

CROWN DEMOGRAPHICS REPORT

2019

The demographics of Crown corporation staff as of December 2019, including trends from 2010 to 2019.

May 2020

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Background and Notes

- ▶ This is the 2019 annual report documenting the demographics of employees in Saskatchewan’s commercial Crown corporations.
- ▶ The databases have been updated annually to track how staff turnover and demographics in the Crown corporations change over time.
- ▶ The databases contain information on:
 - ▶ A “snapshot” of employment at the end of the current calendar year;
 - ▶ Employment characteristics;
 - ▶ Turnover and changes in employment; and
 - ▶ Student and summer employees.
- ▶ The demographic information collected has changed over time, to reflect changes in the Crown corporations.
 - ▶ December 2001: only data for permanent full-time staff was collected.
 - ▶ December 2002: co-op/summer students and non-permanent staff were added to the database. National Occupational Classification (NOC) codes were added.
 - ▶ December 2003: place of work was added.
 - ▶ December 2004: Saskatchewan Opportunities Corporation (SOCO) was added.
 - ▶ December 2007: Saskatchewan Gaming Corporation (SGC) was added.
 - ▶ December 2013: Information Services Corporation (ISC) was removed.
 - ▶ December 2014: NOC codes converted from 2006 version to 2011 version.
 - ▶ December 2016: NOC codes converted from 2011 version to 2016 version.
 - ▶ December 2017: Saskatchewan Transportation Company (STC) was removed.
- ▶ Employees on long-term disability were excluded.

Background and Notes

- ▶ Unless otherwise indicated, the data in this report:
 - ▶ Describe trends from 2010 to 2019; and
 - ▶ Excludes ISC and STC employees.
- ▶ Where indicated, the characteristics of Crown corporation employees are compared with characteristics of the province of Saskatchewan, or Canada as a whole. The comparisons are derived from Statistics Canada's monthly Labour Force Survey (LFS).
 - ▶ The LFS is used to calculate provincial employment and unemployment rates, and is collected monthly through personal interviews, telephone interviews, and electronic questionnaires.
 - ▶ The LFS statistics were derived by the authors from survey microdata.
 - ▶ The LFS survey produces annual averages, while the Crown corporation data illustrates the current situation in December of each year.
 - ▶ The LFS is not conducted among on-reserve residents.
- ▶ Heat maps or Choropleth maps were created based on Forward Sortation Areas (FSA) associated with each geographic region. They graphically illustrate differences in employment by region.
 - ▶ FSAs represent distinct geographic regions, and provide the first three characteristics of a postal code.
 - ▶ While large cities typically have multiple FSAs, rural municipalities can share FSAs.
- ▶ Due to rounding, percentages presented throughout this report may not add up to exactly 100%.

Staffing Categories and Class of Worker

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574	9,658	9,777	9,704	9,694	9,833	9,856	9,898	9,985	9,936	9,533	9,540	9,569
Permanent part time	482	499	479	419	421	894	901	844	786	825	869	795	751	645	723	627	660	621
Contract/term	807	530	525	560	583	575	636	620	582	603	538	537	638	431	458	439	432	454
Seasonal/ other	340	426	400	404	495	735	681	605	687	537	517	535	491	573	545	610	576	426
Total	10,537	10,358	10,264	10,323	10,521	11,778	11,876	11,846	11,759	11,659	11,757	11,723	11,778	11,634	11,662	11,209	11,208	11,070
Coop and summer students during the course of the school year	516	515	461	477	485	478	488	500	435	458	428	447	399	355	358	320	307	316

As of December 31, 2019

- ▶ Not counting students, total employment with Crown corporations was 11,070 in December 2019:
 - ▶ 86.4% of employees in 2019 worked in permanent full time positions;
 - ▶ 5.6% of employees were permanent part-time staff in 2019, increasing permanent employment to 92.0%;
 - ▶ 4.1% of employees were contract or term staff; and
 - ▶ 3.8% of employees were "other," mostly casual staff.
 - ▶ There was a slight decrease in overall employment in 2019, mainly due to reductions in casual staff (seasonal/other).
- ▶ The number of co-op and summer students has declined in recent years.

Detailed Employment by Crown Corporation

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CIC	Permanent FT	81	73	54	68	70	68	63	69	65	65	60	52	48	42	43	42	40	43
	PT	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0
	Non-permanent	0	2	0	1	4	4	4	2	2	5	2	1	1	1	1	3	2	3
SaskTel	Permanent FT	3,786	3,812	3,657	3,622	3,577	3,476	3,318	3,226	3,192	3,136	3,139	3,208	3,157	3,112	3,065	3,020	2,849	2,768
	PT	110	89	90	38	49	102	104	111	88	111	107	105	108	88	68	62	59	56
	Non-permanent	524	569	562	622	747	726	752	719	749	648	650	646	596	619	616	652	657	550
SaskPower	Permanent FT	2,369	2,395	2,426	2,444	2,473	2,526	2,588	2,692	2,762	2,739	2,897	3,056	3,143	3,154	3,258	3,162	3,201	3,181
	PT	134	142	144	137	134	127	136	140	131	133	129	123	124	106	112	106	122	113
	Non-permanent	150	145	153	118	110	132	132	113	84	132	137	149	231	126	113	98	102	110
SaskEnergy	Permanent FT	815	818	815	823	861	895	937	930	908	919	947	946	968	1,023	936	923	937	995
	PT	85	84	86	86	77	76	68	73	68	75	81	102	96	6	84	77	78	81
	Non-permanent	74	70	65	50	70	102	97	84	91	78	40	49	41	40	44	37	37	44
SGI	Permanent FT	1,386	1,387	1,390	1,420	1,447	1,524	1,536	1,573	1,572	1,591	1,618	1,740	1,761	1,809	1,803	1,777	1,860	1,969
	PT	107	115	114	113	116	113	107	114	112	109	112	108	98	99	108	115	110	93
	Non-permanent	92	75	77	106	125	148	187	189	157	148	143	151	172	146	143	138	153	147

As of December 31, 2019

- ▶ SaskTel and SaskPower remained the largest employers in 2019.
 - ▶ In 2019, SaskTel and SaskPower accounted for 61.2% of Crown staff.
- ▶ SaskEnergy and SGI also have a large number of employees, accounting for 30.1% of overall Crown staff.
- ▶ SaskTel, SaskPower, SaskEnergy, and SGI account for 91.3% of Crown corporation employment.

Detailed Employment by Crown Corporation

(Continued)

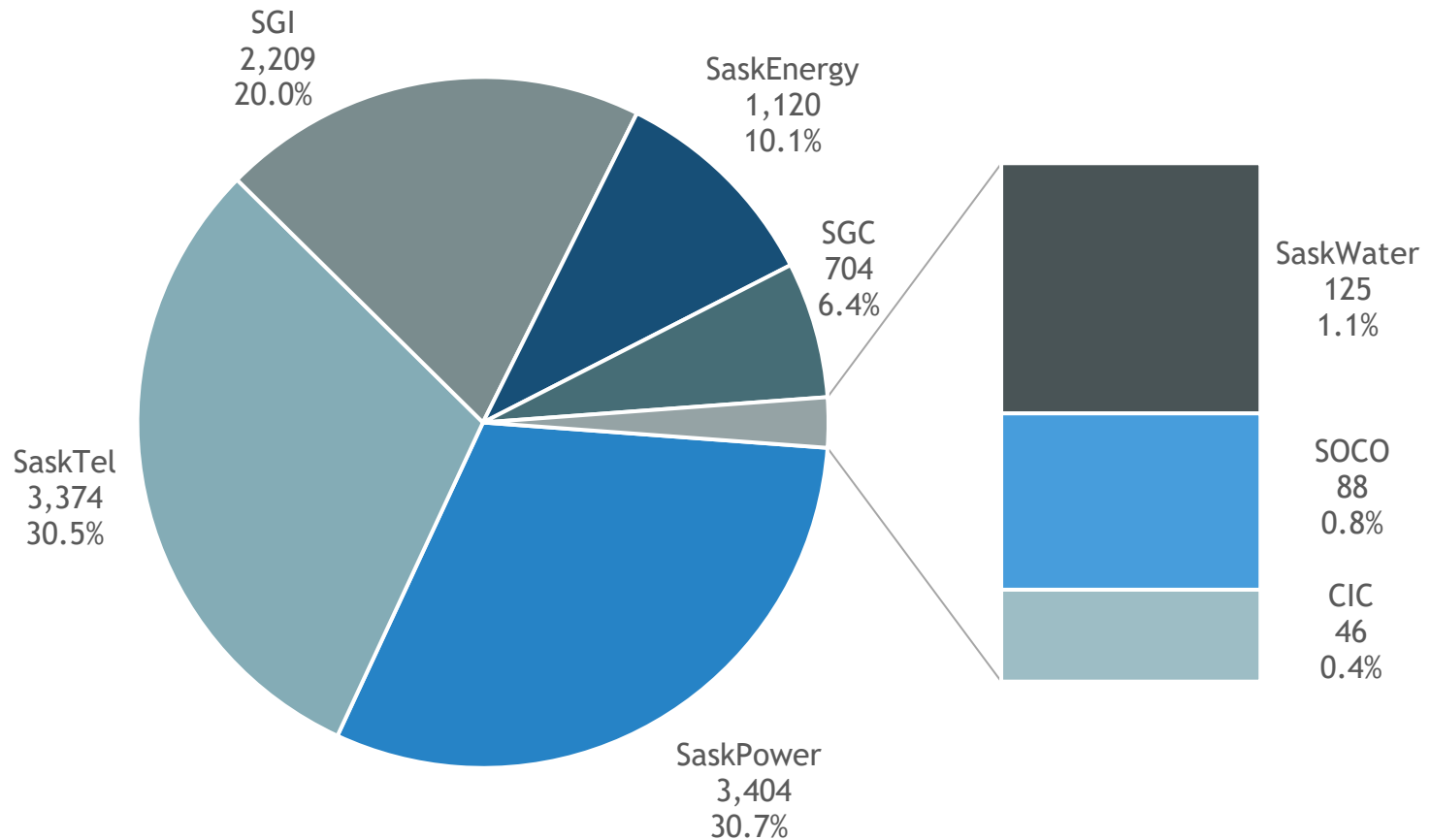
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
SaskWater	Permanent FT	84	67	68	80	82	83	85	87	91	98	104	107	113	115	119	126	123	123
	PT	2	2	2	4	4	4	4	3	4	3	4	3	2	2	2	2	2	1
	Non-permanent	3	1	1	9	0	5	3	4	4	1	2	1	6	8	6	1	2	1
SOCO	Permanent FT	69	81	86	116	106	110	115	111	112	105	93	87	93	90	91	84
	PT	1	2	3	2	5	4	3	2	2	3	4	2	1	1	2	2
	Non-permanent	4	3	2	2	3	0	1	2	1	0	4	4	4	3	4	2
ISC	Permanent FT	196	165	195	208	229	243	257	259	289	288	288
	PT	4	27	2	1	1	2	2	2	3	2	2
	Non-permanent	303	88	59	41	13	17	19	13	25	40	39
STC	Permanent FT	191	186	186	194	197	196	203	200	192	190	194	204	195	182	178
	PT	40	40	40	38	37	35	29	34	37	34	32	36	32	35	35
	Non-permanent	1	6	4	14	7	7	4	5	1	7	3	0	2	0	0
SGC	Permanent FT	447	565	631	518	557	474	438	420	461	441	393	439	406
	PT	433	446	362	340	356	400	315	287	307	312	264	287	275
	Non-permanent	167	116	96	155	79	38	75	76	60	76	117	51	23

As of December 31, 2019

- ▶ Moving forward, SaskTel, SaskPower, SaskEnergy, and SGI will continue to have a strong effect on the overall averages for the Crown sector.

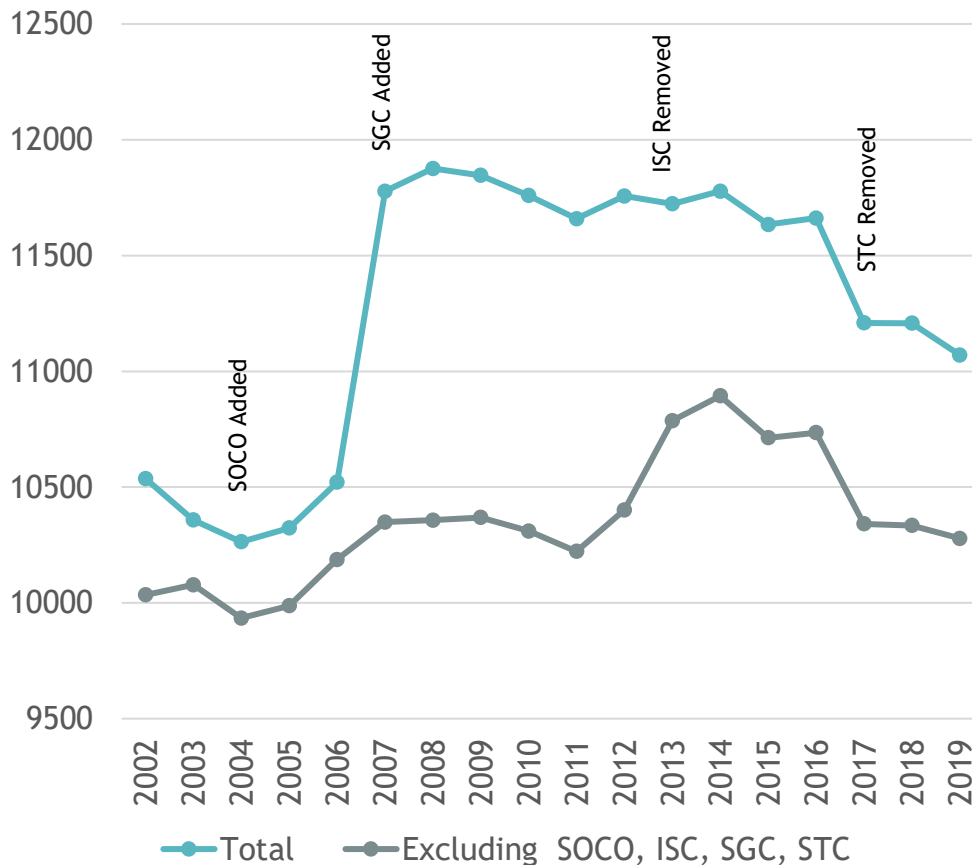
Total Staff in the Crown Corporations, 2019

Permanent and Non-Permanent Staff, December 2019, by Crown Corporation (Total = 11,070)



Crown Corporation Employment Trends

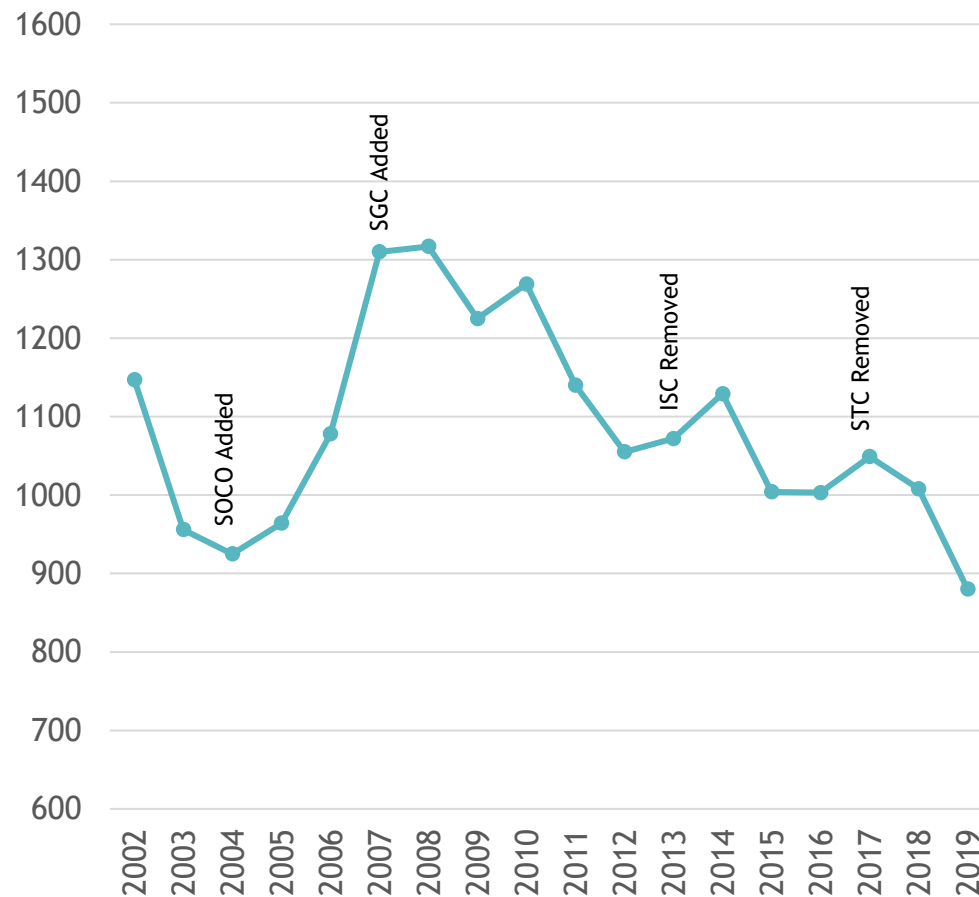
Changes in Total Crown Staff, 2002 to 2019



- ▶ Both permanent and non-permanent staff are included in these figures.
- ▶ The decrease in employment in 2017 coincides with the removal of STC.
- ▶ Employment within the Crown corporations continues to decline.

Non-Permanent Staff

Number of Non-Permanent Staff, 2002 to 2019



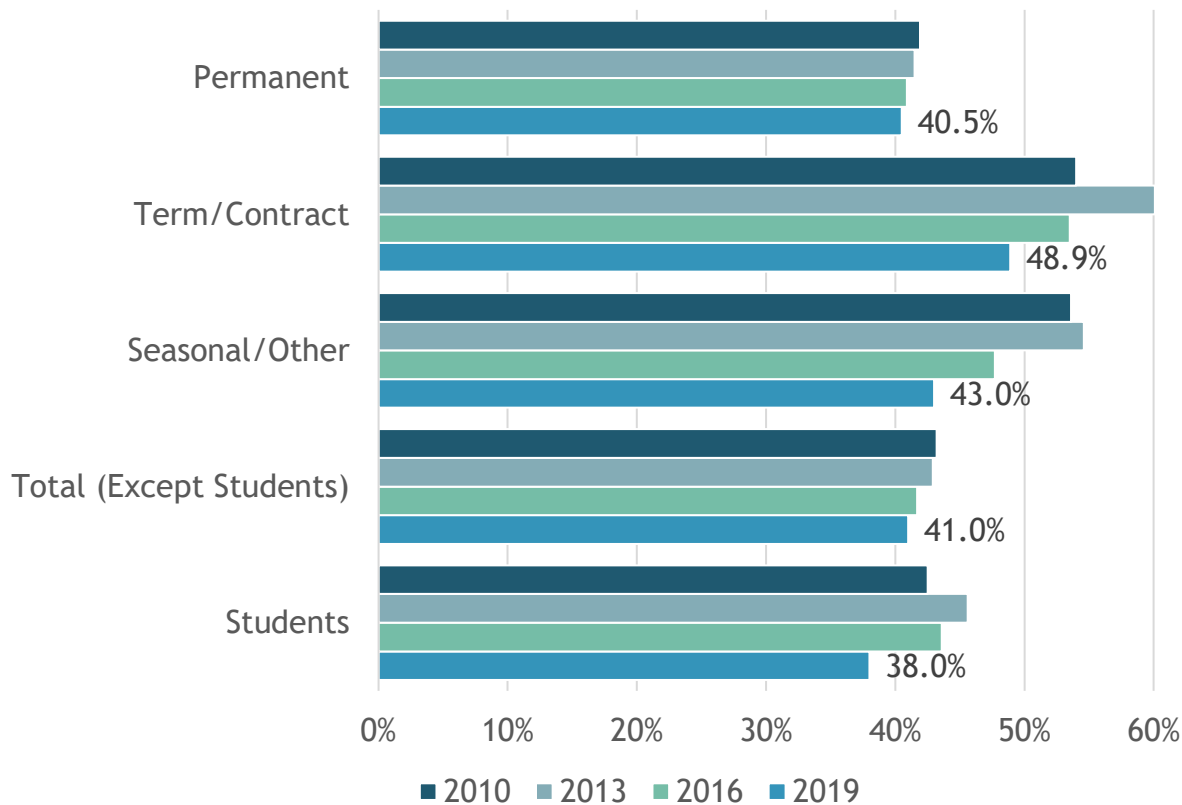
- ▶ There was a substantial decrease in non-permanent staff in 2019, from 1,008 to 880 employees.
- ▶ Employment in non-permanent Crown corporation positions continues to decline.

Characteristics of Employees

- Gender
- Indigenous Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest Retirement Date

Category of Employment by Gender

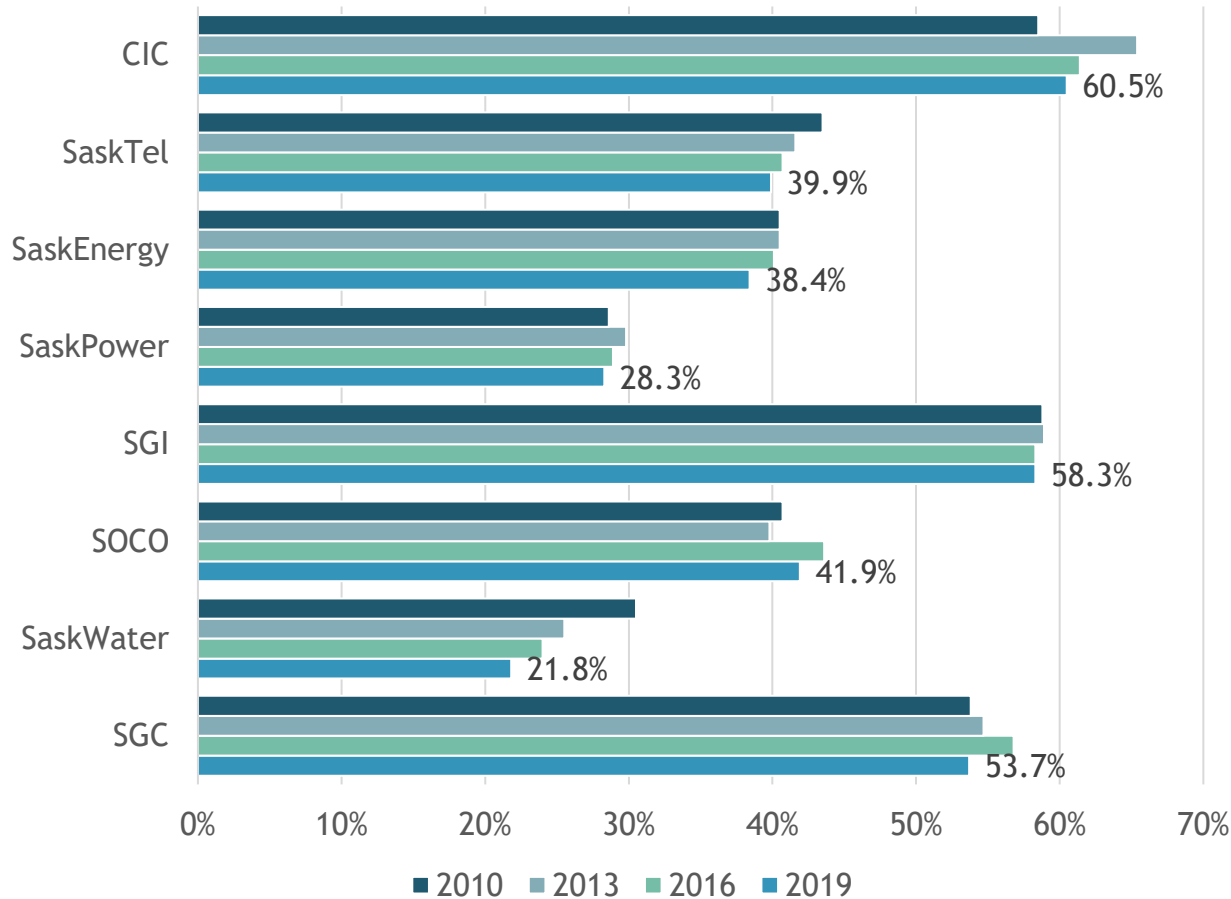
Per cent of Crown Corporation Staff Who Identify as Women



- ▶ The proportion of Crown corporation staff who identify as women has continued to slightly decline over time. In 2010, 41.9% of Crown corporation employees identified as women in permanent positions.
- ▶ In contrast, 40.5% of Crown corporation employees identified as women in 2019.
- ▶ Employees who identify as women have declined in term positions, accounting for 48.9% of term employees. This is a substantial decline from the 53.5% of employees who identified as women in term positions in 2016.
- ▶ The proportion of students who identify as women has decreased since 2016 (43.6%); but, the proportion has begun to increase from 35.2% in 2018 to 38.0% in 2019.

Crown Corporation Employment by Gender

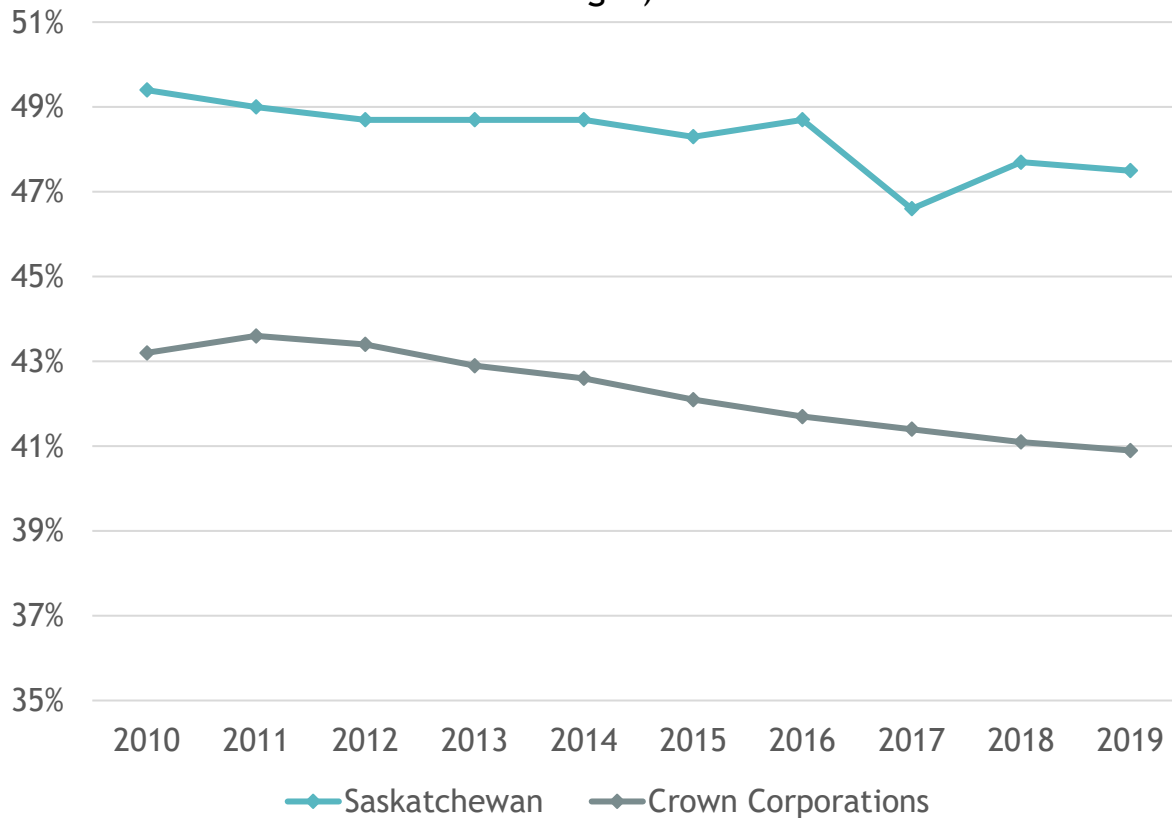
Per cent of Permanent Crown Corporation Staff Who Identify as Women



- ▶ From 2010 to 2019 most Crown corporations report little change in the proportion of employees who identified as women and held permanent positions.
- ▶ Employment of those who identify as women is on a downward trend at:
 - ▶ SaskTel
 - ▶ SaskWater
- ▶ Employment of those who identify as women has remained relatively stable for
 - ▶ SaskPower
 - ▶ SGI

Those Who Identify as Women: Comparison with Saskatchewan

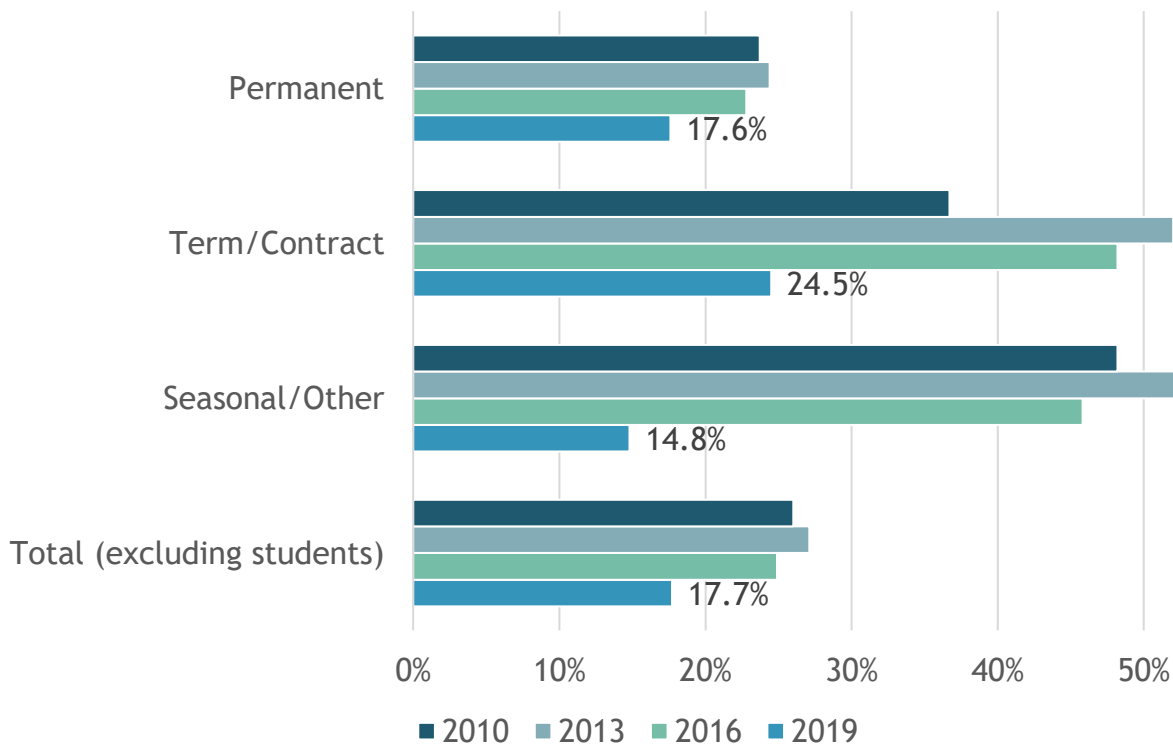
Crown Corporations (permanent and non-permanent) vis-à-vis Saskatchewan (off-reserve employees only, annual averages)



- ▶ In Saskatchewan, those who identify as women made up 47.5% of employees in 2019.
- ▶ These numbers compare with 41.0% of the permanent and non-permanent Crown corporation employees.
- ▶ A slight downward trend persists across Saskatchewan and Crown corporations.

Those Who Identify as Women in Under-Represented Positions

Those Who Identify as Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions

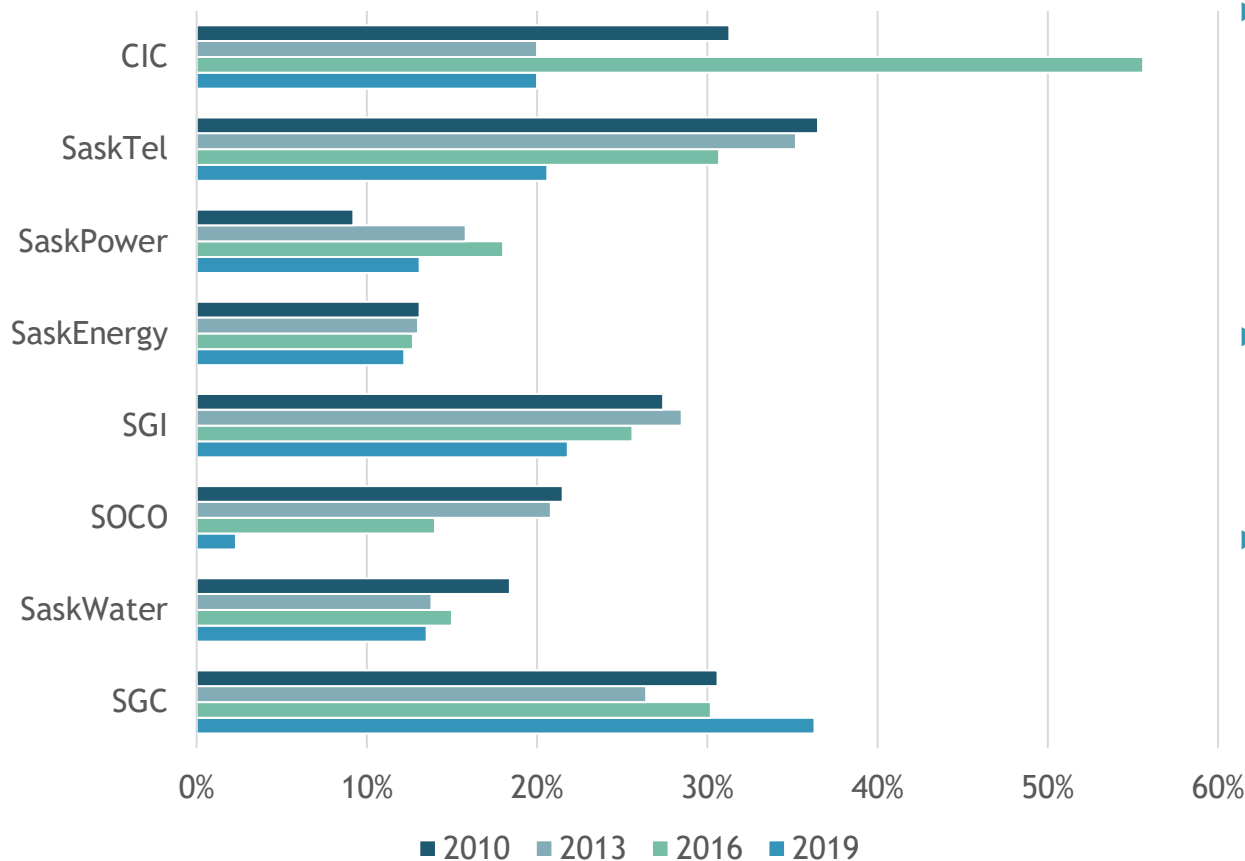


- ▶ Using the Saskatchewan Human Rights Commission methodology, those who identify as women represented 17.7% of people working in positions classified as under-represented*.
- ▶ Historically, those who identify as women in under-represented positions have been higher in non-permanent positions than permanent positions.
 - ▶ More employees who identified as women were employed in term/contract positions than any other position.
- ▶ The proportion of employees who identify as women and work in under-represented positions has continued to decline over time from 26.0% in 2010 to 17.7% in 2019.

* Occupations (per NOC codes) are classified as under-represented when those who identify as women represent fewer than 47% of those working in a position. Representation of individuals identifying as men and women within occupations was calculated to determine which Crown corporation positions fit this definition.

Those Who Identify as Women in Under-Represented Positions, by Crown Corporation

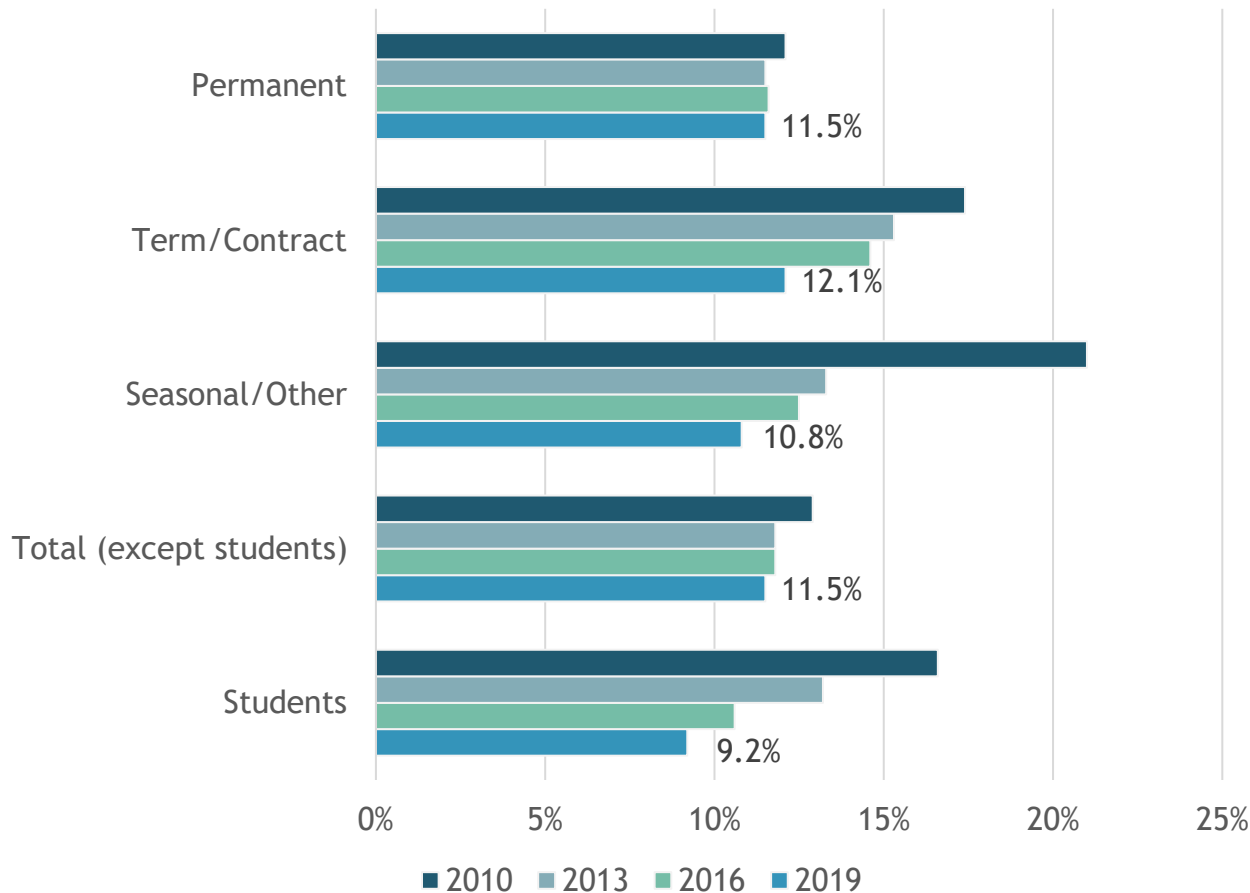
Those Who Identify as Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions, Permanent Positions Only



- ▶ SaskTel employed the largest number of employees who identified as women working in under-represented positions with 373 in 2019.
 - ▶ SaskPower was a close second with 321 employees who identified as women.
- ▶ In 2019, the Saskatchewan Human Rights Commission set a goal of 47% for employees identifying as women in under-represented positions.
- ▶ There is a general downtrend across all Crown corporations, with fewer employees who identify as women being employed in under-represented positions, except for SGC.

Category of Employment by Indigenous Identity

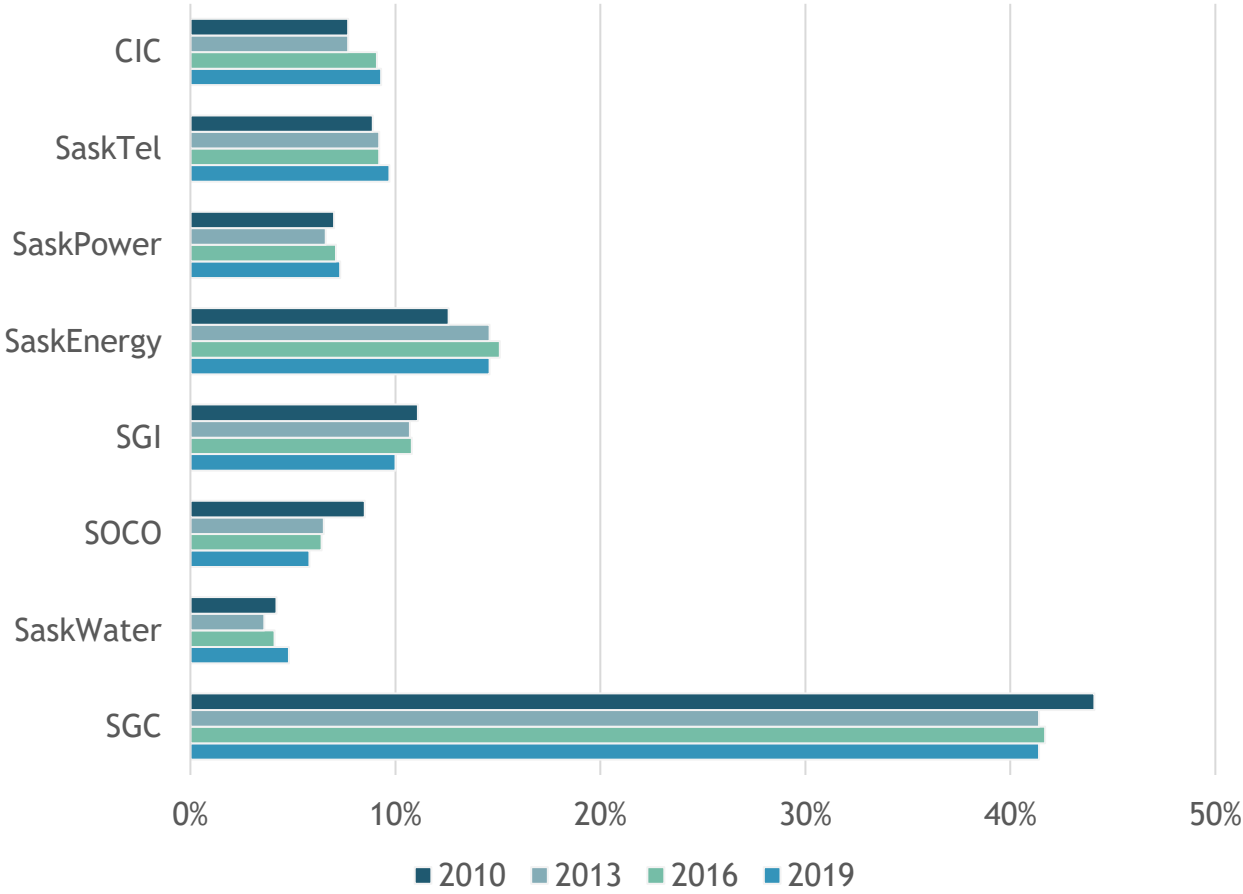
Per cent of Crown Corporation Staff Who Identify as Indigenous



- ▶ At the end of 2019, there were a total of 1,274 employees who identified as Indigenous, a slight decline from previous years.
- ▶ The proportion of employees identifying as Indigenous in permanent positions has remained relatively stable.
- ▶ The proportion of employees identifying as Indigenous in non-permanent positions has declined.
- ▶ In 2019, 9.2% of students reported an Indigenous ancestry.
- ▶ The Saskatchewan Human Rights Commission in 2019 set goals of 14.0% for Indigenous employees province-wide.

Indigenous Identity by Crown Corporation

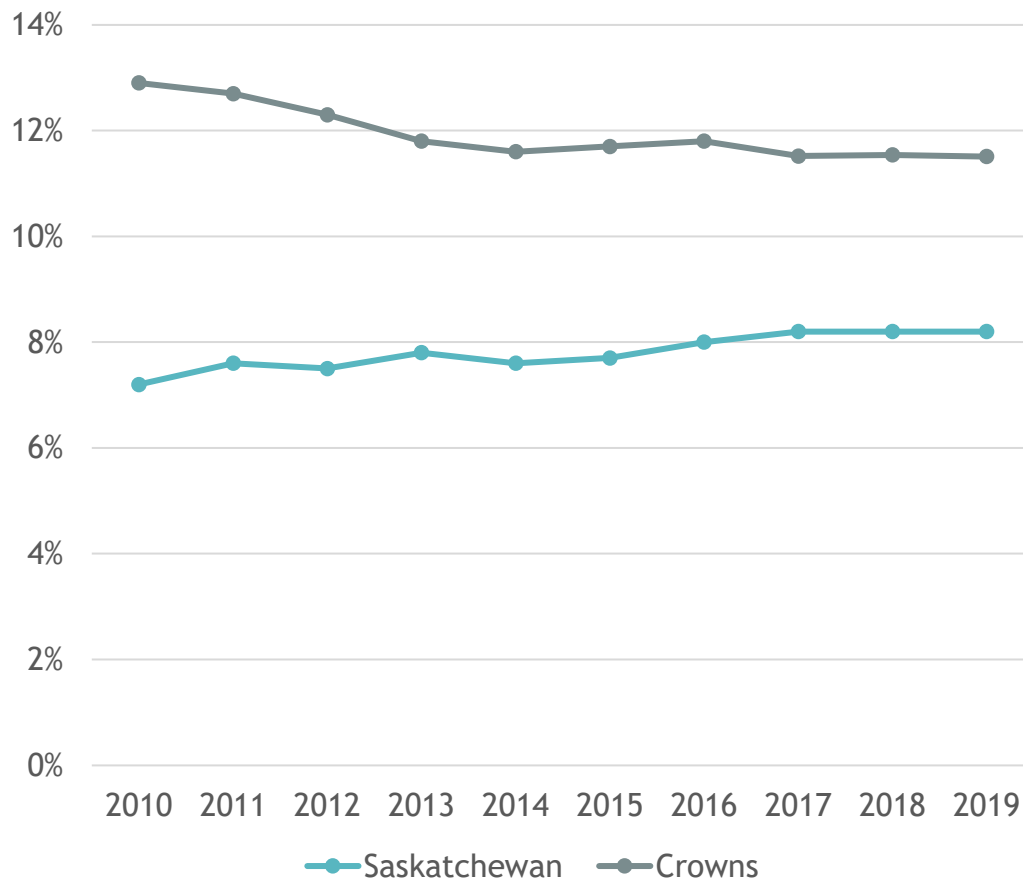
Per cent of Crown Corporation Permanent Staff Who Identify as Indigenous



- ▶ SGC has the highest proportion of employees reporting Indigenous ancestry.
- ▶ CIC, SaskTel, SaskPower and SaskWater experienced increased proportions of employees with Indigenous ancestry, while the proportion of employees with Indigenous ancestry in SOCO and SGI has been decreasing.

Comparison with Saskatchewan: Employment by Indigenous Identity

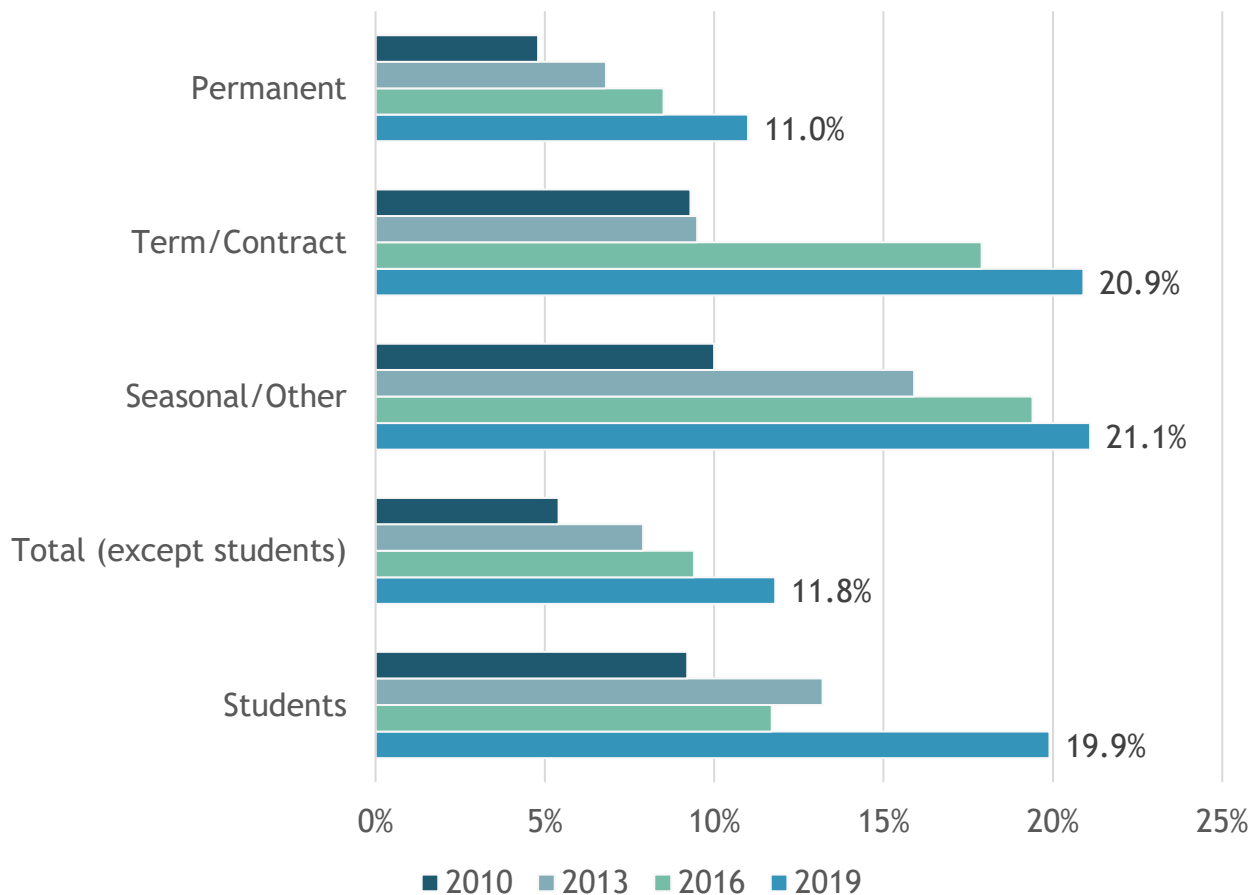
**Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off-reserve only, annual averages)**



- ▶ Although the Crown corporations fall short of Human Rights Commission equity goals (in 2019, 14.0%), the proportion of employees identifying as Indigenous in Crowns (11.5%) is significantly higher than other Saskatchewan employers (8.2%).
- ▶ While the proportion of Crown employees reporting an Indigenous ancestry has declined over time, there has been a slight increase in Indigenous employment in Saskatchewan province-wide. Both proportions have stabilized in the last few years.

Membership in a Visible Minority Group

Per cent of Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ The proportion of permanent staff who identify as members of a visible minority group has steadily increased from 4.8% in 2010 to 11.0% in 2019.
- ▶ Upward trends in visible minority group membership also persist across term, seasonal and student employment.
- ▶ Based on workplace location, the Saskatchewan Human Rights 2019 goal for proportional representation of those who identify as visible minorities is 10.6% province-wide and 16.8% for employers in Regina/Saskatoon.

Visible Minority Membership by Crown Corporation

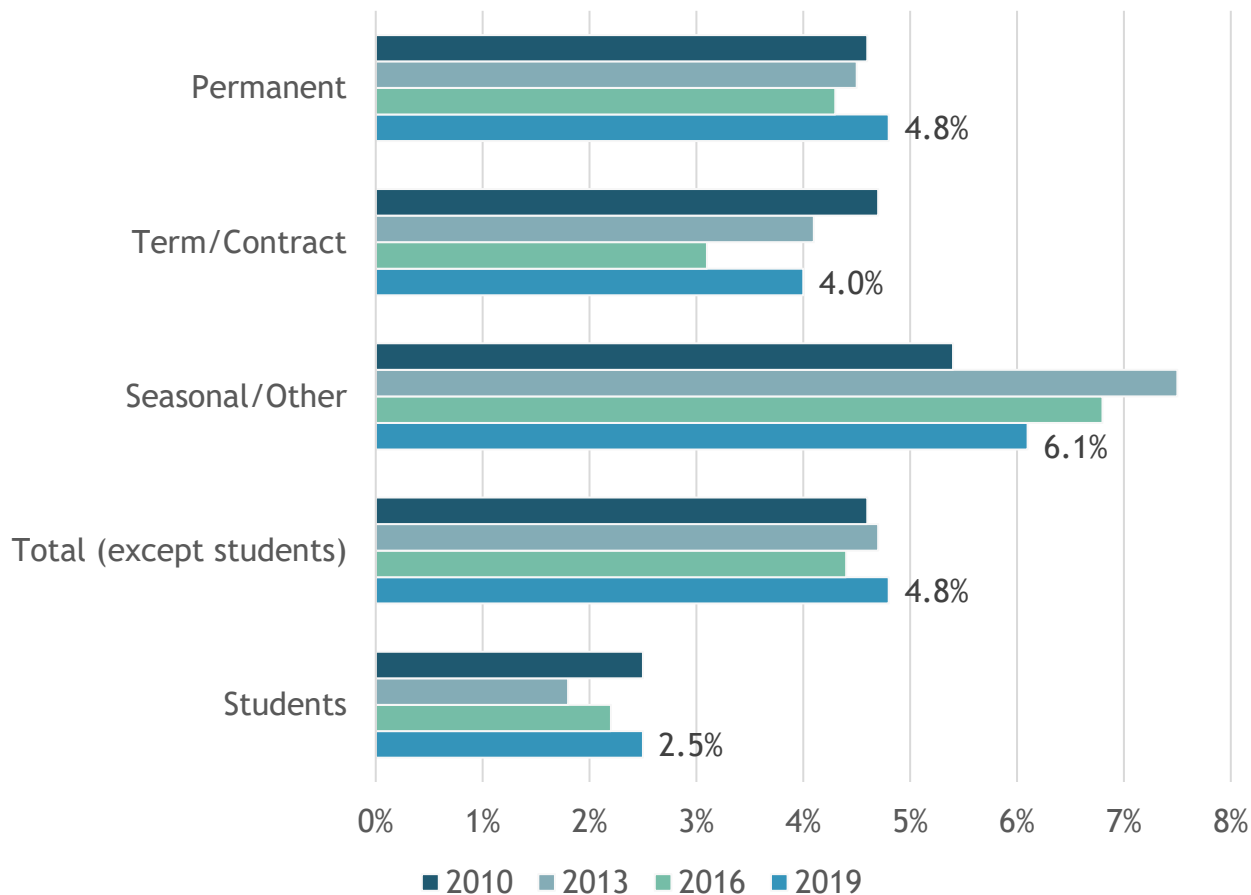
Per cent of Permanent Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ There is an upward trend in employing those who identify as members of visible minority groups, across most Crown corporations.
- ▶ In contrast, there is a slight downward trend in visible minority representation at CIC and SOCO.

Category of Employment by Disability

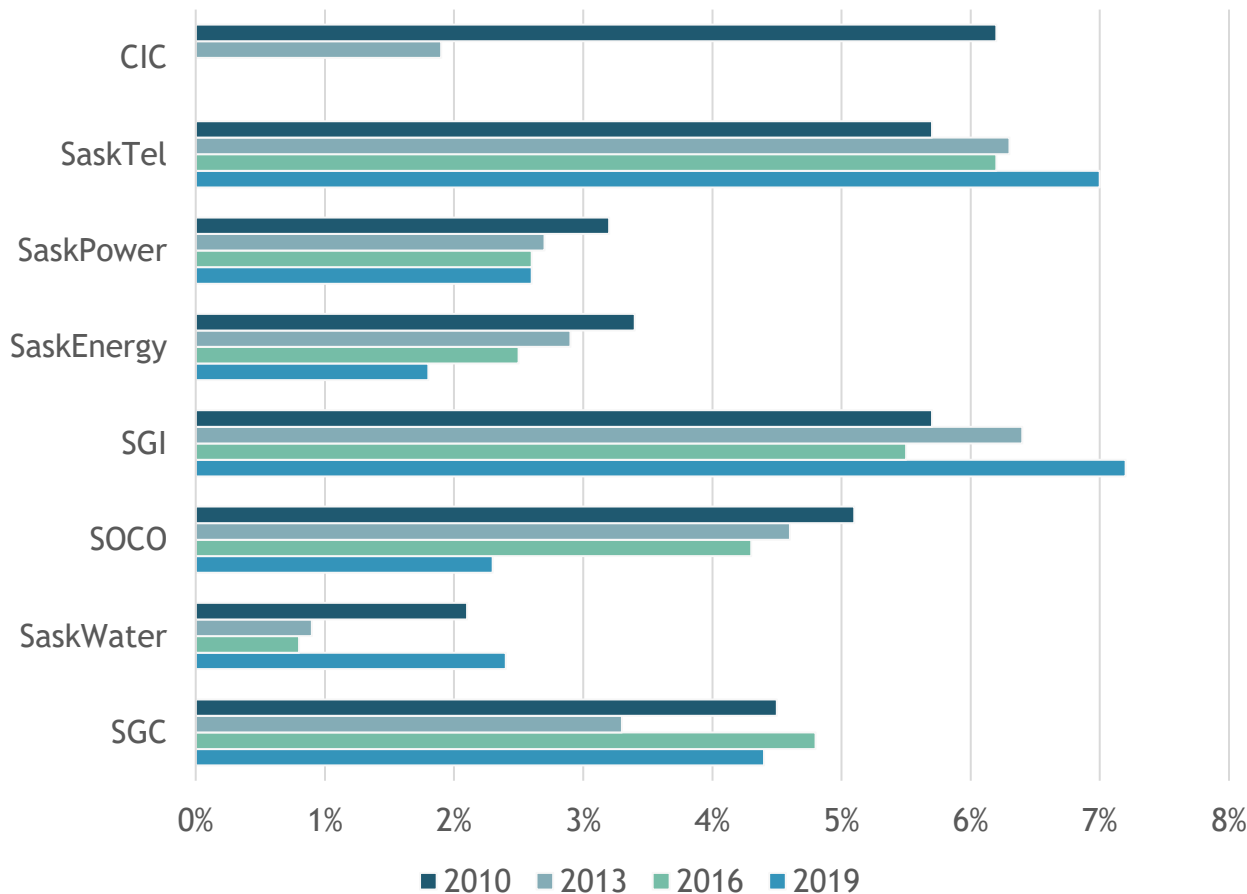
Per cent of Crown Corporation Staff Who Report a Disability



- ▶ At the end of 2019, 531 employees reported having a disability.
- ▶ The proportion of employees reporting a disability has remained relatively stable across time and employment category, except for students, where this proportion rose in 2019.
- ▶ In 2019, 2.5% of students reported having a disability.

Employees Reporting a Disability, by Crown Corporation

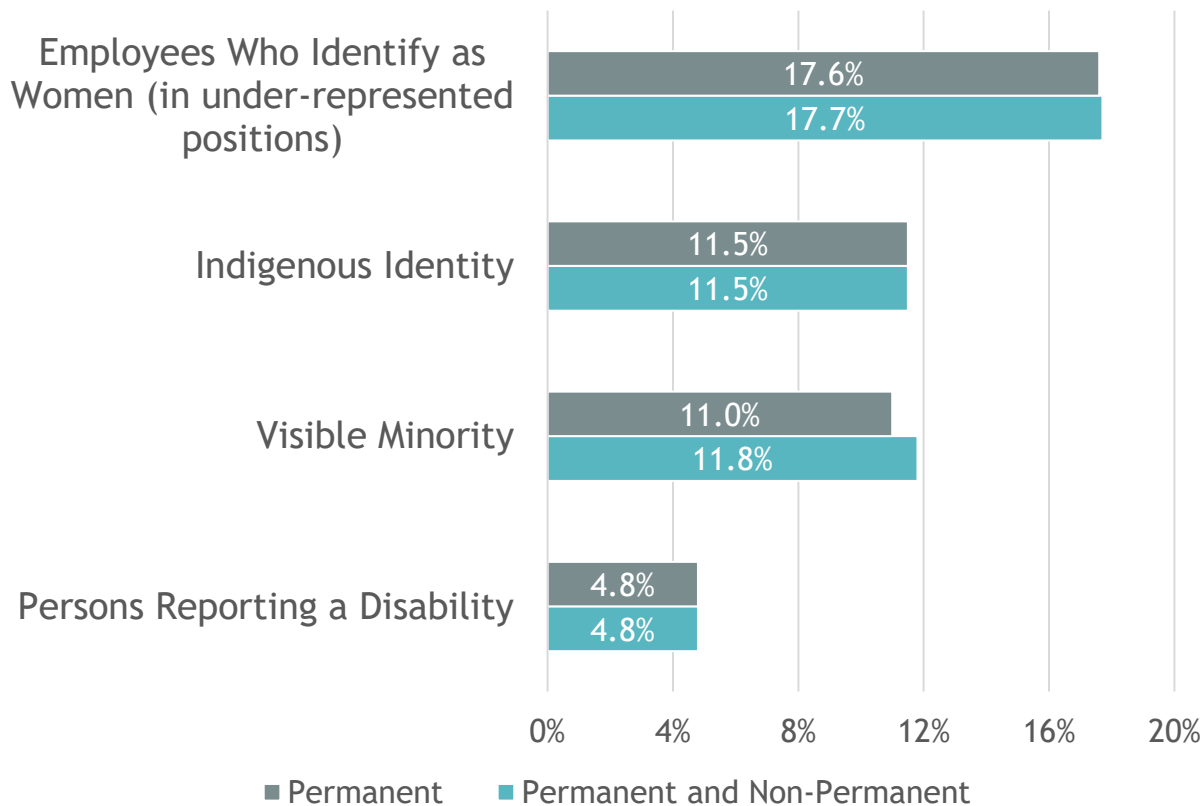
Per cent of Permanent Crown Corporation Staff Reporting a Disability



- ▶ SGI and SaskTel have the highest proportion of employees reporting a disability in 2019.
- ▶ SaskTel's and SGI's rates of employees reporting a disability have been increasing.
- ▶ Rates of employees reporting a disability have decreased at CIC, SaskPower, SaskEnergy, and SOCO.
- ▶ The Saskatchewan Human Rights Commission has set a goal of 22.2% of employees province-wide reporting a disability in 2019.

Summary of Diversity Measures for 2019

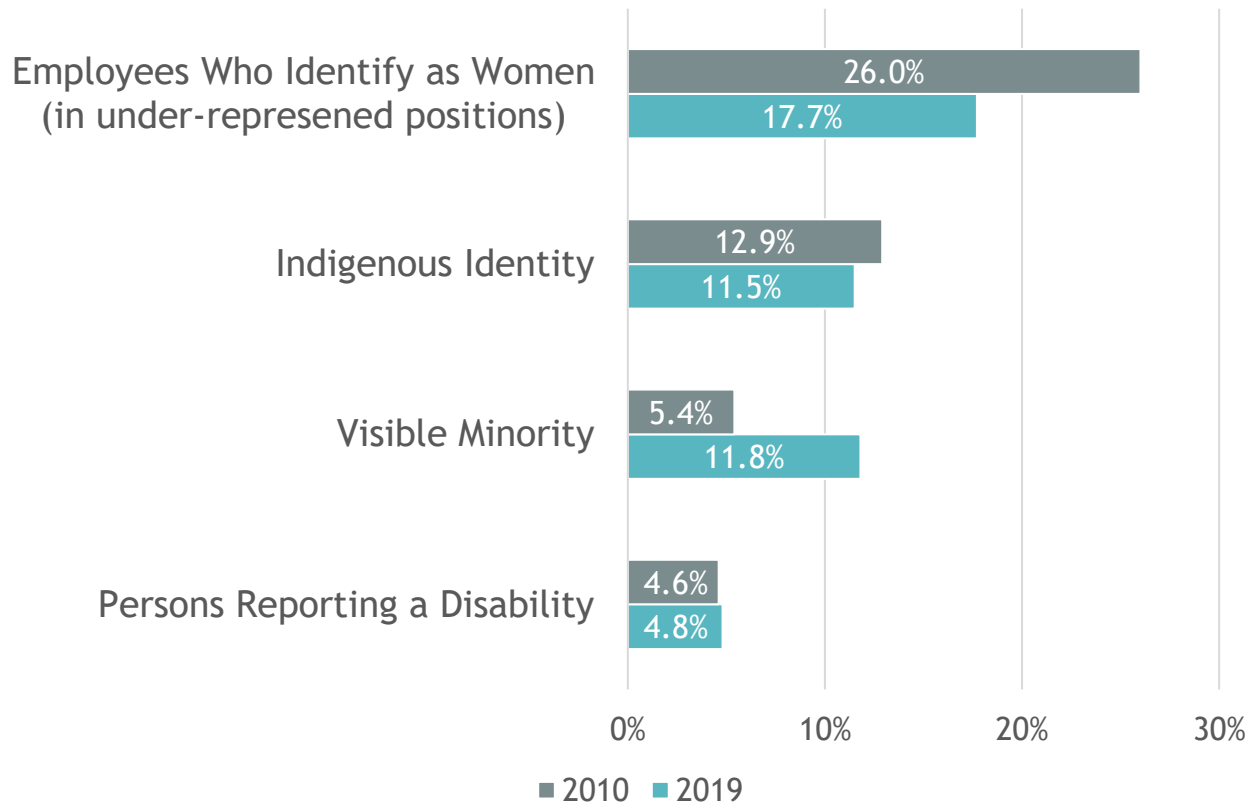
Per cent of Crown Corporation Staff in Target Diversity Groups, 2019



- ▶ Those who identify as women represent one in six (17.7%) of employees in under-represented positions.
- ▶ The proportion of permanent and non-permanent staff in the Crown corporations who identified as Indigenous was 11.5% at the end of 2019.
- ▶ At the same point in time, 11.8% were members of visible minority groups, and 4.8% reported having a disability.

Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2010 and 2019

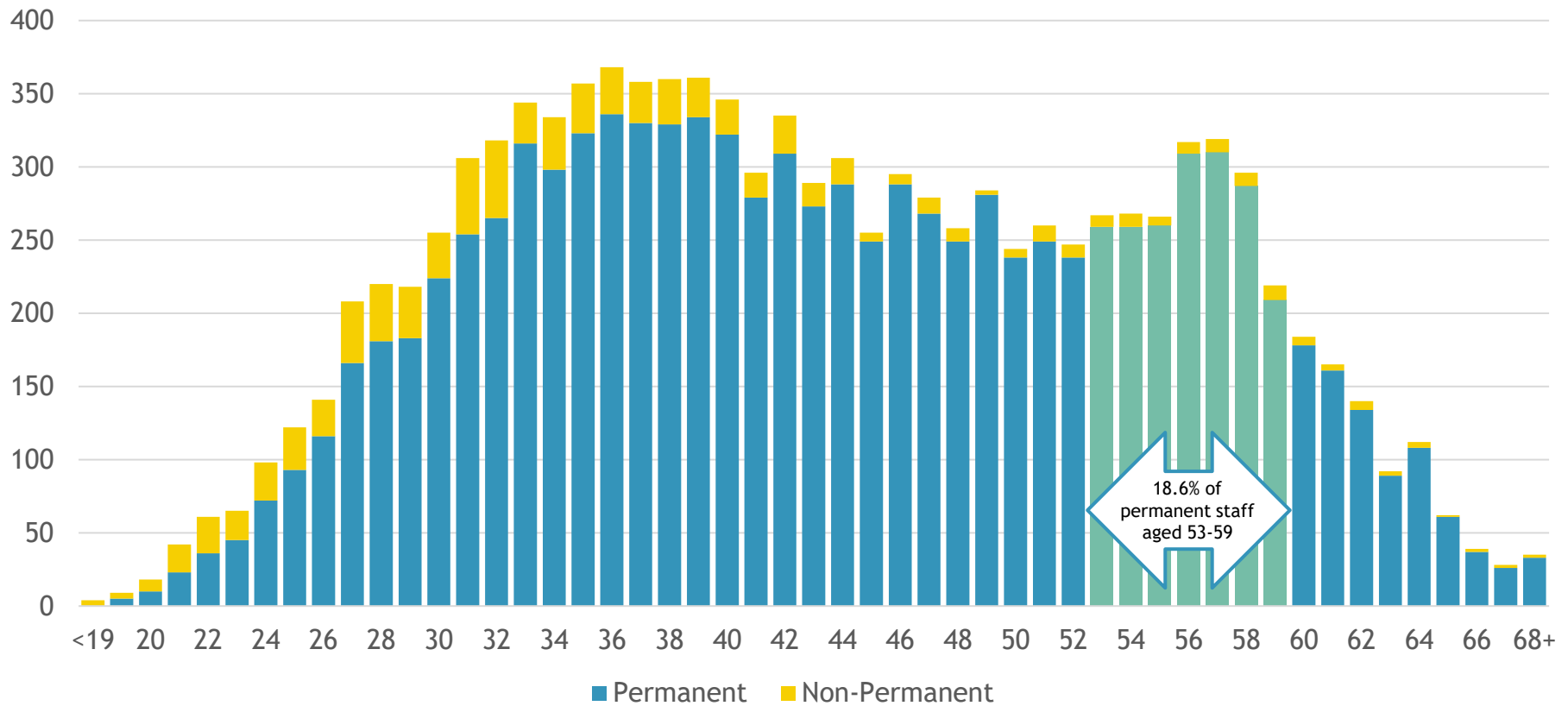


- ▶ The proportion of employees who identified as women in under-represented positions has declined over this period.
- ▶ Indigenous identity and employees with a reported disability have remained relatively stable.
- ▶ In contrast, the number of members of a visible minority group has substantially increased over time, from 5.4% in 2010 to 11.8% in 2019.

Age and Tenure

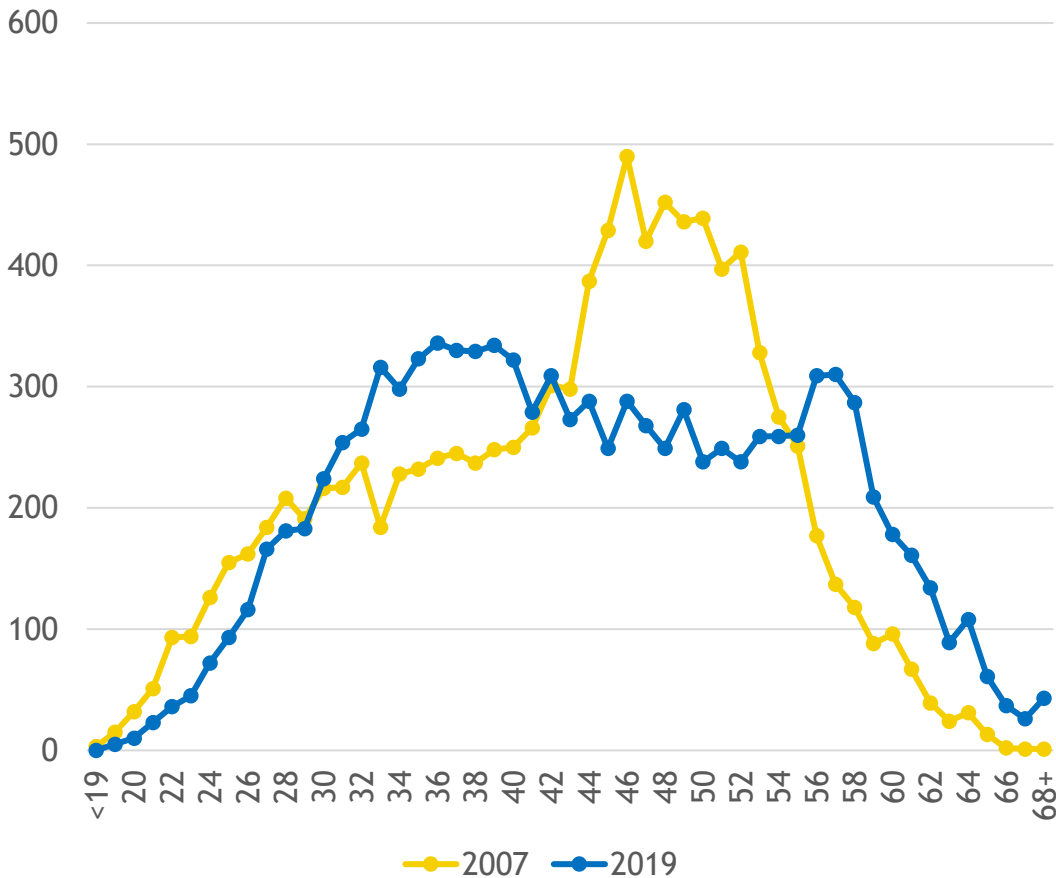
The “Bubble”: Crown Employees by Age

Age of Permanent and Non-Permanent Crown Staff as of December 2019



The Bubble Shifts

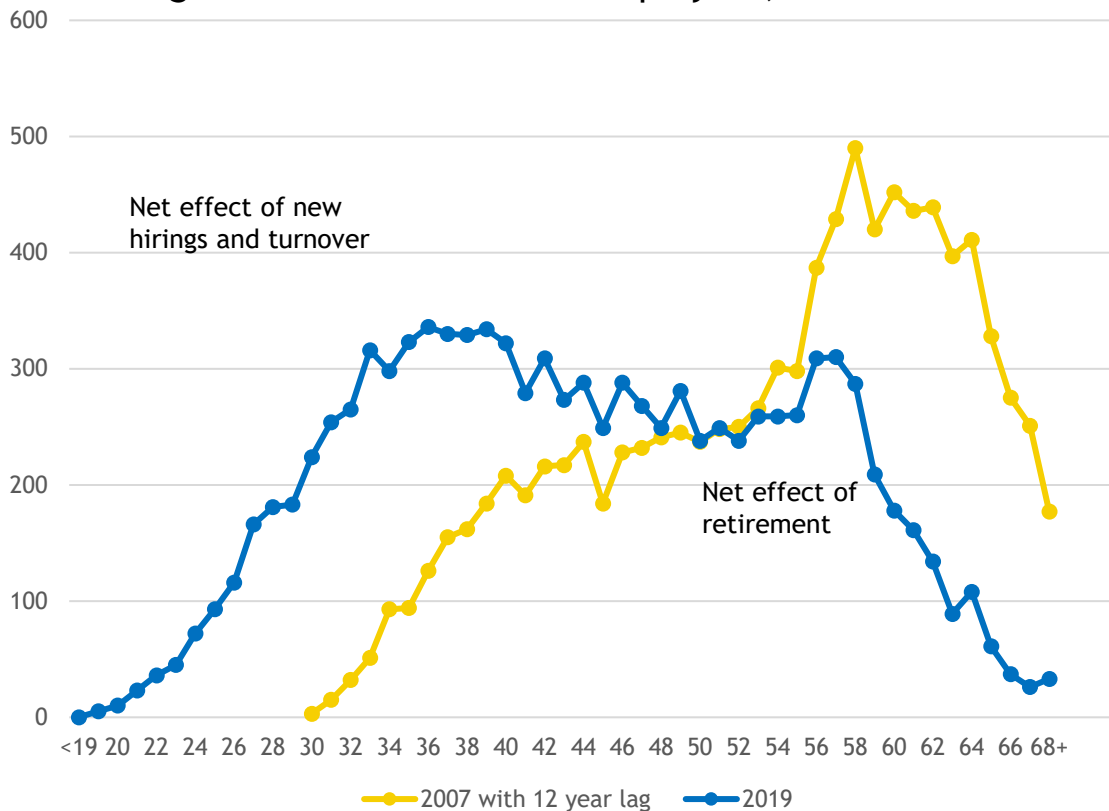
Changes in Age Distribution Over Time, Permanent Staff Only



- ▶ From 2007 to 2019, the peak in the age distribution has shifted to the right.
- ▶ Aging of staff over the years presents as a dramatic decline in proportion of staff in their forties and early fifties, with a corresponding increase in the proportion of those in their late fifties.
- ▶ The number of permanent staff in their mid to late thirties is also increasing.
- ▶ In 2007, the most common age was 46. In 2019, the most common ages were between 35 and 39, and 56 and 57.

Effect of Crown Sector Human Resource Initiatives

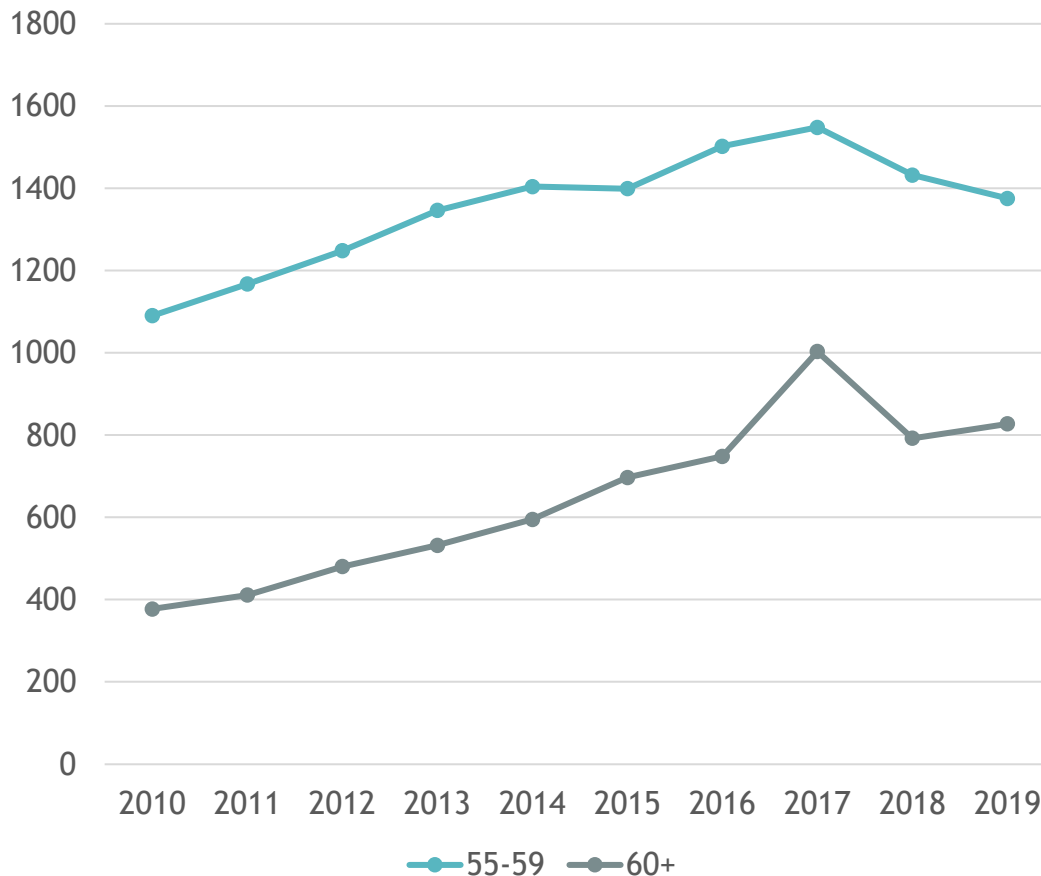
Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2019



- ▶ The chart shows the effect of changes in the age of permanent staff from 2007 to 2019, with the effect of natural aging removed.
- ▶ The differences between the lines at older age groups are largely the result of retirements.
- ▶ In younger age groups, differences are largely from hiring younger staff, noting the relatively high turnover in the younger age group (10.9% for employees under 30 years old).
- ▶ The net effect of the changes over this period has been to “dampen” the peak which, without interventions, would have led to a very large number of staff in their late fifties.

Potential Retirements

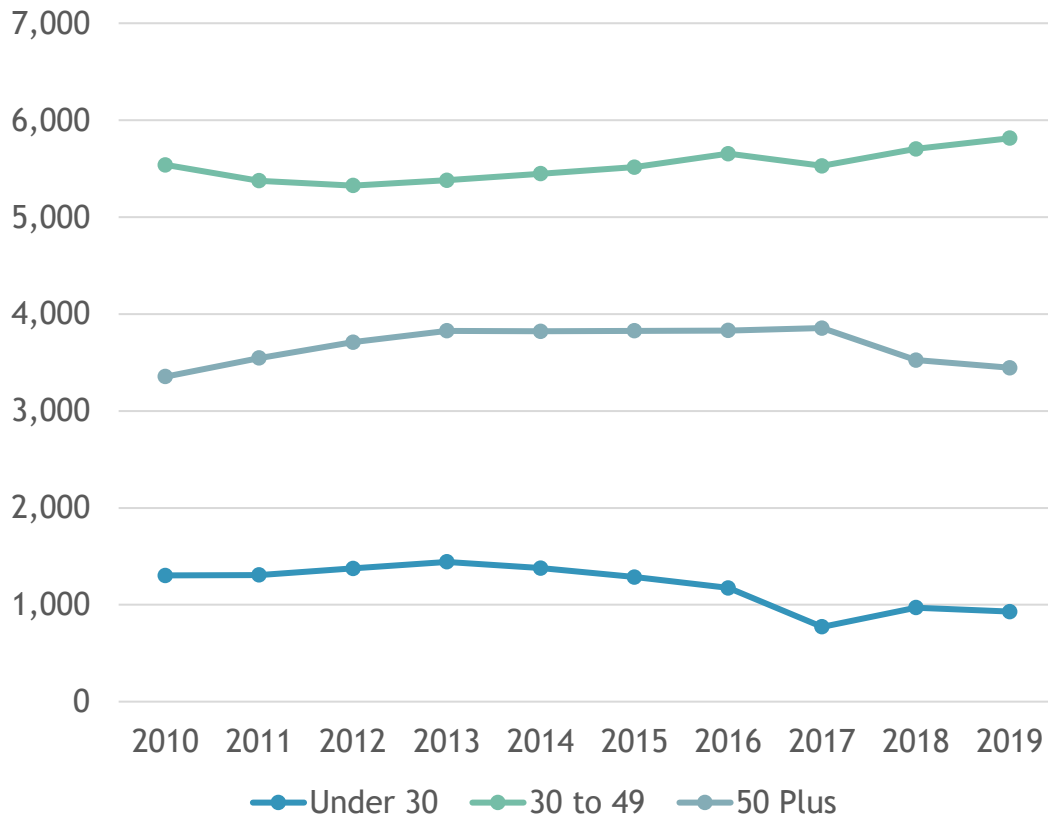
Number of Permanent Crown Corporation Staff Near or at Average Retirement Age



- ▶ In 2019, the average retiring permanent Crown employee was 60.7 years of age (see page 64).
- ▶ The number of employees aged 55 to 59 continues to decline.
- ▶ However, the number of employees aged 60 and more have started to increase after a sharp decline in 2018.

Changes in the Age of Crown Corporation Employees

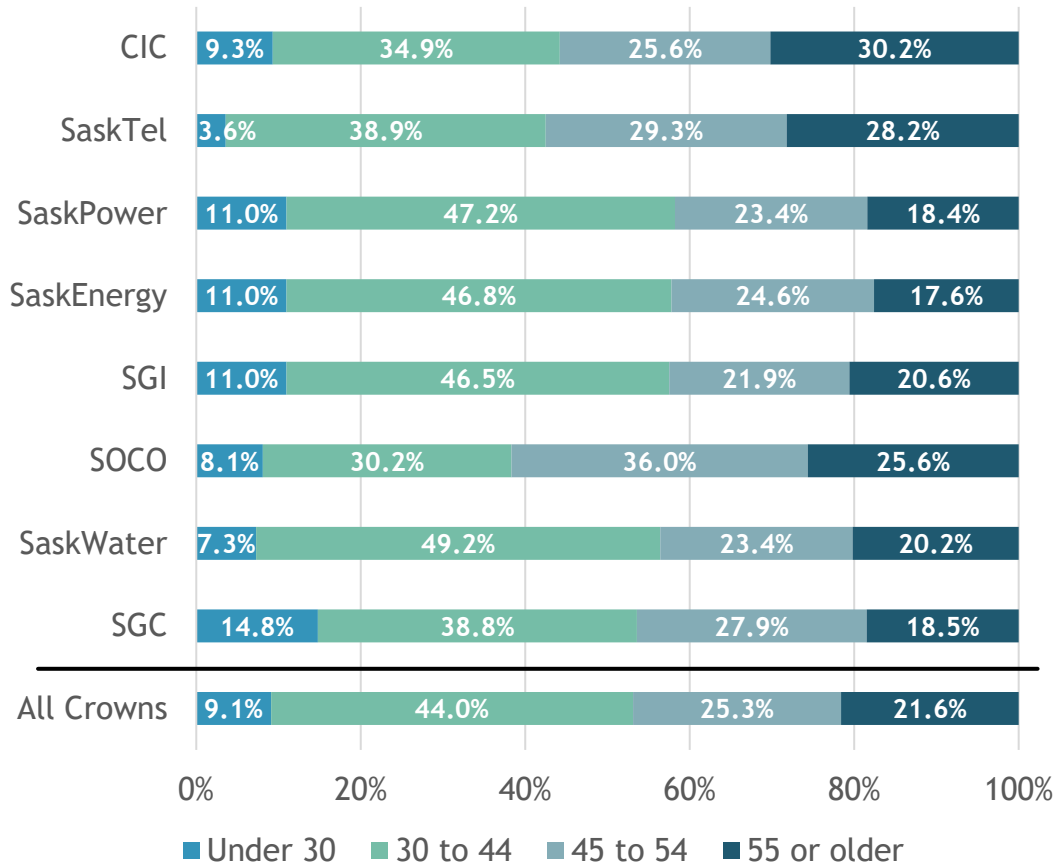
Crown Corporation Employment by Age Group,
Permanent Staff Only



- ▶ This graph shows another view of the changing age distribution of Crown corporation employees.
- ▶ The number of permanent staff, aged 30 to 49 declined from 2010 to 2012, but the trend reversed from 2013 to 2016. There was a slight downturn in 2017, followed by an increase into 2019.
- ▶ Over the same period of time, the number of employees 50 years and older, grew steadily and then leveled off between 2014 and 2017. There is a slight downturn in this age group in 2018 and 2019.
- ▶ The number of young people has declined from 2014 to 2017, in part because of hiring restraint. After a slight increase in 2018, the number of young people has remained relatively stable.

Age by Crown Corporation

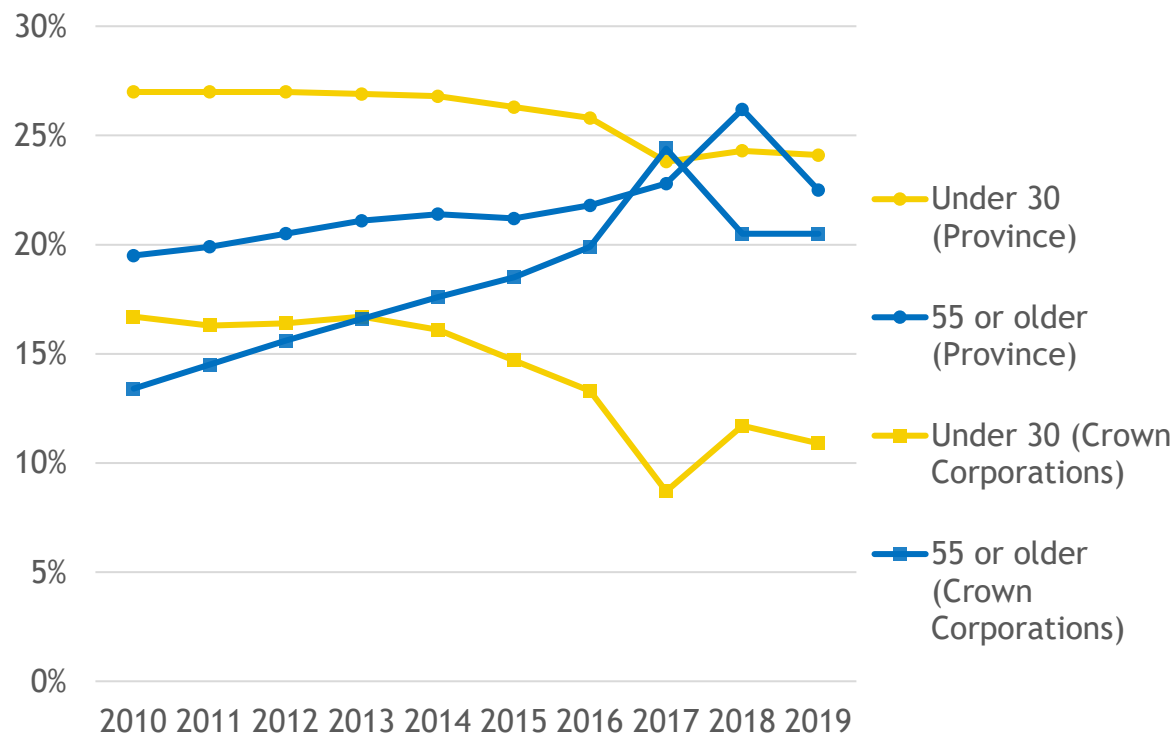
Permanent Staff by Age Group and Crown Corporation



- ▶ The proportion of permanent staff who are 55 or older is highest for CIC (30.2%) and SaskTel (28.2%) employees.
- ▶ The proportion of staff who are under 30 years of age is highest at SGC (14.8%) and lowest at SaskTel (3.6%).

Employment by Age Group, Comparison with Saskatchewan

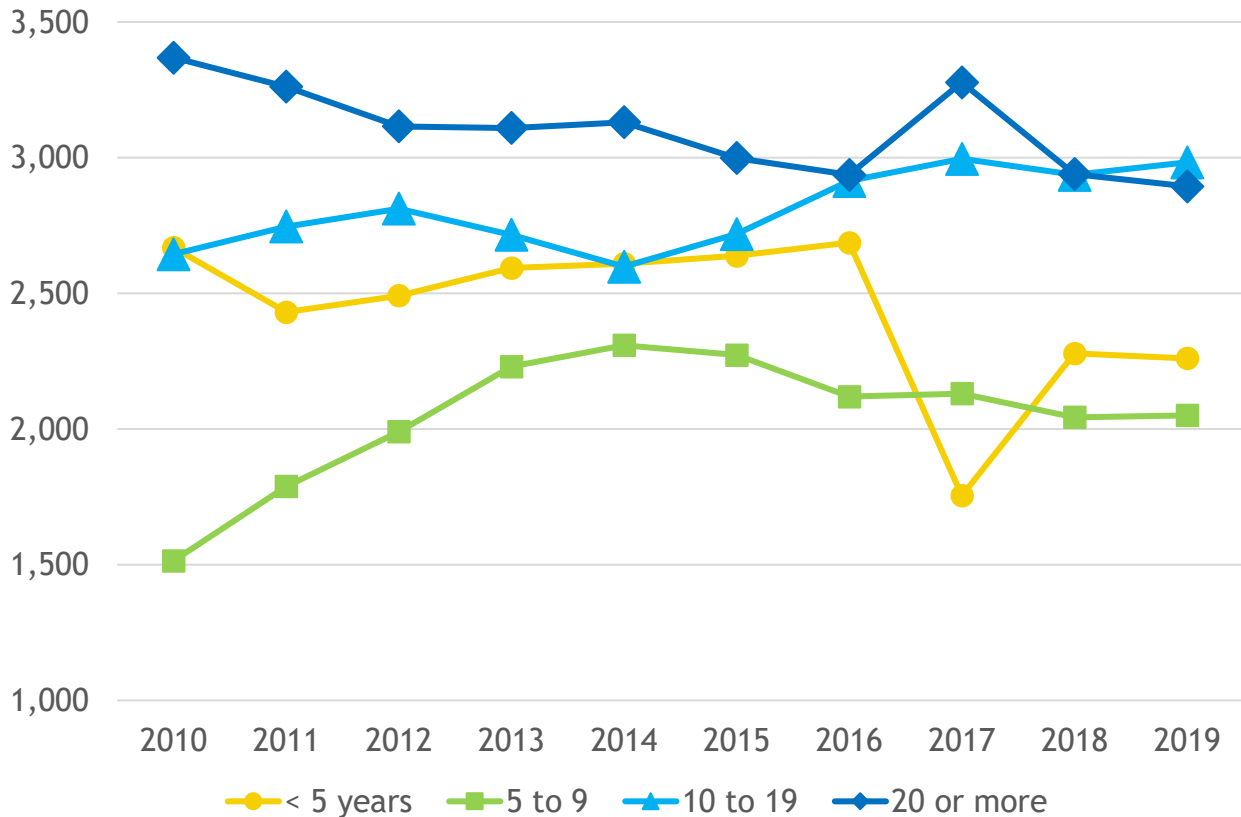
Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ Compared with people employed in Saskatchewan, the Crown corporations employed fewer staff in the 55 and older age group in 2019.
- ▶ The Crowns employ significantly less young people when compared with Saskatchewan as a whole.
- ▶ However, provincial figures will include a large number of students working part-time.

Tenure With Current Crown Corporation

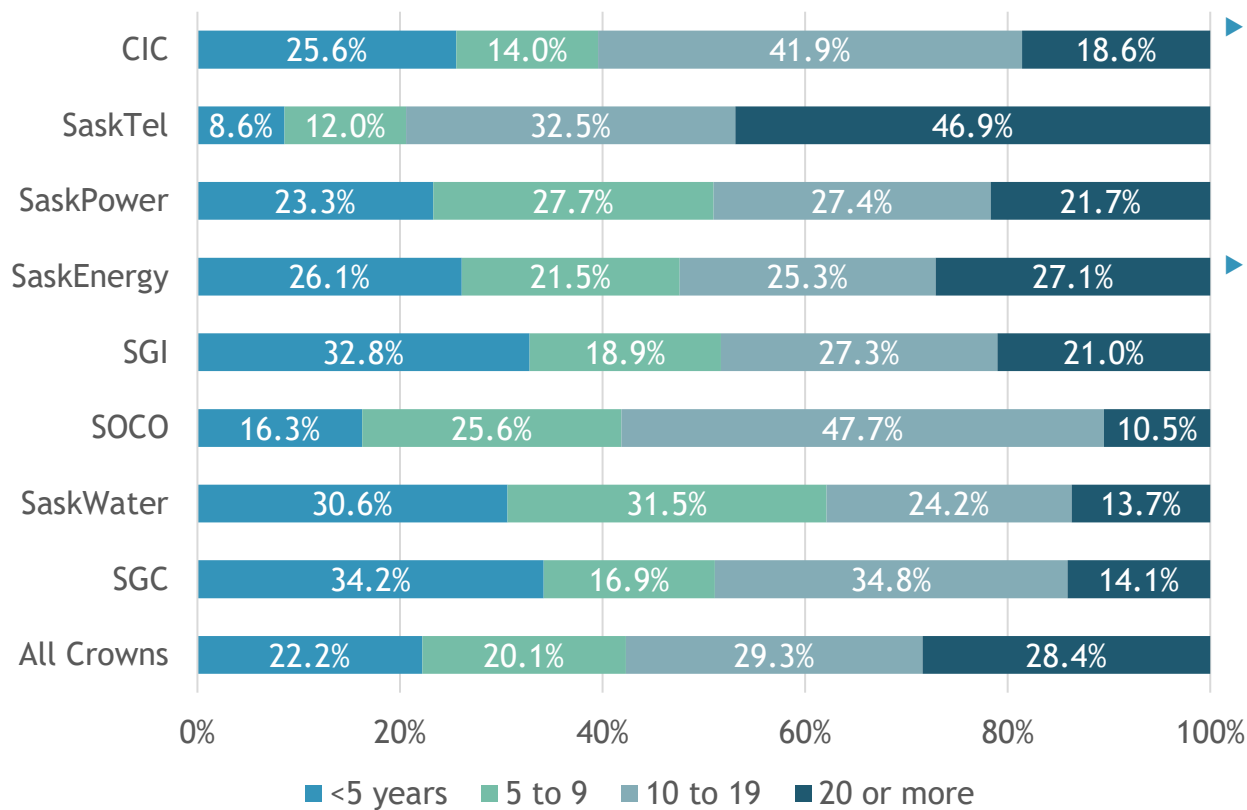
Tenure (Years) With Current Crown Corporation
(Permanent Staff Only)



- ▶ The average tenure among permanent staff has been gradually declining over time; but, a slight uptrend was seen in 2019.
 - ▶ For example, 28.8% of permanent staff had been with their current Crown corporation for 20 or more years in 2018. This compares with 33.0% in 2010 and 28.4% in 2019.
- ▶ In 2017 there was a large decrease in average tenure less than 5 years. This was followed by a spike in 2018 and continued growth in 2019, suggesting increased hiring.
- ▶ Tenure of 5 to 9 years continues to decline, while tenure of 10 to 19 years continues to increase, suggesting that many employees transitioned between tenure categories over the past few years.

Tenure by Crown Corporation, 2019

Tenure (Years Working) at Current Crown Corporation,
Permanent Staff only, 2019

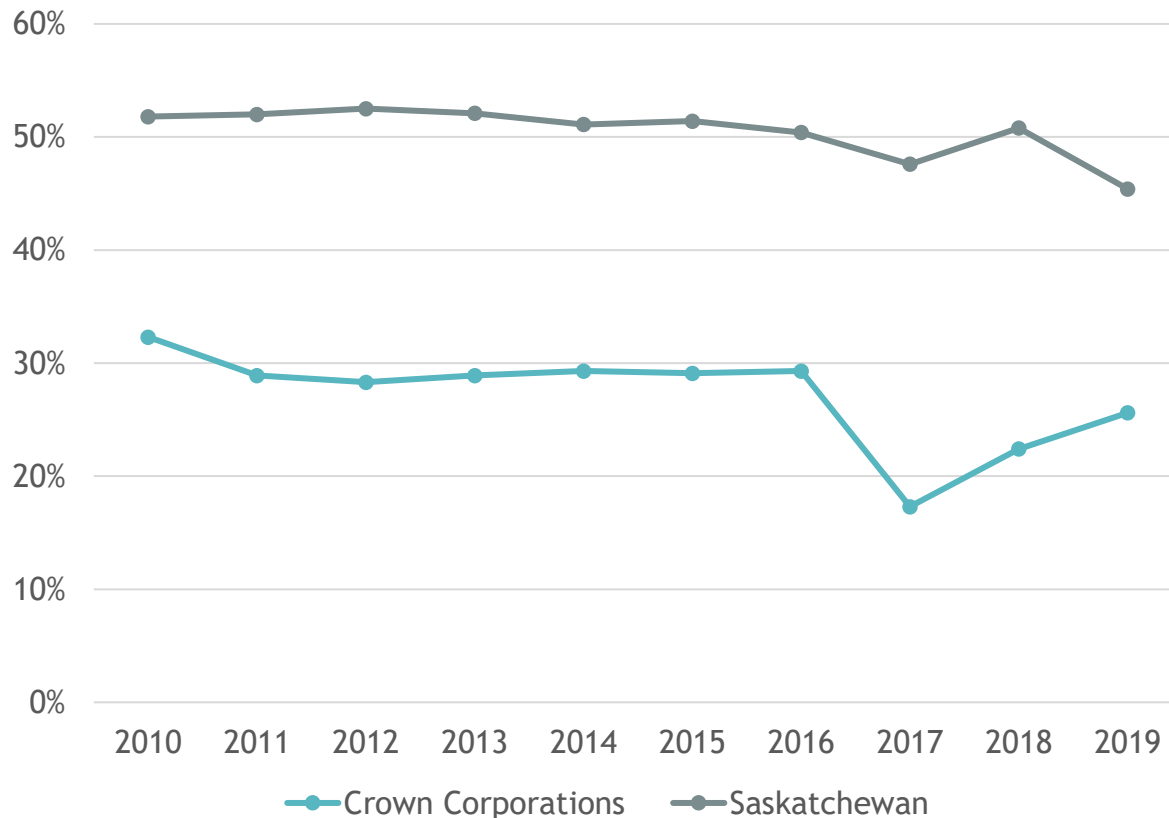


▶ The Crown corporations with the highest proportions of new employees (fewer than 5 years tenure) remained as SGC (34.2%), SGI (32.8%), and SaskWater (30.6%).

▶ The Crown corporations with the highest number of employees with twenty or more years of tenure remained at SaskTel (46.9%) and SaskEnergy (27.1%).

Employment by Tenure: Comparison with Saskatchewan

Crown Corporations (permanent and non-permanent as of December) Tenure Less Than 5 Years compared to Saskatchewan (off-reserve only, annual averages)



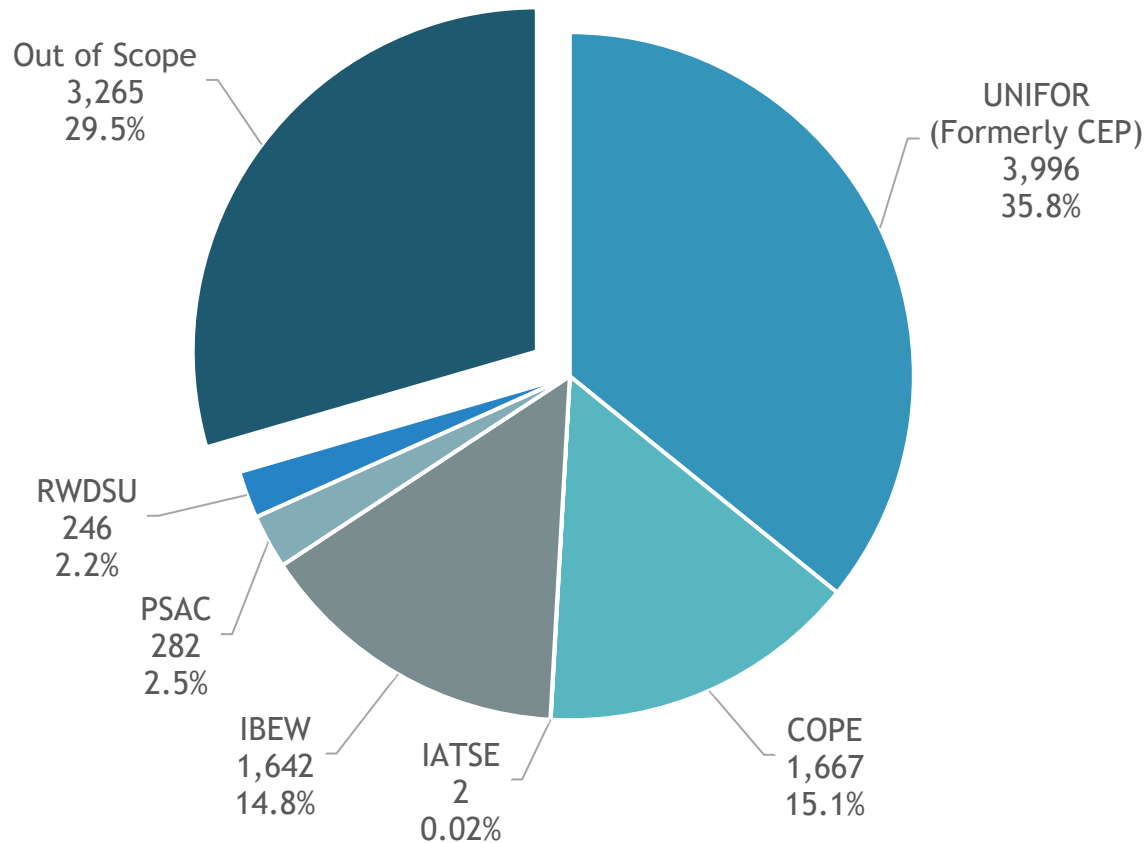
- ▶ The percentage of people who have been with their current employer for less than 5 years in Saskatchewan was 45.4% in 2019.
- ▶ This compares with a significantly lower percentage of 25.6% in 2019 among the Crown corporations.
 - ▶ This proportion has increased slightly from 2018.

Characteristics of Positions

- Scope
- Location
- Occupation and Skill Level

Union Membership

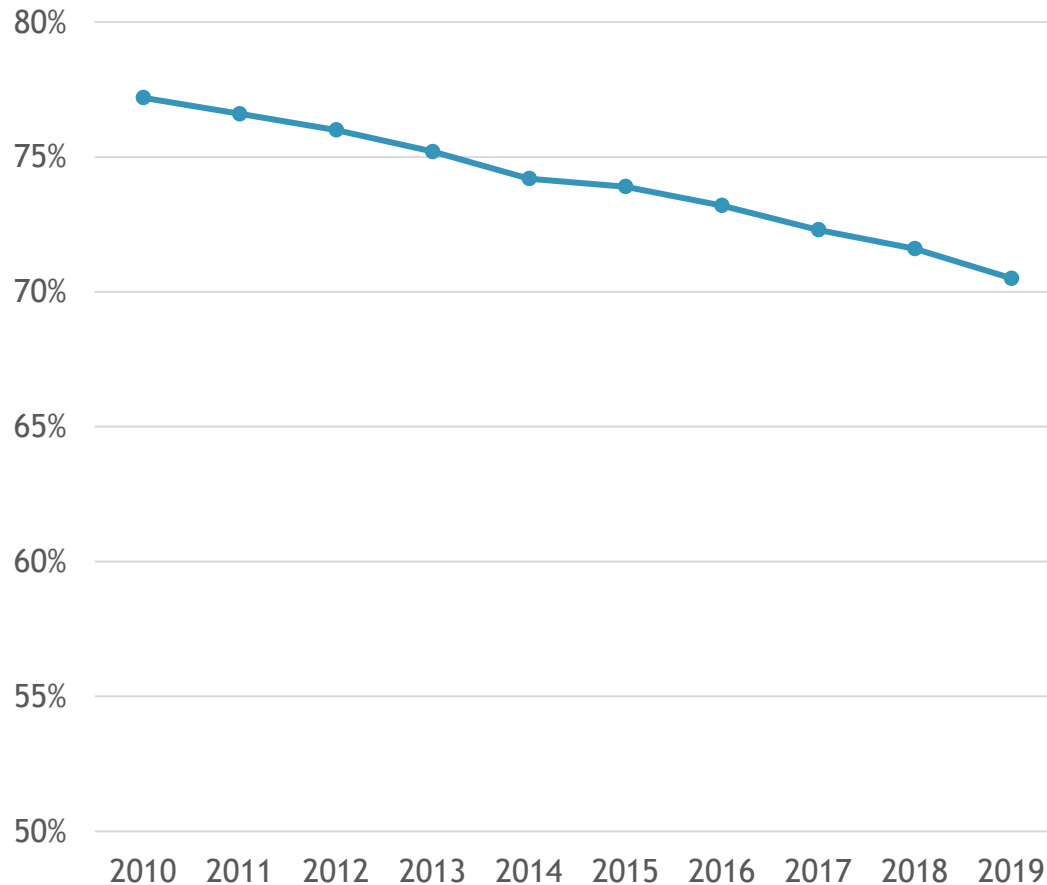
Union Membership among Permanent and Non-Permanent Employees, 2019



- ▶ In 2019, 29.5% of employees were not covered by a collective agreement.
- ▶ Six (6) unions represent employees in collective agreements.
- ▶ UNIFOR (35.8%), COPE (15.1%), and IBEW (14.8%) represent the greatest proportion of employees covered by a collective agreement.

Trends in Union Membership

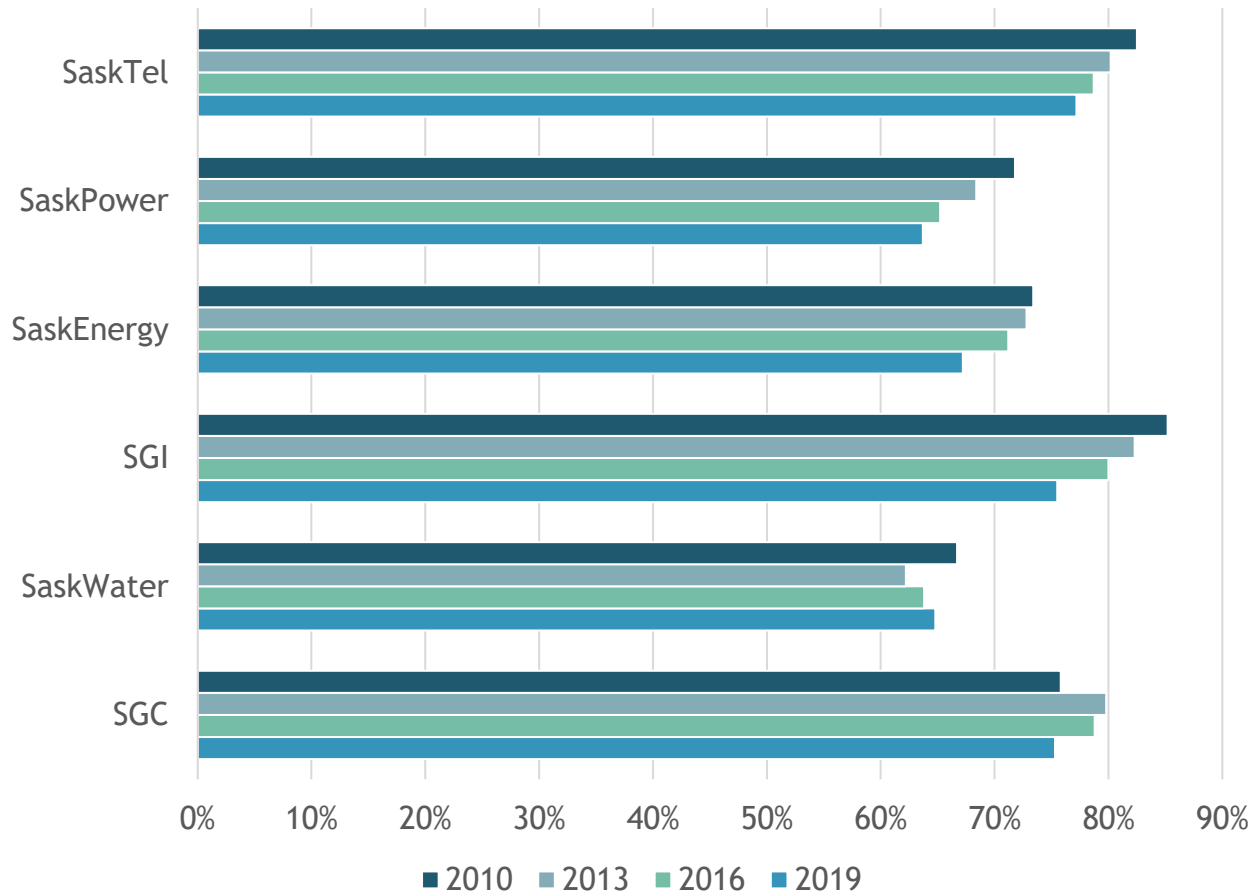
Trends in Union Membership (Permanent and Non-Permanent Staff)



- ▶ The proportion of employees who are members of unions has declined slightly over the years.
- ▶ In 2019, union employees represented 70.5% of staff compared with 77.2% in 2010.

Union Membership by Crown

Per cent of Permanent and Non-Permanent Crown Staff who are Union Members

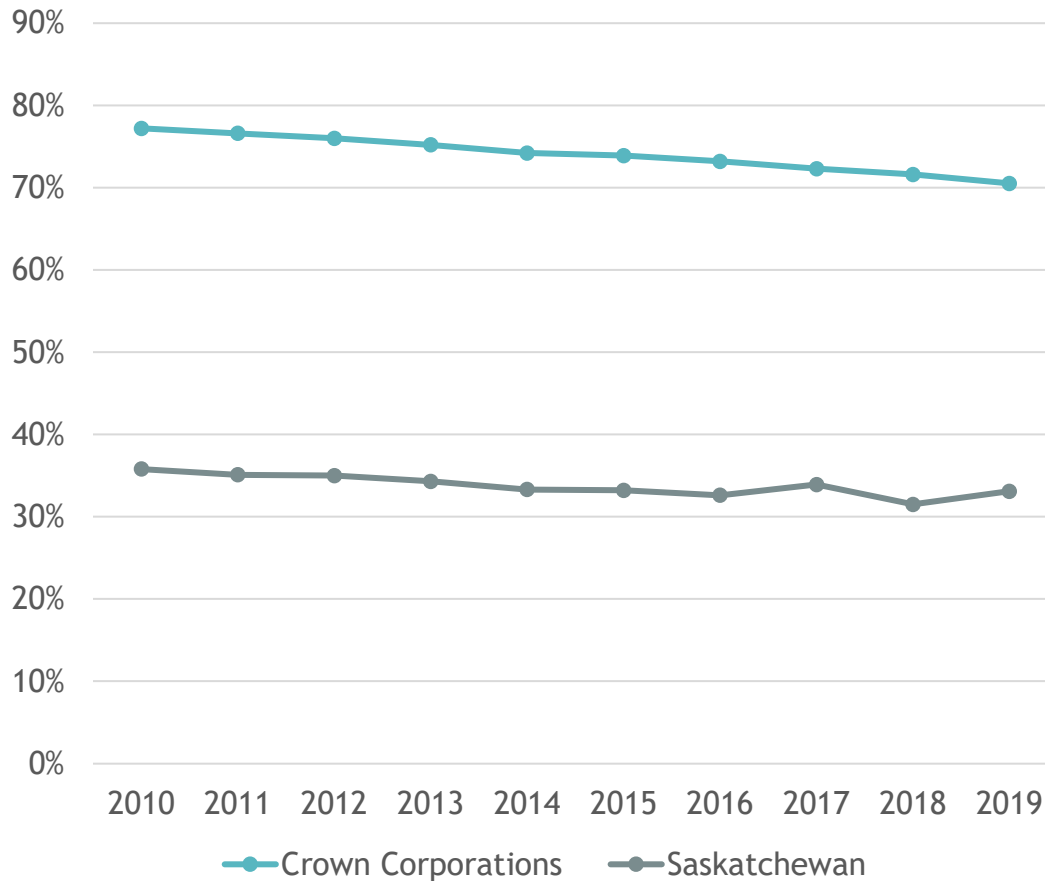


▶ The proportion of employees who are union members has declined or remained relatively stable in most Crown corporations.

* CIC and SOCO are non-unionized Crown corporations.

Employment by Union Membership: Comparison with Saskatchewan

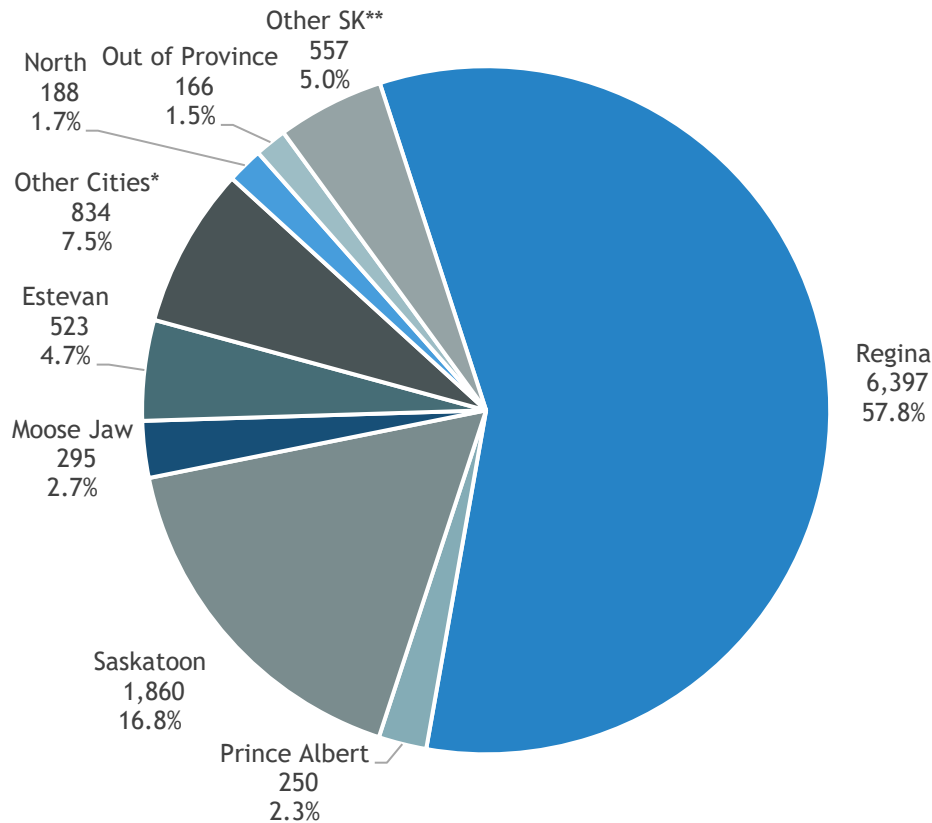
Employment by Union Membership in Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ There has been a slight decline in union membership in Crown corporations, mirrored by a similar decline Saskatchewan-wide.
- ▶ Union membership is still much higher in the Crowns (70.5%) than in Saskatchewan at large (33.1%).

Workplace Location, 2019

Employment of Permanent and Non-Permanent Employees by Location, 2019

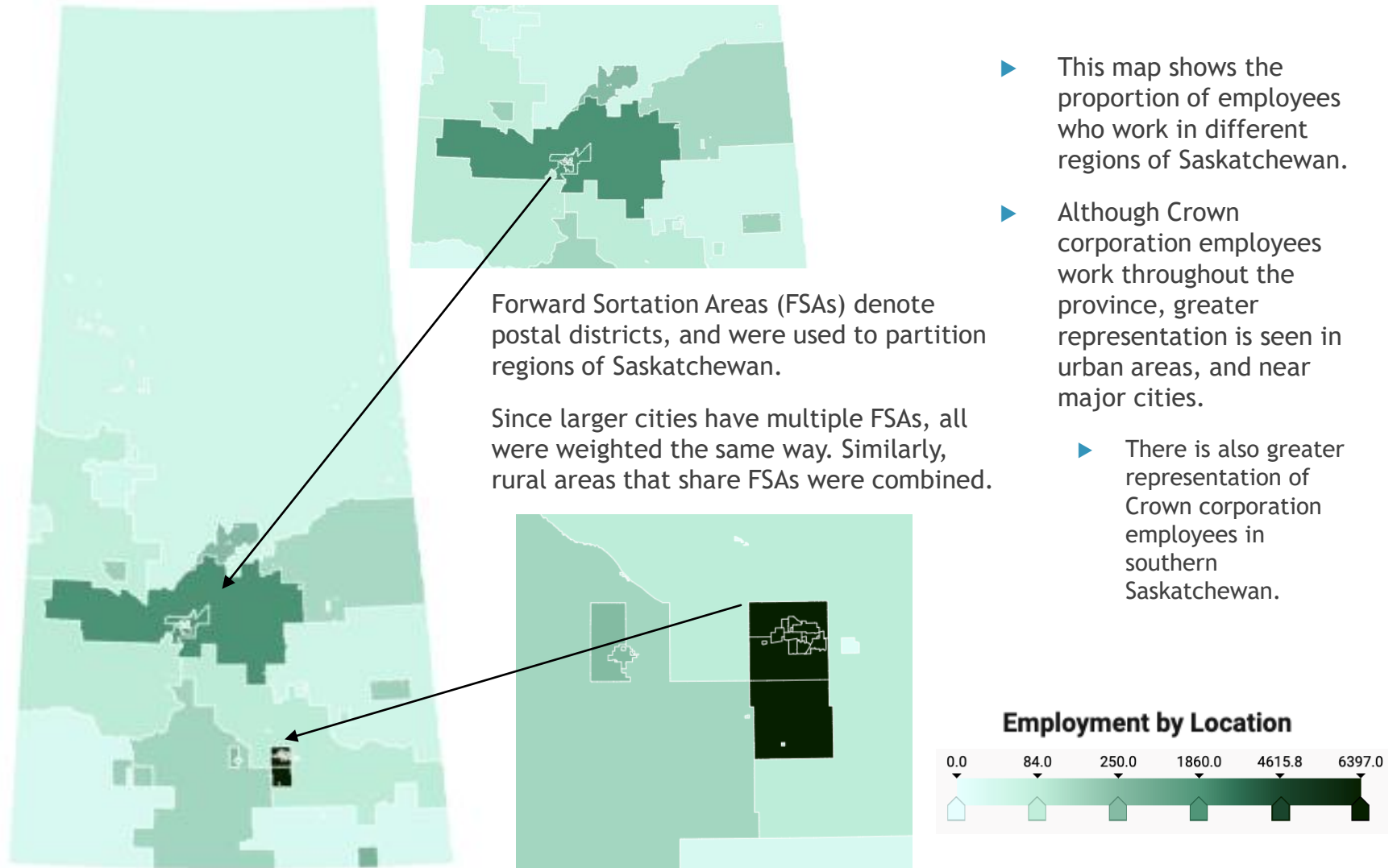


- ▶ In 2019, 57.8% of Crown staff worked in Regina, while almost three quarters worked in either Regina or Saskatoon.
- ▶ 17.2% of staff worked in other cities in Saskatchewan (except northern Saskatchewan).
- ▶ 6.7% of Crown staff worked in northern Saskatchewan or in more rural parts of Saskatchewan.
- ▶ An additional 1.5% of Crown Staff are employed out of province.

* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

**Note. One (1) employee's location was unknown, and added into the Other SK category.

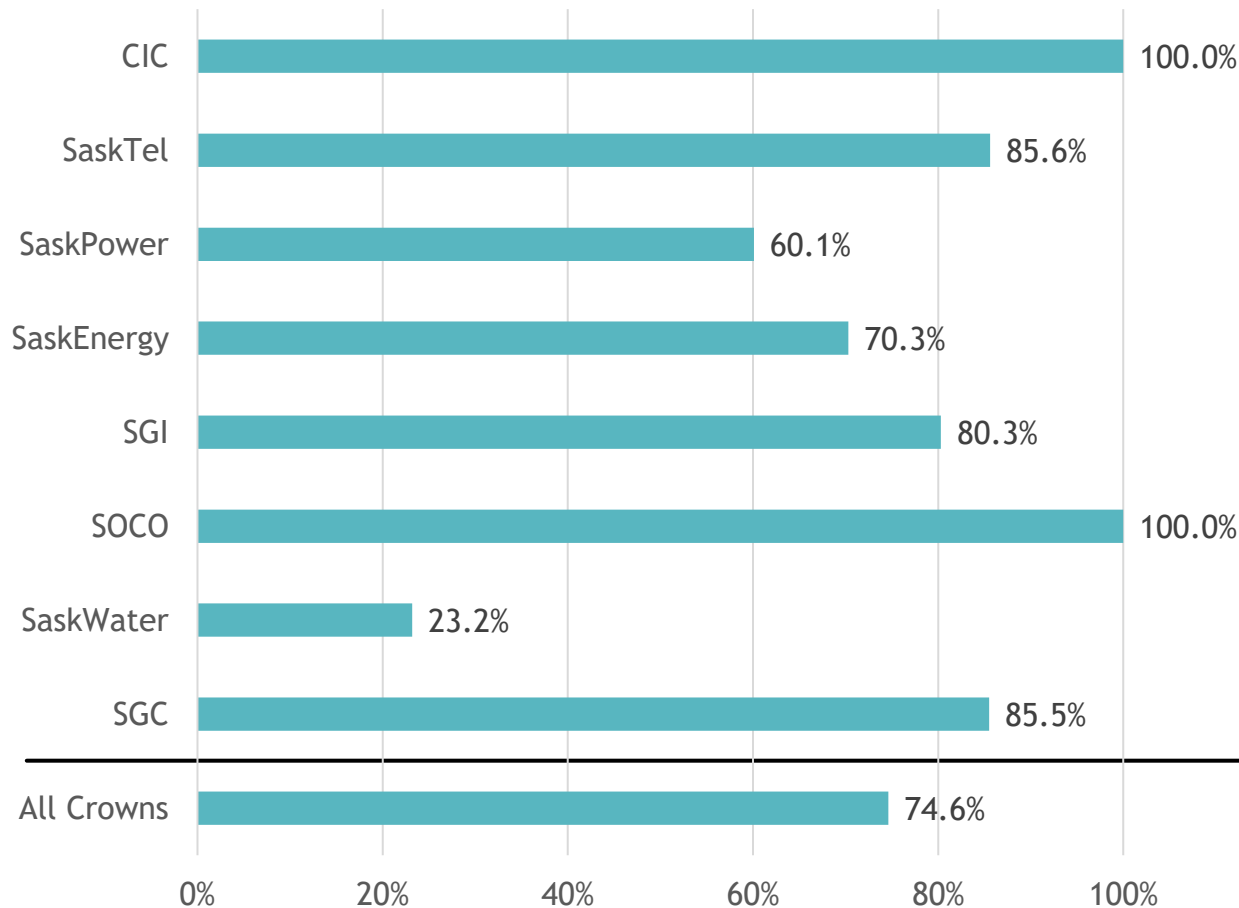
Workplace Location, Permanent and Non-Permanent Staff, 2019



*166 out-of-province employees were excluded because of overlapping FSA codes; some employees were represented in multiple areas (e.g., Saskatoon represented in S0K, S7H, etc.)

Workplace Location - Regina or Saskatoon

Percentage where the Place of Work is Regina or Saskatoon, Permanent and Non-Permanent Employees, 2019



- ▶ CIC and SOCO's employees work exclusively in Regina or Saskatoon. Most of the other Crowns have more than 80% of their staff working in Regina or Saskatoon, with the exception of SaskEnergy, SaskPower, and SaskWater.
- ▶ SaskWater's employees mostly work in Moose Jaw, where their headquarters is located. SaskPower has a large portion of employees working in Estevan or Coronach. SaskEnergy's employees are more spread out throughout the province.
- ▶ SGI employed the most out-of-province staff, with 162 employees (7.3%) residing out of province.
- ▶ In 2019, 74.6% of Crown employees worked in Regina or Saskatoon.

Sample Occupations by NOC Skill Level

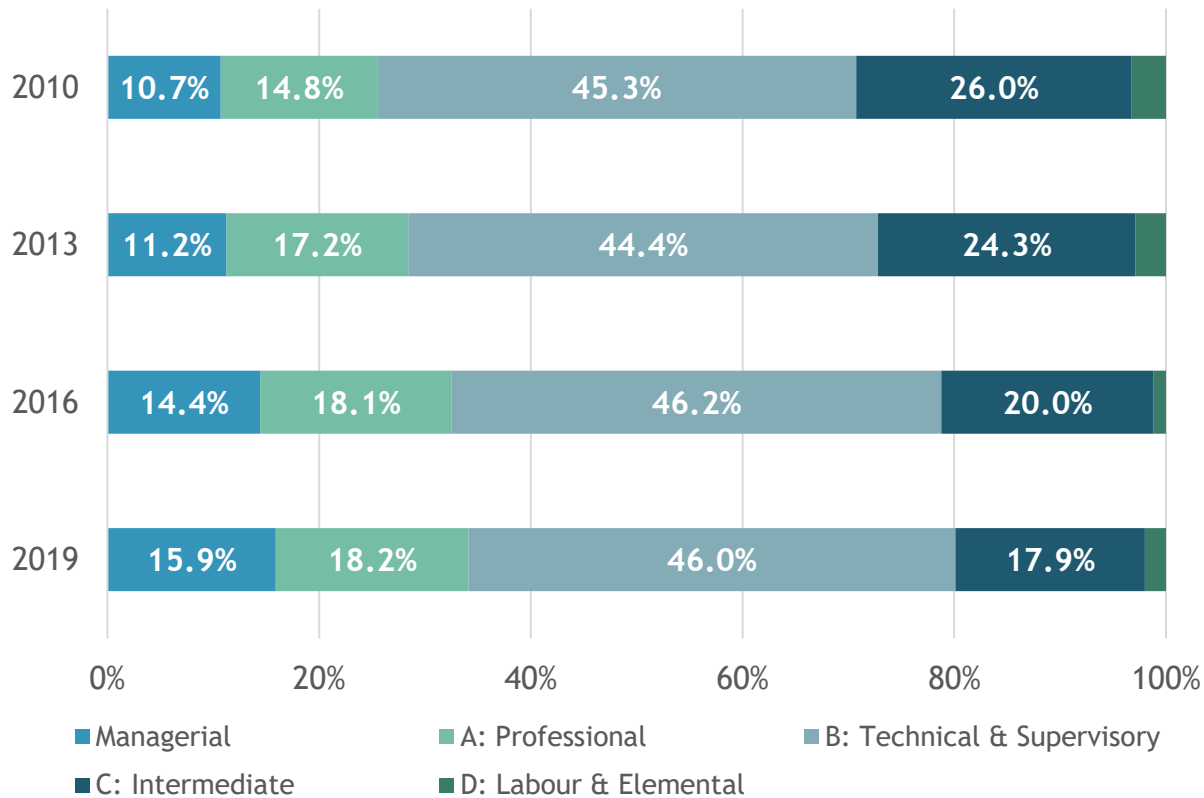
Skill Level	NOC	Occupation Title	Count
Managerial	12	Senior Government Managers and Officials	4
	13	Senior Managers: financial, communications, and other business services	109
	15	Senior Managers: trade, broadcasting, and other services, n.e.c.	6
	111	Financial Managers	107
	112	Human Resources Managers	66
A: Professional (University Degree)	1111	Financial Auditors and Accountants	124
	1112	Financial and Investment Analysts	59
	1114	Other Financial Officers	8
	1121	Human Resource Professionals	180
	1221	Administrative Officers	54
	2132	Mechanical Engineers	1
B: Technical (post-sec) & Supervisory	2133	Electrical and Electronics Engineers	260
	1211	Supervisors, General Office and Administrative Support Workers	27
	1212	Supervisors, Finance and Insurance Office Workers	49
	1215	Supervisors, Supply Chain, Tracking and Scheduling, Coordination Occupations	5
	1224	Property Administrators	7
	1241	Administrative Assistants	84
	1242	Legal Administrative Assistants	4
	1311	Accounting Technicians and Bookkeepers	2
	1312	Insurance Adjusters and Claims Examiners	525
	C: Intermediate	1411	General Office Support Workers
1414		Receptionists	20
1415		Personnel Clerks	7
1431		Accounting and Related Clerks	85
1435		Collectors	27
D: Labour & Elemental	6611	Cashiers	62
	6622	Store Shelf Stockers, Clerks, and Order Fillers	11
	6721	Support Occupations in Accommodation, Travel, and Facilities Set-Up Services	6
	6731	Light Duty Cleaners	3
	6742	Other Service Support Occupations, n.e.c.	7

- ▶ Each of the permanent positions in the Crown corporations has been assigned a 4-digit National Occupational Classification (NOC) code for purposes of analysis and comparison across the Crown corporations.
- ▶ NOC coding was done by the Crowns.
- ▶ NOC coding enables a classification of occupations into four skill levels, and management.
 - ▶ Management occupations were not assigned a skill level.
 - ▶ Positions in skill level A typically require a university degree.
 - ▶ Positions in skill level B typically require a post-secondary certificate or diploma, or some specialized training. Supervisory positions are also classified as level B.
 - ▶ Positions in skill level C typically require a grade 12 certificate and some on-the-job training.
 - ▶ Positions in skill level D typically can be done with a short period of on-the-job training. High school completion is not required.

* n.e.c. = not elsewhere classified

Occupation and Skill Level

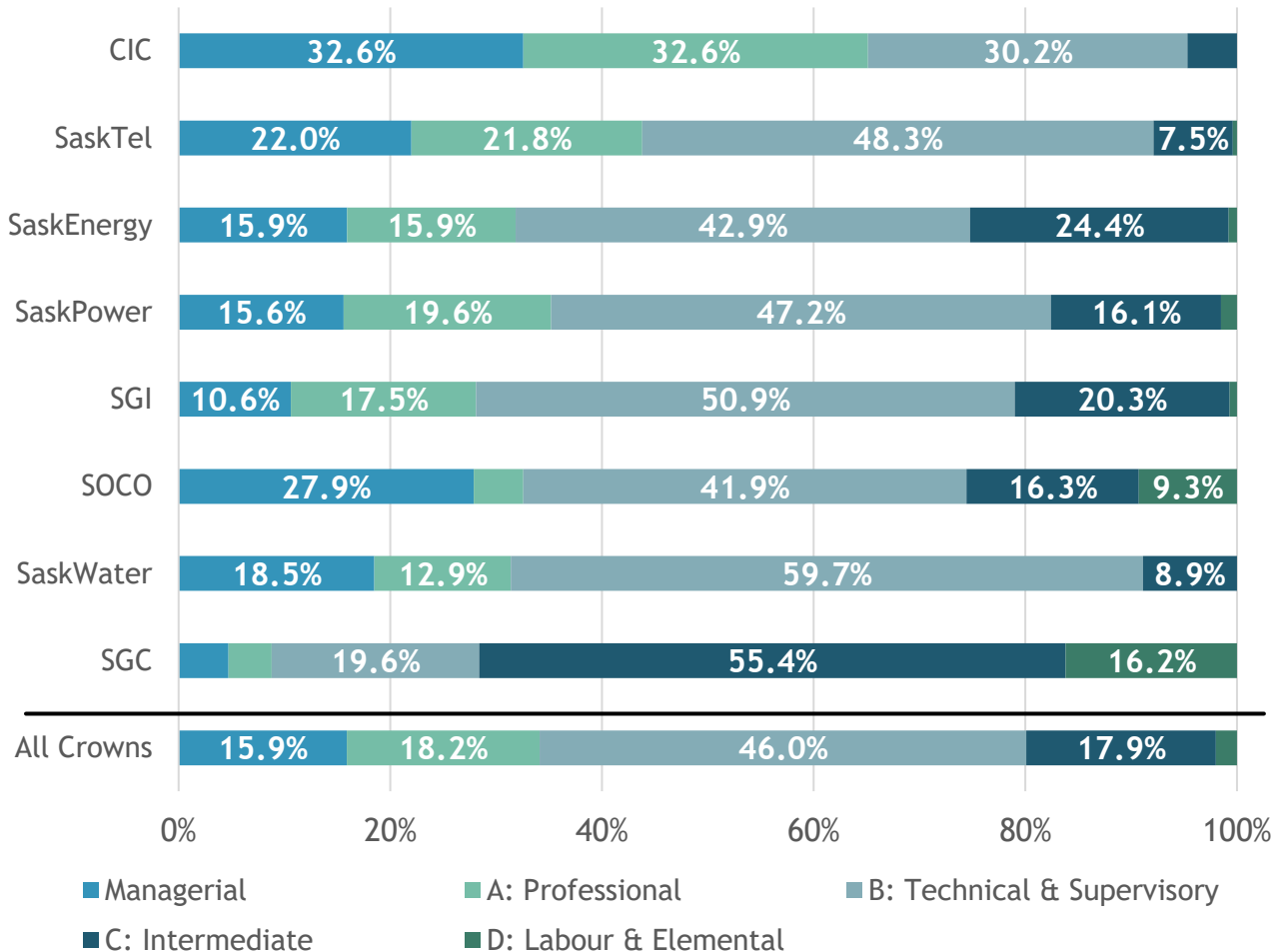
Permanent Crown Corporation Staff by Skill Level and Occupation



- ▶ Most (80.1%) Crown corporation positions require some post-secondary education (managerial, professional, and technical and supervisory).
- ▶ In 2019, technical and supervisory positions accounted for 46.0% of Crown corporation positions.
- ▶ Over time, there has been an increase in managerial staff and a decline in the number of intermediate staff.

Skill Level and Occupation by Crown Corporation, 2019

Permanent Crown Staff by Skill Level and Occupation, 2019



▶ The Crown corporations with the highest proportion of positions that require a post-secondary education (including managers) are:

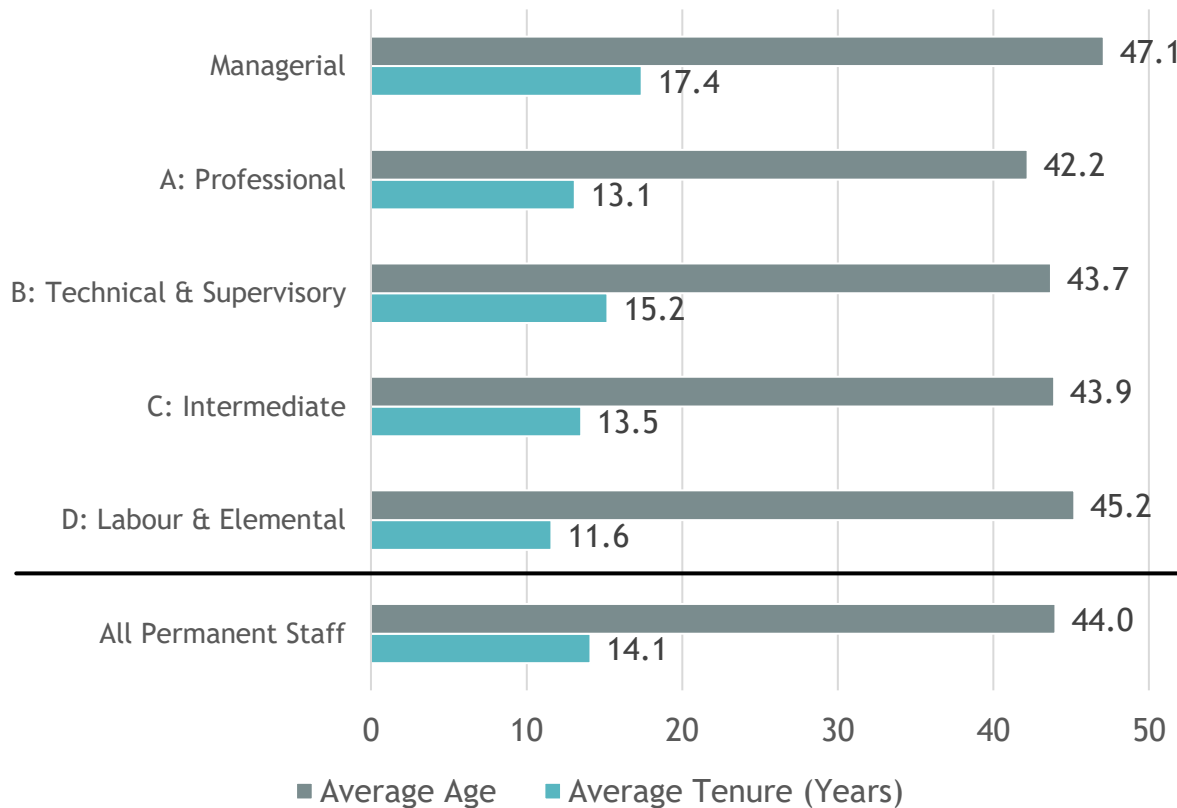
- ▶ CIC: 65.2%
- ▶ SaskTel: 43.8%
- ▶ SaskPower: 35.2%

▶ Technical and supervisory positions are most common at SaskWater (59.7%), SGL (50.9%), SaskTel (48.3%) and SaskPower (47.2%).

▶ SGC (16.2%) and SOCO (9.3%) are the only Crown corporations with a significant number of positions that normally require less than grade 12 education (labour and elemental positions).

Age and Tenure by Skill Level, 2019

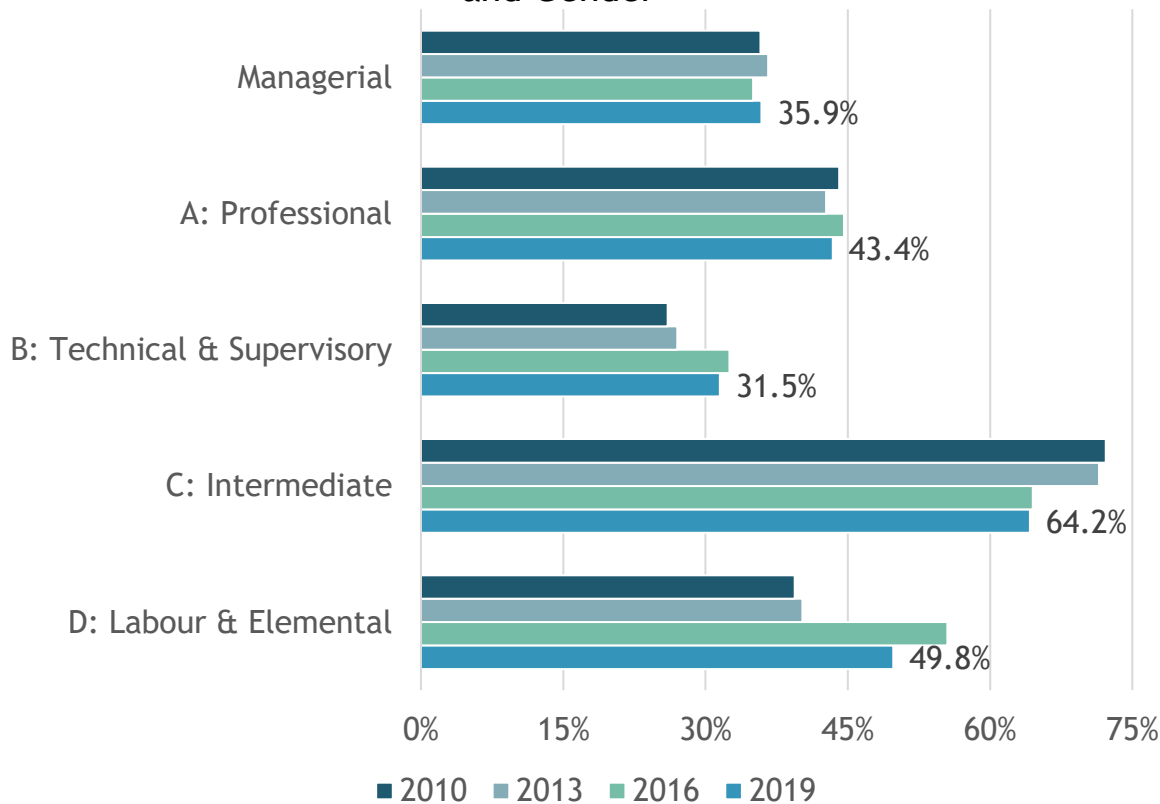
Average Age and Tenure by NOC Skill Level for Permanent Employees, 2019



- ▶ The highest averages and the longest tenures are among those employees in management positions.
 - ▶ There were only slight differences in age and tenure between those employed in management positions and those not employed in management positions.
- ▶ The shortest tenures were observed for professional and labour and elemental positions.

Skill Level by Gender

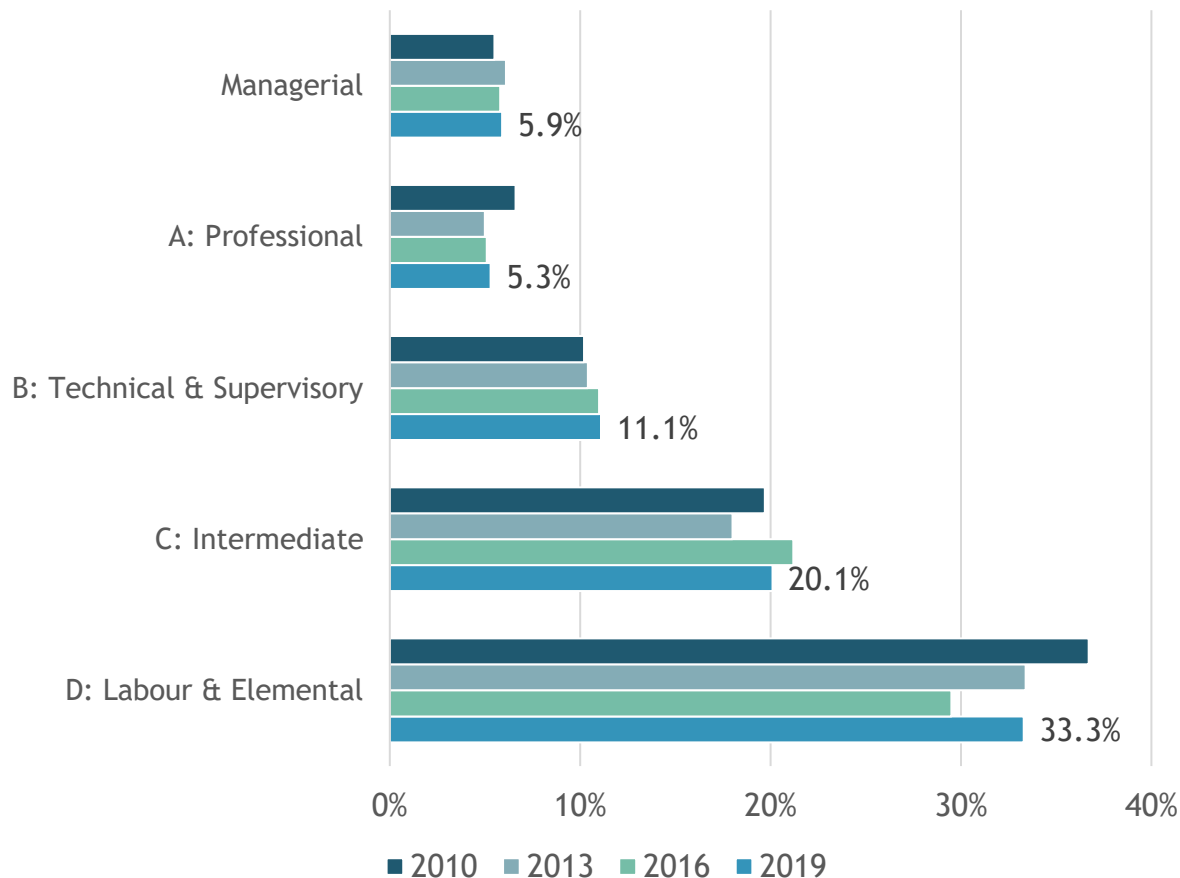
Permanent and Non-Permanent Staff by NOC Skill Level and Gender



- ▶ Those who identified as women in the Crown corporations are over-represented in occupations classified as intermediate (64.2%) and equally represented in occupations classified as labour and elemental (49.8%).
- ▶ Those who identify as women were under-represented in professional (43.4%), management (35.9%) and technical and supervisory positions (31.5%). However, representation of employees who identify as women has remained relatively consistent across these positions.

Skill Level by Indigenous Identity

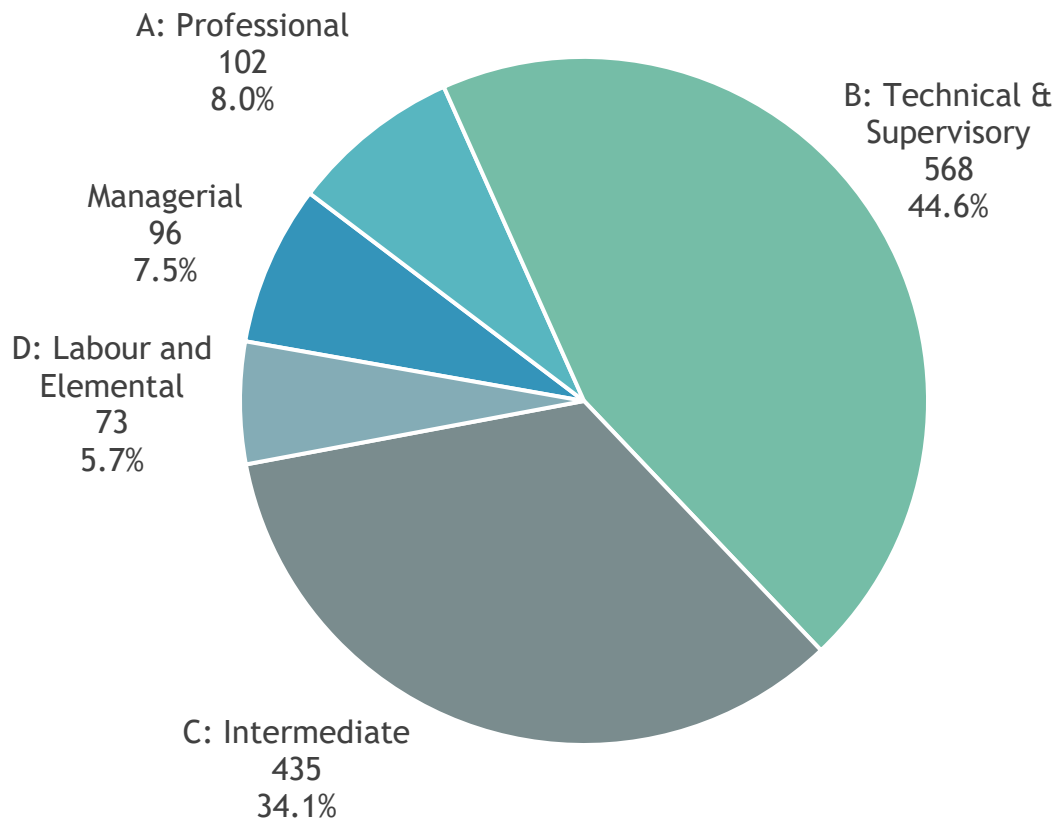
Permanent and Non-Permanent Staff by NOC Skill Level and Indigenous Identity



- ▶ Relative to the average, Indigenous employees are over-represented in occupations that are classified as intermediate and labour and elemental.
- ▶ Across all categories, the proportion of employees who identify as Indigenous has remained relatively stable since 2010.

Skill Level by Indigenous Identity, 2019

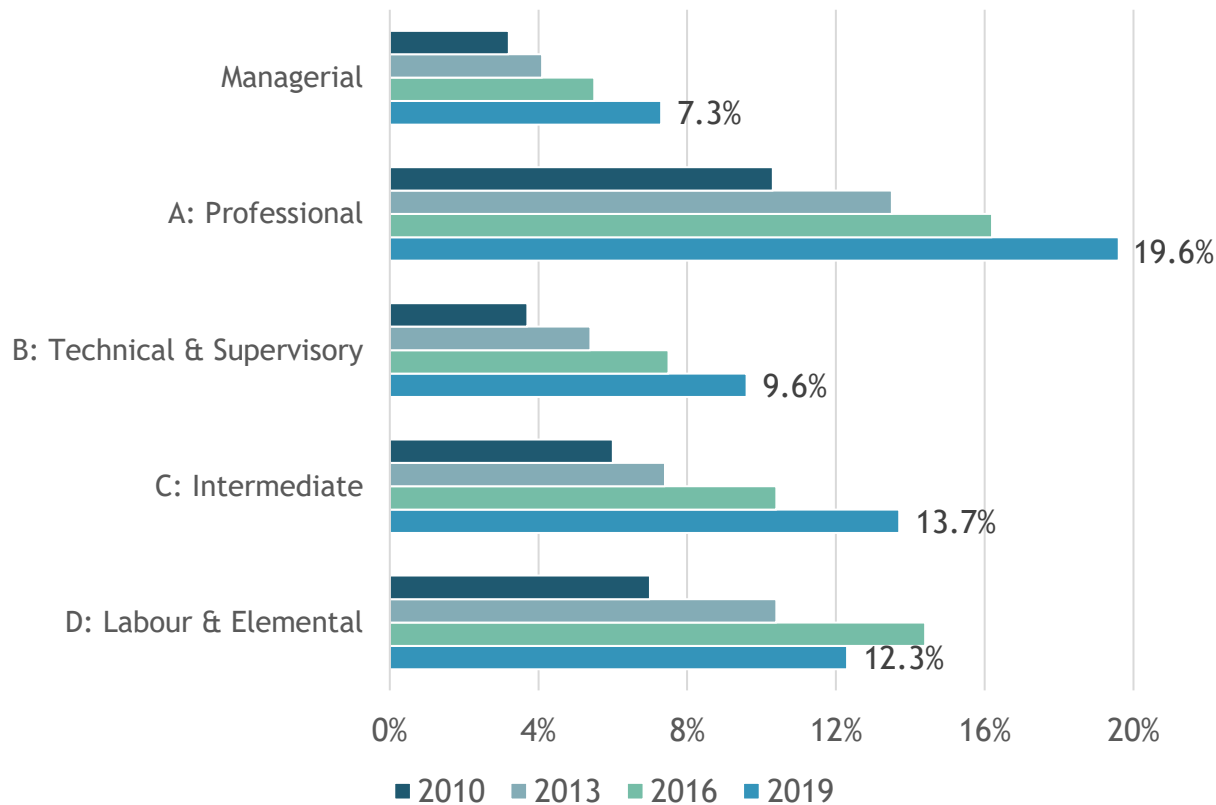
Skill Levels for Permanent and Non-Permanent Indigenous Staff in the Crowns, 2019



- ▶ Most (78.7%) Indigenous employees worked in intermediate or technical and supervisory positions.
- ▶ Compared to all employees, employees identifying as Indigenous are under-represented in managerial and professional positions.

Skill Level by Membership in a Visible Minority Group

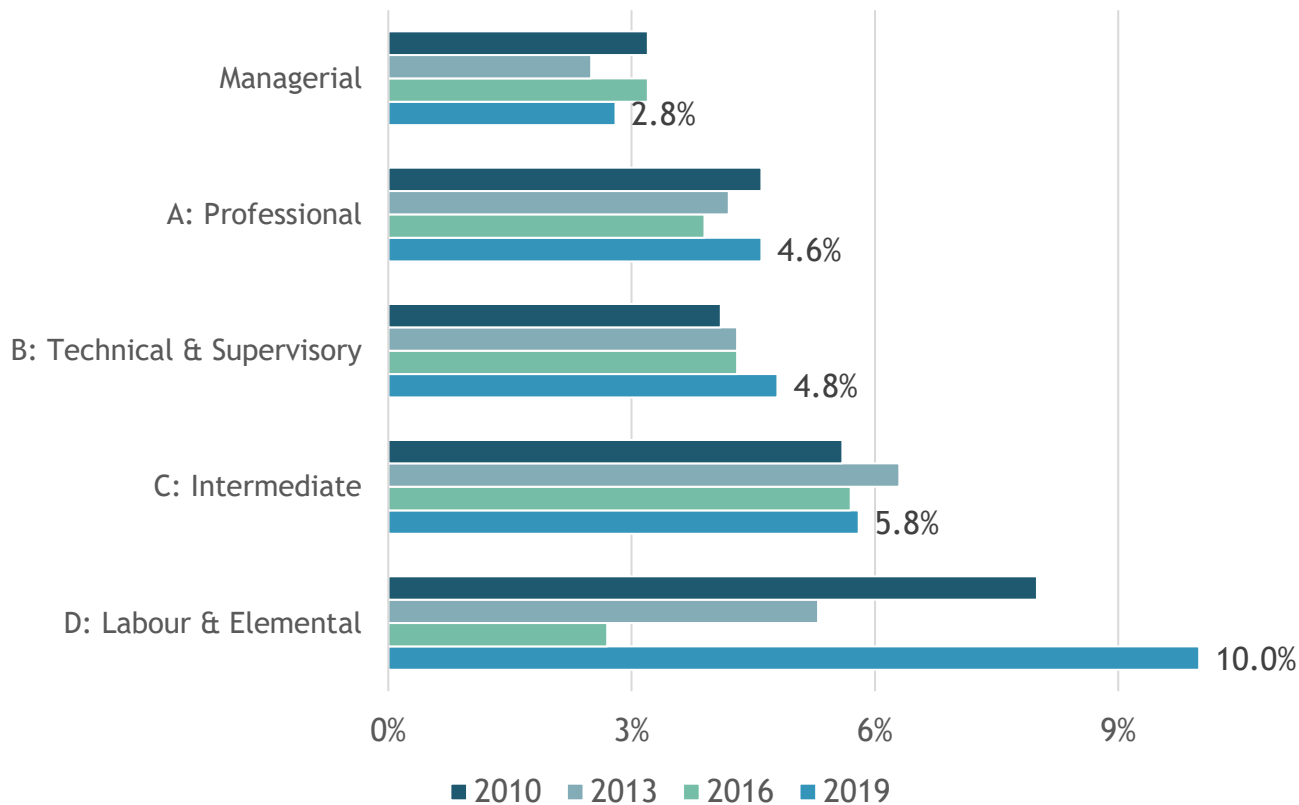
Permanent and Non-Permanent Staff by Skill Level and Membership in a Visible Minority Group



- ▶ Since 2010, there have been increases in the proportion of Crown corporation employees who are members of a visible minority group in each of the skill groups.
 - ▶ There was a slight downturn in the proportion of visible minority members working in labour and elemental positions
- ▶ Relative to the average, members of a visible minority group are over-represented in professional, intermediate, and labour and elemental occupations.

Employees Reporting a Disability, by Skill Level

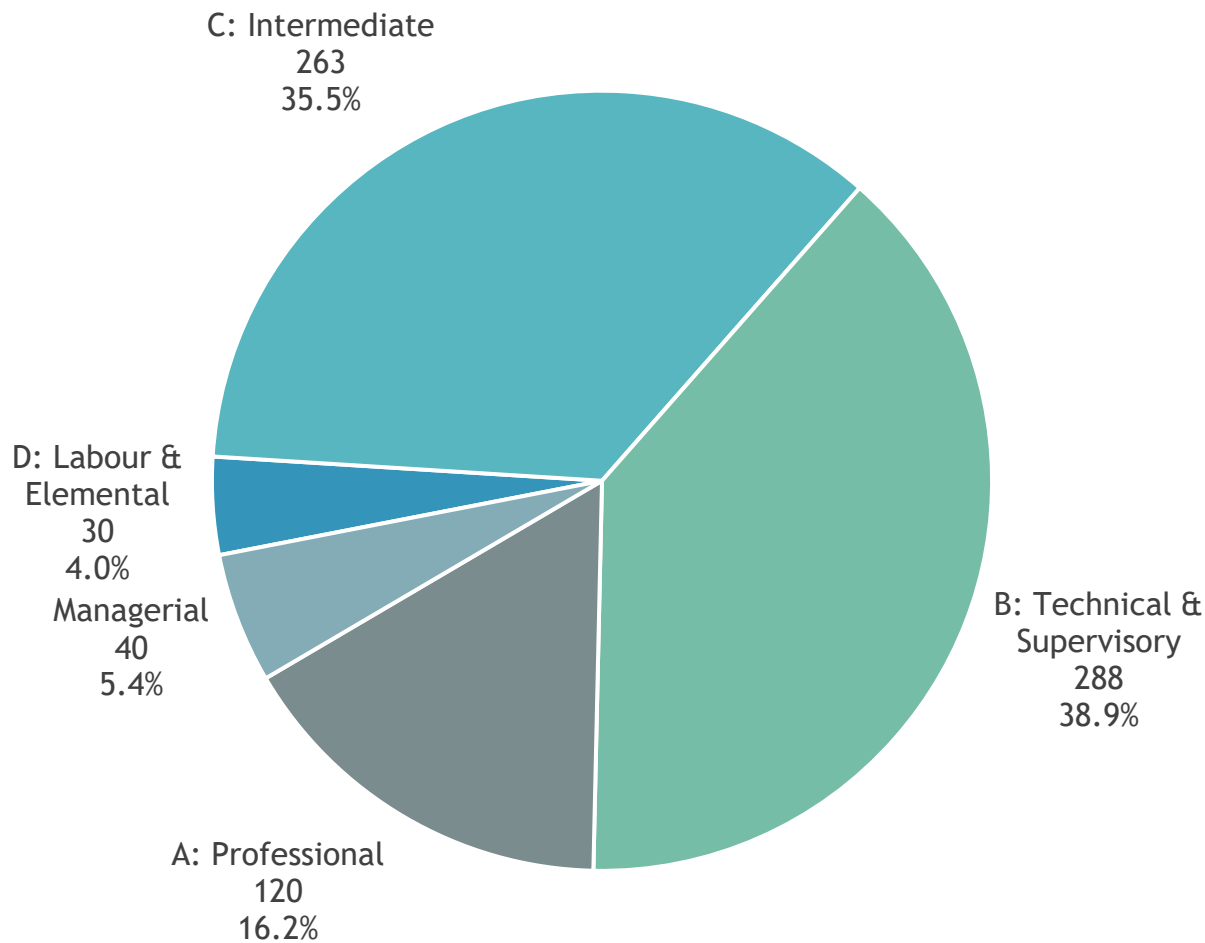
Permanent and Non-Permanent Staff by NOC Skill Level and Disability



- ▶ The proportion of staff in each of the skill levels who report a disability was relatively stable prior to 2016. Since 2016, there has been a slight uptrend in Crown corporation employment of people who report a disability.
- ▶ Employees reporting a disability are statistically employed in intermediate positions.
- ▶ Since 2016, there was a substantial increase in employees reporting a disability in the labour and elemental category.

New Hires by Skill Level, 2019

New Hires (permanent only) by NOC Skill Level, 2019



► Including managers, 60.5% of new hires were into positions requiring some post-secondary education.

Retirement and Non-Retirement --- Turnover

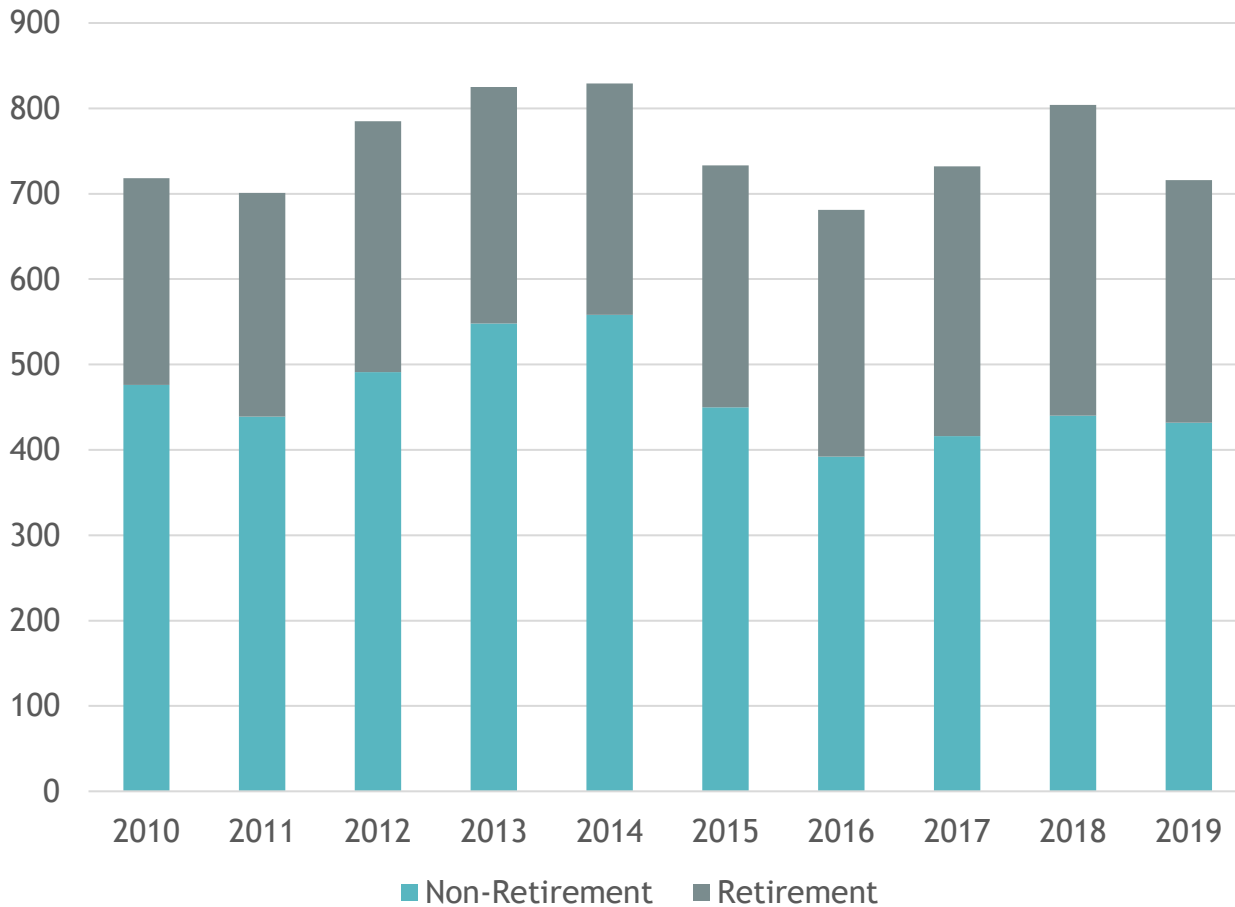
Number of Departures by Reason

		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Reason for departure (non-retirement)	Take other employment	96	57	89	36	74	77	77	75	76	66	52	55	61	48
	Resignation	131	257	339	273	273	244	297	290	310	254	208	229	240	248
	Dismissal/Layoff	41	82	97	99	81	71	85	140	92	83	84	82	84	88
	Personal Reasons	10	17	31	11	11	13	11	9	19	16	12	7	16	16
	Moved	12	7	11	7	3	5	5	3	7	2	7	8	7	6
	Death	11	13	14	19	16	17	13	18	18	20	14	8	16	19
	Other/Unknown	18	65	27	22	24	26	19	13	36	9	15	27	16	7
	Non-Retirement subtotal	319	498	608	467	482	453	507	548	558	450	392	416	440	432
Reason for departure (retirement)	Retirement	149	185	161	167	248	272	304	277	271	283	289	316	364	284
	Early Retirement	184	171	129	94	0	0	0	0	0	0	0	0	0	0
	Retirement subtotal	333	356	290	261	248	272	304	277	271	283	289	316	364	284
Grand Total	652	854	898	728	730	725	811	825	829	733	681	732	804	716	

- ▶ Departures from permanent positions are captured in the database along with the characteristics of those who have left. Transfers are not included but moves from one Crown to another will register as a departure from one Crown and a new hire at the destination.
- ▶ There is no specific reason given for the majority of non-retirement departures. Many of the reasons given are simply “resignation” or “job abandonment”. Those who fail to meet their probationary qualifications are considered as hired and then dismissed.

Crown Employee Departures over Time

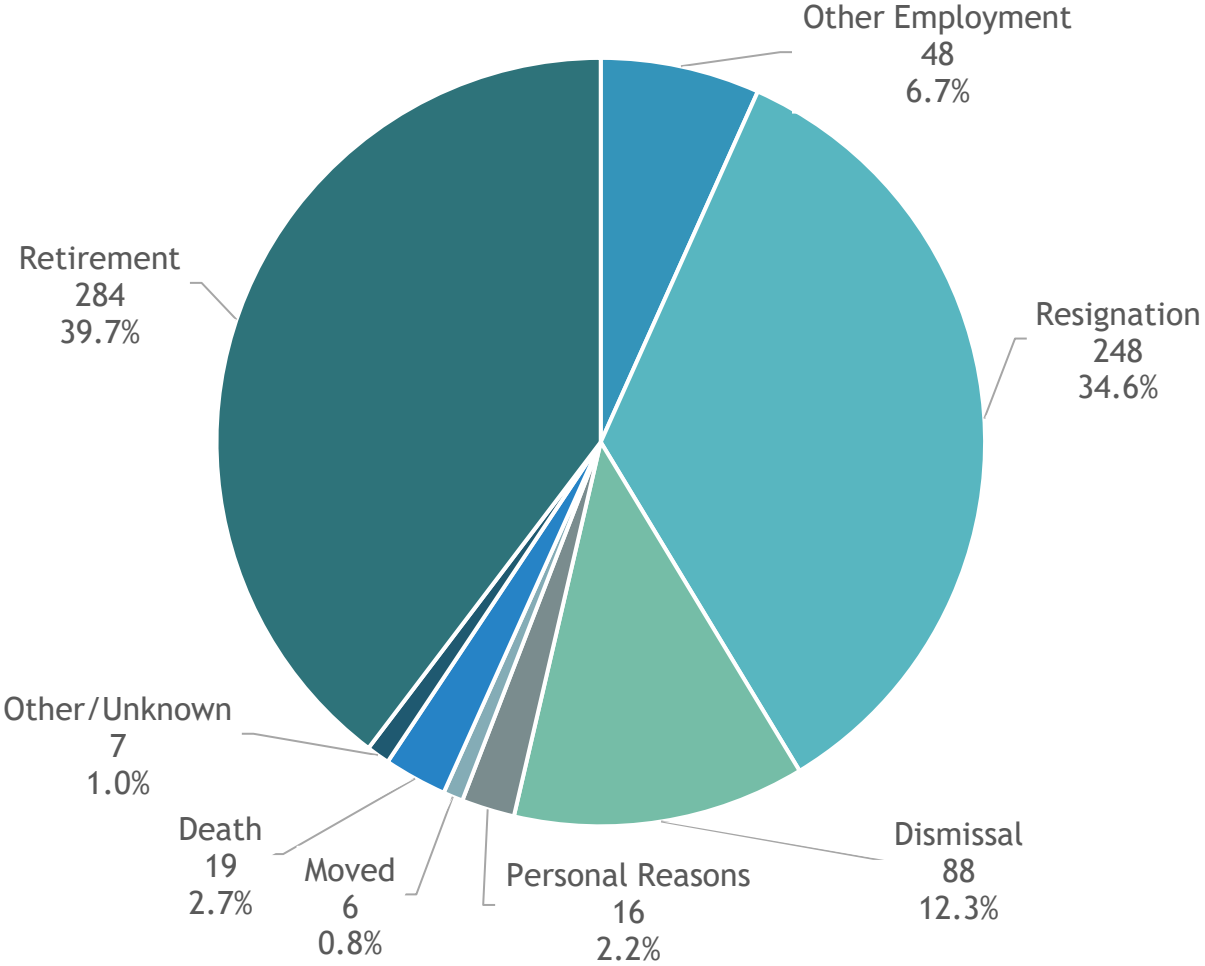
Annual Number of Departures, Permanent Employees Only



- ▶ In the last 10 years, in an average year, there have been:
 - ▶ 288 retirements, and
 - ▶ 464 non-retirement departures.
- ▶ Although retirements had increased between 2016 and 2018, 2019 saw a decline in retirement turnover.
- ▶ Non-retirement departures continue to represent a smaller proportion of departures compared to earlier years.

Departure Reasons

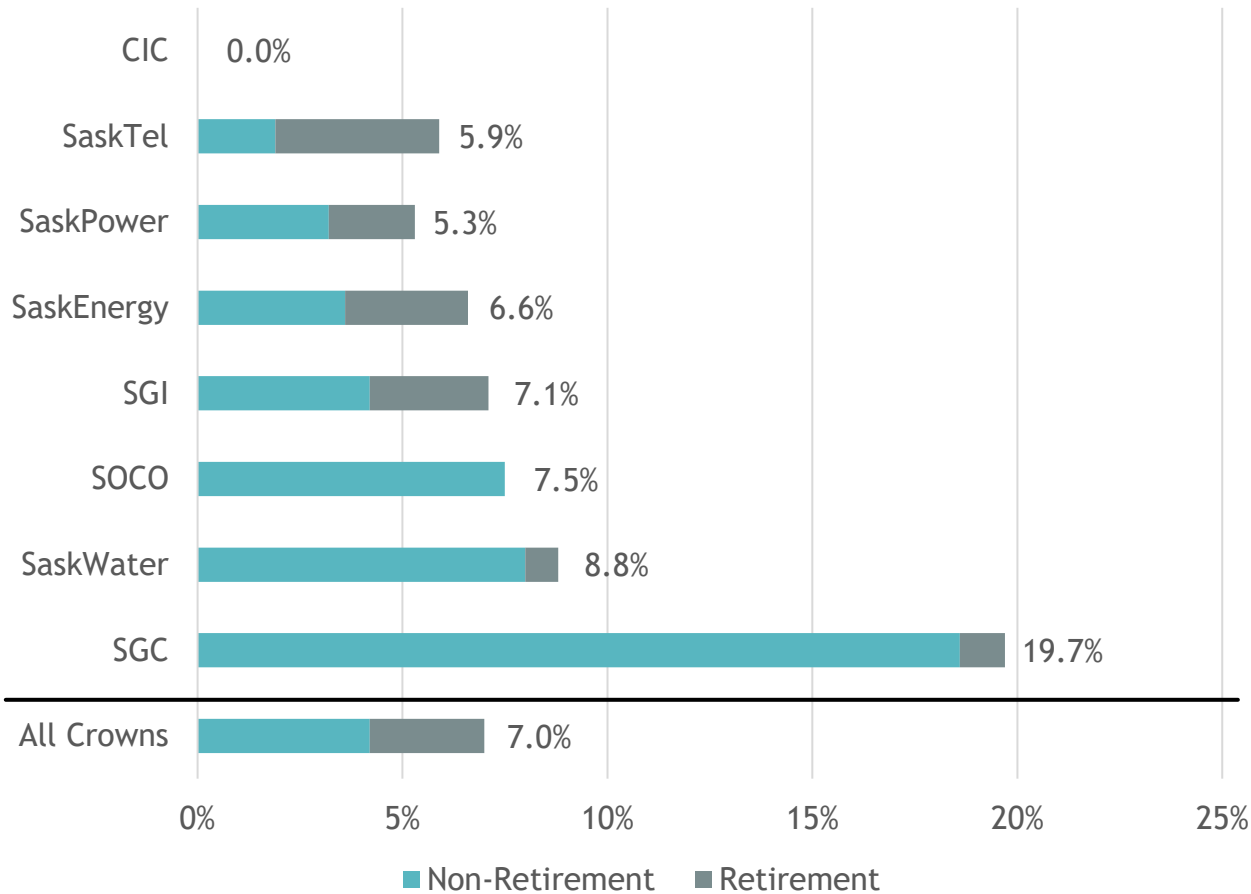
Reasons for Departure, Permanent Staff Only, 2019



- ▶ In 2019, most departures were retirements (39.7%).
- ▶ Most employees who did not leave their employment as a result of retirement did so because they resigned (34.6%), were dismissed (12.3%), or took other employment (6.7%).

Turnover Rates by Crown, 2019

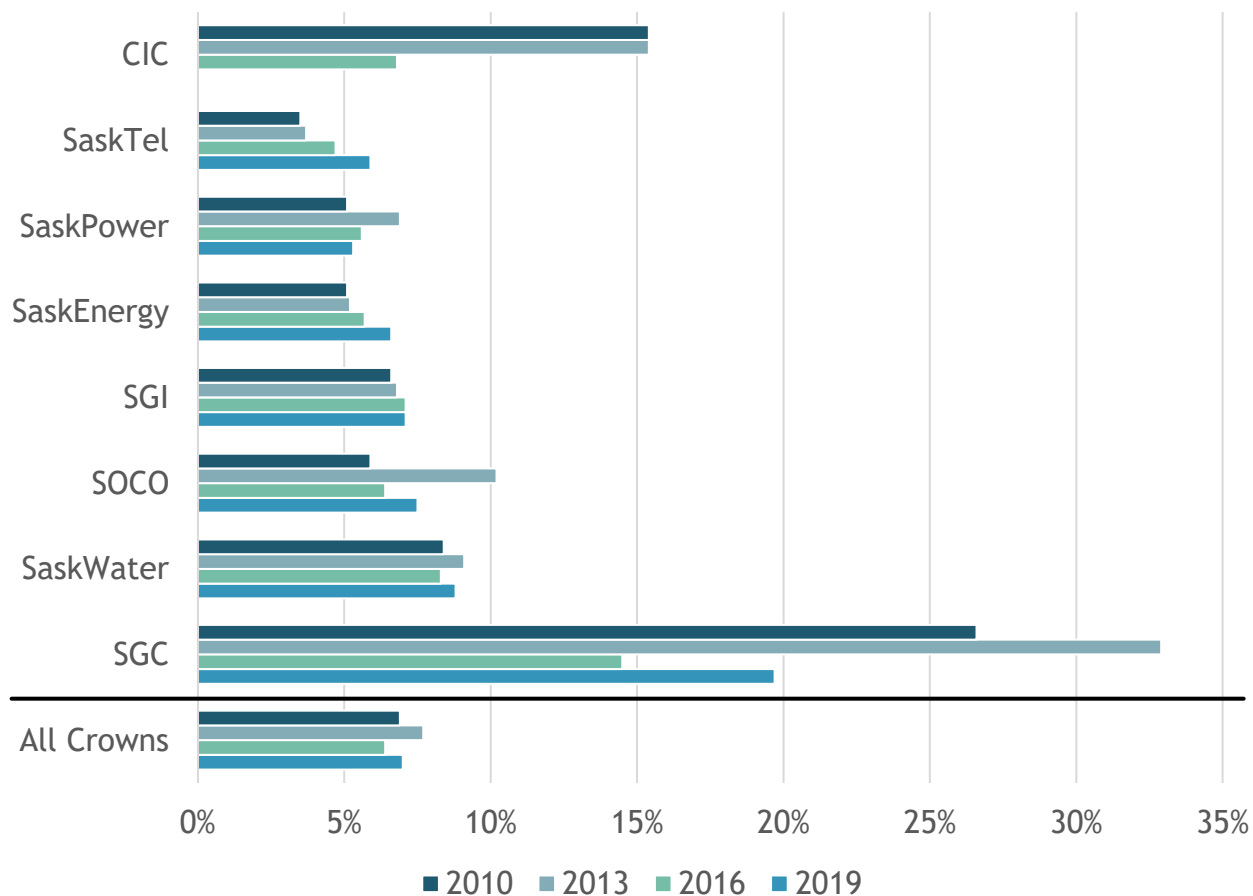
Turnover Rates by Crown, 2019



- ▶ In 2019, retirement turnover rates at SaskTel were higher than at other Crowns.
- ▶ Like previous years, SGC had the highest overall turnover rate, because of their higher rates of non-retirement turnover.

Turnover Rates by Crown Corporation

Changes in Retirement and Non-Retirement Turnover Rates by Crown Corporation



- ▶ Turnover rates at CIC have decreased, while rates have increased at SaskTel, SaskEnergy, and to a lesser extent SGI.
- ▶ There is no consistent trend in turnover rates at other Crowns.

Turnover Rates of Permanent Staff by Gender

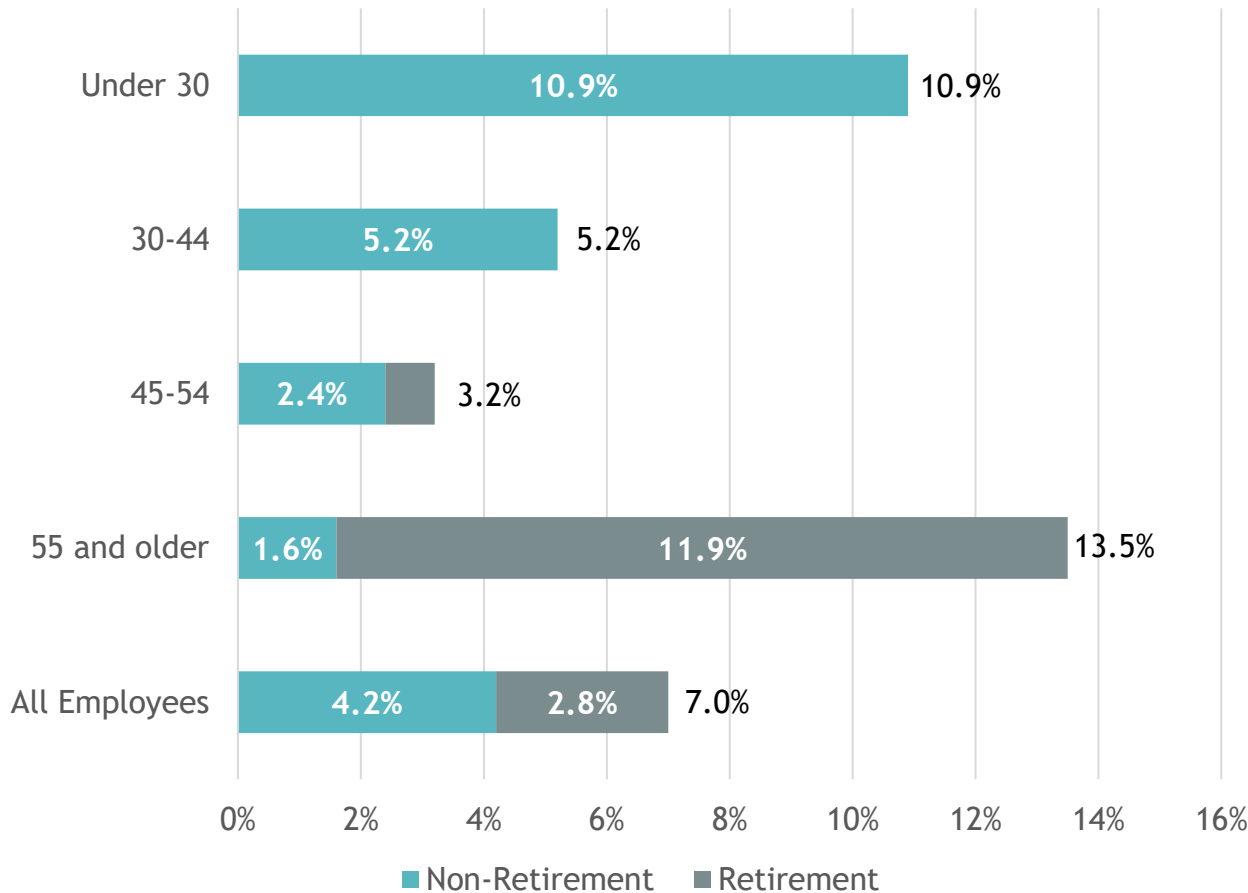
Turnover Rates by Gender



► In 2019, those who identified as women had a higher turnover rate than those who identified as men (2% higher).

Turnover Rates of Permanent Staff by Age Group

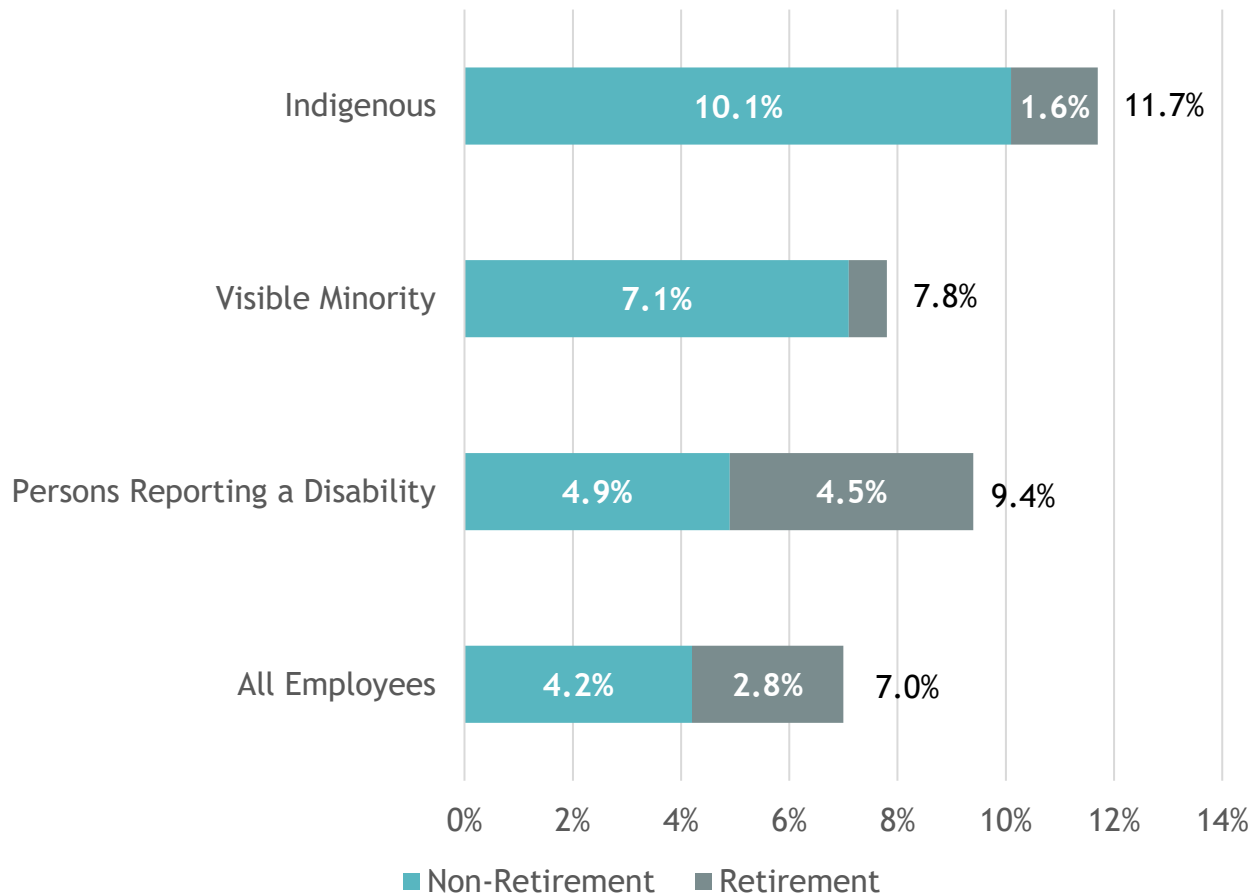
Turnover Rates by Age Group



- ▶ In 2019, turnover rates (particularly retirement) were highest among those 55 years or older.
- ▶ Non-retirement turnover rates were highest among those under 30 years old.
- ▶ Turnover rates were lowest in employees aged 45 to 54.

Turnover Rates of Permanent Employees by Diversity Groups, 2019

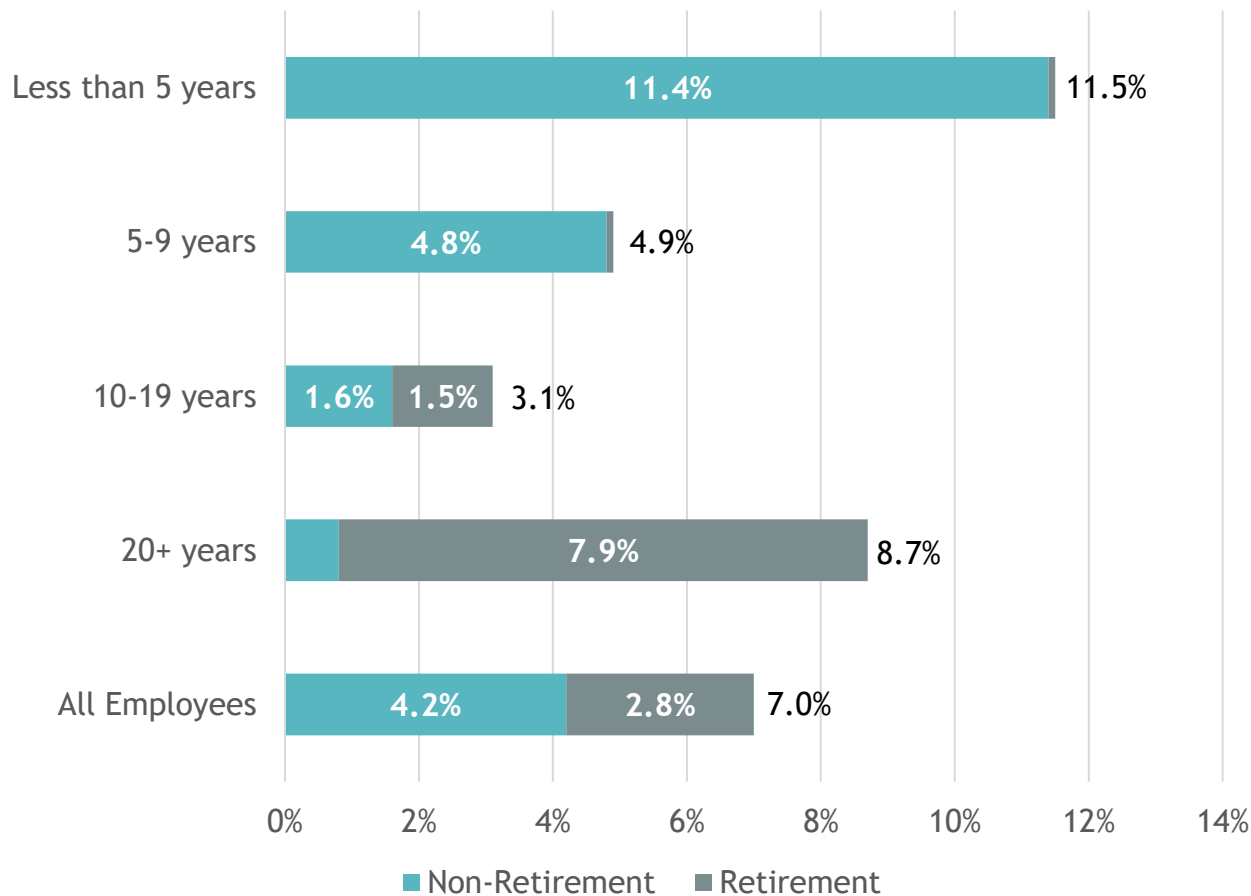
Turnover Rates by Diversity Groups, 2019



- ▶ In 2019, turnover rates for those identifying as Indigenous were higher than for employees overall. This is driven by the high non-retirement turnover rate.
- ▶ Employees reporting a disability and those who are visible minorities also had higher turnover rates than employees generally. This was driven by the high non-retirement turnover rates in those identifying as a visible minority, and the relatively high retirement turnover rates of those identifying as having a disability.

Turnover Rates for Permanent Staff by Tenure, 2019

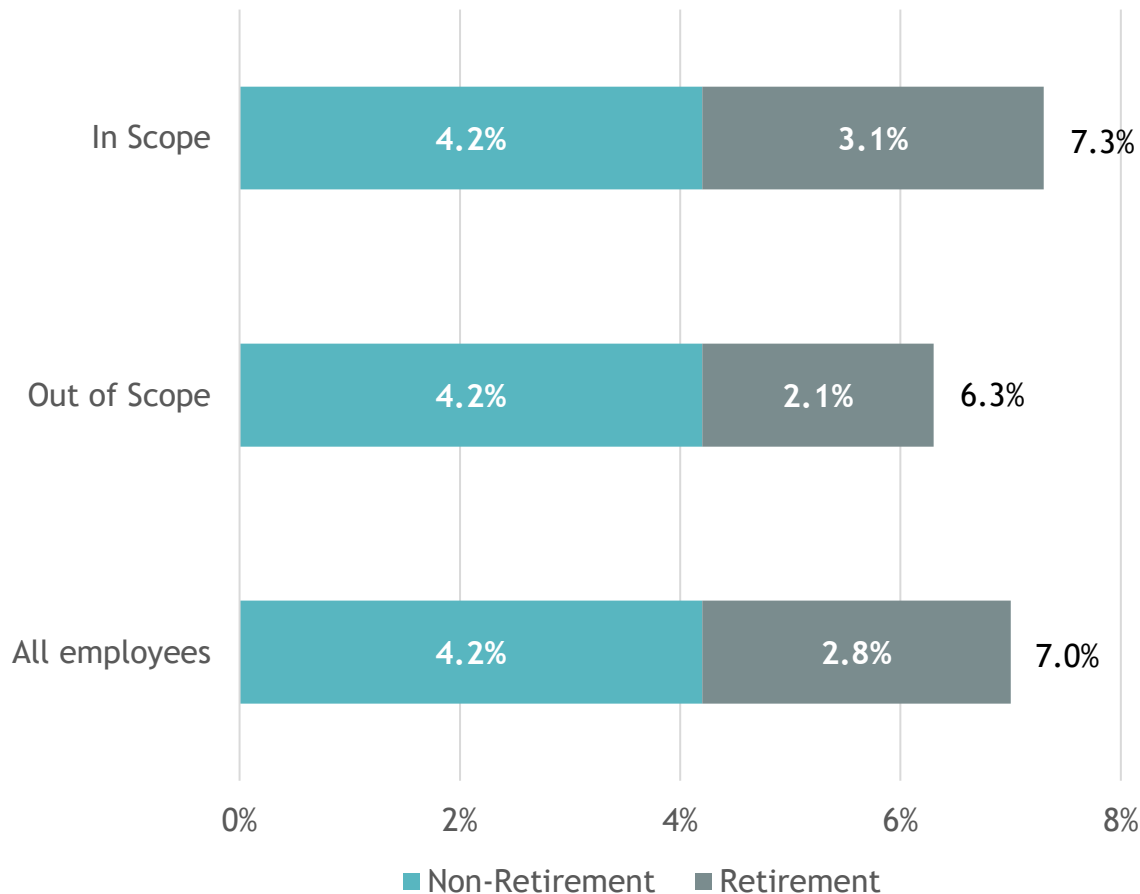
Turnover Rates by Tenure, 2019



- ▶ In 2019, non-retirement turnover rates were highest for those who worked for less than 5 years.
- ▶ Retirement turnover rates were highest for those who had been employed for 20 years or more.

Turnover Rates for Permanent Staff by Union Membership, 2019

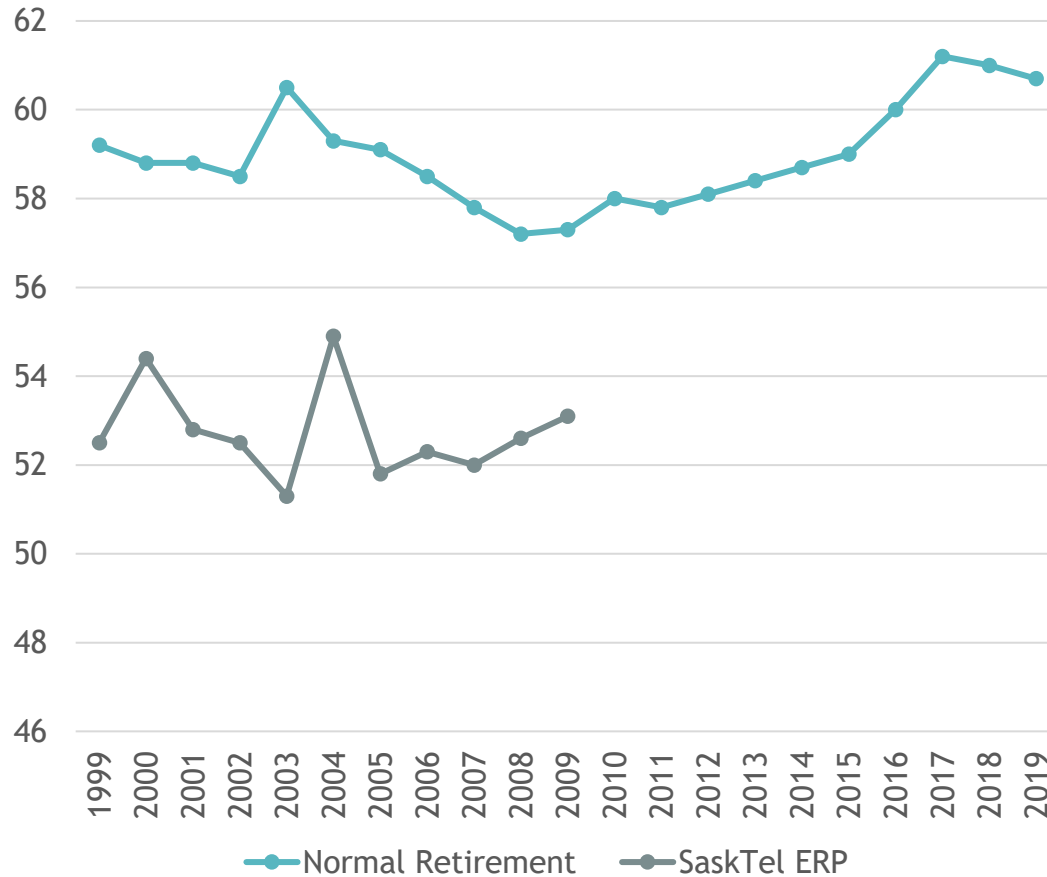
Turnover Rates by Union Membership, 2019



► In 2019, turnover rates were higher in unionized employees compared to out of scope employees. This was driven by higher retirement turnover rates.

Retirement Age Trends

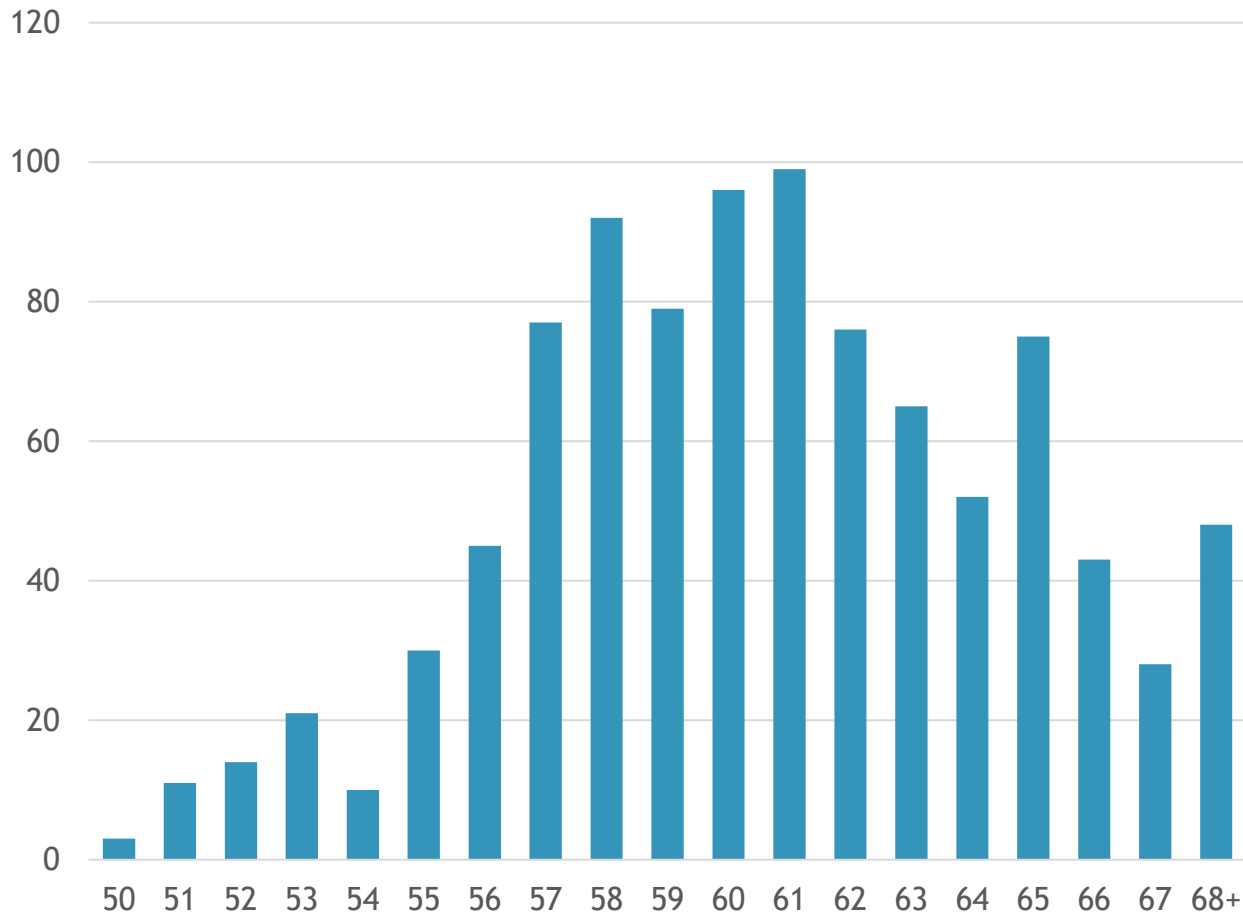
Average Age at Retirement



- ▶ Between 2003 and 2009, the average age of retirement declined from 61 to 57.
- ▶ Between 2010 and 2017, the average age at retirement steadily increased.
- ▶ Since 2018, the average age at retirement has steadily declined.
- ▶ In 2019, the average age at retirement was 60.7.

Retirement Age

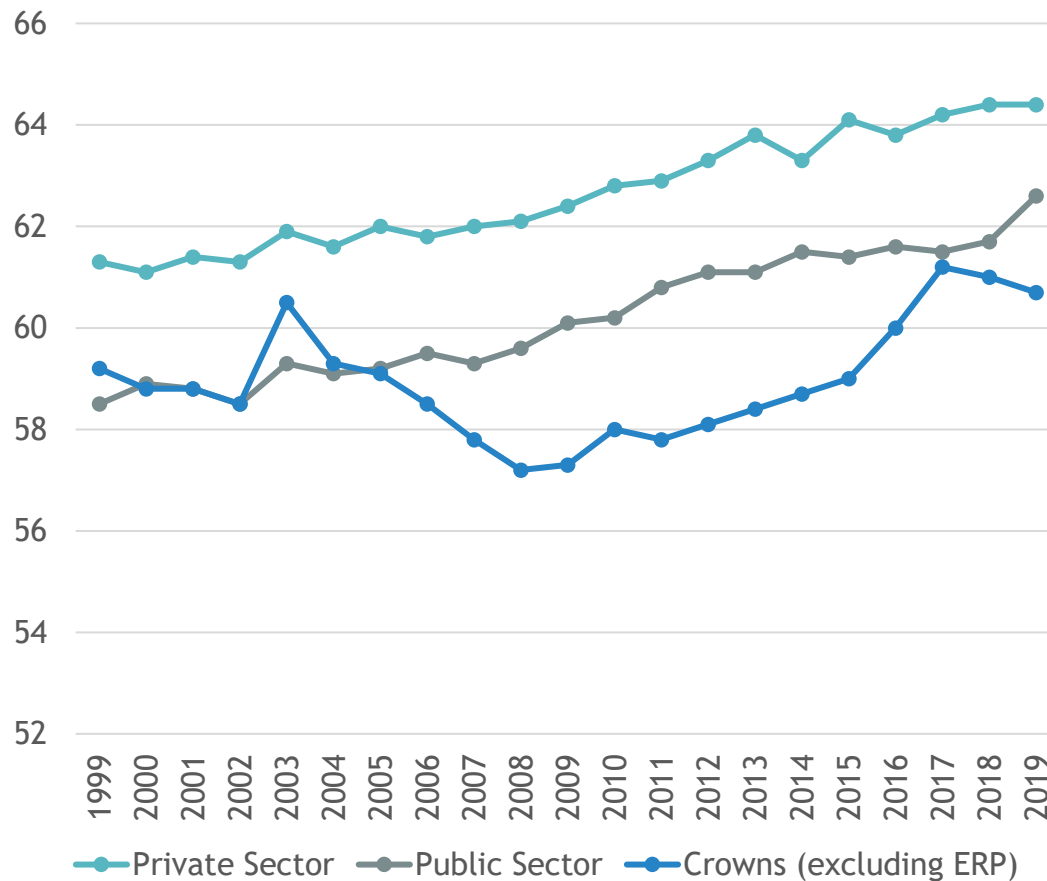
Age at Retirement, 2017 to 2019 Average



- ▶ Most employees who retired between 2017 and 2019 did so between the ages of 57 and 62. The most common age at retirement was 61.
- ▶ A considerable proportion of employees retired at the age of 65.

Comparison with Canada

Average Age at Retirement, public and private sector employees versus Crowns



- ▶ In recent years, retirement age in the public and private sector has increased.
- ▶ Until 2017, the increase of the retirement age in the Crowns was much steeper than in either the public or private sector.
- ▶ Since 2017, the average age of retirement in the Crowns has started to decline, while it has continued to increase in the private and public sectors.

Appendices

Data for Charts and Figures

Appendix A

Table 1. Staffing Categories and Class of Worker.

(Page 3)

	2002	2003	2004	2005	2006	2007
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574
Permanent part time	482	499	479	419	421	894
Contract/term	807	530	525	560	583	575
Seasonal/other	340	426	400	404	495	735
Total	10,537	10,358	10,264	10,323	10,521	11,778
Coop and summer students during the course of the school year	516	515	461	477	485	478

Table 1. Staffing Categories and Class of Worker (continued).

	2008	2009	2010	2011	2012	2013
Permanent full time	9,658	9,777	9,704	9,694	9,833	9,856
Permanent part time	901	844	786	825	869	795
Contract/term	636	620	582	603	538	537
Seasonal/other	681	605	687	537	517	535
Total	11,876	11,846	11,759	11,659	11,757	11,723
Coop and summer students during the course of the school year	488	500	435	458	428	447

Table 1. Staffing Categories and Class of Worker (continued).

	2014	2015	2016	2017	2018	2019
Permanent full time	9,898	9,985	9,936	9,533	9,540	9,569
Permanent part time	751	645	723	627	660	621
Contract/term	638	431	458	439	432	454

Seasonal/other	491	573	545	610	576	426
Total	11,778	11,634	11,662	11,209	11,208	11,070
Coop and summer students during the course of the school year	399	355	358	320	307	316

Appendix B

Table 2. Detailed Employment by Crown Corporation.

(Pages 4-5)

			2002	2003	2004	2005	2006	2007
CIC	Permanent	FT	81	73	54	68	70	68
		PT	0	0	0	0	0	0
	Non-permanent		0	2	0	1	4	4
SaskTel	Permanent	FT	3,786	3,812	3,657	3,622	3,577	3,476
		PT	110	89	90	38	49	102
	Non-permanent		524	569	562	622	747	726
SaskPower	Permanent	FT	2,369	2,395	2,426	2,444	2,473	2,526
		PT	134	142	144	137	134	127
	Non-permanent		150	145	153	118	110	132
SaskEnergy	Permanent	FT	815	818	815	823	861	895
		PT	85	84	86	86	77	76
	Non-permanent		74	70	65	50	70	102
SGI	Permanent	FT	1,386	1,387	1,390	1,420	1,447	1,524
		PT	107	115	114	113	116	113
	Non-permanent		92	75	77	106	125	148
SaskWater	Permanent	FT	84	67	68	80	82	83
		PT	2	2	2	4	4	4
	Non-permanent		3	1	1	9	0	5
SOCO	Permanent	FT	69	81	86	116
		PT	1	2	3	2
	Non-permanent		4	3	2	2
ISC	Permanent	FT	196	165	195	208	229	243
		PT	4	27	2	1	1	2
	Non-permanent		303	88	59	41	13	17

STC	Permanent	FT	191	186	186	194	197	196
		PT	40	40	40	38	37	35
	Non-permanent		1	6	4	14	7	7
SGC	Permanent	FT	447
		PT	433
	Non-permanent		167

Table 2. Detailed Employment by Crown Corporation (continued).

			2008	2009	2010	2011	2012	2013
CIC	Permanent	FT	63	69	65	65	60	52
		PT	0	1	0	0	0	0
	Non-permanent		4	2	2	5	2	1
SaskTel	Permanent	FT	3,318	3,226	3,192	3,136	3,139	3,208
		PT	104	111	88	111	107	105
	Non-permanent		752	719	749	648	650	646
SaskPower	Permanent	FT	2,588	2,692	2,762	2,739	2,897	3,056
		PT	136	140	131	133	129	123
	Non-permanent		132	113	84	132	137	149
SaskEnergy	Permanent	FT	937	930	908	919	947	946
		PT	68	73	68	75	81	102
	Non-permanent		97	84	91	78	40	49
SGI	Permanent	FT	1,536	1,573	1,572	1,591	1,618	1,740
		PT	107	114	112	109	112	108
	Non-permanent		187	189	157	148	143	151
SaskWater	Permanent	FT	85	87	91	98	104	107
		PT	4	3	4	3	4	3
	Non-permanent		3	4	4	1	2	1

SOCO	Permanent	FT	106	110	115	111	112	105
		PT	5	4	3	2	2	3
	Non-permanent		3	0	1	2	1	0
ISC	Permanent	FT	257	259	289	288	288	...
		PT	2	2	3	2	2	...
	Non-permanent		19	13	25	40	39	...
STC	Permanent	FT	203	200	192	190	194	204
		PT	29	34	37	34	32	36
	Non-permanent		4	5	1	7	3	0
SGC	Permanent	FT	565	631	518	557	474	438
		PT	446	362	340	356	400	315
	Non-permanent		116	96	155	79	38	75

Table 2. Detailed Employment by Crown Corporation (continued).

			2014	2015	2016	2017	2018	2019
CIC	Permanent	FT	48	42	43	42	40	43
		PT	0	0	1	0	0	0
	Non-permanent		1	1	1	3	2	3
SaskTel	Permanent	FT	3,157	3,112	3,065	3,020	2,849	2,768
		PT	108	88	68	62	59	56
	Non-permanent		596	619	616	652	657	550
SaskPower	Permanent	FT	3,143	3,154	3,258	3,162	3,201	3,181
		PT	124	106	112	106	122	113
	Non-permanent		231	126	113	98	102	110
SaskEnergy	Permanent	FT	968	1,023	936	923	937	995
		PT	96	6	84	77	78	81
	Non-permanent		41	40	44	37	37	44

SGI	Permanent	FT	1,761	1,809	1,803	1,777	1,860	1,969
		PT	98	99	108	115	110	93
	Non-permanent		172	146	143	138	153	147
SaskWater	Permanent	FT	113	115	119	126	123	123
		PT	2	2	2	2	2	1
	Non-permanent		6	8	6	1	2	1
SOCO	Permanent	FT	93	87	93	90	91	84
		PT	4	2	1	1	2	2
	Non-permanent		4	4	4	3	4	2
ISC	Permanent	FT
		PT
	Non-permanent	
STC	Permanent	FT	195	182	178
		PT	32	35	35
	Non-permanent		2	0	0
SGC	Permanent	FT	420	461	441	393	439	406
		PT	287	307	312	264	287	275
	Non-permanent		76	60	76	117	51	23

Appendix C

Table 3. Total Staff in the Crown Corporations, 2019.

(Page 6)

	Count	Percent
CIC	46	0.4%
SaskTel	3,374	30.5%
SaskPower	3,404	30.7%
SaskEnergy	1,120	10.1%
SGI	2,209	20.0%
SOCO	88	0.8%
SaskWater	125	1.1%
SGC	704	6.4%
	11,070	100.0%

Appendix D

Table 4. Crown Corporation Employment Trends.

(Page 7)

	Total	Excluding SOCO, ISC, SGC, STC
2002	10,537	10,034
2003	10,358	10,078
2004	10,264	9,934
2005	10,323	9,987
2006	10,521	10,187
2007	11,778	10,349
2008	11,876	10,357
2009	11,846	10,369
2010	11,759	10,310
2011	11,659	10,222
2012	11,757	10,401
2013	11,723	10,787
2014	11,778	10,894
2015	11,634	10,713
2016	11,662	10,735
2017	11,209	10,341
2018	11,208	10,334
2019	11,070	10,278

Appendix E

Table 5. Non-Permanent Staff.

(Page 8)

	Non-Permanent
2002	1,147
2003	956
2004	925
2005	964
2006	1,078
2007	1,310
2008	1,317
2009	1,225
2010	1,269
2011	1,140
2012	1,055
2013	1,072
2014	1,129
2015	1,004
2016	1,003
2017	1,049
2018	1,008
2019	880

Appendix F

Table 6. Category of Employment for Employees Who Identify as Women

(Page 10)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2010	41.9%	54.0%	53.6%	43.2%	42.5%
2011	42.2%	61.3%	51.2%	43.6%	43.7%
2012	41.8%	62.9%	57.1%	43.4%	45.1%
2013	41.5%	60.1%	54.6%	42.9%	45.6%
2014	41.4%	53.8%	54.8%	42.6%	47.4%
2015	41.3%	53.8%	49.4%	42.1%	42.0%
2016	40.9%	53.5%	47.7%	41.7%	43.6%
2017	40.6%	51.8%	47.5%	41.4%	38.8%
2018	40.7%	52.3%	45.6%	41.4%	35.2%
2019	40.5%	48.9%	43.0%	41.0%	38.0%

Appendix G

Table 7. Percent of Permanent Crown Corporation Staff Who Identify as Women.

(Page 11)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2010	58.5%	43.5%	28.6%	40.5%	58.8%	40.7%	30.5%	26.6%	53.8%
2011	56.9%	43.3%	29.1%	40.2%	59.1%	38.9%	26.7%	25.9%	55.2%
2012	61.7%	42.6%	29.9%	39.7%	58.8%	39.5%	25.0%	27.4%	53.9%
2013	65.4%	41.6%	29.8%	40.5%	58.9%	39.8%	25.5%	27.9%	54.7%
2014	64.6%	41.7%	29.5%	40.5%	58.7%	42.3%	25.2%	29.1%	55.3%
2015	59.5%	41.3%	29.2%	39.9%	58.5%	40.4%	24.8%	27.2%	56.5%
2016	61.4%	40.7%	28.9%	40.1%	58.3%	43.6%	24.0%	26.8%	56.8%
2017	61.9%	40.4%	28.6%	39.1%	58.2%	42.9%	25.8%	...	54.3%
2018	60.0%	39.9%	28.9%	39.3%	57.8%	43.0%	24.0%	...	54.8%
2019	60.5%	39.9%	28.3%	38.4%	58.3%	41.9%	21.8%	...	53.7%

Appendix H

Table 8. Comparison of the Percentage of Employees Who Identify as Women. (Page 12)

	Saskatchewan	Crown Corporations
2010	49.4%	43.2%
2011	49.0%	43.6%
2012	48.7%	43.4%
2013	48.7%	42.9%
2014	48.7%	42.6%
2015	48.3%	42.1%
2016	48.7%	41.7%
2017	46.6%	41.4%
2018	47.7%	41.1%
2019	47.5%	41.0%

Appendix I

Table 9. Percentage of Employees Who Identify as Women in Underrepresented Positions.

(Page 13)

	Permanent	Term/Contract	Seasonal/Other	Total (excluding students)
2010	23.7%	36.7%	48.2%	26.0%
2011	24.0%	44.3%	48.8%	26.3%
2012	23.7%	56.1%	53.7%	26.6%
2013	24.4%	52.0%	52.7%	27.1%
2014	23.4%	38.3%	53.8%	25.8%
2015	23.3%	44.0%	48.0%	25.4%
2016	22.8%	48.2%	45.8%	24.9%
2017	23.2%	21.2%	20.0%	19.0%
2018	18.1%	21.0%	20.2%	18.1%
2019	17.6%	24.5%	14.8%	17.7%

Appendix J

Table 10. Percentage of Employees Who Identify as Women in Underrepresented Positions, by Crown Corporation. (Page 14)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2010	31.3%	36.5%	9.2%	13.1%	27.4%	21.5%	18.4%	13.8%	30.6%
2011	29.4%	36.5%	9.9%	13.2%	28.9%	20.3%	17.6%	13.1%	31.8%
2012	20.0%	35.6%	11.0%	12.5%	29.8%	19.7%	15.9%	13.8%	27.3%
2013	20.0%	35.2%	15.8%	13.0%	28.5%	20.8%	13.8%	13.4%	26.4%
2014	50.0%	32.3%	17.7%	11.6%	27.9%	14.3%	13.3%	11.8%	27.1%
2015	50.0%	31.8%	17.6%	12.3%	27.1%	12.5%	13.8%	11.0%	29.6%
2016	55.6%	30.7%	18.0%	12.7%	25.6%	14.0%	15.0%	11.9%	30.2%
2017	33.3%	18.9%	...	10.8%	25.1%	4.8%	16.2%	...	28.0%
2018	25.0%	18.7%	...	10.5%	21.2%	4.3%	15.5%	...	28.5%
2019	20.0%	20.6%	13.1%	12.2%	21.8%	2.3%	13.5%	...	36.3%

Appendix K

Table 11. Percentage of Employees Who Identify as Indigenous.

(Page 15)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2010	12.1%	17.4%	21.0%	12.9%	16.6%
2011	12.3%	16.0%	16.2%	12.7%	14.2%
2012	12.1%	14.8%	13.2%	12.3%	12.6%
2013	11.5%	15.3%	13.3%	11.8%	13.2%
2014	11.3%	15.5%	12.4%	11.6%	16.0%
2015	11.7%	11.4%	12.0%	11.7%	11.3%
2016	11.6%	14.6%	12.5%	11.8%	10.6%
2017	11.5%	10.3%	13.5%	11.5%	10.0%
2018	11.7%	10.2%	10.6%	11.5%	9.4%
2019	11.5%	12.1%	10.8%	11.5%	9.2%

Appendix L

Table 12. Percentage of Permanent Employees Who Identify as Indigenous, by Crown Corporation.

(Page 16)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2010	7.7%	8.9%	7.0%	12.6%	11.1%	8.5%	4.2%	13.1%	44.1%
2011	6.2%	9.3%	7.0%	12.9%	11.2%	6.2%	4.0%	14.3%	43.0%
2012	10.0%	9.4%	7.0%	14.0%	11.3%	7.0%	3.7%	15.5%	40.0%
2013	7.7%	9.2%	6.6%	14.6%	10.7%	6.5%	3.6%	14.2%	41.4%
2014	8.3%	9.2%	6.7%	14.9%	10.9%	7.2%	4.3%	12.3%	39.9%
2015	9.5%	9.0%	7.0%	15.1%	10.9%	6.7%	4.3%	12.9%	41.9%
2016	9.1%	9.2%	7.1%	15.1%	10.8%	6.4%	4.1%	11.7%	41.7%
2017	9.5%	9.2%	7.0%	15.6%	10.8%	6.6%	4.7%	...	41.4%
2018	10.0%	9.5%	7.1%	15.3%	10.4%	5.4%	4.0%	...	41.9%
2019	9.3%	9.7%	7.3%	14.6%	10.0%	5.8%	4.8%	...	41.4%

Appendix M

Table 13. Comparison of the Percentage of Employees Who Identify as Indigenous. (Page 17)

	Saskatchewan	Crown Corporations
2010	7.2%	12.9%
2011	7.6%	12.7%
2012	7.5%	12.3%
2013	7.8%	11.8%
2014	7.6%	11.6%
2015	7.7%	11.7%
2016	8.0%	11.8%
2017	8.2%	11.5%
2018	8.2%	11.5%
2019	8.2%	11.5%

Appendix N

Table 14. Percentage of Employees Who Identify as a Member of a Visible Minority Group.

(Page 18)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2010	4.8%	9.3%	10.0%	5.4%	9.2%
2011	5.2%	8.3%	11.2%	5.6%	7.4%
2012	5.8%	7.2%	13.2%	6.2%	11.0%
2013	6.8%	9.5%	15.7%	7.3%	13.2%
2014	7.2%	13.9%	15.9%	7.9%	13.3%
2015	7.7%	16.2%	16.9%	8.5%	12.7%
2016	8.5%	17.9%	19.4%	9.4%	11.7%
2017	9.1%	19.2%	20.7%	10.1%	14.7%
2018	10.2%	19.7%	20.3%	11.1%	19.9%
2019	11.0%	20.9%	21.1%	11.8%	19.9%

Appendix O

Table 15. Percentage of Permanent Employees Who Identify as a Member of a Visible Minority Group, by Crown Corporation.

(Page 19)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2010	7.7%	4.7%	3.8%	3.6%	4.5%	4.2%	2.1%	3.9%	11.3%
2011	6.2%	5.0%	4.1%	3.4%	5.3%	4.4%	3.0%	4.9%	11.0%
2012	5.0%	5.4%	4.6%	3.6%	6.5%	4.4%	4.6%	4.4%	13.5%
2013	5.8%	6.3%	6.0%	4.0%	7.4%	4.6%	5.5%	4.6%	15.5%
2014	6.3%	6.5%	6.5%	4.3%	7.9%	4.1%	5.2%	7.0%	17.1%
2015	7.1%	6.9%	6.9%	4.8%	8.9%	3.4%	6.0%	8.8%	16.4%
2016	7.1%	6.9%	6.9%	4.8%	8.9%	3.4%	6.0%	8.8%	16.4%
2017	4.8%	8.3%	8.8%	5.5%	10.7%	3.3%	6.2%	...	17.2%
2018	5.0%	8.6%	9.9%	6.8%	12.4%	3.2%	7.1%	...	18.7%
2019	4.7%	9.0%	10.6%	7.8%	14.3%	1.2%	5.6%	...	19.7%

Appendix P

Table 16. Percentage of Employees Reporting a Disability.

(Page 20)

	Permanent	Term/Contract	Seasonal/Other	Total (except Students)	Students
2010	4.6%	4.7%	5.4%	4.6%	2.5%
2011	4.4%	3.9%	6.9%	4.5%	2.0%
2012	4.4%	3.8%	7.2%	4.5%	1.4%
2013	4.5%	4.1%	7.5%	4.7%	1.8%
2014	4.4%	3.3%	6.1%	4.4%	1.3%
2015	4.3%	2.8%	6.1%	4.3%	1.7%
2016	4.3%	3.1%	6.8%	4.4%	2.2%
2017	4.5%	3.9%	5.9%	4.6%	1.3%
2018	4.7%	4.4%	6.3%	4.7%	0.7%
2019	4.8%	4.0%	6.1%	4.8%	2.5%

Appendix Q

Table 17. Percentage of Permanent Employees Reporting a Disability, by Crown Corporation.

(Page 21)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2010	6.2%	5.7%	3.2%	3.4%	5.7%	5.1%	2.1%	3.9%	4.5%
2011	4.6%	5.8%	2.8%	3.1%	5.1%	4.4%	2.0%	4.5%	4.6%
2012	3.3%	6.1%	2.8%	3.1%	5.1%	4.4%	1.9%	4.0%	3.8%
2013	1.9%	6.3%	2.7%	2.9%	6.4%	4.6%	0.9%	3.8%	3.3%
2014	2.1%	6.4%	2.4%	2.6%	6.0%	5.2%	0.9%	4.0%	3.0%
2015	0.0%	6.0%	2.5%	2.6%	5.7%	4.5%	0.9%	4.6%	4.3%
2016	0.0%	6.2%	2.6%	2.5%	5.5%	4.3%	0.8%	4.7%	4.8%
2017	0.0%	6.3%	2.4%	2.5%	6.9%	3.3%	2.3%	...	4.6%
2018	0.0%	6.7%	2.3%	2.3%	7.4%	3.2%	2.4%	...	4.4%
2019	0.0%	7.0%	2.6%	1.8%	7.2%	2.3%	2.4%	...	4.4%

Appendix R

Table 18. Summary of Diversity Measures, 2019.

(Page 22)

	Women in under-represented positions	Indigenous Identity	Visible Minority	With a Disability
Permanent	17.6%	11.5%	11.0%	4.8%
Permanent and Non-Permanent	17.7%	11.5%	11.8%	4.8%

Appendix S

Table 19. Changes in Diversity over Time, 2019.

(Page 23)

	Women in under-represented positions	Indigenous identity	Visible minority	With a disability
2010	26.0%	12.9%	5.4%	4.6%
2019	17.7%	11.5%	11.8%	4.8%

Appendix T

Table 20. Age of Permanent and Non-Permanent Crown Corporation Employees. (Page 25)

	Permanent	Non-Permanent
<19	0	4
19	5	4
20	10	8
21	23	19
22	36	25
23	45	20
24	72	26
25	93	29
26	116	25
27	166	42
28	181	39
29	183	35
30	224	31
31	254	52
32	265	53
33	316	28
34	298	36
35	323	34
36	336	32
37	330	28
38	329	31
39	334	27
40	322	24
41	279	17
42	309	26
43	273	16
44	288	18
45	249	6
46	288	7
47	268	11
48	249	9
49	281	3
50	238	6
51	249	11

	Permanent	Non-Permanent
52	238	9
53	259	8
54	259	9
55	260	6
56	309	8
57	310	9
58	287	9
59	209	10
60	178	6
61	161	4
62	134	6
63	89	3
64	108	4
65	61	1
66	37	2
67	26	2
68+	33	2

Appendix U

Table 21. Changes in Age Distribution Over Time.

(Page 26)

	2007	2019
<19	3	0
19	15	5
20	32	10
21	51	23
22	93	36
23	94	45
24	126	72
25	155	93
26	162	116
27	184	166
28	208	181
29	191	183
30	216	224
31	217	254
32	237	265
33	184	316
34	228	298
35	232	323
36	241	336
37	245	330
38	237	329
39	248	334
40	250	322
41	266	279
42	301	309
43	298	273
44	387	288
45	429	249
46	490	288
47	420	268
48	452	249
49	436	281
50	439	238
51	397	249
52	411	238

	2007	2019
53	328	259
54	275	259
55	251	260
56	177	309
57	137	310
58	118	287
59	88	209
60	96	178
61	67	161
62	39	134
63	24	89
64	31	108
65	13	61
66	2	37
67	1	26
68+	1	33

Appendix V

Table 22. Effect of Crown Corporation Human Resource Initiatives on Age of Employees.

(Page 27)

	2007 with 12 year lag	2019
<19	...	0
19	...	5
20	...	10
21	...	23
22	...	36
23	...	45
24	...	72
25	...	93
26	...	116
27	...	166
28	...	181
29	...	183
30	3	224
31	15	254
32	32	265
33	51	316
34	93	298
35	94	323
36	126	336
37	155	330
38	162	329
39	184	334
40	208	322
41	191	279
42	216	309
43	217	273
44	237	288
45	184	249
46	228	288
47	232	268
48	241	249
49	245	281
50	237	238

	2007 with 12 year lag	2019
51	248	249
52	250	238
53	266	259
54	301	259
55	298	260
56	387	309
57	429	310
58	490	287
59	420	209
60	452	178
61	436	161
62	439	134
63	397	89
64	411	108
65	328	61
66	275	37
67	251	26
68+	177	33

Appendix W

Table 23. Number of Permanent Employees Approaching Retirement.

(Page 28)

	55 to 59	60+
2010	1,090	377
2011	1,167	411
2012	1,248	480
2013	1,346	532
2014	1,404	595
2015	1,399	697
2016	1,502	748
2017	1,548	1,003
2018	1,432	792
2019	1,375	827

Appendix X

Table 24. Changes in the Age of Crown Corporation Employees.

(Page 29)

	Under 30	30 to 49	50 Plus
2010	1,303	5,540	3,355
2011	1,307	5,375	3,547
2012	1,375	5,327	3,710
2013	1,444	5,380	3,827
2014	1,378	5,449	3,822
2015	1,286	5,516	3,828
2016	1,174	5,655	3,830
2017	773	5,530	3,856
2018	971	5,704	3,525
2019	930	5,815	3,445

Appendix Y

Table 25. Age of Permanent Employees by Crown Corporation, 2019.

(Page 30)

	Under 30	30 to 44	45 to 54	55 or older
CIC	9.3%	34.9%	25.6%	30.2%
SaskTel	3.6%	38.9%	29.3%	28.2%
SaskPower	11.0%	47.2%	23.4%	18.4%
SaskEnergy	11.0%	46.8%	24.6%	17.6%
SGI	11.0%	46.5%	21.9%	20.6%
SOCO	8.1%	30.2%	36.0%	25.6%
SaskWater	7.3%	49.2%	23.4%	20.2%
SGC	14.8%	38.8%	27.9%	18.5%
All Crown Corporations	9.1%	44.0%	25.3%	21.6%

Appendix Z

Table 26. Comparison of Percentage of Employees by Age Group.

(Page 31)

	Province of Saskatchewan		Crown Corporations	
	Under 30	55 or older	Under 30	55 or older
2010	27.0%	19.5%	16.7%	13.4%
2011	27.0%	19.9%	16.3%	14.5%
2012	27.0%	20.5%	16.4%	15.6%
2013	26.9%	21.1%	16.7%	16.6%
2014	26.8%	21.4%	16.1%	17.6%
2015	26.3%	21.2%	14.7%	18.5%
2016	25.8%	21.8%	13.3%	19.9%
2017	23.8%	22.8%	8.7%	24.4%
2018	24.3%	26.2%	11.7%	20.5%
2019	24.1%	22.5%	10.9%	20.5%

Appendix AA

Table 27. Tenure Within Current Crown Corporation.

(Page 32)

	< 5 years	5 to 9	10 to 19	20 or more
2010	2,669	1,515	2,645	3,369
2011	2,431	1,789	2,747	3,262
2012	2,492	1,991	2,813	3,116
2013	2,594	2,231	2,716	3,110
2014	2,610	2,309	2,599	3,131
2015	2,639	2,273	2,719	2,999
2016	2,687	2,120	2,915	2,937
2017	1,755	2,131	2,996	3,278
2018	2,279	2,044	2,937	2,940
2019	2,261	2,051	2,983	2,895

Appendix AB

Table 28. Tenure with Current Crown Corporation by Crown Corporation, 2019. (Page 33)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	25.6%	14.0%	41.9%	18.6%
SaskTel	8.6%	12.0%	32.5%	46.9%
SaskPower	23.3%	27.7%	27.4%	21.7%
SaskEnergy	26.1%	21.5%	25.3%	27.1%
SGI	32.8%	18.9%	27.3%	21.0%
SOCO	16.3%	25.6%	47.7%	10.5%
SaskWater	30.6%	31.5%	24.2%	13.7%
SGC	34.2%	16.9%	34.8%	14.1%
All Crowns	22.2%	20.1%	29.3%	28.4%

Appendix AC

Table 29. Comparison of Employee Tenure.

(Page 34)

	Crown Corporations	Saskatchewan
2010	32.3%	51.8%
2011	28.9%	52.0%
2012	28.2%	52.5%
2013	28.9%	52.1%
2014	29.3%	51.1%
2015	29.1%	51.4%
2016	29.3%	50.4%
2017	17.3%	47.6%
2018	22.4%	50.8%
2019	25.6%	45.4%

Appendix AD

Table 30. Union Membership, 2019

(Page 36)

	Count	Percent
UNIFOR (formerly CEP)	3,966	35.8%
COPE	1,667	15.1%
IATSE	2	0.02%
IBEW	1,642	14.8%
PSAC	282	2.5%
RWDSU	246	2.2%
Out of Scope	3,265	29.5%
Total	11,070	100.0%

Appendix AE

Table 31. Trends in Union Membership.

(Page 37)

	<u>% In Scope</u>
2010	77.2%
2011	76.6%
2012	76.0%
2013	75.2%
2014	74.2%
2015	73.9%
2016	73.2%
2017	72.3%
2018	71.6%
2019	70.5%

Appendix AF

Table 32. Union Membership by Crown Corporation.

(Page 38)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC	STC
2010	0.0%	82.5%	71.8%	73.4%	85.2%	0.0%	66.7%	75.8%	83.0%
2011	0.0%	81.7%	71.4%	73.0%	84.6%	0.0%	67.6%	74.5%	84.0%
2012	0.0%	81.1%	70.3%	73.1%	84.0%	0.0%	68.2%	74.8%	83.0%
2013	0.0%	80.2%	68.4%	72.8%	82.3%	0.0%	62.2%	79.8%	80.8%
2014	0.0%	79.2%	67.5%	71.6%	81.8%	0.0%	59.5%	78.4%	81.2%
2015	0.0%	78.9%	66.0%	71.8%	81.0%	0.0%	59.2%	80.1%	81.6%
2016	0.0%	78.7%	65.2%	71.2%	80.0%	0.0%	63.8%	78.8%	82.2%
2017	0.0%	78.4%	64.3%	70.7%	78.6%	0.0%	65.1%	78.2%	...
2018	0.0%	78.7%	63.4%	68.8%	77.2%	0.0%	64.6%	77.6%	...
2019	0.0%	77.2%	63.7%	67.2%	75.5%	0.0%	64.8%	75.3%	...

Appendix AG

Table 33. Comparison of Union Membership.

(Page 39)

	Saskatchewan	Crown Corporations
2010	35.8%	77.2%
2011	35.1%	76.6%
2012	35.0%	76.0%
2013	34.3%	75.2%
2014	33.3%	74.2%
2015	33.2%	73.9%
2016	32.6%	73.2%
2017	33.9%	72.3%
2018	31.5%	71.6%
2019	33.1%	70.5%

Appendix AH

Table 34. Workplace Location, 2019.

(Page 40)

	Count	Percent
Regina	6,397	57.8%
Saskatoon	1,860	16.8%
Prince Albert	250	2.3%
Moose Jaw	295	2.7%
Estevan	523	4.7%
Other Cities	834	7.5%
North	188	1.7%
Out of Province	166	1.5%
Other Saskatchewan	557	5.0%
Total	11,070	100.0%

Appendix AI

Table 35. Workplace Location by Crown Corporation, 2019.

(Page 42)

<hr/>	
In Regina or Saskatoon	
<hr/>	
CIC	100.0%
SaskTel	85.6%
SaskPower	60.1%
SaskEnergy	70.3%
SGI	80.3%
SOCO	100.0%
SaskWater	23.2%
SGC	85.5%
All Crowns	74.6%

Appendix AJ

Table 36. Occupation and Skill Level of Employees.

(Page 44)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2010	10.7%	14.8%	45.3%	26.0%	3.3%
2011	10.8%	15.4%	45.1%	25.8%	2.9%
2012	10.9%	15.9%	45.5%	24.9%	2.8%
2013	11.2%	17.2%	44.4%	24.3%	2.9%
2014	14.4%	17.9%	46.4%	20.0%	1.3%
2015	14.4%	18.1%	46.2%	19.9%	1.4%
2016	14.4%	18.1%	46.2%	20.0%	1.2%
2017	15.4%	18.7%	50.1%	13.3%	2.5%
2018	15.1%	19.3%	49.9%	13.3%	2.5%
2019	15.9%	18.2%	46.0%	17.9%	2.0%

Appendix AK

Table 37. Occupation and Skill Level of Employees by Crown Corporation, 2019.

(Page 45)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	32.6%	32.6%	30.2%	4.7%	0.0%
SaskTel	22.0%	21.8%	48.3%	7.5%	0.4%
SaskEnergy	15.9%	15.9%	42.9%	24.4%	0.8%
SaskPower	15.6%	19.6%	47.2%	16.1%	1.5%
SGI	10.6%	17.5%	50.9%	20.3%	0.7%
SOCO	27.9%	4.7%	41.9%	16.3%	9.3%
SaskWater	18.5%	12.9%	59.7%	8.9%	0.0%
SGC	4.7%	4.1%	19.6%	55.4%	16.2%
All Crowns	15.9%	18.2%	46.0%	17.9%	2.0%

Appendix AL

Table 38. Age and Tenure by Occupation and Skill Level, 2019

(Page 46)

	Average Age	Average Tenure (Years)
Managerial	47.1	17.4
A: Professional (univ degree)	42.2	13.1
B: Technical (post-sec) & Supervisory	43.7	15.2
C: Intermediate	43.9	13.5
D: Labour & Elemental	45.2	11.6
All Permanent Staff	44.0	14.1

Appendix AM

Table 39. Occupation and Skill Level of Employees Who Identify as Women. (Page 47)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2010	35.8%	44.1%	26.0%	72.2%	39.4%
2011	36.4%	45.0%	26.6%	71.9%	38.9%
2012	36.5%	44.7%	26.6%	72.3%	41.6%
2013	36.6%	42.7%	27.0%	71.5%	40.2%
2014	35.1%	44.4%	33.3%	67.7%	47.0%
2015	34.2%	44.6%	33.4%	64.8%	58.7%
2016	35.0%	44.6%	32.5%	64.5%	55.5%
2017	39.4%	50.9%	40.1%	71.4%	54.1%
2018	40.2%	50.4%	41.0%	70.4%	55.1%
2019	35.9%	43.4%	31.5%	64.2%	49.8%

Appendix AN

Table 40. Occupation and Skill Level of Employees Who Identify as Indigenous. (Page 48)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2010	5.5%	6.6%	10.2%	19.7%	36.7%
2011	5.8%	6.4%	10.3%	19.8%	33.2%
2012	6.2%	6.4%	10.5%	18.8%	31.6%
2013	6.1%	5.0%	10.4%	18.0%	33.4%
2014	5.4%	4.4%	11.4%	19.4%	32.9%
2015	5.5%	4.6%	11.4%	20.3%	28.7%
2016	5.8%	5.1%	11.0%	21.2%	29.5%
2017	6.5%	6.5%	13.0%	26.3%	38.3%
2018	6.5%	7.0%	13.2%	27.8%	37.1%
2019	5.9%	5.3%	11.1%	20.1%	33.3%

Appendix AO

Table 41. Occupation and Skill Level of Permanent and Non-Permanent Employees Who Identify as Indigenous, 2019. (Page 49)

	Count	Percent
Managerial	96	7.5%
A: Professional (univ degree)	102	8.0%
B: Technical (post-sec) & Supervisory	568	44.6%
C: Intermediate	435	34.1%
D: Labour & Elemental	73	5.7%
All Permanent and Non-Permanent Staff	1,274	100.0%

Appendix AP

Table 42. Occupation and Skill Level of Employees Who Identify as a Member of a Visible Minority Group (Page 50)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2010	3.2%	10.3%	3.7%	6.0%	7.0%
2011	3.6%	10.6%	3.7%	6.4%	7.7%
2012	3.8%	11.9%	4.4%	6.6%	9.1%
2013	4.1%	13.5%	5.4%	7.4%	10.4%
2014	4.8%	14.4%	5.6%	8.8%	14.6%
2015	5.3%	14.7%	6.2%	10.2%	13.3%
2016	5.5%	16.2%	7.5%	10.4%	14.4%
2017	5.6%	14.0%	7.9%	15.9%	13.3%
2018	6.4%	16.0%	8.7%	17.0%	14.0%
2019	7.3%	19.6%	9.6%	13.7%	12.3%

Appendix AQ

Table 43. Occupation and Skill Level of Employees Who Reported a Disability. (Page 51)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2010	3.2%	4.6%	4.1%	5.6%	8.0%
2011	3.1%	4.4%	3.9%	5.7%	6.5%
2012	3.3%	4.2%	3.9%	5.7%	6.4%
2013	2.5%	4.2%	4.3%	6.3%	5.3%
2014	2.7%	4.1%	4.4%	5.6%	3.2%
2015	2.8%	3.8%	4.2%	5.7%	4.7%
2016	3.2%	3.9%	4.3%	5.7%	2.7%
2017	3.8%	4.9%	5.6%	7.2%	6.7%
2018	3.3%	5.3%	6.2%	7.1%	7.3%
2019	2.8%	4.6%	4.8%	5.8%	10.0%

Appendix AR

Table 44. New Hires by Skill Level and Occupation, 2019.

(Page 52)

	Count	Percent
Managerial	40	5.4%
A: Professional (univ degree)	120	16.2%
B: Technical (post-sec) & Supervisory	288	38.9%
C: Intermediate	263	35.5%
D: Labour & Elemental	30	4.0%
Total	741	100.0%

Appendix AS

Table 45. Annual Retirement and Non-Retirement Departure Trends.

(Page 55)

	Retirement	Non-Retirement	Total
2010	242	476	718
2011	262	439	701
2012	294	491	785
2013	277	548	825
2014	271	558	829
2015	283	450	733
2016	289	392	681
2017	316	416	732
2018	364	440	804
2019	284	432	716

Appendix AT

Table 46. Reasons for Departure, 2019.

(Page 56)

	Count	Percent
Death	19	2.7%
Dismissal/Layoff	88	12.3%
Moved	6	0.8%
Take other Employment	48	6.7%
Other/Unknown	7	1.0%
Personal Reasons	16	2.2%
Resignation	248	34.6%
Retirement	284	39.7%
Total	716	100.0%

Appendix AU

Table 47. Turnover Rates by Crown Corporations, 2019.

(Page 57)

	Non-Retirement	Retirement	Total
CIC	0.0%	0.0%	0.0%
SaskTel	1.9%	4.0%	5.9%
SaskPower	3.2%	2.1%	5.3%
SaskEnergy	3.6%	3.0%	6.6%
SGI	4.2%	2.9%	7.1%
SOCO	7.5%	0.0%	7.5%
SaskWater	8.0%	0.8%	8.8%
SGC	18.6%	1.1%	19.7%
All Crowns	4.2%	2.8%	7.0%

Appendix AV

Table 48. Changes in Turnover Rates by Crown Corporation.

(Page 58)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC
2010	15.4%	3.5%	5.1%	5.1%	6.6%	5.9%	8.4%	26.6%
2011	6.2%	3.7%	5.9%	6.5%	5.9%	12.4%	5.0%	20.4%
2012	18.3%	4.3%	7.0%	6.9%	5.7%	7.0%	9.3%	24.0%
2013	15.4%	3.7%	6.9%	5.2%	6.8%	10.2%	9.1%	32.9%
2014	14.6%	4.7%	6.1%	6.3%	6.5%	20.6%	5.2%	30.3%
2015	16.7%	4.9%	5.3%	5.4%	7.1%	11.2%	3.4%	18.6%
2016	6.8%	4.7%	5.6%	5.7%	7.1%	6.4%	8.3%	14.5%
2017	9.1%	5.1%	6.1%	6.3%	8.4%	7.5%	4.9%	21.3%
2018	9.5%	6.4%	6.9%	8.3%	7.6%	6.6%	7.0%	20.7%
2019	0.0%	5.9%	5.3%	6.6%	7.1%	7.5%	8.8%	19.7%

Appendix AW

Table 49. Turnover Rates of Permanent Staff, 2019 by Gender.

(Page 59)

	Non-Retirement	Retirement	Total
Women	5.1%	3.2%	8.3%
Men	3.7%	2.5%	6.2%
Both Sexes	4.2%	2.8%	7.0%

Appendix AX

Table 50. Turnover Rates of Permanent Staff by Age Group, 2019.

(Page 60)

	Non-Retirement	Retirement	Total
Under 30	10.9%	0.0%	10.9%
30 to 44	5.2%	0.0%	5.2%
45 to 54	2.4%	0.8%	3.2%
55 or older	1.6%	11.9%	13.5%
All employees	4.2%	2.8%	7.0%

Appendix AY

Table 51. Turnover Rates by Diversity Groups, 2019.

(Page 61)

	Non-Retirement	Retirement	Total
With a Disability	4.9%	4.5%	9.4%
Members of a Visible Minority	7.1%	0.7%	7.8%
Indigenous Identity	10.1%	1.6%	11.7%
All employees	4.2%	2.8%	7.0%

Appendix AZ

Table 52. Turnover Rates by Tenure, 2019.

(Page 62)

	Non-Retirement	Retirement	Total
Less than 5 years	11.4%	0.1%	11.5%
5 to 9 years	4.8%	0.1%	4.9%
10 to 19 years	1.6%	1.5%	3.1%
20 or more years	0.8%	7.9%	8.7%
All employees	4.2%	2.8%	7.0%

Appendix BA

Table 53. Turnover Rates by Union Membership, 2019.

(Page 63)

	Non-Retirement	Retirement	Total
All employees	4.2%	2.8%	7.0%
Out of Scope	4.2%	2.1%	6.3%
In Scope	4.2%	3.1%	7.3%

Appendix BB

Table 54. Average Age at Retirement.

(Page 64)

	Normal Retirement	SaskTel ERP
1999	59.2	52.5
2000	58.8	54.4
2001	58.8	52.8
2002	58.5	52.5
2003	60.5	51.3
2004	59.3	54.9
2005	59.1	51.8
2006	58.5	52.3
2007	57.8	52.0
2008	57.2	52.6
2009	57.3	53.1
2010	58.0	
2011	57.8	
2012	58.1	
2013	58.4	
2014	58.7	
2015	59.0	
2016	60.0	
2017	61.2	
2018	61.0	
2019	60.7	

Appendix BC

Table 55. Age at Retirement, 2017 to 2019 Average.

(Page 65)

	Count
50	3
51	11
52	14
53	21
54	10
55	30
56	45
57	77
58	92
59	79
60	96
61	99
62	76
63	65
64	52
65	75
66	43
67	28
68+	48

Appendix BD

Table 56. Comparison with Canada, Average Age at Retirement.

(Page 66)

	Private Sector	Public Sector	Crowns (excluding ERP)
1999	61.3	58.5	59.2
2000	61.1	58.9	58.8
2001	61.4	58.8	58.8
2002	61.3	58.5	58.5
2003	61.9	59.3	60.5
2004	61.6	59.1	59.3
2005	62.0	59.2	59.1
2006	61.8	59.5	58.5
2007	62.0	59.3	57.8
2008	62.1	59.6	57.2
2009	62.4	60.1	57.3
2010	62.8	60.2	58.0
2011	62.9	60.8	57.8
2012	63.3	61.1	58.1
2013	63.8	61.1	58.4
2014	63.3	61.5	58.7
2015	64.1	61.4	59.0
2016	63.8	61.6	60.0
2017	64.2	61.5	61.2
2018	64.4	61.7	61.0
2019	64.4	62.6	60.7