty of Health Sciences (**73.4%**) and VP Advancement (**72.2%**), followed by Office of the President (**68.8%**) and VP research (**65.2%**).
- Representation is lowest in VP Administration (**61.2%**) and VP Academic (**58.7%**).

### Faculties

- Representation of women is highest in Faculty of Health Sciences (**73.3%**), followed by Faculty of Social Sciences (**65.2%**) and Faculty of Humanities (**64.6%**).
- Faculty of Business and Faculty of Science have a representation of **53.3%** and **50.9%** respectively, while Faculty of Engineering has the lowest representation of women at **39.8%**.

## Year-over-Year Change in Representation

### Employee Groups

- There has been a consistently year-over-year increase in representation for all employee groups, however, the changes have been relatively minimal and representation has remained fairly stable over the period.

### VP Groups

- There has been a notable increase in representation within VP Research. Otherwise, despite fluctuations in some areas, year-over-year representation has remained fairly stable across the various VP Groups.
- Particularly for Office of the President and VP Advancement, because these areas are relatively small compared to the other VP Groups, the decline in representation - and any other changes in representation for other equity-deserving groups - are not necessarily considered a significant change.

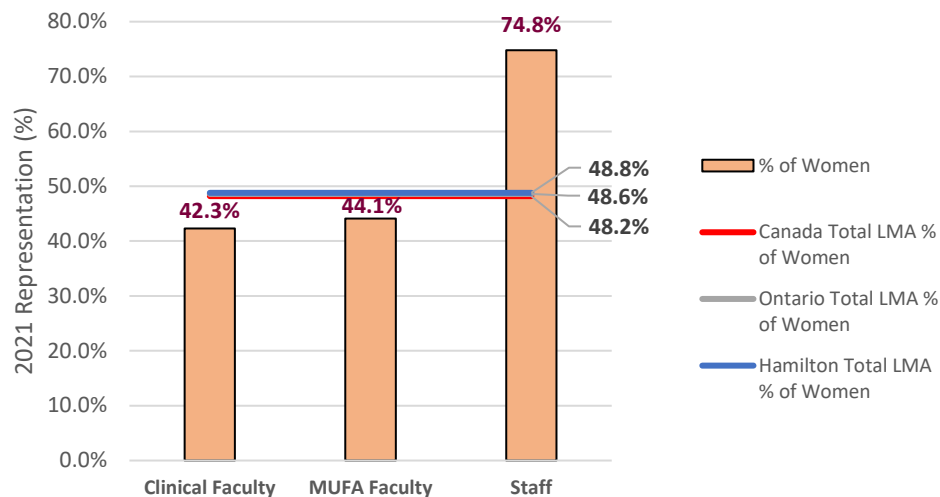
### Faculties

- There has been a year-over-year increase in representation across most of the faculties.
- Despite the increases though, Faculty of Engineering, Faculty of Science and Faculty of Business have a relatively low representation compared to the other Faculties.

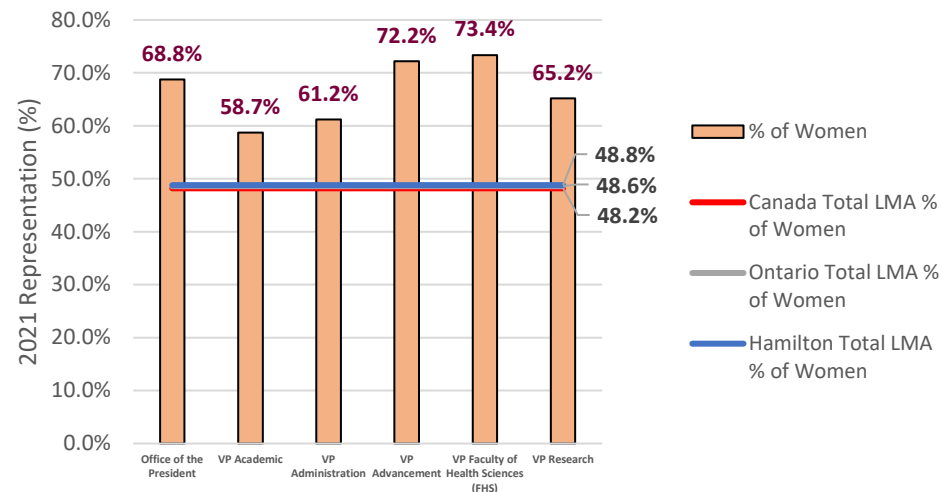
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Women - 2021 Representation

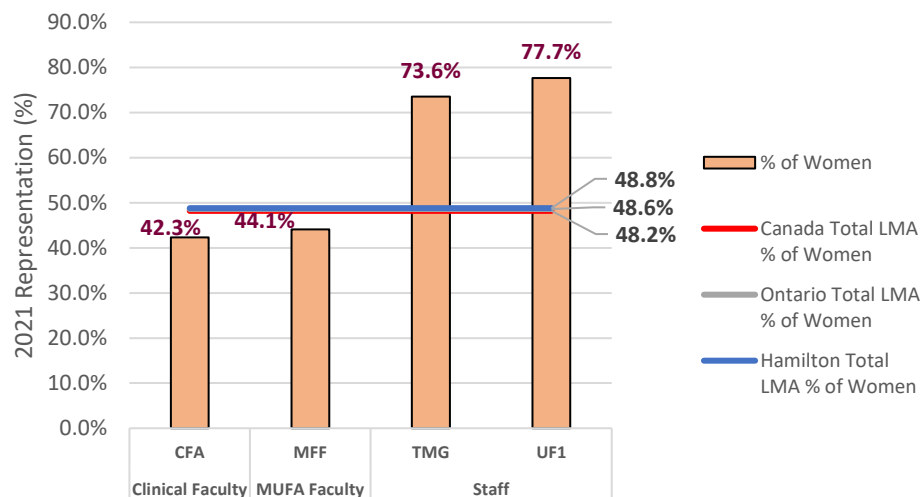
**Women - 2021 Representation**  
(All Full-time, Continuing Employees - by Employee Group)



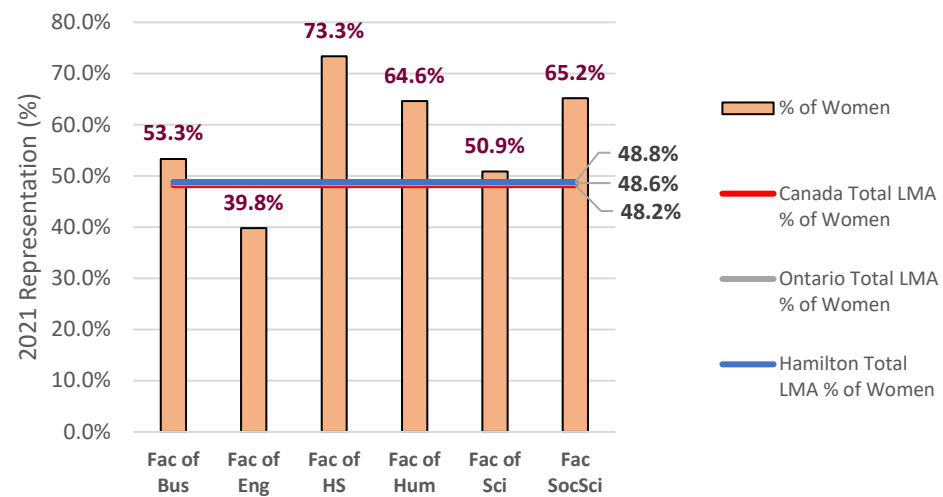
**Women - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)



**Women - 2021 Representation**  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



**Women - 2021 Representation**  
(All Full-time, Continuing Employees - by Faculty)

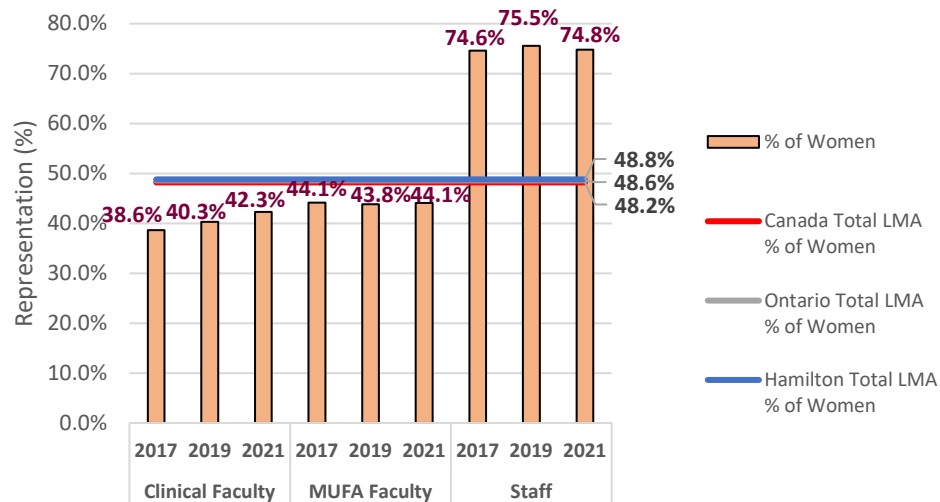




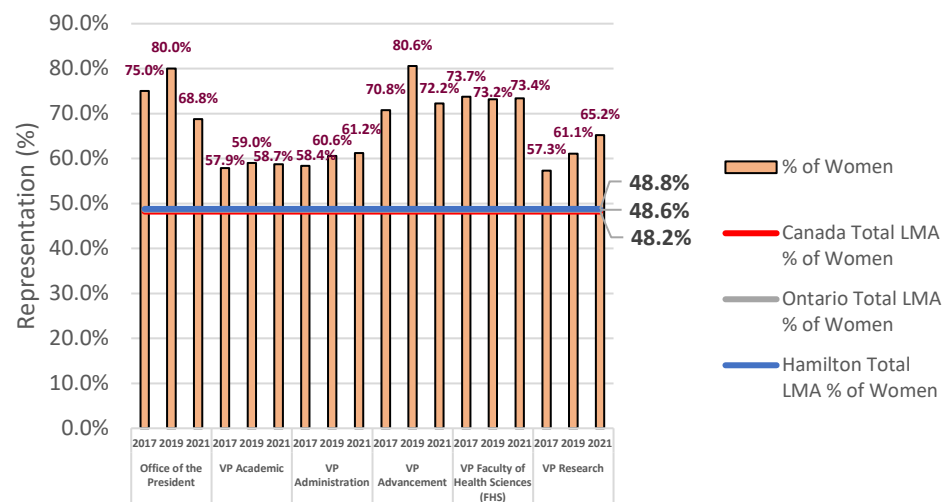
## All Full-time, Continuing Employees - by Employee Group, VP Group & Faculty

## Women - Year-over-Year Change in Representation

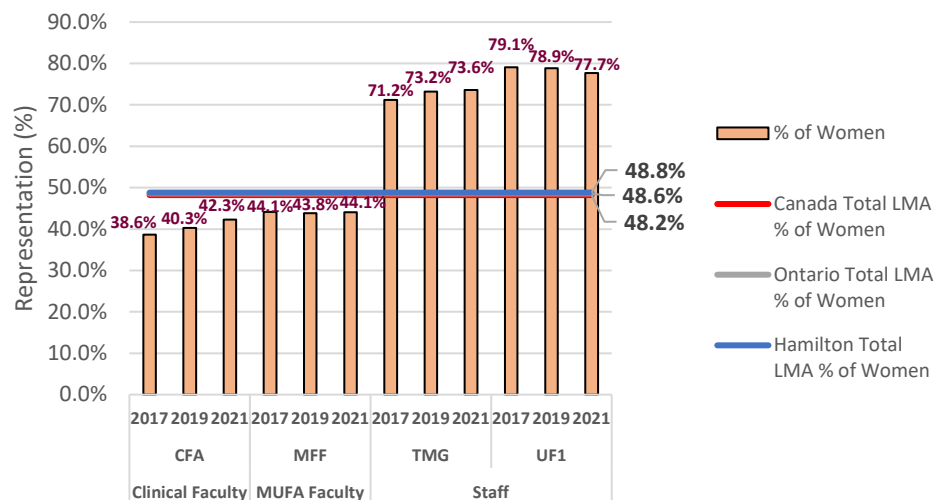
**Women - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Employee Group)**



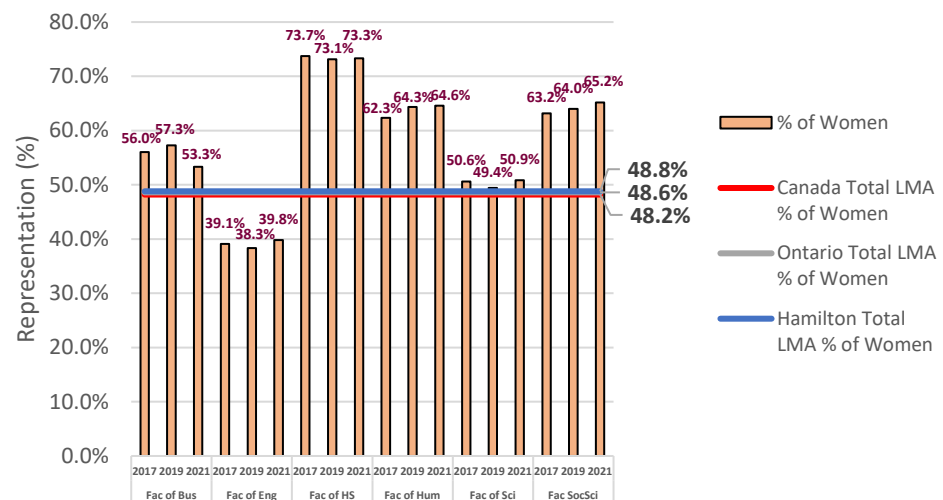
**Women - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Women - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



**Women - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**





# Intersectionality



## Intersectionality

When individuals identify as a member of more than one equity-deserving group, this reflects the concept of intersecting marginalized identities, or “intersectionality”.

Of the total population that completed the census, **76.6%** identified as belonging to at least 1 or more equity-deserving group(s).

This is a very telling metric, as it validates that creating and maintaining a culture of inclusive excellence is critical because it affects most, if not all, members of the McMaster community either directly or indirectly.

Below is a breakdown of employees based on the number of groups they have self-identified as belonging to, which speaks to the fact that many have multiple intersecting identities, and reiterates the importance of equity, and inclusion particularly in an institution as diverse as McMaster University.

Employees who identified as belonging to:	2021 Headcount (%)
0 Equity-Deserving Groups	23.4%
1 Equity-Deserving Groups	57.6%
2 Equity-Deserving Groups	16.1%
3 Equity-Deserving Groups	2.4%
4 Equity-Deserving Groups	0.4%
5 Equity-Deserving Groups	0.1%
6 Equity-Deserving Groups	0.1%
<b>Total Employees who completed the Employment Equity Census</b>	<b>100.0%<sup>29</sup></b>

- **23.4%** have self-identified as not belonging to any equity-deserving group
- **57.6%** have self-identified as belonging to 1 equity-deserving group
- **16.1%** have self-identified as belonging to 2 equity-deserving groups
- **2.4%** have self-identified as belonging to 3 equity-deserving groups
- **0.4%** have self-identified as belonging to 4 equity-deserving groups
- **0.1%** have self-identified as belonging to 5 and 6 equity-deserving groups

From this breakdown, and in the context of intersectional analysis, the largest group is individuals that identify as having 2 intersecting identities.

<sup>29</sup> This refers only to the **66.8%** of full-time, continuing employees that completed the census

The following table<sup>30</sup> and additional graphics provide insights into compounding marginalization among equity-deserving groups, enabling us to consider implications for employment equity priorities and strategies.

Equity-Deserving Group	2021 Composition (%)	Intersectionality					
		Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)	Transgender (%)	2SLGBTQI+ (%)
Indigenous Peoples	2.4%	-	31.5%	15.2%	75.0%	4.3%	9.8%
Racialized Persons	18.9%	4.1%	-	4.6%	57.6%	1.3%	5.5%
Persons with Disabilities	5.0%	7.5%	17.6%	-	72.7%	7.5%	23.5%
Women	65.8%	2.8%	16.5%	5.5%	-	0.8%	6.3%
Transgender	1.1%	9.5%	21.4%	33.3%	47.6%	-	81.0%
2SLGBTQI+	6.1%	3.9%	17.1%	19.3%	68.0%	14.9%	-

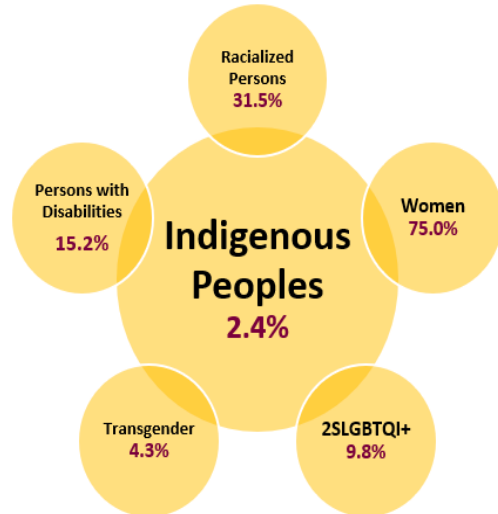
<sup>30</sup> Read each row across horizontally

### Indigenous Peoples

**2.4%** of full-time, continuing employees identify as Indigenous Peoples.

Of this population,

- **31.5%** also identify as Racialized Persons
- **15.2%** as Persons with Disabilities
- **75.0%** as Women
- **4.3%** as Transgender, and
- **9.8%** as 2SLGBTQI+

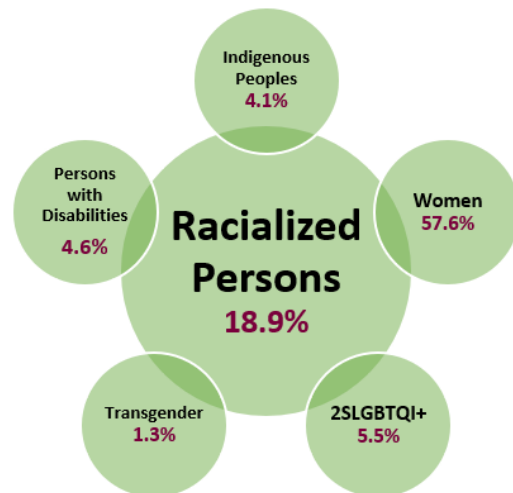


### Racialized Persons

**18.9%** of full-time, continuing employees identify as Racialized Persons.

Of this population,

- **4.1%** also identify as Indigenous Peoples
- **4.6%** as Persons with Disabilities
- **57.6%** as Women
- **1.3%** as Transgender, and
- **5.5%** as 2SLGBTQI+

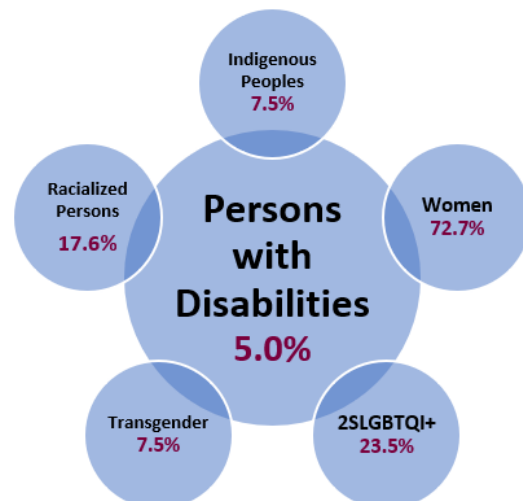


### Persons with Disabilities

**5.0%** of full-time, continuing employees identify as Persons with Disabilities

Of this population,

- **7.5%** also identify as Indigenous Peoples
- **17.6%** as Racialized Persons
- **72.7%** as Women
- **7.5%** as Transgender, and
- **23.5%** as 2SLGBTQI+

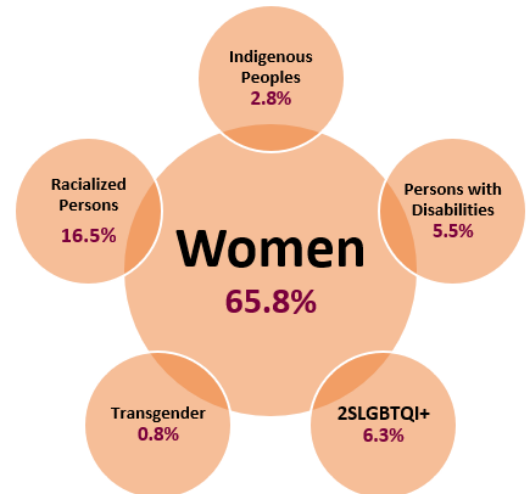


**Women**

**65.8%** of full-time, continuing employees identify as Women

Of this population,

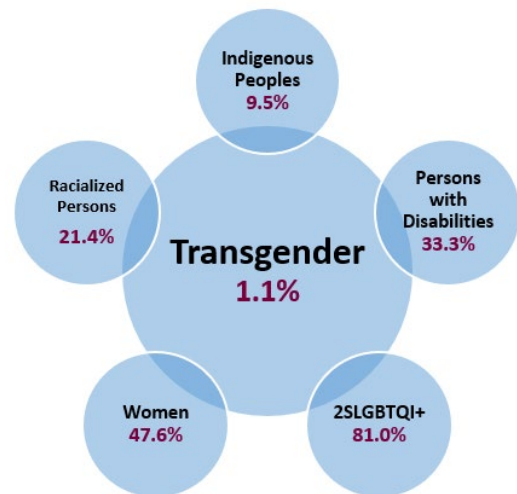
- **2.8%** also identify as Indigenous Peoples
- **16.5%** as Racialized Persons
- **5.5%** as Persons with Disabilities
- **0.8%** as Transgender, and
- **6.3%** as 2SLGBTQI+

**Transgender**

**1.1%** of Full-time, Continuing Employees identify as Transgender

Of this population,

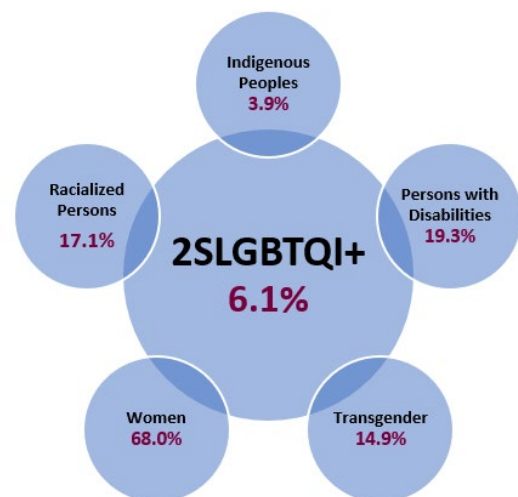
- **9.5%** also identify as Indigenous Peoples
- **21.4%** as Racialized Persons
- **33.3%** as Persons with Disabilities
- **47.6%** as Women, and
- **81.0%** as 2SLGBTQI+

**2SLGBTQI+**

**6.1%** of full-time, continuing employees identify as 2SLGBTQI+.

Of this population,

- **3.9%** also identify as Indigenous Peoples
- **17.1%** as Racialized Persons
- **19.3%** as Persons with Disabilities
- **68.0%** as Women, and
- **14.9%** as Transgender







# Employee Lifecycle Events



## Employee Lifecycle Events

This is a count of events occurring during the lifecycle of an employee, with an Effective Date between **December 1, 2019 – December 20, 2021**. This information has been retrieved from McMaster's Human Resources Information System (Mosaic).

The count of lifecycle events is not a headcount, but a count of instances when the specified event occurred. For example, if the same individual was promoted 3 times within a period, this is considered as 3 instances of a promotion, and the individual will be counted 3 times.

Also note representation for each of the equity-deserving groups has been determined based on the count of individuals that completed the census within each Lifecycle Event category, and actual representation may vary especially for categories that have a low completion rate.

### Definitions

Each Lifecycle Event has been categorized based on Action-Reason<sup>31</sup> Combinations in Mosaic as follows:

- New Hires are defined based on use of the *Hire-Hire* Action-Reason
- Career Growths Opportunities and TMG Limited Term Secondments include: *Career Growth Opportunity, TMG Limited Term Secondment*
- Promotions include: *Promotion, Reevaluation – Promotion*
- Terminations include: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, Termination.*

Please refer to **Appendix B** for more details on the Action-Reason Combinations under each Lifecycle Event category.

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<sup>31</sup> An Action-Reason is the means by which HR events for employees are recorded in Mosaic

# New Hires



## New Hires

The diversity of New Hires should be aligned with the labour market availability – or even higher – in order to close any existing workforce gaps.

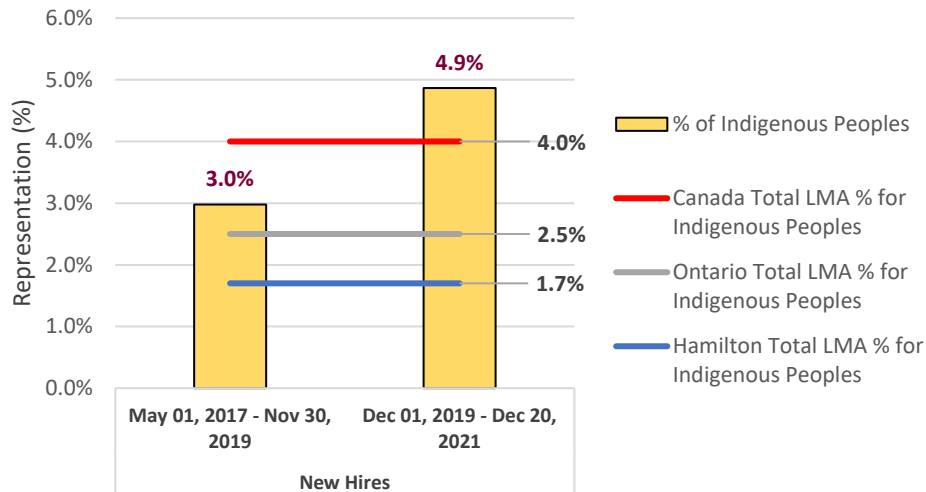
### All Full-time, Continuing Employees

All Full-time, Continuing Employees	Census Completion Rate <sup>32</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)	Transgender (%)	2SLGBTQI+ (%)
<b>New Hires</b>							
May 01, 2017 - Nov 30, 2019	37.6%	3.0%	24.1%	5.7%	66.1%	1.2%	8.6%
Dec 01, 2019 - Dec 20, 2021	43.9%	4.9%	30.3%	4.9%	70.8%	3.2%	11.6%

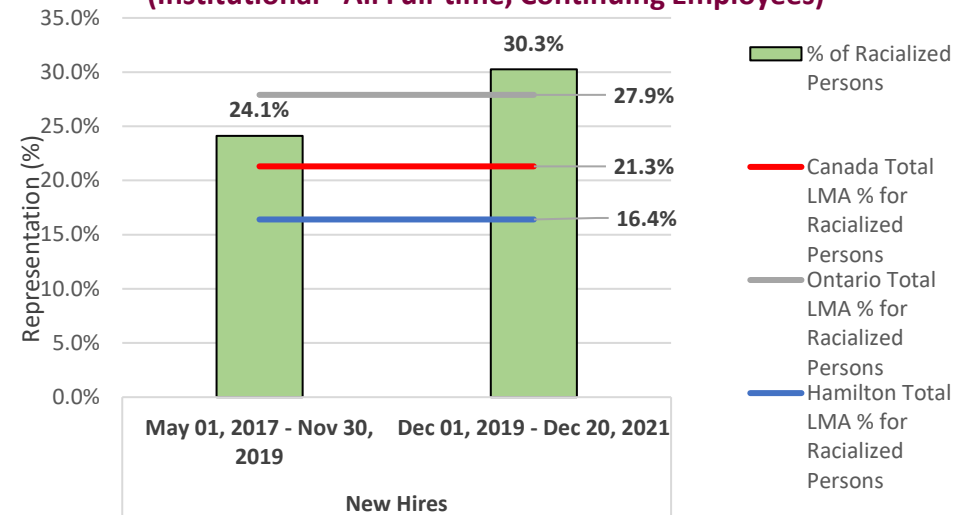
- New Hires in the latest reporting period have a completion rate of **44%**. Despite the increase from **38%** in the previous reporting period, the low completion rates signal a continuing need to increase awareness among New Hires, particularly during their onboarding process.
- We intend to leverage technology institutionally by including the Employment Equity Census within the Onboarding Module currently in development, and collaborate with senior leaders, managers and supervisors to devise additional strategies to increase completion rates within their respective areas.

<sup>32</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

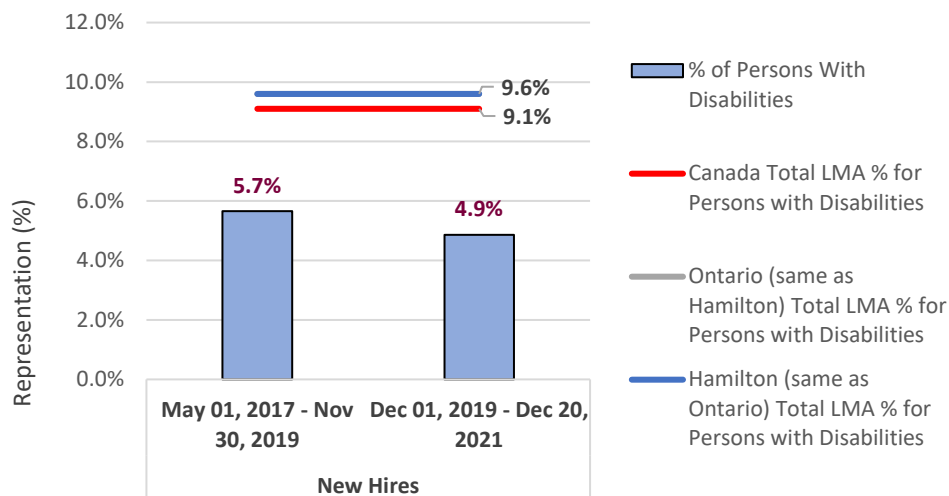
### Indigenous Peoples - New Hires (Institutional - All Full-time, Continuing Employees)



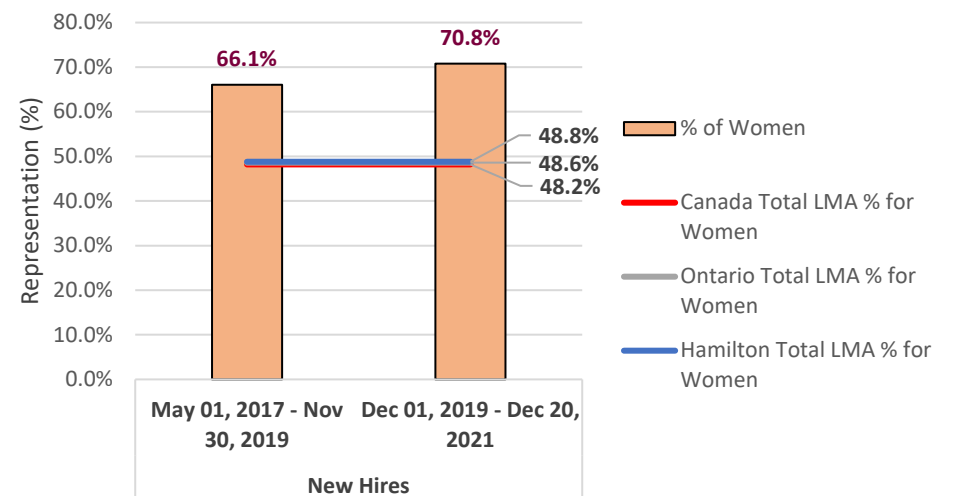
### Racialized Persons - New Hires (Institutional - All Full-time, Continuing Employees)



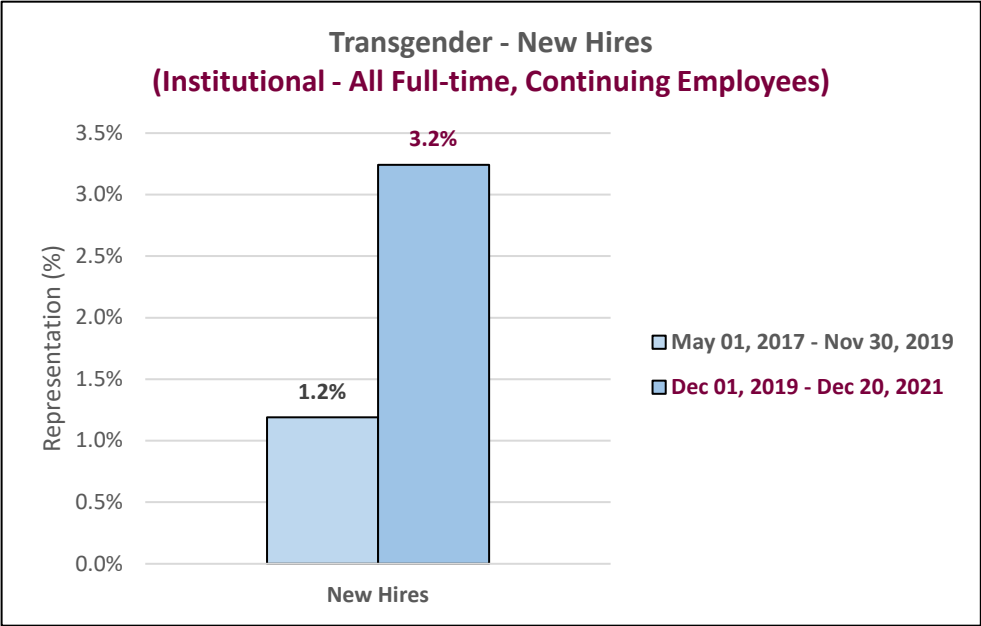
### Persons with Disabilities - New Hires (Institutional - All Full-time, Continuing Employees)



### Women - New Hires (Institutional - Total Full-time, Continuing Employees)



- Note that the labour market availability is not indicated in the below visuals for Transgender and 2SLGBTQI+, as this information is not provided by Statistics Canada.





## New Hires - By Employee Group

Employee Group <sup>33</sup>	Census Completion Rate <sup>34</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
<b>New Hires <sup>35</sup></b>					
<b>CFA - Clinical Faculty</b>					
May 01, 2017 - Nov 30, 2019	33.7%	0.0%	48.4%	0.0%	51.6%
Dec 01, 2019 - Dec 20, 2021	31.7%	5.0%	35.0%	0.0%	70.0%
<b>MFF - MUFA Faculty</b>					
May 01, 2017 - Nov 30, 2019	44.3%	0.0%	25.5%	7.8%	47.1%
Dec 01, 2019 - Dec 20, 2021	60.3%	13.2%	34.2%	5.3%	63.2%
<b>Total Staff <sup>36</sup></b>					
May 01, 2017 - Nov 30, 2019	37.0%	3.9%	20.9%	5.9%	71.7%
Dec 01, 2019 - Dec 20, 2021	43.6%	3.8%	29.5%	5.1%	71.8%
<b>TMG - The Management Group</b>					
May 01, 2017 - Nov 30, 2019	47.5%	3.0%	16.4%	4.5%	65.7%
Dec 01, 2019 - Dec 20, 2021	62.6%	7.3%	22.0%	2.4%	79.3%
<b>UF1 - Unifor Unit 1</b>					
May 01, 2017 - Nov 30, 2019	39.6%	4.4%	23.3%	5.0%	73.6%
Dec 01, 2019 - Dec 20, 2021	44.7%	2.8%	33.0%	6.0%	70.6%

<sup>33</sup> Note that reporting for Transgender and 2SLGBTQI+ is not provided for confidentiality reasons, and in accordance with the Employment Equity Census Principles of reporting. In addition, the labour market availability data is not available to be reported as this information is not provided by Statistics Canada.

<sup>34</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in red to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

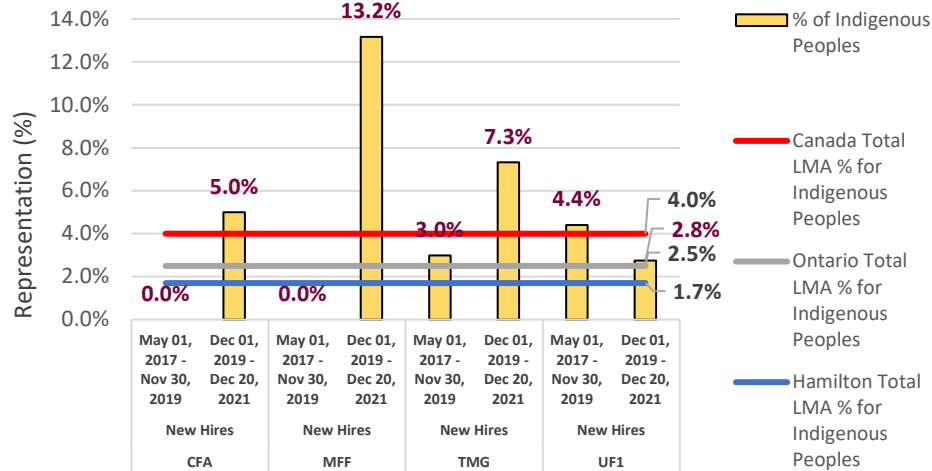
<sup>35</sup> As a reminder, the diversity of New Hires should be aligned with the labour market availability – or even higher – in order to close any existing workforce gaps.

<sup>36</sup> For the purposes of this report, Staff is defined 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.

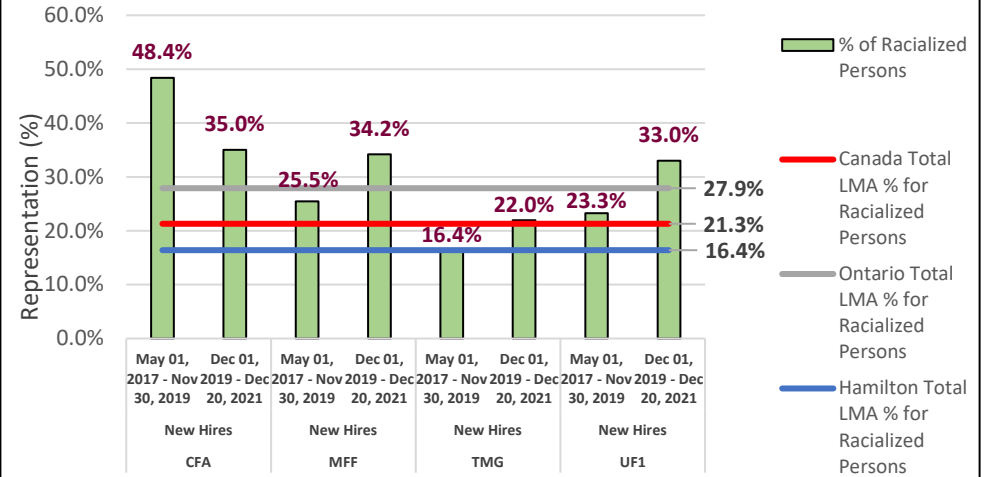
## Institutional – All Full-time, Continuing Employees

## New Hires – by Employee Group

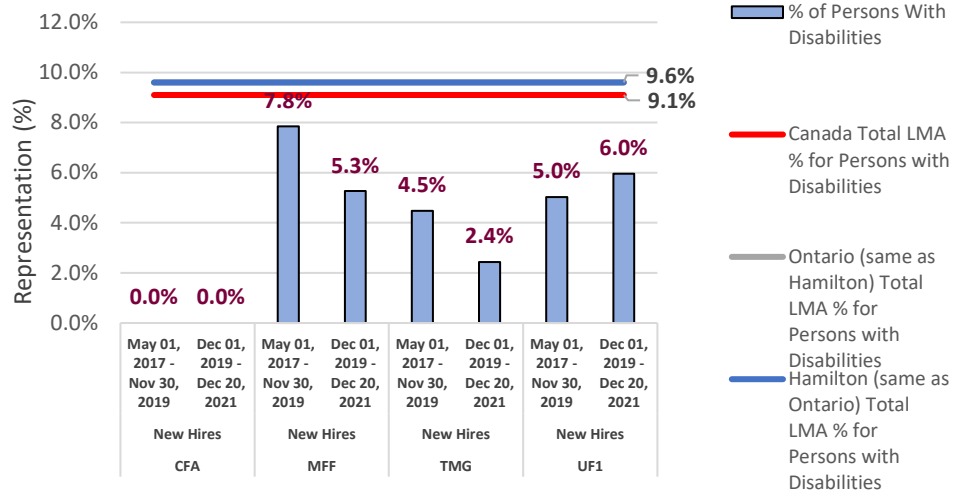
### Indigenous Peoples - New Hires (Institutional - All Full-time, Continuing Employees)



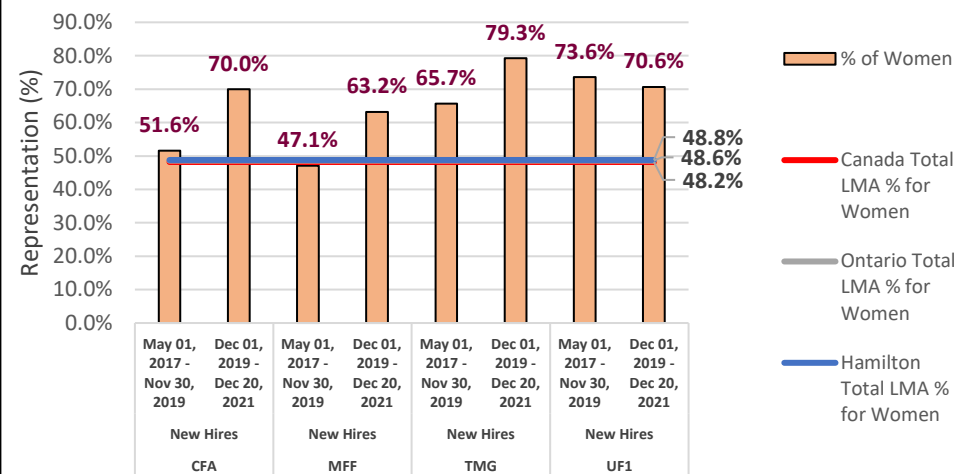
### Racialized Persons - New Hires (Institutional - All Full-time, Continuing Employees)



### Persons with Disabilities - New Hires (Institutional - All Full-time, Continuing Employees)



### Women - New Hires (Institutional - Total Full-time, Continuing Employees)



# Other Life Cycle Events



### Other Employee Life Cycle Events

The diversity of EDGs in life cycle events other than New Hires, should be in alignment with the representation within the workforce – noting that the latter may or may not be in alignment with the labour market availability.

For example, if the LMA for women is 40%, then the representation in the workforce should be 40% as well, and this should also translate to employee life cycle events i.e. it would be expected that the number of promotions, career growths etc. would also be 40%.

That being said, irrespective of whether or not the current workforce representation is proportional to the LMA, the employee life cycle events should be aligned with the workforce representation. i.e. If there are 20% of women in the workforce, then it should be expected that 20% of promotions are women. If there are 60% of women in the workforce, similarly, it should be expected that 60% of promotions are women.

Building on this illustration, also note the above does **not** mean 20% of women are promoted, but that 20% of promotions are women. So, for instance, if we have a workforce of 100 people, and 20% identify as women; this does not mean that 20 women should be promoted. What it means, is, if there were 10 promotions, for example, then 20% of the 10 promotions is expected to be women i.e. we would expect 2 women to have been promoted.

These are the expected scenarios or outcomes baring any special measures in place to address existing gaps.

## All Full-time, Continuing Employees

All Full-time, Continuing Employees	Census Completion Rate <sup>37</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)	Transgender (%)	2SLGBTQI+ (%)
<b>New Hires <sup>38</sup></b>							
May 01, 2017 - Nov 30, 2019	37.6%	3.0%	24.1%	5.7%	66.1%	1.2%	8.6%
Dec 01, 2019 - Dec 20, 2021	43.9%	4.9%	30.3%	4.9%	70.8%	3.2%	11.6%
<b>Career Growth Opportunities &amp; TMG Limited Term Secondments</b>							
May 01, 2017 - Nov 30, 2019	78.4%	2.6%	10.3%	3.4%	80.2%	0.0%	1.7%
Dec 01, 2019 - Dec 20, 2021	78.2%	1.9%	13.5%	10.6%	81.7%	1.0%	6.7%
<b>Promotions</b>							
May 01, 2017 - Nov 30, 2019	70.8%	2.2%	17.4%	2.5%	73.0%	0.7%	4.9%
Dec 01, 2019 - Dec 20, 2021	66.3%	4.3%	20.8%	3.9%	68.1%	1.8%	7.5%
<b>Terminations <sup>39</sup></b>							
May 01, 2017 - Nov 30, 2019	49.1%	2.9%	17.7%	6.9%	63.2%	1.3%	7.1%
Dec 01, 2019 - Dec 20, 2021	49.9%	4.1%	25.2%	7.0%	65.0%	3.8%	8.4%

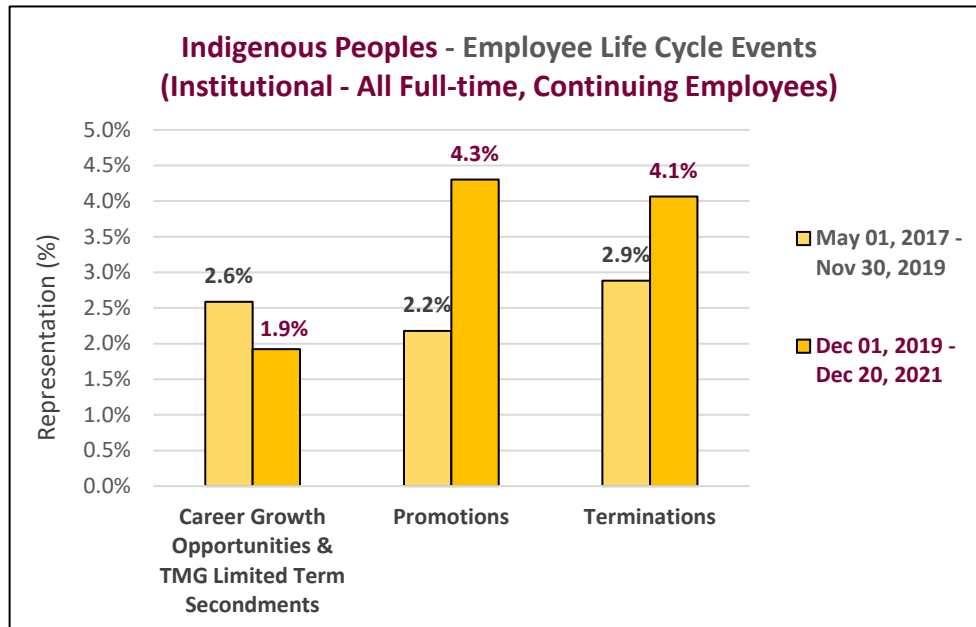
<sup>37</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in red to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

<sup>38</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

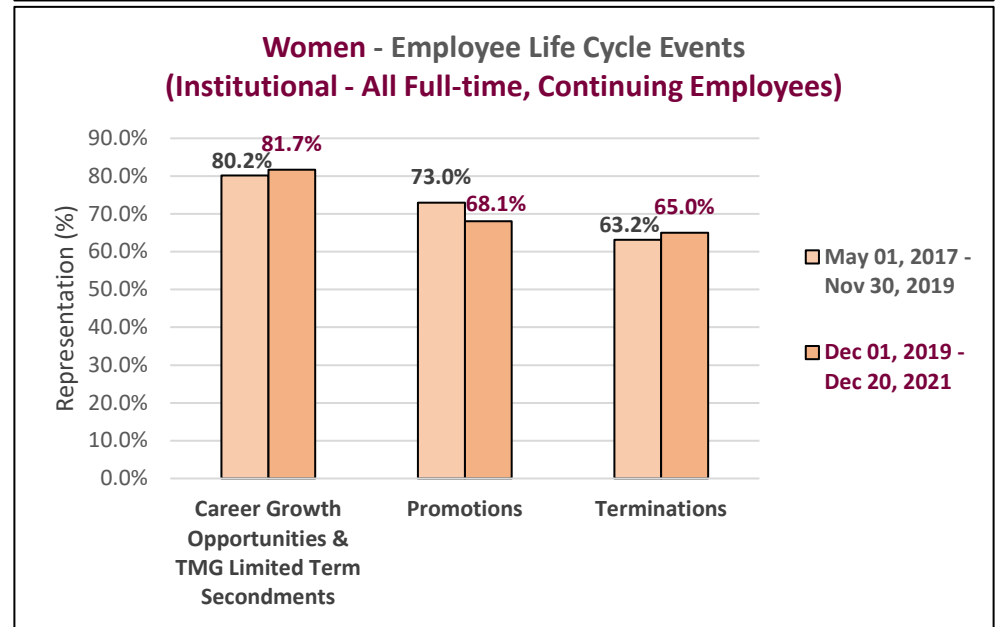
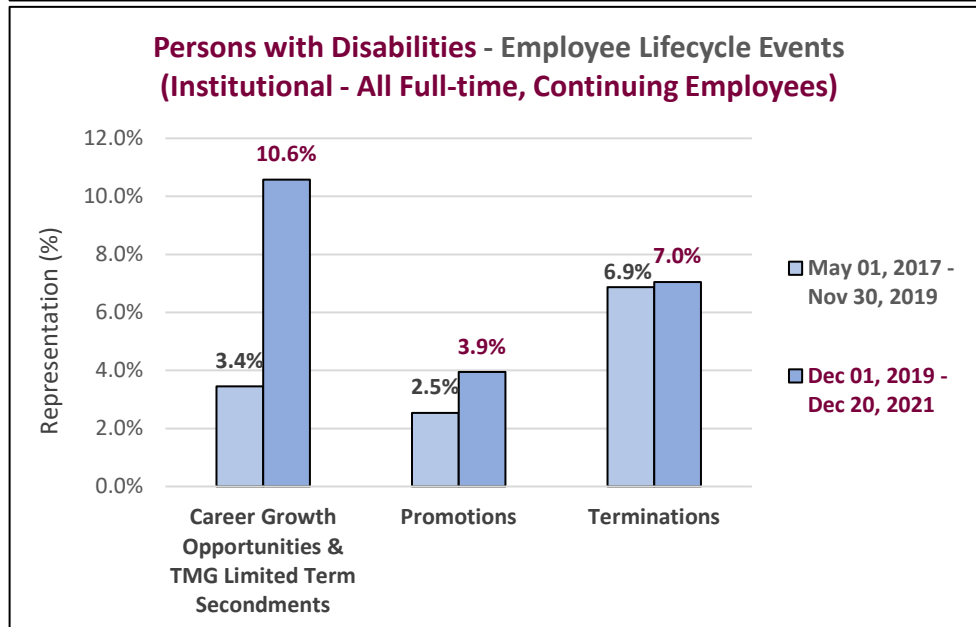
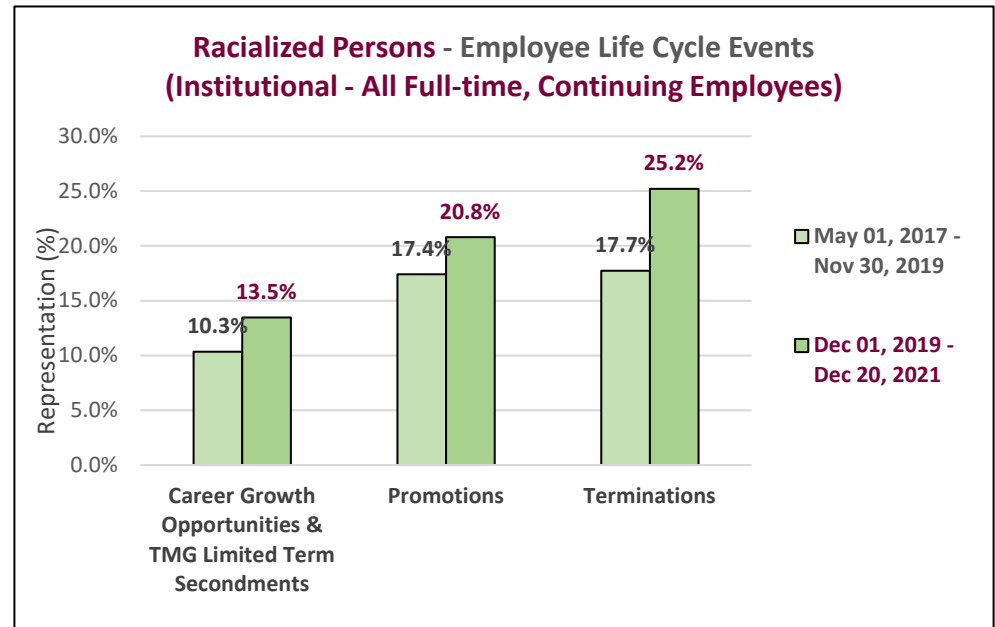
<sup>39</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.

## Institutional - All Full-time, Continuing Employees



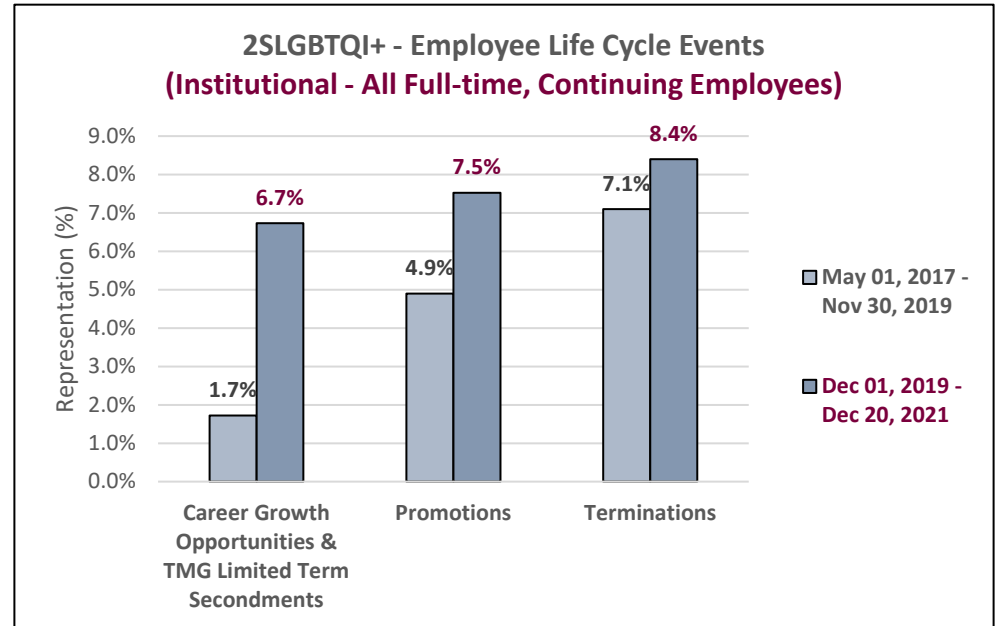
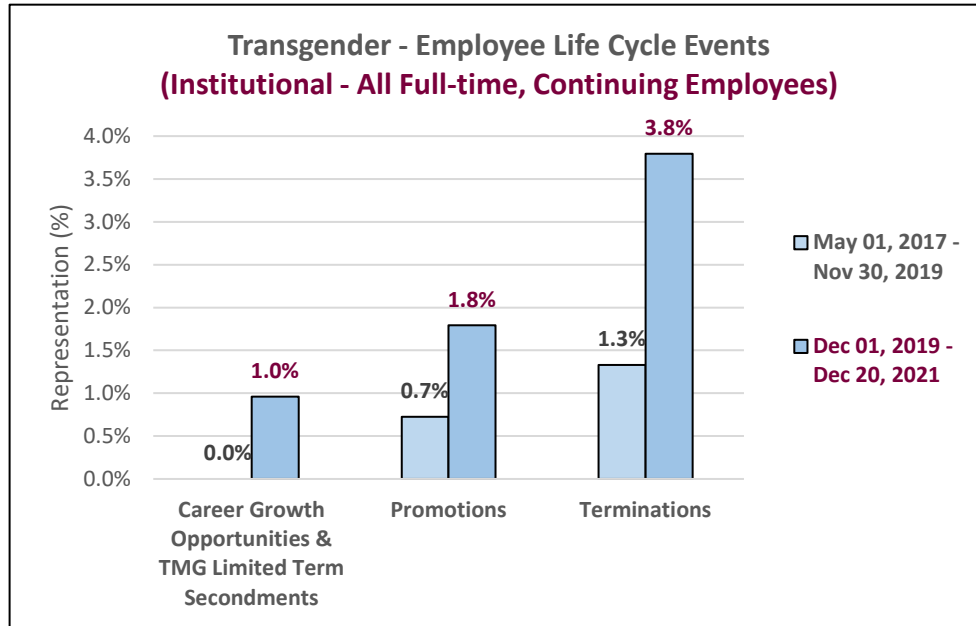
## Employee Life Cycle Events - Year-over-Year Change in Representation





## Institutional - All Full-time, Continuing Employees

## Employee Life Cycle Events - Year-over-Year Change in Representation





# Leadership Groups



### Overview

For the purposes of analyzing the diversity of the university's leadership group, applicable positions have been grouped into the following categories:

- President & Vice-Presidents (PVP)
- Senior Leaders (Clinical & MUFA Faculty)
- Senior Leaders (Administration)
- Other Leaders (Clinical & MUFA Faculty)

Roles included within these categories are collectively considered the Leadership Group<sup>40,41,42</sup>, for the purposes of this report.

Please refer to **Appendix C** for a listing of positions included in this analysis, and their respective category within the Leadership Group.

It should also be noted that most of the roles fall within Other Leaders (Clinical & MUFA Faculty), and this category alone makes up **83.2%** of the leadership group. In comparison, the other 3 groups cumulatively make up **16.8%** of the leadership group. It is important that these relative sizes are taken into consideration when assessing the diversity within each category.

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<sup>40</sup> Note that specific to the leadership group analysis **only**, the roles included and employment equity census data is current as of **April 12, 2022**.

<sup>41</sup> Other Administrative Leaders such as Director-level roles are not included, as there is currently not a standard criterion for reporting on these positions across the institution. There is opportunity to explore further analysis of this group in future reports.

<sup>42</sup> Also note Director-roles in the UGME and PGME Program within the Faculty of Health Sciences are **not** included, on the basis that these roles are responsible for specific functions or areas within the program, and the scope of duties/responsibilities is not necessarily program-wide. In addition, keeping the composition for the 2021 group as similar as possible to the 2019 group allows for year-over-year comparison – which would not be otherwise possible as these roles were not included in the 2019 analysis.

The complexity of various roles across the institution necessitate a careful manner for identifying appropriate roles to be included in the analysis, taking into context additional nuances that come into play as more information is learned about the nature of specific roles. There is opportunity to further refine these definitions in future reports.

## 2021 Composition

### Indigenous Peoples

- There is no representation of Indigenous Peoples at the highest levels of leadership.
- The representation in Other Leaders (Clinical and MUFA Faculty) is **2.1%**, which indicates a gap in comparison with the national total labour market availability, but is in alignment with the availability for *Middle & Other Managers*<sup>43</sup>.
- Overall, the representation in the total leadership group (**1.8%**) indicates a very significant gap in comparison with the national labour market availability, but is aligned with the local availability.

### Racialized Persons

- The representation of racialized persons is fairly even, ranging from **16.7%** to **17.6%** across the leadership groups, with the exception of Senior Leaders (Administration) at **7.1%**.
- Overall, the representation in the total leadership group (**16.8%**) indicates a significant gap in comparison with the national and provincial labour market availability, but is aligned with the local availability.

### Persons with Disabilities

- There is a very significant under-representation of persons with disabilities across all the leadership groups, with the exception of Senior Leaders (Administration) at **7.1%**.
- There is also no representation at PVP and Senior Leaders (Clinical and MUFA Faculty).
- Overall, the representation in the total leadership group (**1.8%**) indicates a very significant gap in comparison with the labour market availability across all geographic areas.

### Women

- Women are well-represented in PVP (**66.7%**) and Senior Leaders (Administration) (**64.3%**), however, it is worth noting that the size of these groups are relatively small in comparison to the total leadership group.
- There is a gap in representation of Women in Senior Leaders (Clinical and MUFA Faculty), as well as Other Leaders (Clinical and MUFA Faculty) with a representation of **38.9%** and **41.5%** respectively.
- Overall, the representation in the total leadership group (**43.4%**) is aligned with the labour market availability across all geographic areas.

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<sup>43</sup> **EEOG-02** – *Middle & Other Managers*. For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).

## Change in Composition <sup>44</sup>

### Indigenous Peoples

- There has been **no change** in the representation of indigenous peoples at the highest levels of leadership.
- However there has been an **increase** in proportion and **increase** in headcount within Other Leaders (Clinical and MUFA Faculty).
- There has also been an **increase** in proportion and **increase** in headcount within the total leadership group.

### Racialized Persons

- There has been an **increase** in proportion and **increase** in headcount within PVP and Senior Leaders (Clinical and MUFA Faculty).
- There was a **decrease** in proportion and **decrease** in headcount within Senior Leaders (Administration).
- Although there has been a **decrease** in proportion, there was an **increase** in actual headcount for Other Leaders (Clinical & MUFA Faculty),
- Similarly, although there has been a **decrease** in proportion, there was an **increase** in actual headcount for the total leadership group.

### Persons with Disabilities

- There was **no change** in representation within PVP and Senior Leaders (Clinical & MUFA Faculty).
- There was an **increase** in proportion and **increase** in headcount in Senior Leaders (Administration).
- Although there was a **decrease** in proportion, there was **no change** in headcount in the Other Leaders (Clinical and MUFA Faculty).
- Although there was a **decrease** in proportion, there was an **increase** in headcount in the total leadership group.

### Women

- There was an **increase** in proportion and **increase** in headcount within the total leadership group, and across each sub-group - with the exception of Senior Leaders (Administration), which had a **decrease** in proportion and **decrease** in headcount.

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<sup>44</sup> While the definition of roles included in the analysis has remained consistent to allow for reasonable year-over-year comparison, it is worth noting that the total headcount of the 2021 leadership group is fairly larger than the headcount of the 2019 leadership group.

## 2021 Completion Rates &amp; Composition

Leadership Group <sup>45</sup>	Total Headcount	Total Completed	2021 Completion Rate	2021 Composition of Equity-Deserving Groups			
				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>46</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>47</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>

## Change in Composition

Leadership Group <sup>45</sup>	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition			
			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>46</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>47</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>45</sup> Please refer to **Appendix C** for more information on the applicable roles within this group

<sup>46</sup> Includes the following roles: Dean, Vice-Dean, Vice-Provost, and Executive Director

<sup>47</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

**Note:** 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



2021 Gap Analysis <sup>48</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.8%	4.0%	-2.2%	44.2%
Provincial (Ontario)		2.5%	-0.7%	70.8%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.1%	104.1%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	16.8%	21.3%	-4.5%	78.9%
Provincial (Ontario)		27.9%	-11.1%	60.3%
Local (Hamilton, Burlington, Grimsby)		16.4%	0.4%	102.5%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.8%	9.1%	-7.3%	19.4%
Provincial (Ontario)		9.6%	-7.8%	18.4%
Local (Hamilton, Burlington, Grimsby)		9.6%	-7.8%	18.4%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	43.4%	48.2%	-4.8%	90.0%
Provincial (Ontario)		48.6%	-5.2%	89.2%
Local (Hamilton, Burlington, Grimsby)		48.8%	-5.4%	88.9%

<sup>48</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



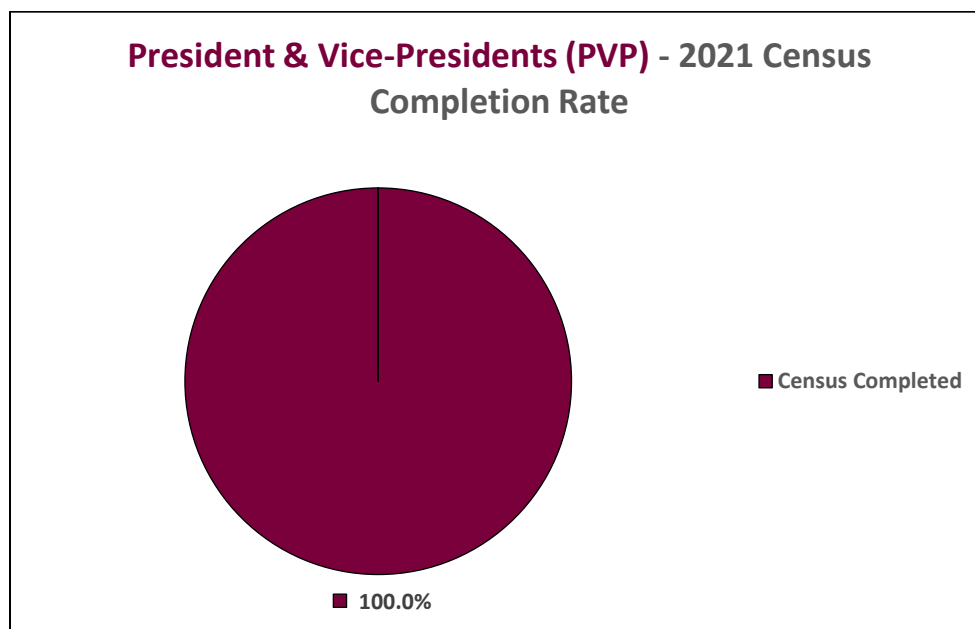
# President & Vice-Presidents (PVP)



## President & Vice-Presidents (PVP)

These include the following McMaster roles: President & Vice-Chancellor; Provost & Vice-President (Acad); Vice-President Administration; Vice-President University Advancement; Dean & V.P. (Health Sciences); Vice-President Research

## 2021 Completion Rate



## Change in Composition

Equity-Deserving Group	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%	0.0%
Racialized Persons	0.0%	16.7%	+ 16.7%
Persons with Disabilities	0.0%	0.0%	0.0%
Women	50.0%	66.7%	+ 16.7%

**Note:** 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

2021 Gap Analysis <sup>49</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	3.2%	-3.2%	0.0%
Provincial (Ontario)		1.9%	-1.9%	0.0%
Local (Hamilton, Burlington, Grimsby)		0.9%	-0.9%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	16.7%	11.5%	5.2%	144.9%
Provincial (Ontario)		15.5%	1.2%	107.5%
Local (Hamilton, Burlington, Grimsby)		7.0%	9.7%	238.1%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	5.0%	-5.0%	0.0%
Provincial (Ontario)		5.5%	-5.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		5.5%	-5.5%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	66.7%	27.6%	39.1%	241.5%
Provincial (Ontario)		28.4%	38.3%	234.7%
Local (Hamilton, Burlington, Grimsby)		26.2%	40.5%	254.5%

<sup>49</sup> Based on the Labour Market Availability for **EEOG-01 – Senior Managers**. For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).

**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.





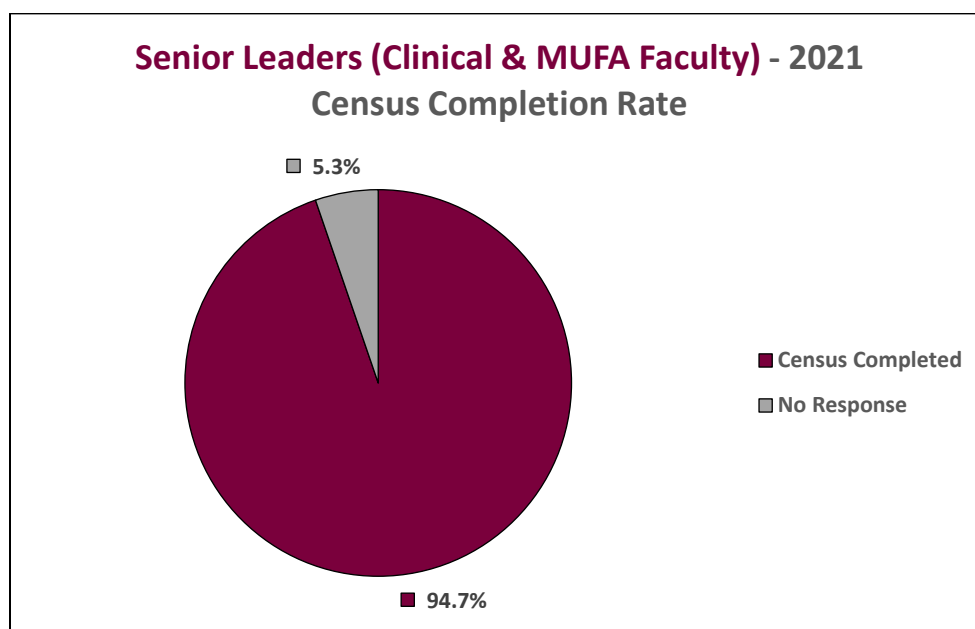
## Senior Leaders (Clinical & MUFA Faculty)



## Senior Leaders (Clinical & MUFA Faculty)

These include the following McMaster roles: Vice-Provosts; Executive Vice-Dean and Associate Vice-President, Academic; Associate Vice-Presidents; Deans; Vice Deans (FHS), Executive Directors

## 2021 Completion Rate



## Change in Composition

Equity-Deserving Group	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%	0.0%
Racialized Persons	6.3%	16.7%	+ 10.4%
Persons with Disabilities	0.0%	0.0%	0.0%
Women	37.5%	38.9%	+ 1.4%

**Note:** 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



2021 Gap Analysis <sup>50</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	3.2%	-3.2%	0.0%
Provincial (Ontario)		1.9%	-1.9%	0.0%
Local (Hamilton, Burlington, Grimsby)		0.9%	-0.9%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	16.7%	11.5%	5.2%	144.9%
Provincial (Ontario)		15.5%	1.2%	107.5%
Local (Hamilton, Burlington, Grimsby)		7.0%	9.7%	238.1%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	5.0%	-5.0%	0.0%
Provincial (Ontario)		5.5%	-5.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		5.5%	-5.5%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	38.9%	27.6%	11.3%	140.9%
Provincial (Ontario)		28.4%	10.5%	136.9%
Local (Hamilton, Burlington, Grimsby)		26.2%	12.7%	148.4%

<sup>50</sup> Based on the Labour Market Availability for **EEOG-01 – Senior Managers**. For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).

**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.



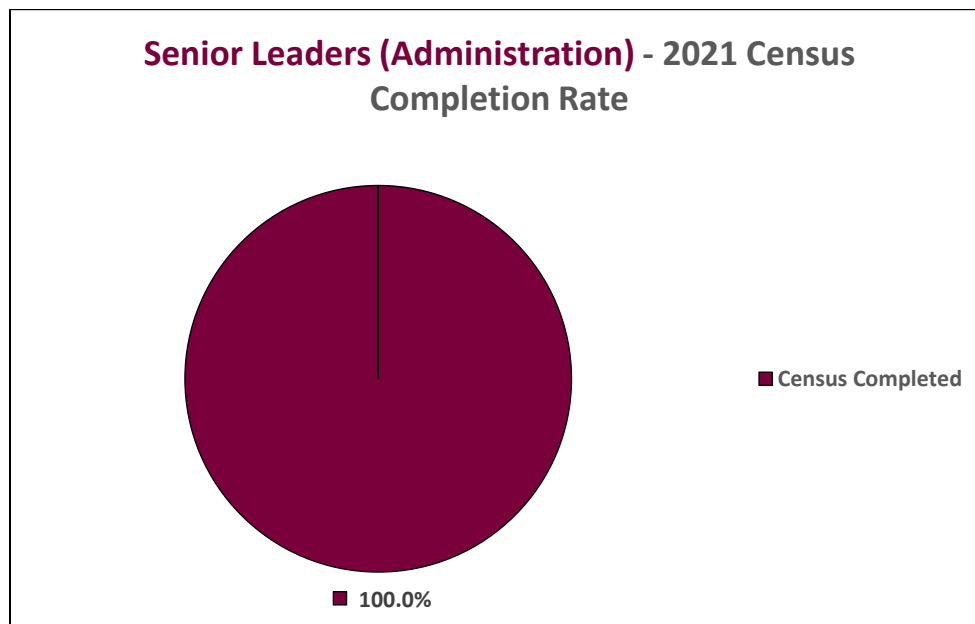
# Senior Leaders (Administration)



## Senior Leaders (Administration)

These include the following McMaster roles: AVP & Chief Facilities Officer; Associate VP Planning & Analysis; Vice-Provost, Equity & Inclusion; Assistant Vice-Pres Administration; Assistant Vice-Pres Research Admin; Assistant VP, Public & Gov't Relations; AVP Finance & Planning (Acad); AVP Student/Learning/Dean Student; AVP, FHS; Chief Human Resources Officer; Chief Information Officer; University Librarian

### 2021 Completion Rate



### 2021 Completion Rate

Equity-Deserving Group	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%	0.0%
Racialized Persons	16.7%	7.1%	-9.5%
Persons with Disabilities	0.0%	7.1%	+ 7.1%
Women	91.7%	64.3%	-27.4%

**Note:** 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

2021 Gap Analysis <sup>51</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	3.2%	-3.2%	0.0%
Provincial (Ontario)		1.9%	-1.9%	0.0%
Local (Hamilton, Burlington, Grimsby)		0.9%	-0.9%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	7.1%	11.5%	-4.4%	62.1%
Provincial (Ontario)		15.5%	-8.4%	46.1%
Local (Hamilton, Burlington, Grimsby)		7.0%	0.1%	102.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	7.1%	5.0%	2.1%	142.9%
Provincial (Ontario)		5.5%	1.6%	129.9%
Local (Hamilton, Burlington, Grimsby)		5.5%	1.6%	129.9%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	64.3%	27.6%	36.7%	232.9%
Provincial (Ontario)		28.4%	35.9%	226.4%
Local (Hamilton, Burlington, Grimsby)		26.2%	38.1%	245.4%

<sup>51</sup> Based on the Labour Market Availability for **EEOG-01 – Senior Managers**. For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).

**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:

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- **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.



## Other Leaders (Clinical & MUFA Faculty)

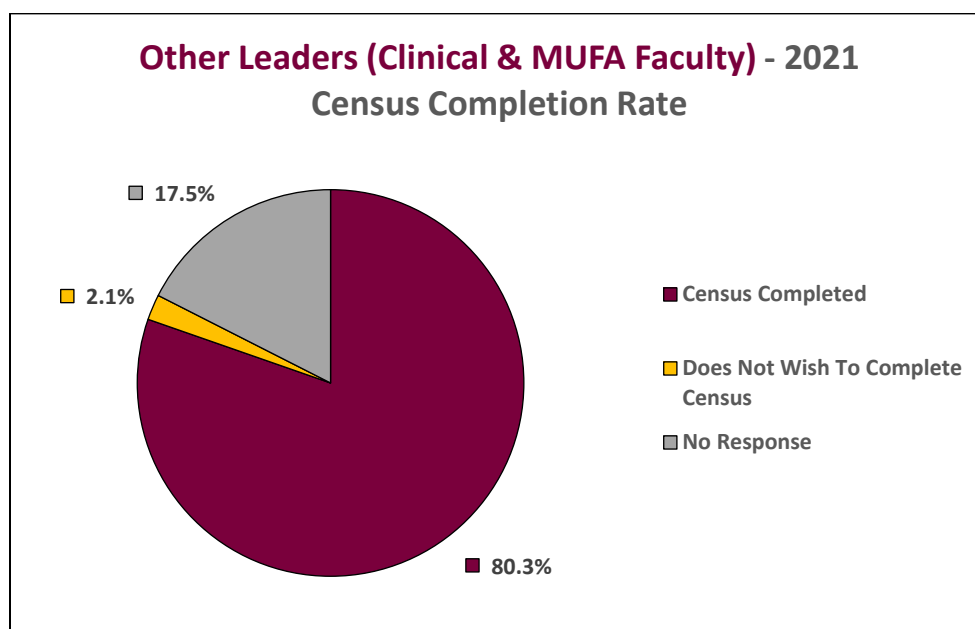




## Other Leaders (Clinical & MUFA Faculty)

These include the following McMaster roles: Assistant Deans, Regional Assistant Deans, Associate Deans (MUFA); Chairs, Associate/Assistant Chairs, Department Chairs, Area Chairs, Program Chairs; Directors, Associate/Assistant Directors, Program Directors (MUFA)

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	1.6%	2.1%	+ 0.5%
Racialized Persons	20.3%	17.6%	-2.8%
Persons with Disabilities	2.4%	1.6%	-0.8%
Women	29.3%	41.5%	+ 12.2%

**Note:** 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



2021 Gap Analysis <sup>52</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.1%	2.7%	-0.6%	78.8%
Provincial (Ontario)		1.7%	0.4%	125.2%
Local (Hamilton, Burlington, Grimsby)		1.2%	0.9%	177.3%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	17.6%	17.6%	0.0%	99.7%
Provincial (Ontario)		23.2%	-5.6%	75.7%
Local (Hamilton, Burlington, Grimsby)		12.2%	5.4%	143.9%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.6%	5.0%	-3.4%	31.9%
Provincial (Ontario)		5.5%	-3.9%	29.0%
Local (Hamilton, Burlington, Grimsby)		5.5%	-3.9%	29.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	41.5%	39.4%	2.1%	105.3%
Provincial (Ontario)		40.5%	1.0%	102.4%
Local (Hamilton, Burlington, Grimsby)		39.9%	1.6%	104.0%

<sup>52</sup> Based on the Labour Market Availability for **EEOG-02 – Middle & Other Managers**. For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).

**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.



# Employee Groups



### Overview

McMaster has several employee groups on basis of type of role, bargaining units, and other factors. The employment equity report provides an analysis of the university's largest employee groups, specifically Clinical Faculty, MUFA Faculty, TMG, and Unifor Unit 1, and all Staff. For the purposes of the employment equity census report, Staff is defined as all employee groups excluding Clinical Faculty and MUFA Faculty.

Because headcounts are not provided in the institutional report, the “**Total Completed (%)**” column has been included to provide a sense of the size of each of the listed employee groups relative to each other, and all full-time, continuing employees.

Staff make up **71.2%** of total full-time, continuing employees. Unifor Unit 1 (UF1) is the largest employee group, making up **47.7%** of the total population. As a result, the completion rate as well as the diversity of UF1, very much drives the institutional completion rate and compositional diversity. This is reflected in several instances within the data analysis, where the composition of Unifor Unit 1 is aligned with the overall institution. Following Unifor Unit 1, the largest group is MUFA Faculty (**19.5%**) followed by TMG (**17.1%**). Clinical Faculty make up **9.3%** of the total population of full-time continuing employees.

The tables and commentary below provide an overview of the compositional diversity and change in representation across all the employee groups. However, a more detailed analysis of the compositional diversity of each of these employee groups is provided in subsequent sections within the report.

## 2021 Completion Rates &amp; Composition

Employee Group	Total Completed <sup>53, 54</sup> (%)	2021 Completion Rate	2021 Composition 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%
<b>Staff<sup>55</sup></b>						
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%
<b>Staff Total</b>	<b>71.2%</b>	<b>66.6%</b>	<b>2.6%</b>	<b>16.2%</b>	<b>5.6%</b>	<b>74.8%</b>
<b>Institutional Full-Time, Continuing Employees Total</b>	<b>100.0%</b>	<b>66.8%</b>	<b>2.4%</b>	<b>18.9%</b>	<b>5.0%</b>	<b>65.8%</b>

## Change in Composition

Employee Group	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
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%
<b>Staff<sup>55</sup></b>						
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%
<b>Staff Total</b>	<b>66.8%</b>	<b>66.6%</b>	<b>+ 0.2%</b>	<b>+ 2.6%</b>	<b>+ 0.7%</b>	<b>-0.8%</b>
<b>Institutional Full-Time, Continuing Employees Total</b>	<b>66.6%</b>	<b>66.8%</b>	<b>+ 0.4%</b>	<b>+ 2.5%</b>	<b>+ 0.5%</b>	<b>-0.2%</b>

<sup>53</sup> Indicates the size of each employee group relative to total full-time, continuing employees, as actual headcounts are not provided.

<sup>54</sup> Also note that given all employee groups are not indicated in the table, the "Total Completed" percentages may not sum up to reported sub-totals (e.g. as is the case for Staff) or 100% in the column total.

<sup>55</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.

**Note:** 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

## 2021 Completion Rates

The institutional completion rate for all full-time continuing employees is **66.8%**. Although fair, this still far from the institutional goal of at least 80% across all areas and all employee groups.

Similarly, the completion rate for Unifor Unit 1, and all Staff, is **66.0%** and **66.6%** respectively. There is a need for additional efforts and creative strategies to increase the completion rate for UF1, especially considering the size of the employee group and its impact on the overall population.

The completion rate for TMG is **81.0%**, which is relatively high compared to other employee groups. There is of course still room for improvement, especially since the completion rate impacts the reliability of the analysis on compositional diversity.

The completion rate for MUFA Faculty is **75.9%**. This is also fairly high, and very close to the institutional goal of at least 80%.

The completion rate for Clinical Faculty is **54.0%**. This is fairly low, and there are on-going efforts to increase the rates for this group. However, it important to note the implication of this low completion rate, in that we only have insight into the diversity of 54.0% of the population, and the data may not necessarily be reflective of the actual diversity within the group.

## 2021 Composition

### Indigenous Peoples

The institutional representation for Indigenous peoples is **2.4%**. The representation across the various employee groups is about the same as well, ranging from **2.4%** to **2.6%**, with the exception of Clinical Faculty at **1.4%**.

### Racialized Persons

The institutional representation of racialized persons is **18.9%**. In comparison, the representation of Clinical Faculty (**28.3%**) is much higher, and well as MUFA Faculty (**24.2%**). On the other hand, representation is comparatively low within the Staff population, with TMG at **15.7%** and UF1 at **16.2%**.

### Persons with Disabilities

The institutional representation of persons with disabilities is **5.0%**. The representation across the various employee groups is about the same as well, ranging from **4.0%** to **5.6%**, with the exception of Clinical Faculty at **0.9%**.

### Women

The institutional representation of women is **65.8%**. Unlike the other groups though, there is a notable variation in representation across Staff and Faculty. The representation for Clinical Faculty and MUFA Faculty is **42.3%** and **44.1%** respectively. However, the

representation for Staff is much higher comparatively, with **73.6%** for TMG, **77.7%** for Unifor and **74.8%** for all Staff.

It is worth noting though, that the 2021 representation of women in both Clinical Faculty and MUFA Faculty is very close to, or on par with the labor market availability for their respective NOC Codes.

For TMG, UF1 and Staff, the data suggests an over-representation in comparison with the total labour market availability. However, given the multiple NOC codes and respective labour market availability specifically associated with the broad variety of roles within these groups, further customized and more granular analysis would be required to determine if there truly is an overrepresentation.

Given the size of an institution as large as McMaster, this sort of granular analysis is not readily available - however the compositional diversity by Employment Equity Occupational Group is provided in a later section with the report. Employment Equity Occupational Groups classify jobs of similar nature into 14 broad categories in hierarchical order<sup>56</sup>. Analysis at the EEOG level is done in comparison with the labour market availability of the specific EEOG, which provides a better sense of how the representation of each equity-deserving group truly compares against the labour market availability for similar roles.

## Change in Composition

There has been an increase in proportional representation across all employee groups, with the exception of persons with disabilities in MUFA Faculty, and women in Unifor Unit 1, which has a compounding effect on the total Staff population and the overall institutional population.

It is also worth noting that despite the decrease in proportion of persons with disabilities in MUFA, there was an **increase** in actual headcount. Similarly, despite the decrease in proportion of Women, there was an **increase** in actual headcount.

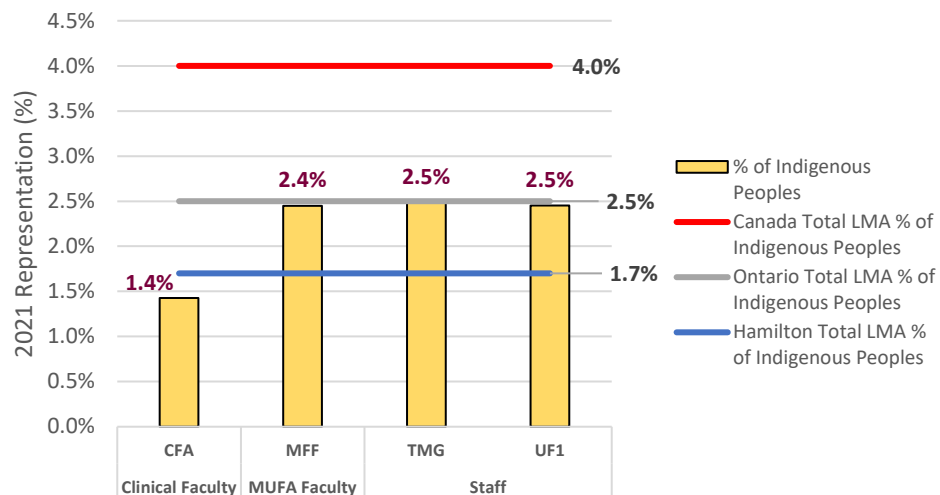
These changes in proportion could be for any number of reasons. For instance, there could have been a higher increase in the headcount of employees who do not identify as women. As a result, despite the increase in the headcount of women, there could still be a decrease in proportion relative to the total headcount - as is the case. There could also be other reasons for these numeric observations. Please refer to the “Additional Reporting Notes” section earlier in the report for more information.

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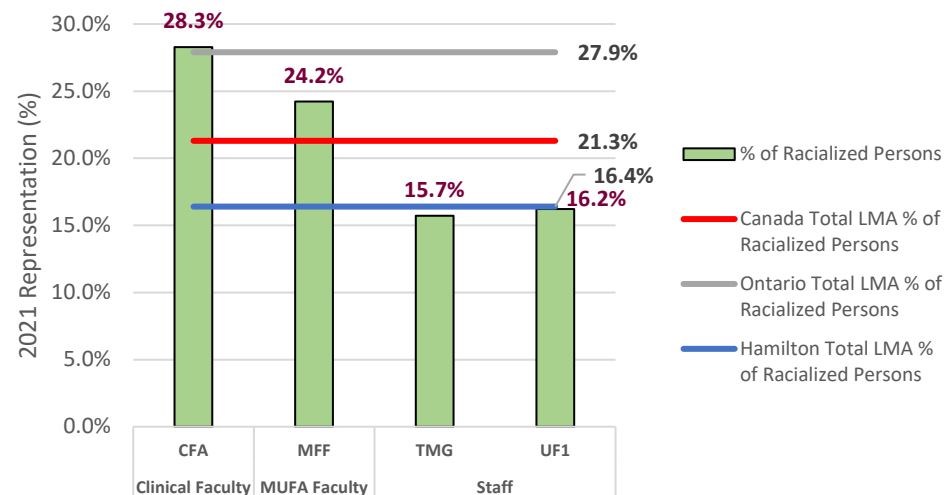
<sup>56</sup> For more information about EEOGs, please refer to the earlier section within this report on “Workforce Gap Analysis Notes”, or [Employment & Social Development Canada \(ESDC\)](#).



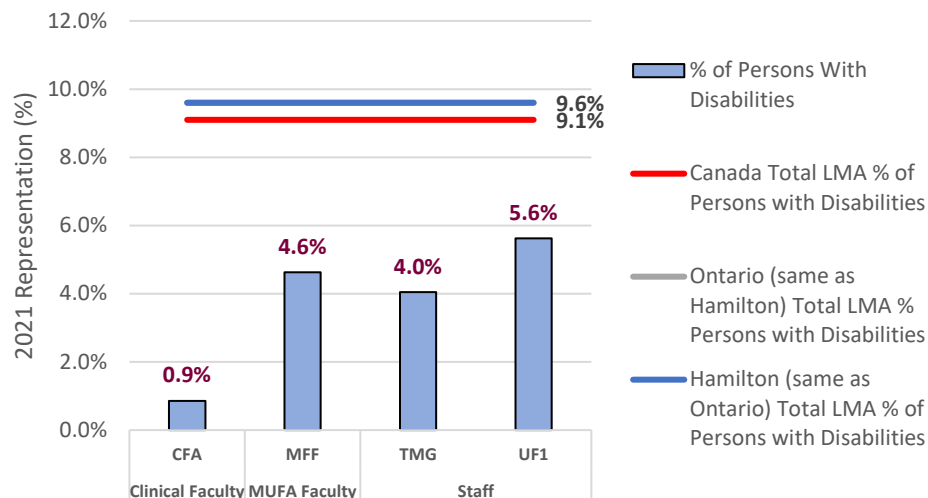
### Indigenous Peoples - 2021 Representation (Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



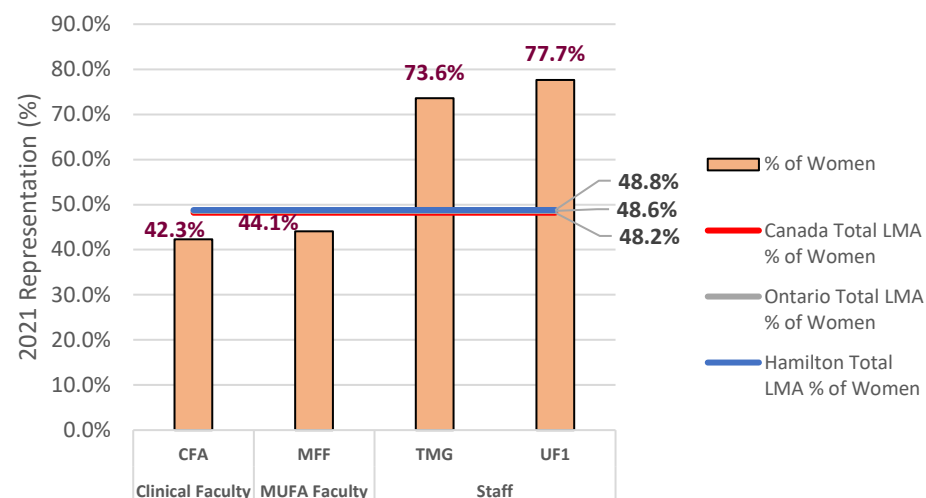
### Racialized Persons - 2021 Representation (Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



### Persons with Disabilities - 2021 Representation (Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



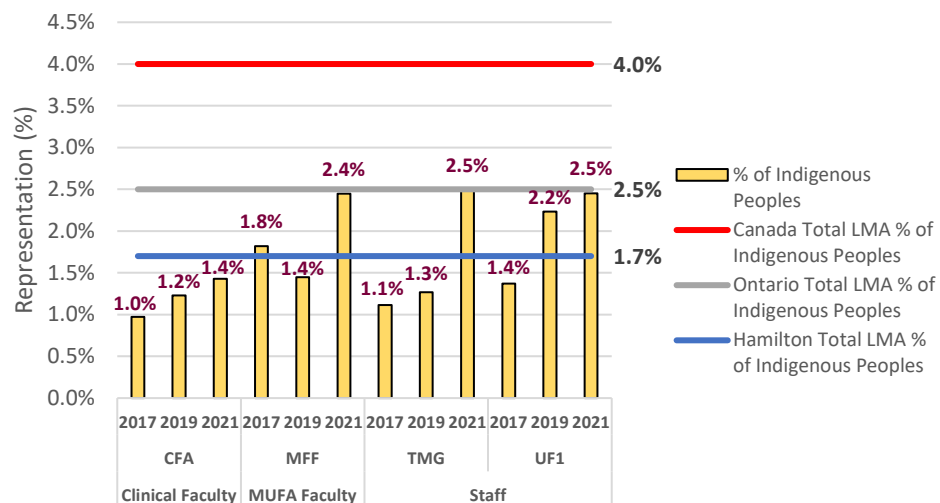
### Women - 2021 Representation (Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)



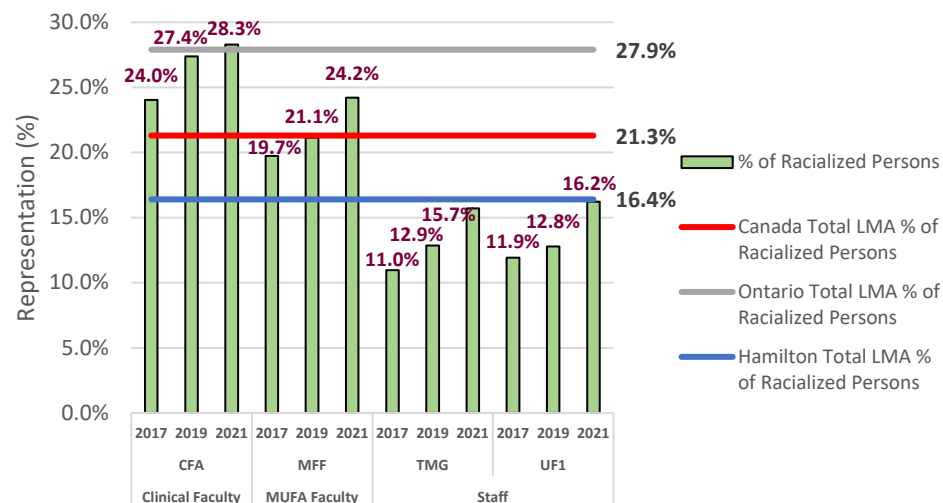
## All Full-time, Continuing Employees - by Employee Group

## Year-over-Year Change in Representation

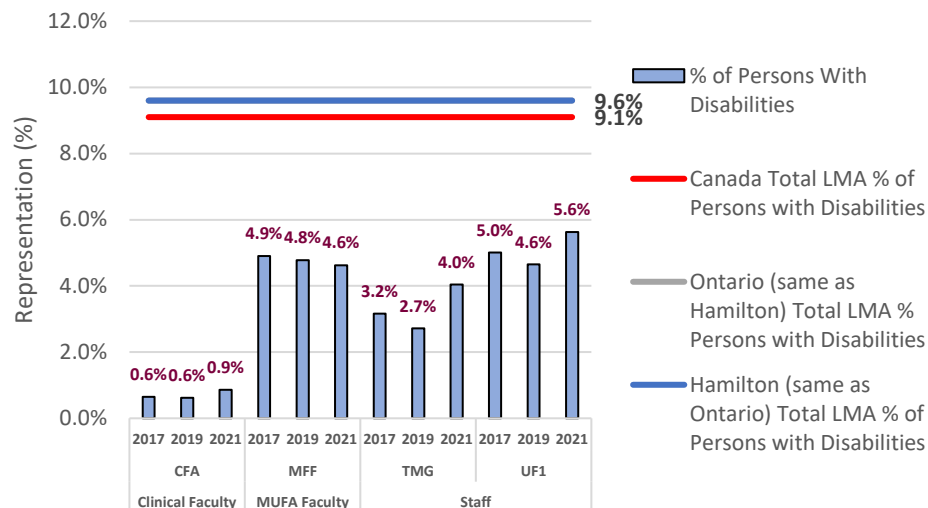
**Indigenous Peoples - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



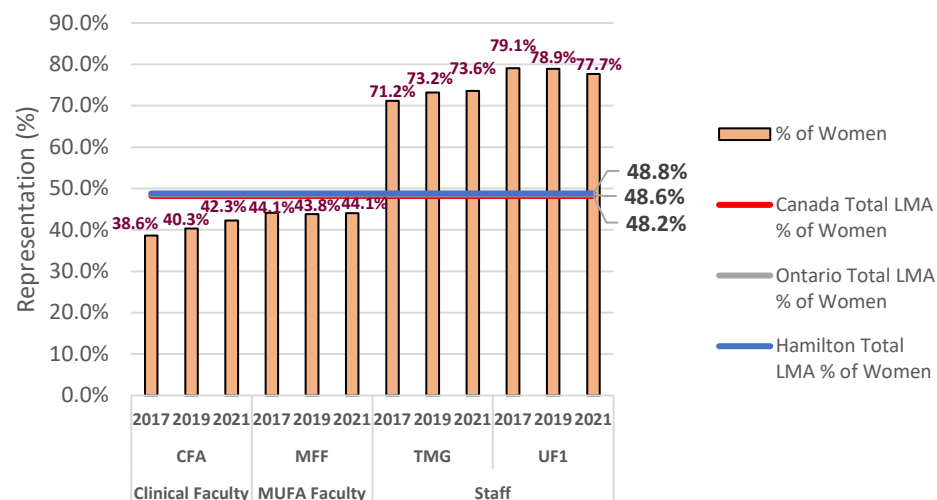
**Racialized Persons - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**



**Women - Year-over-Year Change in Representation  
(Clinical Faculty, MUFA Faculty, TMG & Unifor Unit 1)**





# Clinical Faculty



## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>57</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Clinical Faculty Total	54.0%	1.4%	28.3%	0.9%	42.3%

The 2021 completion rate for Clinical Faculty institutionally is **54.0%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of Clinical Faculty who completed the census in 2019 (**54.8%**) and 2021 (**54.0%**), the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	1.2%	1.4%	+ 0.2%
Racialized Persons	27.4%	28.3%	+ 0.9%
Persons with Disabilities	0.6%	0.9%	+ 0.2%
Women	40.3%	42.3%	+ 2.0%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** There has been an **increase** in proportion and headcount
- **Women:** There has been an **increase** in proportion and headcount

<sup>57</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.

## Gap Analysis <sup>58, 59, 60</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **1.4%**, which translates to a Utilization Rate of **158.7%** and **204.1%** at the national and provincial level, respectively. This indicates a higher representation in comparison with the labour market availability in these areas.

- **Racialized Persons**

The representation of racialized persons is **28.3%**. This translates to a Utilization Rate of **85.7%**, which is not considered a significant gap. However, the gap widens with a UR of **68.3%** and **73.3%** at the provincial and local levels respectively, indicating a significant gap in representation.

- **Persons with Disabilities**

The representation of persons with disabilities is **0.9%**. This translates to a Utilization Rate of **9.6%**, which indicates a very significant under-representation in comparison with the national labour market availability. This gap is consistent across all geographic areas (national, provincial, local).

- **Women**

The representation of women is **42.3%**. This translates to a Utilization Rate of **89.6%**, which is not considered a significant gap in comparison with the national labour market availability. This level of utilization is consistent across all geographic areas (national, provincial, local).

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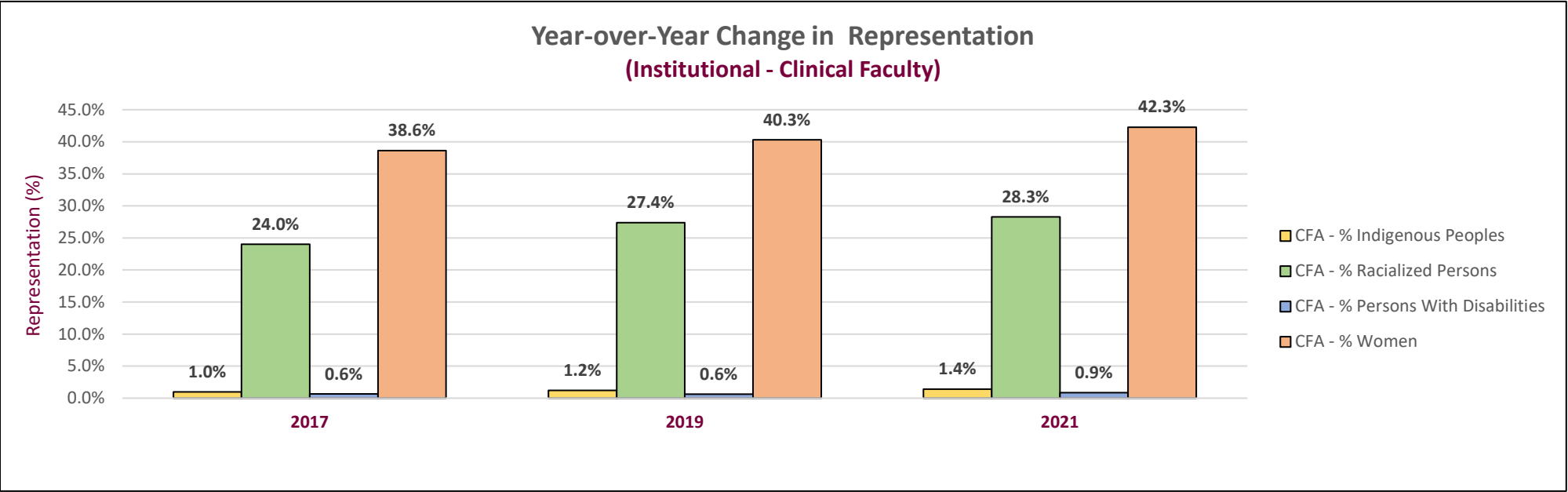
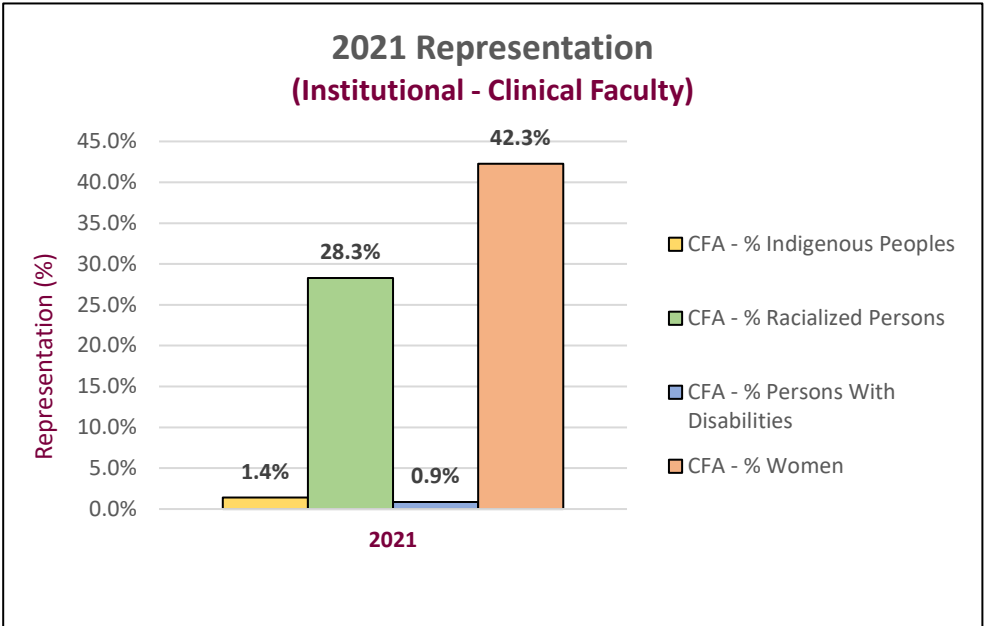
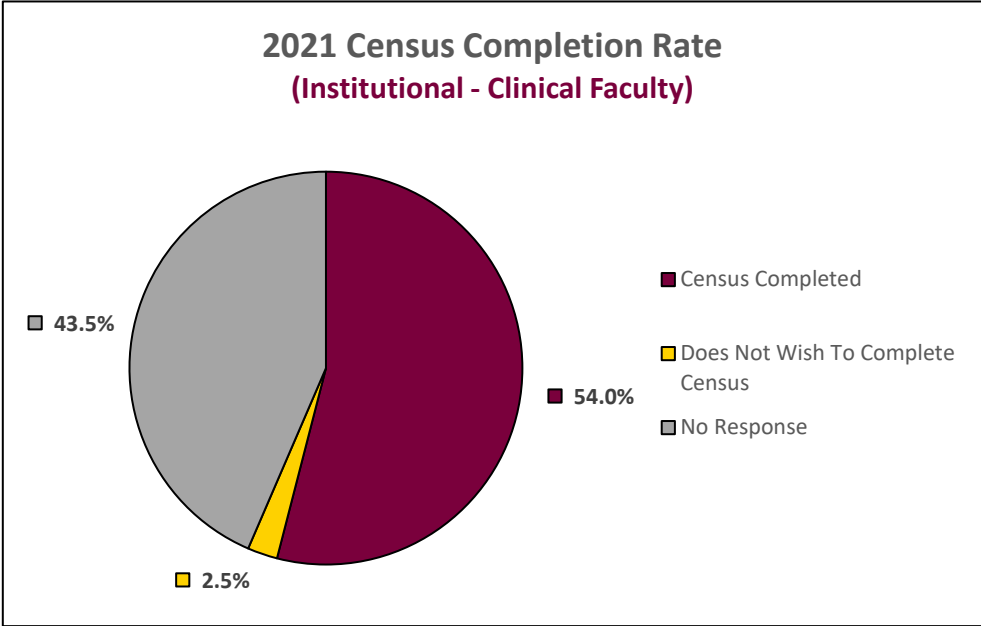
<sup>58</sup> Based on the Labour Market Availability for **NOC 3112 – General practitioners and family physicians**. The data reflects the availability for all positions within this category as determined based on job description, and is **not** discipline specific.

<sup>59</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>60</sup> **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.

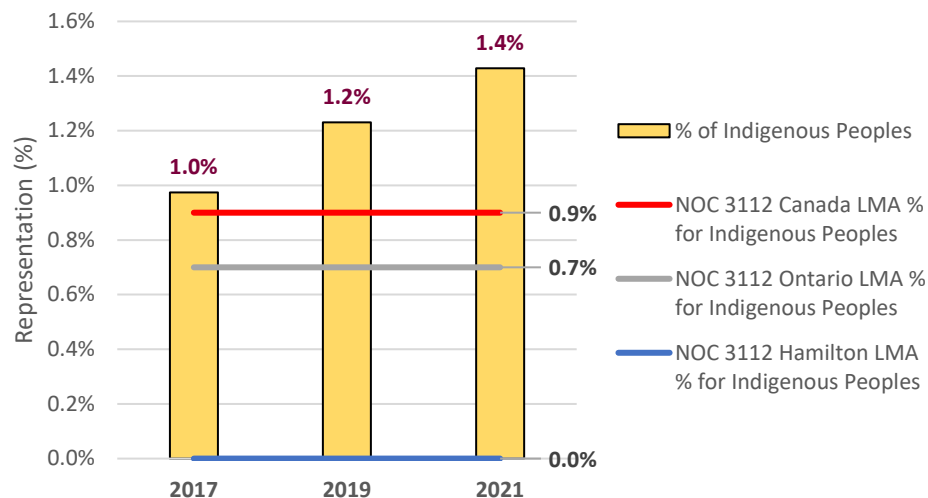




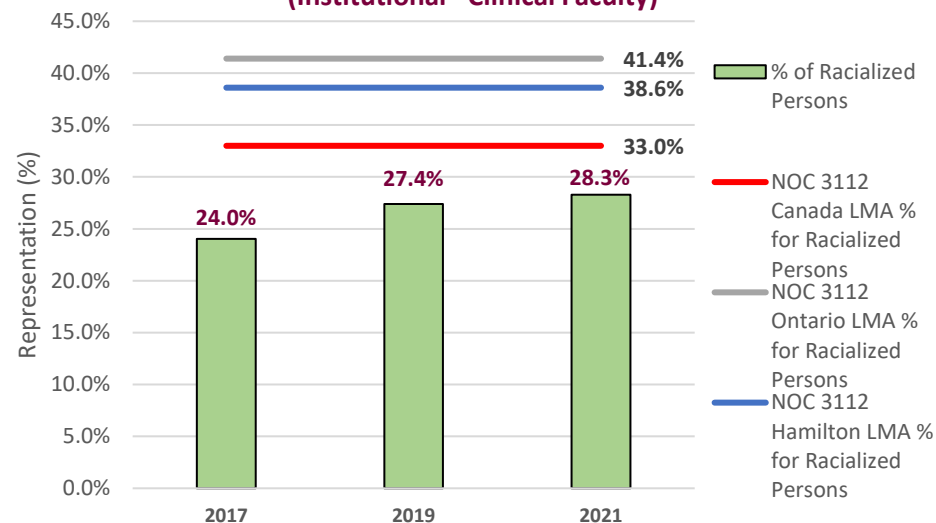
## Institutional - Clinical Faculty

## Year-over-Year Change in Representation

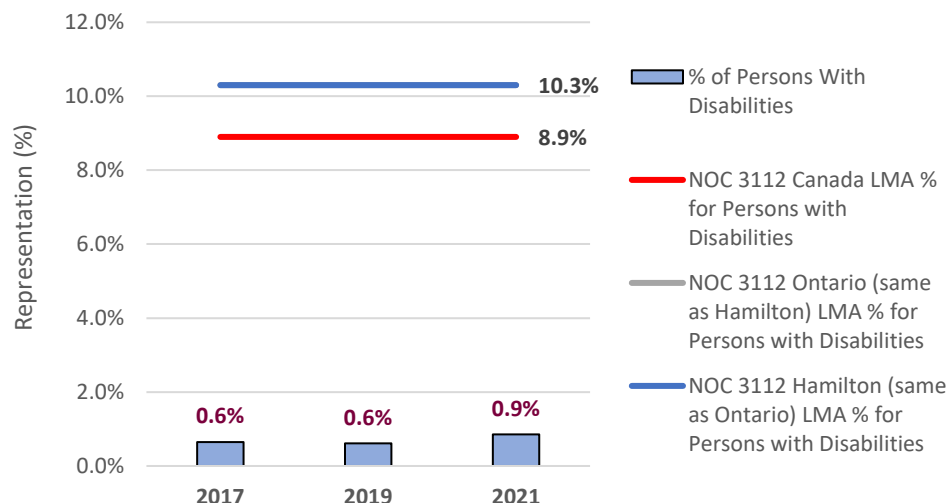
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - Clinical Faculty)**



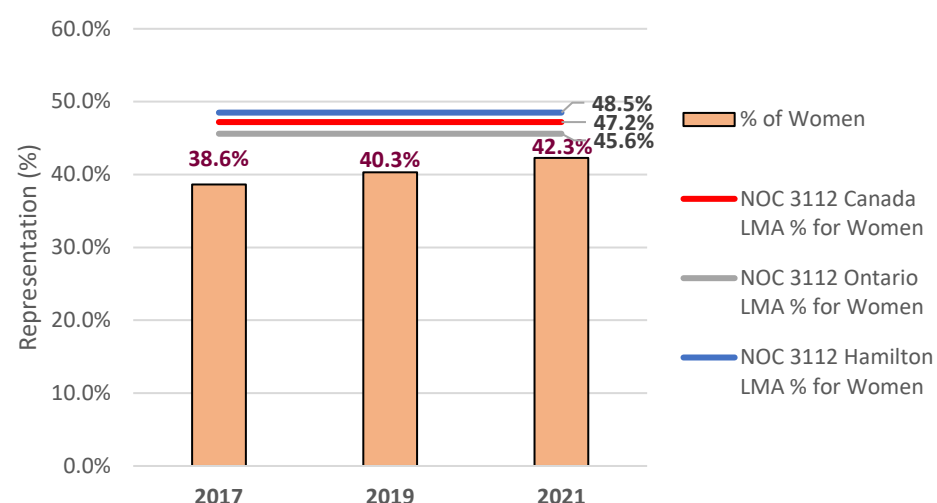
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - Clinical Faculty)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - Clinical Faculty)**



**Women - Year-over-Year Change in Representation  
(Institutional - Clinical Faculty)**



2021 Gap Analysis <sup>61</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.4%	0.9%	0.5%	158.7%
Provincial (Ontario)		0.7%	0.7%	204.1%
Local (Hamilton, Burlington, Grimsby)		0.0%	1.4%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	28.3%	33.0%	-4.7%	85.7%
Provincial (Ontario)		41.4%	-13.1%	68.3%
Local (Hamilton, Burlington, Grimsby)		38.6%	-10.3%	73.3%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.9%	8.9%	-8.0%	9.6%
Provincial (Ontario)		10.3%	-9.4%	8.3%
Local (Hamilton, Burlington, Grimsby)		10.3%	-9.4%	8.3%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	42.3%	47.2%	-4.9%	89.6%
Provincial (Ontario)		45.6%	-3.3%	92.7%
Local (Hamilton, Burlington, Grimsby)		48.5%	-6.2%	87.2%

<sup>61</sup> Based on **NOC 3112 – General practitioners and family physicians**

**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



# Employee Life Cycle Events

**Clinical  
Faculty**

## Clinical Faculty

		Composition of Equity-Deserving Groups			
Employee Lifecycle Event <sup>62</sup>	Census Completion Rate <sup>63</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
CFA - Clinical Faculty					
New Hires <sup>64</sup>					
May 01, 2017 - Nov 30, 2019	33.7%	0.0%	48.4%	0.0%	51.6%
Dec 01, 2019 - Dec 20, 2021	31.7%	5.0%	35.0%	0.0%	70.0%
Promotions					
May 01, 2017 - Nov 30, 2019	58.8%	1.1%	27.8%	0.0%	51.1%
Dec 01, 2019 - Dec 20, 2021	49.4%	0.0%	35.0%	0.0%	40.0%
Terminations <sup>65</sup>					
May 01, 2017 - Nov 30, 2019	36.4%	0.0%	16.7%	0.0%	66.7%
Dec 01, 2019 - Dec 20, 2021	19.2%	20.0%	20.0%	0.0%	40.0%

- Due to the low completion rates, further analysis or a visual representation of the data has not been provided as the available information is not a reliable indicator of the diversity within the group.

<sup>62</sup> Note the analysis of lifecycle events is based on a **count of instances**, and not a headcount. Please refer to the introductory notes provided earlier, for additional clarification as needed.

<sup>63</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

<sup>64</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

<sup>65</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.



# MUFA Faculty



## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>66</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
MUFA Faculty Total	75.9%	2.4%	24.2%	4.6%	44.1%

The 2021 completion rate for MUFA Faculty institutionally is **75.9%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of MUFA Faculty who completed the census in 2019 (**73.4%**) and 2021 (**75.9%**), the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	1.4%	2.4%	+ 1.0%
Racialized Persons	21.1%	24.2%	+ 3.1%
Persons with Disabilities	4.8%	4.6%	-0.1%
Women	43.8%	44.1%	+ 0.2%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** Although there has been a **decrease** in proportion, there was an **increase** in headcount
- **Women:** There has been an **increase** in proportion and headcount

<sup>66</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.



## Gap Analysis <sup>67, 68, 69</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **2.4%**, which translates to a Utilization Rate of **174.9%**, and **222.6%** at the national and provincial level respectively. This indicates a higher representation in comparison with the labour market availability in these areas.

- **Racialized Persons**

The representation of racialized persons is **24.2%**. This translates to a Utilization Rate of **114.8%**, and **106.7%** at the national and local level respectively, which indicates a higher representation in comparison with the labour market availability. There is a gap in representation at the provincial level, however, with a UR of **96.5%**, this is not considered a significant gap.

- **Persons with Disabilities**

The representation of persons with disabilities is **4.6%**. This translates to a Utilization Rate of **52.0%**, which is only slightly above the threshold to be considered a very significant under-representation in comparison with the labour market availability. This gap widens with a UR of **44.9%** at the provincial and local level as well.

- **Women**

The representation of women is **44.1%**. This translates to a Utilization Rate of **100.2%**, and **102.3%** at the national and provincial level respectively, which indicates a higher representation in comparison with the labour market availability in those areas. There is a gap in representation at the local level, however, with a UR of **98.2%**, this is not considered a significant gap.

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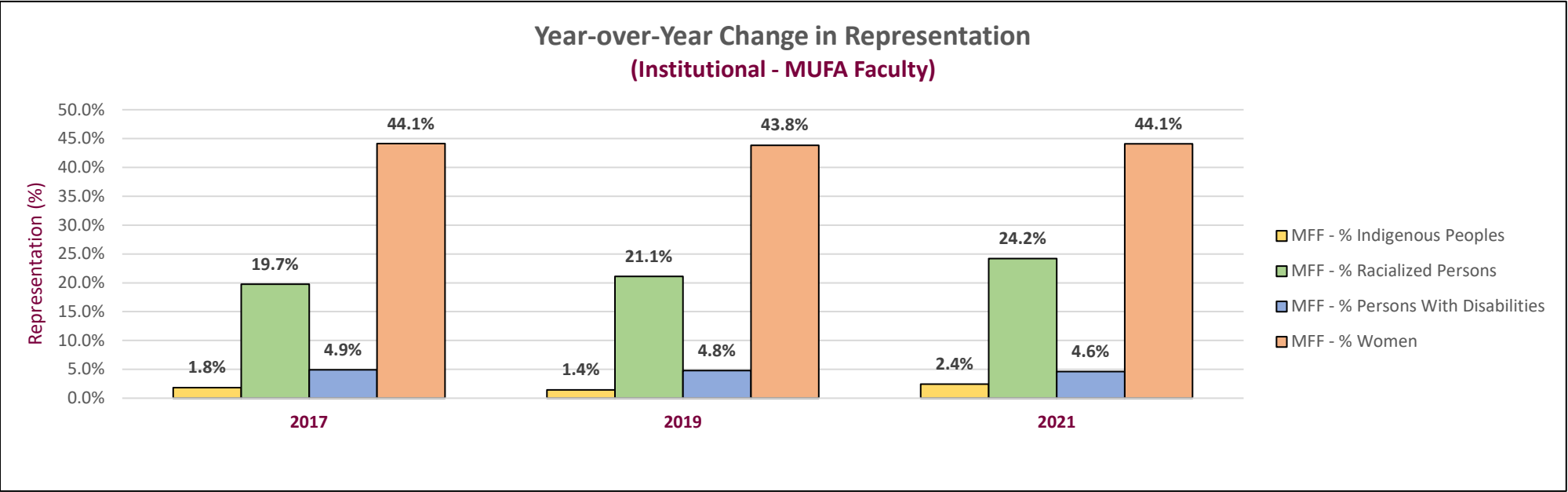
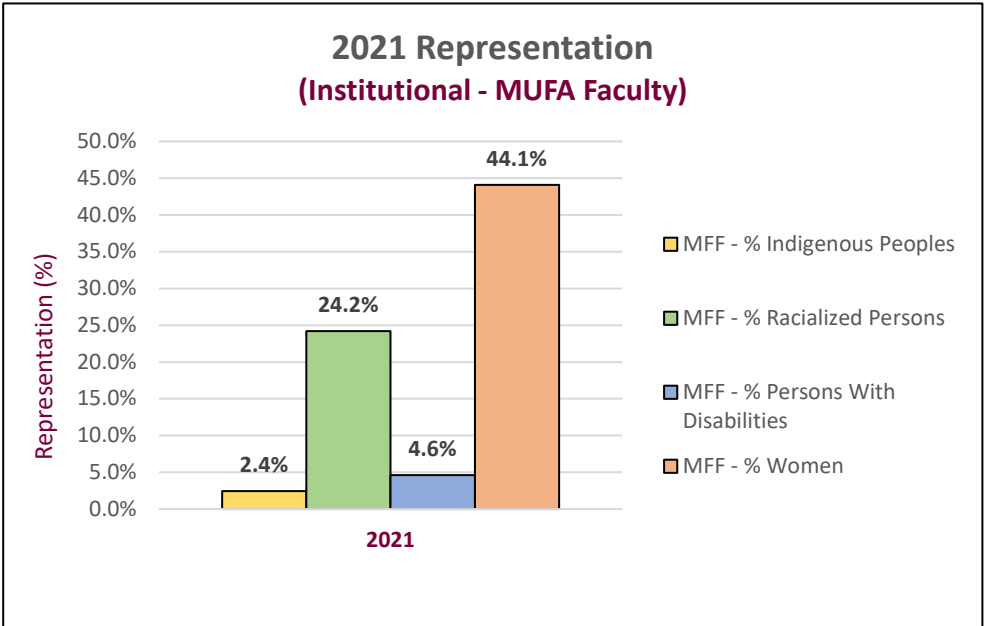
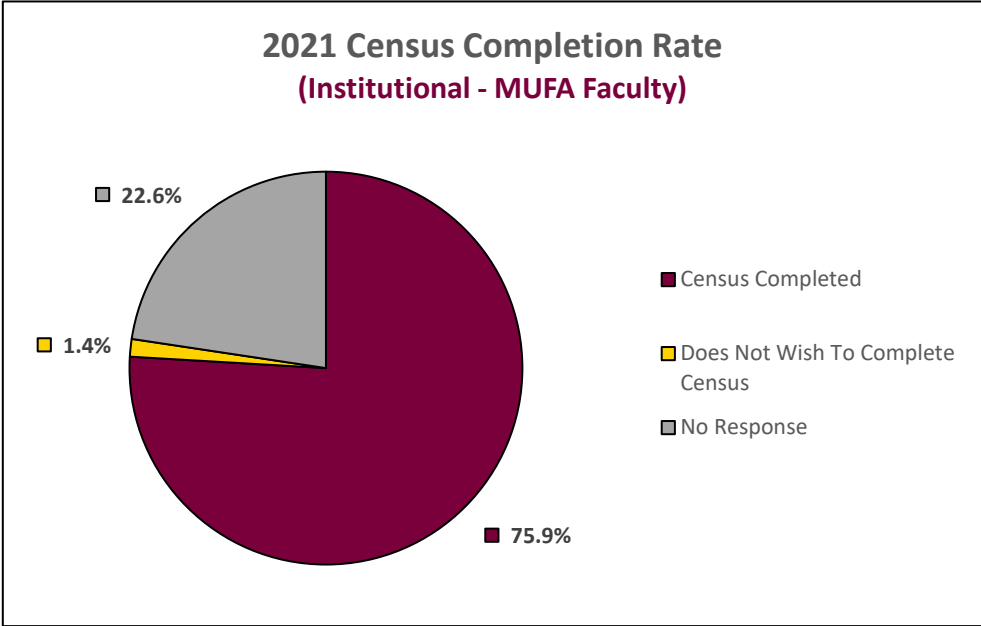
<sup>67</sup> Based on the Labour Market Availability for **NOC 4011 – University Professors and Lecturers**. The data reflects the availability for all positions within this category as determined based on job description, and is **not** discipline specific.

<sup>68</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>69</sup> **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:

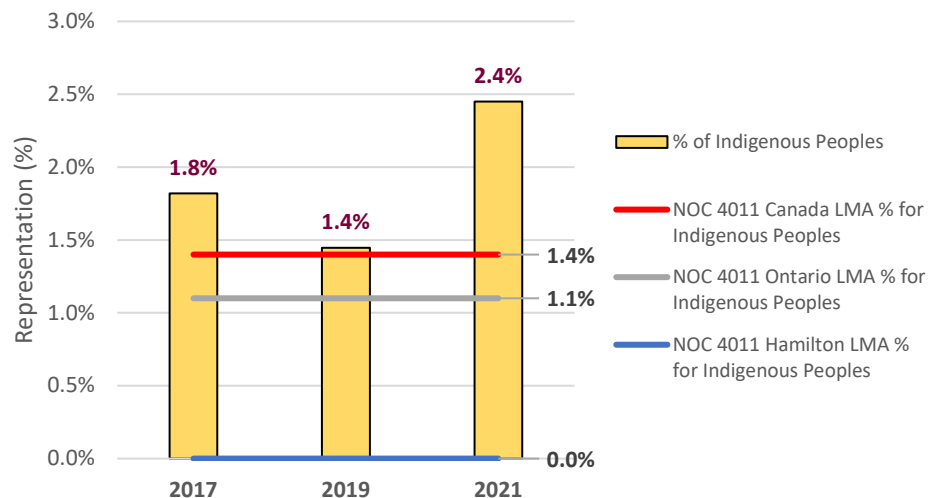
- **GREEN** - If the UR is **Greater than 80%**, this indicates there not a significant gap in representation.
- **YELLOW** - If the UR is **Between 50% and 80%**, this indicates there is a significant gap in representation.
- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant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



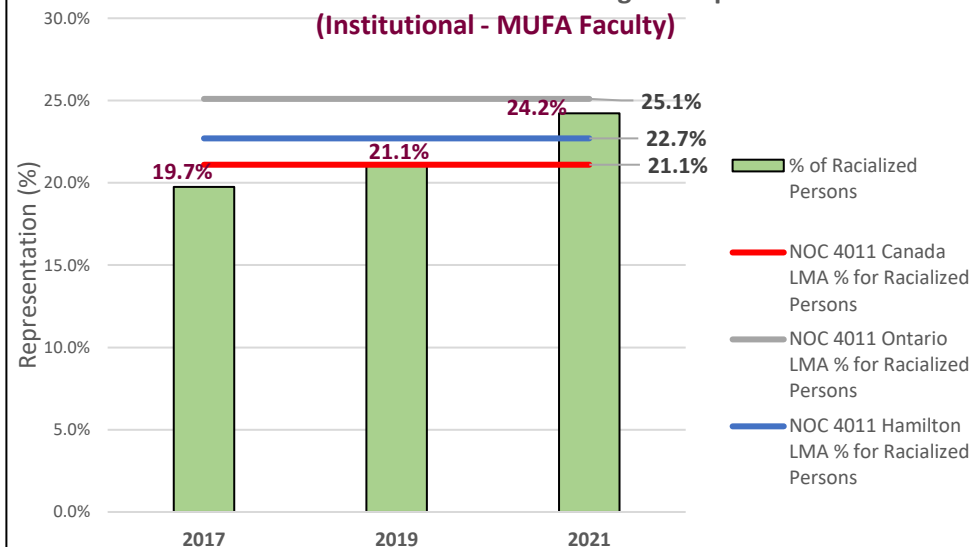
## Institutional - MUFA Faculty

## Year-over-Year Change in Representation

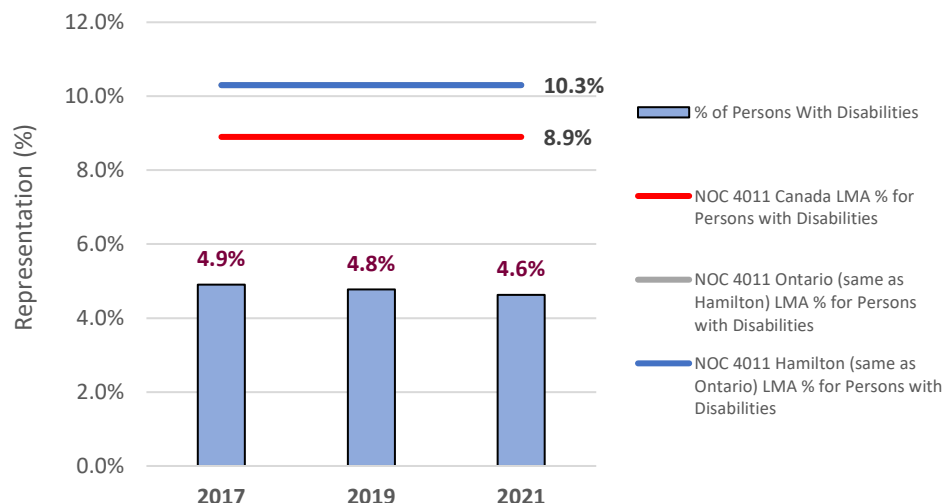
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty)**



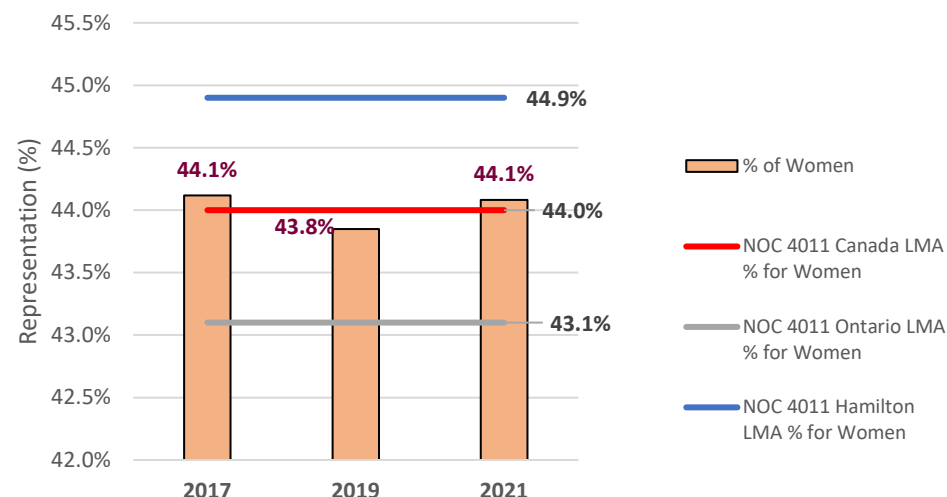
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty)**



**Women - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty)**



2021 Gap Analysis <sup>70</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.4%	1.4%	1.0%	174.9%
Provincial (Ontario)		1.1%	1.3%	222.6%
Local (Hamilton, Burlington, Grimsby)		0.0%	2.4%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	24.2%	21.1%	3.1%	114.8%
Provincial (Ontario)		25.1%	-0.9%	96.5%
Local (Hamilton, Burlington, Grimsby)		22.7%	1.5%	106.7%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	4.6%	8.9%	-4.3%	52.0%
Provincial (Ontario)		10.3%	-5.7%	44.9%
Local (Hamilton, Burlington, Grimsby)		10.3%	-5.7%	44.9%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	44.1%	44.0%	0.1%	100.2%
Provincial (Ontario)		43.1%	1.0%	102.3%
Local (Hamilton, Burlington, Grimsby)		44.9%	-0.8%	98.2%

<sup>70</sup> Based on **NOC 4011 – University Professors and Lecturers**

**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.



# Employee Life Cycle Events

**MUFA  
Faculty**

## MUFA Faculty

		Composition of Equity- Deserving Groups			
Employee Lifecycle Event <sup>71</sup>	Census Completion Rate <sup>72</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
MFF - MUFA Faculty					
New Hires <sup>73</sup>					
May 01, 2017 - Nov 30, 2019	44.3%	0.0%	25.5%	7.8%	47.1%
Dec 01, 2019 - Dec 20, 2021	60.3%	13.2%	34.2%	5.3%	63.2%
Promotions					
May 01, 2017 - Nov 30, 2019	79.9%	2.5%	16.8%	5.9%	60.5%
Dec 01, 2019 - Dec 20, 2021	87.5%	3.6%	26.8%	7.1%	60.7%
Terminations <sup>74</sup>					
May 01, 2017 - Nov 30, 2019	75.6%	3.2%	18.3%	5.4%	49.5%
Dec 01, 2019 - Dec 20, 2021	75.6%	0.0%	32.3%	0.0%	45.2%

<sup>71</sup> Note the analysis of lifecycle events is based on a **count of instances**, and not a headcount. Please refer to the introductory notes provided earlier, for additional clarification as needed.

<sup>72</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

<sup>73</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

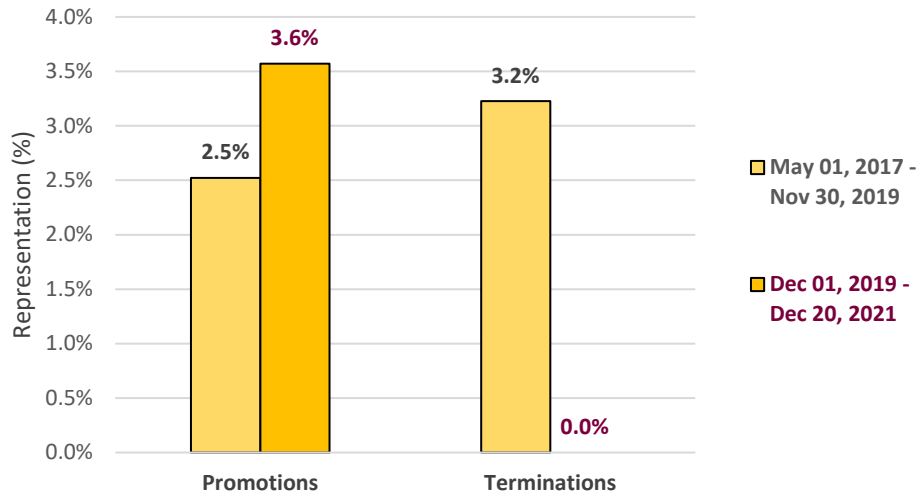
<sup>74</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.



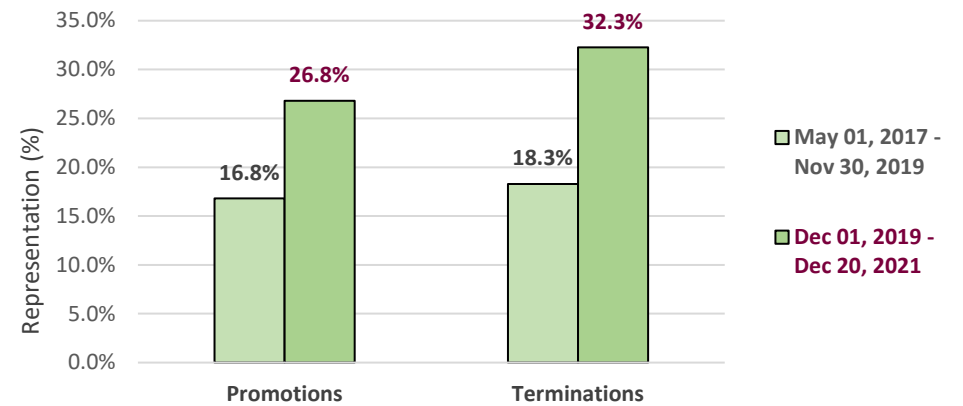
## Institutional - MUFA Faculty

**Indigenous Peoples - Employee Life Cycle Events  
(Institutional - MUFA Faculty)**

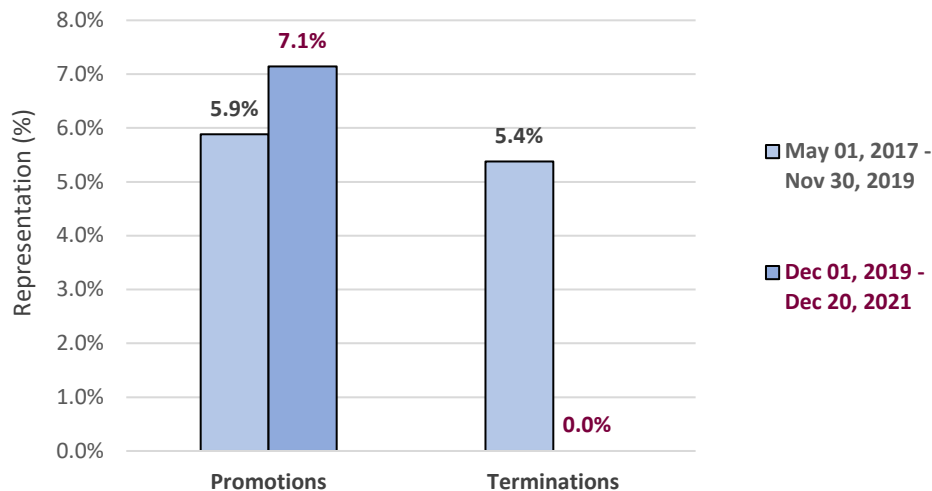


## Employee Life Cycle Events - Year-over-Year Change in Representation

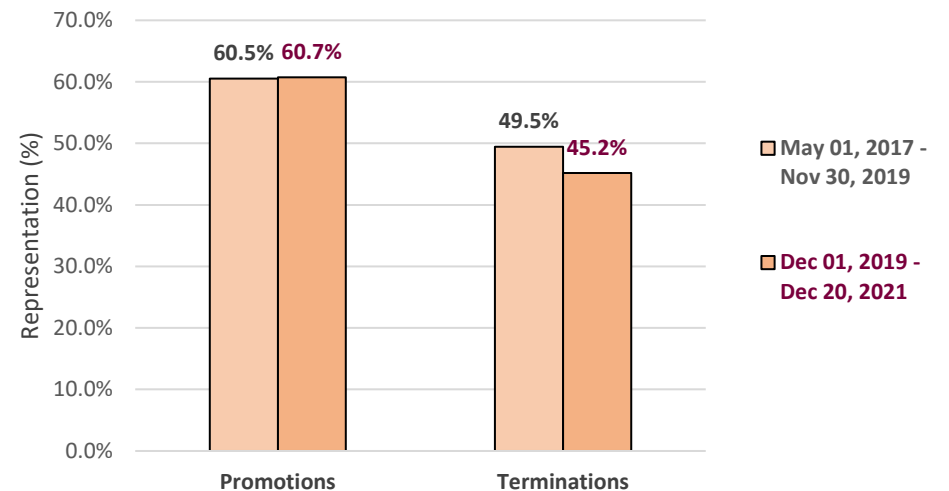
**Racialized Persons - Employee Life Cycle Events  
(Institutional - MUFA Faculty)**

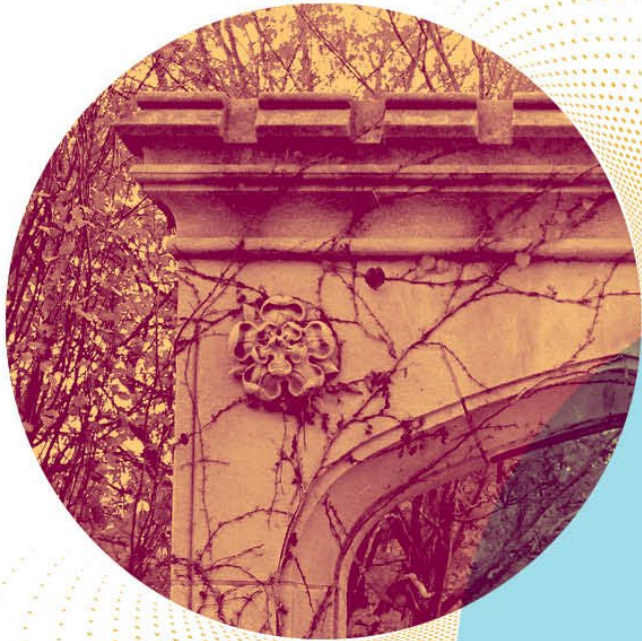


**Persons with Disabilities - Employee Lifecycle Events  
(Institutional - MUFA Faculty)**



**Women - Employee Life Cycle Events  
(Institutional - MUFA Faculty)**





# MUFA Faculty

**By Faculty**

## 2021 Completion Rates &amp; Composition

Faculty	Total Completed <sup>75, 76</sup> (%)	2021 Completion Rate	2021 Composition of Equity-Deserving Groups			
			Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
Fac of Bus	7.1%	60.5%	0.0%	36.5%	7.7%	23.1%
Fac of Eng	18.2%	72.0%	1.5%	38.8%	2.2%	17.9%
Fac of HS	25.6%	85.5%	2.7%	21.8%	3.2%	62.8%
Fac of Hum	12.1%	76.1%	3.4%	12.4%	3.4%	56.2%
Fac of Sci	22.6%	75.8%	0.6%	20.5%	5.4%	38.0%
Fac SocSci	14.4%	75.7%	6.6%	19.8%	8.5%	53.8%
<b>Institutional MUFA Faculty Total</b>	<b>100.0%</b>	<b>75.9%</b>	<b>2.4%</b>	<b>24.2%</b>	<b>4.6%</b>	<b>44.1%</b>

## Change in Composition

Faculty	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Fac of Bus	57.6%	60.5%	0.0%	-2.2%	-0.5%	-5.5%
Fac of Eng	66.9%	72.0%	+ 0.7%	+ 3.3%	-0.2%	+ 1.4%
Fac of HS	82.9%	85.5%	+ 2.1%	+ 3.5%	-0.7%	+ 2.8%
Fac of Hum	76.3%	76.1%	+ 1.1%	+ 1.2%	+ 0.0%	-1.6%
Fac of Sci	72.1%	75.8%	-0.1%	+ 5.1%	+ 0.8%	+ 2.6%
Fac SocSci	76.2%	75.7%	+ 1.6%	+ 1.6%	-0.6%	-0.8%
<b>Institutional MUFA Faculty Total</b>	<b>73.4%</b>	<b>75.9%</b>	<b>+ 1.0%</b>	<b>+ 3.1%</b>	<b>-0.1%</b>	<b>+ 0.2%</b>

<sup>75</sup> Indicates the size of each Faculty relative to total MUFA Faculty, as actual headcounts are not provided

<sup>76</sup> To protect the privacy of individuals and in compliance with the Employment Equity principles of reporting, Faculties that have a low number of respondents are not indicated in this table. As a result, the total of percentages may not sum up to 100%.

**Note:** 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

## 2021 Composition

### Indigenous Peoples

- The representation is significantly the highest in Faculty of Social Sciences (**6.6%**).
- The next highest representation, which is about half the size, is Faculty of Humanities with **3.4%**.
- Representation is low in Faculty of Science (**0.6%**), and Faculty of Business (**0.0%**).

### Racialized Persons

- The representation is highest in Faculty of Engineering (**38.8%**) and Faculty of Business (**36.5%**).
- Representation is fairly even in the other faculties ranging from **19.8%** to **21.8%**, and lowest in Faculty of Humanities at **12.4%**.

### Persons with Disabilities

- Representation is fairly high in Faculty of Social Sciences (**8.5%**) and Faculty of Business (**7.7%**), followed by Faculty of Science (**5.4%**).
- Representation in the other faculties ranges from **2.2%** to **3.4%**.

### Women

- Representation is highest in Faculty of Health Sciences (**62.8%**), Faculty of Humanities (**56.2%**) and Faculty of Social Sciences (**53.8%**).
- The lowest representation is in Faculty of Engineering, with **17.9%**.

## Change in Composition (2019 - 2021)

### Indigenous Peoples

- There has been an **increase** in representation across all Faculties, with the exception of Faculty of Science (**decrease**) and Faculty of Business (**no change**).
- In Science, although there was a **decrease** in proportion, there was **no change** in actual headcount.

### Racialized Persons

- There has been an **increase** in representation across all Faculties, with the exception of Faculty of Business, which had a **decrease**.
- Although Business had a **decrease** in proportion, there was **no change** in actual headcount

### Persons with Disabilities

- Faculty of Business, Faculty of Engineering, and Faculty Social Sciences have a **decrease** in proportion, but **no change** in actual headcount.
- Faculty of Humanities has a very marginal **increase** in proportion, but **no change** in actual headcount.
- Faculty of Health Sciences has a **decrease** in proportion and a corresponding **decrease** in headcount as well.
- Faculty of Science has an **increase** in proportion as well as an **increase** in headcount.

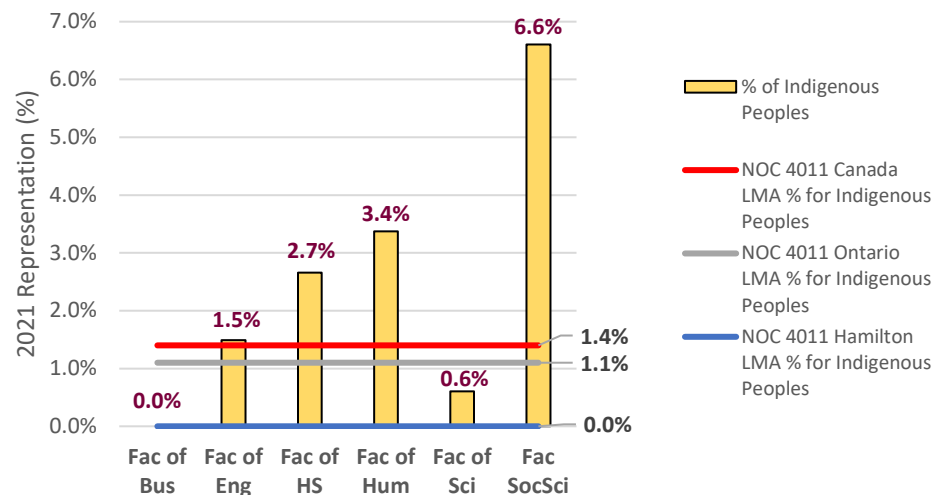
### Women

- Faculty of Engineering, Faculty of Health Sciences and Faculty of Science have all seen an **increase** in proportion and **increase** in headcount.
- Faculty of Business and Faculty of Humanities have seen a **decrease** in proportion and **decrease** in actual headcount as well.
- In Faculty of Social Science, although there has been a **decrease** in proportion, there was an **increase** in actual headcount.

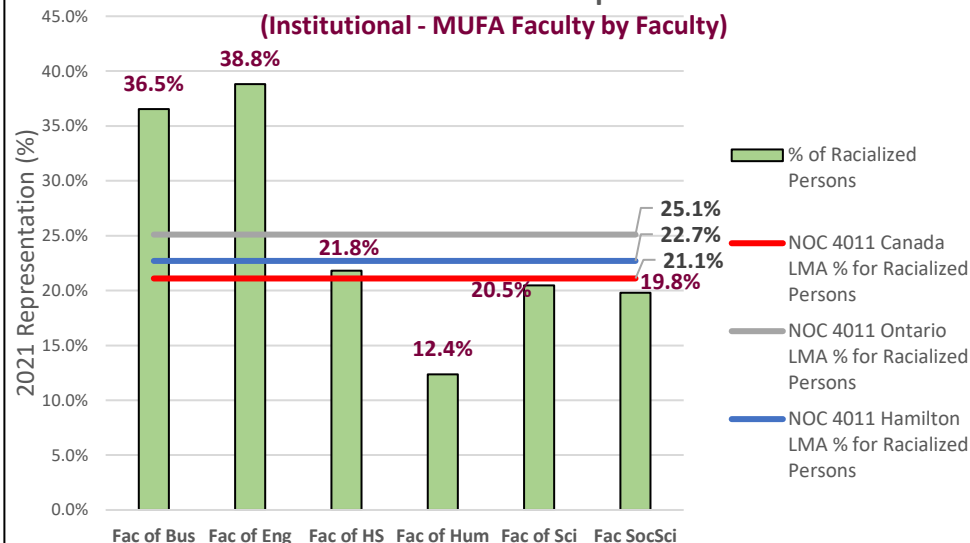
## Institutional - MUFA Faculty by Faculty

## 2021 Representation

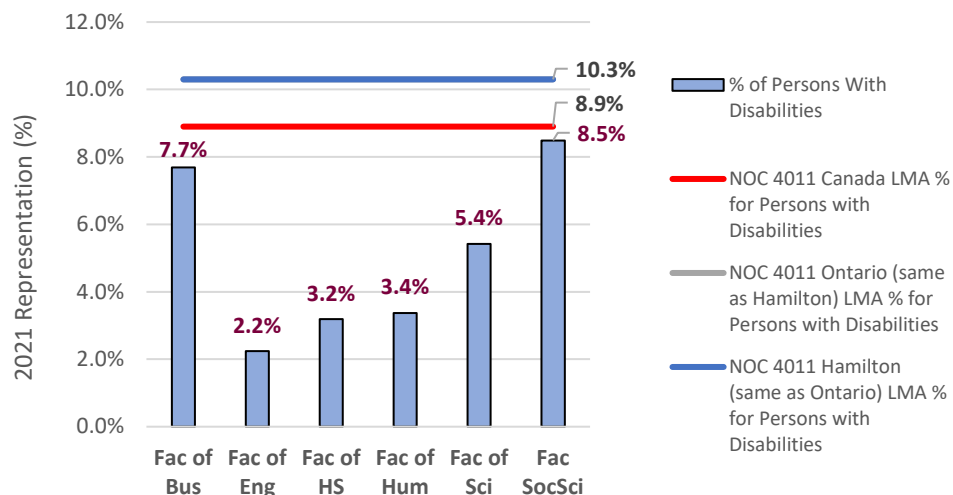
**Indigenous Peoples - 2021 Representation  
(Institutional - MUFA Faculty by Faculty)**



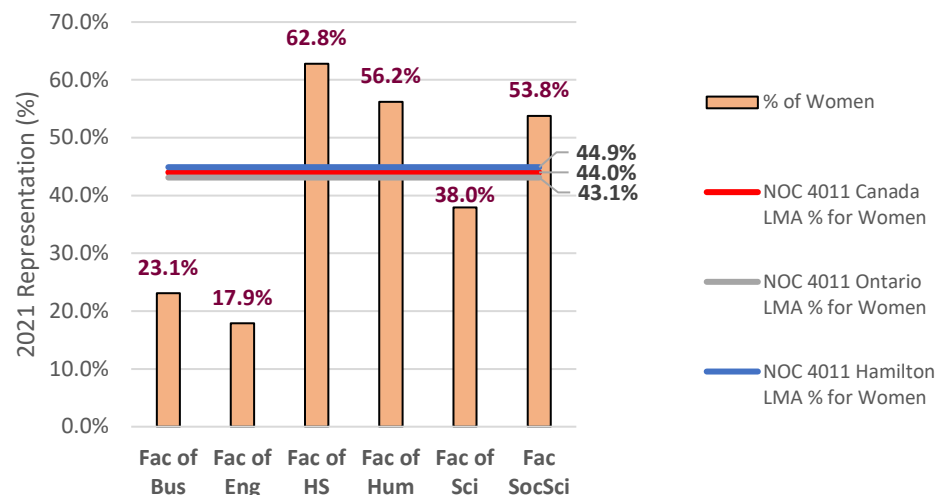
**Racialized Persons - 2021 Representation  
(Institutional - MUFA Faculty by Faculty)**



**Persons with Disabilities - 2021 Representation  
(Institutional - MUFA Faculty by Faculty)**



**Women - 2021 Representation  
(Institutional - MUFA Faculty by Faculty)**

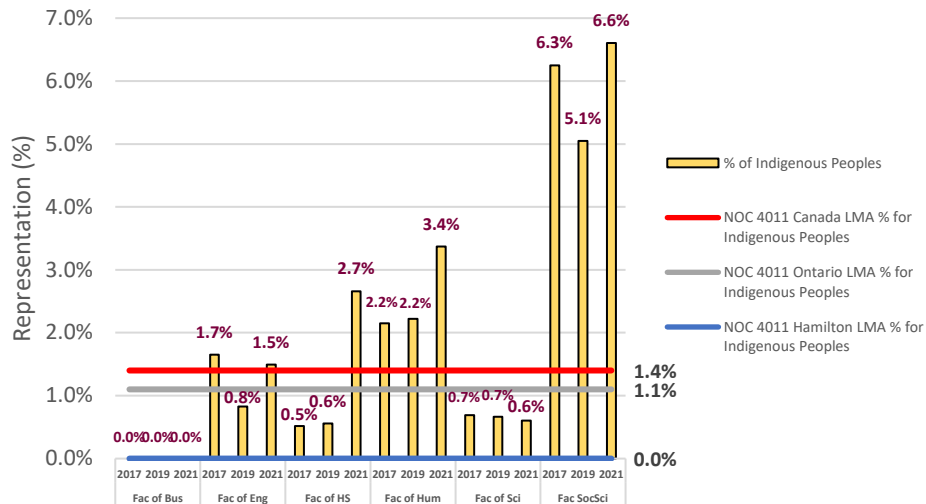




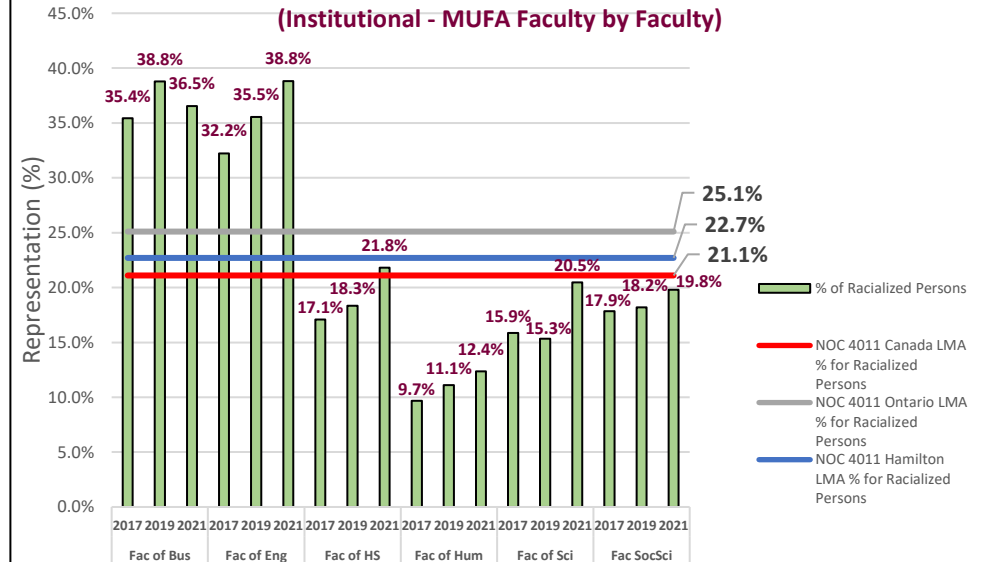
## Institutional - MUFA Faculty by Faculty

## Year-over-Year Change in Representation

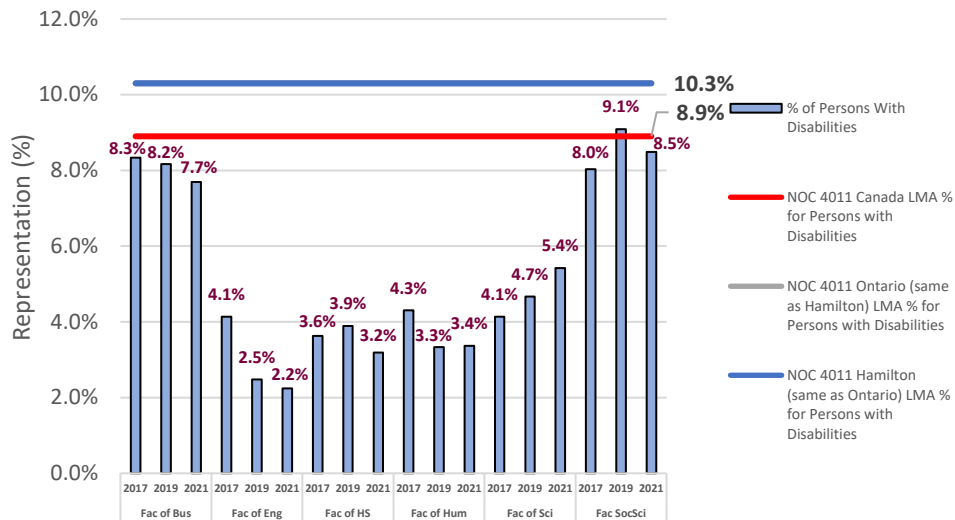
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty by Faculty)**



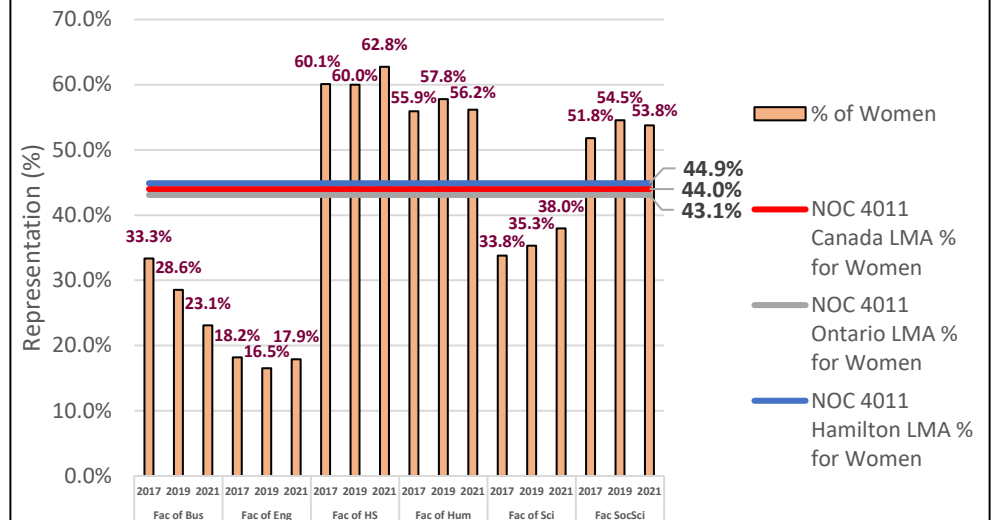
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty by Faculty)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty by Faculty)**



**Women - Year-over-Year Change in Representation  
(Institutional - MUFA Faculty by Faculty)**





# Gap Analysis

**By Faculty**

2021 Gap Analysis <sup>77</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	1.4%	-1.4%	0.0%
Provincial (Ontario)		1.1%	-1.1%	0.0%
Local (Hamilton, Burlington, Grimsby)		0.0%	0.0%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	36.5%	21.1%	15.4%	173.2%
Provincial (Ontario)		25.1%	11.4%	145.6%
Local (Hamilton, Burlington, Grimsby)		22.7%	13.8%	161.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	7.7%	8.9%	-1.2%	86.4%
Provincial (Ontario)		10.3%	-2.6%	74.7%
Local (Hamilton, Burlington, Grimsby)		10.3%	-2.6%	74.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	23.1%	44.0%	-20.9%	52.4%
Provincial (Ontario)		43.1%	-20.0%	53.5%
Local (Hamilton, Burlington, Grimsby)		44.9%	-21.8%	51.4%

<sup>77</sup> Based on **NOC 4011 – University Professors and Lecturers**

**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.

2021 Gap Analysis <sup>78</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.5%	1.4%	0.1%	106.6%
Provincial (Ontario)		1.1%	0.4%	135.7%
Local (Hamilton, Burlington, Grimsby)		0.0%	1.5%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	38.8%	21.1%	17.7%	183.9%
Provincial (Ontario)		25.1%	13.7%	154.6%
Local (Hamilton, Burlington, Grimsby)		22.7%	16.1%	171.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.2%	8.9%	-6.7%	25.2%
Provincial (Ontario)		10.3%	-8.1%	21.7%
Local (Hamilton, Burlington, Grimsby)		10.3%	-8.1%	21.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	17.9%	44.0%	-26.1%	40.7%
Provincial (Ontario)		43.1%	-25.2%	41.6%
Local (Hamilton, Burlington, Grimsby)		44.9%	-27.0%	39.9%

<sup>78</sup> Based on **NOC 4011 – University Professors and Lecturers**

**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.

2021 Gap Analysis <sup>79</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.7%	1.4%	1.3%	190.0%
Provincial (Ontario)		1.1%	1.6%	241.8%
Local (Hamilton, Burlington, Grimsby)		0.0%	2.7%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	21.8%	21.1%	0.7%	103.4%
Provincial (Ontario)		25.1%	-3.3%	86.9%
Local (Hamilton, Burlington, Grimsby)		22.7%	-0.9%	96.1%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.2%	8.9%	-5.7%	35.9%
Provincial (Ontario)		10.3%	-7.1%	31.0%
Local (Hamilton, Burlington, Grimsby)		10.3%	-7.1%	31.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	62.8%	44.0%	18.8%	142.6%
Provincial (Ontario)		43.1%	19.7%	145.6%
Local (Hamilton, Burlington, Grimsby)		44.9%	17.9%	139.8%

<sup>79</sup> Based on **NOC 4011** – *University Professors and Lecturers*

**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.

2021 Gap Analysis <sup>80</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.4%	1.4%	2.0%	240.8%
Provincial (Ontario)		1.1%	2.3%	306.4%
Local (Hamilton, Burlington, Grimsby)		0.0%	3.4%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	12.4%	21.1%	-8.7%	58.6%
Provincial (Ontario)		25.1%	-12.7%	49.2%
Local (Hamilton, Burlington, Grimsby)		22.7%	-10.3%	54.4%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.4%	8.9%	-5.5%	37.9%
Provincial (Ontario)		10.3%	-6.9%	32.7%
Local (Hamilton, Burlington, Grimsby)		10.3%	-6.9%	32.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	56.2%	44.0%	12.2%	127.7%
Provincial (Ontario)		43.1%	13.1%	130.3%
Local (Hamilton, Burlington, Grimsby)		44.9%	11.3%	125.1%

<sup>80</sup> Based on **NOC 4011 – University Professors and Lecturers**

**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.



2021 Gap Analysis <sup>81</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.6%	1.4%	-0.8%	43.0%
Provincial (Ontario)		1.1%	-0.5%	54.8%
Local (Hamilton, Burlington, Grimsby)		0.0%	0.6%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	20.5%	21.1%	-0.6%	97.1%
Provincial (Ontario)		25.1%	-4.6%	81.6%
Local (Hamilton, Burlington, Grimsby)		22.7%	-2.2%	90.2%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.4%	8.9%	-3.5%	60.9%
Provincial (Ontario)		10.3%	-4.9%	52.6%
Local (Hamilton, Burlington, Grimsby)		10.3%	-4.9%	52.6%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	38.0%	44.0%	-6.0%	86.3%
Provincial (Ontario)		43.1%	-5.1%	88.1%
Local (Hamilton, Burlington, Grimsby)		44.9%	-6.9%	84.5%

<sup>81</sup> Based on **NOC 4011** – *University Professors and Lecturers*

**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.

2021 Gap Analysis <sup>82</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	6.6%	1.4%	5.2%	471.7%
Provincial (Ontario)		1.1%	5.5%	600.3%
Local (Hamilton, Burlington, Grimsby)		0.0%	6.6%	--

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	19.8%	21.1%	-1.3%	93.9%
Provincial (Ontario)		25.1%	-5.3%	78.9%
Local (Hamilton, Burlington, Grimsby)		22.7%	-2.9%	87.3%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	8.5%	8.9%	-0.4%	95.4%
Provincial (Ontario)		10.3%	-1.8%	82.4%
Local (Hamilton, Burlington, Grimsby)		10.3%	-1.8%	82.4%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	53.8%	44.0%	9.8%	122.2%
Provincial (Ontario)		43.1%	10.7%	124.8%
Local (Hamilton, Burlington, Grimsby)		44.9%	8.9%	119.8%

<sup>82</sup> Based on **NOC 4011** – *University Professors and Lecturers*

**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.



All Full-time,  
Continuing Staff



## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>83</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Full-time, Continuing Staff <sup>84</sup> Total	66.6%	2.6%	16.2%	5.6%	74.8%

The 2021 completion rate for all full-time, continuing Staff institution-wide is **66.6%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of full-time, continuing Staff who completed the census in 2019 (**66.8%**) and 2021 (**66.6%**), the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.3%	2.6%	+ 0.2%
Racialized Persons	13.6%	16.2%	+ 2.6%
Persons with Disabilities	4.9%	5.6%	+ 0.7%
Women	75.5%	74.8%	-0.8%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** There has been an **increase** in proportion and headcount
- **Women:** Although there has been a **decrease** in proportion, there was an **increase** in actual headcount

<sup>83</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.

<sup>84</sup> For the purposes of this report, Staff is defined as all full-time, continuing employee groups, **excluding** Clinical Faculty and MUFA Faculty.

## Gap Analysis <sup>85, 86, 87</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **2.6%**. This translates to a Utilization Rate of **64.3%**, which indicates a significant gap in comparison with the national labour market availability. The gap closes with a UR of **102.9%** at the provincial level, and the UR of **151.4%** indicates a higher representation than the local labour market availability.

- **Racialized Persons**

The representation of racialized persons is **16.2%**. This translates to a Utilization Rate of **75.8%**, which indicates a significant gap in representation in comparison with the national labour market availability. The gap becomes wider with a UR of **57.9%** at the provincial level. However, there is an improvement with a local UR of **98.5%**, which is not considered a significant gap.

- **Persons with Disabilities**

The representation of persons with disabilities is **5.6%**. This translates to a Utilization Rate of **61.5%**, which indicates a significant under-representation in comparison with the labour market availability. This gap is consistent across all the geographic areas (national, provincial, local).

- **Women**

The representation of women is **74.8%**. This translates to a Utilization Rate of **155.2%**, which indicates a higher representation in comparison with the labour market availability. This higher representation is consistent across all the geographic areas (national, provincial, local).

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<sup>85</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs), and comprises all available positions for employment, irrespective of specific job description or hierarchy level.

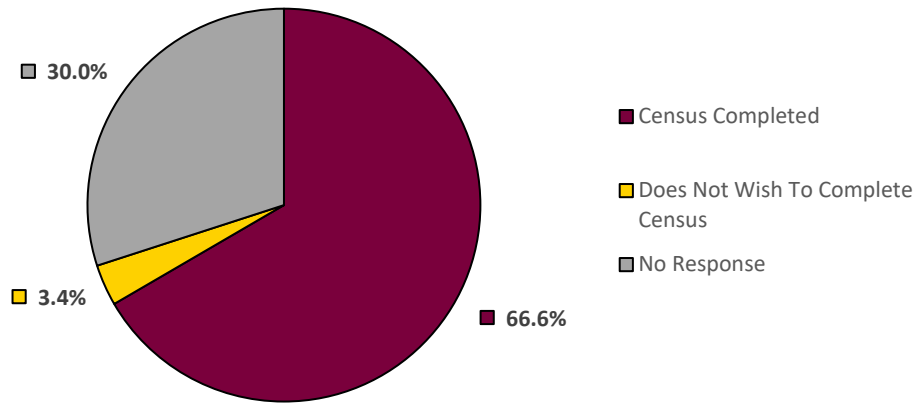
<sup>86</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>87</sup> **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.

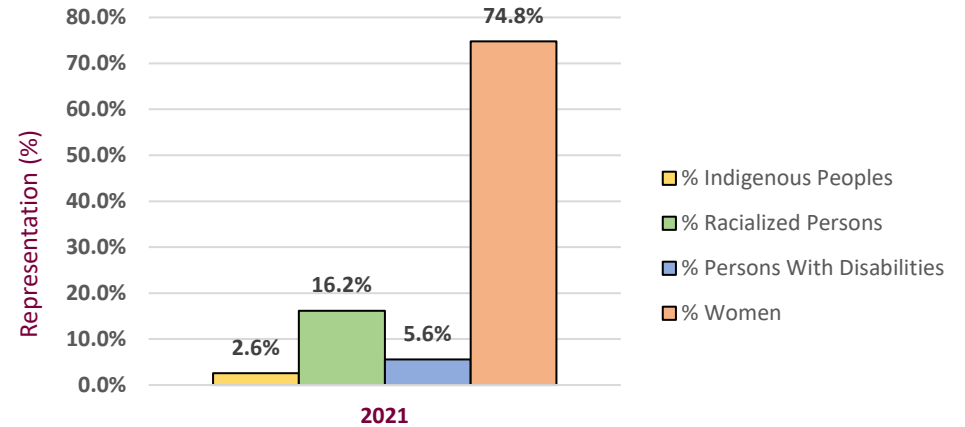
The UR Values are displayed based on the Legend indicated below:

- **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.

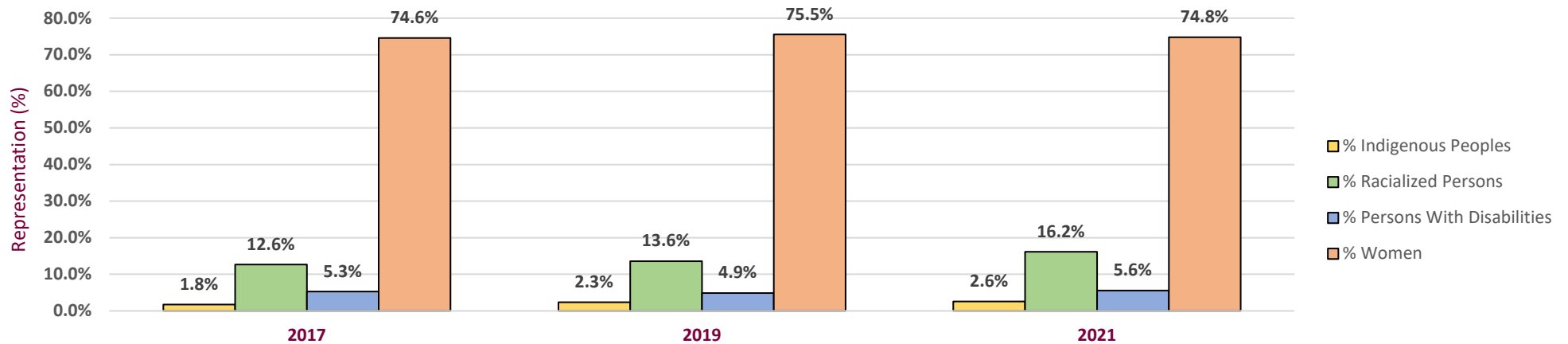
**Institutional - 2021 Census Completion Rate  
(All Full-time, Continuing Staff)**



**2021 Representation  
(Institutional - All Full-time, Continuing Staff)**



**Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Staff)**

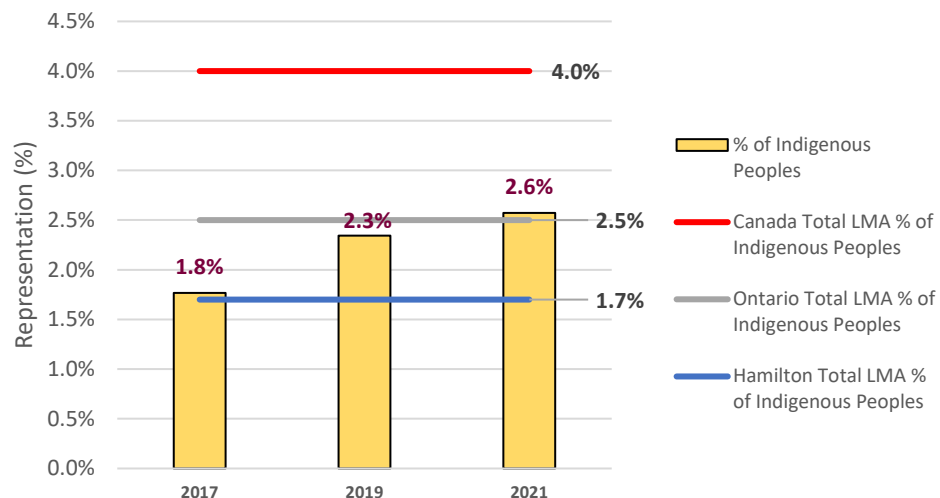




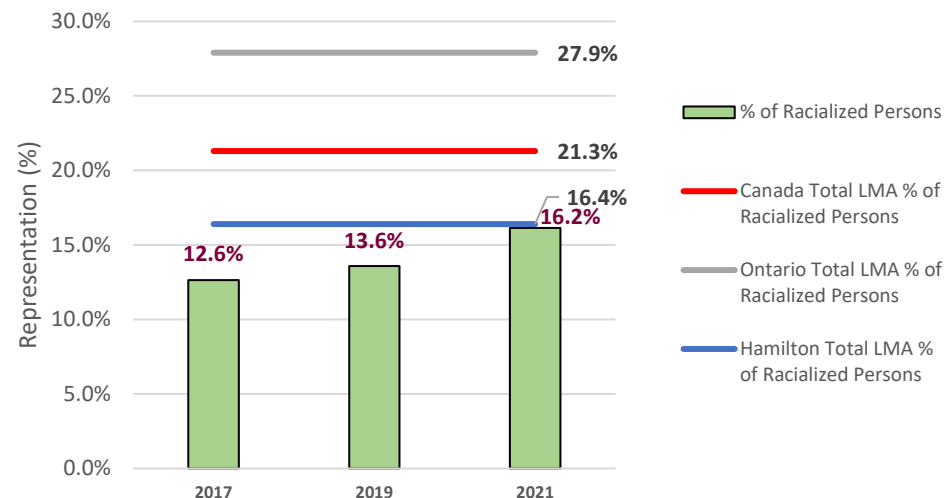
## Institutional - All Full-time, Continuing Staff

## Year-over-Year Change in Representation

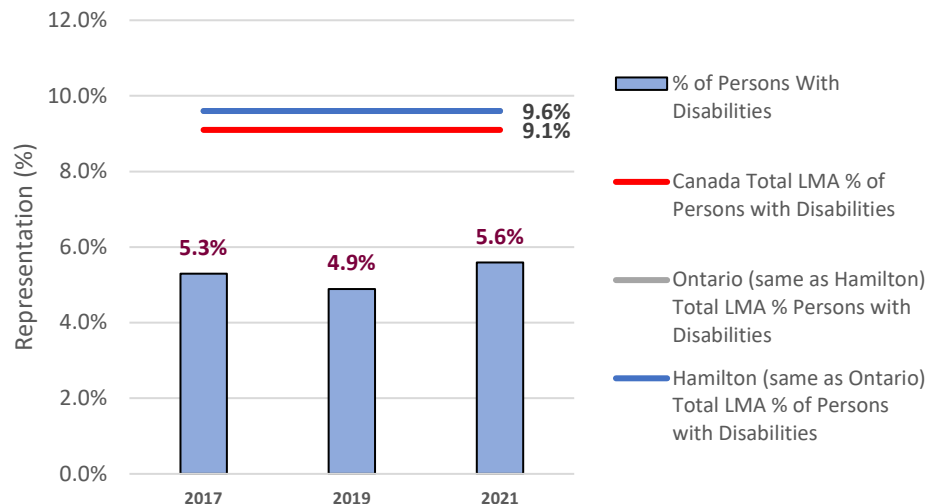
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Staff)**



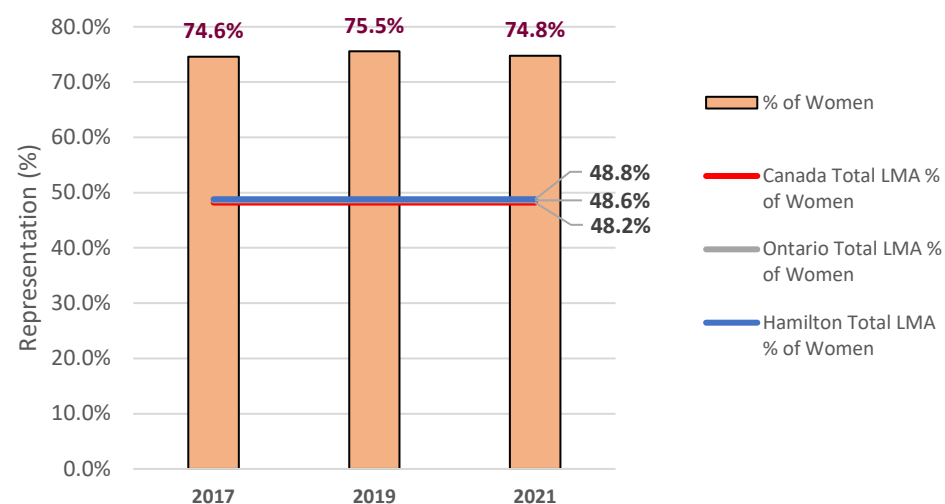
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Staff)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Staff)**



**Women - Year-over-Year Change in Representation  
(Institutional - All Full-time, Continuing Staff)**



2021 Gap Analysis <sup>88</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.6%	4.0%	-1.4%	64.3%
Provincial (Ontario)		2.5%	0.1%	102.9%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.9%	151.4%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	16.2%	21.3%	-5.1%	75.8%
Provincial (Ontario)		27.9%	-11.7%	57.9%
Local (Hamilton, Burlington, Grimsby)		16.4%	-0.2%	98.5%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.6%	9.1%	-3.5%	61.5%
Provincial (Ontario)		9.6%	-4.0%	58.3%
Local (Hamilton, Burlington, Grimsby)		9.6%	-4.0%	58.3%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	74.8%	48.2%	26.6%	155.2%
Provincial (Ontario)		48.6%	26.2%	153.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	26.0%	153.2%

<sup>88</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



# Employee Life Cycle Events

**All Full-time,  
Continuing  
Staff**

## All Full-time, Continuing Staff

		Composition of Equity-Deserving Groups			
Employee Lifecycle Event <sup>89</sup>	Census Completion Rate <sup>90</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
Staff <sup>91</sup>					
New Hires <sup>92</sup>					
May 01, 2017 - Nov 30, 2019	37.0%	3.9%	20.9%	5.9%	71.7%
Dec 01, 2019 - Dec 20, 2021	43.6%	3.8%	29.5%	5.1%	71.8%
Career Growth Opportunities & TMG Limited Term Secondments					
May 01, 2017 - Nov 30, 2019	78.4%	2.6%	10.3%	3.4%	80.2%
Dec 01, 2019 - Dec 20, 2021	78.2%	1.9%	13.5%	10.6%	81.7%
Promotions					
May 01, 2017 - Nov 30, 2019	71.8%	2.3%	14.9%	2.0%	83.0%
Dec 01, 2019 - Dec 20, 2021	66.3%	5.5%	15.8%	3.8%	76.5%
Terminations <sup>93</sup>					
May 01, 2017 - Nov 30, 2019	45.3%	2.9%	17.6%	7.5%	66.8%
Dec 01, 2019 - Dec 20, 2021	49.6%	4.2%	24.6%	7.8%	67.3%

<sup>89</sup> Note the analysis of lifecycle events is based on a **count of instances**, and not a headcount. Please refer to the introductory notes provided earlier, for additional clarification as needed.

<sup>90</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

<sup>91</sup> For the purposes of this report, Staff is defined as all full-time, continuing employee groups, **excluding** Clinical Faculty and MUFA Faculty.

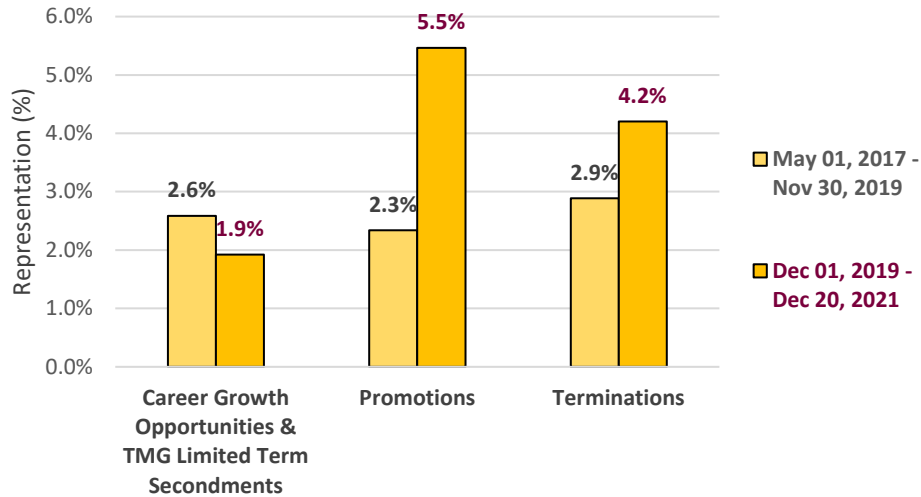
<sup>92</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

<sup>93</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.

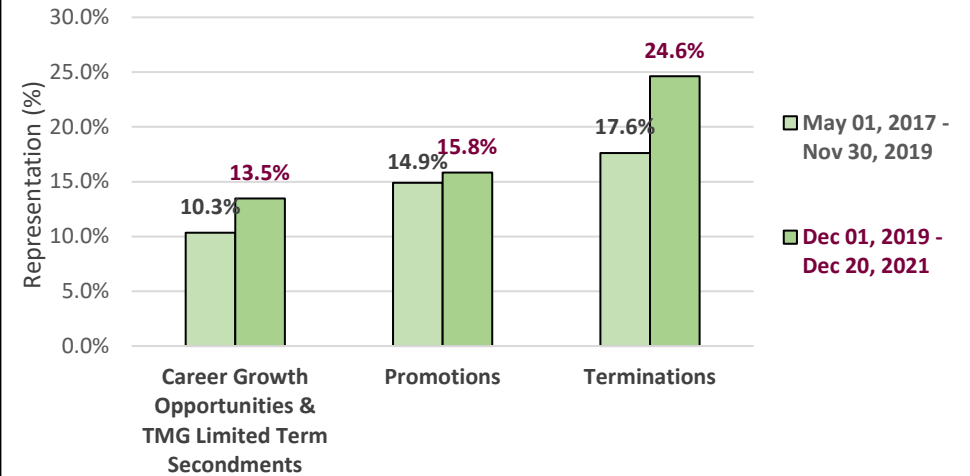
## Institutional - All Full-time, Continuing Staff

### Indigenous Peoples - Employee Life Cycle Events (Institutional - All Full-time, Continuing Staff)

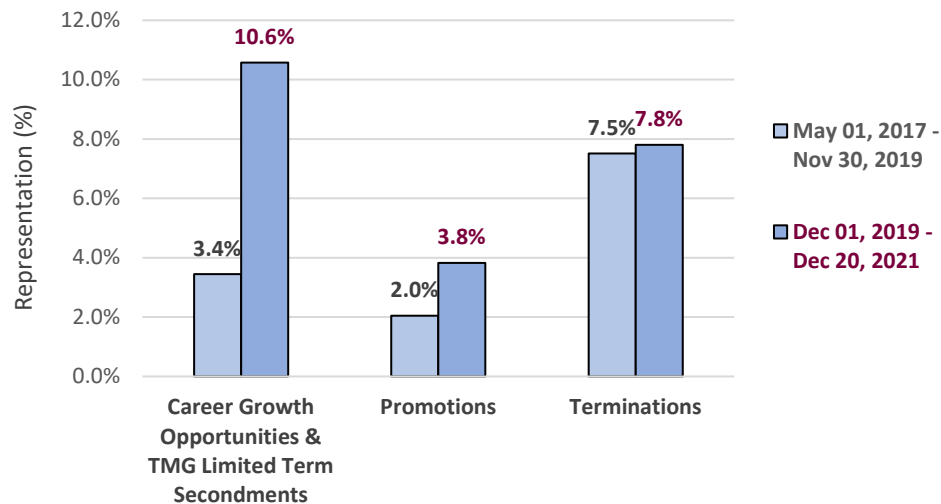


## Employee Life Cycle Events - Year-over-Year Change in Representation

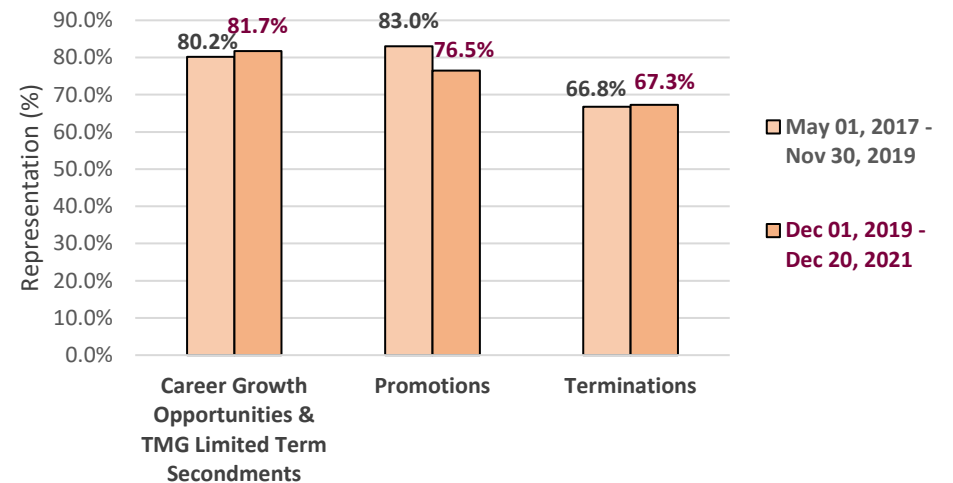
### Racialized Persons - Employee Life Cycle Events (Institutional - All Full-time, Continuing Staff)



### Persons with Disabilities - Employee Lifecycle Events (Institutional - All Full-time, Continuing Staff)



### Women - Employee Life Cycle Events (Institutional - All Full-time, Continuing Staff)





# The Management Group (TMG)





## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>94</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
TMG Total	81.0%	2.5%	15.7%	4.0%	73.6%

The 2021 completion rate for TMG institutionally is **81.0%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of TMG employees who completed the census in 2019 (**79.8%**) and 2021 (**81.0%**), the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	1.3%	2.5%	+ 1.2%
Racialized Persons	12.9%	15.7%	+ 2.8%
Persons with Disabilities	2.7%	4.0%	+ 1.3%
Women	73.2%	73.6%	+ 0.4%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** There has been an **increase** in proportion and headcount
- **Women:** There has been an **increase** in proportion and headcount

<sup>94</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.

## Gap Analysis <sup>95, 96, 97</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **2.5%**. This translates to a Utilization Rate of **62.2%**, which indicates a significant gap in comparison with the national labour market availability. The gap just about closes with a UR of **99.5%** at the provincial level, however the UR of **146.4%** indicates a higher representation than the local labour market availability.

- **Racialized Persons**

The representation of racialized persons is **15.7%**. This translates to a Utilization Rate of **73.7%**, which indicates a significant gap in comparison with the national labour market availability. The gap becomes wider with a UR of **56.3%** at the provincial level. However, there is an improvement with a local UR of **95.8%**, which indicates the gap in comparison to the local labour market availability is not significant.

- **Persons with Disabilities**

The representation of persons with disabilities is **4.0%**. This translates to a Utilization Rate of **44.4%**, which indicates a very significant under-representation in comparison with the national labour market availability. This gap is consistent across all the geographic areas (national, provincial, local).

- **Women**

The representation of women is **73.6%**. This translates to a Utilization Rate of **152.6%**, which indicates a higher representation in comparison with the labour market availability. This higher representation is consistent across all the geographic areas (national, provincial, local).

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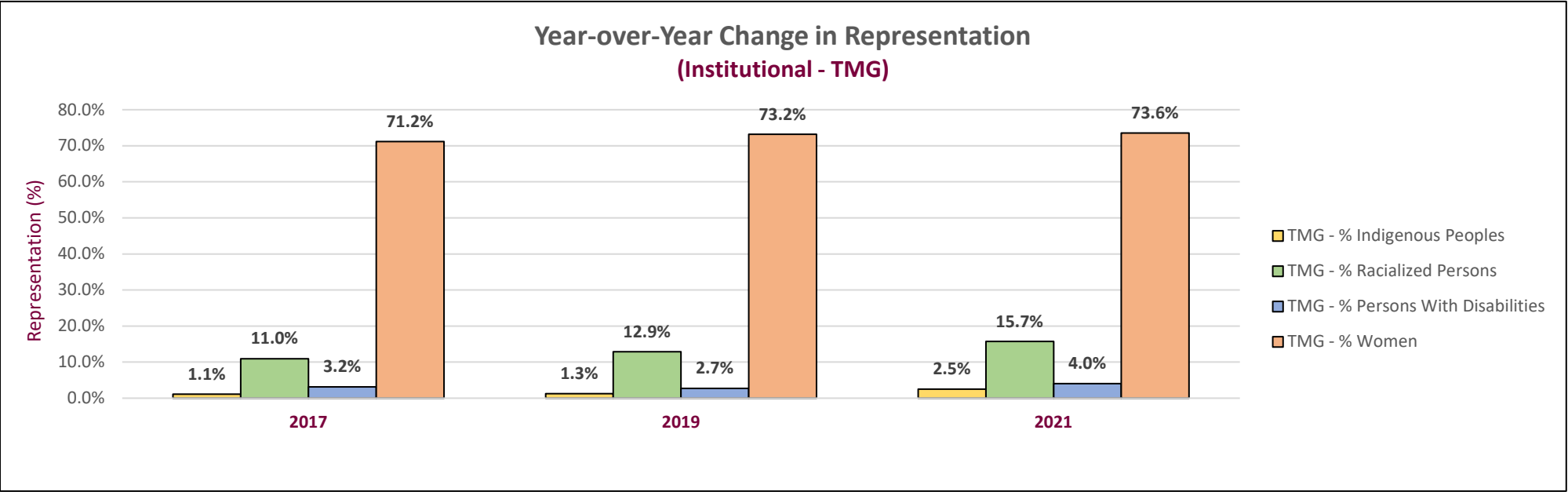
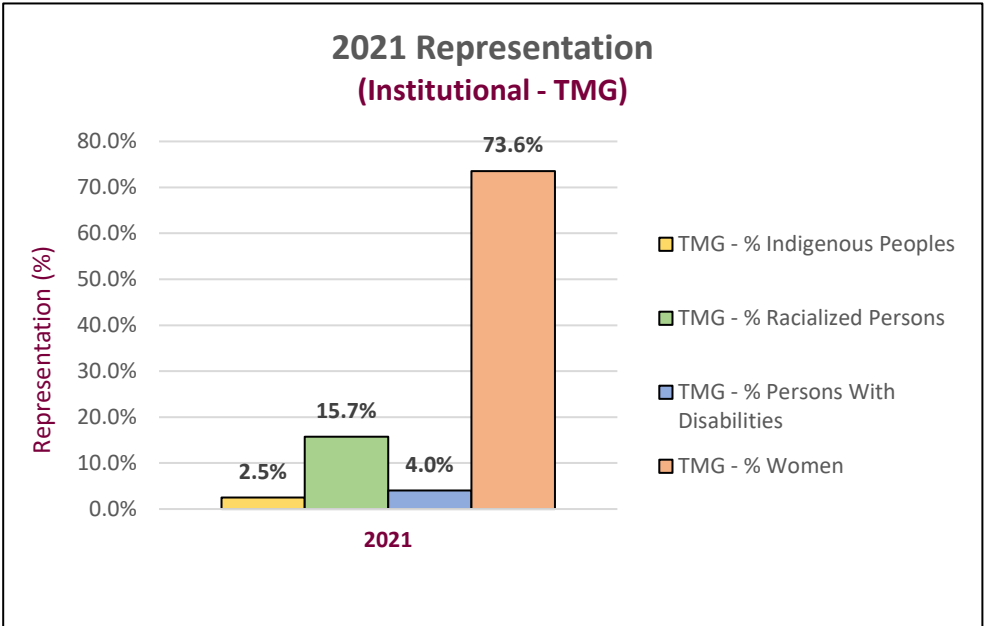
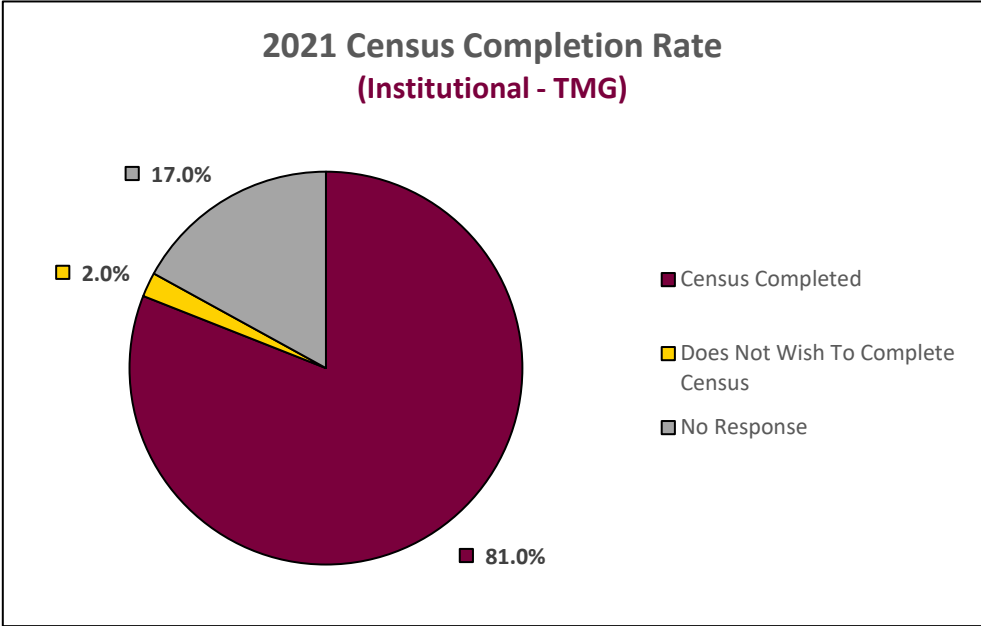
<sup>95</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs), and comprises all available positions for employment, irrespective of specific job description or hierarchy level.

<sup>96</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>97</sup> **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:

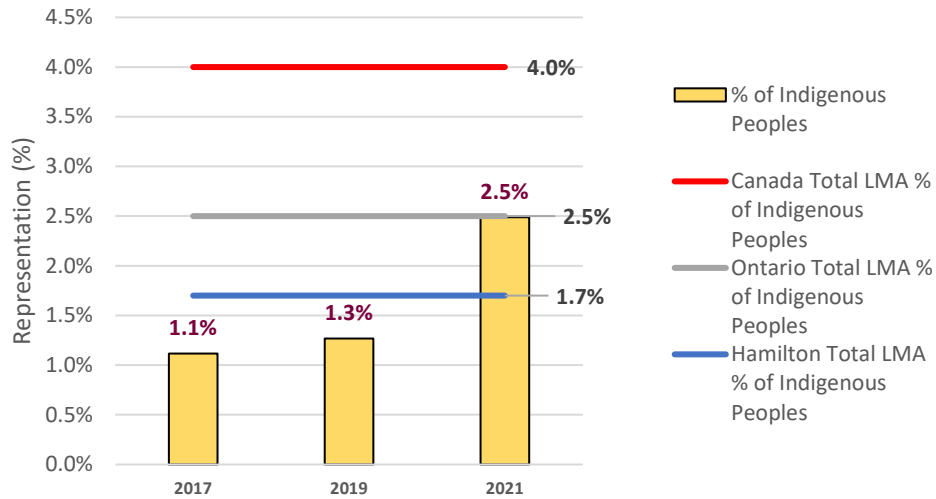
- **GREEN** - If the UR is **Greater than 80%**, this indicates there not a significant gap in representation.
- **YELLOW** - If the UR is **Between 50% and 80%**, this indicates there is a significant gap in representation.
- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant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



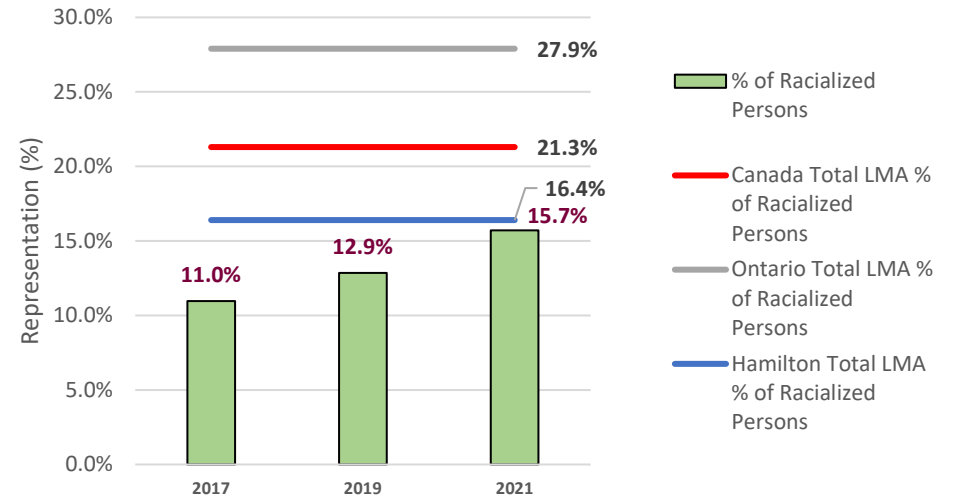
## Institutional - TMG

## Year-over-Year Change in Representation

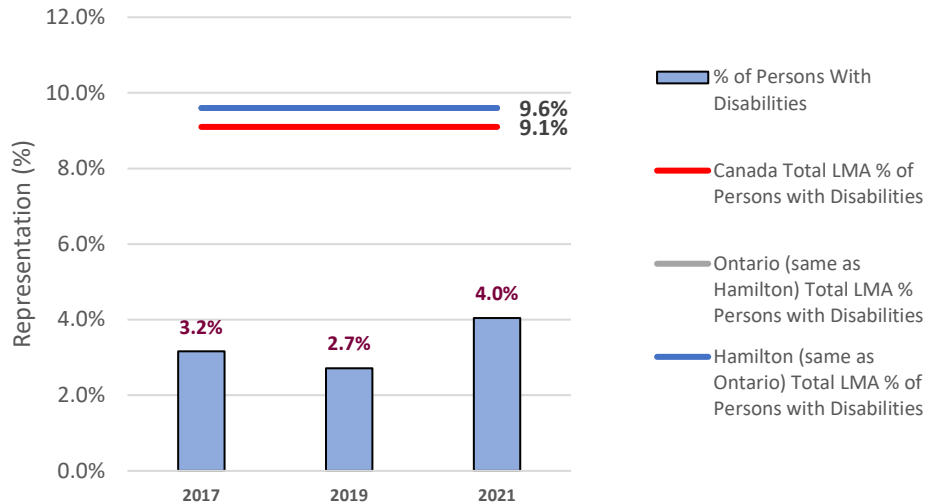
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - TMG)**



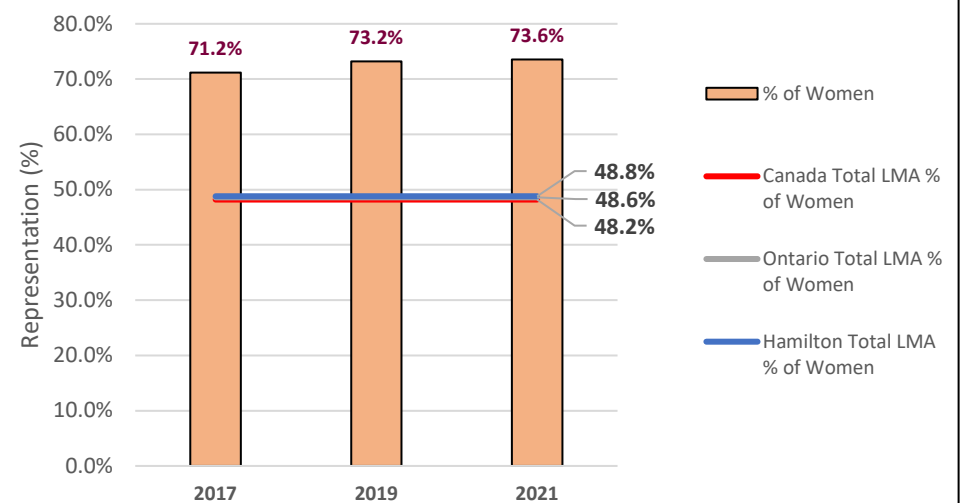
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - TMG)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - TMG)**



**Women - Year-over-Year Change in Representation  
(Institutional - TMG)**



2021 Gap Analysis <sup>98</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.5%	4.0%	-1.5%	62.2%
Provincial (Ontario)		2.5%	0.0%	99.5%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.8%	146.4%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	15.7%	21.3%	-5.6%	73.7%
Provincial (Ontario)		27.9%	-12.2%	56.3%
Local (Hamilton, Burlington, Grimsby)		16.4%	-0.7%	95.8%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	4.0%	9.1%	-5.1%	44.4%
Provincial (Ontario)		9.6%	-5.6%	42.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-5.6%	42.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	73.6%	48.2%	25.4%	152.6%
Provincial (Ontario)		48.6%	25.0%	151.4%
Local (Hamilton, Burlington, Grimsby)		48.8%	24.8%	150.7%

<sup>98</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



# Employee Life Cycle Events

**TMG**



## TMG

		Composition of Equity- Deserving Groups			
Employee Lifecycle Event <sup>99</sup>	Census Completion Rate <sup>100</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
TMG - The Management Group					
New Hires <sup>101</sup>					
May 01, 2017 - Nov 30, 2019	47.5%	3.0%	16.4%	4.5%	65.7%
Dec 01, 2019 - Dec 20, 2021	62.6%	7.3%	22.0%	2.4%	79.3%
Career Growth Opportunities & TMG Limited Term Secondments					
May 01, 2017 - Nov 30, 2019	82.5%	3.0%	15.2%	6.1%	75.8%
Dec 01, 2019 - Dec 20, 2021	87.9%	3.4%	10.3%	10.3%	82.8%
Promotions					
May 01, 2017 - Nov 30, 2019	82.5%	1.0%	8.7%	1.9%	82.7%
Dec 01, 2019 - Dec 20, 2021	82.4%	3.3%	19.7%	4.9%	77.0%
Terminations <sup>102</sup>					
May 01, 2017 - Nov 30, 2019	65.8%	1.9%	7.7%	6.7%	59.6%
Dec 01, 2019 - Dec 20, 2021	60.2%	0.0%	23.1%	3.1%	66.2%

<sup>99</sup> Note the analysis of lifecycle events is based on a **count of instances**, and not a headcount. Please refer to the introductory notes provided earlier, for additional clarification as needed.

<sup>100</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

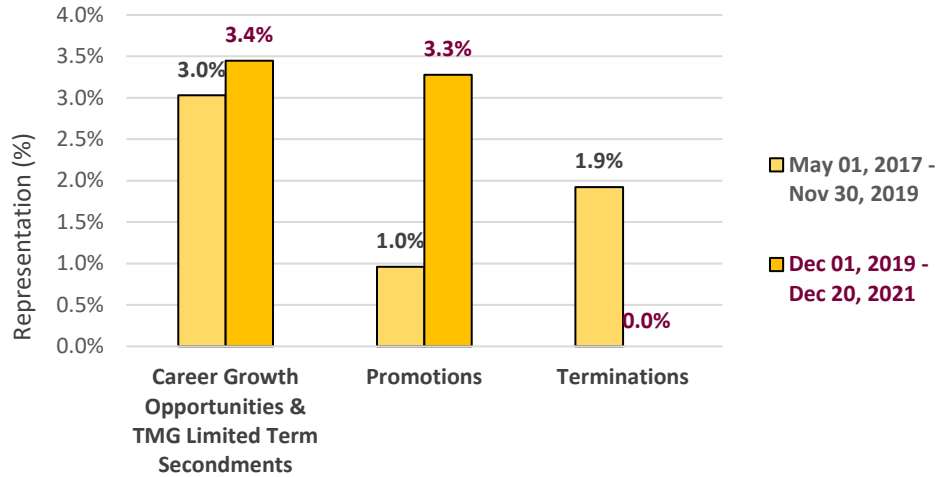
<sup>101</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

<sup>102</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.

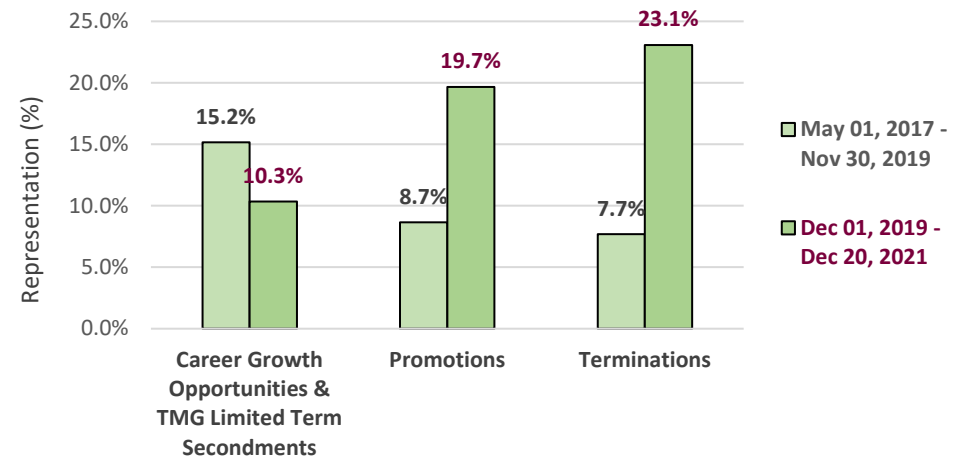
## Institutional - TMG

### Indigenous Peoples - Employee Life Cycle Events (Institutional - TMG)

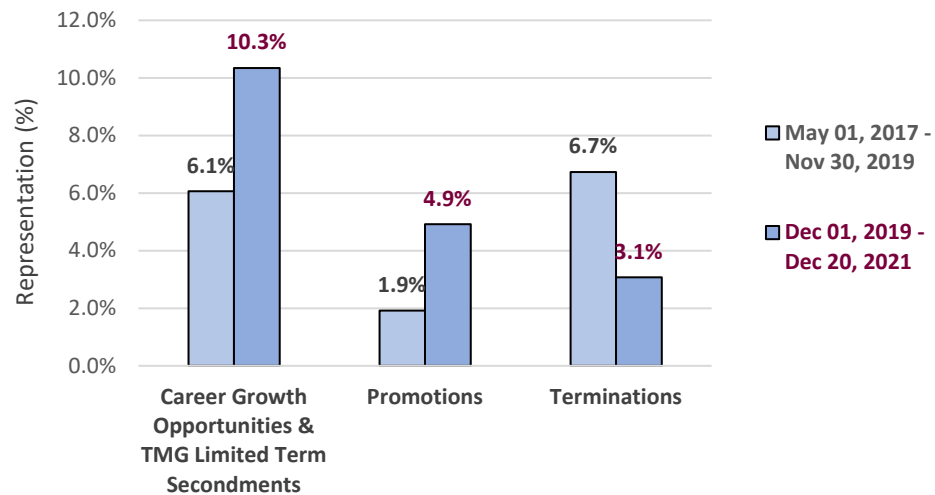


## Employee Life Cycle Events - Year-over-Year Change in Representation

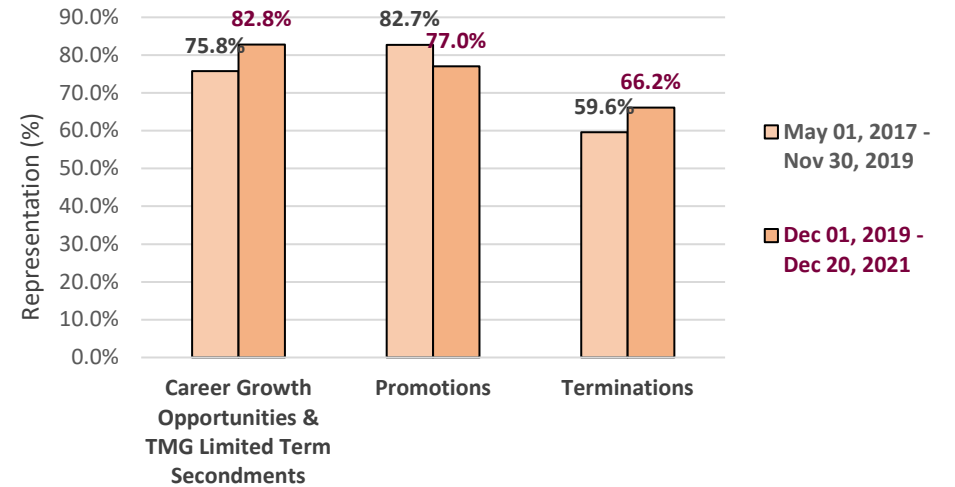
### Racialized Persons - Employee Life Cycle Events (Institutional - TMG)



### Persons with Disabilities - Employee Lifecycle Events (Institutional - TMG)



### Women - Employee Life Cycle Events (Institutional - TMG)





# Unifor Unit 1 (UF1)



## 2021 Completion Rates and Composition

Employee Group	2021 Completion Rate <sup>103</sup>	2021 Composition of Equity-Deserving Groups			
		Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Unifor Unit 1 (UF1) Total	66.0%	2.5%	16.2%	5.6%	77.7%

The 2021 completion rate for Unifor Unit 1 (UF1) institution-wide is **66.0%**. The representation of equity-deserving groups as indicated above, is determined based on this percentage of employees who completed the census.

## Change in Composition

Based on the percentage of Unifor Unit 1 (UF1) employees who completed the census in 2019 (**66.7%**) and 2021 (**66.0%**), the change in representation of equity-deserving groups since 2019 is indicated below:

Equity-Deserving Groups	2019 Composition	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.2%	2.5%	+ 0.2%
Racialized Persons	12.8%	16.2%	+ 3.4%
Persons with Disabilities	4.6%	5.6%	+ 1.0%
Women	78.9%	77.7%	-1.2%

- **Indigenous Peoples:** There has been an **increase** in proportion and headcount
- **Racialized Persons:** There has been an **increase** in proportion and headcount
- **Persons with Disabilities:** There has been an **increase** in proportion and headcount
- **Women:** Although there has been a **decrease** in proportion, there was an **increase** in actual headcount

<sup>103</sup> The institutional goal is to reach a completion rate of **at least 80.0%** across all employee groups in all areas.

## Gap Analysis <sup>104, 105, 106</sup>

- **Indigenous Peoples**

The representation of Indigenous peoples is **2.5%**. This translates to a Utilization Rate of **61.3%**, which indicates a significant gap in comparison with the national labour market availability. The gap reduces with a UR of **98.1%** at the provincial level, which is not considered significant. However, the UR of **144.2%** indicates a higher representation than the local labour market availability.

- **Racialized Persons**

The representation of racialized persons is **16.2%**. This translates to a Utilization Rate of **76.1%**, which indicates a significant gap in comparison with the national labour market availability. The gap becomes wider with a UR of **58.1%** at the provincial level. However, there is an improvement with a local UR of **98.9%**, which indicates the gap in comparison to the local labour market availability is not significant.

- **Persons with Disabilities**

The representation of persons with disabilities is **5.6%**. This translates to a Utilization Rate of **61.8%**, which indicates a significant under-representation in comparison with the national labour market availability. This gap is consistent across all the geographic areas (national, provincial, local).

- **Women**

The representation of women is **77.7%**. This translates to a Utilization Rate of **161.1%**, which indicates a higher representation in comparison with the labour market availability. This higher representation is consistent across all the geographic areas (national, provincial, local).

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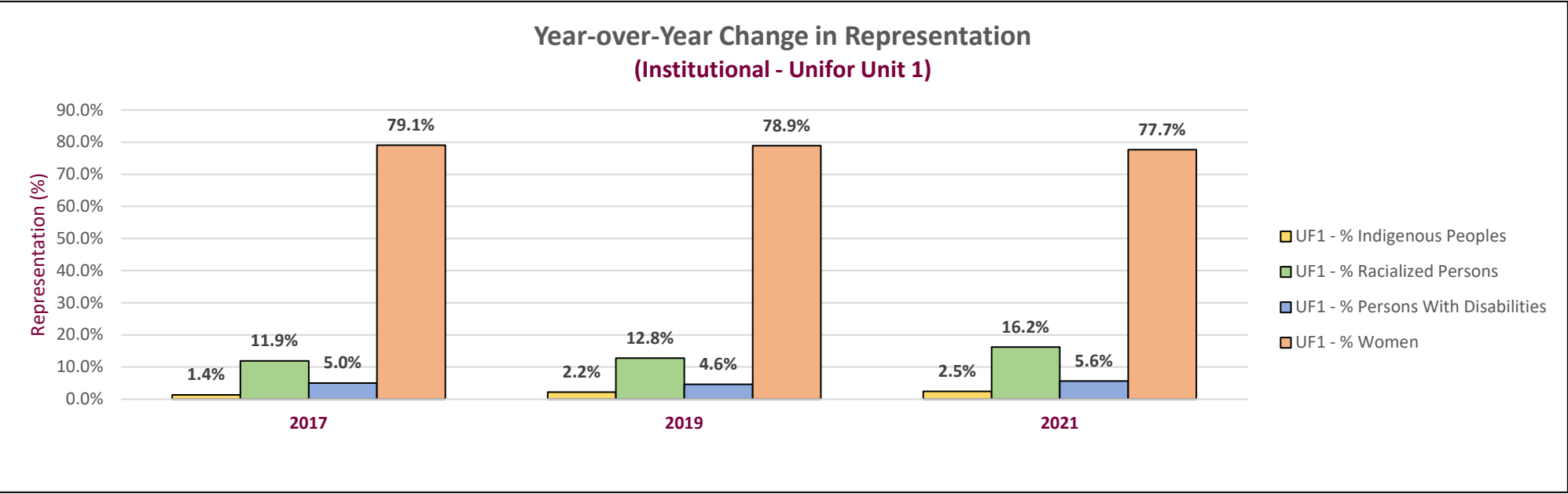
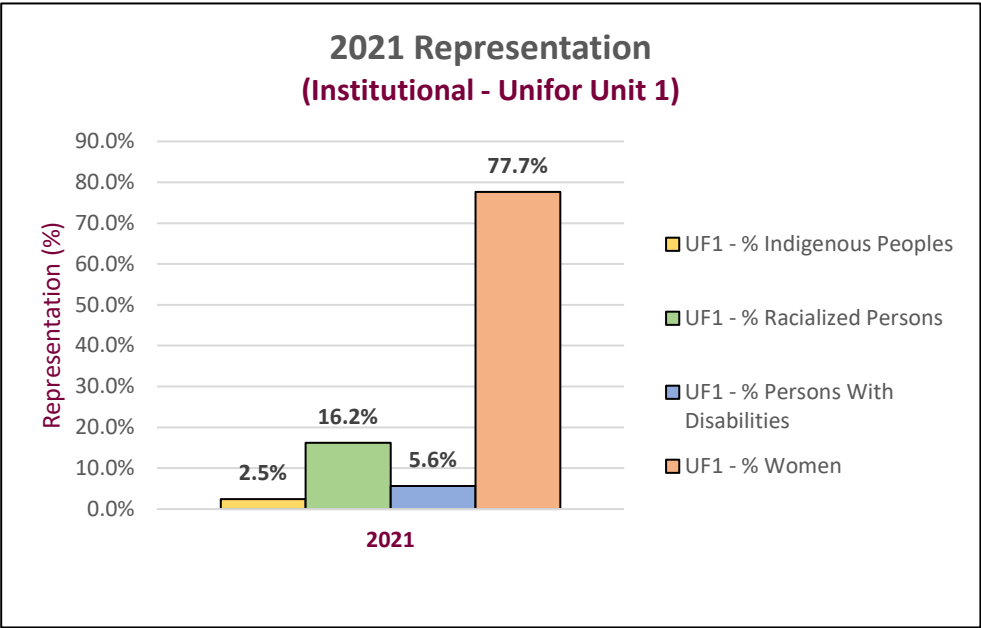
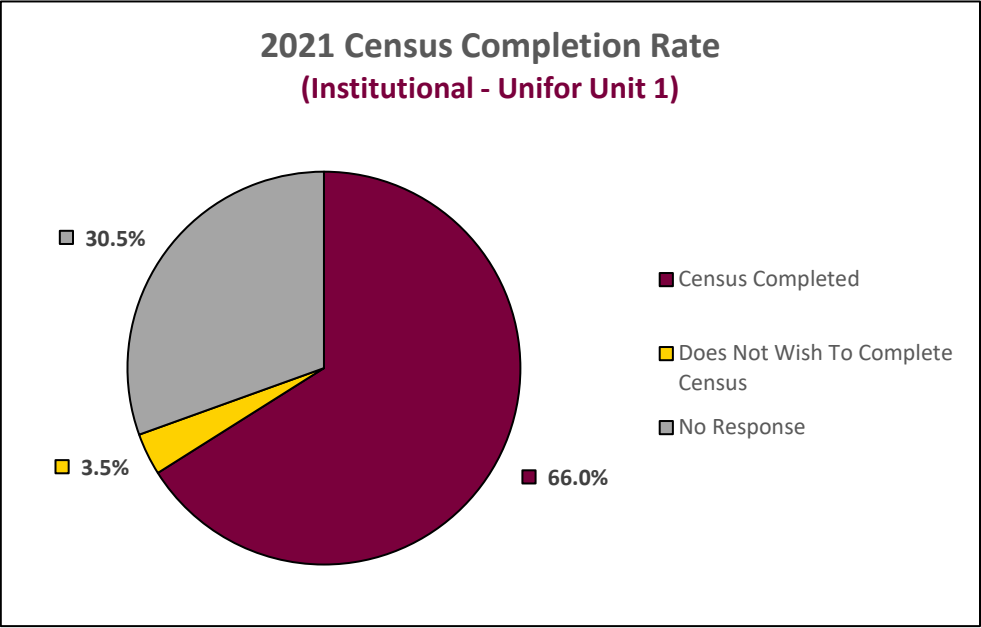
<sup>104</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs), and comprises all available positions for employment, irrespective of specific job description or hierarchy level.

<sup>105</sup> Commentary provided based on the National Labour Market Availability in Canada, unless otherwise stated. For additional information on the gap analysis and utilization rates based on the Provincial (Ontario) and Local (Hamilton, Burlington, Grimsby) Labor Market Availability, please refer to the more comprehensive gap analysis results provided later on in the report.

<sup>106</sup> **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.

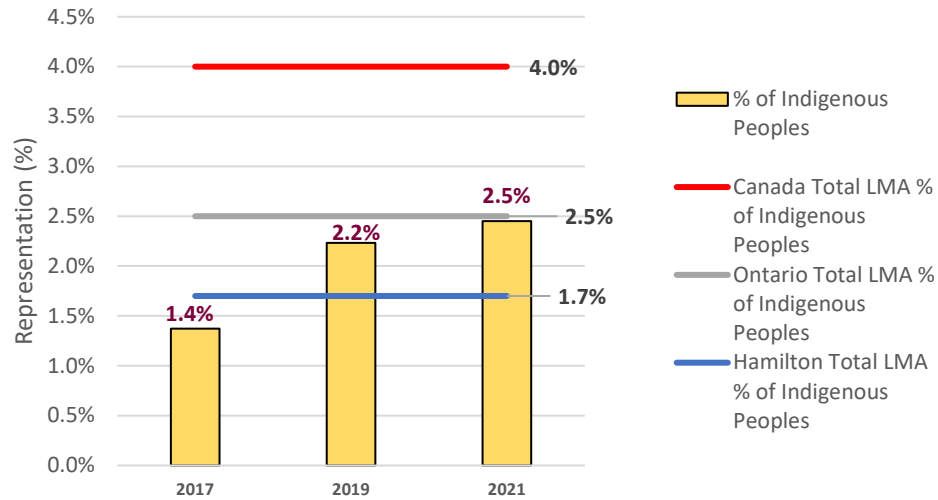




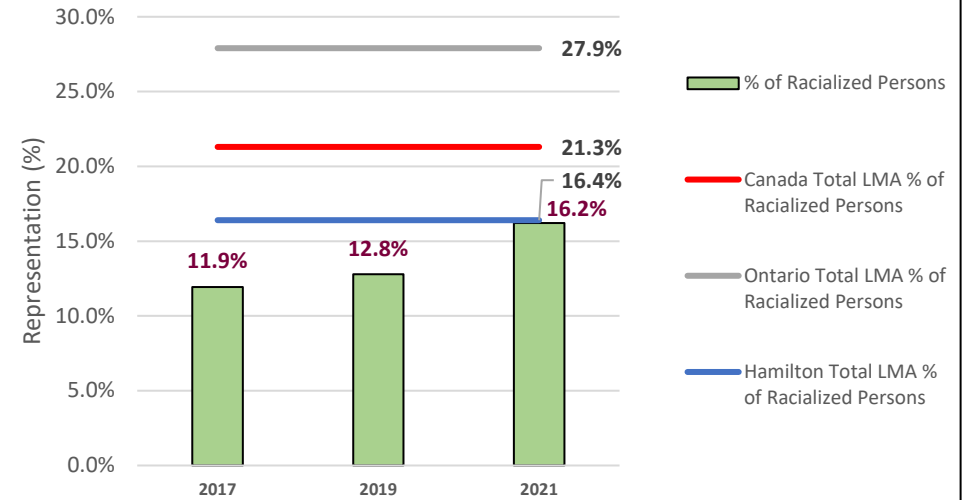
## Institutional - Unifor Unit 1 (UF1)

## Year-over-Year Change in Representation

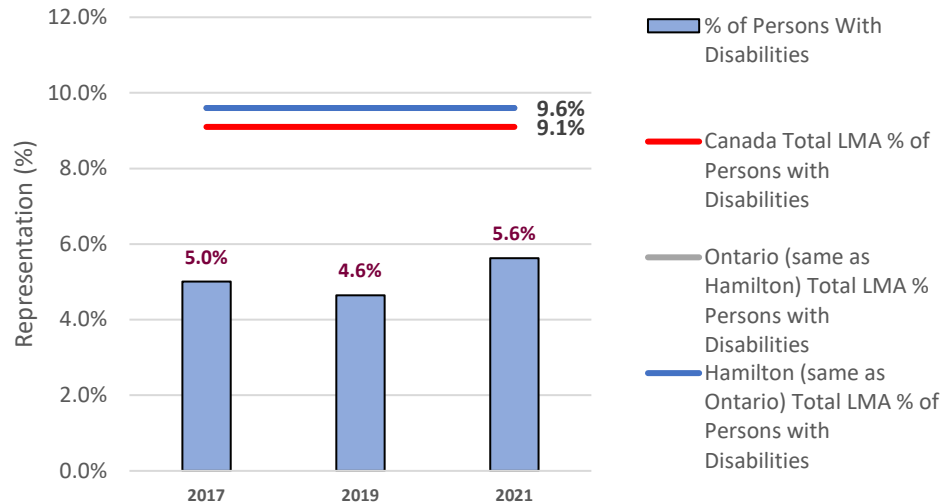
**Indigenous Peoples - Year-over-Year Change in Representation  
(Institutional - Unifor Unit 1)**



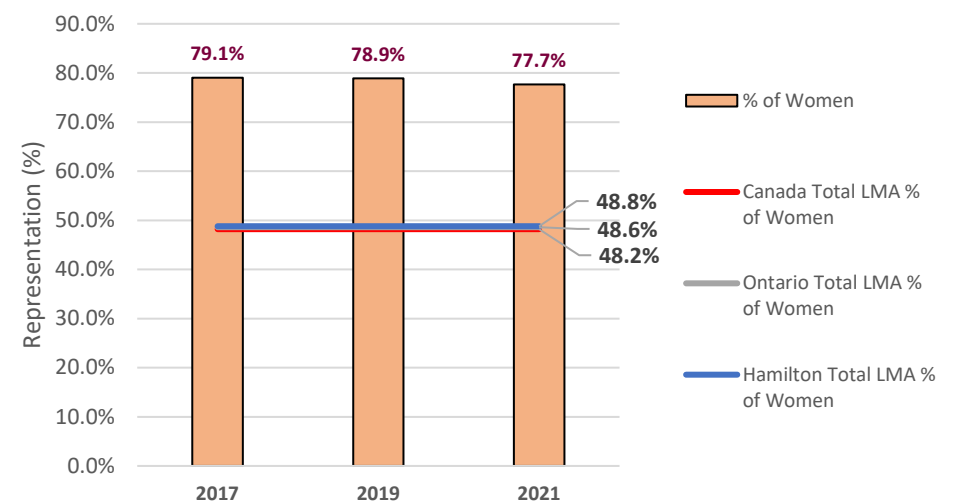
**Racialized Persons - Year-over-Year Change in Representation  
(Institutional - Unifor Unit 1)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Institutional - Unifor Unit 1)**



**Women - Year-over-Year Change in Representation  
(Institutional - Unifor Unit 1)**



2021 Gap Analysis <sup>107</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.5%	4.0%	-1.5%	61.3%
Provincial (Ontario)		2.5%	0.0%	98.1%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.8%	144.2%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	16.2%	21.3%	-5.1%	76.1%
Provincial (Ontario)		27.9%	-11.7%	58.1%
Local (Hamilton, Burlington, Grimsby)		16.4%	-0.2%	98.9%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.6%	9.1%	-3.5%	61.8%
Provincial (Ontario)		9.6%	-4.0%	58.6%
Local (Hamilton, Burlington, Grimsby)		9.6%	-4.0%	58.6%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	77.7%	48.2%	29.5%	161.1%
Provincial (Ontario)		48.6%	29.1%	159.8%
Local (Hamilton, Burlington, Grimsby)		48.8%	28.9%	159.1%

<sup>107</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



# Employee Life Cycle Events

**Unifor Unit 1**

## Unifor Unit 1 (UF1)

		Composition of Equity-Deserving Groups			
Employee Lifecycle Event <sup>108</sup>	Census Completion Rate <sup>109</sup>	Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
UF1 - Unifor Unit 1					
New Hires <sup>110</sup>					
May 01, 2017 - Nov 30, 2019	39.6%	4.4%	23.3%	5.0%	73.6%
Dec 01, 2019 - Dec 20, 2021	44.7%	2.8%	33.0%	6.0%	70.6%
Career Growth Opportunities & TMG Limited Term Secondments					
May 01, 2017 - Nov 30, 2019	76.9%	2.4%	8.4%	2.4%	81.9%
Dec 01, 2019 - Dec 20, 2021	75.5%	1.4%	14.9%	10.8%	81.1%
Promotions					
May 01, 2017 - Nov 30, 2019	72.1%	3.1%	17.6%	1.8%	84.6%
Dec 01, 2019 - Dec 20, 2021	64.2%	5.9%	13.7%	3.9%	82.4%
Terminations <sup>111</sup>					
May 01, 2017 - Nov 30, 2019	47.5%	2.5%	22.2%	5.6%	73.7%
Dec 01, 2019 - Dec 20, 2021	52.0%	4.8%	24.9%	8.7%	70.7%

<sup>108</sup> Note the analysis of lifecycle events is based on a **count of instances**, and not a headcount. Please refer to the introductory notes provided earlier, for additional clarification as needed.

<sup>109</sup> Similar to workforce representation, the representation within the lifecycle events depends on the completion rate. Completion rates below 50% are shown in **red** to indicate that this data may not necessarily be reflective of the true diversity within the respective life cycle event.

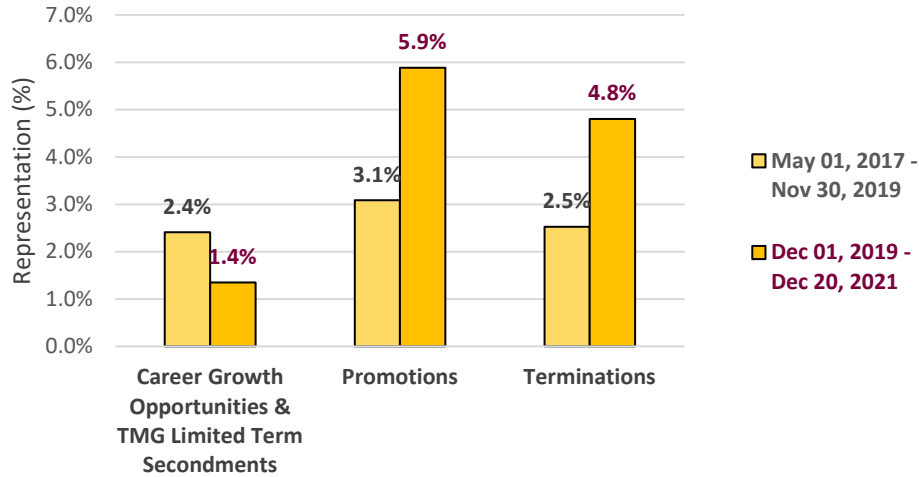
<sup>110</sup> The diversity of New Hires has been analysed separately in a prior section of this report. Although reported in this table for reference, it is not indicated in the accompanying visuals due to the distinct nature of the analysis for this specific event. As a reminder, the diversity of New Hires should be in alignment with the LMA, while other events should be aligned with the current representation in the workforce – noting the latter may or may not always be aligned with the LMA.

<sup>111</sup> **Including Contract Ends and Resignations.** This category of lifecycle events consists of the following Action-Reason combinations: *Discharge, Dismissal During Probation Per, End of Contract, End of Contract (Auto Term), End of Layoff Period, Failure to Return from Leave, Job Abolished, Job Redundancy, Resignation, Term No Pay w/Ben w/ Pen/RRSP, Terminated With Pay w/Pen/RRSP, and Termination.*

Please refer to **Appendix B** for more information on Action-Reason combinations.

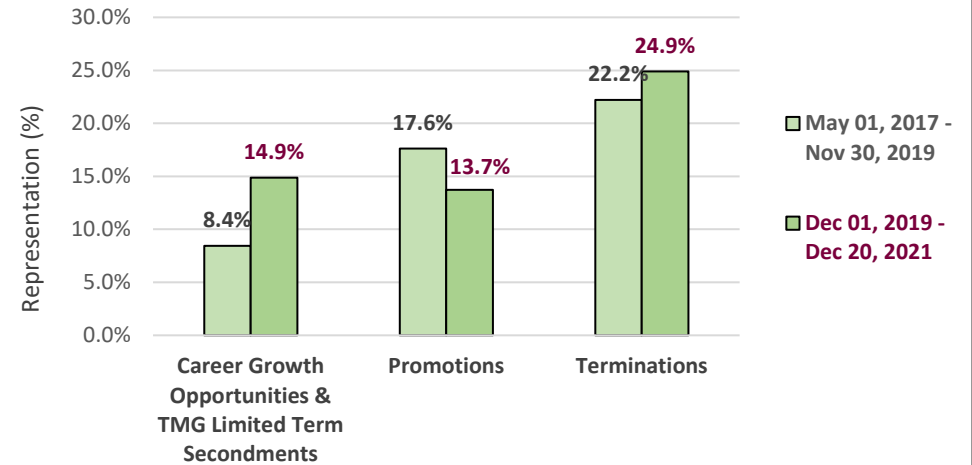
## Institutional - Unifor Unit 1 (UF1)

### Indigenous Peoples - Employee Life Cycle Events (Institutional - Unifor Unit 1)

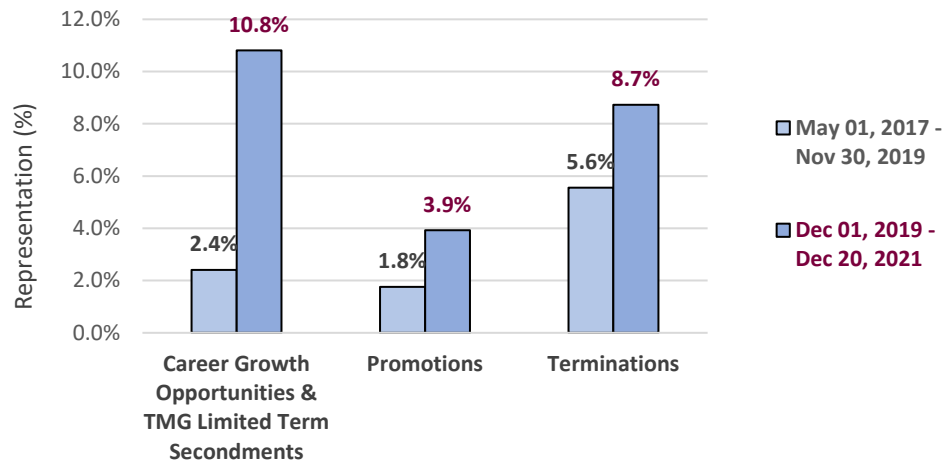


## Employee Life Cycle Events - Year-over-Year Change in Representation

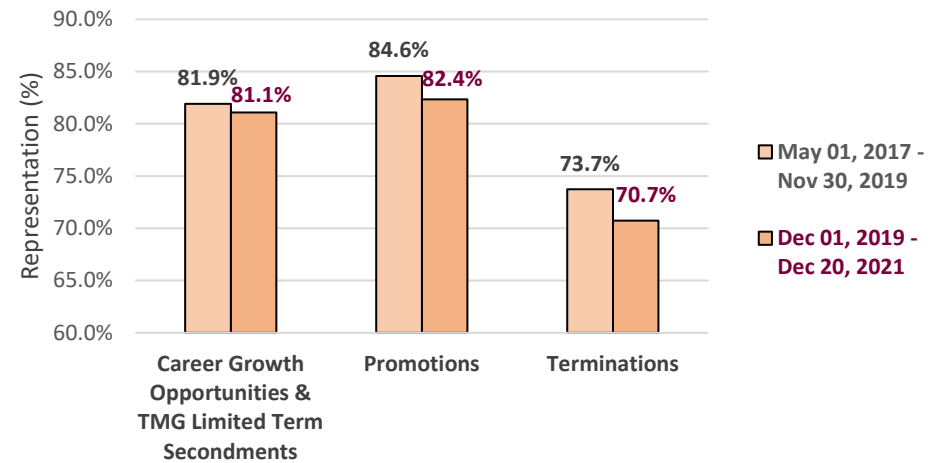
### Racialized Persons - Employee Life Cycle Events (Institutional - Unifor Unit 1)



### Persons with Disabilities - Employee Lifecycle Events (Institutional - Unifor Unit 1)



### Women - Employee Life Cycle Events (Institutional - Unifor Unit 1)





# VP Groups





### Overview

It should be noted that there is significant variation in the sizes of each VP Group relative to others. The largest VP Groups are VP Academic (**37.5%**) and VP Faculty of Health Sciences (**42.2%**). VP Administration (**14.9%**) is relatively much smaller, and the other VP areas are significantly much smaller than the afore mentioned VP Groups.

These sizes should be taken into consideration when assessing the diversity for each of the groups. For example, hypothetically, a 20% increase in Office of the President could only imply a change in actual headcount of 1 person. On the other hand, a 5% increase in Faculty of Health Sciences could imply a change in headcount of 50 people. Again, these are hypothetical numbers for the purposes of illustration, but the intent is to emphasize the important note about the relative size of each VP Group.

Please refer to **Appendix D** for more information on the specific Faculties/Areas included under each VP Group.



All Full-time,  
Continuing  
Employees

**By VP Group**

## 2021 Completion Rates &amp; Composition

VP Group	Total Completed <sup>112</sup> (%)	2021 Completion Rate	2021 Composition of Equity-Deserving Groups			
			Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
Office of the President	0.4%	80.0%	0.0%	18.8%	6.3%	68.8%
VP Academic	37.5%	71.4%	2.6%	19.7%	5.7%	58.7%
VP Administration	14.9%	61.0%	2.8%	20.3%	8.4%	61.2%
VP Advancement	1.9%	76.6%	0.0%	12.5%	0.0%	72.2%
VP Faculty of Health Sciences (FHS)	42.2%	64.8%	2.3%	18.1%	3.5%	73.4%
VP Research	3.1%	66.1%	1.7%	15.7%	2.6%	65.2%
<b>Institutional Full-time, Continuing Employees Total</b>	<b>100.0%</b>	<b>66.8%</b>	<b>2.4%</b>	<b>18.9%</b>	<b>5.0%</b>	<b>65.8%</b>

## Change in Composition

VP Group	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Office of the President	71.4%	80.0%	0.0%	-11.3%	+ 6.3%	-11.3%
VP Academic	70.8%	71.4%	+ 0.6%	+ 3.5%	+ 0.7%	-0.3%
VP Administration	60.7%	61.0%	-0.6%	+ 1.6%	+ 0.6%	+ 0.6%
VP Advancement	80.7%	76.6%	-1.5%	-0.9%	-1.5%	-8.4%
VP Faculty of Health Sciences (FHS)	65.4%	64.8%	+ 0.6%	+ 2.6%	+ 0.5%	+ 0.2%
VP Research	64.7%	66.1%	+ 0.6%	-3.2%	-2.9%	+ 4.1%
<b>Institutional Full-time, Continuing Employees Total</b>	<b>66.6%</b>	<b>66.8%</b>	<b>+ 0.4%</b>	<b>+ 2.5%</b>	<b>+ 0.5%</b>	<b>-0.2%</b>

<sup>112</sup> Indicates the size of each VP Group relative to the Institutional total, as actual headcounts are not provided.

**Note:** 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

## 2021 Composition

### Indigenous Peoples

- Representation is highest in VP Administration (**2.8%**), followed by VP Academic (**2.6%**) and VP Faculty of Health Sciences (**2.3%**). The lowest representation is in VP Research (**1.7%**), while Office of the President (**0.0%**) and VP Advancement (**0.0%**) have no representation.

### Racialized Persons

- Representation of racialized persons is fairly even across most VP Groups, ranging from **18.1%** to **20.3%**. The lowest representation is in VP Research (**15.7%**), and VP Advancement (**12.5%**).

### Persons with Disabilities

- The highest representation is in VP Administration (**8.4%**) and the lowest representation is in VP Research (**2.6%**). There is no representation in VP Advancement (**0.0%**).

### Women

- The highest representation is in VP Faculty of Health Sciences (**73.4%**) and VP Advancement (**72.2%**), while the lowest representation is in VP Academic (**58.7%**).

## Change in Composition (2019 to 2021)

### Indigenous Peoples

- There has been an **increase** in proportion and headcount in VP Academic, VP Faculty of Health Sciences, and VP Research.
- There has been a **decrease** in proportion and headcount in VP Administration and VP Advancement.
- There has been **no change** in proportion and headcount in Office of the President.

### Racialized Persons

- There has been an **increase** in proportion and headcount in VP Academic, VP Administration and VP Faculty of Health Sciences.
- Although there has been a **decrease** in proportion, there was no change in actual headcount in Office of the President and VP Advancement.
- Although there has a **decrease** in proportion, there was an **increase** in actual headcount for VP Research.

### Persons with Disabilities

- There has been a **decrease** in proportion and headcount in VP Advancement and VP Research.
- There has been an **increase** in proportion and headcount across all the other VP Groups.

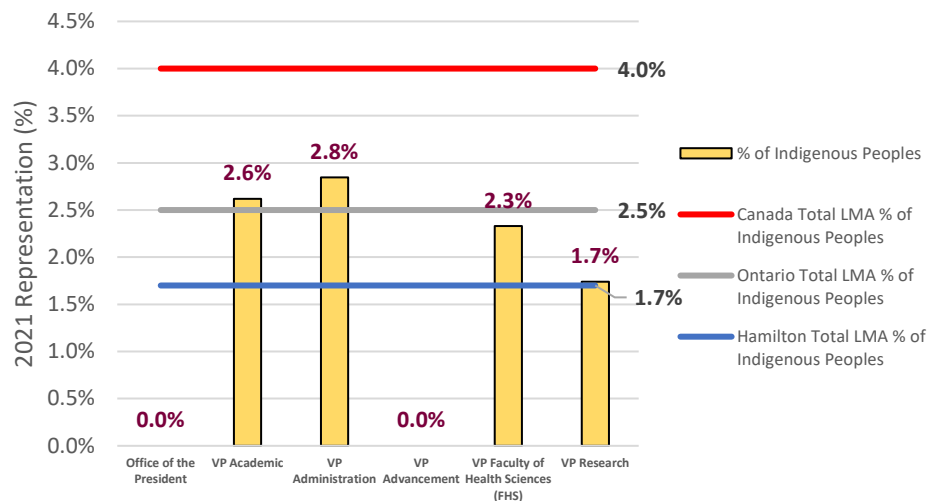
### Women

- There has been an **increase** in proportion and headcount in VP Administration, VP Faculty of Health Sciences and VP Research.
- Although there has been a **decrease** in proportion, there was an **increase** in actual headcount in Office of the President, VP Academic and VP Advancement.

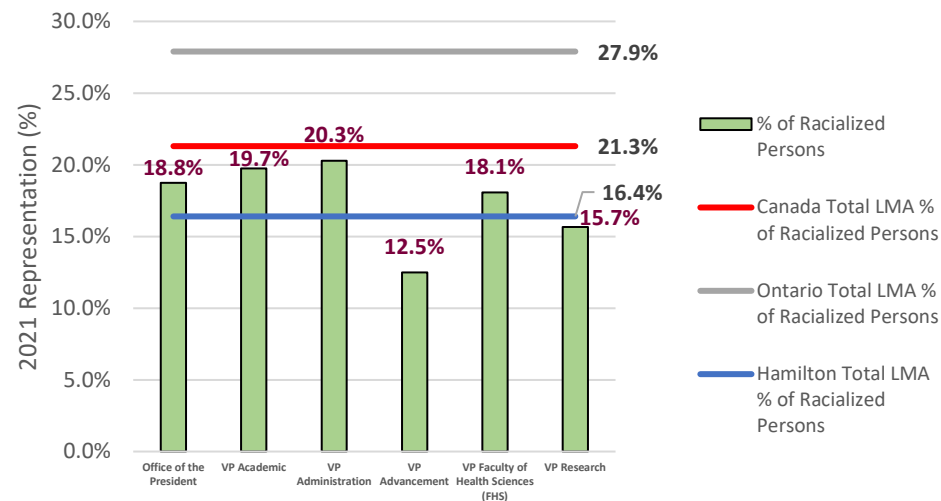
## Institutional - All Full-time, Continuing Employees by VP Group

## 2021 Representation

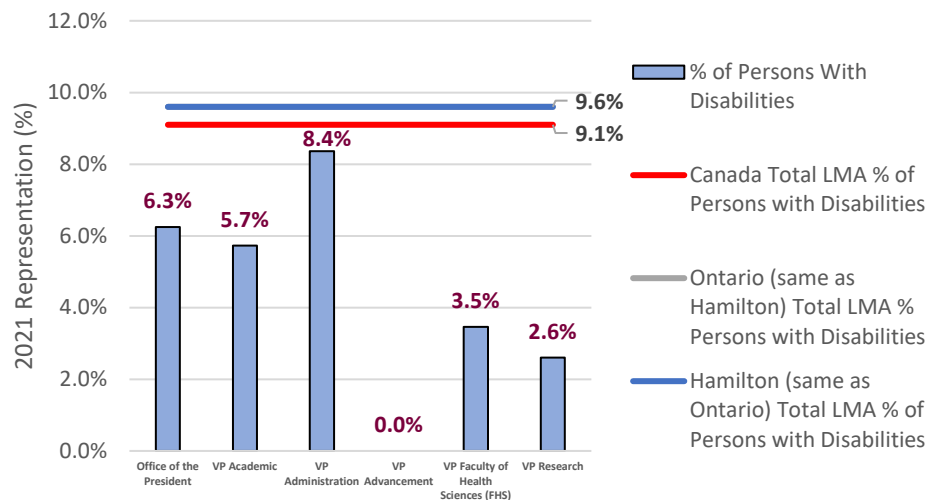
**Indigenous Peoples - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)



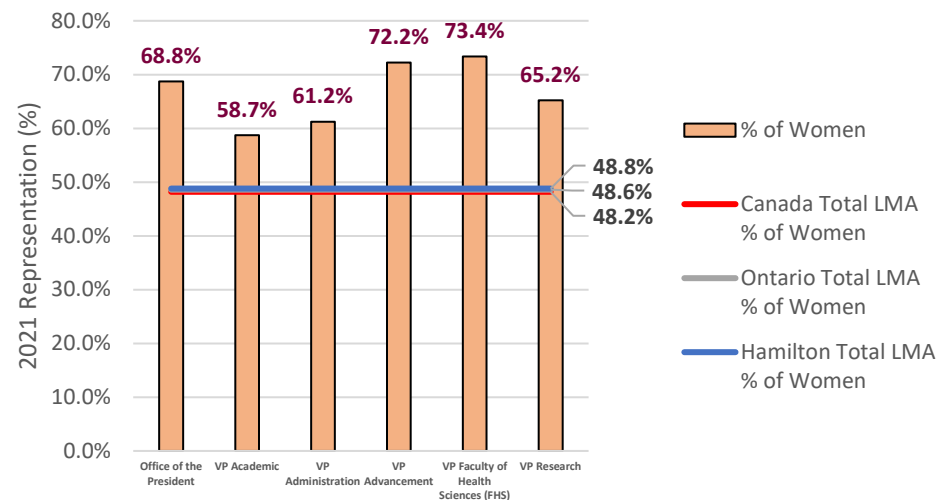
**Racialized Persons - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)



**Persons with Disabilities - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)

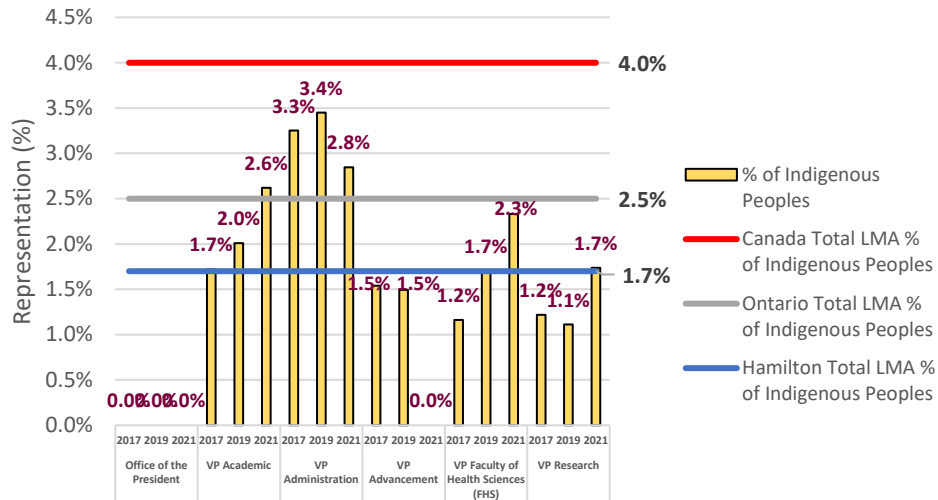


**Women - 2021 Representation**  
(All Full-time, Continuing Employees - by VP Group)



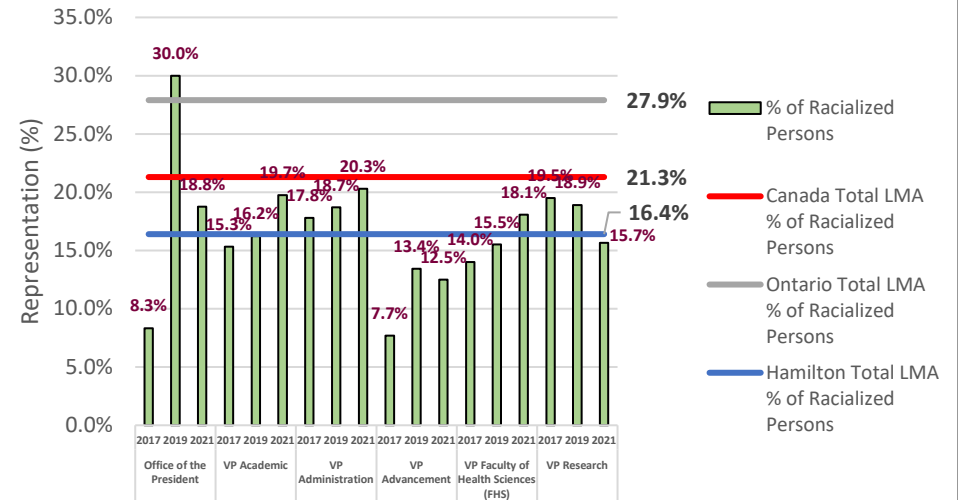
## Institutional - All Full-time, Continuing Employees by VP Group

**Indigenous Peoples - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**

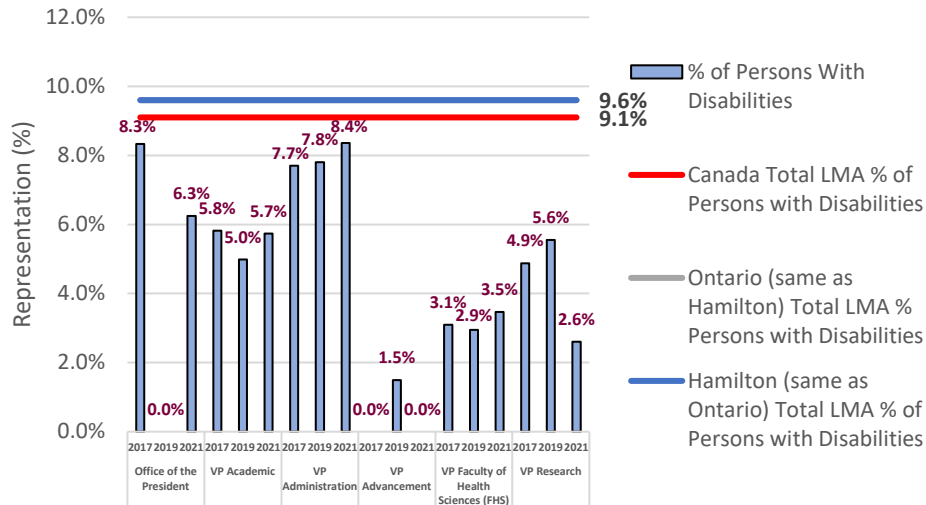


## Year-over-Year Change in Representation

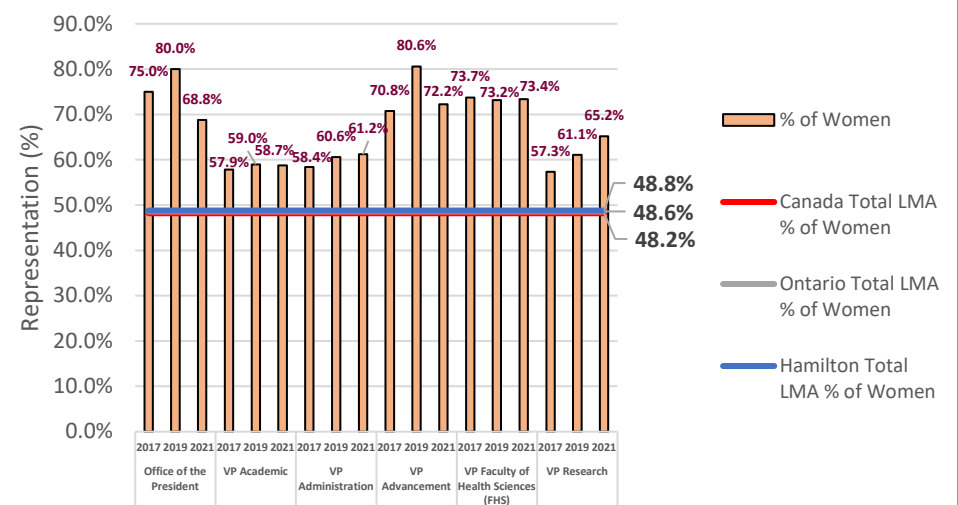
**Racialized Persons - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**



**Women - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by VP Group)**







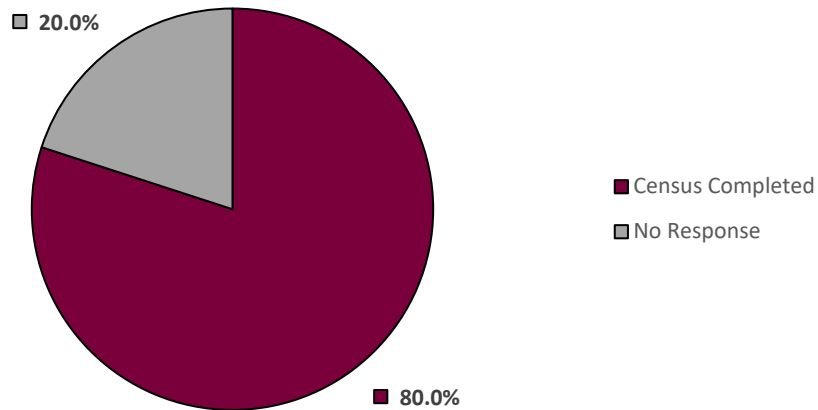
# Office of the President



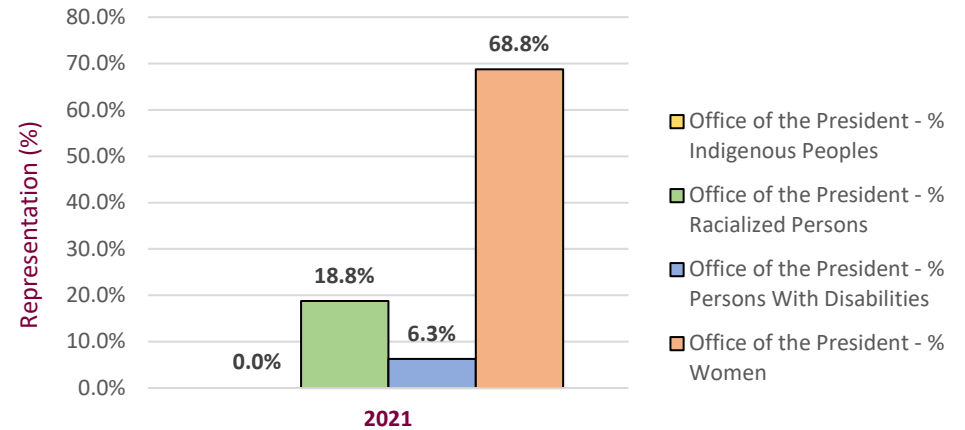
## Office of the President - All Full-time, Continuing Employees

## 2021 Census Completion Rate & Representation

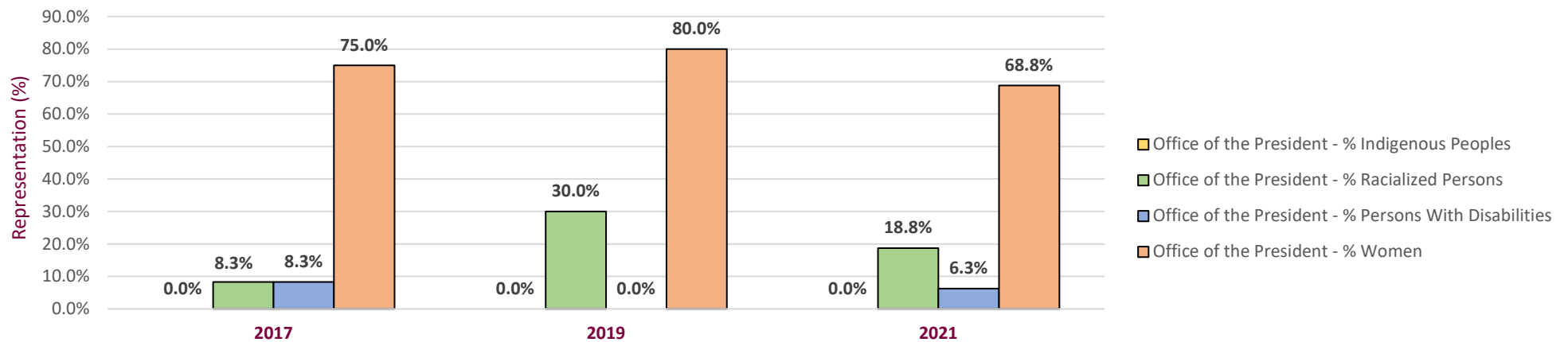
**2021 Census Completion Rate**  
(Office of the President - All Full-time, Continuing Employees)



**2021 Representation**  
(Office of the President - All Full-time, Continuing Employees)



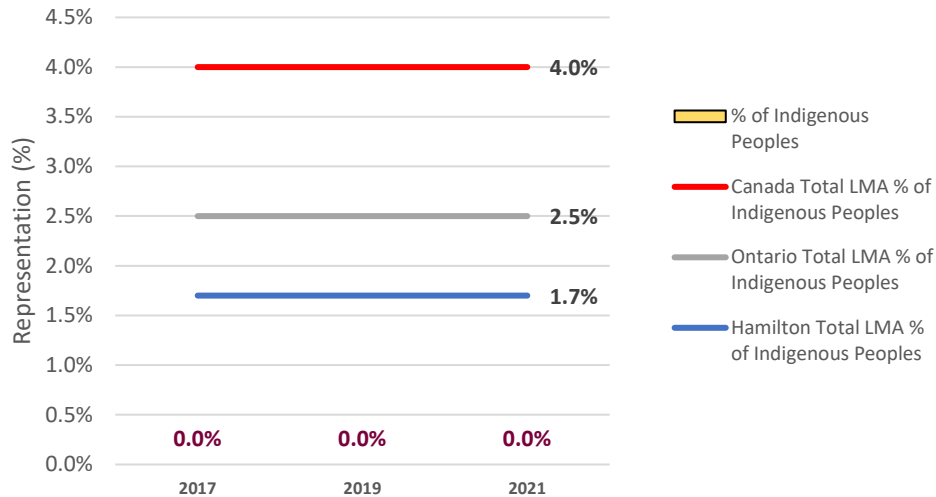
**Year-over-Year Change in Representation**  
(Office of the President - All Full-time, Continuing Employees)



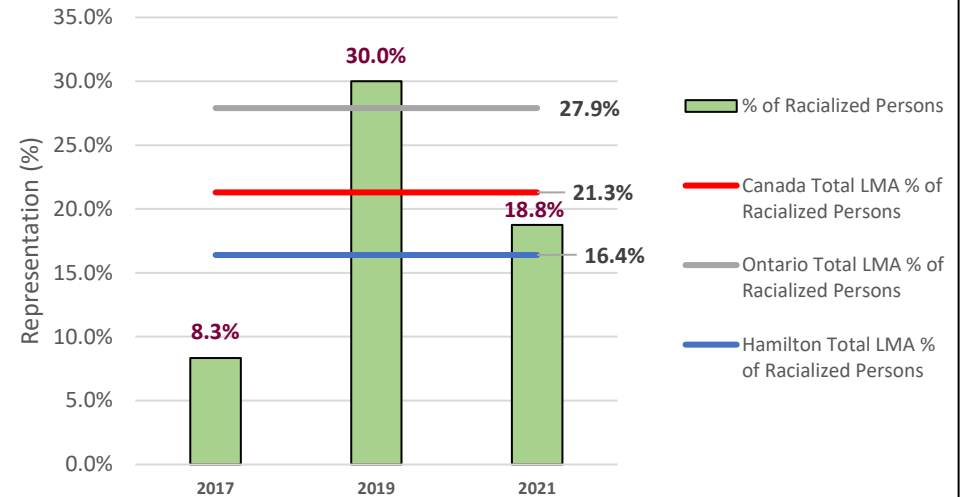
## Office of the President - All Full-time, Continuing Employees

## Year-Over-Year Change in Representation

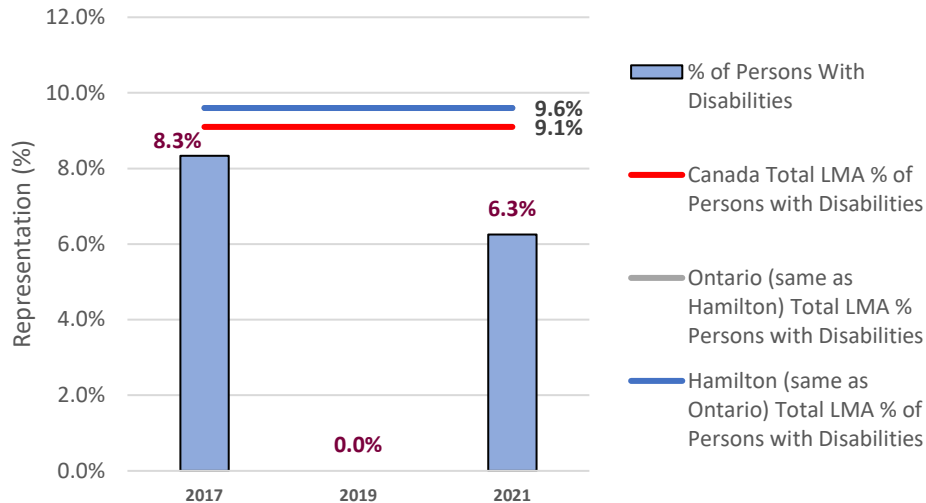
### Indigenous Peoples - Year-over-Year Change in Representation (Office of the President - All Full-time, Continuing Employees)



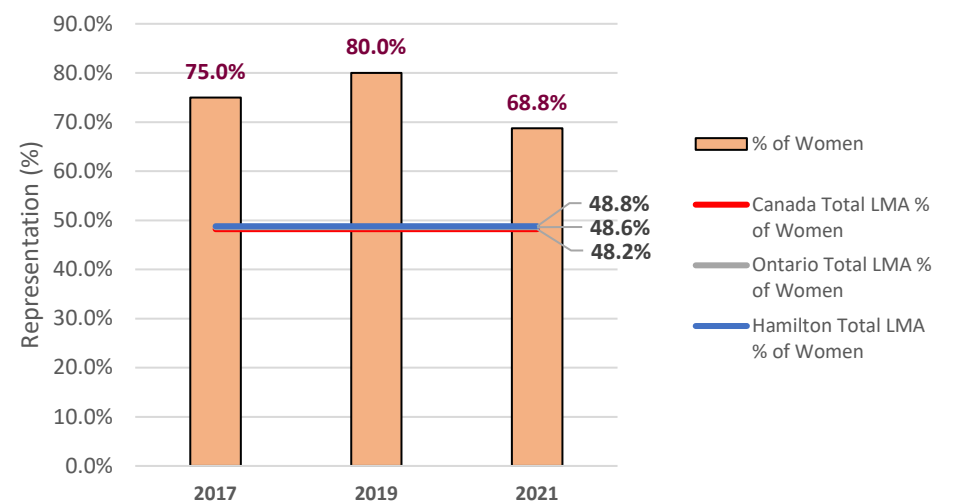
### Racialized Persons - Year-over-Year Change in Representation (Office of the President - All Full-time, Continuing Employees)



### Persons with Disabilities - Year-over-Year Change in Representation (Office of the President - All Full-time, Continuing Employees)



### Women - Year-over-Year Change in Representation (Office of the President - All Full-time, Continuing Employees)



2021 Gap Analysis <sup>113</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	4.0%	-4.0%	0.0%
Provincial (Ontario)		2.5%	-2.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		1.7%	-1.7%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.8%	21.3%	-2.6%	88.0%
Provincial (Ontario)		27.9%	-9.2%	67.2%
Local (Hamilton, Burlington, Grimsby)		16.4%	2.4%	114.3%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	6.3%	9.1%	-2.9%	68.7%
Provincial (Ontario)		9.6%	-3.4%	65.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-3.4%	65.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	68.8%	48.2%	20.6%	142.6%
Provincial (Ontario)		48.6%	20.2%	141.5%
Local (Hamilton, Burlington, Grimsby)		48.8%	20.0%	140.9%

<sup>113</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



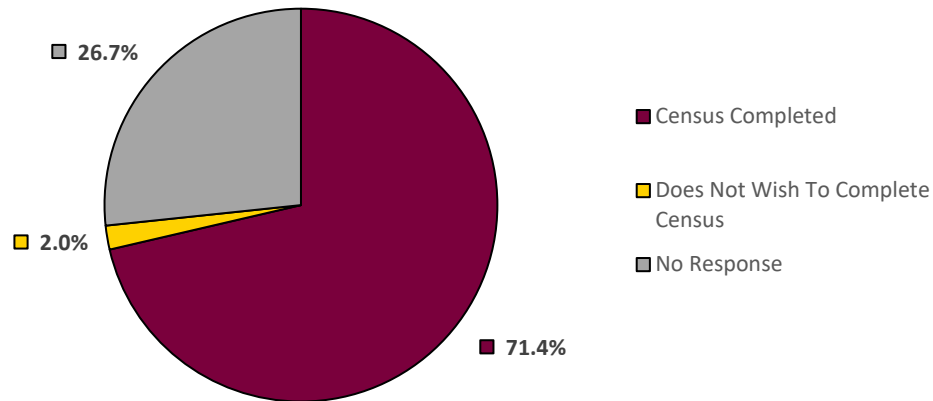
VP Academic



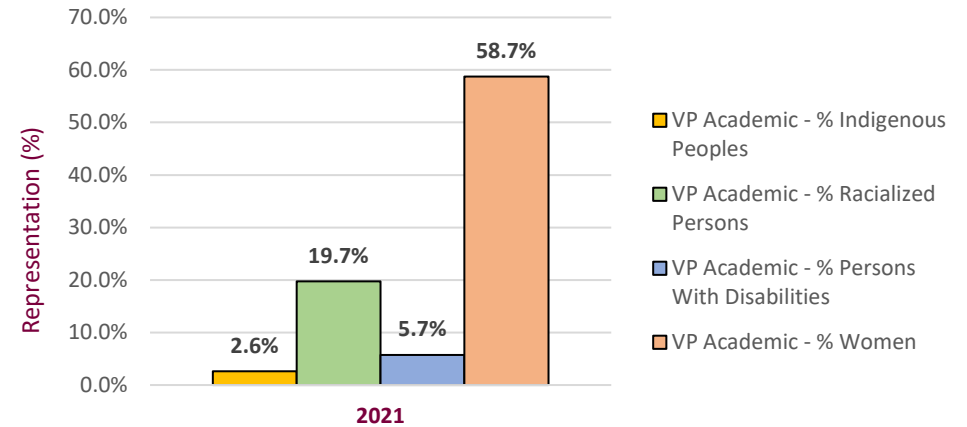
## VP Academic - All Full-time, Continuing Employees

## 2021 Census Completion Rate & Representation

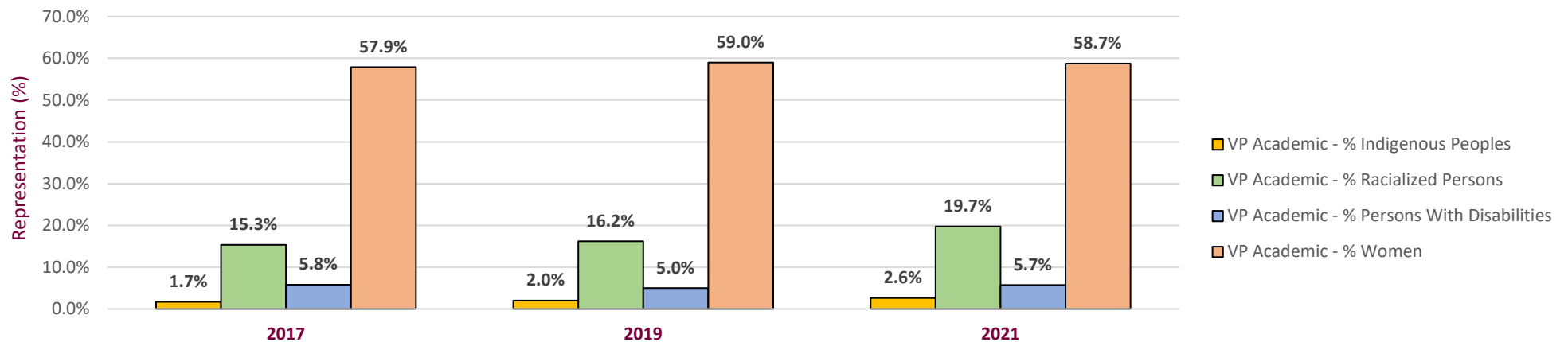
**2021 Census Completion Rate**  
(VP Academic - All Full-time, Continuing Employees)



**2021 Representation**  
(VP Academic - All Full-time, Continuing Employees)



**Year-over-Year Change in Representation**  
(VP Academic - All Full-time, Continuing Employees)

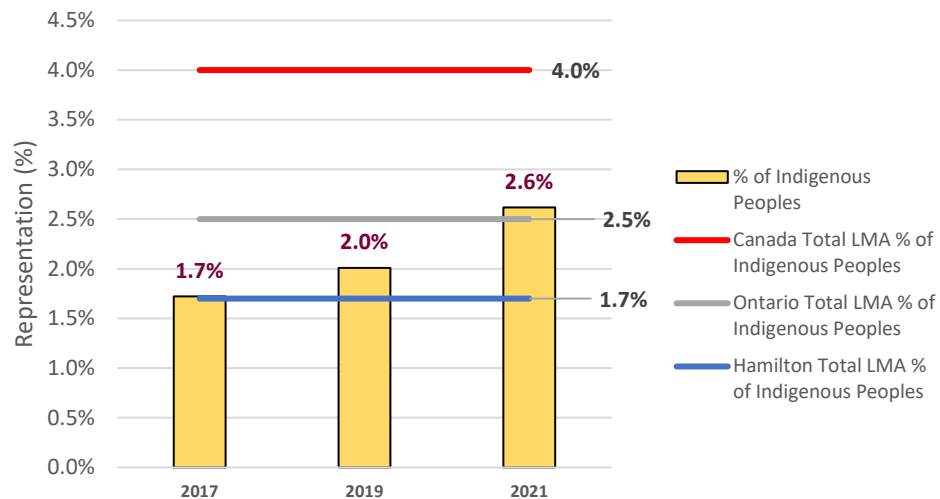




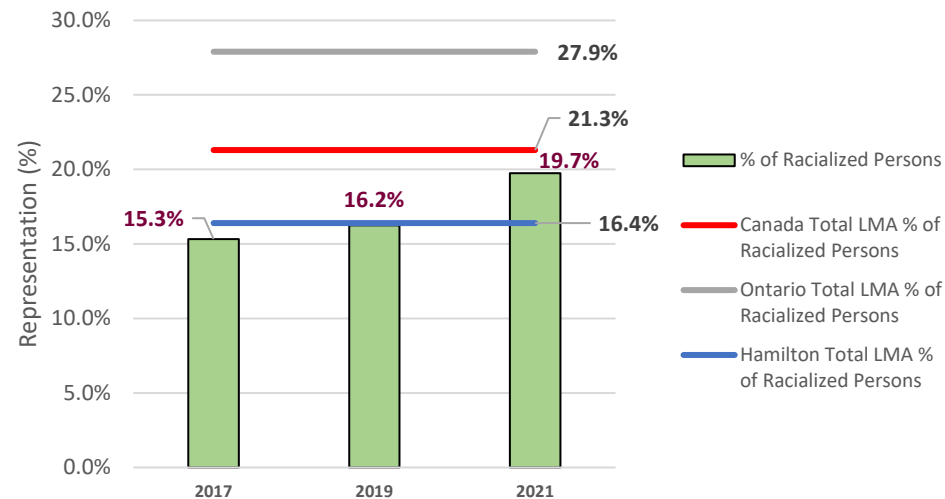
## VP Academic - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

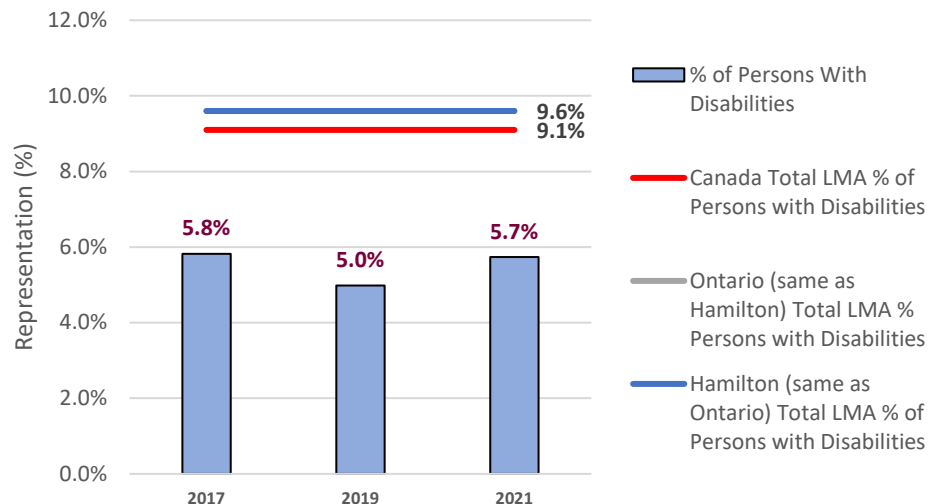
**Indigenous Peoples - Year-over-Year Change in Representation  
(VP Academic - All Full-time, Continuing Employees)**



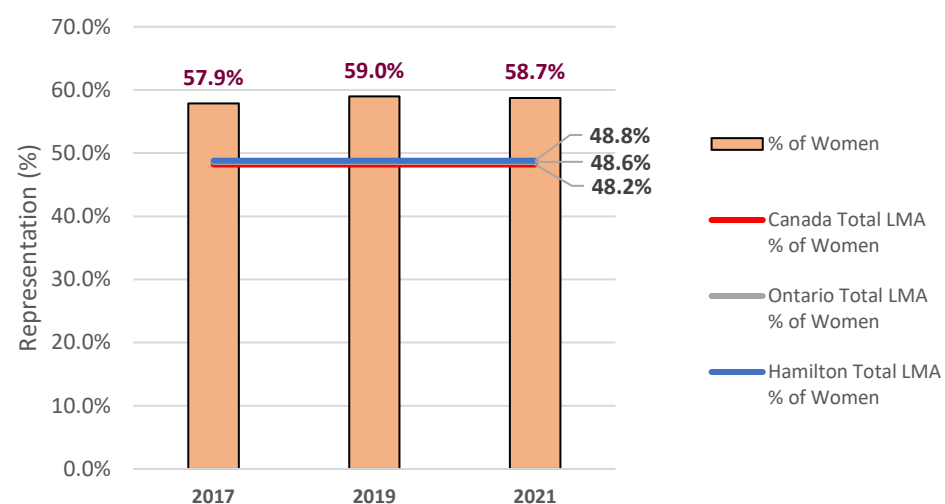
**Racialized Persons - Year-over-Year Change in Representation  
(VP Academic - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(VP Academic - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(VP Academic - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>114</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.6%	4.0%	-1.4%	65.5%
Provincial (Ontario)		2.5%	0.1%	104.7%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.9%	154.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	19.7%	21.3%	-1.6%	92.7%
Provincial (Ontario)		27.9%	-8.2%	70.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	3.3%	120.4%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.7%	9.1%	-3.4%	63.0%
Provincial (Ontario)		9.6%	-3.9%	59.7%
Local (Hamilton, Burlington, Grimsby)		9.6%	-3.9%	59.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	58.7%	48.2%	10.5%	121.9%
Provincial (Ontario)		48.6%	10.1%	120.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	9.9%	120.4%

<sup>114</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

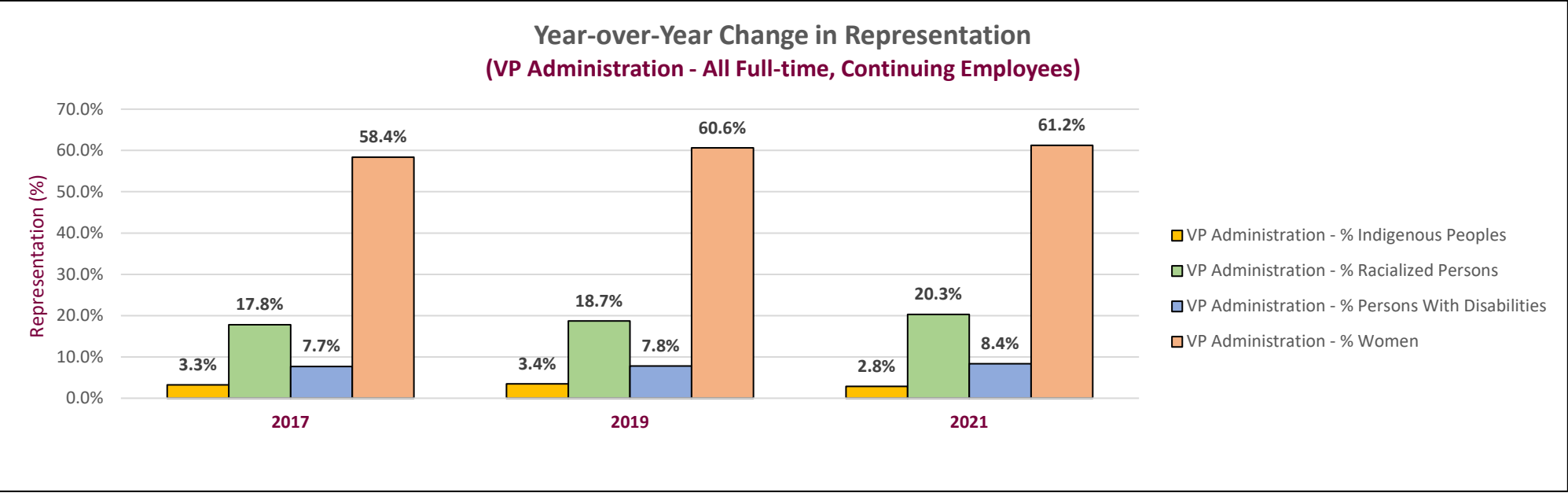
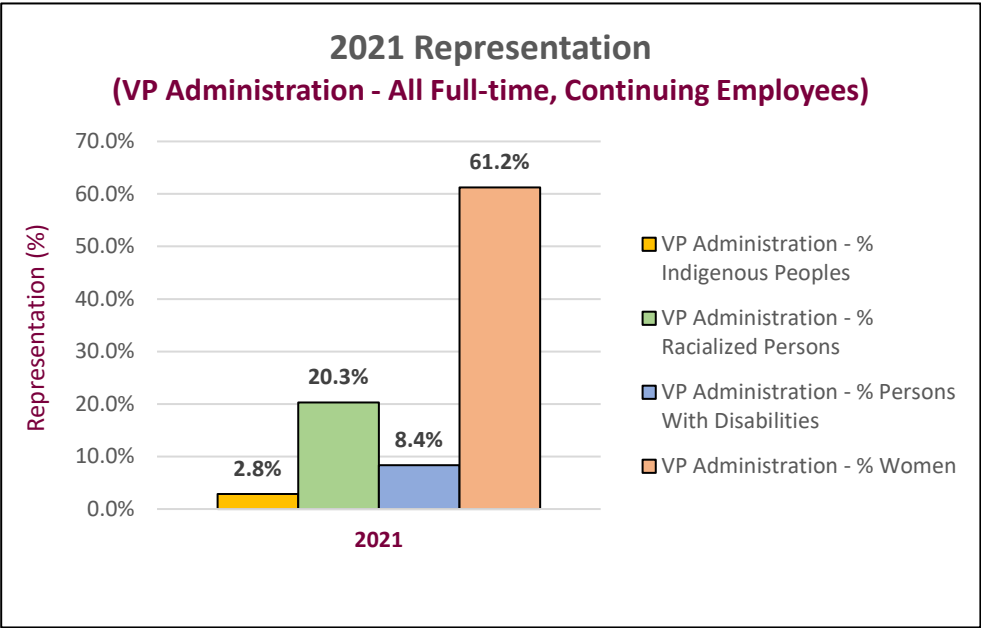
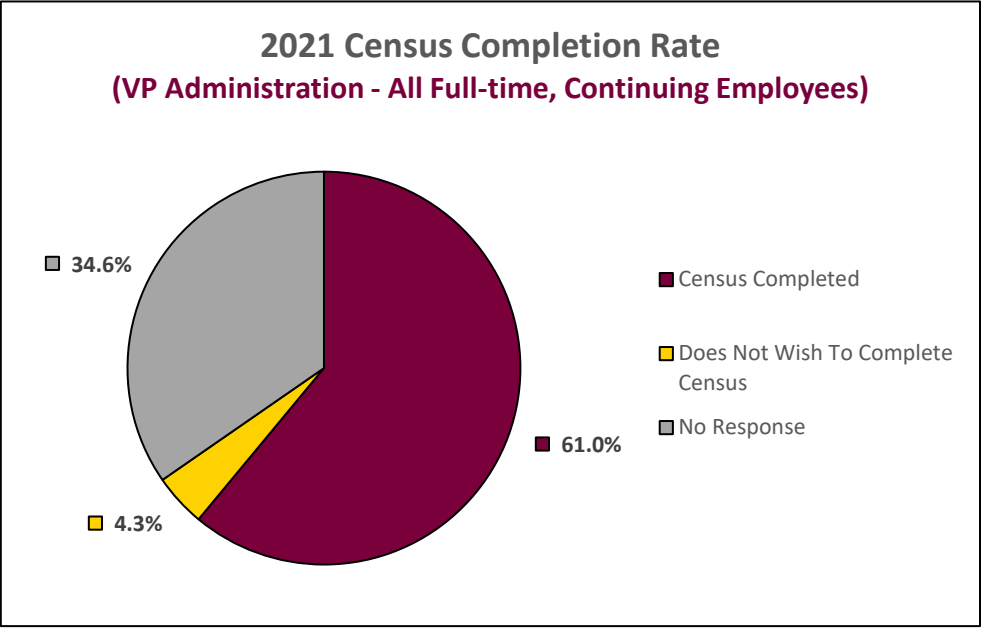
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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# VP Administration

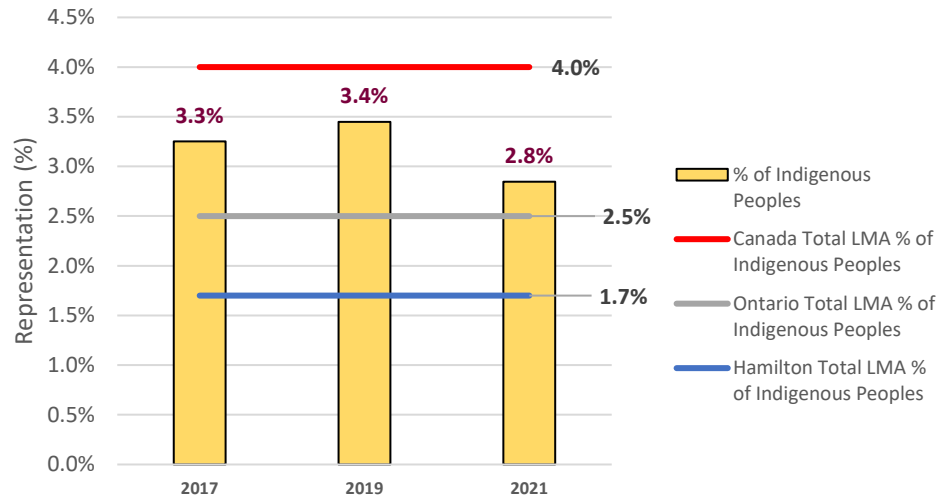




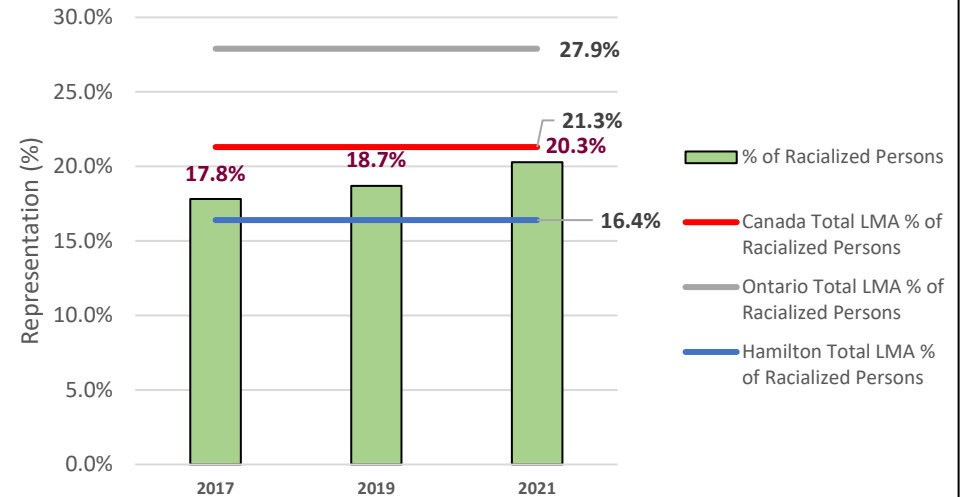
## VP Administration - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

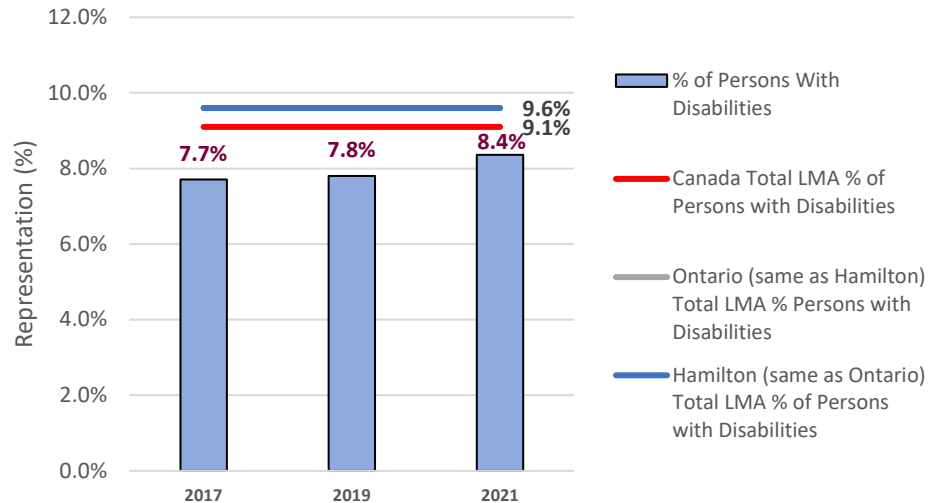
**Indigenous Peoples - Year-over-Year Change in Representation  
(VP Administration - All Full-time, Continuing Employees)**



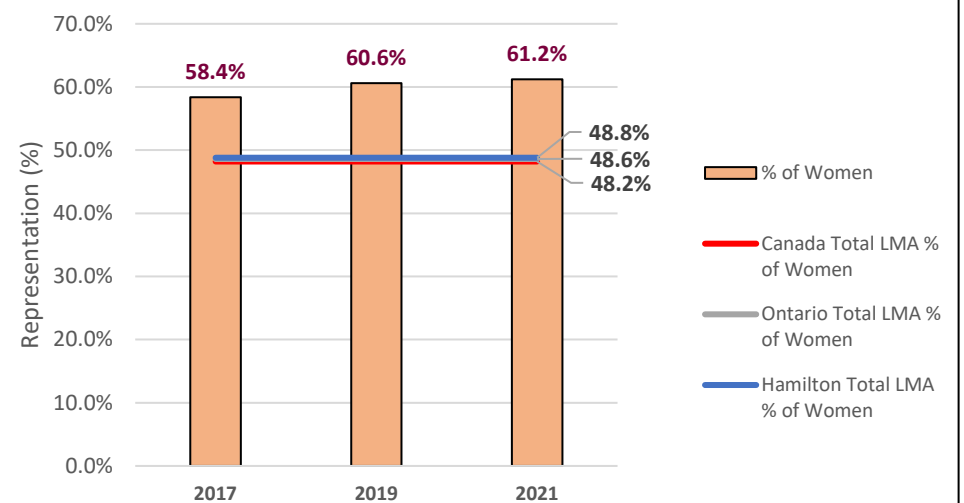
**Racialized Persons - Year-over-Year Change in Representation  
(VP Administration - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(VP Administration - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(VP Administration - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>115</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.8%	4.0%	-1.2%	71.2%
Provincial (Ontario)		2.5%	0.3%	113.9%
Local (Hamilton, Burlington, Grimsby)		1.7%	1.1%	167.5%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	20.3%	21.3%	-1.0%	95.2%
Provincial (Ontario)		27.9%	-7.6%	72.7%
Local (Hamilton, Burlington, Grimsby)		16.4%	3.9%	123.7%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	8.4%	9.1%	-0.7%	91.9%
Provincial (Ontario)		9.6%	-1.2%	87.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-1.2%	87.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	61.2%	48.2%	13.0%	127.0%
Provincial (Ontario)		48.6%	12.6%	125.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	12.4%	125.4%

<sup>115</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.



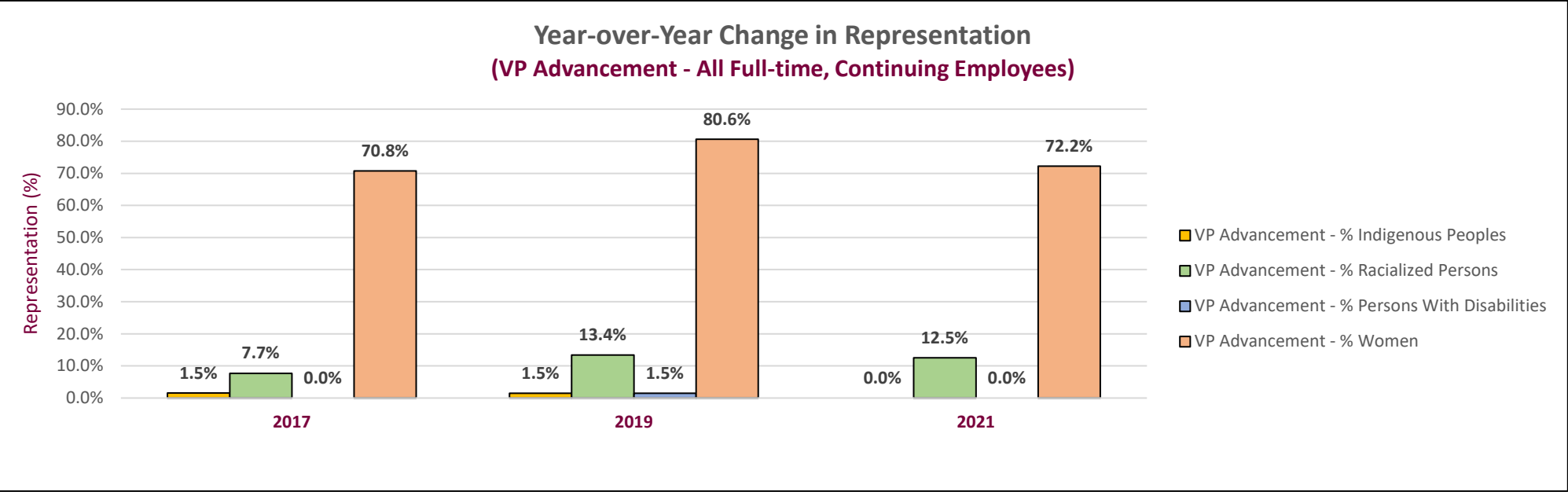
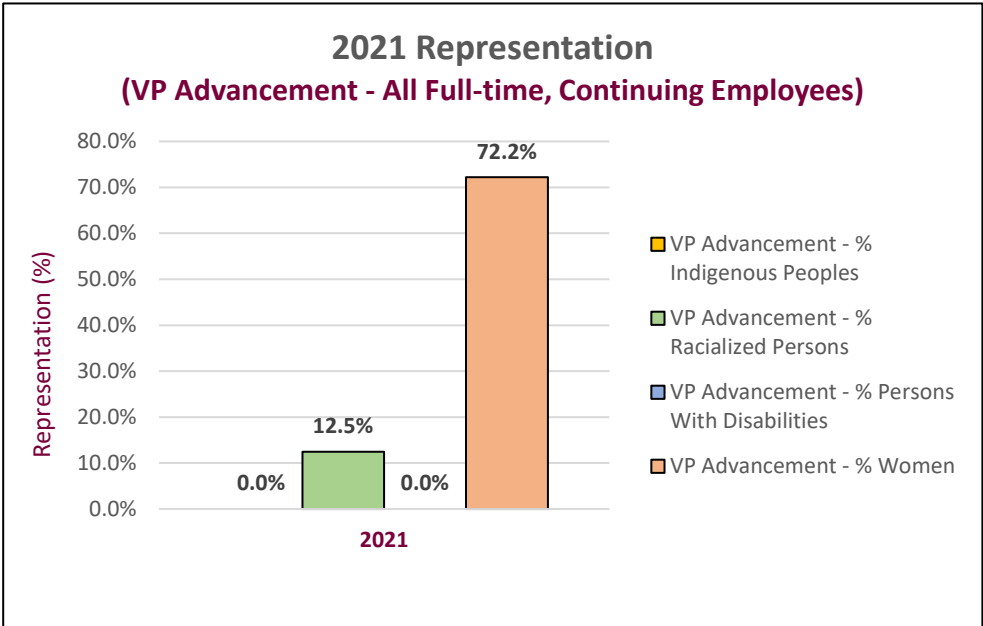
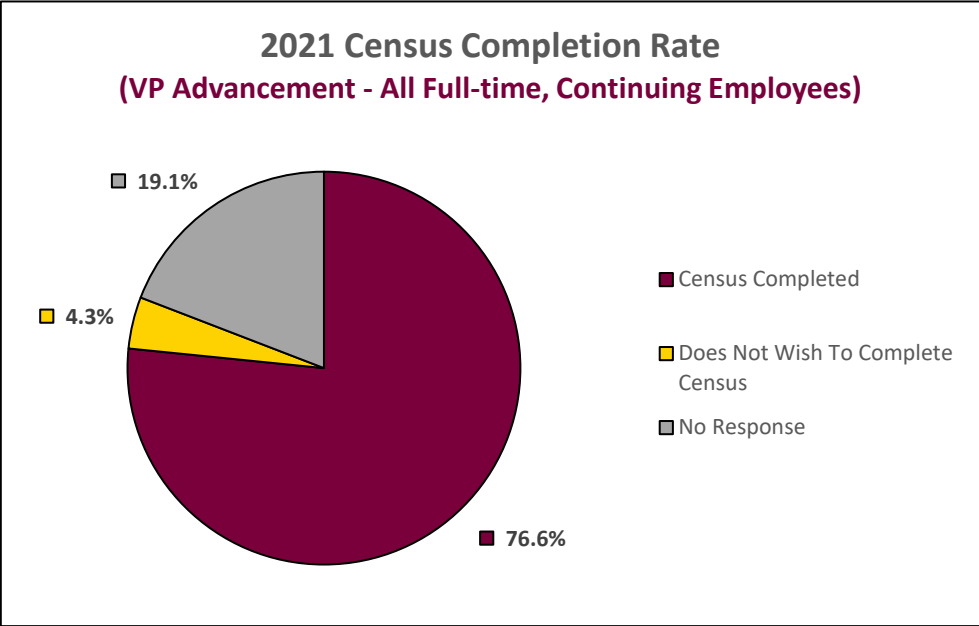


# VP Advancement



VP Advancement - All Full-time, Continuing Employees

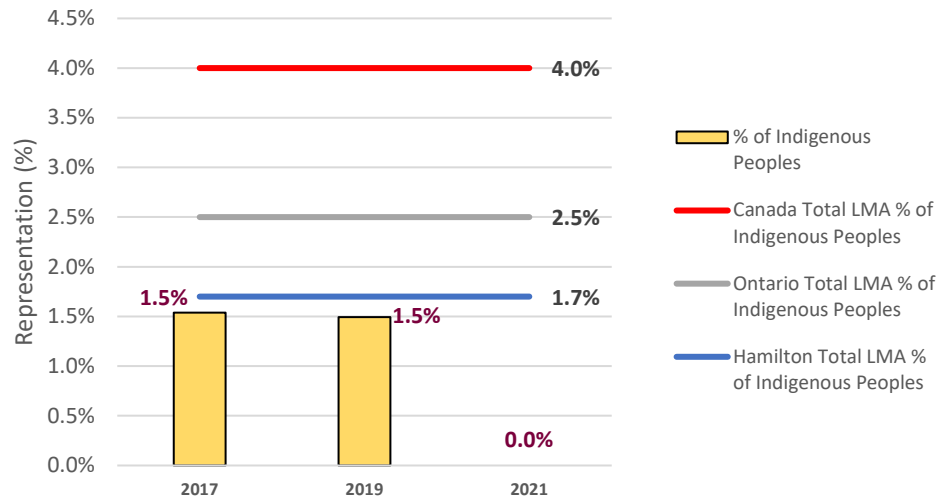
2021 Census Completion Rate & Representation



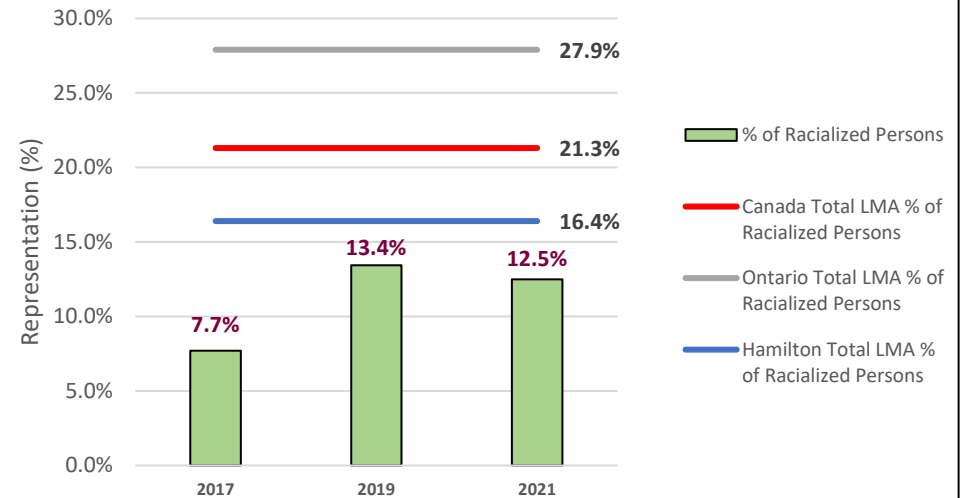
## VP Advancement - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

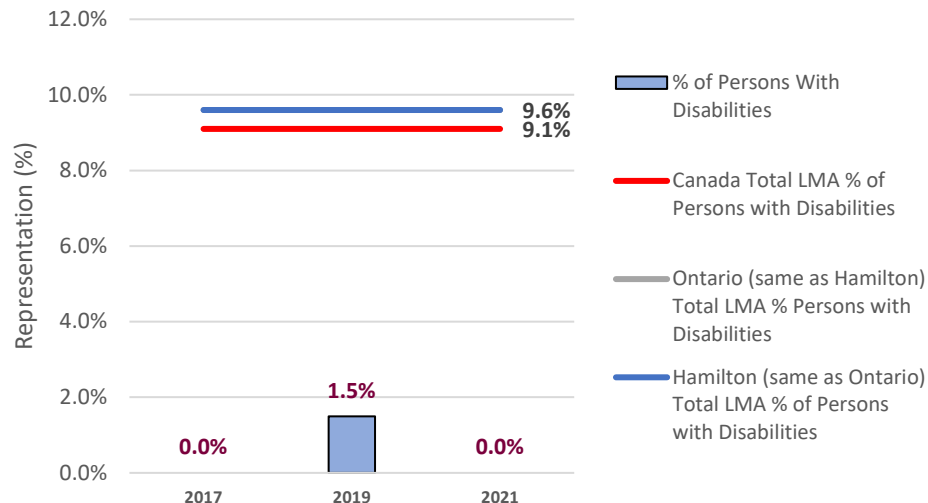
**Indigenous Peoples - Year-over-Year Change in Representation  
(VP Advancement - All Full-time, Continuing Employees)**



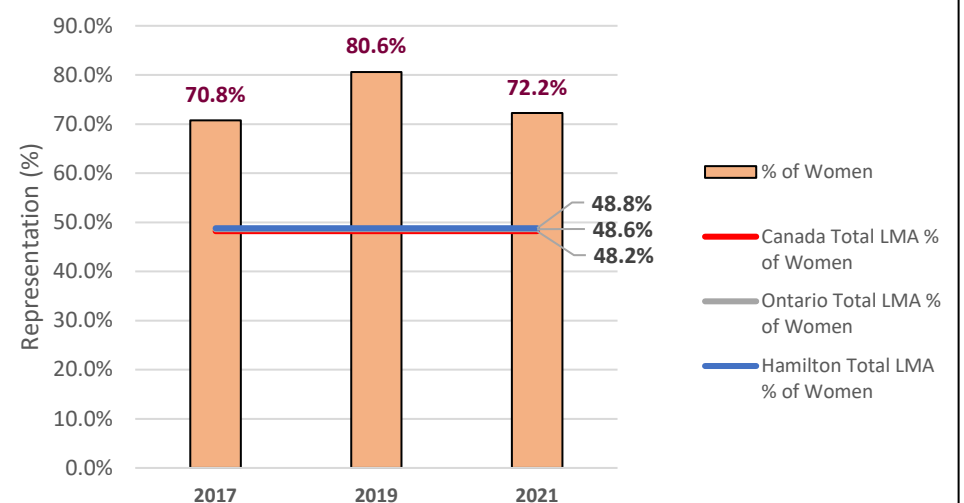
**Racialized Persons - Year-over-Year Change in Representation  
(VP Advancement - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(VP Advancement - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(VP Advancement - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>116</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	4.0%	-4.0%	0.0%
Provincial (Ontario)		2.5%	-2.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		1.7%	-1.7%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	12.5%	21.3%	-8.8%	58.7%
Provincial (Ontario)		27.9%	-15.4%	44.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	-3.9%	76.2%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	9.1%	-9.1%	0.0%
Provincial (Ontario)		9.6%	-9.6%	0.0%
Local (Hamilton, Burlington, Grimsby)		9.6%	-9.6%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	72.2%	48.2%	24.0%	149.8%
Provincial (Ontario)		48.6%	23.6%	148.6%
Local (Hamilton, Burlington, Grimsby)		48.8%	23.4%	148.0%

<sup>116</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.



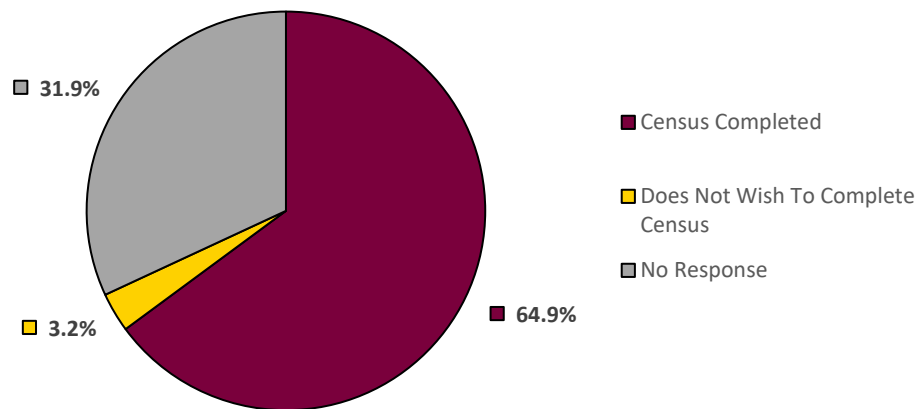
VP  
Faculty of  
Health Sciences



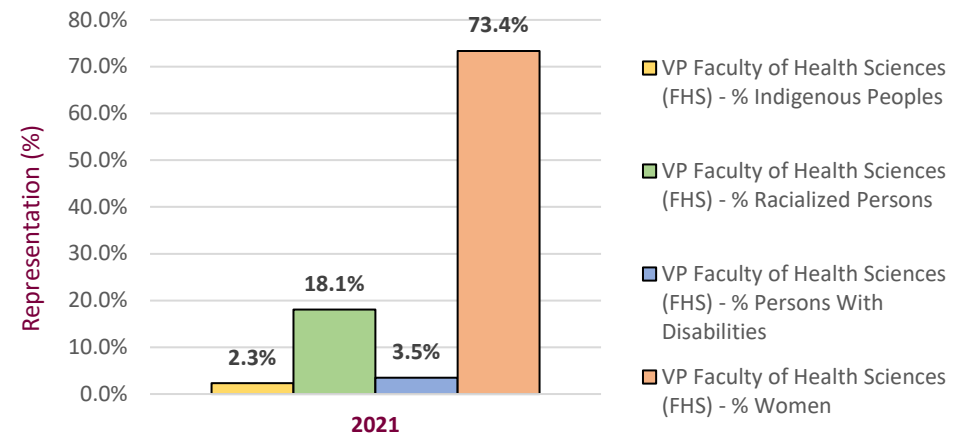
## VP Faculty of Health Sciences - All Full-time, Continuing Employees

## 2021 Census Completion Rate & Representation

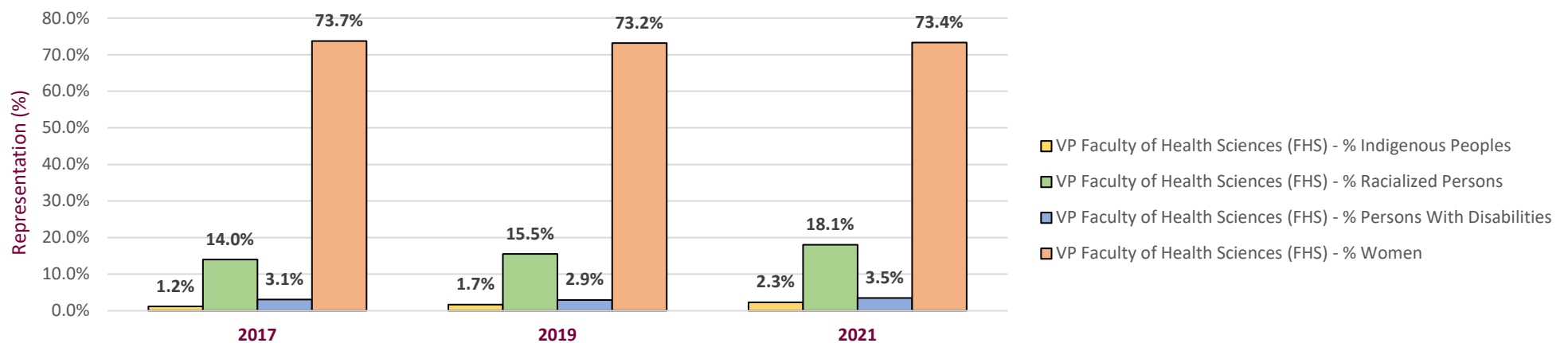
**2021 Census Completion Rate**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



**2021 Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



**Year-over-Year Change in Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)

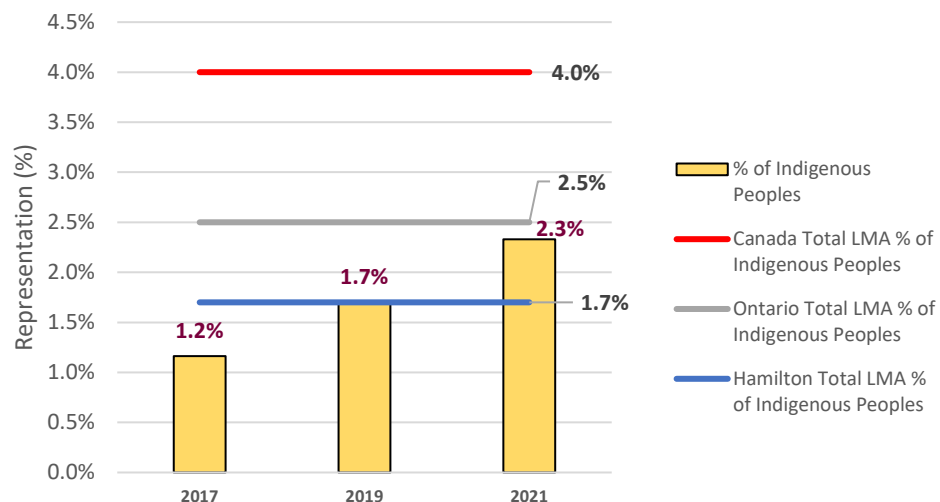




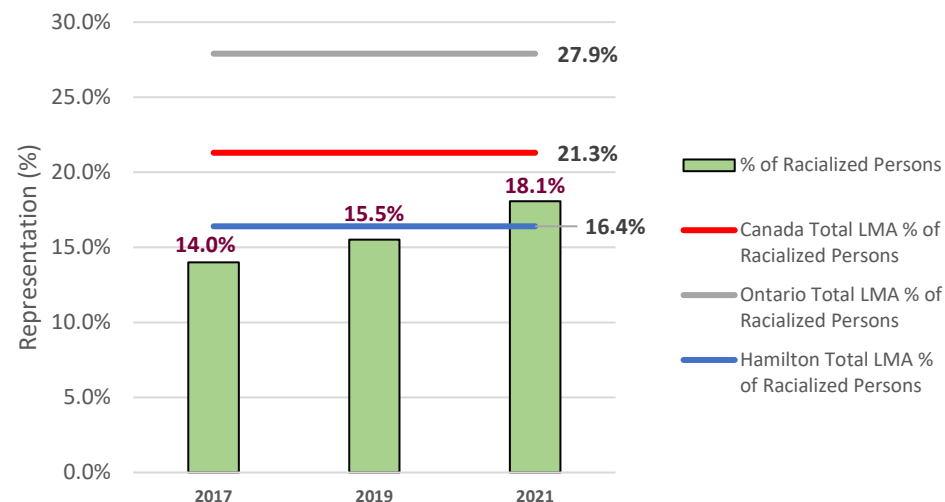
## VP Faculty of Health Sciences - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

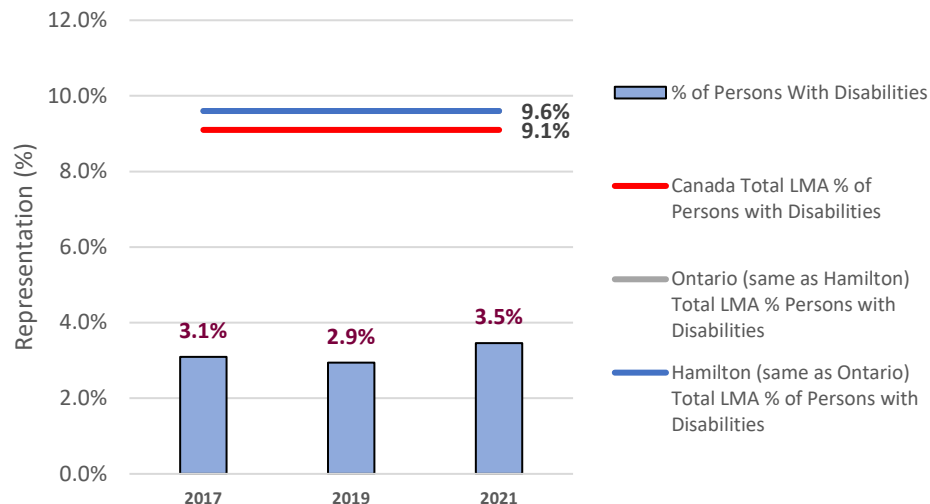
**Indigenous Peoples - Year-over-Year Change in Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



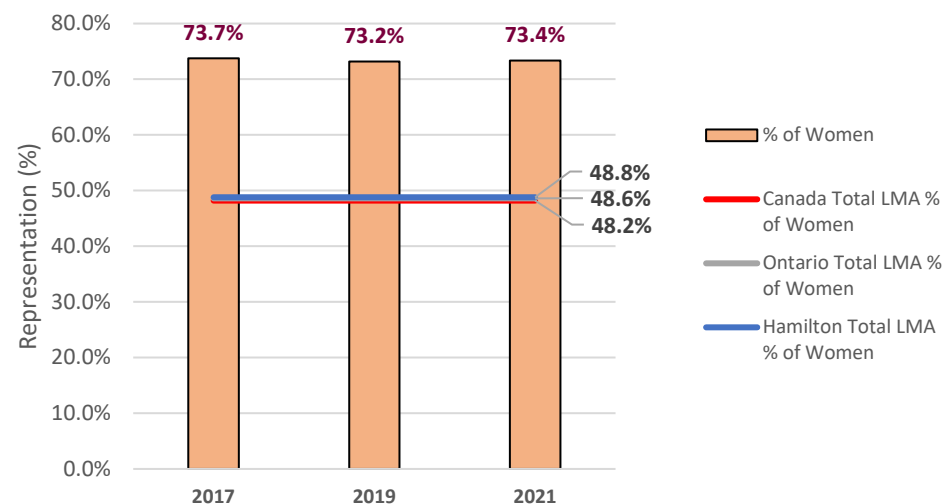
**Racialized Persons - Year-over-Year Change in Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



**Persons with Disabilities - Year-over-Year Change in Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



**Women - Year-over-Year Change in Representation**  
(VP Faculty of Health Sciences - All Full-time, Continuing Employees)



2021 Gap Analysis <sup>117</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.3%	4.0%	-1.7%	58.2%
Provincial (Ontario)		2.5%	-0.2%	93.2%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.6%	137.1%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.1%	21.3%	-3.2%	84.8%
Provincial (Ontario)		27.9%	-9.8%	64.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	1.7%	110.2%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.5%	9.1%	-5.6%	38.1%
Provincial (Ontario)		9.6%	-6.1%	36.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-6.1%	36.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	73.4%	48.2%	25.2%	152.2%
Provincial (Ontario)		48.6%	24.8%	151.0%
Local (Hamilton, Burlington, Grimsby)		48.8%	24.6%	150.3%

<sup>117</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.



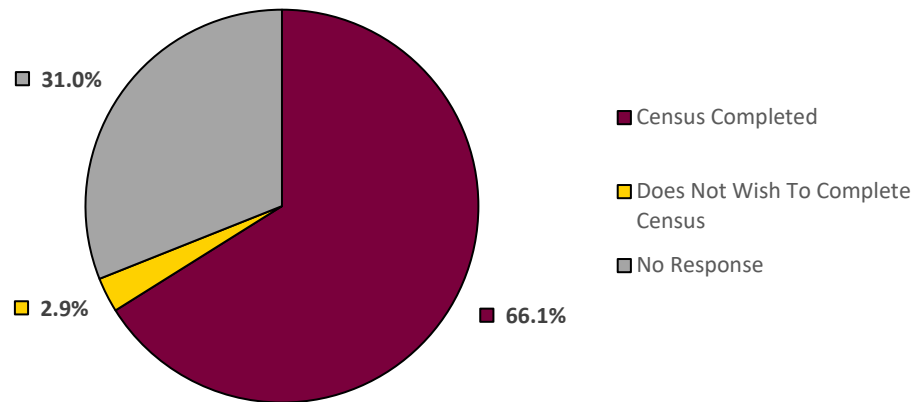
VP Research



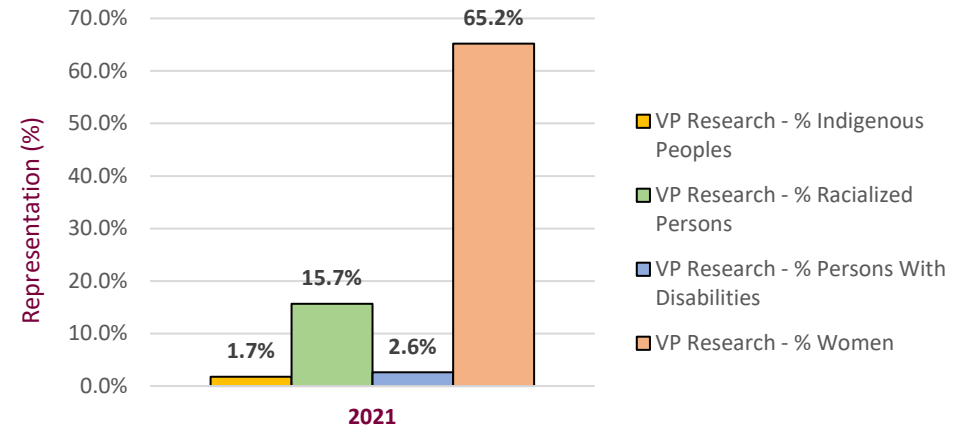
## VP Research - All Full-Time, Continuing Employees

## 2021 Census Completion Rate & Representation

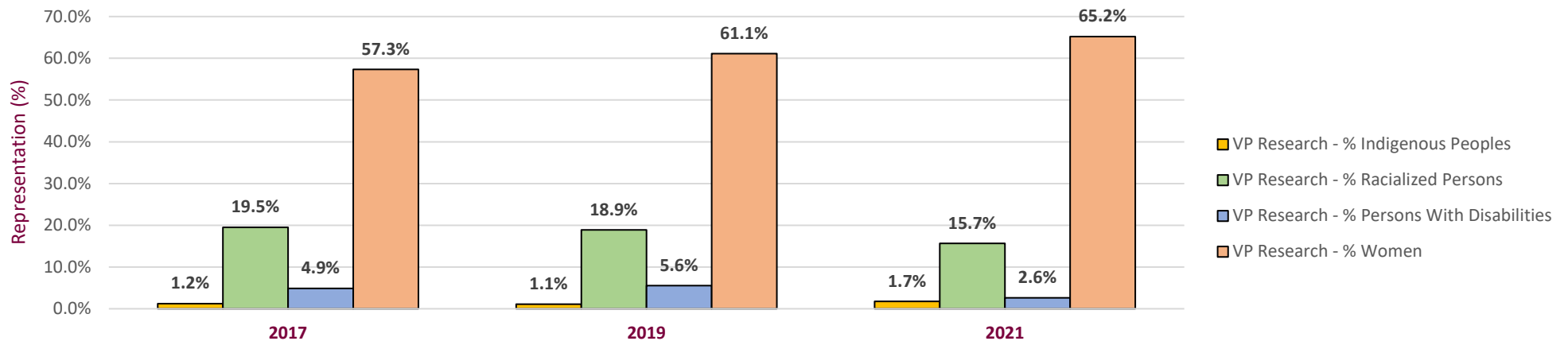
**2021 Census Completion Rate**  
(VP Research - All Full-time, Continuing Employees)



**2021 Representation**  
(VP Research - All Full-time, Continuing Employees)



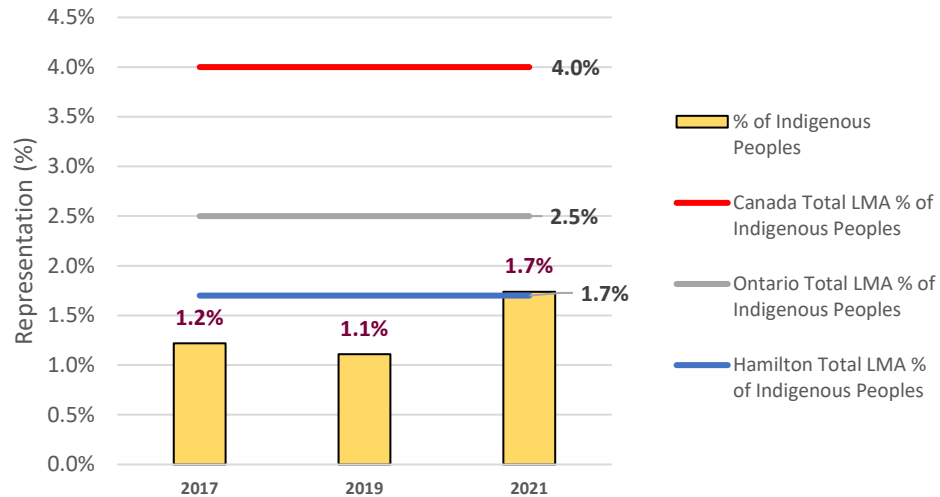
**Year-over-Year Change in Representation**  
(VP Research - All Full-time, Continuing Employees)



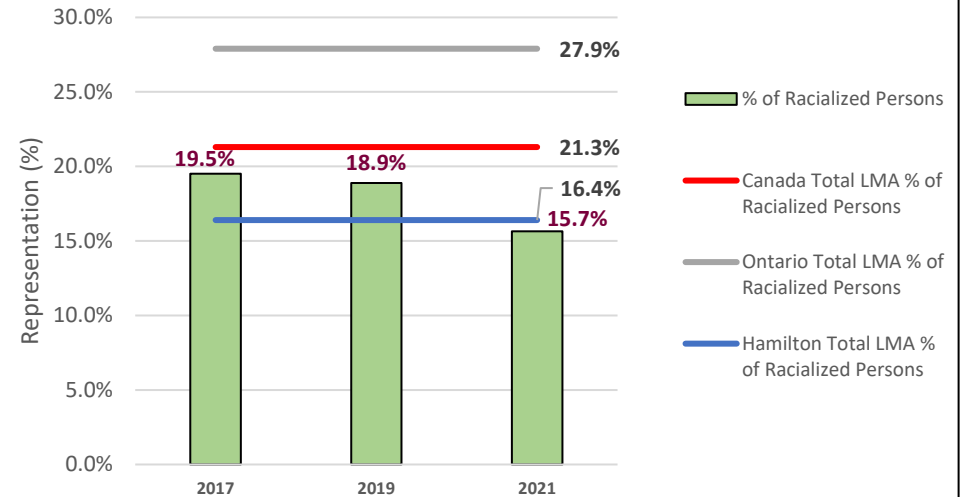
## VP Research - All Full-Time, Continuing Employees

## Year-over-Year Change in Representation

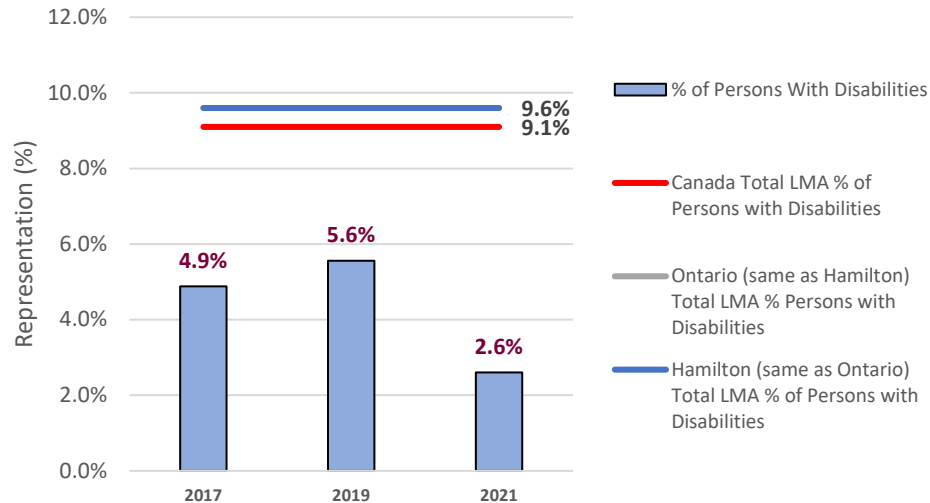
**Indigenous Peoples - Year-over-Year Change in Representation  
(VP Research - All Full-time, Continuing Employees)**



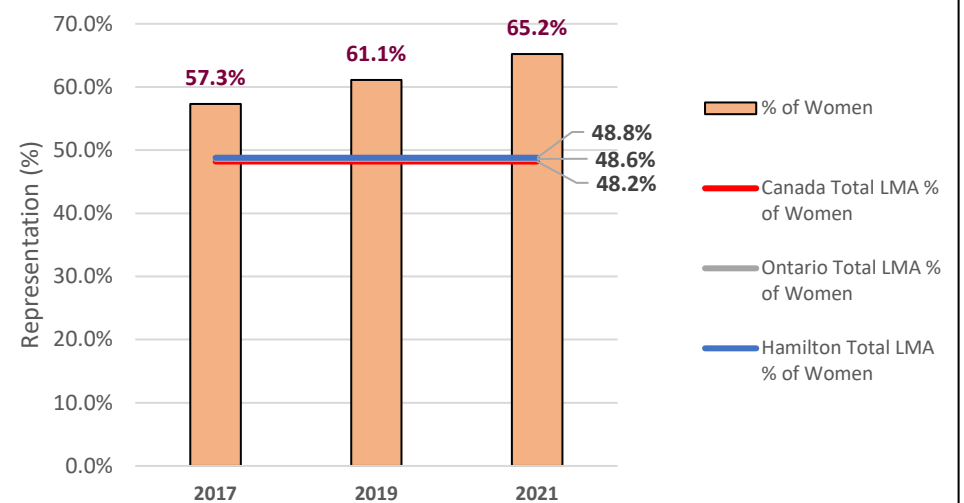
**Racialized Persons - Year-over-Year Change in Representation  
(VP Research - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(VP Research - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(VP Research - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>118</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	1.7%	4.0%	-2.3%	43.5%
Provincial (Ontario)		2.5%	-0.8%	69.6%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.0%	102.3%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	15.7%	21.3%	-5.6%	73.5%
Provincial (Ontario)		27.9%	-12.2%	56.1%
Local (Hamilton, Burlington, Grimsby)		16.4%	-0.7%	95.4%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.6%	9.1%	-6.5%	28.7%
Provincial (Ontario)		9.6%	-7.0%	27.2%
Local (Hamilton, Burlington, Grimsby)		9.6%	-7.0%	27.2%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	65.2%	48.2%	17.0%	135.3%
Provincial (Ontario)		48.6%	16.6%	134.2%
Local (Hamilton, Burlington, Grimsby)		48.8%	16.4%	133.6%

<sup>118</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.





All Full-time,  
Continuing  
Employees

**By Faculty**

## 2021 Completion Rates &amp; Composition

Faculty	Total Completed <sup>119, 120</sup> (%)	2021 Completion Rate	2021 Composition of Equity-Deserving Groups			
			Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
Fac of Bus	3.6%	68.2%	0.0%	23.0%	3.0%	53.3%
Fac of Eng	7.4%	66.9%	2.9%	26.2%	3.9%	39.8%
Fac of HS	42.1%	64.8%	2.3%	18.1%	3.5%	73.3%
Fac of Hum	4.3%	77.0%	3.7%	21.1%	3.7%	64.6%
Fac of Sci	7.7%	73.9%	2.1%	15.6%	3.5%	50.9%
Fac SocSci	4.8%	75.7%	5.5%	14.9%	7.7%	65.2%
Faculties Full-time, Continuing Employees Total	69.9%	67.5%	2.5%	18.9%	3.8%	65.2%
Institutional Full-time, Continuing Employees Total	100.0%	66.8%	2.4%	18.9%	5.0%	65.8%

## Change in Composition

Faculty	2019 Completion Rate	2021 Completion Rate	2019 to 2021 Change in Composition			
			Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
Fac of Bus	68.5%	68.2%	0.0%	+ 2.0%	-2.7%	-3.9%
Fac of Eng	65.4%	66.9%	+ 1.2%	+ 2.8%	+ 1.0%	+ 1.5%
Fac of HS	65.4%	64.8%	+ 0.6%	+ 2.6%	+ 0.5%	+ 0.2%
Fac of Hum	77.3%	77.0%	+ 1.6%	+ 5.7%	+ 0.2%	+ 0.3%
Fac of Sci	72.2%	73.9%	+ 1.3%	+ 3.5%	-0.4%	+ 1.4%
Fac SocSci	77.0%	75.7%	+ 1.3%	+ 1.5%	+ 0.4%	+ 1.2%
Faculties Full-time, Continuing Employees Total	67.5%	67.5%	+ 0.8%	+ 2.8%	+ 0.3%	-0.1%
Institutional Full-time, Continuing Employees Total	66.6%	66.8%	+ 0.4%	+ 2.5%	+ 0.5%	-0.2%

<sup>119</sup> Indicates the size of each Faculty relative to the Faculty and/or Institutional Totals, as actual headcounts are not provided.

<sup>120</sup> To protect the privacy of individuals and in compliance with the Employment Equity principles of reporting, Faculties that have a low number of respondents are not indicated in this table. As a result, the total of percentages may not sum up to 100%.

**Note:** 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

## 2021 Composition

### Indigenous Peoples

- The highest representation is in Faculty of Social Sciences (**5.5%**), followed by Faculty of Humanities (**3.7%**).
- Representation across the other faculties ranges from **2.1% to 2.9%**
- Representation in Faculty of Business is **0.0%**

### Racialized Persons

- Faculty of Engineering (**26.2%**) has the highest representation, followed by Faculty of Business (**23.0%**) and Faculty of Humanities (**21.1%**).
- Faculty of Social Sciences (**14.9%**) has the lowest representation

### Persons with Disabilities

- Faculty of Social Sciences (**7.7%**) has the highest representation
- The representation is fairly consistent across the other faculties, ranging from **3.0% to 3.9%**

### Women

- Faculty of Health Sciences (**73.3%**) has the highest representation, followed by Faculty of Social Sciences (**65.2%**) and Faculty of Humanities (**64.6%**).
- Faculty of Engineering (**39.8%**) has the lowest representation

## Change in Composition (2019 - 2021)

### Indigenous Peoples

- There has been an **increase** in proportion and headcount across all faculties, with the exception of Faculty of Business (no change).

### Racialized Persons

- There has been an **increase** in proportion and headcount across all the faculties

### Persons with Disabilities

- There has been an **increase** in proportion and headcount across most faculties
- In Faculty of Science, there has been a **decrease** in proportion, but **no change** in actual headcount
- In Faculty of Business, there has been a **decrease** in proportion and actual headcount

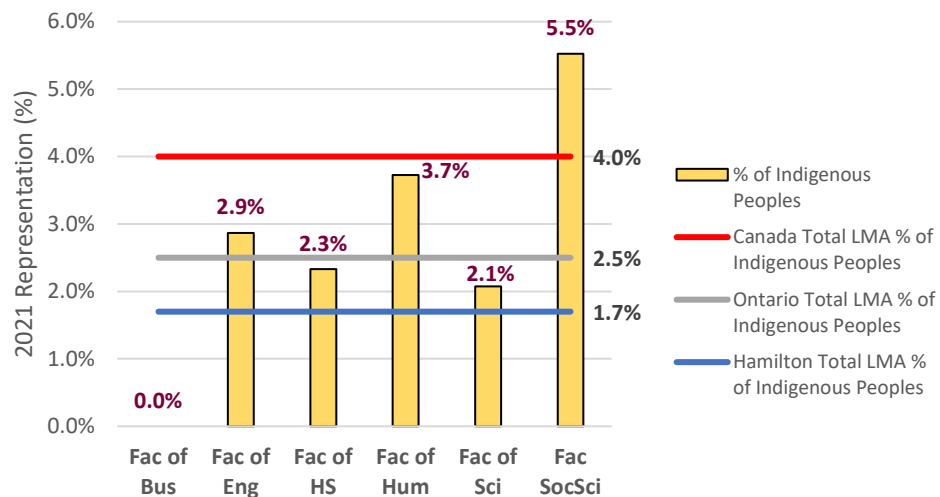
### Women

- Although there has been a **decrease** in proportion, there was an **increase** in actual headcount in Faculty of Business
- There has been an **increase** in proportion and headcount across all the other faculties.
- Similar to the overall institution, although there has been a decrease in proportion, there was an increase in aggregate total headcount of women within the faculties

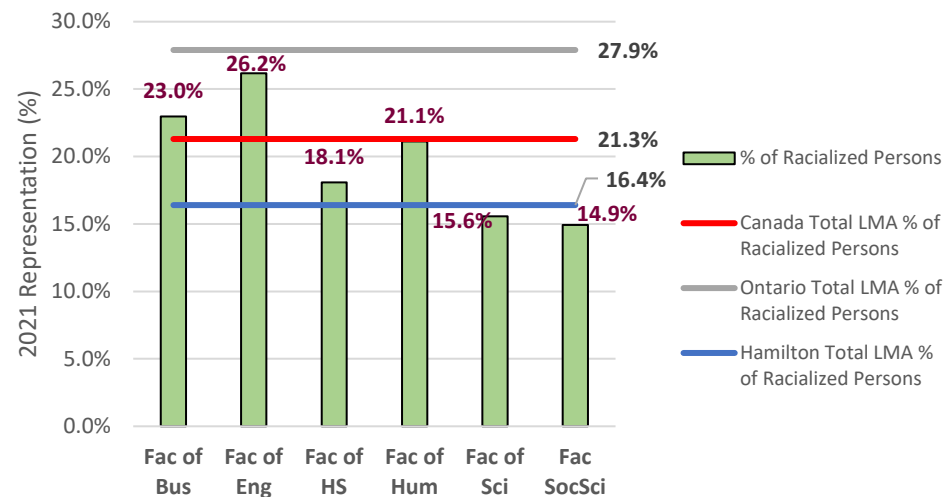
## All Full-Time, Continuing Employees - by Faculty

## 2021 Representation

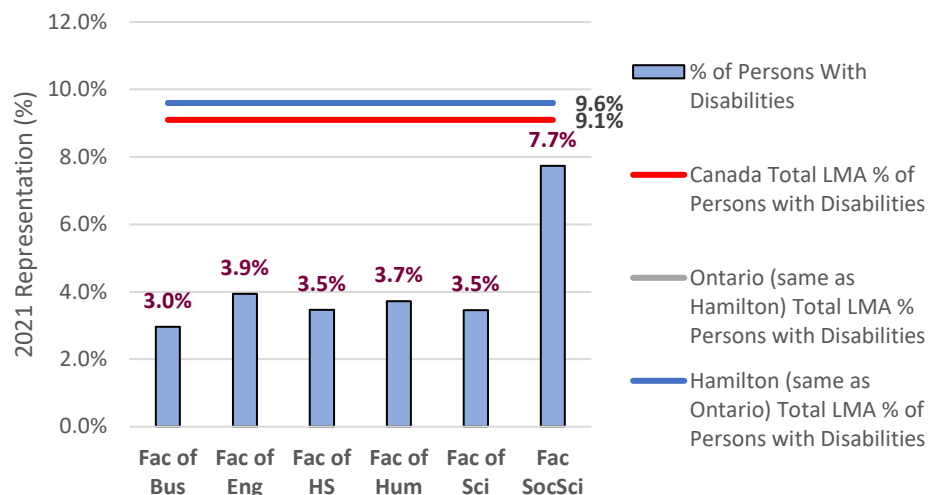
### Indigenous Peoples - 2021 Representation (All Full-time, Continuing Employees - by Faculty)



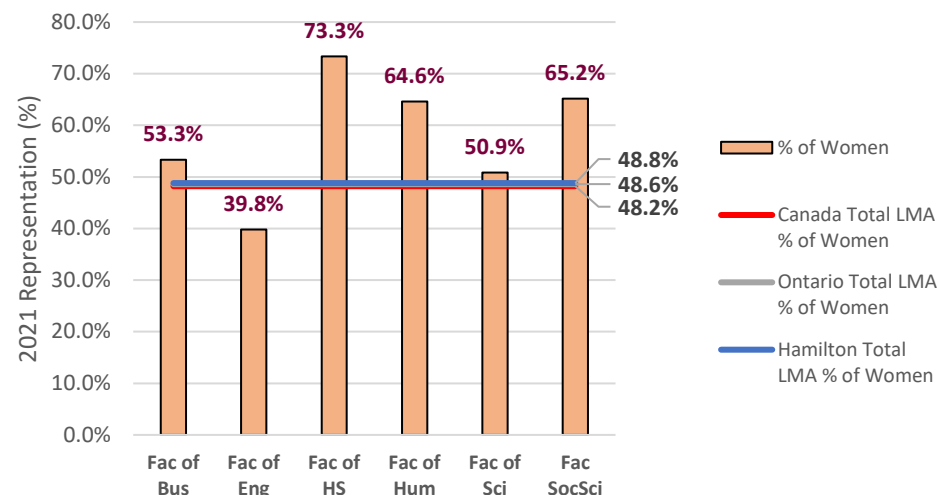
### Racialized Persons - 2021 Representation (All Full-time, Continuing Employees - by Faculty)



### Persons with Disabilities - 2021 Representation (All Full-time, Continuing Employees - by Faculty)



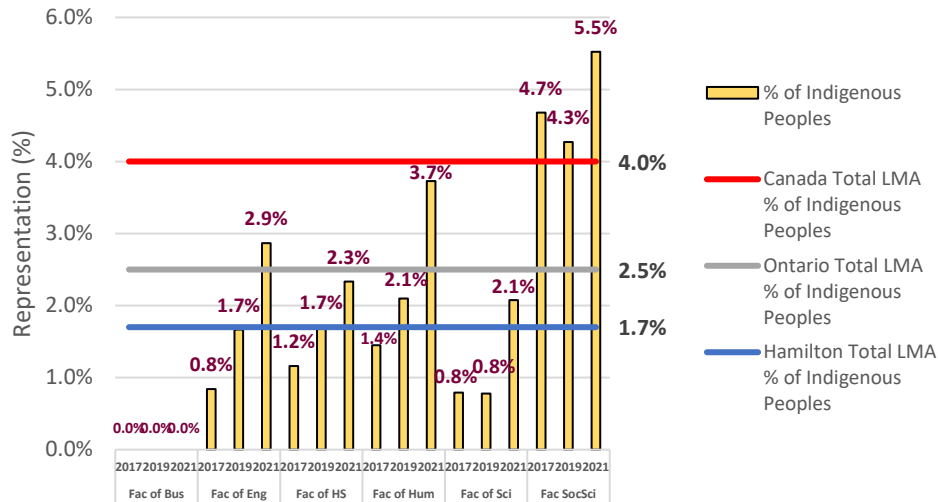
### Women - 2021 Representation (All Full-time, Continuing Employees - by Faculty)



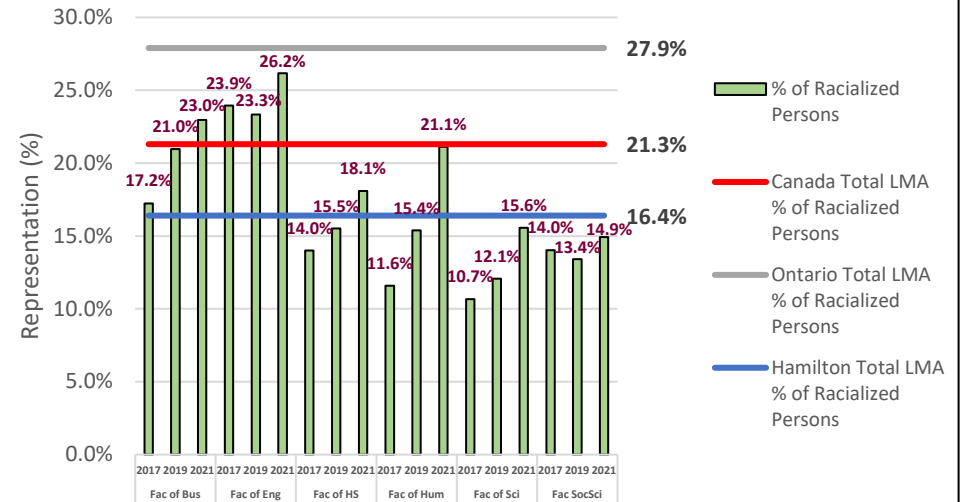
## All Full-Time, Continuing Employees - by Faculty

## Year-over-Year Change in Representation

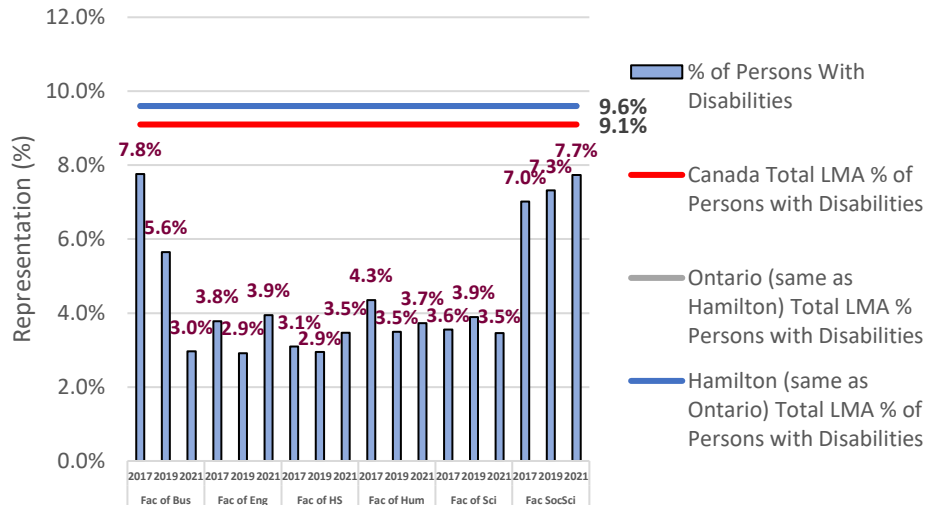
**Indigenous Peoples - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**



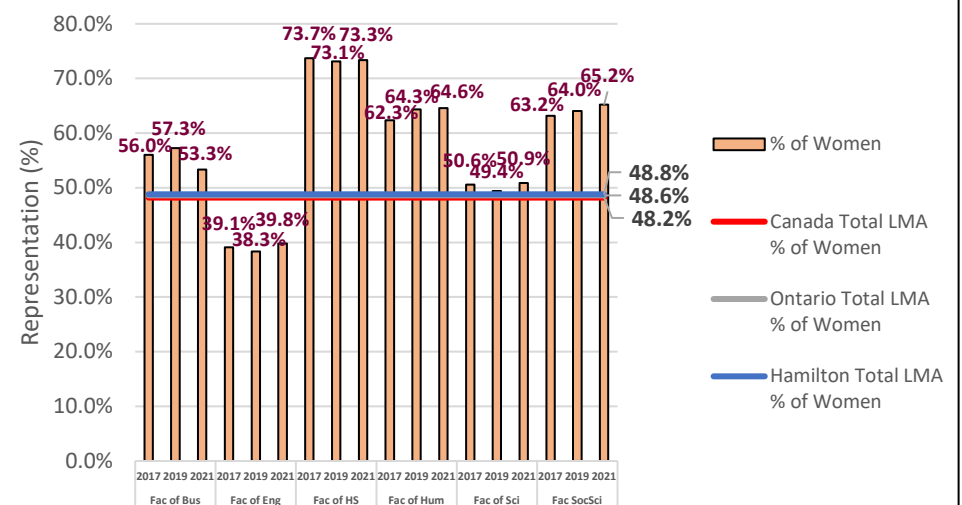
**Racialized Persons - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**



**Women - Year-over-Year Change in Representation  
(All Full-time, Continuing Employees - by Faculty)**





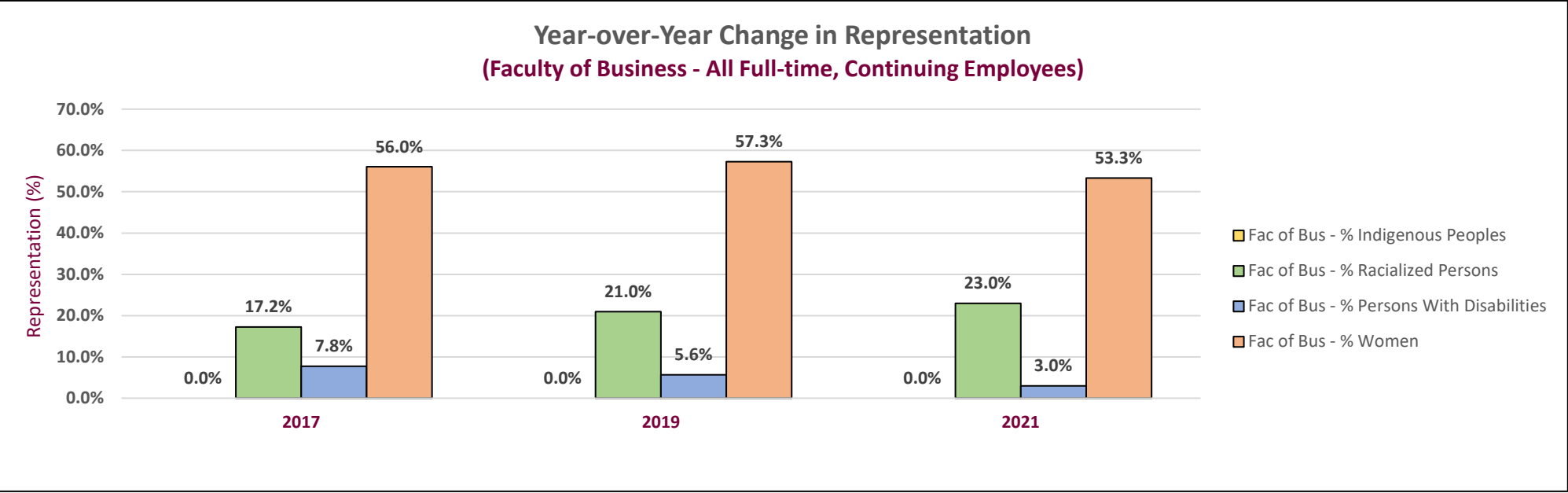
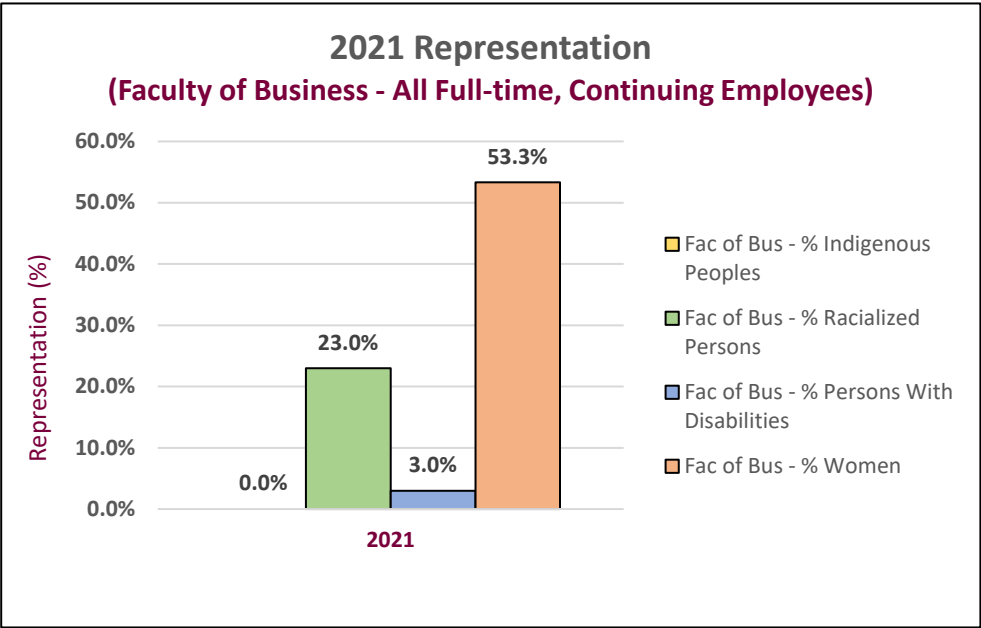
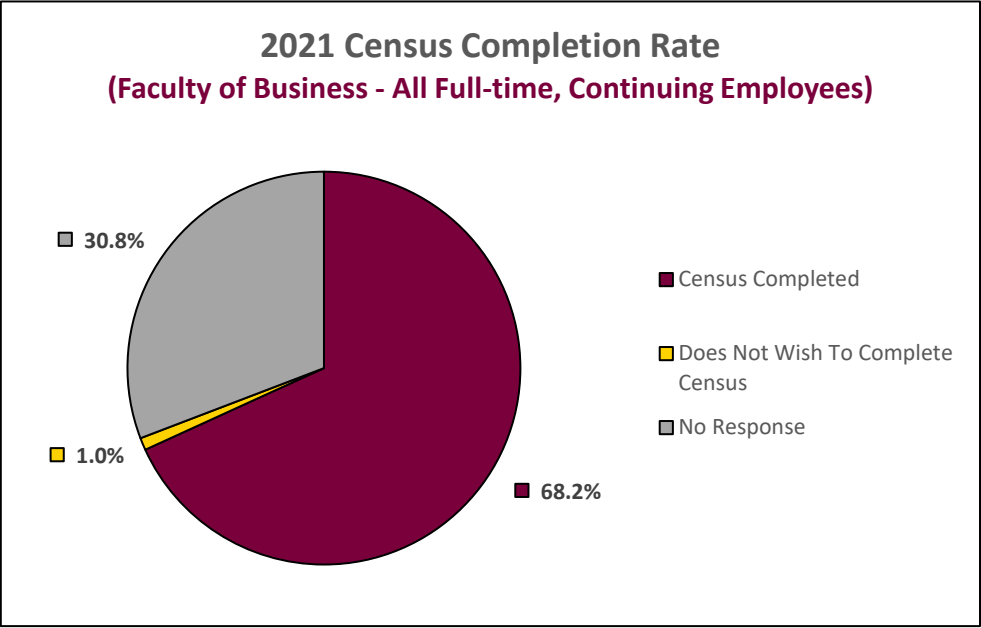
# Faculty of Business





Faculty of Business - All Full-time, Continuing Employees

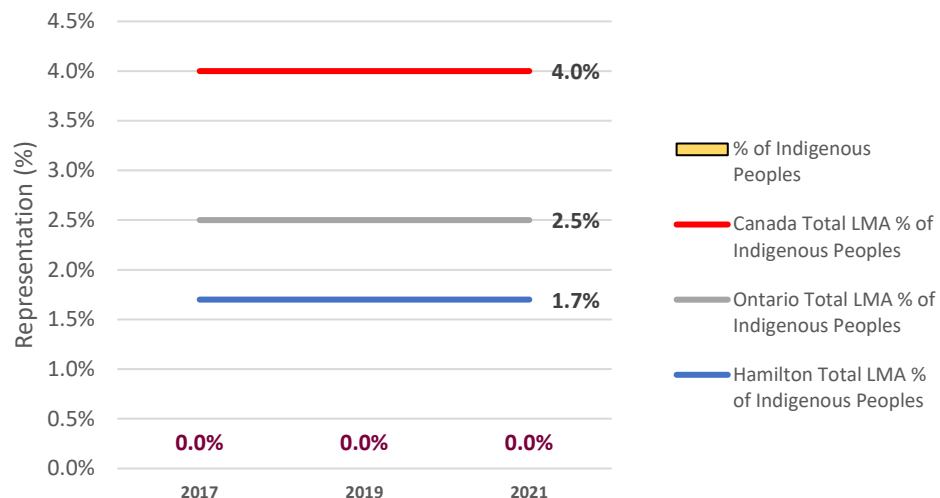
2021 Census Completion Rate & Representation



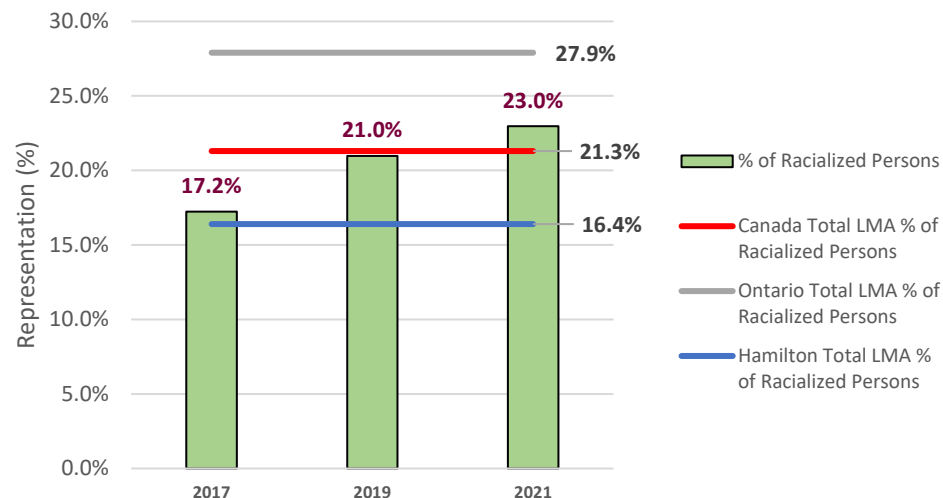
## Faculty of Business - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

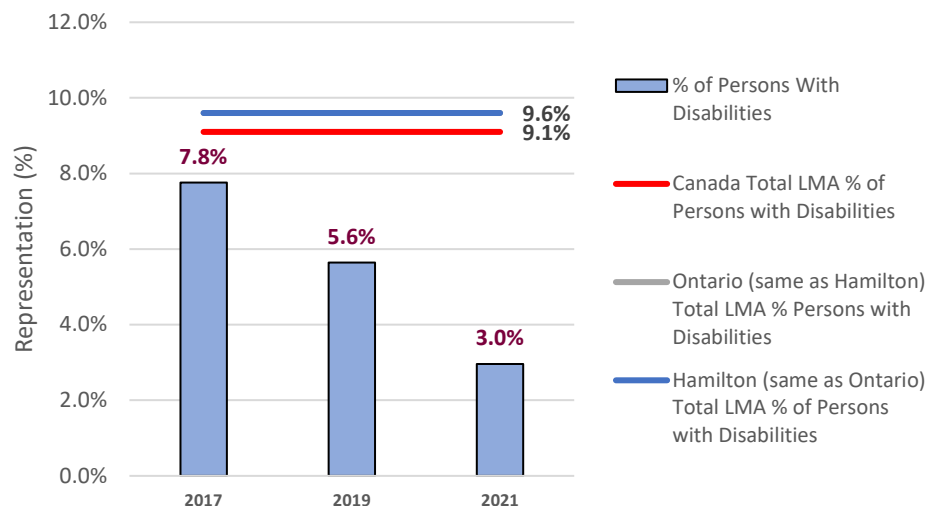
**Indigenous Peoples - Year-over-Year Change in Representation  
(Faculty of Business - All Full-time, Continuing Employees)**



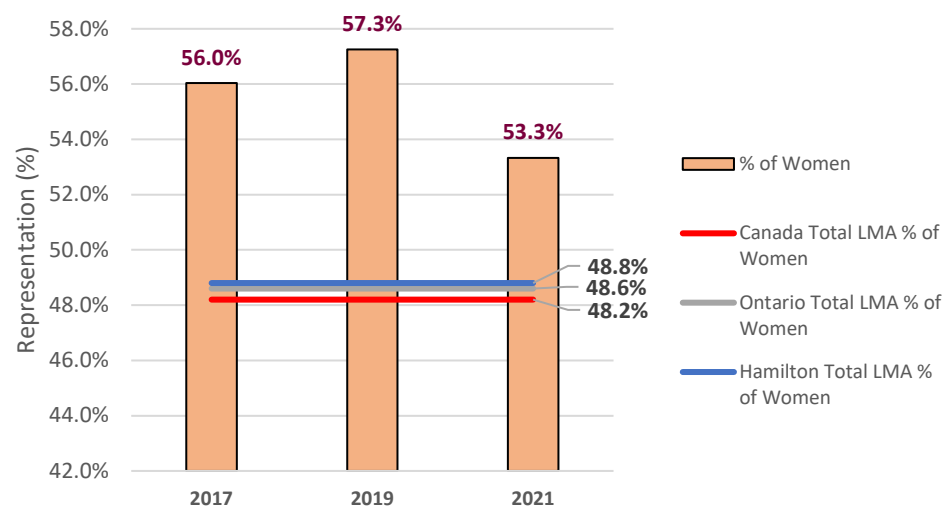
**Racialized Persons - Year-over-Year Change in Representation  
(Faculty of Business - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Faculty of Business - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Faculty of Business - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>121</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	4.0%	-4.0%	0.0%
Provincial (Ontario)		2.5%	-2.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		1.7%	-1.7%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	23.0%	21.3%	1.7%	107.8%
Provincial (Ontario)		27.9%	-4.9%	82.3%
Local (Hamilton, Burlington, Grimsby)		16.4%	6.6%	140.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.0%	9.1%	-6.1%	32.6%
Provincial (Ontario)		9.6%	-6.6%	30.9%
Local (Hamilton, Burlington, Grimsby)		9.6%	-6.6%	30.9%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	53.3%	48.2%	5.1%	110.7%
Provincial (Ontario)		48.6%	4.7%	109.7%
Local (Hamilton, Burlington, Grimsby)		48.8%	4.5%	109.3%

<sup>121</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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.

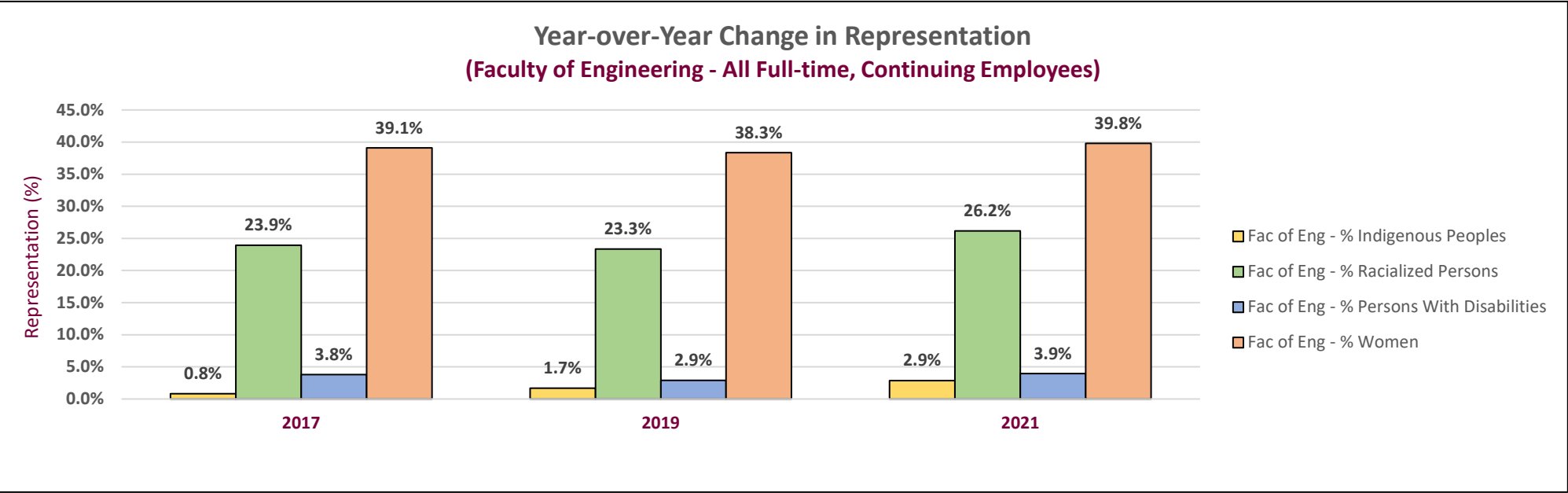
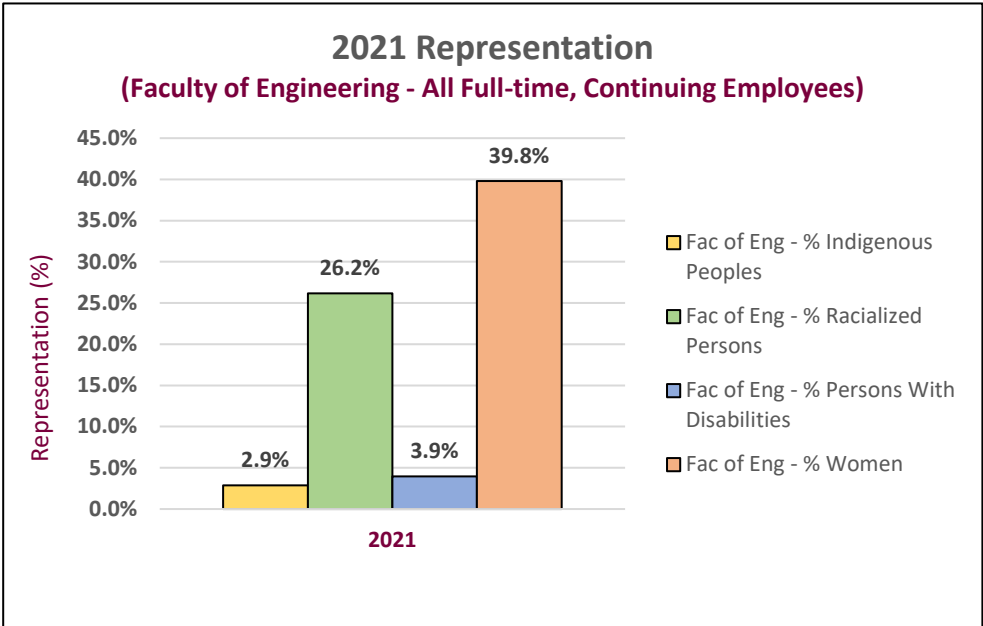
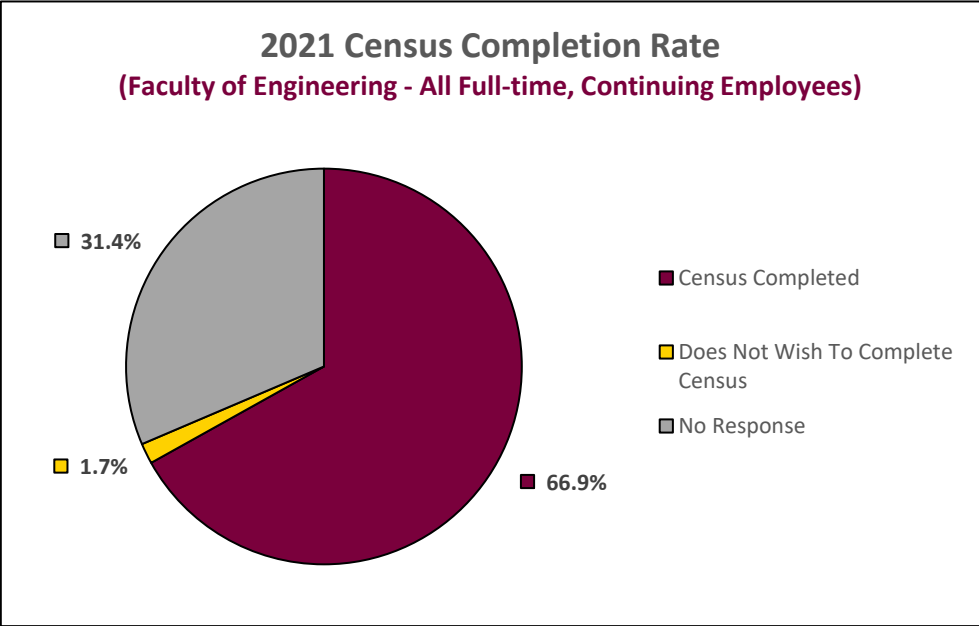


# Faculty of Engineering



Faculty of Engineering - All Full-time, Continuing Employees

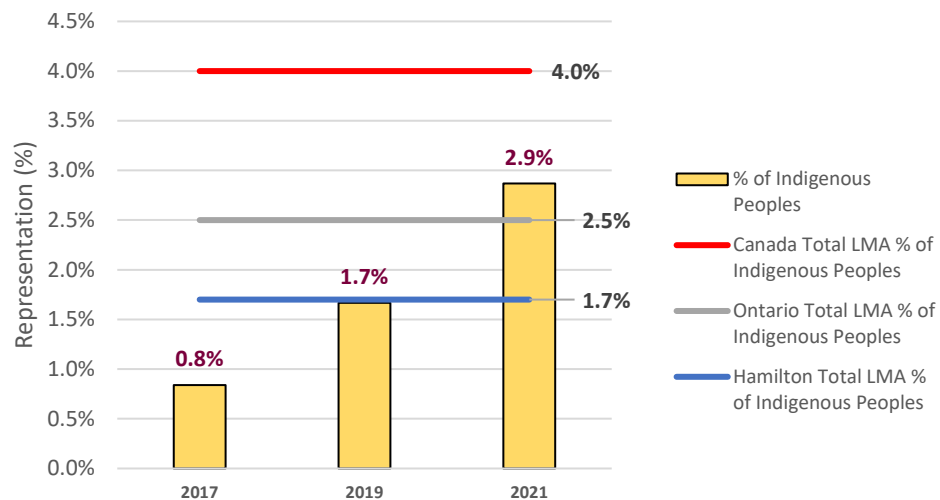
2021 Census Completion Rate & Representation



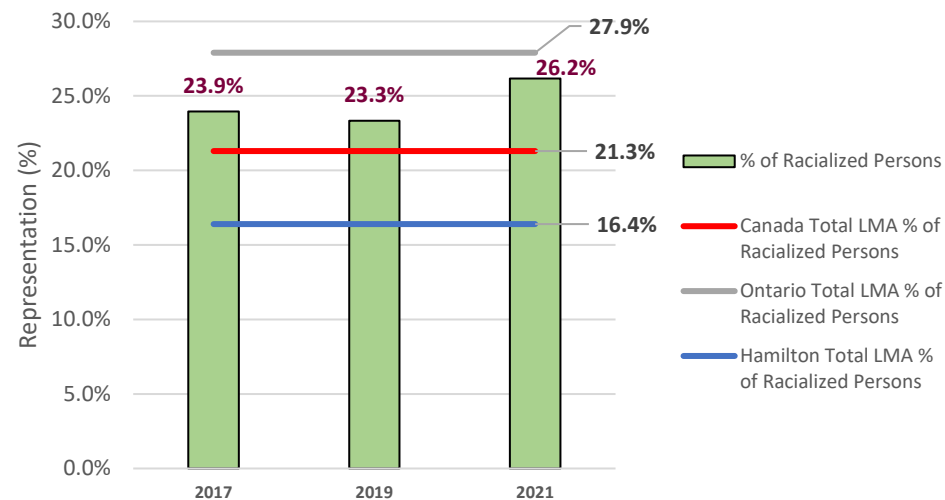
## Faculty of Engineering - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

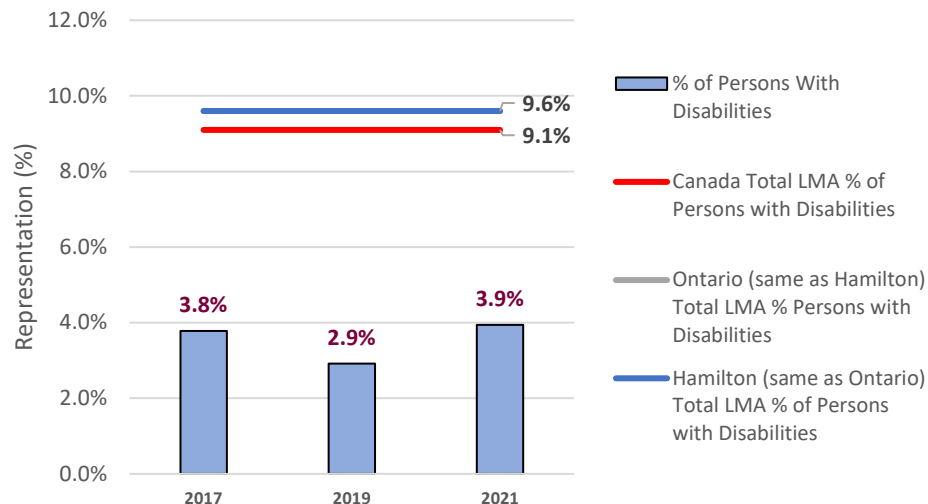
**Indigenous Peoples - Year-over-Year Change in Representation  
(Faculty of Engineering - All Full-time, Continuing Employees)**



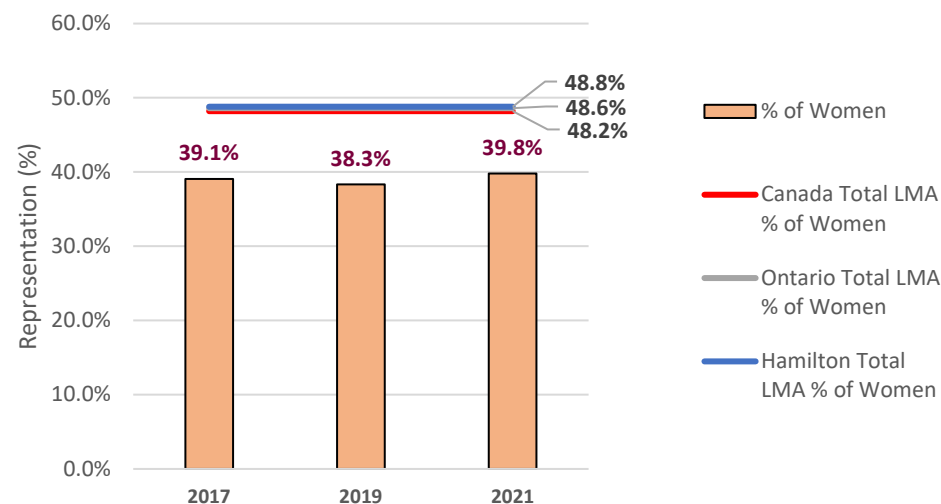
**Racialized Persons - Year-over-Year Change in Representation  
(Faculty of Engineering - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Faculty of Engineering - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Faculty of Engineering - All Full-time, Continuing Employees)**





2021 Gap Analysis <sup>122</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.9%	4.0%	-1.1%	71.7%
Provincial (Ontario)		2.5%	0.4%	114.7%
Local (Hamilton, Burlington, Grimsby)		1.7%	1.2%	168.7%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	26.2%	21.3%	4.9%	122.8%
Provincial (Ontario)		27.9%	-1.7%	93.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	9.8%	159.5%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.9%	9.1%	-5.2%	43.3%
Provincial (Ontario)		9.6%	-5.7%	41.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-5.7%	41.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	39.8%	48.2%	-8.4%	82.5%
Provincial (Ontario)		48.6%	-8.8%	81.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	-9.0%	81.5%

<sup>122</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.



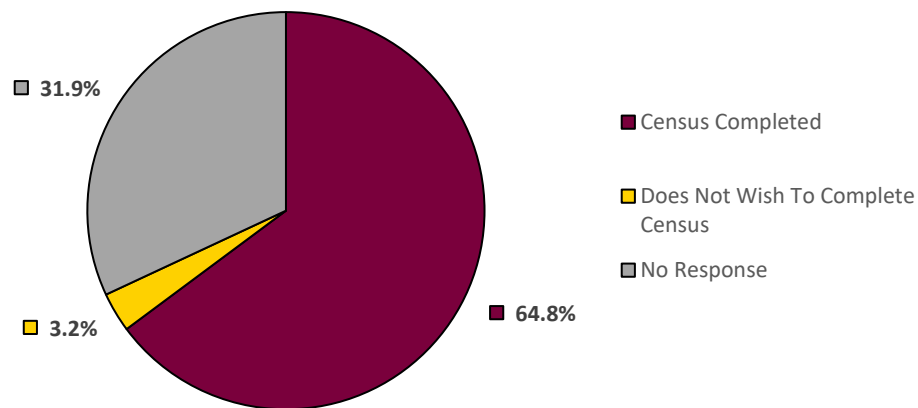
# Faculty of Health Sciences



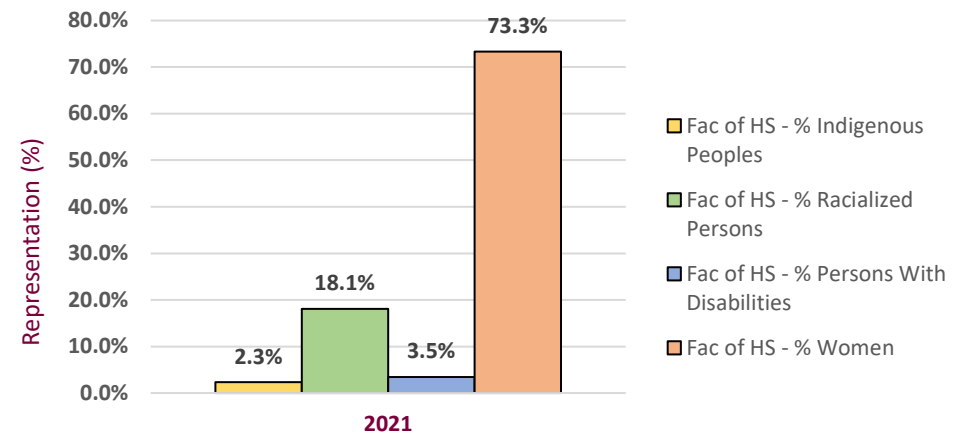
## Faculty of Health Sciences - All Full-time, Continuing Employees

## 2021 Census Completion Rate & Representation

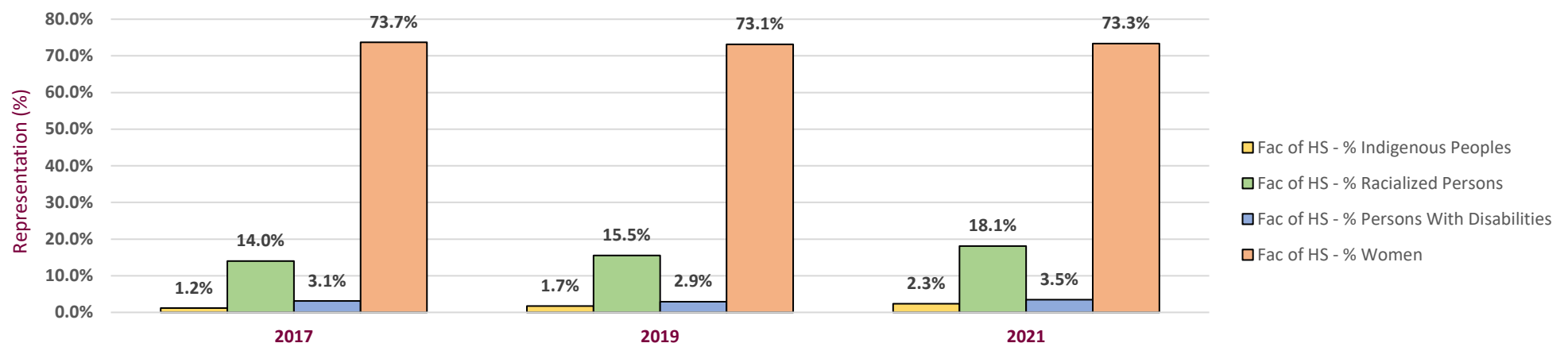
**2021 Census Completion Rate**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



**2021 Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



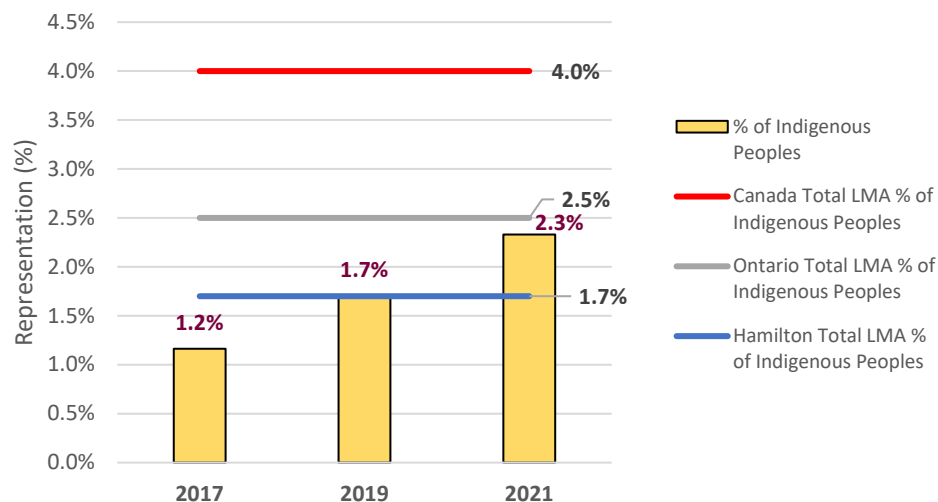
**Year-over-Year Change in Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



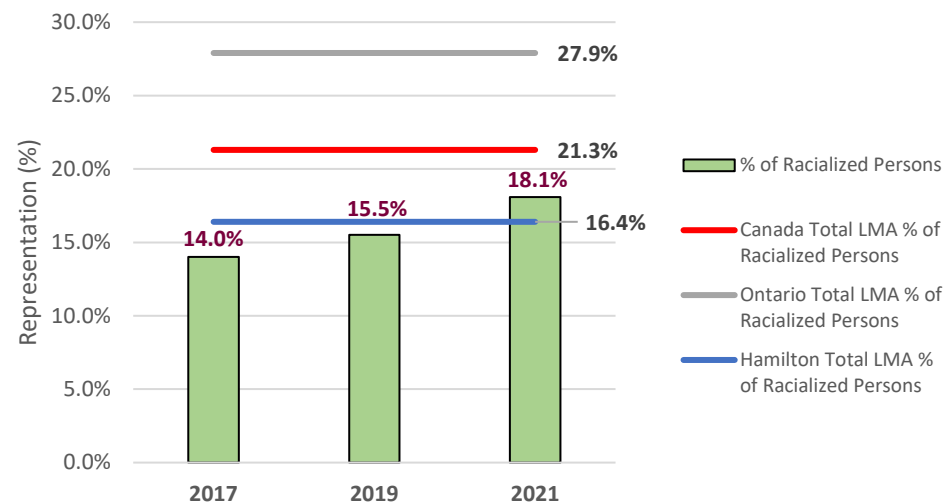
## Faculty of Health Sciences - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

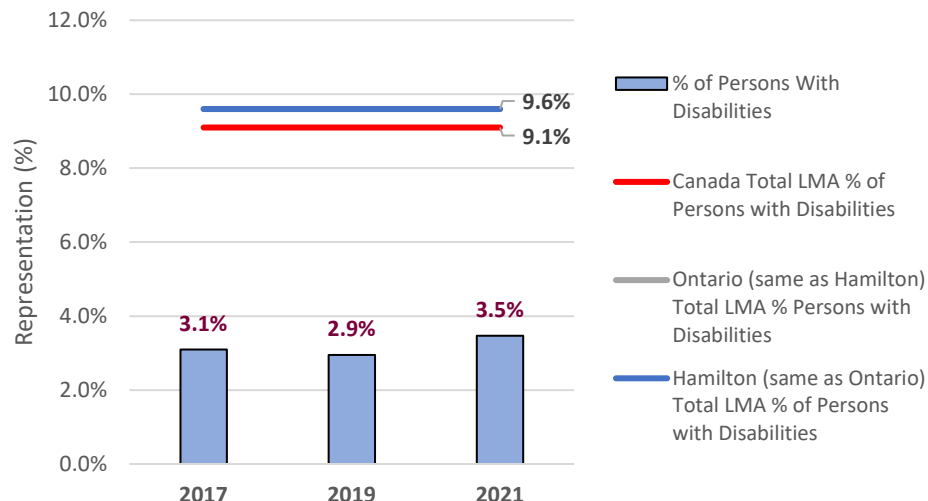
**Indigenous Peoples - Year-over-Year Change in Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



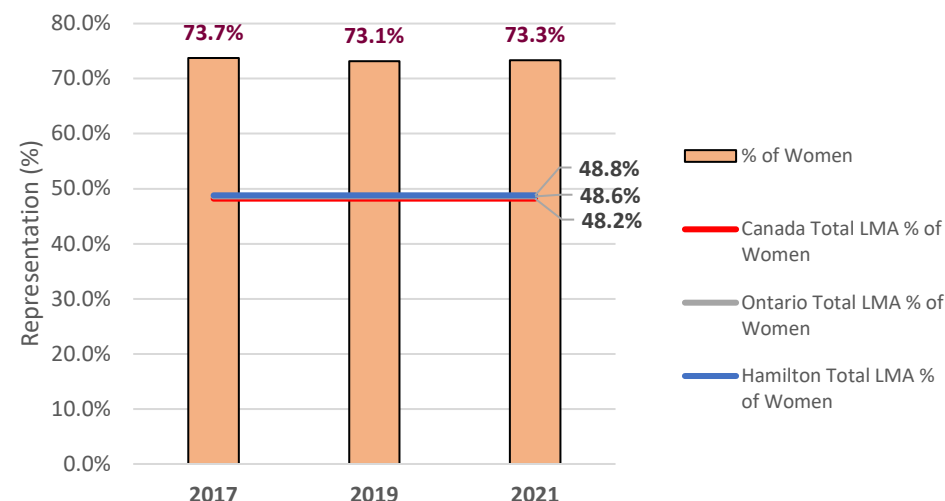
**Racialized Persons - Year-over-Year Change in Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



**Persons with Disabilities - Year-over-Year Change in Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



**Women - Year-over-Year Change in Representation**  
(Faculty of Health Sciences - All Full-time, Continuing Employees)



2021 Gap Analysis <sup>123</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.3%	4.0%	-1.7%	58.3%
Provincial (Ontario)		2.5%	-0.2%	93.3%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.6%	137.1%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.1%	21.3%	-3.2%	84.9%
Provincial (Ontario)		27.9%	-9.8%	64.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	1.7%	110.3%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.5%	9.1%	-5.6%	38.1%
Provincial (Ontario)		9.6%	-6.1%	36.1%
Local (Hamilton, Burlington, Grimsby)		9.6%	-6.1%	36.1%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	73.3%	48.2%	25.1%	152.2%
Provincial (Ontario)		48.6%	24.7%	150.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	24.5%	150.3%

<sup>123</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.



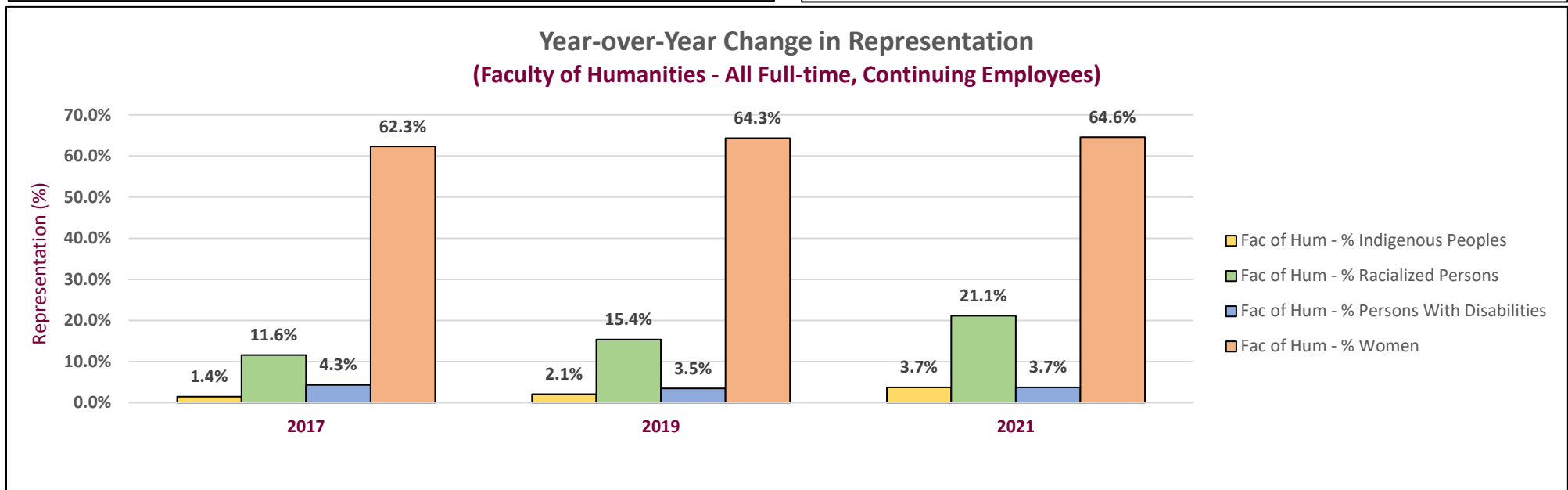
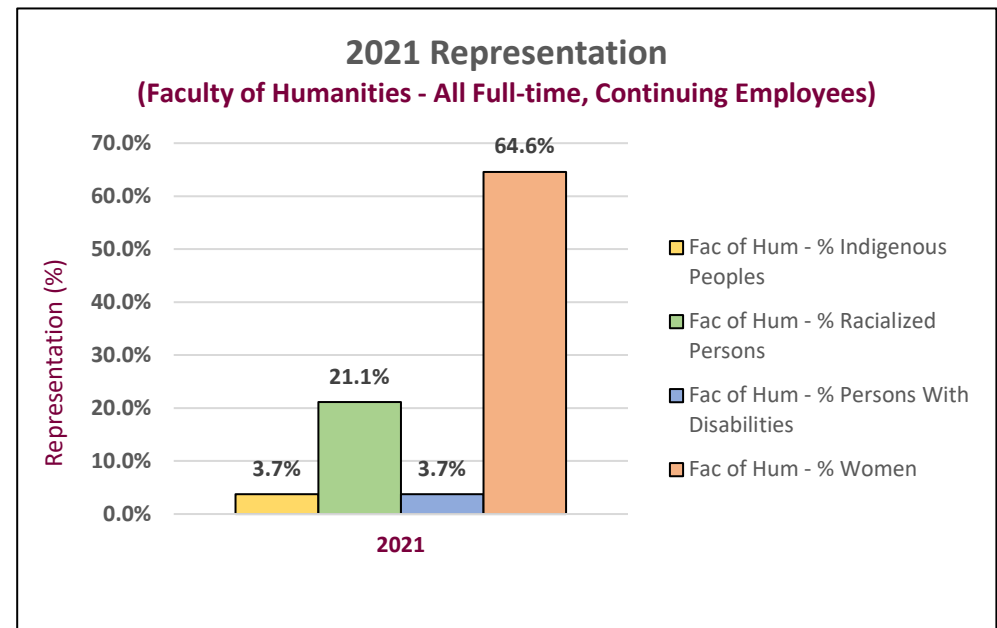
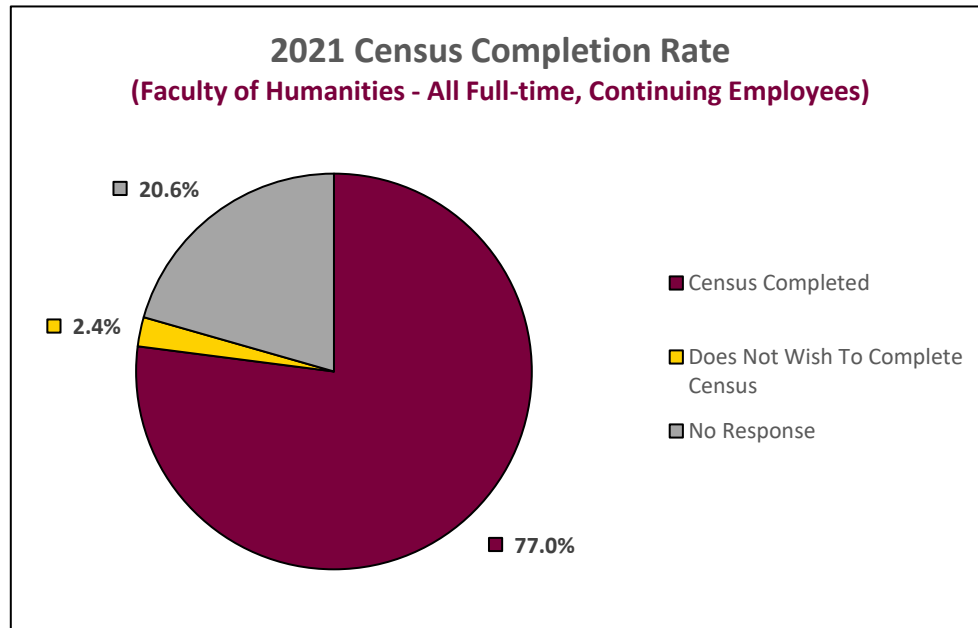
# Faculty of Humanities





## Faculty of Humanities - All Full-time, Continuing Employees

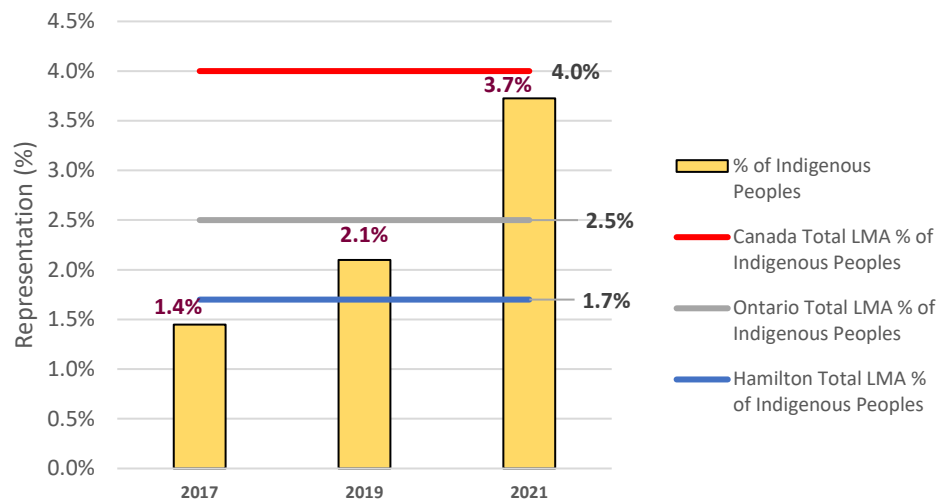
## 2021 Census Completion Rate & Representation



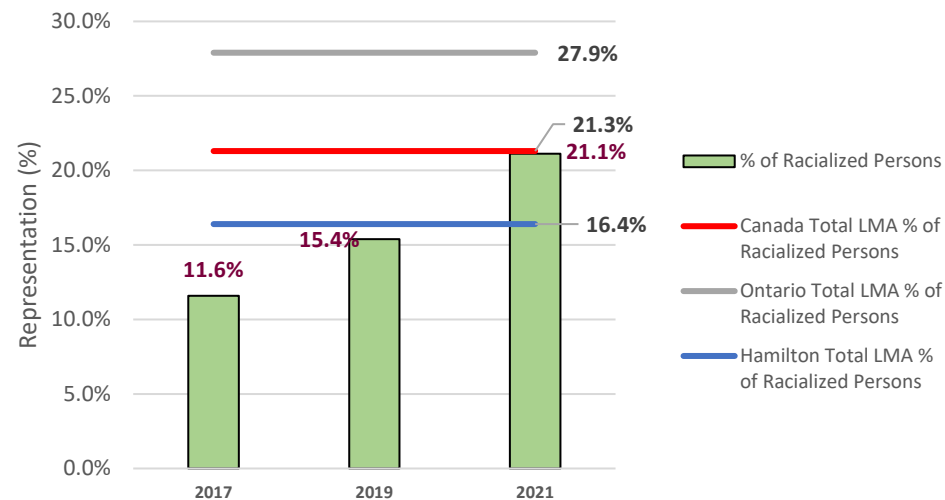
## Faculty of Humanities - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

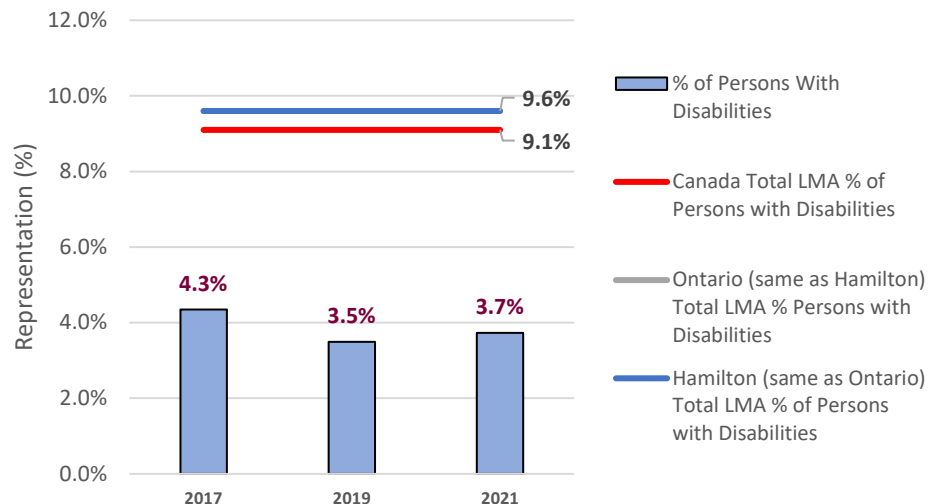
**Indigenous Peoples - Year-over-Year Change in Representation  
(Faculty of Humanities - All Full-time, Continuing Employees)**



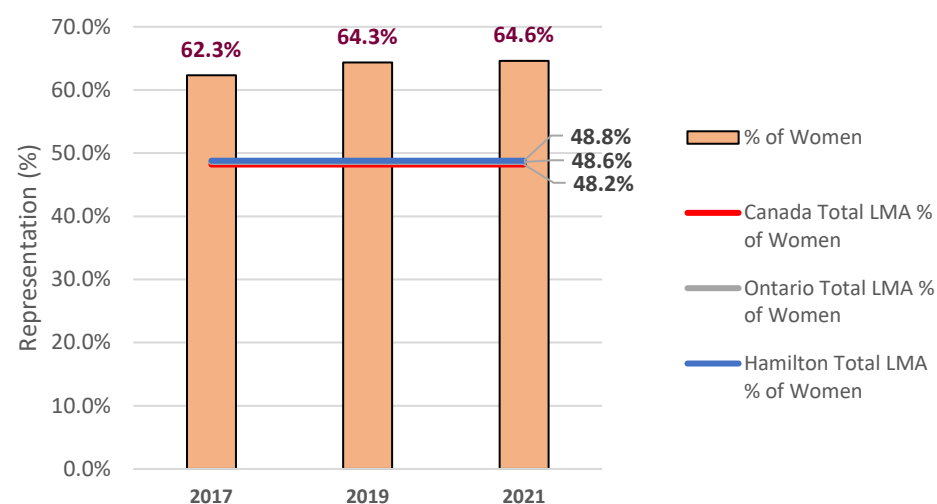
**Racialized Persons - Year-over-Year Change in Representation  
(Faculty of Humanities - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Faculty of Humanities - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Faculty of Humanities - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>124</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.7%	4.0%	-0.3%	93.2%
Provincial (Ontario)		2.5%	1.2%	149.1%
Local (Hamilton, Burlington, Grimsby)		1.7%	2.0%	219.2%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	21.1%	21.3%	-0.2%	99.1%
Provincial (Ontario)		27.9%	-6.8%	75.7%
Local (Hamilton, Burlington, Grimsby)		16.4%	4.7%	128.8%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.7%	9.1%	-5.4%	41.0%
Provincial (Ontario)		9.6%	-5.9%	38.8%
Local (Hamilton, Burlington, Grimsby)		9.6%	-5.9%	38.8%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	64.6%	48.2%	16.4%	134.0%
Provincial (Ontario)		48.6%	16.0%	132.9%
Local (Hamilton, Burlington, Grimsby)		48.8%	15.8%	132.4%

<sup>124</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

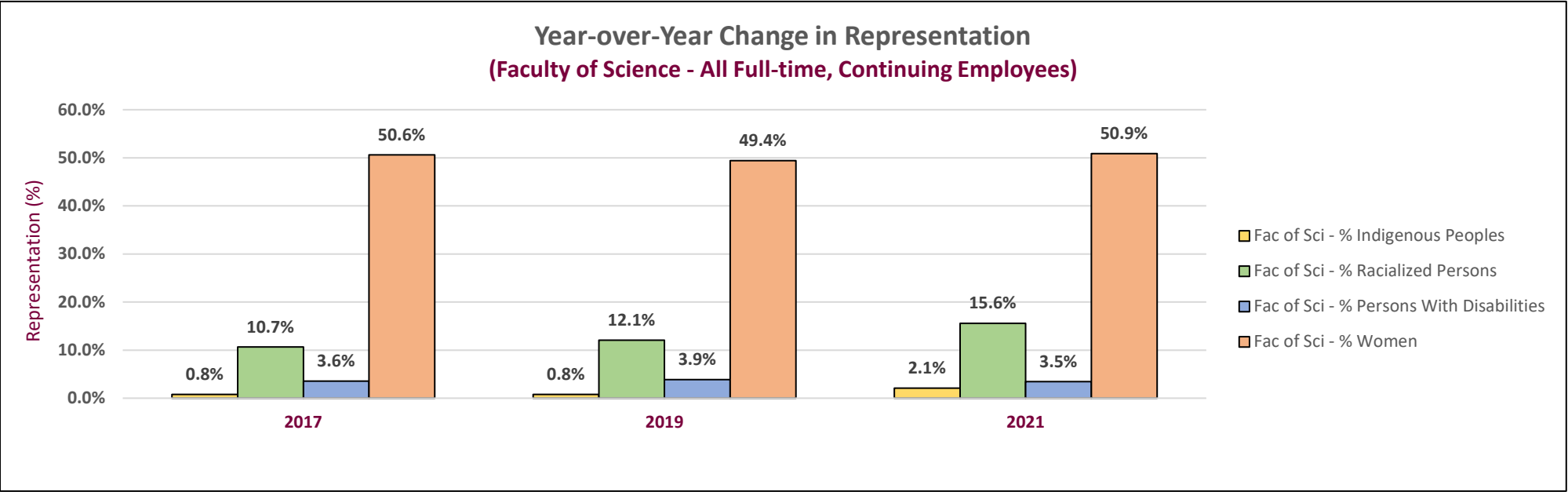
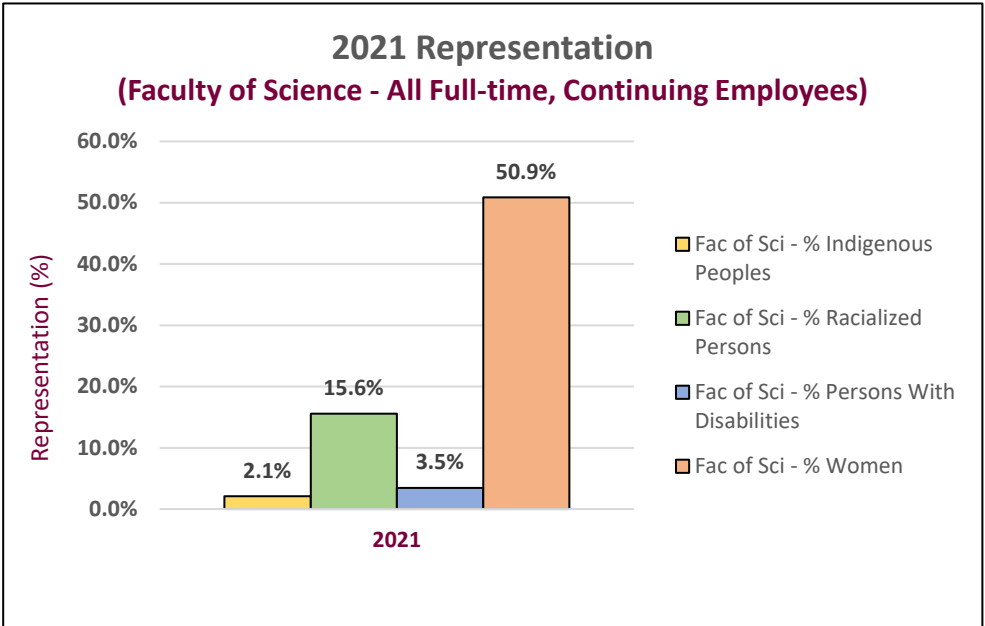
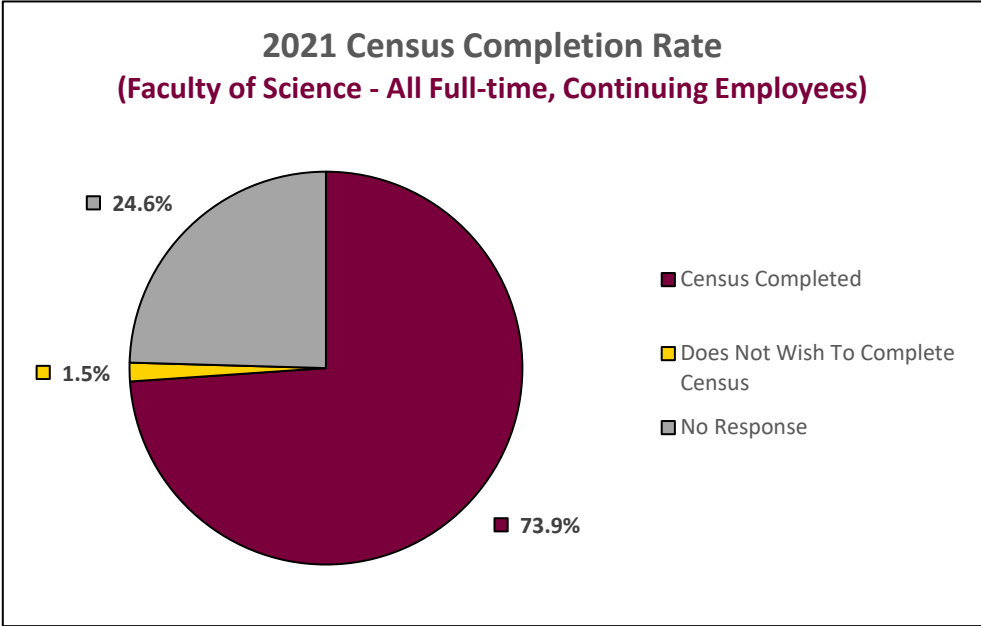
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **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.



# Faculty of Science

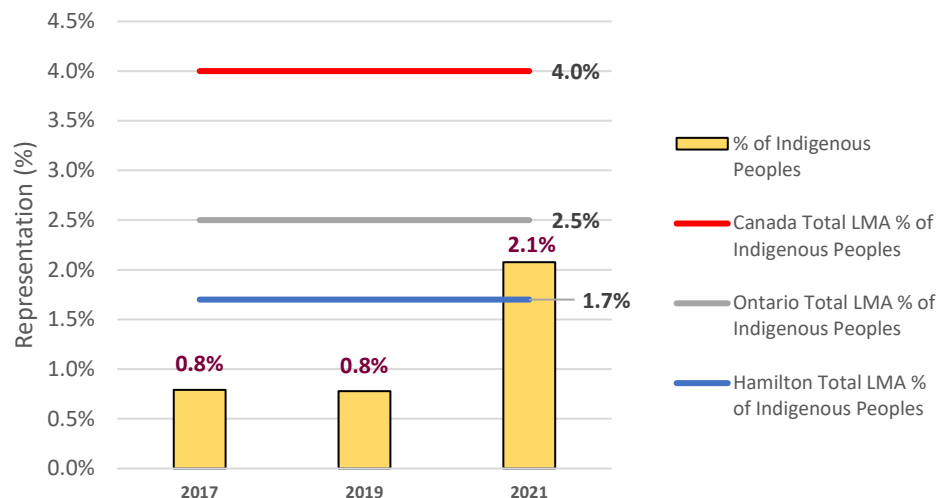




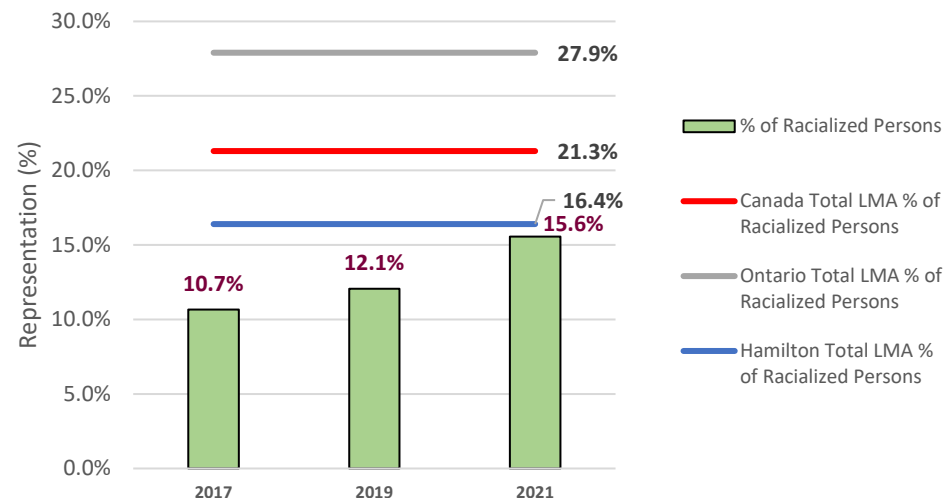
## Faculty of Science - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

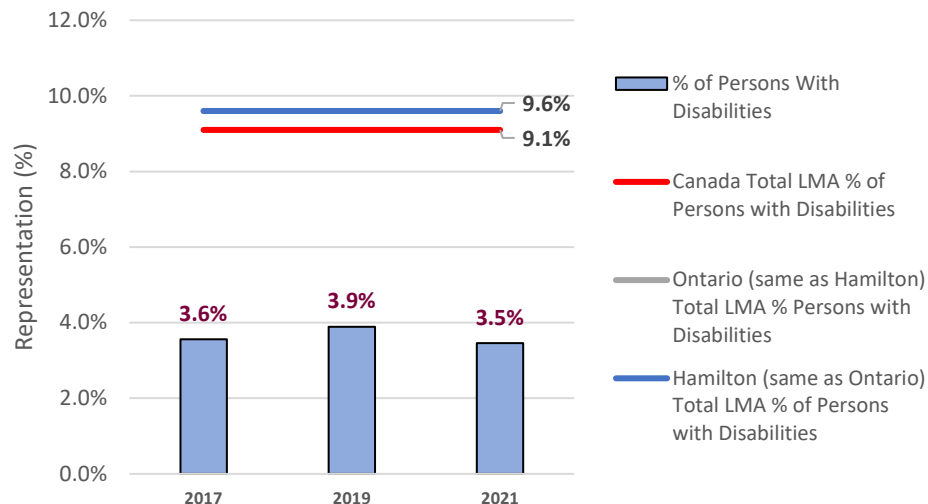
**Indigenous Peoples - Year-over-Year Change in Representation  
(Faculty of Science - All Full-time, Continuing Employees)**



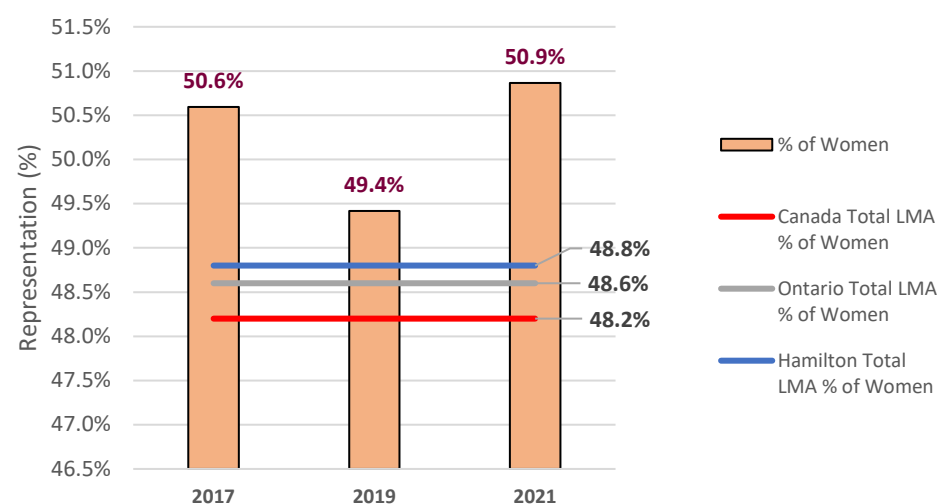
**Racialized Persons - Year-over-Year Change in Representation  
(Faculty of Science - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Faculty of Science - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Faculty of Science - All Full-time, Continuing Employees)**





2021 Gap Analysis <sup>125</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.1%	4.0%	-1.9%	51.9%
Provincial (Ontario)		2.5%	-0.4%	83.0%
Local (Hamilton, Burlington, Grimsby)		1.7%	0.4%	122.1%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	15.6%	21.3%	-5.7%	73.1%
Provincial (Ontario)		27.9%	-12.3%	55.8%
Local (Hamilton, Burlington, Grimsby)		16.4%	-0.8%	94.9%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.5%	9.1%	-5.6%	38.0%
Provincial (Ontario)		9.6%	-6.1%	36.0%
Local (Hamilton, Burlington, Grimsby)		9.6%	-6.1%	36.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	50.9%	48.2%	2.7%	105.5%
Provincial (Ontario)		48.6%	2.3%	104.7%
Local (Hamilton, Burlington, Grimsby)		48.8%	2.1%	104.2%

<sup>125</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.



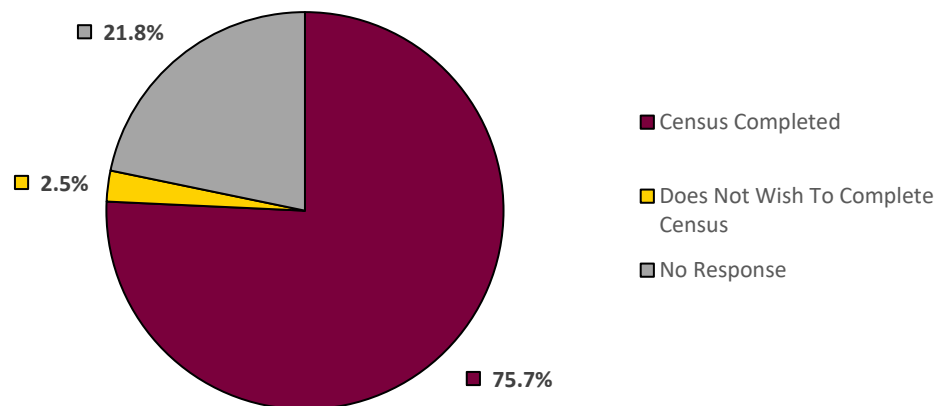
# Faculty of Social Sciences



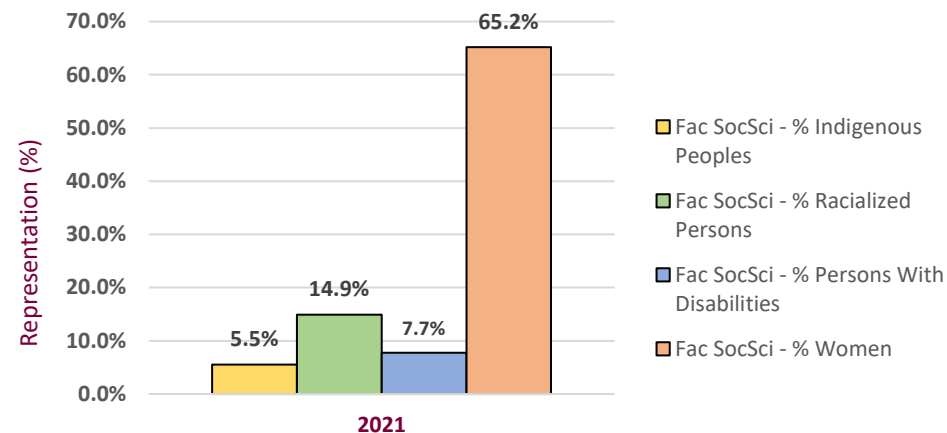
## Faculty of Social Sciences - All Full-time, Continuing Employees

## 2021 Census Completion Rate & Representation

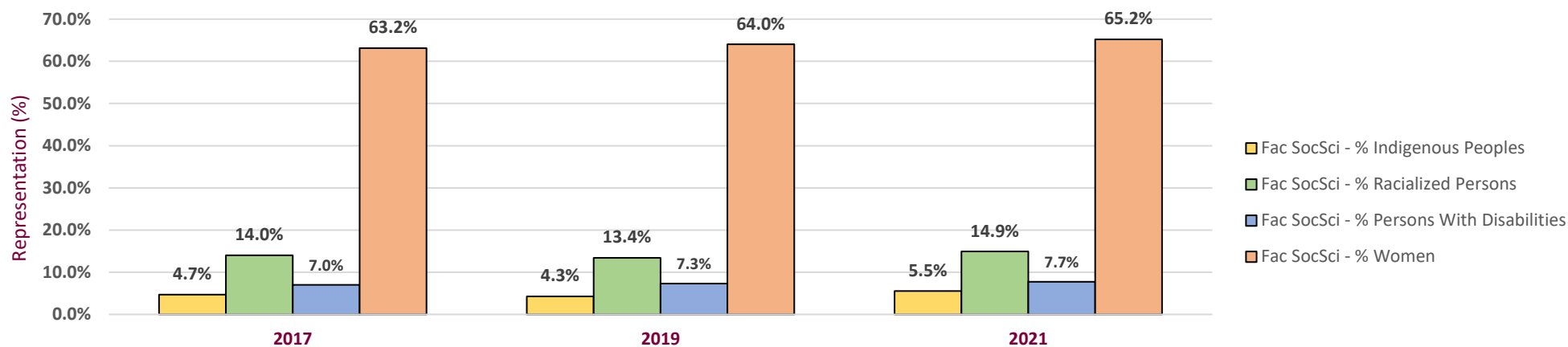
**2021 Census Completion Rate**  
(Faculty of Social Sciences - All Full-time, Continuing Employees)



**2021 Representation**  
(Faculty of Social Sciences - All Full-time, Continuing Employees)



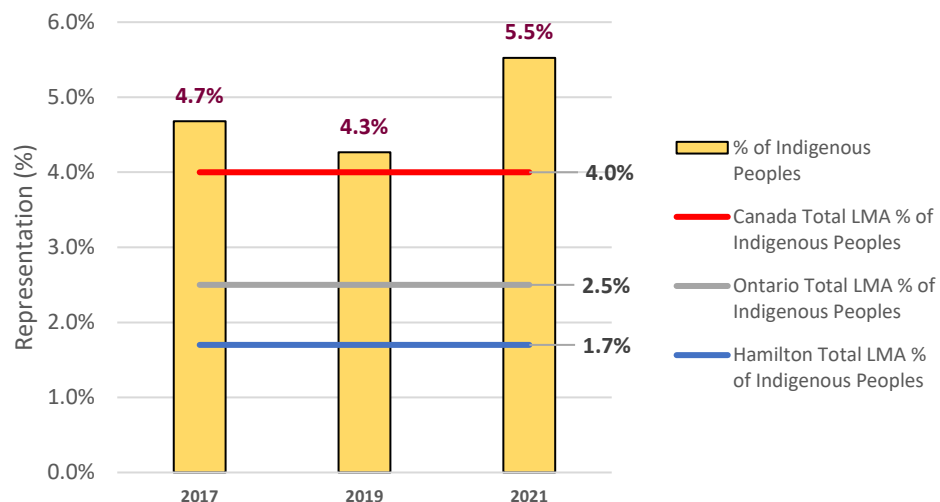
**Year-over-Year Change in Representation**  
(Faculty of Social Sciences - All Full-time, Continuing Employees)



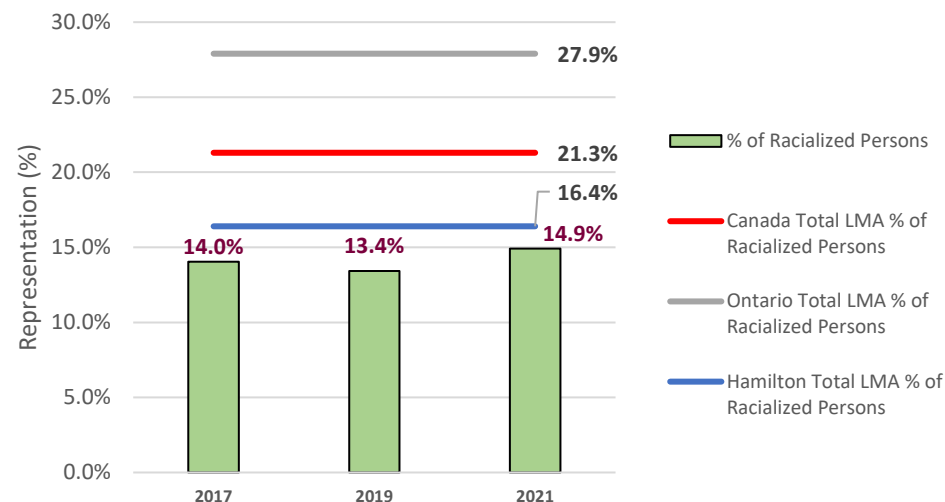
## Faculty of Social Sciences - All Full-time, Continuing Employees

## Year-over-Year Change in Representation

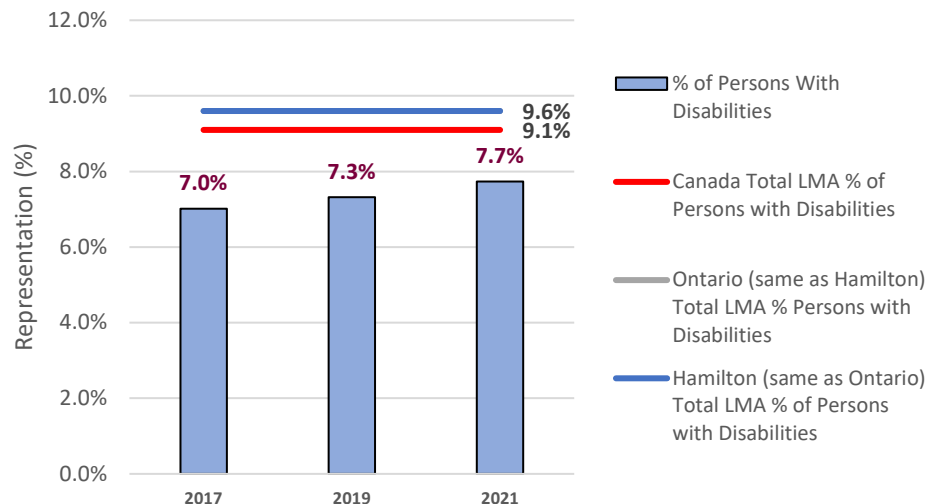
**Indigenous Peoples - Year-over-Year Change in Representation  
(Faculty of Social Sciences - All Full-time, Continuing Employees)**



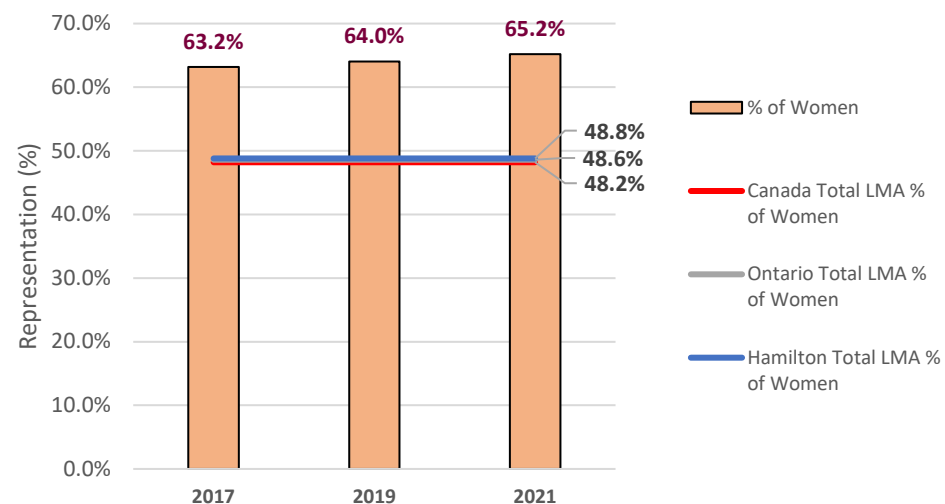
**Racialized Persons - Year-over-Year Change in Representation  
(Faculty of Social Sciences - All Full-time, Continuing Employees)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(Faculty of Social Sciences - All Full-time, Continuing Employees)**



**Women - Year-over-Year Change in Representation  
(Faculty of Social Sciences - All Full-time, Continuing Employees)**



2021 Gap Analysis <sup>126</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.5%	4.0%	1.5%	138.1%
Provincial (Ontario)		2.5%	3.0%	221.0%
Local (Hamilton, Burlington, Grimsby)		1.7%	3.8%	325.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	14.9%	21.3%	-6.4%	70.0%
Provincial (Ontario)		27.9%	-13.0%	53.5%
Local (Hamilton, Burlington, Grimsby)		16.4%	-1.5%	91.0%

Persons with Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	7.7%	9.1%	-1.4%	85.0%
Provincial (Ontario)		9.6%	-1.9%	80.6%
Local (Hamilton, Burlington, Grimsby)		9.6%	-1.9%	80.6%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	65.2%	48.2%	17.0%	135.3%
Provincial (Ontario)		48.6%	16.6%	134.1%
Local (Hamilton, Burlington, Grimsby)		48.8%	16.4%	133.6%

<sup>126</sup> Based on **Total Labour Market Availability** (i.e. all NOCs and EEOGs)

**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:

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- **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.



# Employment Equity Occupational Groups





### Overview

Employers covered under the Legislated Employment Equity Program (LEEP), the Federal Contractors Program (FCP) and separate employers are required<sup>127</sup>, for the purpose of reporting, to aggregate the different NOC codes that they have assigned to the occupations that exist within their organization into **14** Employment Equity Occupational Groups (EEOGs)<sup>128</sup>. EEOGs have been developed to reflect the underlying structure of the economy<sup>128</sup>. Grouping NOC codes by EEOGs allows employers to track the movement of designated group members as they progress up in the hierarchy of the organization<sup>128</sup>.

The NOC Code for positions at McMaster are determined by reviewing the main duties and requirements of the job using [guidelines](#) provided by *Employment and Social Development Canada*<sup>129</sup>. For more information about the NOC code, please refer to [National Occupational Classification](#).

For additional details about the how specific NOC Codes are aggregated under a particular EEOG, please refer to a full list of [Employment Equity Occupational Group Definitions](#) and [Employment Equity Occupational Groups and their Corresponding Unit Groups](#).

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<sup>127</sup> While McMaster University is **not** mandated to fulfil this requirement, our workforce data has been analyzed in this manner based on our institutional commitment to Employment Equity.

<sup>128</sup> Excerpt from [Employment & Social Development Canada \(ESDC\)](#)

<sup>129</sup> *Employment and Social Development Canada (ESDC)*, is the department of the Government of Canada responsible for developing, managing and delivering social programs and services.

## 2021 Composition

The information below should be analyzed in the context that the EEOGs are grouped in hierarchical order from highest (EEOG-01) to lowest (EEOG-14).

At first glance one may expect that, ideally, there should be similar representation across all the EEOGs. However, because each EEOG has its specific labour market availability, the workforce representation by EEOG should really be in alignment with the LMA of the respective EEOG.

So, for a more nuanced understanding of whether or not there are gaps in representation, please refer to the relevant EEOG analysis in subsequent sections.

### Indigenous Peoples

- The representation is highest in EEOG-08 (**18.8%**) and EEOG-11 (**5.6%**).
- There is also fair representation in EEOG-07 (**3.1%**) and EEOG-13 (**3.6%**).

### Racialized Persons

- Representation is fairly evenly distributed across most of the EEOGs.
- The representation is highest in EEOG-13 (**28.6%**), notably in EEOG-03 (**23.0%**), and EEOG-12 (**18.8%**).
- The representation is lowest in EEOG-09 (**3.3%**), EEOG-11 (**5.6%**), and notably in EEOG-01 (**6.3%**).

### Persons with Disabilities

- Representation is highest in EEOG-08 (**18.8%**), and EEOG-13 (**13.0%**).
- There is also fair representation in EEOG-10 (**8.1%**), EEOG-04 (**7.5%**) and notably EEOG-01 (**6.3%**).

### Women

- Representation is highest in EEOG-07 (**93.3%**), EEOG-10 (**78.5%**), and EEOG 13 (**70.3%**).
- Representation is fairly evenly distributed across many of the other EEOGs, ranging from **55.8%** to **68.8%**.
- Representation is lowest in EEOG-09 (**0.0%**), EEOG-12 (**14.3%**) and EEOG-11 (**33.3%**).

## Change in Composition

It is important to remember that changes in proportion, are not necessarily always aligned with changes in actual headcount. Please refer to the “Additional Reporting Notes” section for more information.

For the purposes of analyzing changes within the EEOGs, note that in several instances, although there was a decrease in proportion, there was **no change**, or in some cases, an **increase** in the actual headcount.

It is important that these two pieces of information i.e.

- i. change in proportion, and
- ii. change in actual headcount

are taken into consideration *simultaneously* to better understand the changes.

Also note specifically in the context of McMaster’s workforce, the changes in **EEOG-03 (Professionals)** and **EEOG-07 (Administrative and Senior Clerical Personnel)** are most note-worthy, as these are the largest groups comprising **54.2%** and **21.7%** respectively, of total population of full-time, continuing employees.

## Changes across the EEOGs

- **EEOG-01 - Senior Managers**

- **Proportion**

There is **no change** in proportion of Indigenous peoples; a **decrease** in proportion of racialized persons and women; and an **increase** in proportion of persons with disabilities.

- **Headcount**

There is **no change** in headcount of Indigenous peoples and racialized persons. There was also an **increase** in actual headcount of persons with disabilities and women.

However, also note that this is a very small group (**0.4%**) relative to total population of full-time continuing employees. Furthermore, although roles in this group are considered the highest-ranking positions by ESDC definition, this grouping is not necessarily in alignment with the organizational structure at McMaster, especially given the complexities of various roles across the institution.

For specific information about McMaster’s senior leaders, please refer to the analysis shared in the “*Leadership Groups*” section earlier in this report.

- **EEOG-02 - Middle and Other Managers, EEOG-03 - Professionals and EEOG-04 - Semi-professionals and Technicians**
  - **Proportion**  
There was an **increase** in proportion for all the designated groups, with the exception of women in EEOG-02, which has a **decrease**.
  - **Headcount**  
There was an **increase** in headcount for all designated groups in EEOG-02, EEOG-03 and EEOG-04.

The changes are particularly noteworthy, as these EEOGs are among the highest in the hierarchy of positions.

- **EEOG-05 - Supervisors**
  - **Proportion**  
There **no change** in proportion of Indigenous people and persons with disabilities; there was an **increase** in proportion of racialized persons, but a **decrease** in proportion of women.
  - **Headcount**  
Similar to proportion, there was **no change** in headcount of Indigenous people and persons with disabilities, and there was an **increase** in headcount of racialized persons. However, there was an **increase** in headcount of women, despite the decrease in proportion.
- **EEOG-06 - Supervisors - Crafts and Trades**  
No reporting, as there are less than 6 employees in this group.
- **EEOG-07 - Administrative and Senior Clerical Personnel**
  - **Proportion**  
There was an **increase** in proportion for all the designated groups, with the exception of women, which has a **decrease**.
  - **Headcount**  
Similar to EEOGs 2-4, there was also an **increase** in headcount for all designated groups, including women - despite the decrease in proportion.
- **EEOG-08 - Skilled Sales and Service Personnel**
  - **Proportion**  
There was an **increase** in proportion for all groups with the exception of persons with disabilities, where there was **no change**.
  - **Headcount**  
Similarly, there was an **increase** in headcount for all groups with the exception of persons with disabilities, where there was **no change**.

- **EEOG-09 - Skilled Crafts and Trades Workers**
  - **Proportion**  
There was **no change** in proportion for any of the groups.
  - **Headcount**  
Similarly, there was **no change** in headcount for any of the groups.
- **EEOG-10 - Clerical Personnel**
  - **Proportion**  
There was an **increase** in proportion of racialized persons and persons with disabilities, and a **decrease** in proportion of Indigenous peoples and women.
  - **Headcount**  
Similarly, there was an **increase** in headcount of racialized persons and persons with disabilities, and a **decrease** in headcount of Indigenous peoples and women.
- **EEOG-11 - Intermediate Sales and Service Personnel**
  - **Proportion**  
There was **increase** in proportion of Indigenous peoples, **no change** in persons with disabilities, and a **decrease** in headcount of racialized persons and women.
  - **Headcount**  
There was **increase** in headcount of Indigenous peoples, **no change** in persons with disabilities, and **decrease** in headcount of racialized persons. However, there was an **increase** in headcount of women.
- **EEOG-12 - Semi-skilled Manual Workers, and EEOG-13 - Other Sales and Service Personnel**
  - **Proportion**  
There was a **decrease** in proportion across all the designated groups.
  - **Headcount**  
There was a **decrease** in headcount across all the designated groups.
- **EEOG-14 - Other Manual Workers**  
No reporting, as there are less than 6 employees in this group.

## 2021 Completion Rates &amp; Composition

Employment Equity Occupational Group	Total Completed <sup>130, 131</sup> (%)	2021 Completion Rate	2021 Composition of Equity-Deserving Groups			
			Indigenous Peoples (%)	Racialized Persons (%)	Persons with Disabilities (%)	Women (%)
01 - Senior Managers <sup>132</sup>	0.4%	100.0%	0.0%	6.3%	6.3%	62.5%
02 - Middle and Other Managers	9.7%	75.8%	2.2%	17.2%	3.6%	64.8%
03 - Professionals	54.2%	67.9%	2.3%	23.0%	4.5%	55.8%
04 - Semi-professionals and Technicians	3.6%	58.8%	2.2%	15.7%	7.5%	56.7%
05 - Supervisors	0.5%	82.6%	0.0%	15.8%	0.0%	63.2%
06 - Supervisors - Crafts and Trades	< 6	50.0%	-	-	-	-
07 - Administrative and Senior Clerical Personnel	21.7%	68.7%	3.1%	11.7%	4.6%	93.3%
08 - Skilled Sales and Service Personnel	0.4%	45.7%	18.8%	18.8%	18.8%	68.8%
09 - Skilled Crafts and Trades Workers	0.8%	55.6%	0.0%	3.3%	3.3%	0.0%
10 - Clerical Personnel	4.0%	76.8%	0.7%	13.4%	8.1%	78.5%
11 - Intermediate Sales and Service Personnel	0.5%	47.4%	5.6%	5.6%	0.0%	33.3%
12 - Semi-skilled Manual Workers	0.2%	36.8%	0.0%	28.6%	0.0%	14.3%
13 - Other Sales and Service Personnel	3.7%	40.8%	3.6%	21.7%	13.0%	70.3%
14 - Other Manual Workers	< 6	100.0%	-	-	-	-
<b>Institutional Full-time, Continuing Employees Total</b>	<b>100.0%</b>	<b>66.8%</b>	<b>2.4%</b>	<b>18.9%</b>	<b>5.0%</b>	<b>65.8%</b>

<sup>130</sup> Indicates the size of each EEOG relative to Institutional total full-time, continuing employees

<sup>131</sup> To protect the privacy of individuals and in compliance with the Employment Equity principles of reporting, Faculties that have a low number of respondents are not indicated in this table. As a result, the total of percentages may not sum up to 100%.

<sup>132</sup> The description of Senior Managers in this context is based on the Employment Equity Occupational Group, as defined by *Employment & Social Development Canada (ESDC)*. This is separate and distinct from the institutional definition of Senior Managers at McMaster. For specific information about McMaster's senior leaders, please refer to the analysis shared in the "Leadership Groups" section earlier in this report.



## Change in Composition

			2019 to 2021 Change in Composition			
Employment Equity Occupational Groups	2019 Completion Rate	2021 Completion Rate	Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
01 - Senior Managers <sup>133</sup>	90.9%	100.0%	0.0%	-3.8%	+ 6.3%	-17.5%
02 - Middle and Other Managers	75.3%	75.8%	+ 0.6%	+ 3.6%	+ 0.8%	-0.1%
03 - Professionals	67.4%	67.9%	+ 0.7%	+ 3.0%	+ 0.5%	+ 0.3%
04 - Semi-professionals and Technicians	64.8%	58.8%	+ 0.7%	+ 4.0%	+ 2.8%	+ 3.2%
05 - Supervisors	70.0%	82.6%	0.0%	+ 8.6%	0.0%	-1.1%
06 - Supervisors - Crafts and Trades	71.4%	50.0%	-	-	-	-
07 - Administrative and Senior Clerical Personnel	68.9%	68.7%	+ 0.5%	+ 1.3%	+ 0.7%	-0.4%
08 - Skilled Sales and Service Personnel	43.2%	45.7%	+ 6.3%	+ 6.3%	0.0%	+ 12.5%
09 - Skilled Crafts and Trades Workers	56.6%	55.6%	0.0%	0.0%	0.0%	0.0%
10 - Clerical Personnel	76.3%	76.8%	-1.9%	+ 6.5%	+ 3.0%	-3.8%
11 - Intermediate Sales and Service Personnel	23.9%	47.4%	+ 5.6%	-12.6%	0.0%	-3.0%
12 - Semi-skilled Manual Workers	47.4%	36.8%	-11.1%	-4.8%	-11.1%	-7.9%
13 - Other Sales and Service Personnel	47.4%	40.8%	-2.5%	-2.7%	-1.6%	-2.3%
14 - Other Manual Workers	60.0%	100.0%	-	-	-	-
<b>Institutional Full-time, Continuing Employees Total</b>	<b>66.6%</b>	<b>66.8%</b>	<b>+ 0.4%</b>	<b>+ 2.5%</b>	<b>+ 0.5%</b>	<b>-0.2%</b>

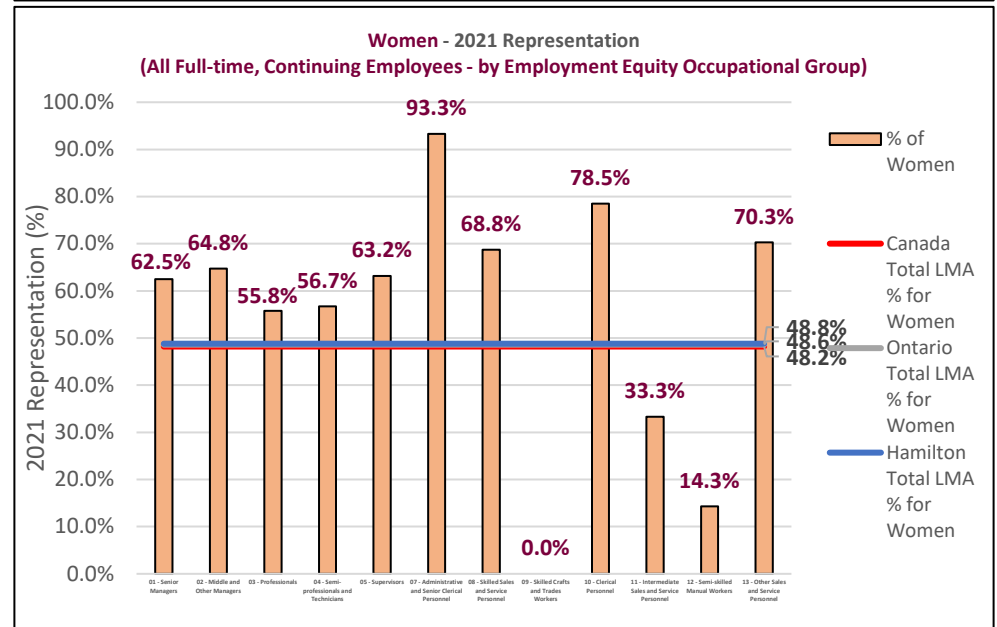
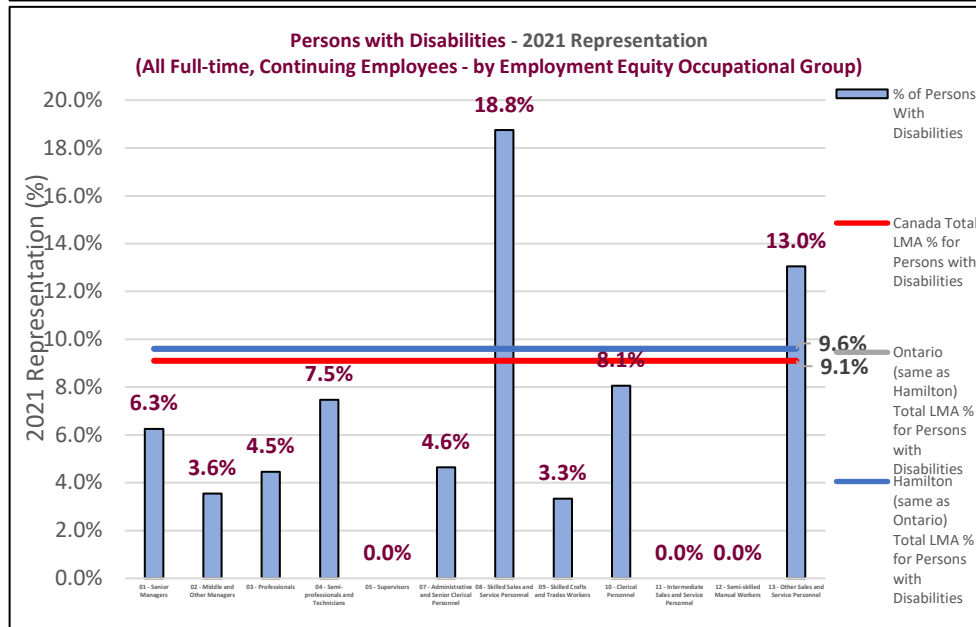
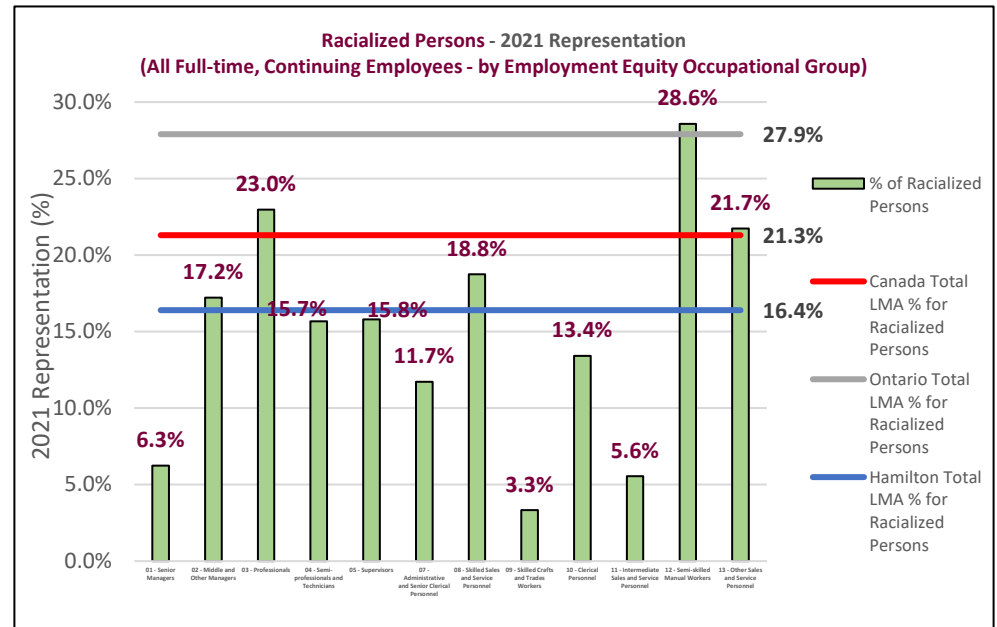
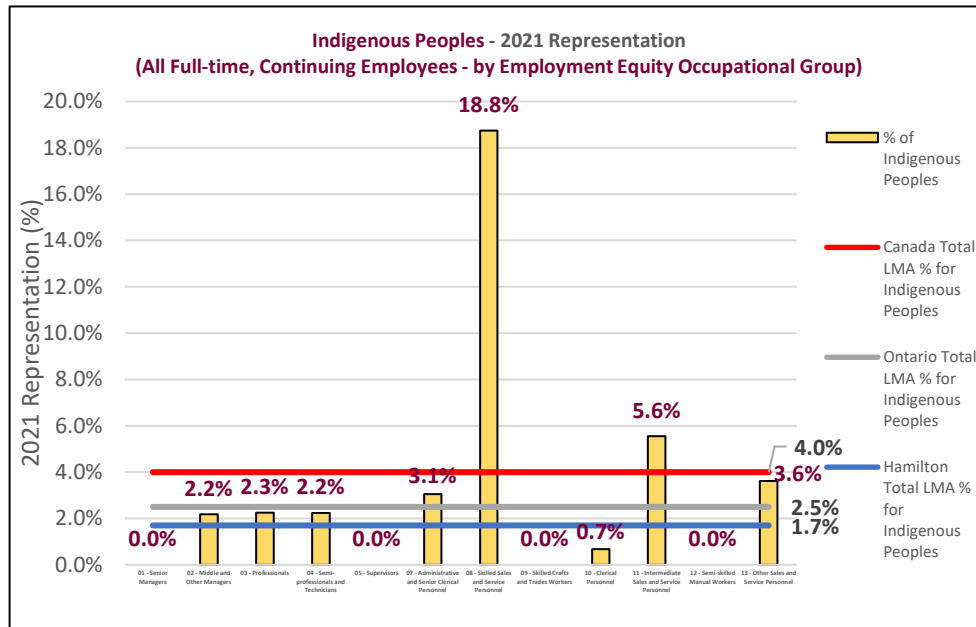
<sup>133</sup> The description of Senior Managers in this context is based on the Employment Equity Occupational Group, as defined by *Employment & Social Development Canada (ESDC)*. This is separate and distinct from the institutional definition of Senior Managers at McMaster. For specific information about McMaster's senior leaders, please refer to the analysis shared in the "Leadership Groups" section earlier in this report.

**Note:** 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

## Employment Equity Occupational Groups

## 2021 Representation



# Employment Equity Occupational Groups

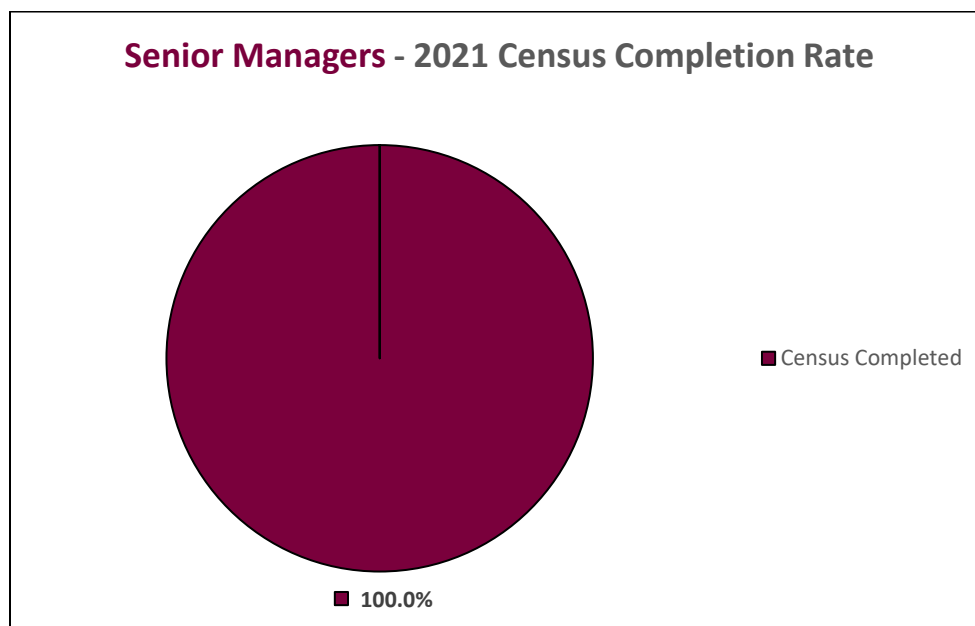


## 01 – Senior Managers <sup>134, 135, 136</sup>

Senior Managers include 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.

**McMaster Examples:** President & Vice-Chancellor, Vice-Presidents, Assistant/Associate Vice-Presidents (Administration)

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%
Racialized Persons	6.3%	-3.8%
Persons with Disabilities	6.3%	6.3%
Women	62.5%	-17.5%

<sup>134</sup> As defined by *Employment & Social Development Canada (ESDC)* based on the NOC for each position.

<sup>135</sup> The description of Senior Managers in this context is based on the Employment Equity Occupational Group, as defined by *Employment & Social Development Canada (ESDC)*. This is separate and distinct from the institutional definition of Senior Managers at McMaster, and there is opportunity to explore further analysis within this group.

<sup>136</sup> This group does not include most Academic leadership positions (such as Dean, Chair, etc.). Further analysis is required to report specifically on academic leadership positions.

**Note:** 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

2021 Gap Analysis <sup>137</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	3.2%	-3.2%	0.0%
Provincial (Ontario)		1.9%	-1.9%	0.0%
Local (Hamilton, Burlington, Grimsby)		0.9%	-0.9%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	6.3%	11.5%	-5.3%	54.3%
Provincial (Ontario)		15.5%	-9.3%	40.3%
Local (Hamilton, Burlington, Grimsby)		7.0%	-0.8%	89.3%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	6.3%	5.0%	1.3%	125.0%
Provincial (Ontario)		5.5%	0.8%	113.6%
Local (Hamilton, Burlington, Grimsby)		5.5%	0.8%	113.6%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	62.5%	27.6%	34.9%	226.4%
Provincial (Ontario)		28.4%	34.1%	220.1%
Local (Hamilton, Burlington, Grimsby)		26.2%	36.3%	238.5%

<sup>137</sup> Based on the Labour Market Availability for **EEOG 01 - Senior Managers**, as defined by [Employment & Social Development Canada \(ESDC\)](#)

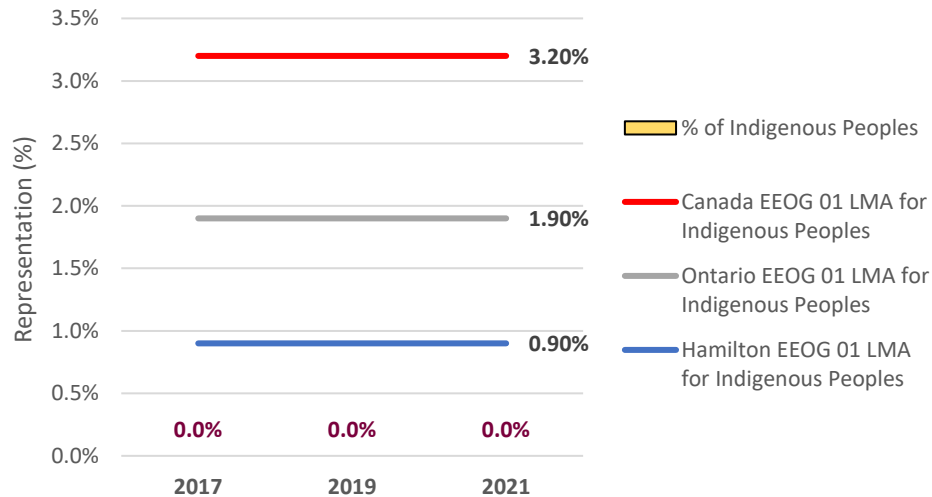
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

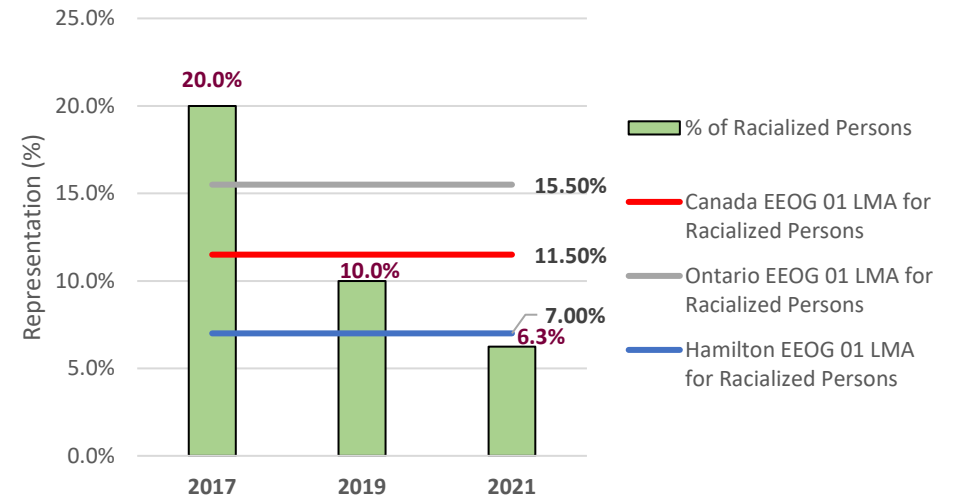
## 01 - Senior Managers

## Year-over-Year Change in Representation

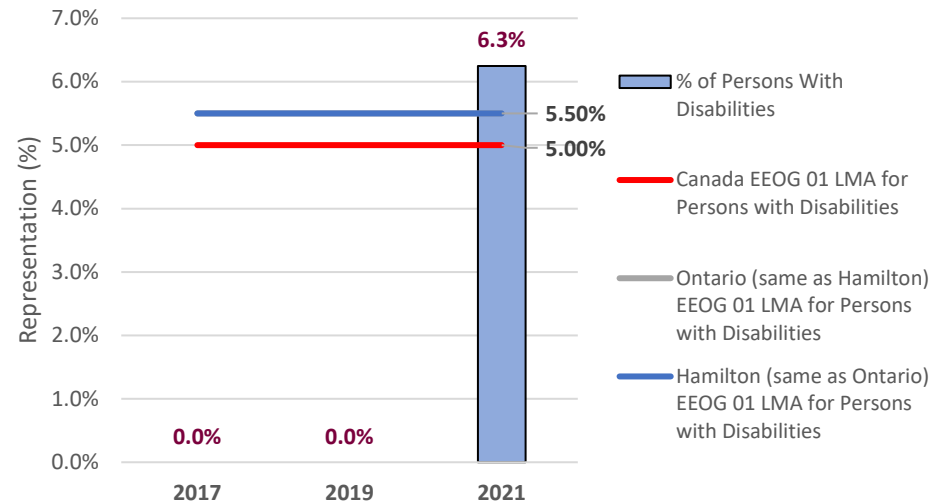
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 01 - Senior Managers)**



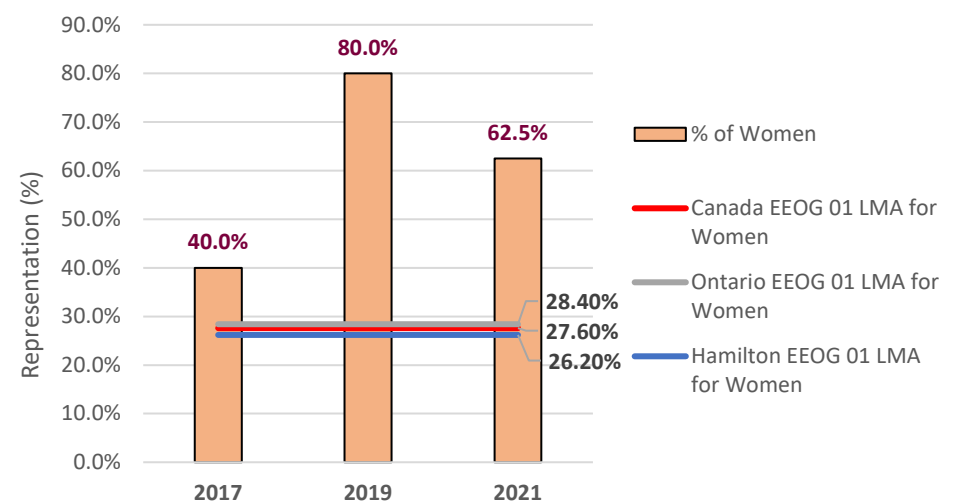
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 01 - Senior Managers)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 01 - Senior Managers)**



**Women - Year-over-Year Change in Representation  
(EEOG 01 - Senior Managers)**



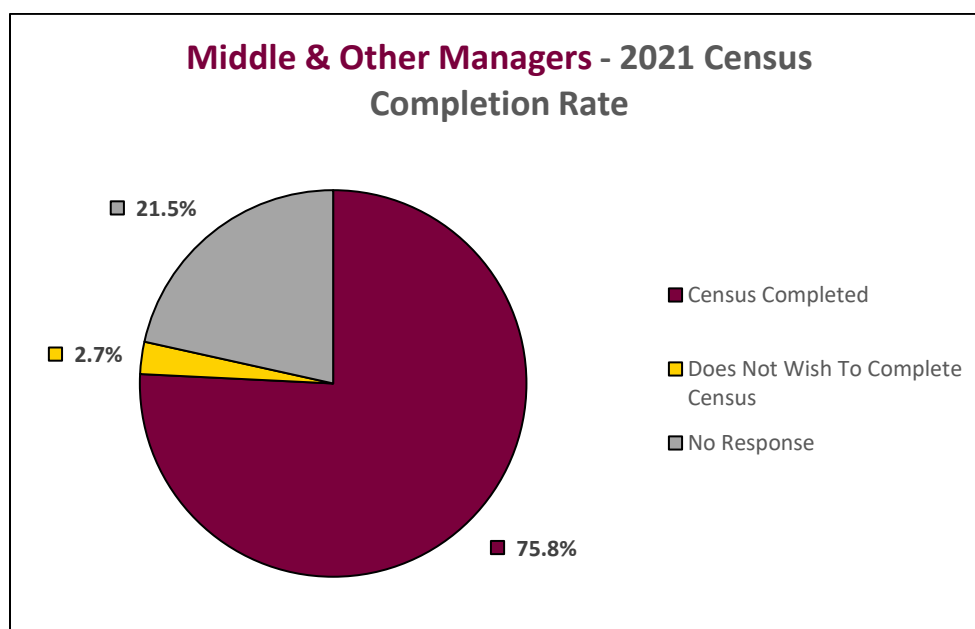


## 02 – Middle and Other Managers <sup>138</sup>

Middle and other managers are those positions that 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.

**McMaster Examples:** Directors, Project Managers, Curators, Research Managers, Senior Systems Administrators

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.2%	+ 0.6%
Racialized Persons	17.2%	+ 3.6%
Persons with Disabilities	3.6%	+ 0.8%
Women	64.8%	-0.1%

<sup>138</sup> As defined by *Employment & Social Development Canada (ESDC)* based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>139</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.2%	2.7%	-0.5%	81.0%
Provincial (Ontario)		1.7%	0.5%	128.6%
Local (Hamilton, Burlington, Grimsby)		1.2%	1.0%	182.1%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	17.2%	17.6%	-0.4%	97.8%
Provincial (Ontario)		23.2%	-6.0%	74.2%
Local (Hamilton, Burlington, Grimsby)		12.2%	5.0%	141.1%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.6%	5.0%	-1.4%	71.0%
Provincial (Ontario)		5.5%	-1.9%	64.6%
Local (Hamilton, Burlington, Grimsby)		5.5%	-1.9%	64.6%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	64.8%	39.4%	25.4%	164.4%
Provincial (Ontario)		40.5%	24.3%	159.9%
Local (Hamilton, Burlington, Grimsby)		39.9%	24.9%	162.3%

<sup>139</sup> Based on the Labour Market Availability for **EEOG 02 - Middle and Other Managers**, as defined by [Employment & Social Development Canada \(ESDC\)](#)

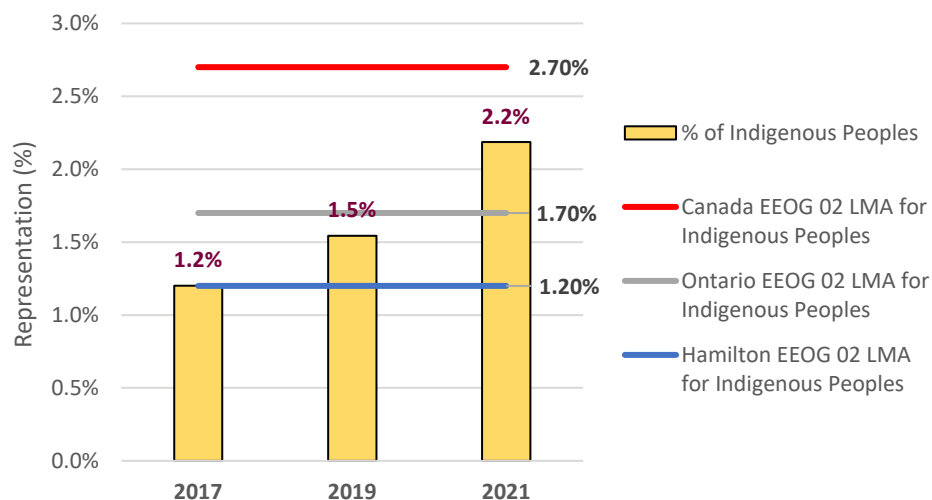
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

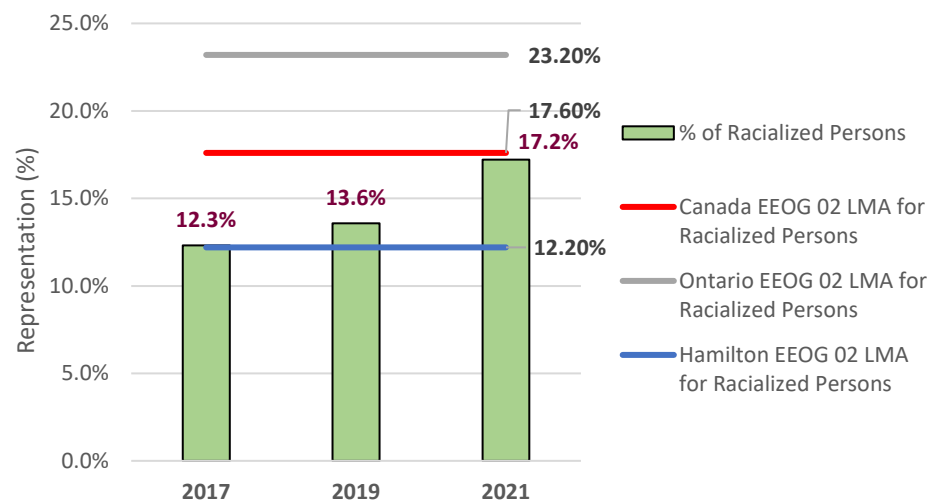
## 02 - Middle and Other Managers

## Year-over-Year Change in Representation

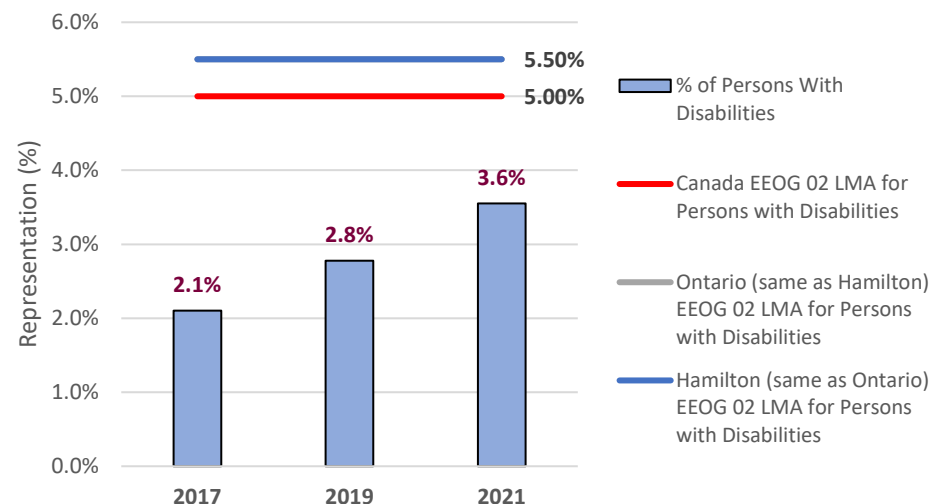
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 02 - Middle and Other Managers)**



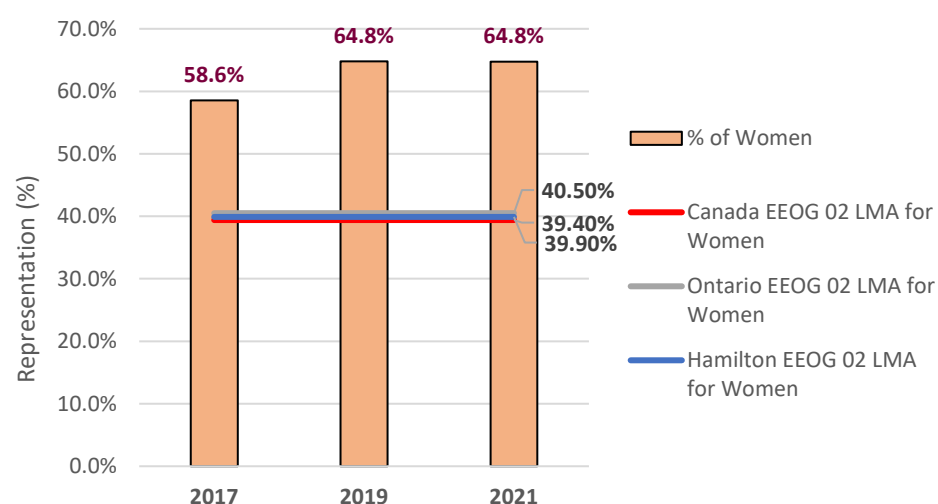
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 02 - Middle and Other Managers)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 02 - Middle and Other Managers)**



**Women - Year-over-Year Change in Representation  
(EEOG 02 - Middle and Other Managers)**



### 03 – Professionals <sup>140</sup>

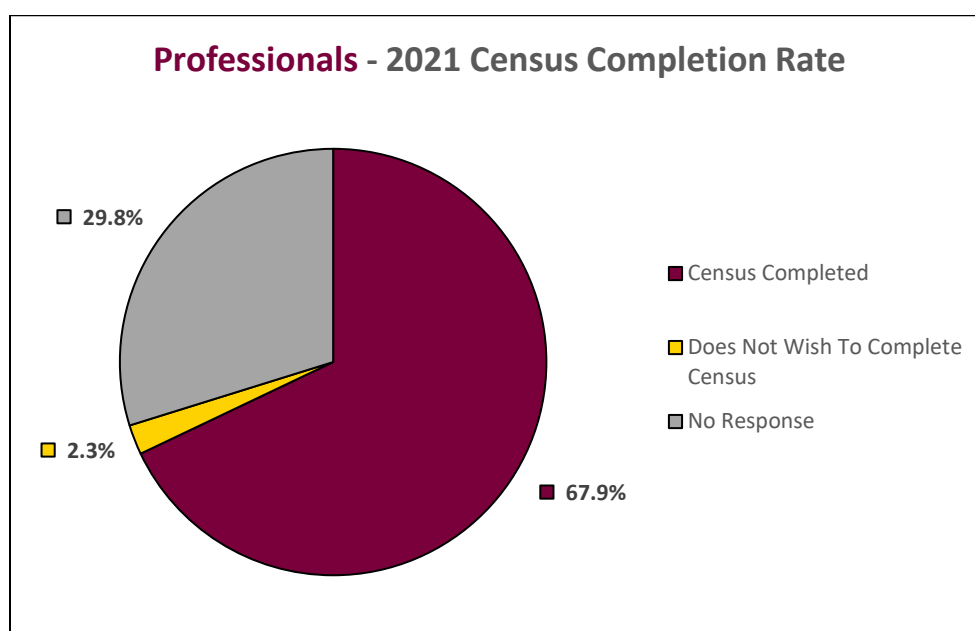
Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.

This group captures the majority of MUFA Faculty positions, including Professor, Assistant Professor, Associate Professor, and Lecturer.

Many TMG roles are also included within this group.

**McMaster Examples:** MUFA Faculty, Clinical Research Managers/Coordinators, University/Legal Counsel

#### 2021 Completion Rate



#### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.3%	+ 0.7%
Racialized Persons	23.0%	+ 3.0%
Persons with Disabilities	4.5%	+ 0.5%
Women	55.8%	+ 0.3%

<sup>140</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>141</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.3%	2.4%	-0.1%	93.9%
Provincial (Ontario)		1.5%	0.8%	150.2%
Local (Hamilton, Burlington, Grimsby)		1.0%	1.3%	225.3%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	23.0%	23.2%	-0.2%	99.0%
Provincial (Ontario)		30.7%	-7.7%	74.8%
Local (Hamilton, Burlington, Grimsby)		17.9%	5.1%	128.3%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	4.5%	8.9%	-4.4%	50.1%
Provincial (Ontario)		10.3%	-5.8%	43.3%
Local (Hamilton, Burlington, Grimsby)		10.3%	-5.8%	43.3%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	55.8%	55.0%	0.8%	101.4%
Provincial (Ontario)		53.5%	2.3%	104.3%
Local (Hamilton, Burlington, Grimsby)		56.3%	-0.5%	99.1%

<sup>141</sup> Based on the Labour Market Availability for EEOG 03 - Professionals, as defined by [Employment & Social Development Canada \(ESDC\)](#)

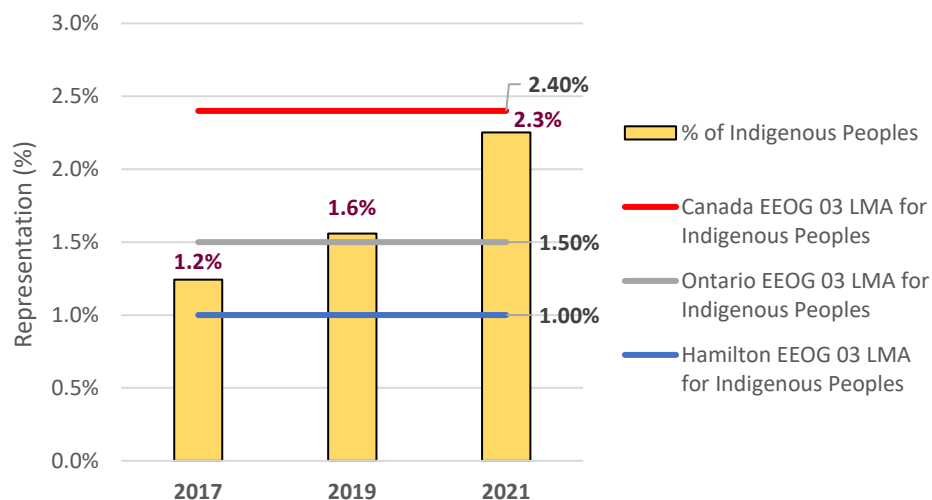
Utilization Rate, (UR), represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

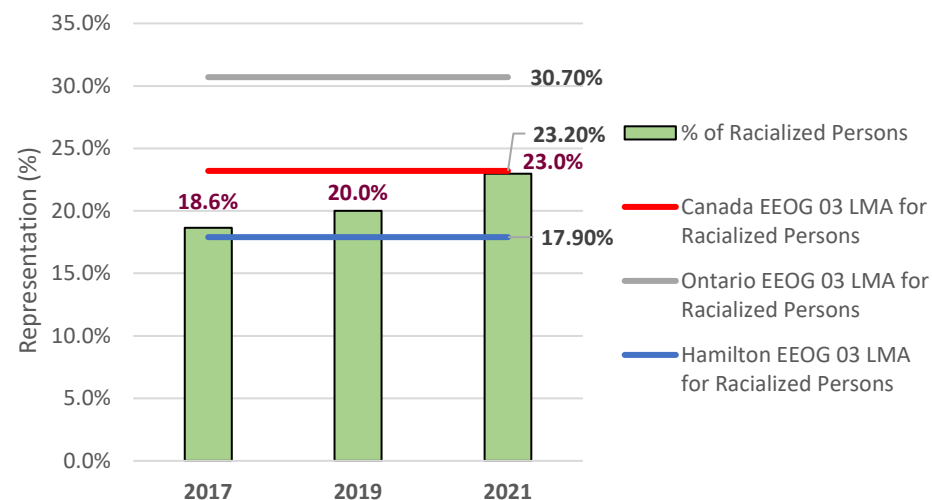
### 03 - Professionals

### Year-over-Year Change in Representation

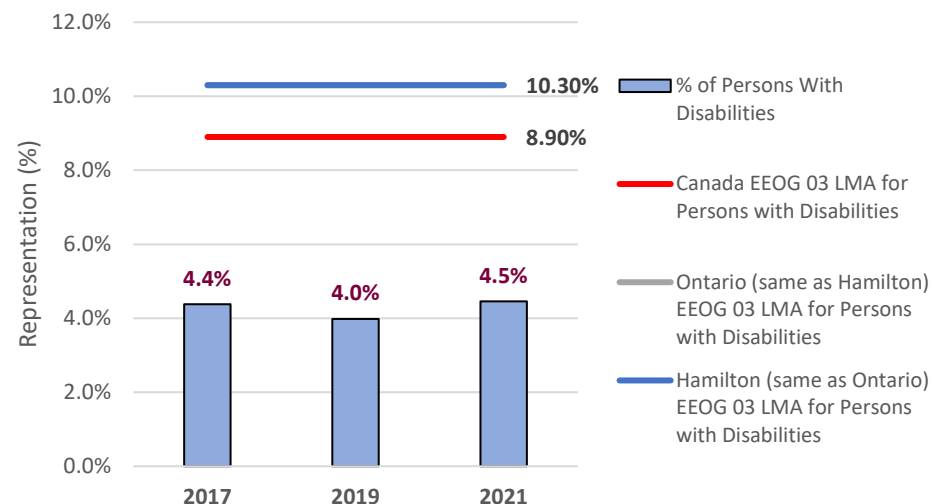
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 03 - Professionals)**



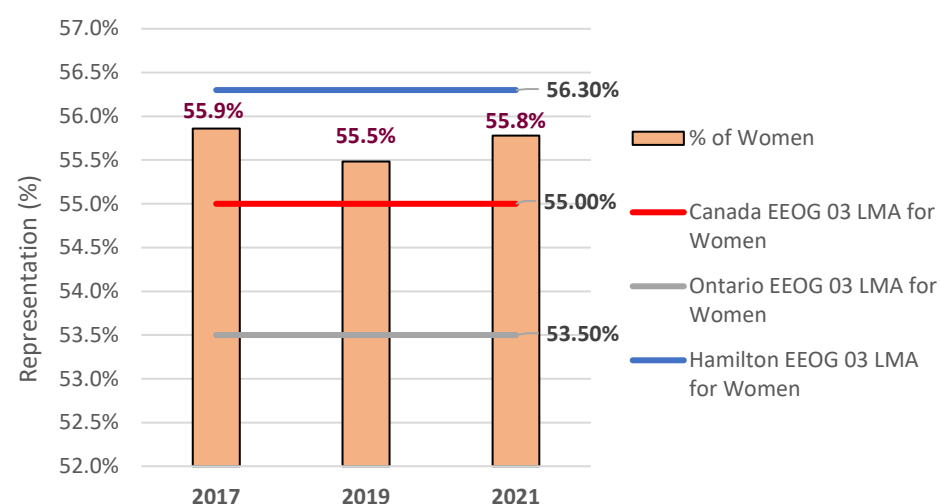
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 03 - Professionals)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 03 - Professionals)**



**Women - Year-over-Year Change in Representation  
(EEOG 03 - Professionals)**

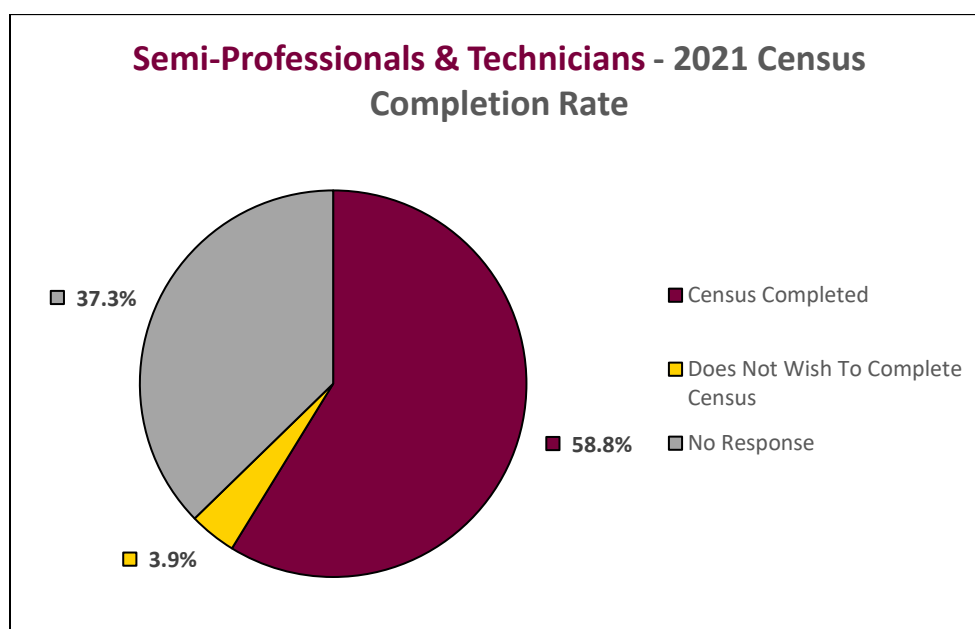


## 04 – Semi-Professionals & Technicians <sup>142</sup>

Positions within this group require 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.

**McMaster Examples:** Service Desk Analysts, Technical Support Specialists, Nuclear Reactor Operator, Safety Manager, Animal Care Technician, Audio-visual & Digital Media Specialist, Coaches (Athletics & Recreation), Fire Technicians

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	2.2%	+ 0.7%
Racialized Persons	15.7%	+ 4.0%
Persons with Disabilities	7.5%	+ 2.8%
Women	56.7%	+ 3.2%

<sup>142</sup> As defined by *Employment & Social Development Canada (ESDC)* based on the NOC for each position.

**Note:** 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



2021 Gap Analysis <sup>143</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	2.2%	4.2%	-2.0%	53.3%
Provincial (Ontario)		2.8%	-0.6%	80.0%
Local (Hamilton, Burlington, Grimsby)		1.9%	0.3%	117.8%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	15.7%	19.1%	-3.4%	82.1%
Provincial (Ontario)		25.4%	-9.7%	61.7%
Local (Hamilton, Burlington, Grimsby)		15.4%	0.3%	101.8%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	7.5%	7.6%	-0.1%	98.2%
Provincial (Ontario)		5.8%	1.7%	128.7%
Local (Hamilton, Burlington, Grimsby)		5.8%	1.7%	128.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	56.7%	53.5%	3.2%	106.0%
Provincial (Ontario)		52.8%	3.9%	107.4%
Local (Hamilton, Burlington, Grimsby)		52.8%	3.9%	107.4%

<sup>143</sup> Based on the Labour Market Availability for **EEOG 04 - Semi-professionals and Technicians**, as defined by *Employment & Social Development Canada (ESDC)*

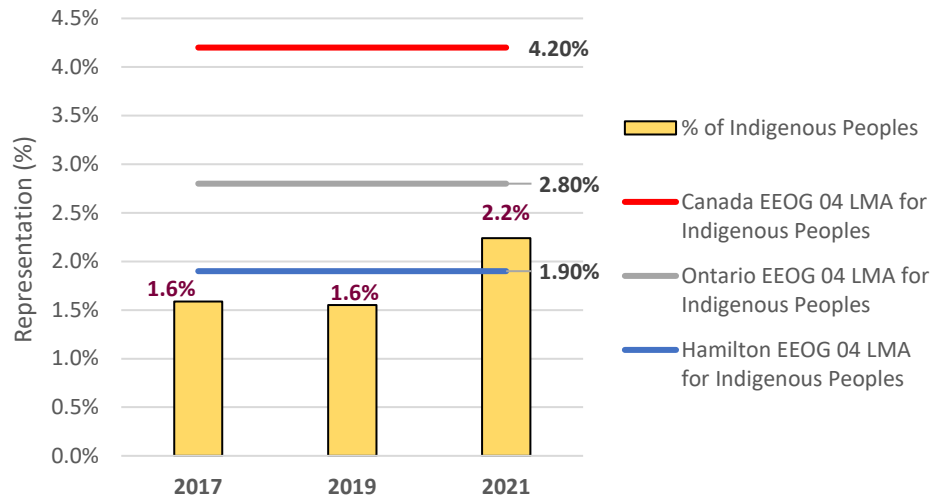
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

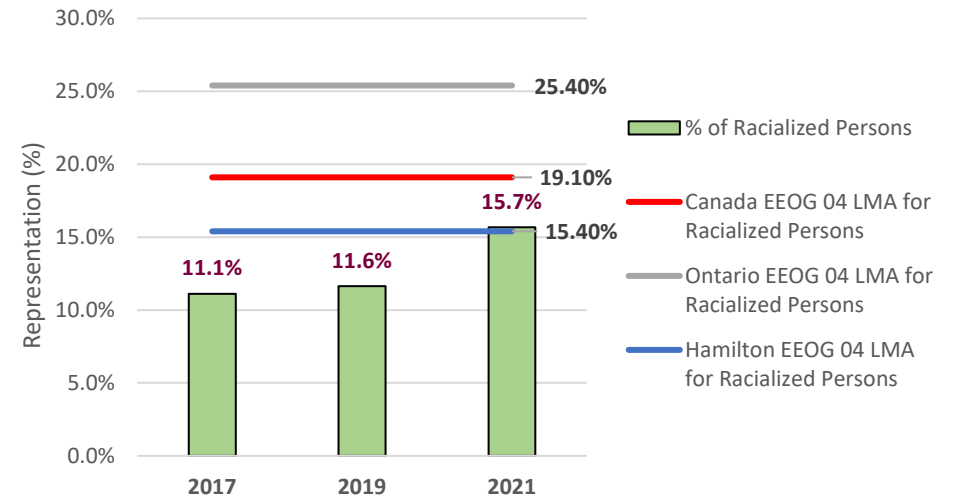
## 04 - Semi-professionals and Technicians

## Year-over-Year Change in Representation

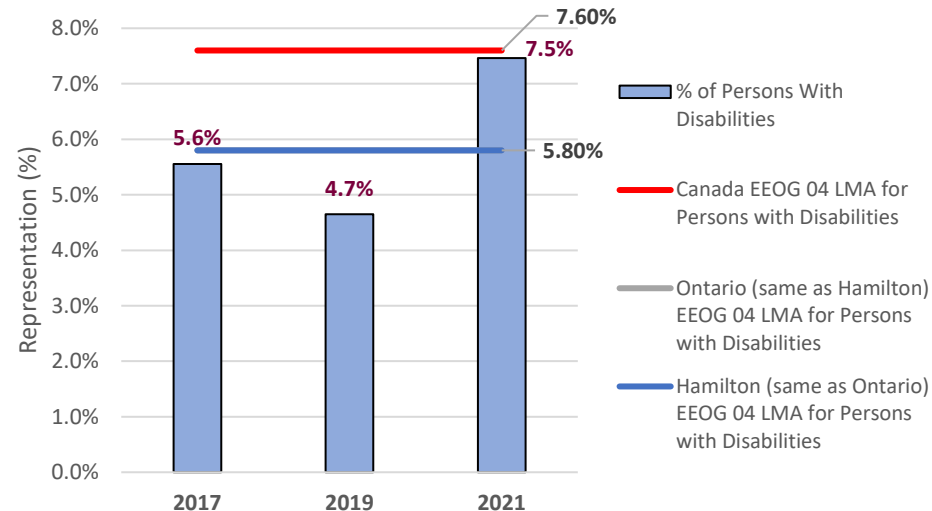
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 04 - Semi-professionals and Technicians)**



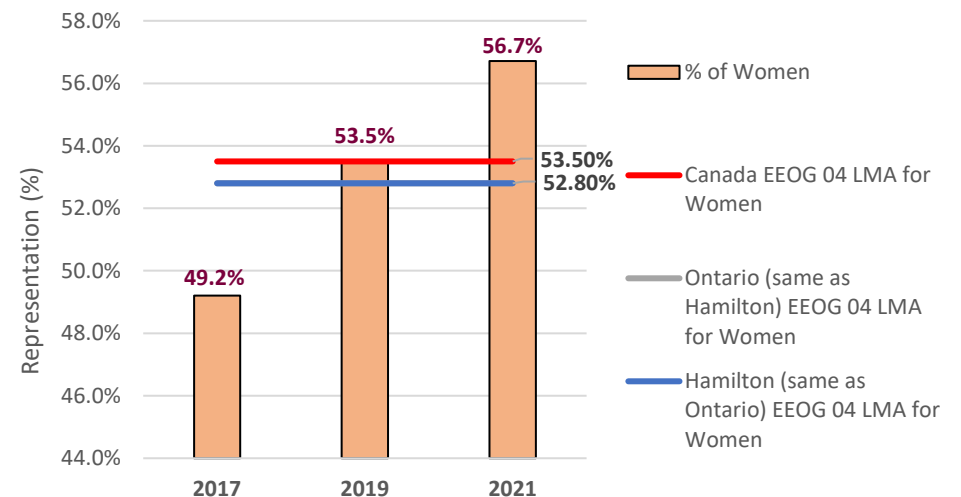
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 04 - Semi-professionals and Technicians)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 04 - Semi-professionals and Technicians)**



**Women - Year-over-Year Change in Representation  
(EEOG 04 - Semi-professionals and Technicians)**

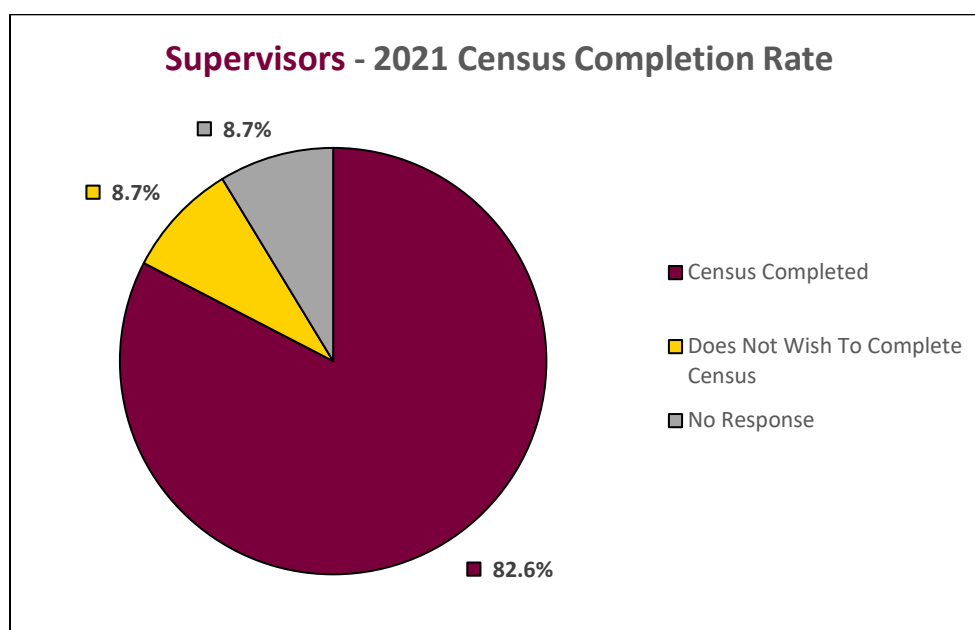


## 05 – Supervisors <sup>144</sup>

Supervisors as non-management first-line coordinators of administrative, clerical, sales, and service workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

**McMaster Examples:** Head Receiver, Sales Floor Manager, Merchandise coordinator, Course Materials Manager, Sergeant

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%
Racialized Persons	15.8%	+ 8.6%
Persons with Disabilities	0.0%	0.0%
Women	63.2%	-1.1%

<sup>144</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>145</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	3.9%	-3.9%	0.0%
Provincial (Ontario)		2.5%	-2.5%	0.0%
Local (Hamilton, Burlington, Grimsby)		1.4%	-1.4%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	15.8%	24.0%	-8.2%	65.8%
Provincial (Ontario)		28.9%	-13.1%	54.6%
Local (Hamilton, Burlington, Grimsby)		14.0%	1.8%	112.8%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	27.5%	-27.5%	0.0%
Provincial (Ontario)		27.7%	-27.7%	0.0%
Local (Hamilton, Burlington, Grimsby)		27.7%	-27.7%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	63.2%	55.5%	7.7%	113.8%
Provincial (Ontario)		55.2%	8.0%	114.4%
Local (Hamilton, Burlington, Grimsby)		55.8%	7.4%	113.2%

<sup>145</sup> Based on the Labour Market Availability for EEOG 05 - Supervisors, as defined by [Employment & Social Development Canada \(ESDC\)](#)

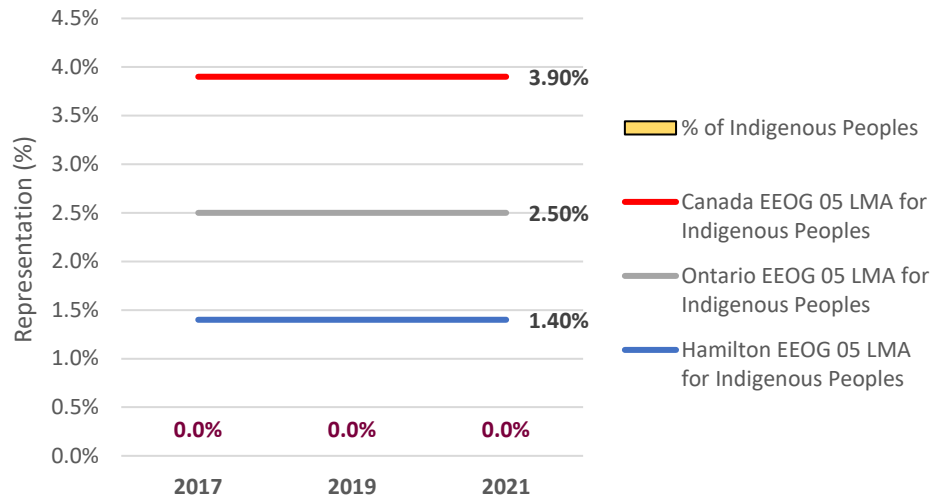
Utilization Rate, (UR), represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

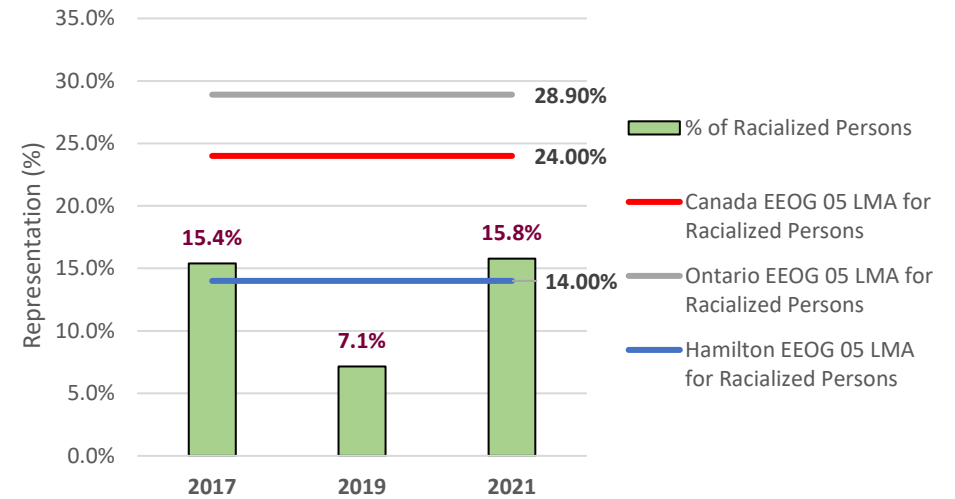
## 05 - Supervisors

## Year-over-Year Change in Representation

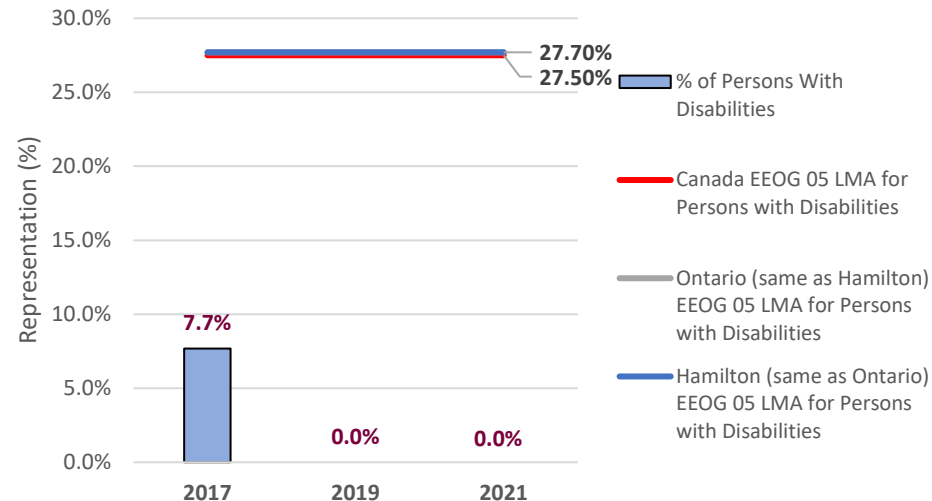
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 05 - Supervisors)**



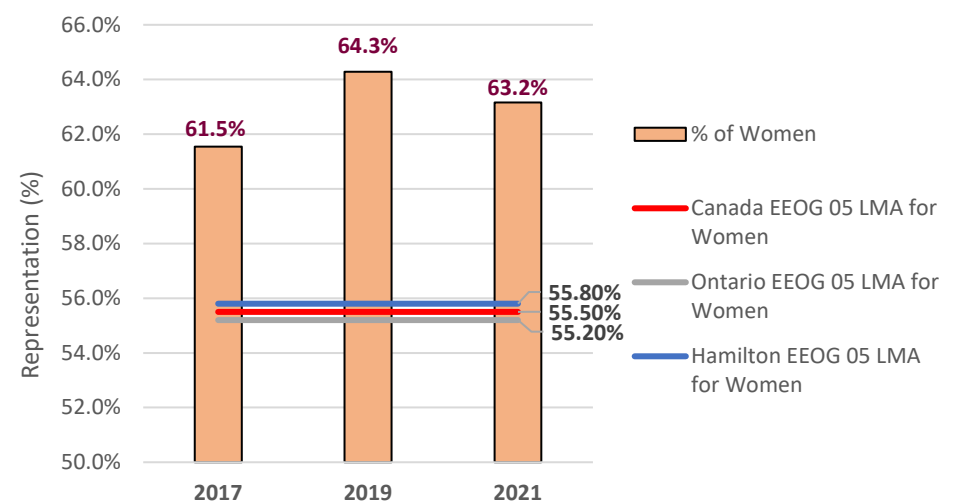
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 05 - Supervisors)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 05 - Supervisors)**



**Women - Year-over-Year Change in Representation  
(EEOG 05 - Supervisors)**

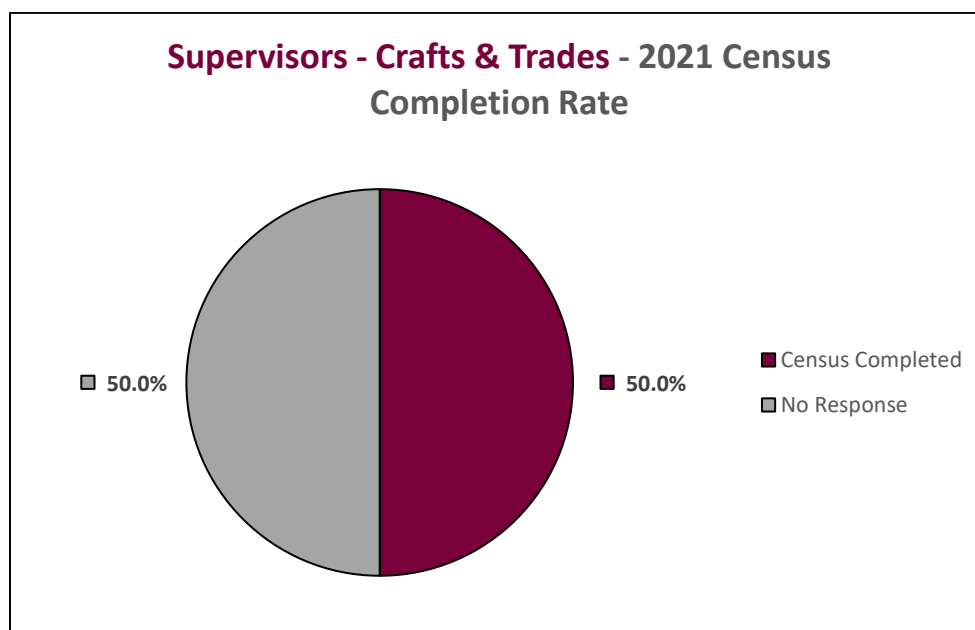


## 06 – Supervisors – Crafts & Trades <sup>146</sup>

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled workers, and/or other manual workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

**McMaster Examples:** Digital Imaging Manager; Director, Engineering Operations

### 2021 Completion Rate



### Change in Composition

Not reported, as the 2021 Total Active Headcount for this group is less than 6

<sup>146</sup> As defined by [\*Employment & Social Development Canada \(ESDC\)\*](#) based on the NOC for each position.

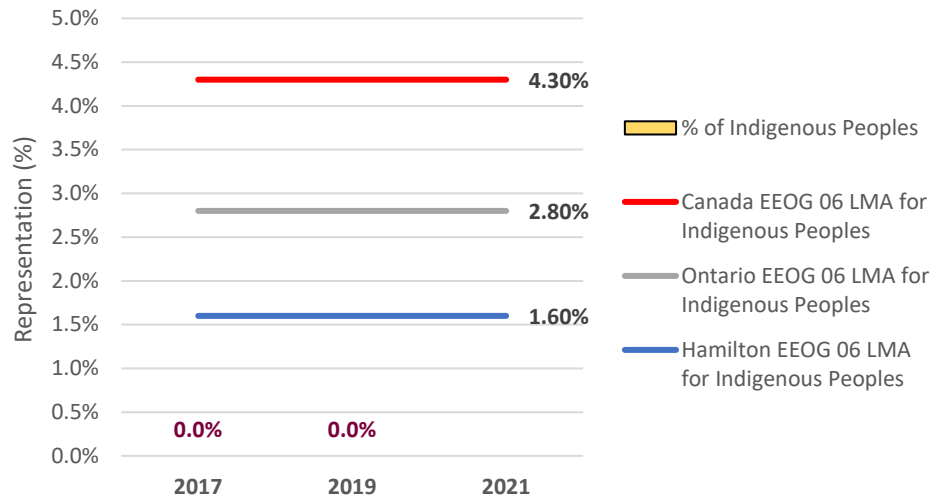
**Note:** The values for Change in Composition are indicated based on the Legend below:

- **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

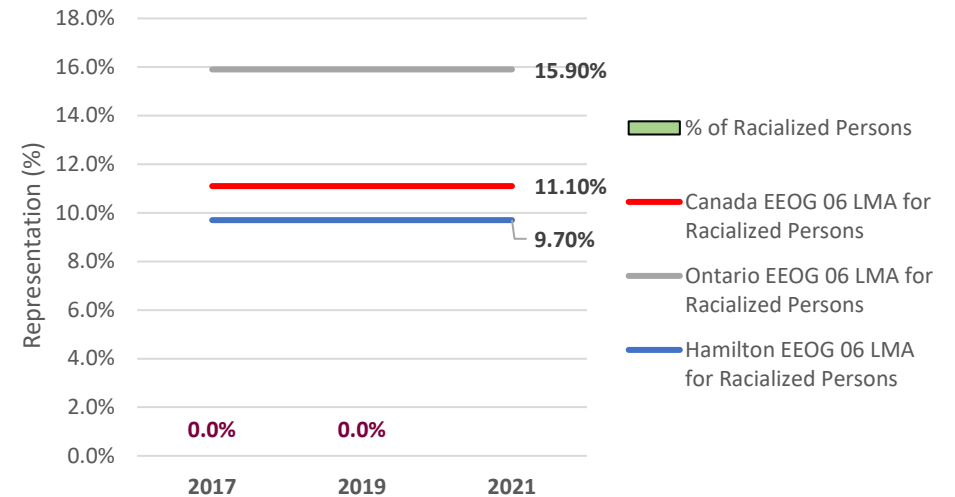
## 06 - Supervisors - Crafts and Trades

## Year-over-Year Change in Representation

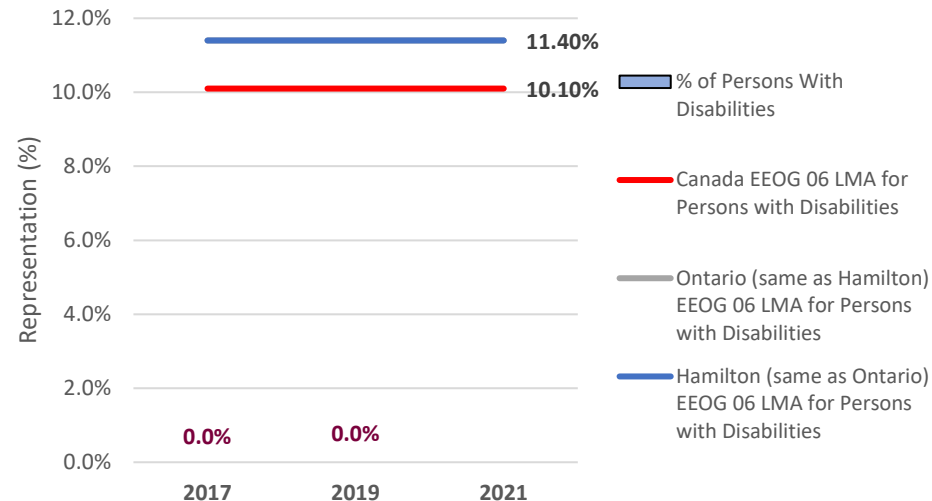
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 06 - Supervisors - Crafts and Trades)**



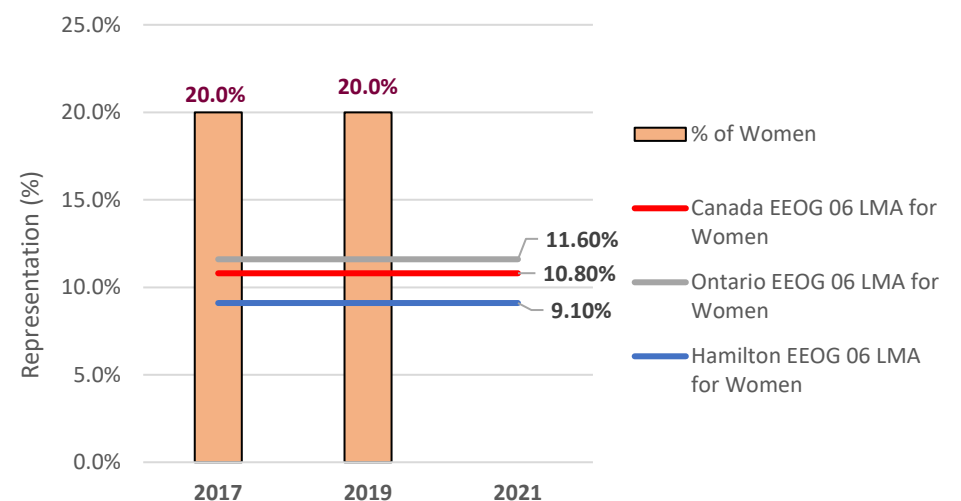
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 06 - Supervisors - Crafts and Trades)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 06 - Supervisors - Crafts and Trades)**



**Women - Year-over-Year Change in Representation  
(EEOG 06 - Supervisors - Crafts and Trades)**



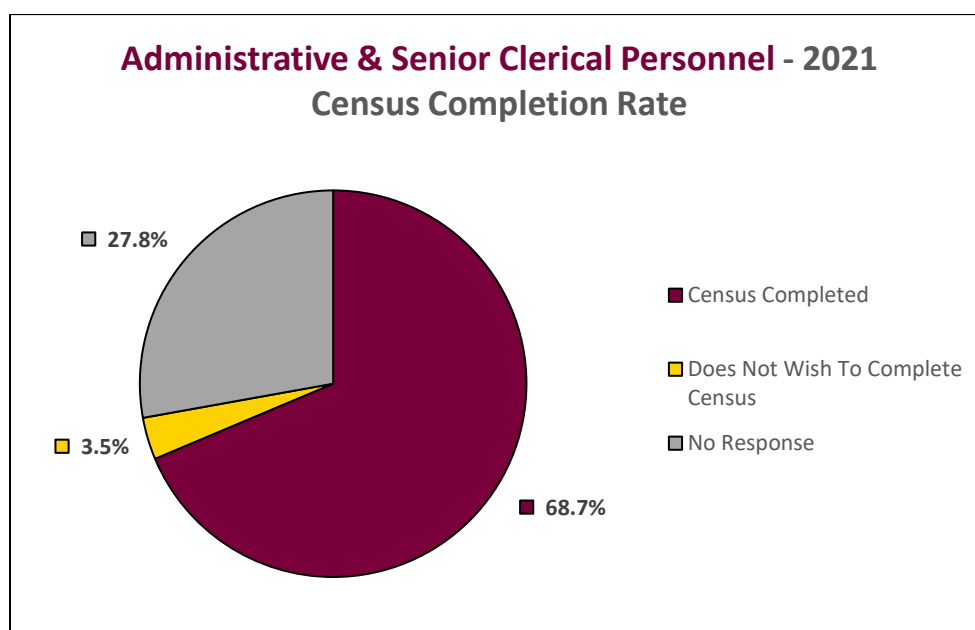


## 07 – Administrative and Senior Clerical Personnel <sup>147</sup>

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.

**McMaster Examples:** Administrative Coordinators, Academic Coordinators, Instructional Coordinators, Operations Site Coordinators, Project Coordinators, Administrative/Program Assistants, Medical Secretaries

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	3.1%	+ 0.5%
Racialized Persons	11.7%	+ 1.3%
Persons with Disabilities	4.6%	+ 0.7%
Women	93.3%	-0.4%

<sup>147</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>148</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.1%	3.5%	-0.4%	87.2%
Provincial (Ontario)		2.2%	0.9%	138.8%
Local (Hamilton, Burlington, Grimsby)		1.3%	1.8%	234.8%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	11.7%	16.4%	-4.7%	71.5%
Provincial (Ontario)		23.1%	-11.4%	50.7%
Local (Hamilton, Burlington, Grimsby)		11.3%	0.4%	103.7%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	4.6%	10.0%	-5.4%	46.4%
Provincial (Ontario)		9.7%	-5.1%	47.8%
Local (Hamilton, Burlington, Grimsby)		9.7%	-5.1%	47.8%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	93.3%	82.4%	10.9%	113.2%
Provincial (Ontario)		81.1%	12.2%	115.0%
Local (Hamilton, Burlington, Grimsby)		82.6%	10.7%	112.9%

<sup>148</sup> Based on the Labour Market Availability for **EEOG 07 - Administrative and Senior Clerical Personnel**, as defined by *Employment & Social Development Canada (ESDC)*

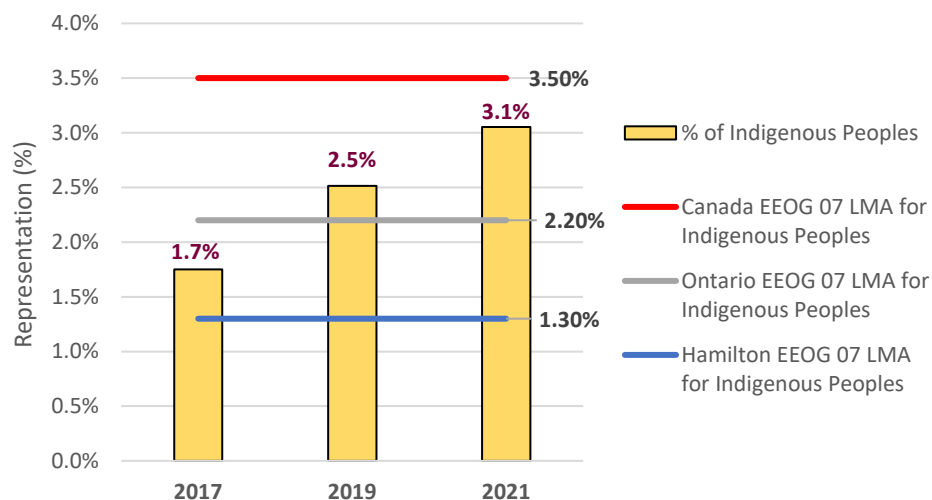
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

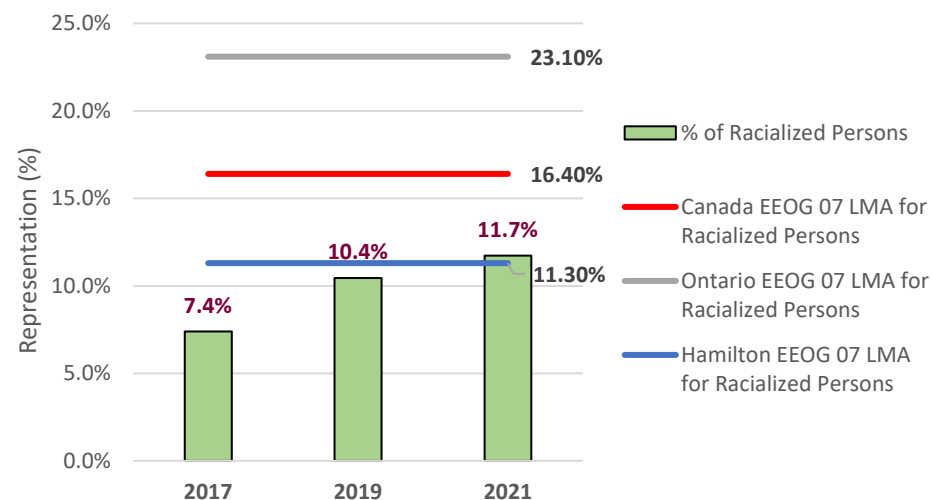
## 07 - Administrative and Senior Clerical Personnel

## Year-over-Year Change in Representation

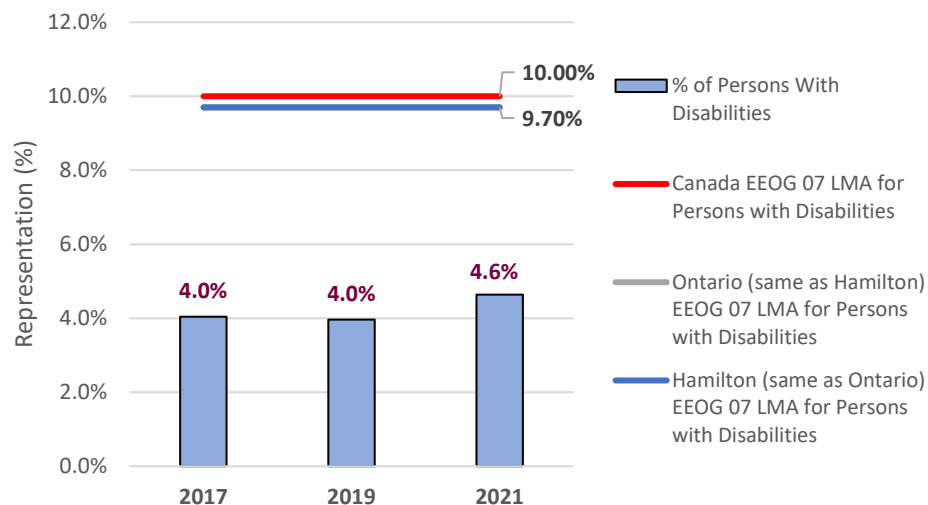
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 07 - Administrative and Senior Clerical Personnel)**



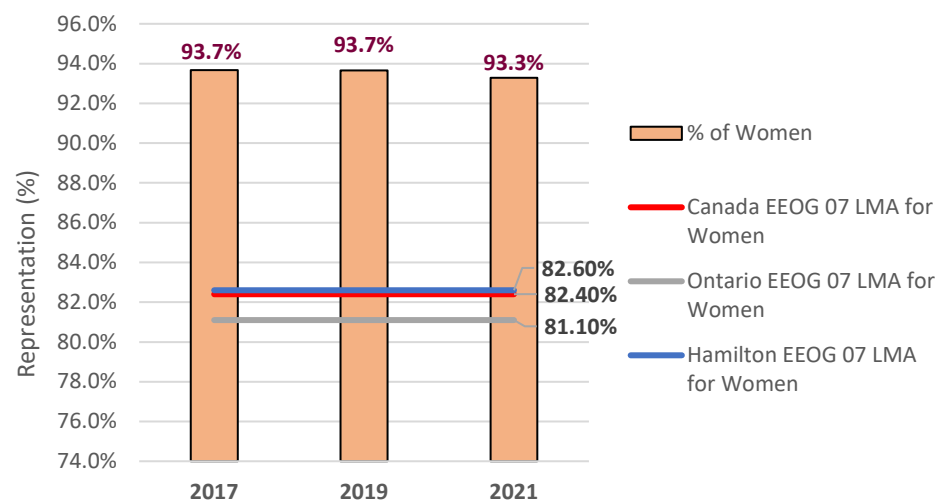
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 07 - Administrative and Senior Clerical Personnel)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 07 - Administrative and Senior Clerical Personnel)**



**Women - Year-over-Year Change in Representation  
(EEOG 07 - Administrative and Senior Clerical Personnel)**

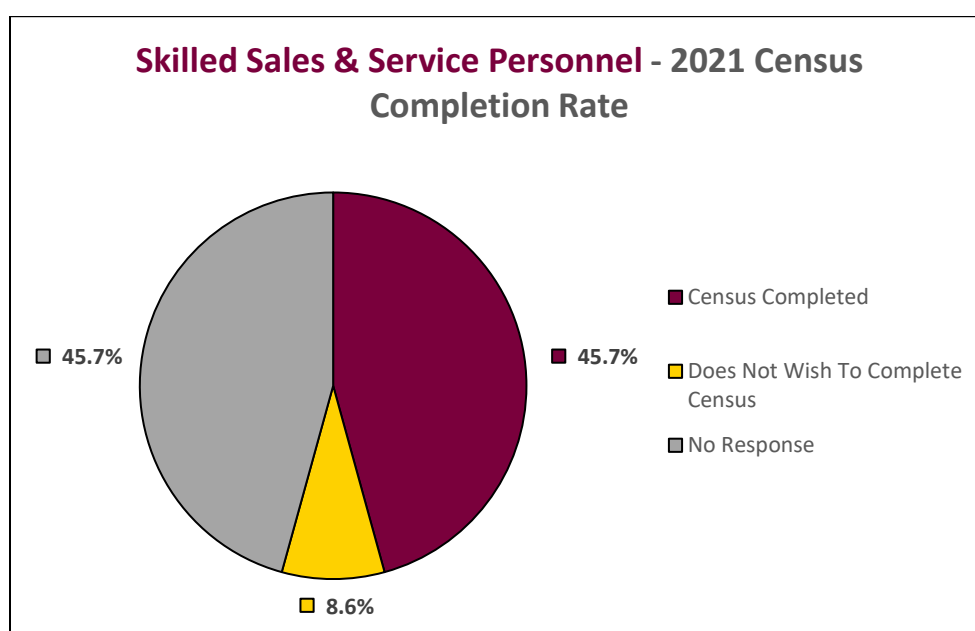


## o8 – Skilled Sales and Service Personnel <sup>149</sup>

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. 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.

**McMaster Examples:** Course Materials/Merchandise buyers, Executive Chef, Apprentices, Chef de Partie, Third Cook

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	18.8%	+ 6.3%
Racialized Persons	18.8%	+ 6.3%
Persons with Disabilities	18.8%	0.0%
Women	68.8%	+ 12.5%

<sup>149</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>150</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.8%	3.7%	15.1%	506.8%
Provincial (Ontario)		2.3%	16.5%	815.2%
Local (Hamilton, Burlington, Grimsby)		1.8%	17.0%	1041.7%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.8%	27.7%	-9.0%	67.7%
Provincial (Ontario)		33.4%	-14.7%	56.1%
Local (Hamilton, Burlington, Grimsby)		18.0%	0.8%	104.2%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	18.8%	8.0%	10.8%	234.4%
Provincial (Ontario)		7.6%	11.2%	246.7%
Local (Hamilton, Burlington, Grimsby)		7.6%	11.2%	246.7%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	68.8%	49.7%	19.1%	138.3%
Provincial (Ontario)		47.6%	21.2%	144.4%
Local (Hamilton, Burlington, Grimsby)		48.3%	20.5%	142.3%

<sup>150</sup> Based on the Labour Market Availability for **EEOG 08 - Skilled Sales and Service Personnel**, as defined by *Employment & Social Development Canada (ESDC)*

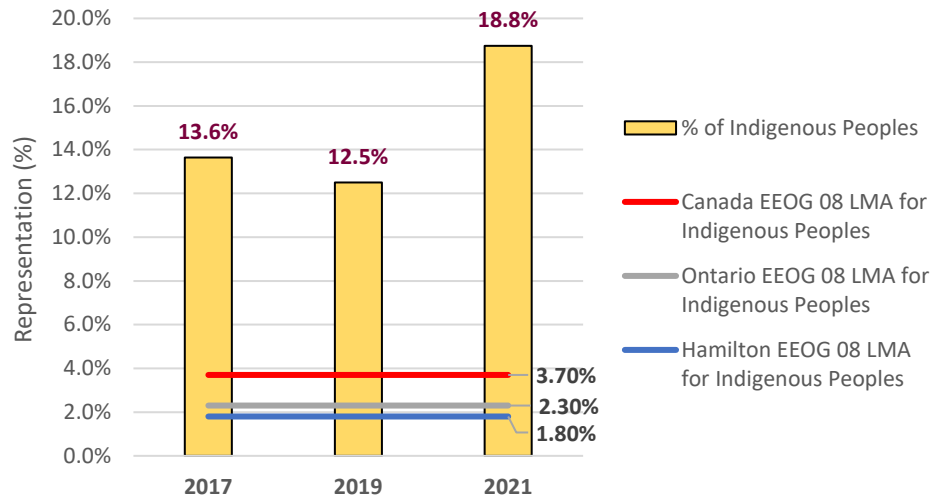
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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

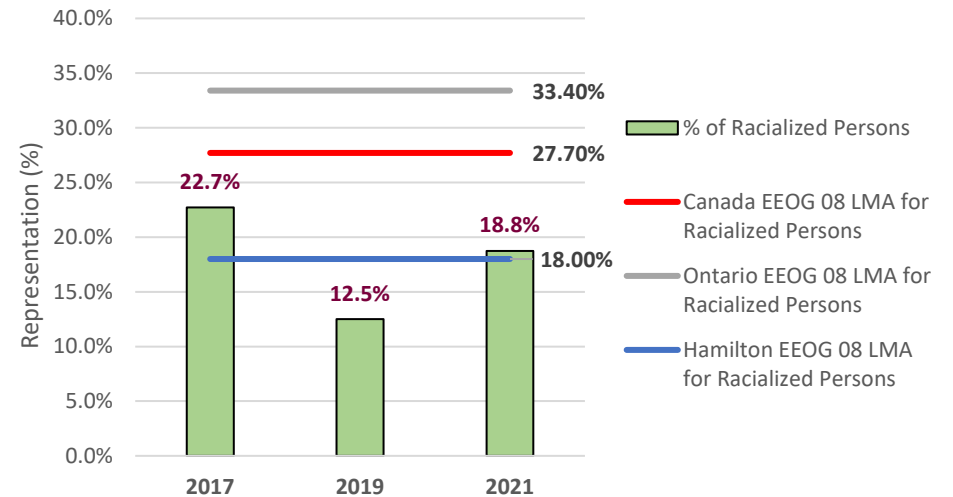
## 08 - Skilled Sales and Service Personnel

## Year-over-Year Change in Representation

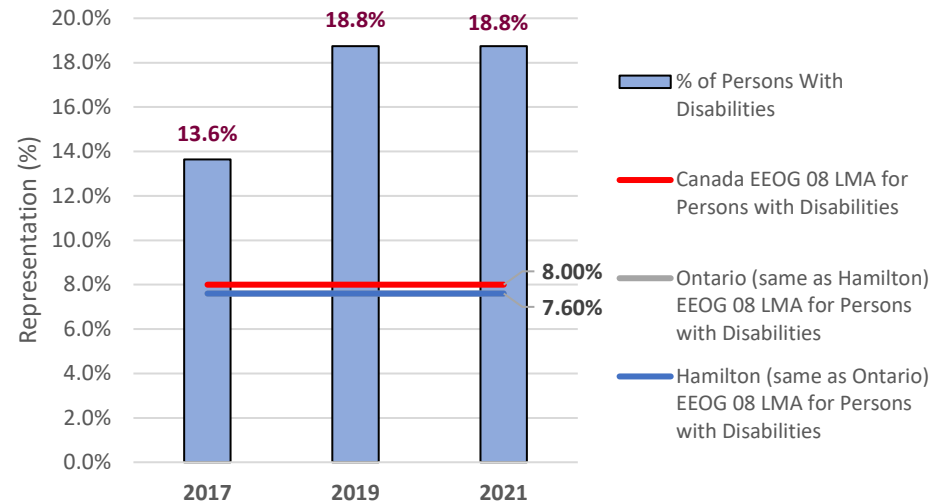
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 08 - Skilled Sales and Service Personnel)**



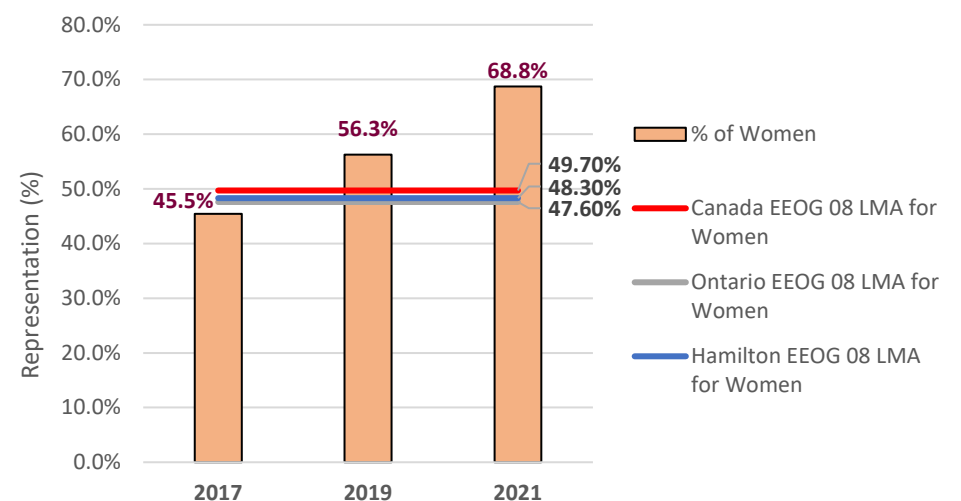
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 08 - Skilled Sales and Service Personnel)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 08 - Skilled Sales and Service Personnel)**



**Women - Year-over-Year Change in Representation  
(EEOG 08 - Skilled Sales and Service Personnel)**

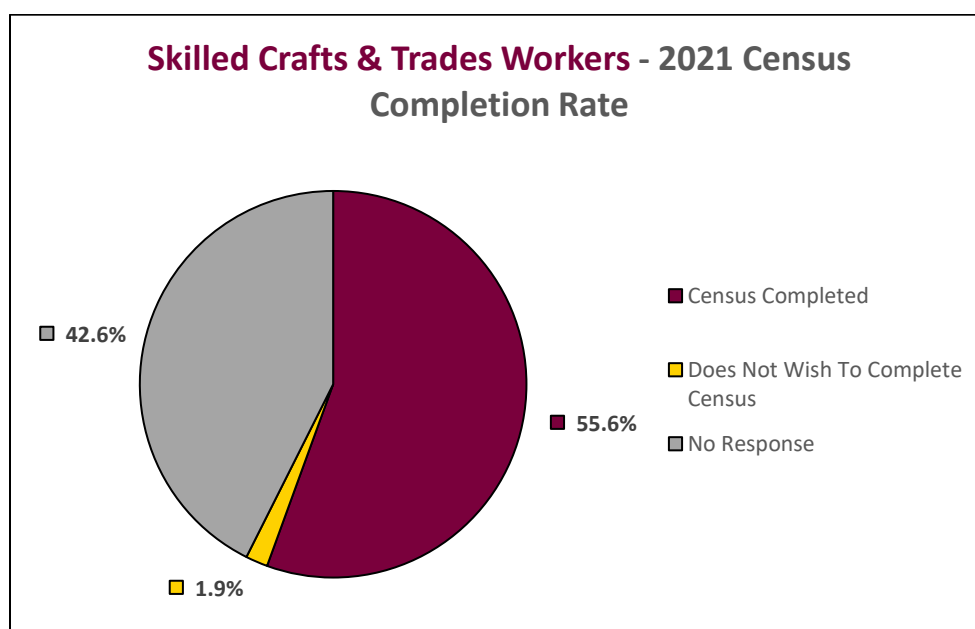


## 09 – Skilled Crafts and Trades Workers <sup>151</sup>

Workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

**McMaster Examples:** Machinists, Electricians, Plumbers, Sheet Metal Workers, Carpenters, Millwrights, Locksmiths, Facilities Maintenance workers, Second/Third Class Engineers

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	0.0%
Racialized Persons	3.3%	0.0%
Persons with Disabilities	3.3%	0.0%
Women	0.0%	0.0%

<sup>151</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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



2021 Gap Analysis <sup>152</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	5.2%	-5.2%	0.0%
Provincial (Ontario)		3.2%	-3.2%	0.0%
Local (Hamilton, Burlington, Grimsby)		1.9%	-1.9%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.3%	12.0%	-8.7%	27.8%
Provincial (Ontario)		16.8%	-13.5%	19.8%
Local (Hamilton, Burlington, Grimsby)		11.0%	-7.7%	30.3%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.3%	7.8%	-4.5%	42.7%
Provincial (Ontario)		8.6%	-5.3%	38.8%
Local (Hamilton, Burlington, Grimsby)		8.6%	-5.3%	38.8%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	4.0%	-4.0%	0.0%
Provincial (Ontario)		3.7%	-3.7%	0.0%
Local (Hamilton, Burlington, Grimsby)		3.1%	-3.1%	0.0%

<sup>152</sup> Based on the Labour Market Availability for EEOG 09 - Skilled Crafts and Trades Workers, as defined by *Employment & Social Development Canada (ESDC)*

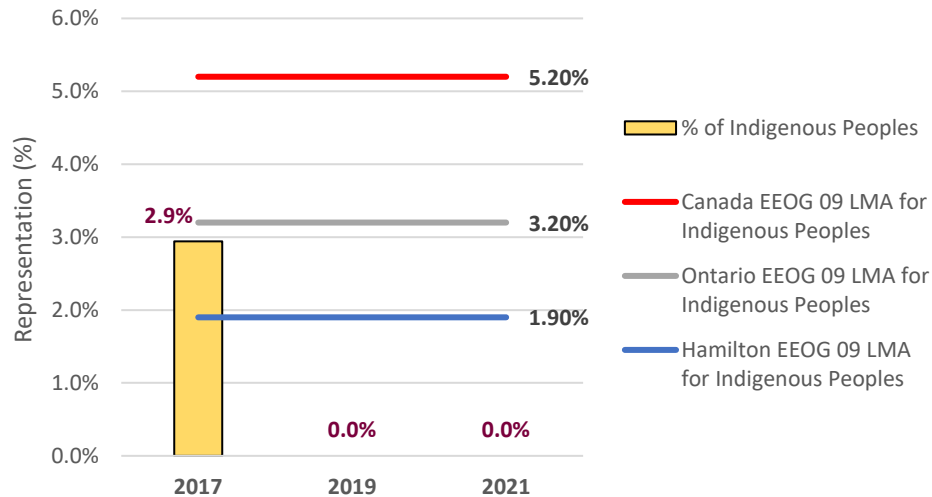
Utilization Rate, (UR), represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

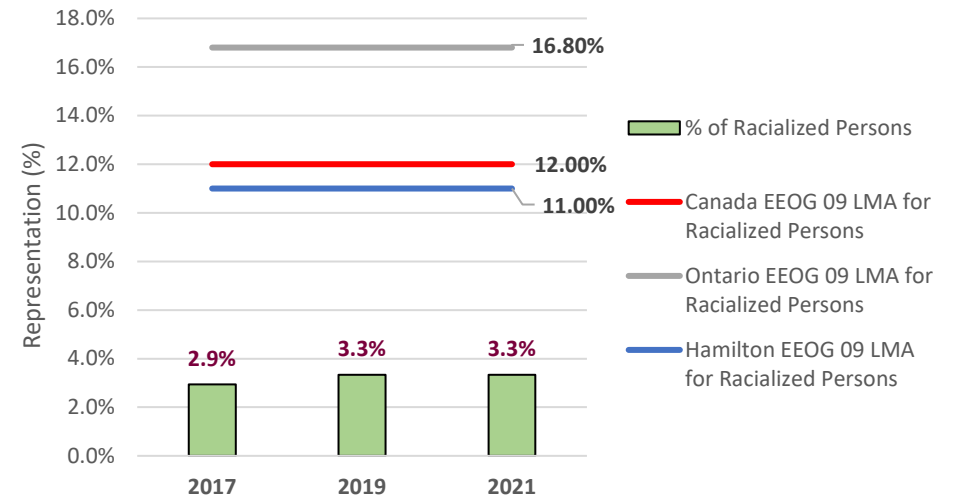
## 09 - Skilled Crafts and Trades Workers

## Year-over-Year Change in Representation

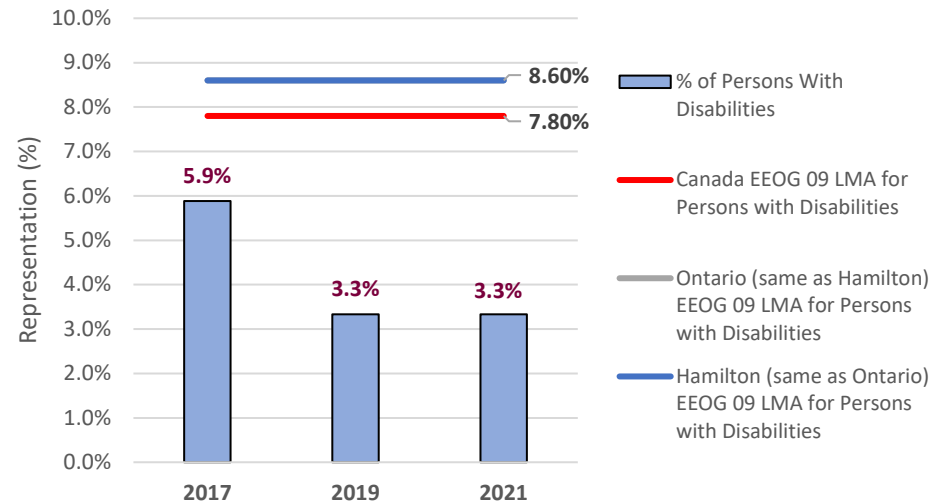
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 09 - Skilled Crafts and Trades Workers)**



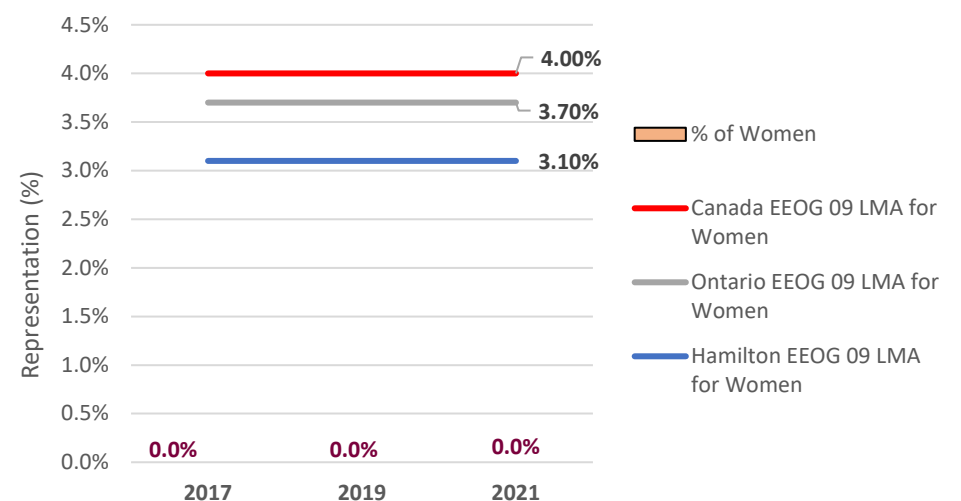
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 09 - Skilled Crafts and Trades Workers)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 09 - Skilled Crafts and Trades Workers)**



**Women - Year-over-Year Change in Representation  
(EEOG 09 - Skilled Crafts and Trades Workers)**

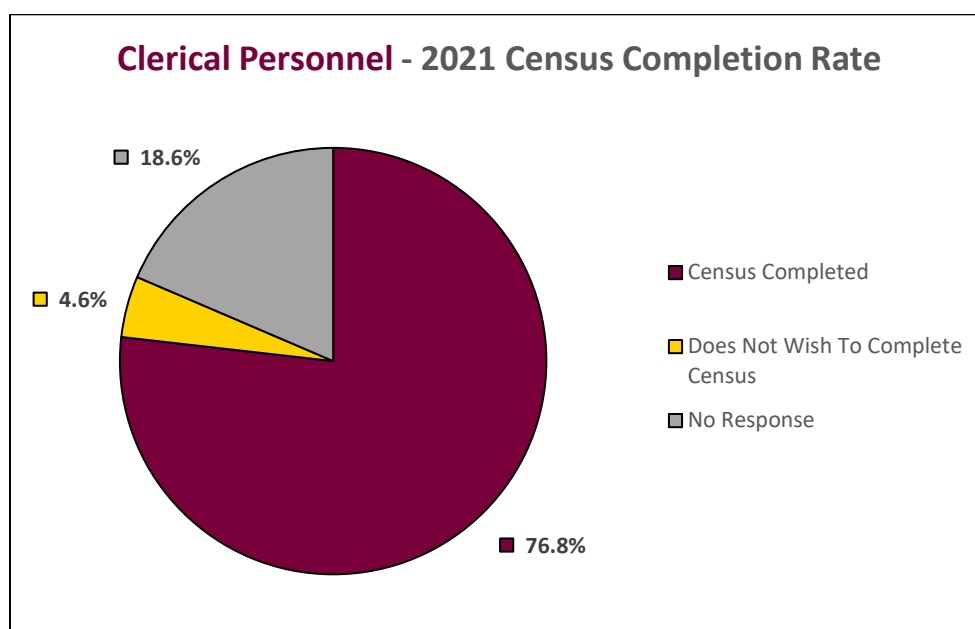


## 10 – Clerical Personnel <sup>153</sup>

Workers performing clerical work, other than senior clerical work.

**McMaster Examples:** Filing Clerk, Data Entry Clerk, Data Management Clerk, Accounts Payable Clerks, Financial Coordinators, Library Assistant, Shipper/Receivers, Dispatchers, Customer Service Clerks

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.7%	-1.9%
Racialized Persons	13.4%	+ 6.5%
Persons with Disabilities	8.1%	+ 3.0%
Women	78.5%	-3.8%

<sup>153</sup> As defined by *Employment & Social Development Canada (ESDC)* based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>154</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.7%	4.2%	-3.5%	16.0%
Provincial (Ontario)		2.5%	-1.8%	26.8%
Local (Hamilton, Burlington, Grimsby)		1.9%	-1.2%	35.3%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	13.4%	21.9%	-8.5%	61.3%
Provincial (Ontario)		29.7%	-16.3%	45.2%
Local (Hamilton, Burlington, Grimsby)		12.6%	0.8%	106.5%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	8.1%	9.3%	-1.2%	86.6%
Provincial (Ontario)		7.5%	0.6%	107.4%
Local (Hamilton, Burlington, Grimsby)		7.5%	0.6%	107.4%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	78.5%	68.7%	9.8%	114.3%
Provincial (Ontario)		68.4%	10.1%	114.8%
Local (Hamilton, Burlington, Grimsby)		70.0%	8.5%	112.2%

<sup>154</sup> Based on the Labour Market Availability for EEOG 10 - Clerical Personnel, as defined by [Employment & Social Development Canada \(ESDC\)](#)

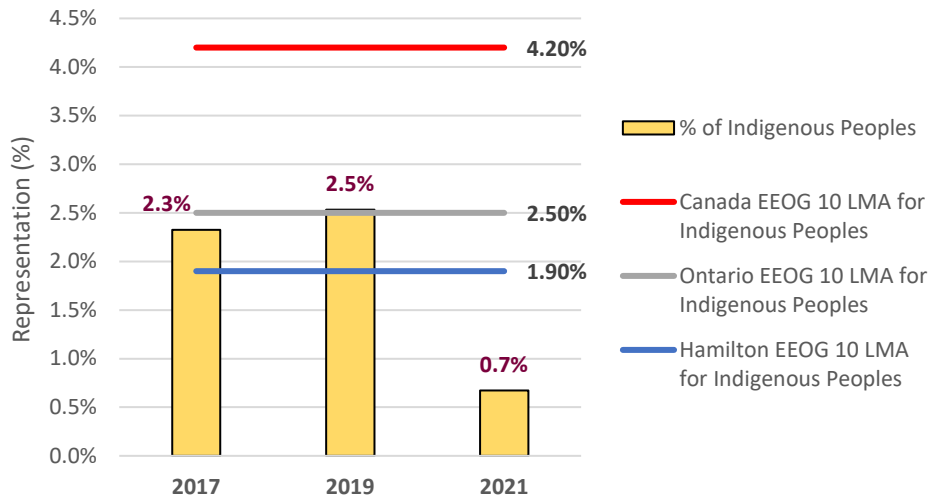
Utilization Rate, (UR), represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

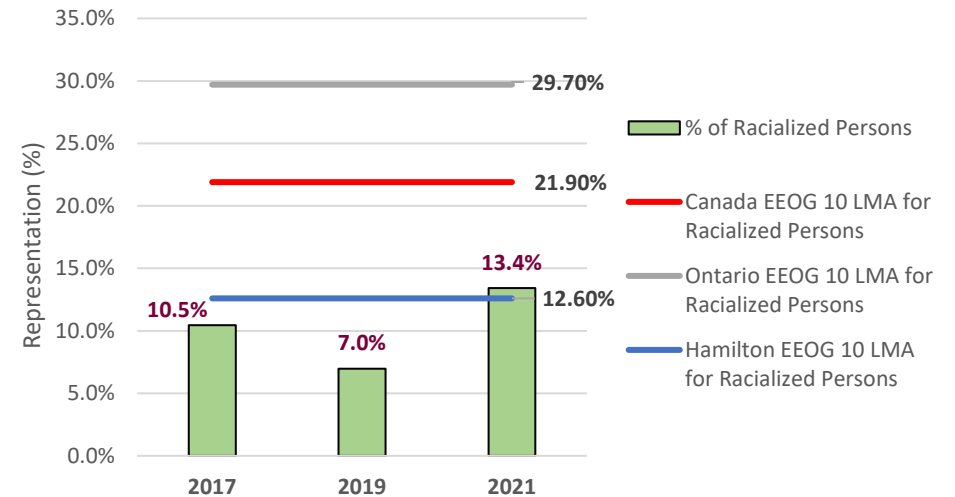
## 10 - Clerical Personnel

## Year-over-Year Change in Representation

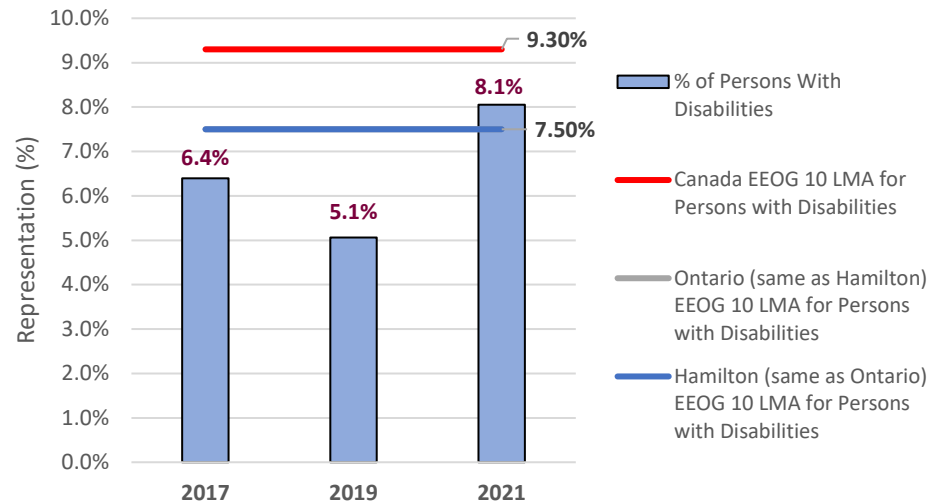
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 10 - Clerical Personnel)**



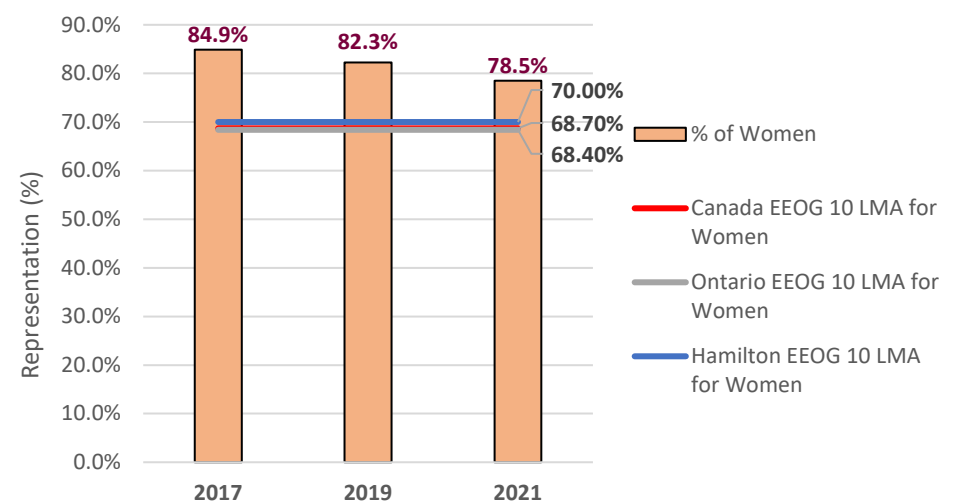
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 10 - Clerical Personnel)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 10 - Clerical Personnel)**



**Women - Year-over-Year Change in Representation  
(EEOG 10 - Clerical Personnel)**

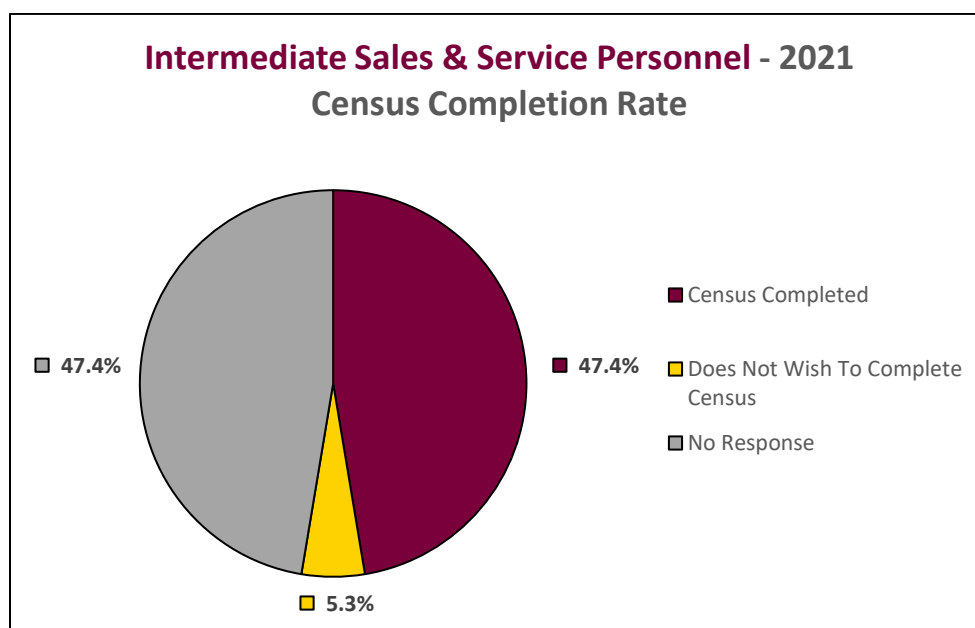


## 11 – Intermediate Sales and Service Personnel <sup>155</sup>

Workers engaged wholly or 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.

**McMaster Examples:** Parking Control Officers, Special Constables, Sales Associates, Order Fulfillment Assistants, Residence Support Case Managers

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	5.6%	+ 5.6%
Racialized Persons	5.6%	-12.6%
Persons with Disabilities	0.0%	0.0%
Women	33.3%	-3.0%

<sup>155</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>156</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.6%	4.5%	1.1%	123.5%
Provincial (Ontario)		2.7%	2.9%	205.8%
Local (Hamilton, Burlington, Grimsby)		1.9%	3.7%	292.4%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	5.6%	25.4%	-19.8%	21.9%
Provincial (Ontario)		31.8%	-26.2%	17.5%
Local (Hamilton, Burlington, Grimsby)		19.8%	-14.2%	28.1%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	10.8%	-10.8%	0.0%
Provincial (Ontario)		12.3%	-12.3%	0.0%
Local (Hamilton, Burlington, Grimsby)		12.3%	-12.3%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	33.3%	68.4%	-35.1%	48.7%
Provincial (Ontario)		68.3%	-35.0%	48.8%
Local (Hamilton, Burlington, Grimsby)		68.9%	-35.6%	48.4%

<sup>156</sup> Based on the Labour Market Availability for **EEOG 11 - Intermediate Sales and Service Personnel**, as defined by *Employment & Social Development Canada (ESDC)*

**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:

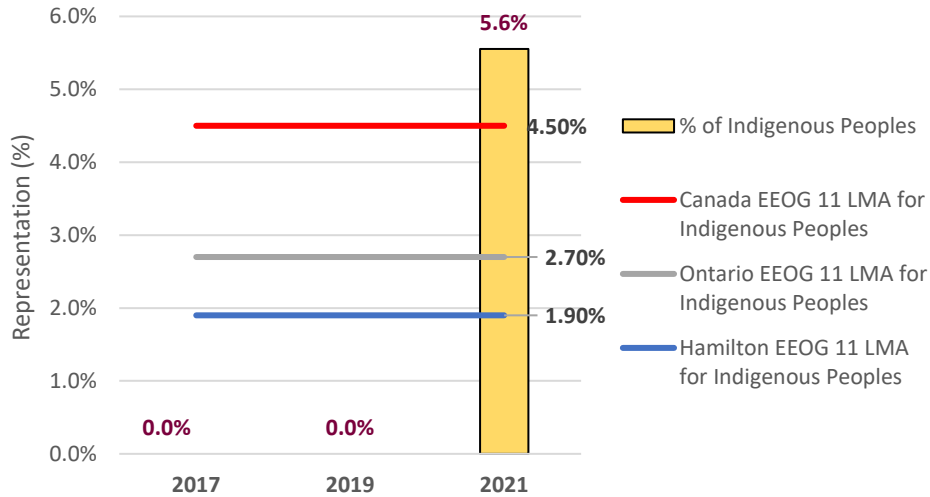
- **GREEN** - If the UR is **Greater than 80%**, this indicates there not a significant gap in representation.
- **YELLOW** - If the UR is **Between 50% and 80%**, this indicates there is a significant gap in representation.
- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant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



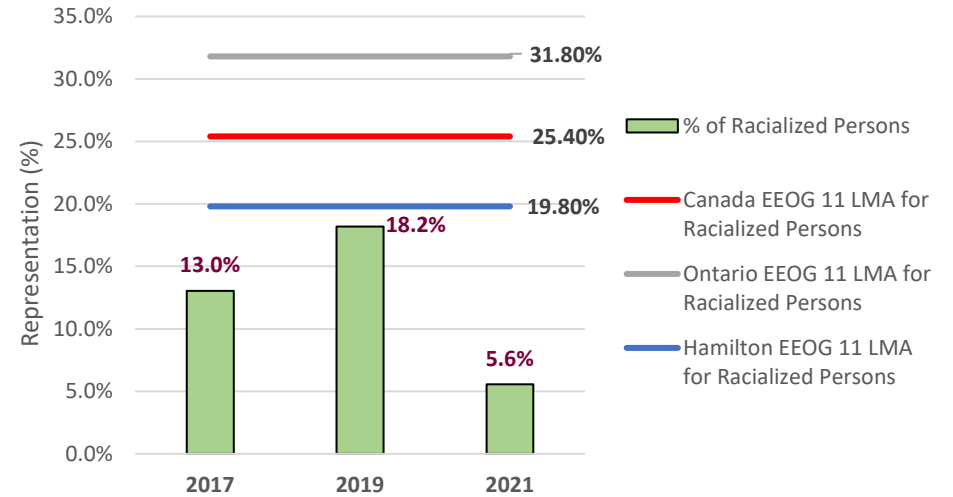
## 11 - Intermediate Sales and Service Personnel

## Year-over-Year Change in Representation

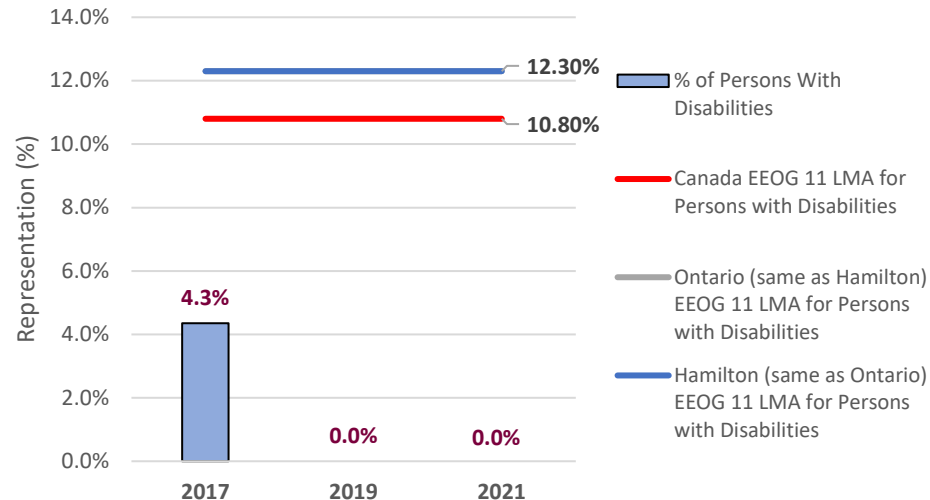
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 11 - Intermediate Sales and Service Personnel)**



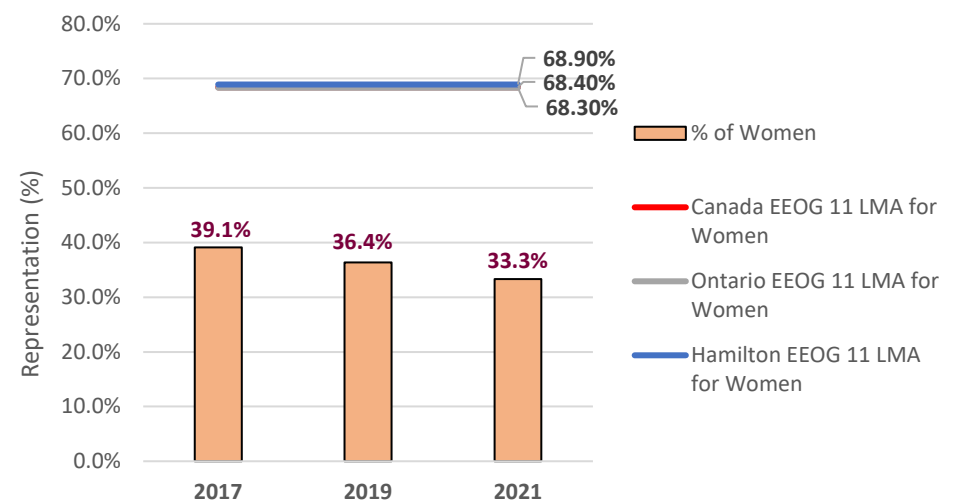
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 11 - Intermediate Sales and Service Personnel)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 11 - Intermediate Sales and Service Personnel)**



**Women - Year-over-Year Change in Representation  
(EEOG 11 - Intermediate Sales and Service Personnel)**

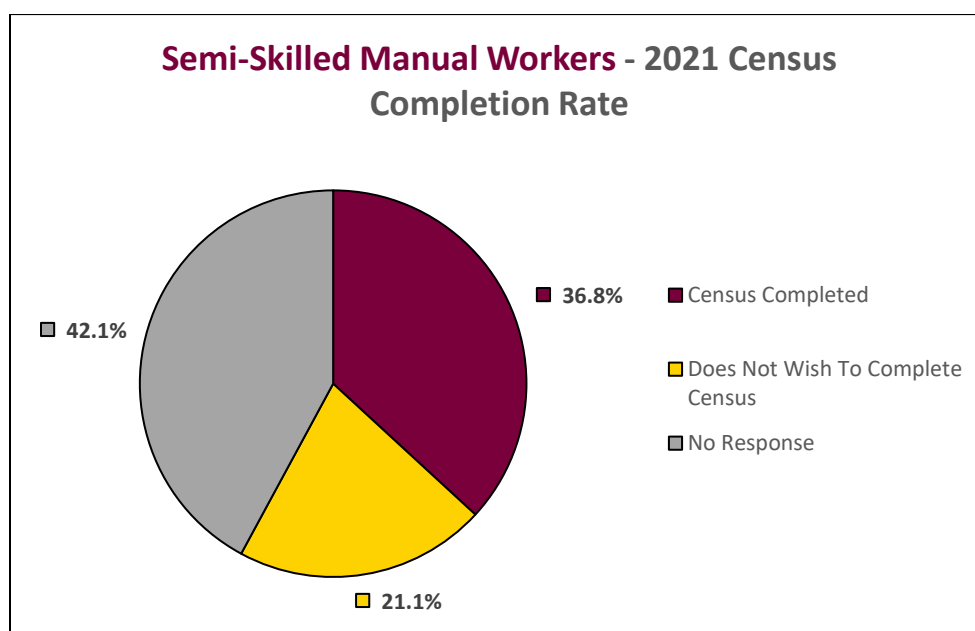


## 12 – Semi-Skilled Manual Workers <sup>157</sup>

Manual workers who perform duties that usually require some 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 manual workers.

**McMaster Examples:** Drivers, Equipment Operators, Controls Mechanics, Digital Imaging Production Technicians

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	0.0%	-11.1%
Racialized Persons	28.6%	-4.8%
Persons with Disabilities	0.0%	-11.1%
Women	14.3%	-7.9%

<sup>157</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>158</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	4.8%	-4.8%	0.0%
Provincial (Ontario)		2.8%	-2.8%	0.0%
Local (Hamilton, Burlington, Grimsby)		2.3%	-2.3%	0.0%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	28.6%	22.4%	6.2%	127.6%
Provincial (Ontario)		30.9%	-2.3%	92.5%
Local (Hamilton, Burlington, Grimsby)		19.6%	9.0%	145.8%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	0.0%	10.3%	-10.3%	0.0%
Provincial (Ontario)		12.2%	-12.2%	0.0%
Local (Hamilton, Burlington, Grimsby)		12.2%	-12.2%	0.0%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	14.3%	17.1%	-2.8%	83.5%
Provincial (Ontario)		19.7%	-5.4%	72.5%
Local (Hamilton, Burlington, Grimsby)		17.7%	-3.4%	80.7%

<sup>158</sup> Based on the Labour Market Availability for **EEOG 12 - Semi-skilled Manual Workers**, as defined by [Employment & Social Development Canada \(ESDC\)](#)

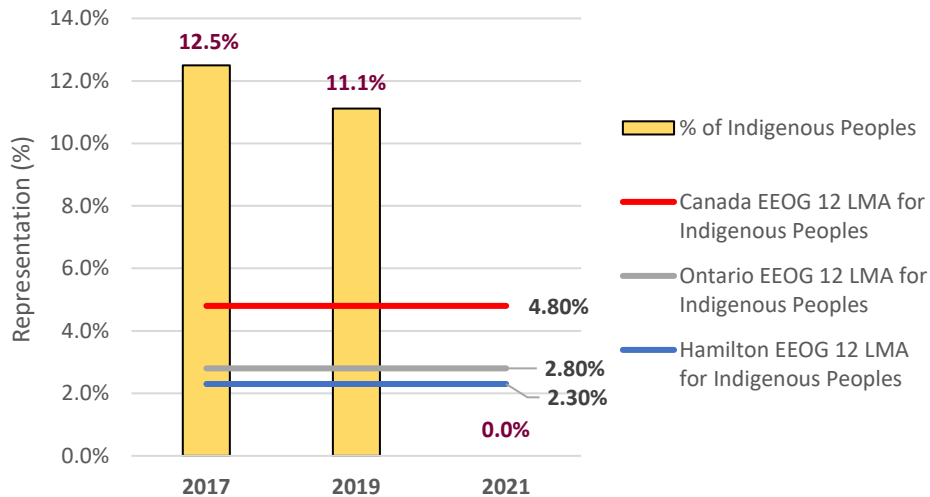
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **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.

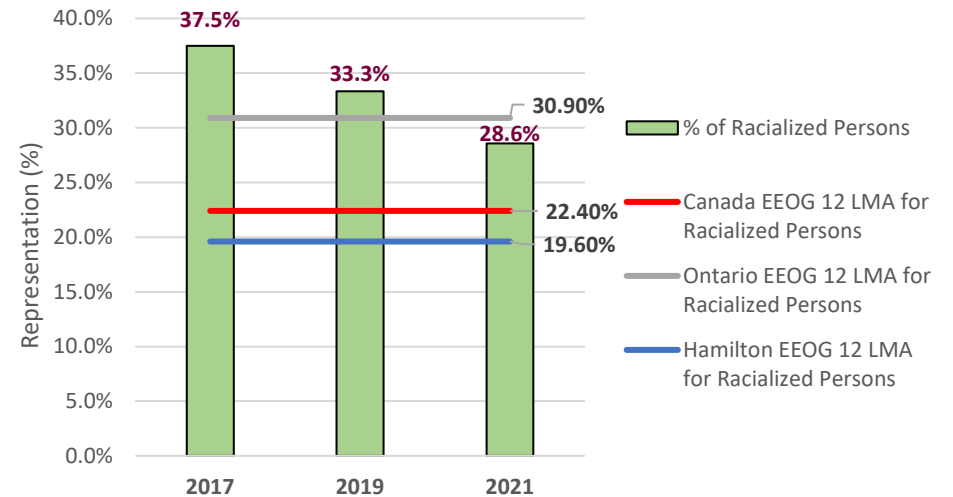
## 12 - Semi-skilled Manual Workers

## Year-over-Year Change in Representation

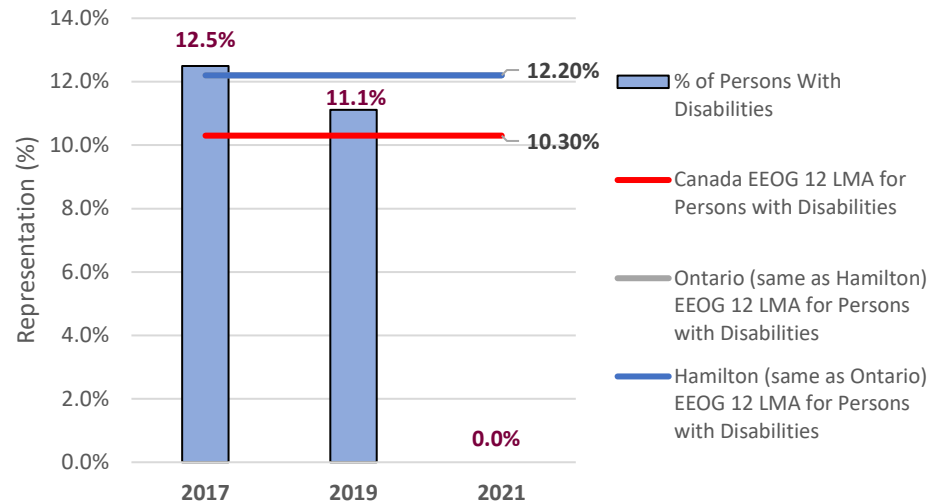
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 12 - Semi-skilled Manual Workers)**



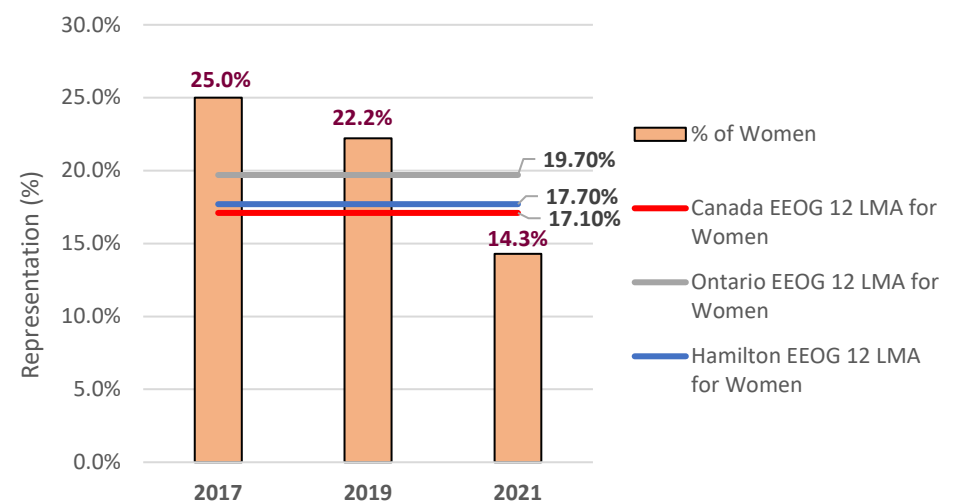
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 12 - Semi-skilled Manual Workers)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 12 - Semi-skilled Manual Workers)**



**Women - Year-over-Year Change in Representation  
(EEOG 12 - Semi-skilled Manual Workers)**

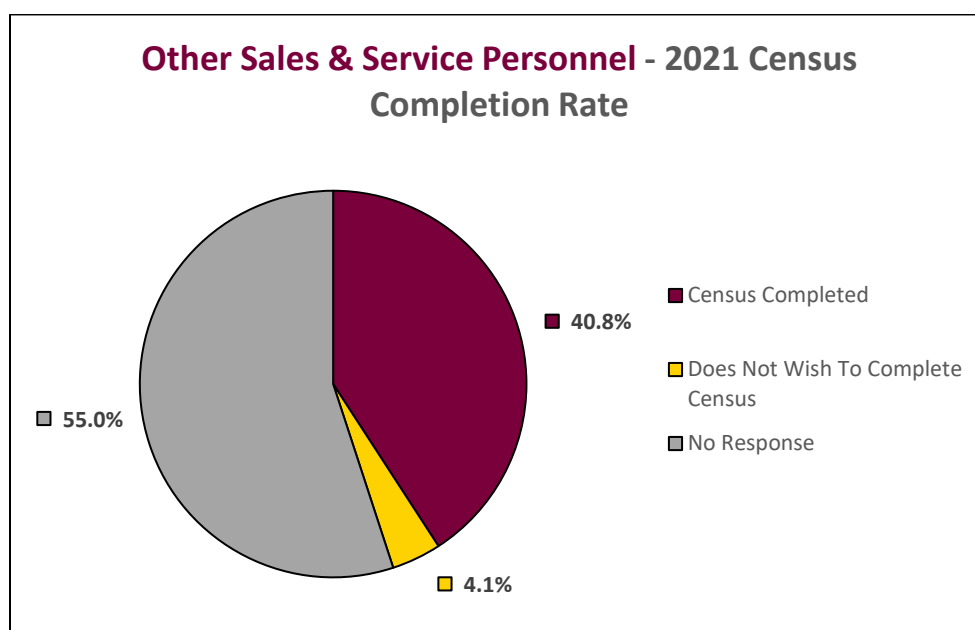


## 13 – Other Sales and Service Personnel <sup>159</sup>

Workers in sales and service jobs with the duties that are limited in scope, repetitive and require minimal independent judgement.

**McMaster Examples:** Cashier, Custodians, Attendants, General Cafeteria help, Cleaners, General Services Technicians

### 2021 Completion Rate



### Change in Composition

Equity-Deserving Group	2021 Composition	Change in Composition from 2019
Indigenous Peoples	3.6%	-2.5%
Racialized Persons	21.7%	-2.7%
Persons with Disabilities	13.0%	-1.6%
Women	70.3%	-2.3%

<sup>159</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

**Note:** 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

2021 Gap Analysis <sup>160</sup>

Indigenous Peoples				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	3.6%	5.8%	-2.2%	62.5%
Provincial (Ontario)		3.7%	-0.1%	97.9%
Local (Hamilton, Burlington, Grimsby)		2.5%	1.1%	144.9%

Racialized Persons				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	21.7%	26.5%	-4.8%	82.0%
Provincial (Ontario)		31.3%	-9.6%	69.5%
Local (Hamilton, Burlington, Grimsby)		21.0%	0.7%	103.5%

Persons With Disabilities				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	13.0%	10.7%	2.3%	121.9%
Provincial (Ontario)		10.7%	2.3%	121.9%
Local (Hamilton, Burlington, Grimsby)		10.7%	2.3%	121.9%

Women				
Geographic Area	2021 McMaster Representation (%)	Labour Market Availability (%)	Gap (%)	UR (%)
National (Canada)	70.3%	56.3%	14.0%	124.8%
Provincial (Ontario)		56.8%	13.5%	123.7%
Local (Hamilton, Burlington, Grimsby)		57.9%	12.4%	121.4%

<sup>160</sup> Based on the Labour Market Availability for EEOG 13 - Other Sales and Service Personnel, as defined by *Employment & Social Development Canada (ESDC)*

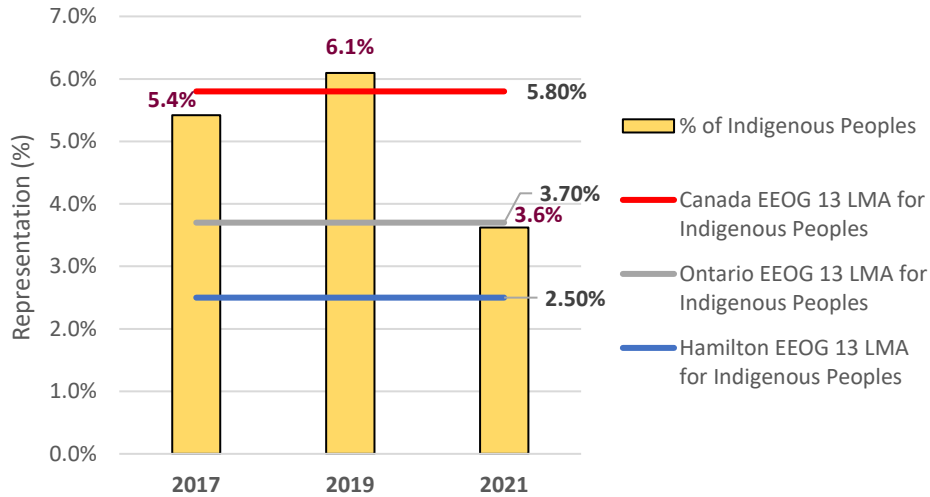
**Utilization Rate, (UR)**, represents how much of the gap is satisfied by McMaster's representation. 100% is fully satisfied (gap of 0), anything below 100% indicates a gap, while anything above 100% indicates positive performance above the gap. The UR Values are displayed based on the Legend indicated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

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- **RED** - If the UR is **Less than 50%**, this indicates there is a very significant gap in representation.

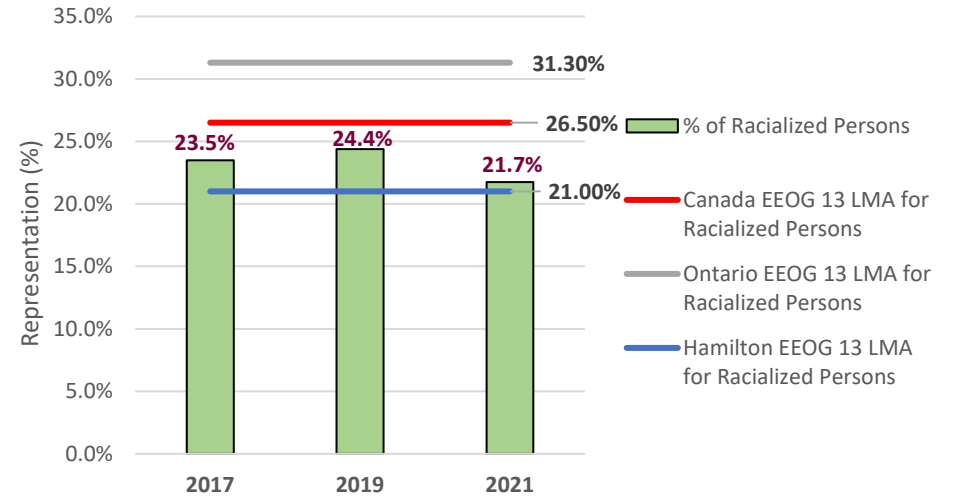
### 13 - Other Sales and Service Personnel

### Year-over-Year Change in Representation

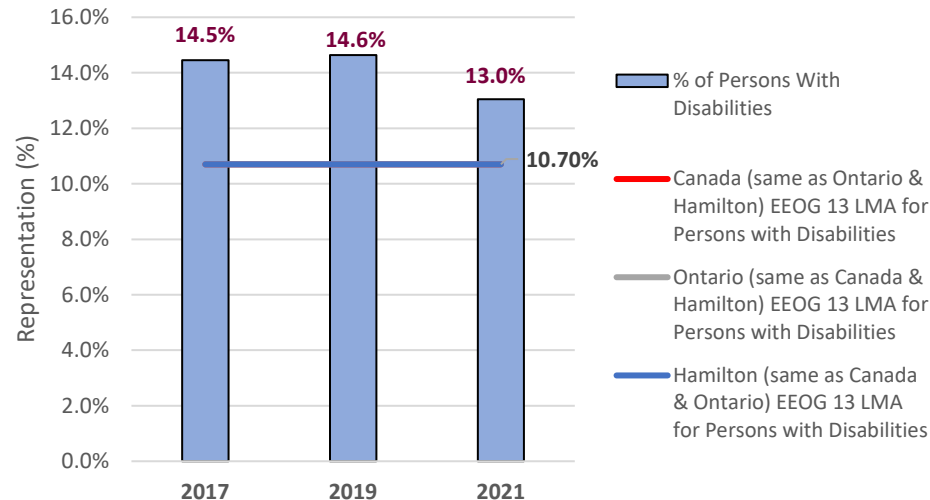
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 13 - Other Sales and Service Personnel)**



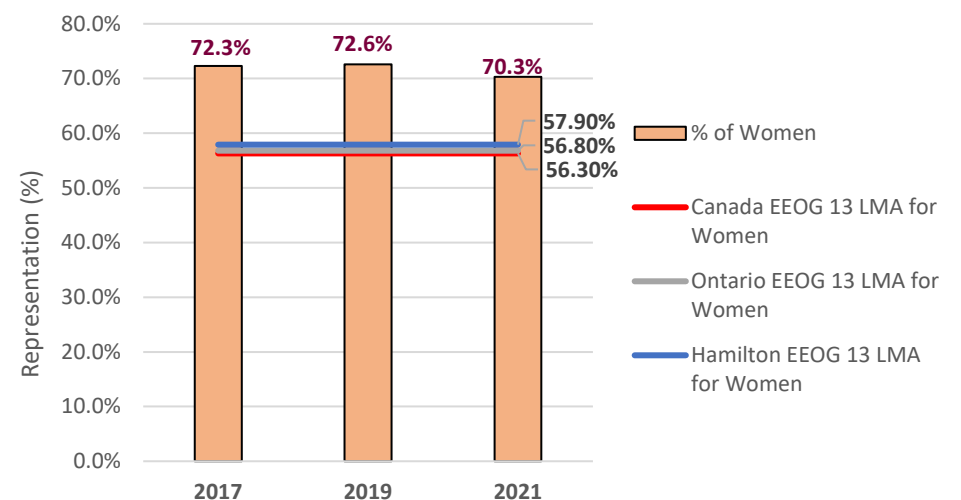
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 13 - Other Sales and Service Personnel)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 13 - Other Sales and Service Personnel)**



**Women - Year-over-Year Change in Representation  
(EEOG 13 - Other Sales and Service Personnel)**



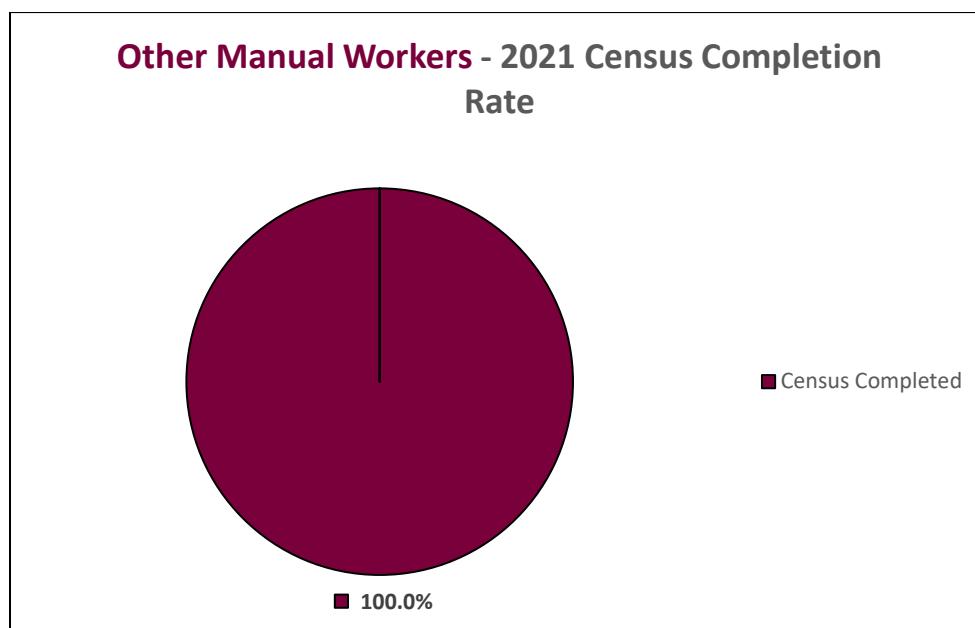


## 14 – Other Manual Workers <sup>161</sup>

These include positions with duties that are manual, repetitive, requiring minimal independence in judgement.

**McMaster Examples:** Maintainer/Utilities Operators, Residence Facilities Maintenance Workers

### 2021 Completion Rate



### Change in Composition

Not reported, as the 2021 Total Active Headcount for this group is less than 6

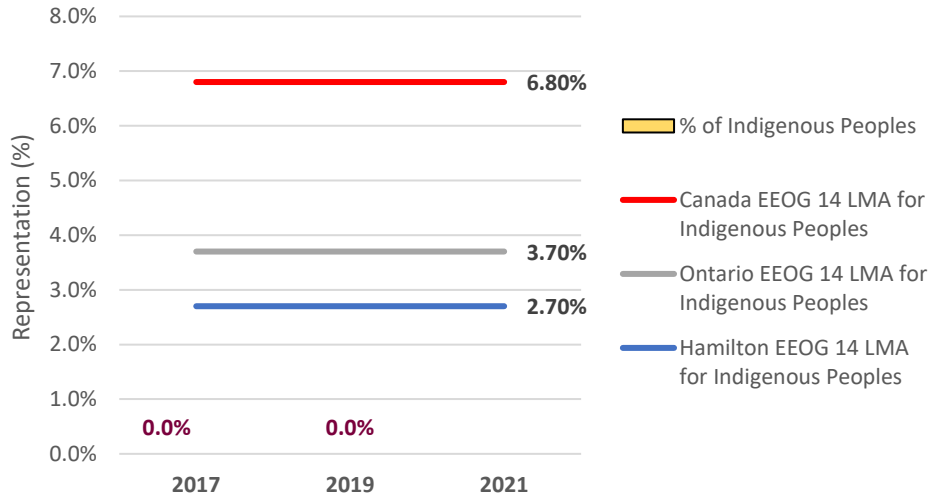
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<sup>161</sup> As defined by [Employment & Social Development Canada \(ESDC\)](#) based on the NOC for each position.

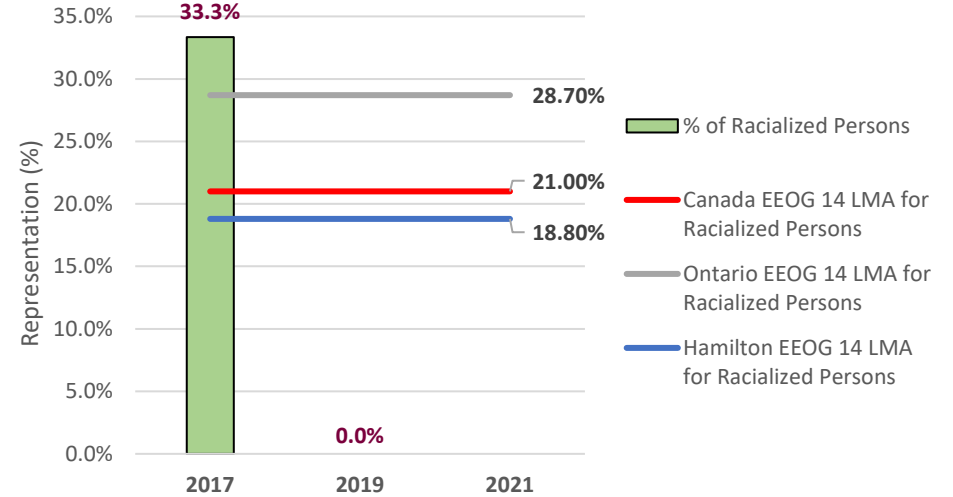
## 14 - Other Manual Workers

## Year-over-Year Change in Representation

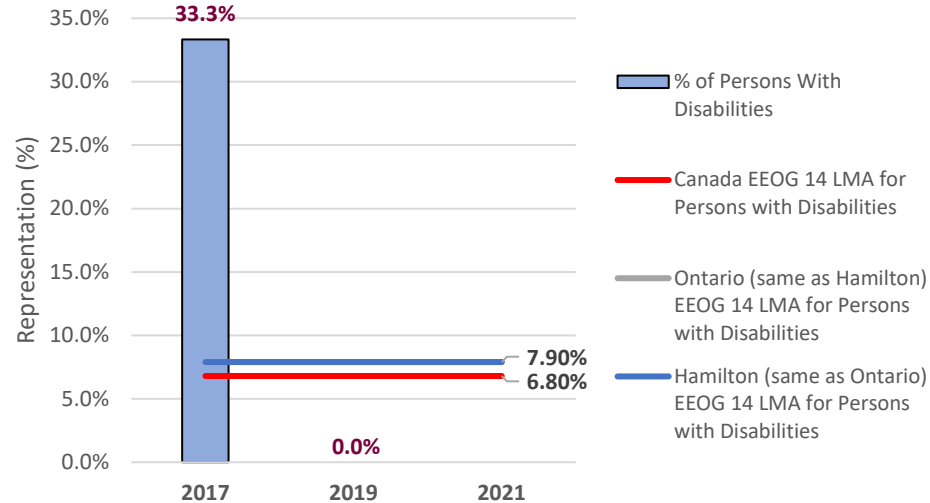
**Indigenous Peoples - Year-over-Year Change in Representation  
(EEOG 14 - Other Manual Workers)**



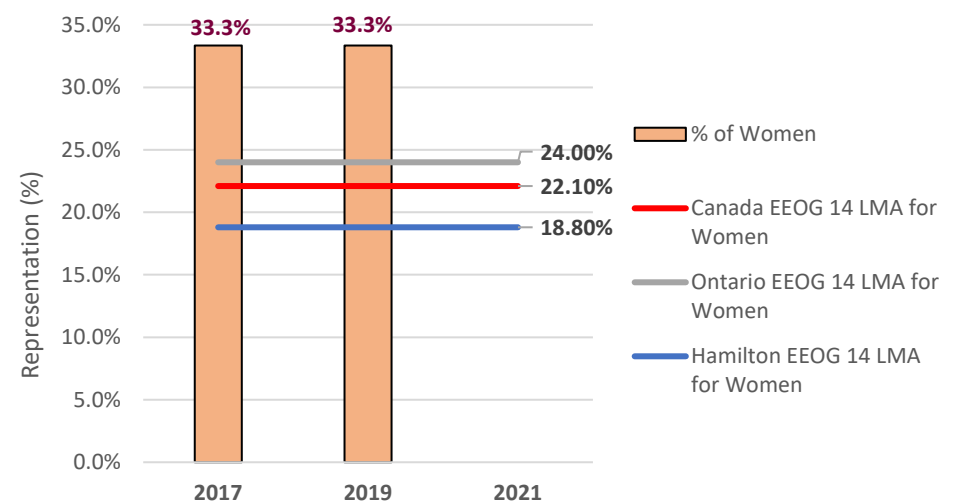
**Racialized Persons - Year-over-Year Change in Representation  
(EEOG 14 - Other Manual Workers)**



**Persons with Disabilities - Year-over-Year Change in Representation  
(EEOG 14 - Other Manual Workers)**



**Women - Year-over-Year Change in Representation  
(EEOG 14 - Other Manual Workers)**





# Appendices



## APPENDIX A – Employee Groupings by Union

Union Code	Union Code Description	Employee Grouping
CFA	Clinical Faculty	Full-time, Continuing
HSP	SEIU Local 2 (Hospitality)	Full-time, Continuing
MCH	SEIU Local 2. (Machinists)	Full-time, Continuing
MFF	MUFA Faculty	Full-time, Continuing
MFL	MUFA (Library)	Full-time, Continuing
MUL	MUALA (Librarians)	Full-time, Continuing
OPE	IUOE (Operating Engineers)	Full-time, Continuing
OPM	Unifor Unit 5 (O&M)	Full-time, Continuing
SAA	Senior Academic Officers	Full-time, Continuing
SAO	Senior Administrative Officers	Full-time, Continuing
TMG	TMG	Full-time, Continuing
UF1	Unifor Unit 1	Full-time, Continuing
UF3	Unifor Unit 3 (Parking)	Full-time, Continuing
UF4	Unifor Unit 4 (Security)	Full-time, Continuing
CLF	Clinical Fellows	Part-time, Temporary
CLS	Clinical Scholars	Part-time, Temporary
CP1	CUPE (Unit 1) Teaching Assistants	Part-time, Temporary
CP2	CUPE (Unit 2) Sessional Fac	Part-time, Temporary
CP3	Post Doc Fellows (Union)	Part-time, Temporary
CPM	CUPE 2 Sessional Music Faculty	Part-time, Temporary
ESA	Interim	Part-time, Temporary
EXP	Exception Group	Part-time, Temporary
OMC	Unifor Unit 5 (O&M Casual)	Part-time, Temporary
PDF	Post Doc Fellows (Non Union)	Part-time, Temporary
RAA	Research Associate Academic	Part-time, Temporary

**APPENDIX B – Action-Reason Descriptions for Employee Lifecycle Events**

Action	Action Description	Reason	Reason Description	Action-Reason	Action-Reason Grouping
<b>ADL</b>	Additional Job	CGO	Career Growth Opportunity	ADL - CGO	Career Growth Opportunities & TMG Limited Term Secondments
<b>ADL</b>	Additional Job	TLT	TMG Limited Term Secondment	ADL - TLT	Career Growth Opportunities & TMG Limited Term Secondments
<b>HIR</b>	Hire	HIR	Hire	HIR - HIR	New Hires
<b>PAY</b>	Pay Rate Change	PRO	Promotion	PAY - PRO	Promotions
<b>POS</b>	Position Change	PMT	Promotion	POS - PMT	Promotions
<b>XFR</b>	Transfer	PRO	Promotion	XFR - PRO	Promotions
<b>POS</b>	Position Change	PRO	Re-Evaluation - Promotion	POS - PRO	Promotions
<b>TER</b>	Termination	DSC	Discharge	TER - DSC	Terminations
<b>TER</b>	Termination	TDP	Dismissal During Probation Per	TER - TDP	Terminations
<b>TER</b>	Termination	CND	End of Contract	TER - CND	Terminations
<b>TER</b>	Termination	JOB	End of Contract (Auto Term)	TER - JOB	Terminations
<b>TER</b>	Termination	ENL	End of Layoff Period	TER - ENL	Terminations
<b>TER</b>	Termination	LVE	Failure to Return from Leave	TER - LVE	Terminations
<b>TER</b>	Termination	ABO	Job Abolished	TER - ABO	Terminations
<b>TER</b>	Termination	RUD	Job Redundancy	TER - RUD	Terminations
<b>TER</b>	Termination	RES	Resignation	TER - RES	Terminations
<b>TWP</b>	Terminated with Pay	TWB	Term No Pay w/Ben w/ Pen/RRSP	TWP - TWB	Terminations
<b>TWP</b>	Terminated with Pay	TPB	Terminated With Pay w/Pen/RRSP	TWP - TPB	Terminations
<b>TER</b>	Termination	TER	Termination	TER - TER	Terminations

## APPENDIX C – McMaster University Leadership Groupings

Position Title/Role	Leadership Grouping
President & Vice-Presidents	President & Vice-Presidents
Senior Administrative Officers	Senior Leaders (Administration)
Dean	Senior Leaders (Clinical and MUFA Faculty)
Vice-Dean	Senior Leaders (Clinical and MUFA Faculty)
Vice-Provost	Senior Leaders (Clinical and MUFA Faculty)
Executive Director	Senior Leaders (Clinical and MUFA Faculty)
Associate Dean	Other Leaders (Clinical and MUFA Faculty)
Assistant Dean	Other Leaders (Clinical and MUFA Faculty)
Chair	Other Leaders (Clinical and MUFA Faculty)
Department Chair	Other Leaders (Clinical and MUFA Faculty)
Associate Chair	Other Leaders (Clinical and MUFA Faculty)
Area Chair	Other Leaders (Clinical and MUFA Faculty)
Program Chair	Other Leaders (Clinical and MUFA Faculty)
Director	Other Leaders (Clinical and MUFA Faculty)
Co-Director	Other Leaders (Clinical and MUFA Faculty)
Associate Director	Other Leaders (Clinical and MUFA Faculty)
Program Director	Other Leaders (Clinical and MUFA Faculty)

## APPENDIX D – VP Groups by Faculty

Faculty	VP Group
Office of the President	Office of the President
Secretariat	Office of the President
Academic	VP Academic
Art Museum	VP Academic
Athletics & Recreation	VP Academic
CCE	VP Academic
Faculty of Business	VP Academic
Faculty of Engineering	VP Academic
Faculty of Humanities	VP Academic
Faculty of Science	VP Academic
Faculty of Social Sciences	VP Academic
Grad Studs	VP Academic
Library	VP Academic
MacPherson	VP Academic
Provost	VP Academic
Student & Learning	VP Academic
Administration	VP Administration
Campus Store	VP Administration
Facility Services	VP Administration
Financial Systems & Support	VP Administration
Hospitality	VP Administration
Media Prod	VP Administration
Parking	VP Administration
Res & Conf	VP Administration
Student Accounts	VP Administration
UTS	VP Administration
Advancement	VP Advancement
Faculty of Health Sciences	VP Health Sciences
ROMP	VP Health Sciences
CCEM	VP Research
Nuclear Reactor	VP Research
Research	VP Research
Research Admin	VP Research
VP Research Admin	VP Research
VP Research	VP Research



## APPENDIX E – 2016 Labour Market Availability (LMA) Data

### Data Sources

1. **LMA for Indigenous Peoples, Racialized Persons & Women:**  
Workforce Population by Designated Groups, Employment Equity Occupational Groups and National Occupational Classification Unit Group
2. **LMA for Persons with Disabilities:**  
Designated Groups Workforce Population by Employment Equity Occupational Groups

### Additional Notes on LMA statistics for Persons with Disabilities:

- a. LMA Data for Persons with Disabilities is available at the National and Provincial Level only. This Data is not available at the Census Metropolitan Area (CMA) Level. For the purposes of our workforce analysis, the availability for Ontario has been provided as an estimate for the availability at the CMA level.
- b. LMA Data for Persons with Disabilities is available at the EEOG level only. This data is not available at the National Occupational Code (NOC) Level. For the purposes of our workforce analysis for NOC 3112 and NOC 4011 (which apply to Clinical Faculty and MUFA Faculty, respectively), the availability for the corresponding EEOG (03 - *Professionals*<sup>162</sup>) has been provided as an estimate for the availability at the NOC Level.
- c. Also note that at the EEOG level, LMA values for *Senior Managers*<sup>162</sup>, as well as *Middle & Other Managers*<sup>162</sup> have been aggregated. As a result, the same LMA values for Persons with Disabilities are used for the individual EEOG.

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<sup>162</sup> These are Employment Equity Occupational Groups (EEOGS), as defined by Employment & Social Development Canada (ESDC)

**Total Labour Market Availability – All Employment Equity Occupational Groups**

Geographic Region	NOC Code Description	Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
<b>Total Canada</b>	All Employment Equity Occupational Groups	4.0%	21.3%	9.1%	48.2%
<b>Total Ontario</b>	All Employment Equity Occupational Groups	2.5%	27.9%	9.6%	48.6%
<b>Hamilton<sup>163</sup></b>	All Employment Equity Occupational Groups	1.7%	16.4%	9.6% <sup>c</sup>	48.8%

**NOC 3112 Labour Market Availability – General practitioners and family physicians**

Geographic Region	NOC Code Description	Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
<b>Total Canada</b>	3112 General practitioners and family physicians	0.9%	33.0%	8.9%	42.7%
<b>Total Ontario</b>	3112 General practitioners and family physicians	0.7%	41.4%	10.3%	45.6%
<b>Hamilton<sup>163</sup></b>	3112 General practitioners and family physicians	0.0%	38.6%	10.3%	48.5%

**NOC 4011 Labour Market Availability – University Professors & Lecturers**

Geographic Region	NOC Code Description	Indigenous Peoples	Racialized Persons	Persons with Disabilities	Women
<b>Total Canada</b>	4011 University professors and lecturers	1.4%	21.1%	8.9%	44.0%
<b>Total Ontario</b>	4011 University professors and lecturers	1.1%	25.1%	10.3%	43.1%
<b>Hamilton<sup>163</sup></b>	4011 University professors and lecturers	0.0%	22.7%	10.3%	44.9%

<sup>163</sup> **Hamilton** is considered a Census Metropolitan Area (CMA) by Statistics Canada, comprising the following cities: Hamilton, Burlington, Grimsby.

**Total Canada – Labour Market Availability by Employment Equity Occupational Group**

<b>Geographic Region</b>	<b>Employment Equity Occupational Group (EEOG)</b>	<b>Indigenous Peoples</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities</b>	<b>Women</b>
<b>Total Canada</b>	01 - Senior Managers	3.2%	11.5%	5.0%	27.6%
<b>Total Canada</b>	02 - Middle and Other Managers	2.7%	17.6%	5.0%	39.4%
<b>Total Canada</b>	03 - Professionals	2.4%	23.2%	8.9%	55.0%
<b>Total Canada</b>	04 - Semi-Professionals and Technicians	4.2%	19.1%	7.6%	53.5%
<b>Total Canada</b>	05 - Supervisors	3.9%	24.0%	27.5%	55.5%
<b>Total Canada</b>	06 - Supervisors - Crafts and Trades	4.3%	11.1%	10.1%	10.8%
<b>Total Canada</b>	07 - Administrative and Senior Clerical Personnel	3.5%	16.4%	10.0%	82.4%
<b>Total Canada</b>	08 - Skilled Sales and Service Personnel	3.7%	27.7%	8.0%	49.7%
<b>Total Canada</b>	09 - Skilled Crafts and Trades Workers	5.2%	12.0%	7.8%	4.0%
<b>Total Canada</b>	10 - Clerical Personnel	4.2%	21.9%	9.3%	68.7%
<b>Total Canada</b>	11 - Intermediate Sales and Service Personnel	4.5%	25.4%	10.8%	68.4%
<b>Total Canada</b>	12 - Semi-skilled Manual Workers	4.8%	22.4%	10.3%	17.1%
<b>Total Canada</b>	13 - Other Sales and Service Personnel	5.8%	26.5%	10.7%	56.3%
<b>Total Canada</b>	14 - Other Manual Workers	6.8%	21.0%	6.8%	22.1%
<b>Total Canada</b>	<b>Regional Total Labour Market Availability</b>	<b>4.0%</b>	<b>21.3%</b>	<b>9.1%</b>	<b>48.2%</b>

**Total Ontario – Labour Market Availability by Employment Equity Occupational Group**

<b>Geographic Region</b>	<b>Employment Equity Occupational Group (EEOG)</b>	<b>Indigenous Peoples</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities</b>	<b>Women</b>
<b>Total Ontario</b>	01 - Senior Managers	1.9%	15.5%	5.5%	28.4%
<b>Total Ontario</b>	02 - Middle and Other Managers	1.7%	23.2%	5.5%	40.5%
<b>Total Ontario</b>	03 - Professionals	1.5%	30.7%	10.3%	53.5%
<b>Total Ontario</b>	04 - Semi-Professionals and Technicians	2.8%	25.4%	5.8%	52.8%
<b>Total Ontario</b>	05 - Supervisors	2.5%	28.9%	27.7%	55.2%
<b>Total Ontario</b>	06 - Supervisors - Crafts and Trades	2.8%	15.9%	11.4%	11.6%
<b>Total Ontario</b>	07 - Administrative and Senior Clerical Personnel	2.2%	23.1%	9.7%	81.1%
<b>Total Ontario</b>	08 - Skilled Sales and Service Personnel	2.3%	33.4%	7.6%	47.6%
<b>Total Ontario</b>	09 - Skilled Crafts and Trades Workers	3.2%	16.8%	8.6%	3.7%
<b>Total Ontario</b>	10 - Clerical Personnel	2.5%	29.7%	7.5%	68.4%
<b>Total Ontario</b>	11 - Intermediate Sales and Service Personnel	2.7%	31.8%	12.3%	68.3%
<b>Total Ontario</b>	12 - Semi-skilled Manual Workers	2.8%	30.9%	12.2%	19.7%
<b>Total Ontario</b>	13 - Other Sales and Service Personnel	3.7%	31.3%	10.7%	56.8%
<b>Total Ontario</b>	14 - Other Manual Workers	3.7%	28.7%	7.9%	24.0%
<b>Total Ontario</b>	<b>Regional Total Labour Market Availability</b>	<b>2.5%</b>	<b>27.9%</b>	<b>9.6%</b>	<b>48.6%</b>

**Hamilton<sup>164</sup> – Labour Market Availability by Employment Equity Occupational Group**

<b>Geographic Region</b>	<b>Employment Equity Occupational Group (EEOG)</b>	<b>Indigenous Peoples</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities</b>	<b>Women</b>
Hamilton	01 - Senior Managers	0.9%	7.0%	5.5%	26.2%
Hamilton	02 - Middle and Other Managers	1.2%	12.2%	5.5%	39.9%
Hamilton	03 - Professionals	1.0%	17.9%	10.3%	56.3%
Hamilton	04 - Semi-Professionals and Technicians	1.9%	15.4%	5.8%	52.8%
Hamilton	05 - Supervisors	1.4%	14.0%	27.7%	55.8%
Hamilton	06 - Supervisors - Crafts and Trades	1.6%	9.7%	11.4%	9.1%
Hamilton	07 - Administrative and Senior Clerical Personnel	1.3%	11.3%	9.7%	82.6%
Hamilton	08 - Skilled Sales and Service Personnel	1.8%	18.0%	7.6%	48.3%
Hamilton	09 - Skilled Crafts and Trades Workers	1.9%	11.0%	8.6%	3.1%
Hamilton	10 - Clerical Personnel	1.9%	12.6%	7.5%	70.0%
Hamilton	11 - Intermediate Sales and Service Personnel	1.9%	19.8%	12.3%	68.9%
Hamilton	12 - Semi-skilled Manual Workers	2.3%	19.6%	12.2%	17.7%
Hamilton	13 - Other Sales and Service Personnel	2.5%	21.0%	10.7%	57.9%
Hamilton	14 - Other Manual Workers	2.7%	18.8%	7.9%	18.8%
<b>Hamilton</b>	<b>Regional Total Labour Market Availability</b>	<b>1.7%</b>	<b>16.4%</b>	<b>9.6%</b>	<b>48.8%</b>

<sup>164</sup> **Note:** Hamilton is considered a Census Metropolitan Area (CMA) by Statistics Canada, comprising the following cities: Hamilton, Burlington, Grimsby.

