

CROWN DEMOGRAPHICS REPORT

2020

The demographics of Crown corporation staff as of December 2020, including trends from 2011 to 2020.

June 2021

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Background and Notes

- ▶ This is the 2020 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.
 - ▶ December 2019: NOC codes updated to 2016 version 1.3.
 - ▶ March 2020 - December 2020: SARS-CoV-2 (COVID-19) pandemic led to provincial and federal health restrictions.
 - ▶ As a result, many Crown sector employees transitioned to working from home if able to, with essential workers on site as required. One exception to this, however, was SGC who had to layoff a majority of their employees due to the closure of the casinos throughout the year. These employees were considered as employed for the purposes of this report.
 - ▶ Student and co-op programs were also greatly impacted by the pandemic.

Background and Notes

- ▶ Employees on long-term disability were excluded.
- ▶ Unless otherwise indicated, the data in this report:
 - ▶ Describe trends from 2011 to 2020; and
 - ▶ Excludes ISC and STC employees.
- ▶ Where indicated, 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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Permanent full time	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	9,668
Permanent part time	499	479	419	421	894	901	844	786	825	869	795	751	645	723	627	660	621	455
Contract/term	530	525	560	583	575	636	620	582	603	538	537	638	431	458	439	432	454	437
Seasonal/ other	426	400	404	495	735	681	605	687	537	517	535	491	573	545	610	576	426	418
Total	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	10,978
Coop and summer students during the course of the school year	515	461	477	485	478	488	500	435	458	428	447	399	355	358	320	307	316	166

As of December 31, 2020

- ▶ Not counting students, total employment with Crown corporations was 10,978 in December 2020:
 - ▶ 88.1% of employees in 2020 worked in permanent full time positions;
 - ▶ 4.1% of employees were permanent part-time staff in 2020, increasing permanent employment to 92.2%;
 - ▶ 4.0% 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 2020, mainly due to reductions in permanent part time staff.
- ▶ The number of co-op and summer students has declined in recent years.
 - ▶ The large decrease in co-op and summer students from 2019 to 2020 reflects the increased public health restrictions implemented in response to COVID-19.

Detailed Employment by Crown Corporation

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CIC	Permanent FT	73	54	68	70	68	63	69	65	65	60	52	48	42	43	42	40	43	41
	PT	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1
	Non-permanent	2	0	1	4	4	4	2	2	5	2	1	1	1	1	3	2	3	2
SaskTel	Permanent FT	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	2,705
	PT	89	90	38	49	102	104	111	88	111	107	105	108	88	68	62	59	56	42
	Non-permanent	569	562	622	747	726	752	719	749	648	650	646	596	619	616	652	657	550	518
SaskPower	Permanent FT	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	3,179
	PT	142	144	137	134	127	136	140	131	133	129	123	124	106	112	106	122	113	88
	Non-permanent	145	153	118	110	132	132	113	84	132	137	149	231	126	113	98	102	110	140
SaskEnergy	Permanent FT	818	815	823	861	895	937	930	908	919	947	946	968	1,023	936	923	937	995	1,007
	PT	84	86	86	77	76	68	73	68	75	81	102	96	6	84	77	78	81	69
	Non-permanent	70	65	50	70	102	97	84	91	78	40	49	41	40	44	37	37	44	40
SGI	Permanent FT	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	1,997
	PT	115	114	113	116	113	107	114	112	109	112	108	98	99	108	115	110	93	85
	Non-permanent	75	77	106	125	148	187	189	157	148	143	151	172	146	143	138	153	147	119

As of December 31, 2020

- ▶ SaskPower and SaskTel remained the largest employers in 2020.
 - ▶ In 2020, SaskTel and SaskPower accounted for 60.8% of Crown staff.
- ▶ SGI and SaskEnergy also have a large number of employees, accounting for 30.2% of overall Crown staff.
- ▶ SaskTel, SaskPower, SaskEnergy, and SGI account for 91.0% of Crown corporation employment.

Detailed Employment by Crown Corporation

(Continued)

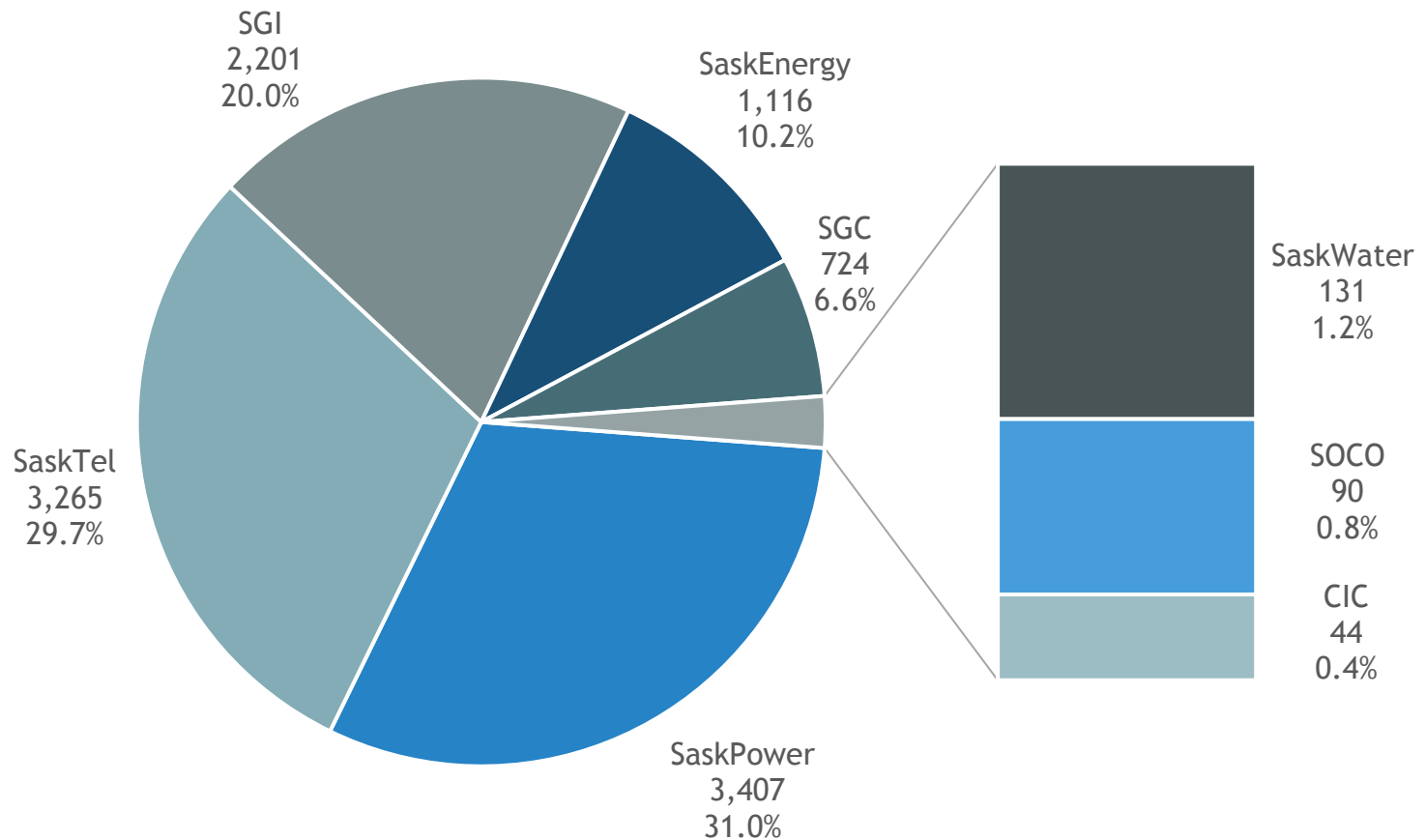
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
SaskWater	Permanent FT	67	68	80	82	83	85	87	91	98	104	107	113	115	119	126	123	123	128
	PT	2	2	4	4	4	4	3	4	3	4	3	2	2	2	2	2	1	2
	Non-permanent	1	1	9	0	5	3	4	4	1	2	1	6	8	6	1	2	1	1
SOCO	Permanent FT	...	69	81	86	116	106	110	115	111	112	105	93	87	93	90	91	84	86
	PT	...	1	2	3	2	5	4	3	2	2	3	4	2	1	1	2	2	2
	Non-permanent	...	4	3	2	2	3	0	1	2	1	0	4	4	4	3	4	2	2
ISC	Permanent FT	165	195	208	229	243	257	259	289	288	288
	PT	27	2	1	1	2	2	2	3	2	2
	Non-permanent	88	59	41	13	17	19	13	25	40	39
STC	Permanent FT	186	186	194	197	196	203	200	192	190	194	204	195	182	178
	PT	40	40	38	37	35	29	34	37	34	32	36	32	35	35
	Non-permanent	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	525
	PT	433	446	362	340	356	400	315	287	307	312	264	287	275	166
	Non-permanent	167	116	96	155	79	38	75	76	60	76	117	51	23	33

As of December 31, 2020

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

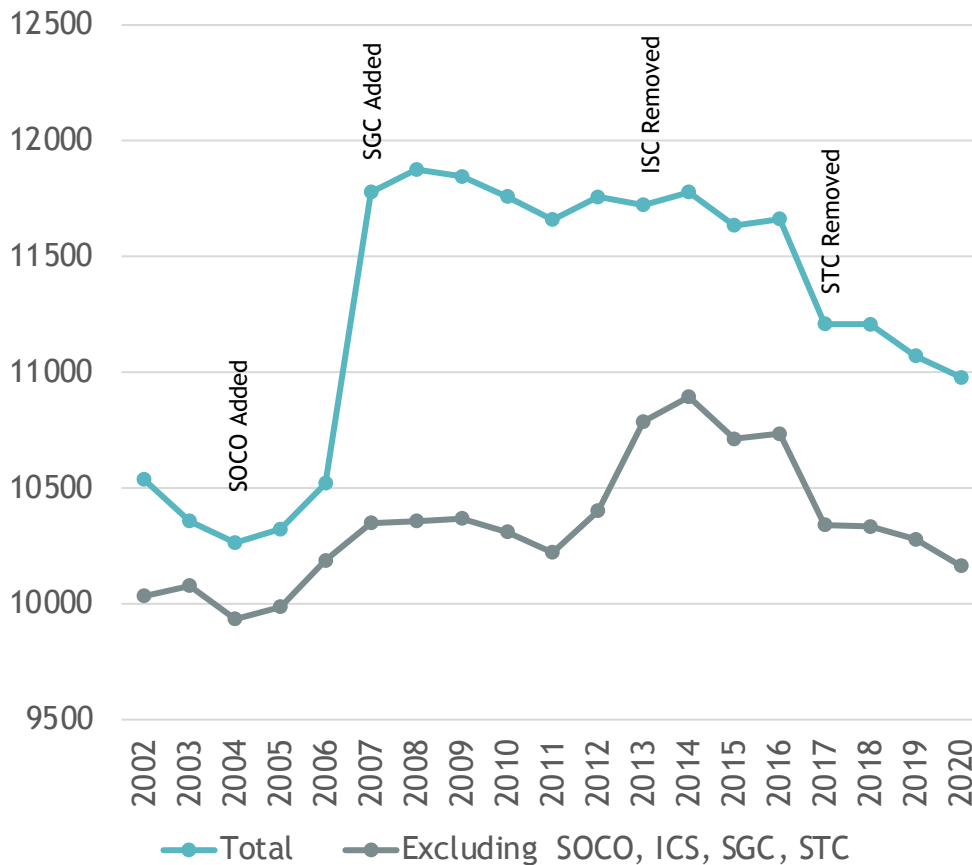
Total Staff in the Crown Corporations, 2020

Permanent and Non-Permanent Staff, December 2020, by Crown Corporation (Total = 10,978)



Crown Corporation Employment Trends

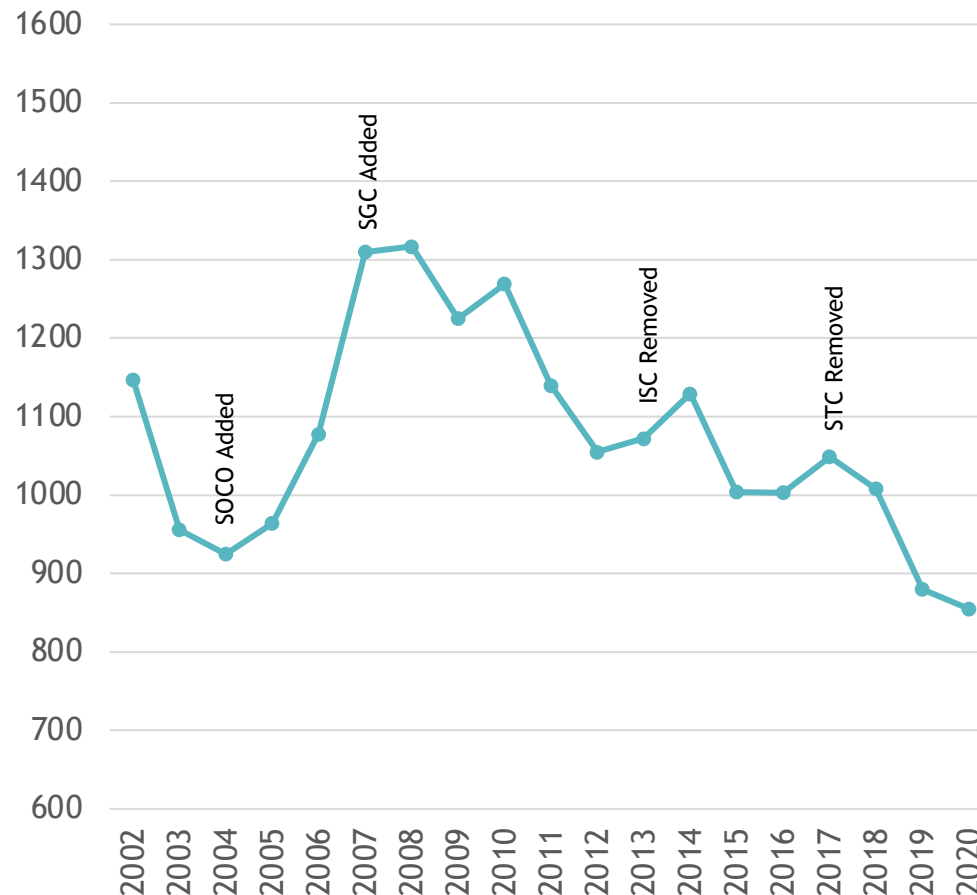
Changes in Total Crown Staff, 2002 to 2020



- ▶ 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 2020



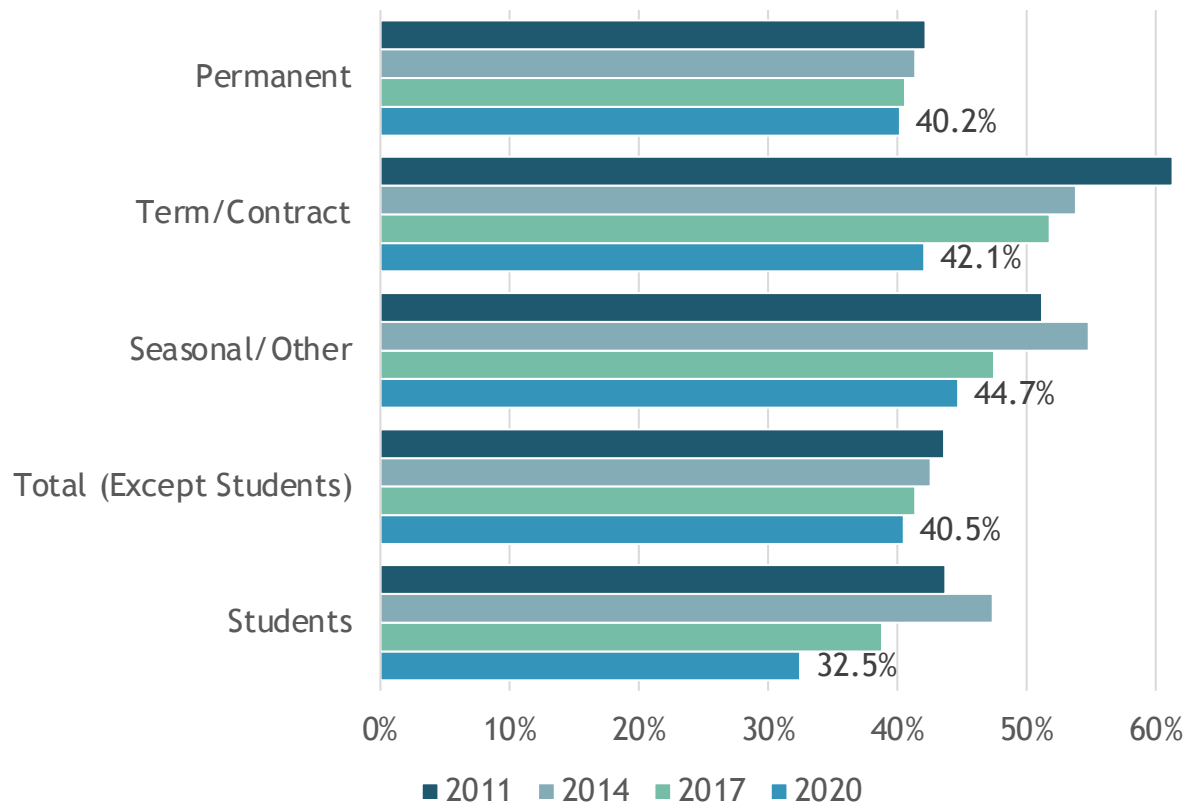
- ▶ There was a marginal decrease in non-permanent staff in 2020, from 880 to 855 employees.
- ▶ Employment in non-permanent Crown corporation positions continues to decline.

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

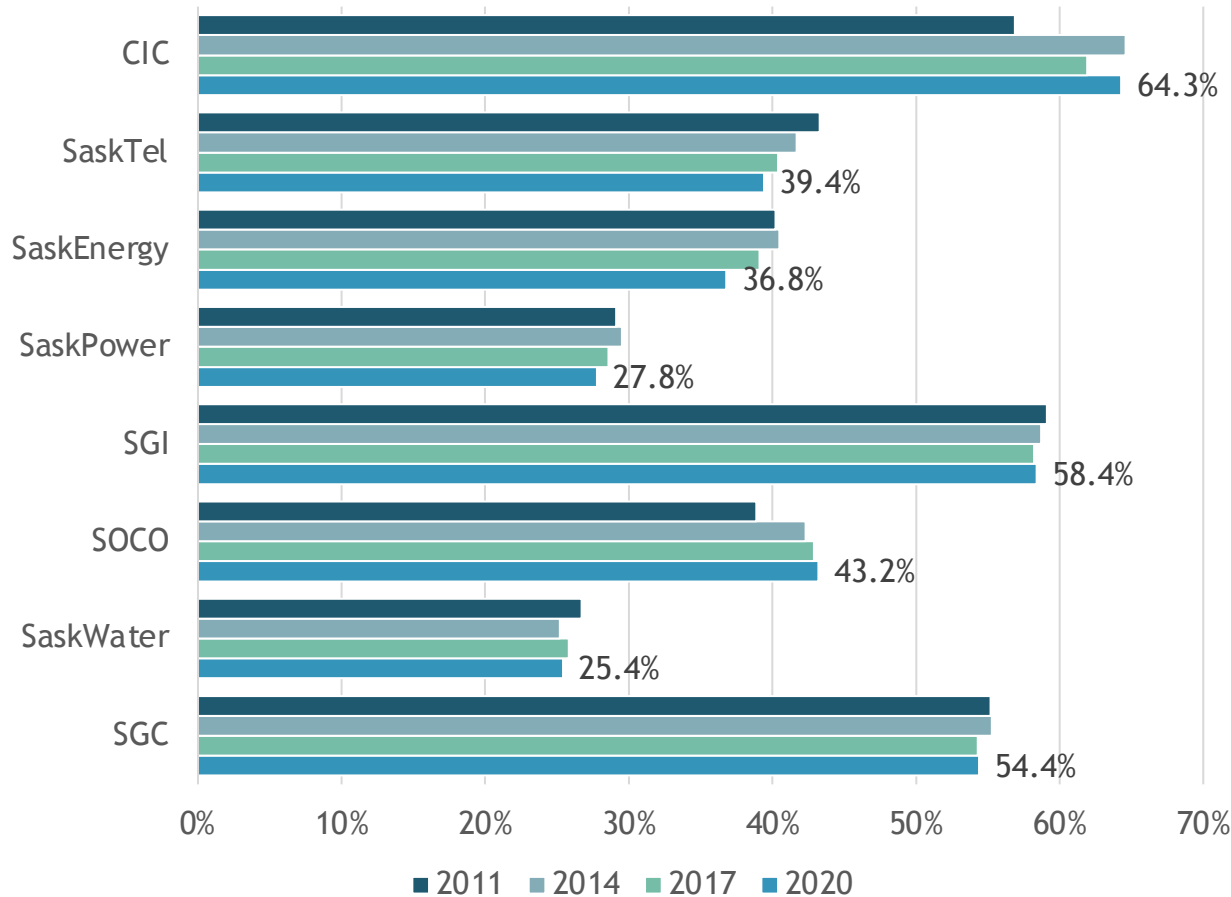
Per cent of Crown Corporation Staff Who Identify as Women



- ▶ The proportion of Crown corporation staff who identify as women has continued to decline slightly over time. In 2011, 42.2% of Crown corporation employees in permanent positions identified as women.
- ▶ In contrast, 40.2% of Crown corporation employees identified as women in 2020.
- ▶ Employees who identify as women have declined in term positions, accounting for 42.1% of term employees. This is a substantial decline from the 51.8% of employees who identified as women in term positions in 2017.
- ▶ The proportion of students who identify as women has been gradually decreasing in recent years, from 47.4% in 2014 to 32.5% in 2020.

Crown Corporation Employment by Gender

Per cent of Permanent Crown Corporation Staff Who Identify as Women



► From 2011 to 2020 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:

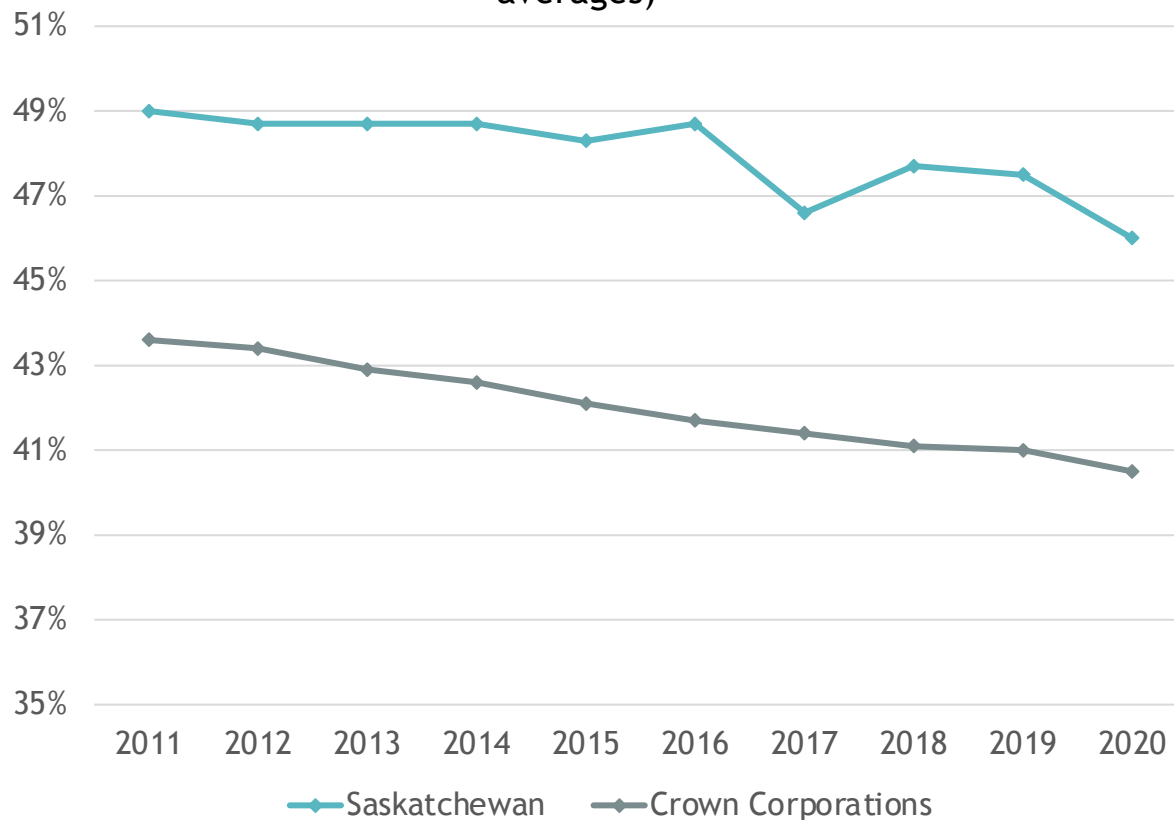
- SaskTel
- SaskEnergy

► Employment of those who identify as women has remained relatively stable for

- SaskPower
- SGI
- SaskWater
- SGC

Those Who Identify as Women: Comparison with Saskatchewan

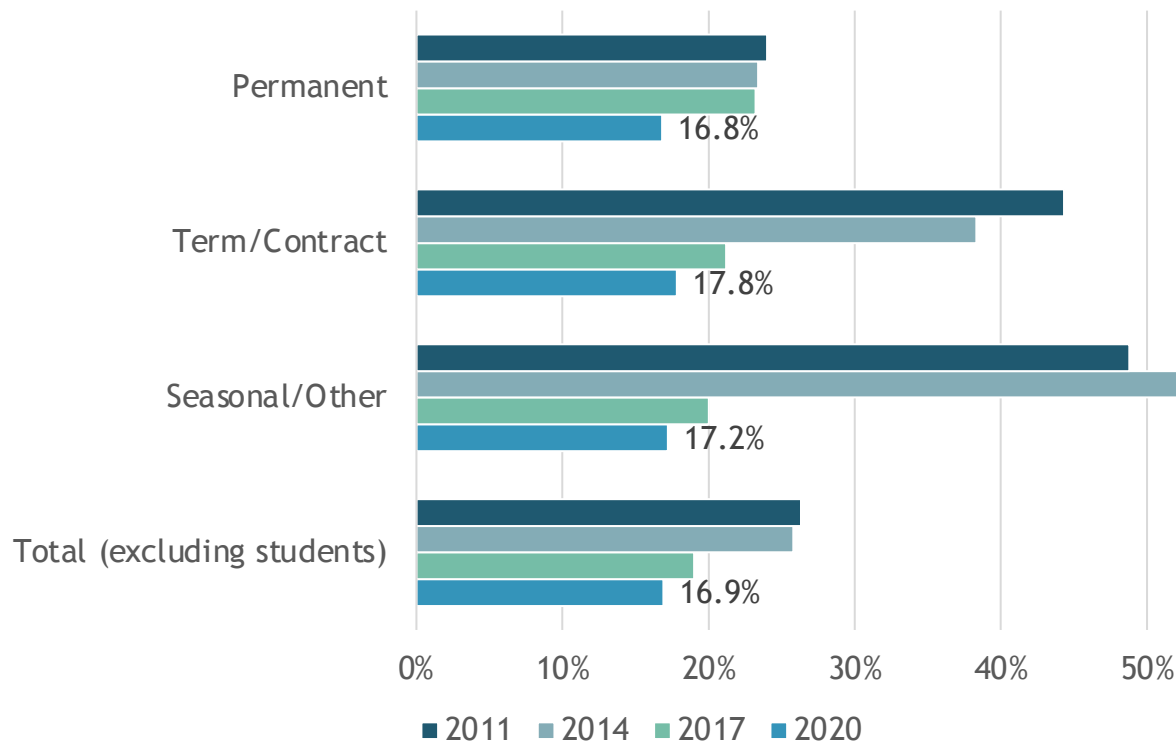
Crown Corporations (permanent and non-permanent) vis-à-vis Saskatchewan (off-reserve employees only, annual averages)



- ▶ In Saskatchewan, those who identify as women made up 46.0% of employees in 2020.
- ▶ These numbers compare with 40.5% of the permanent and non-permanent Crown corporation employees.
- ▶ A slight downward trend persists across Saskatchewan and Crown corporations.
- ▶ The Saskatchewan Human Rights Commission has set a target of 47% of employees identifying as women in each Saskatchewan organization.

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

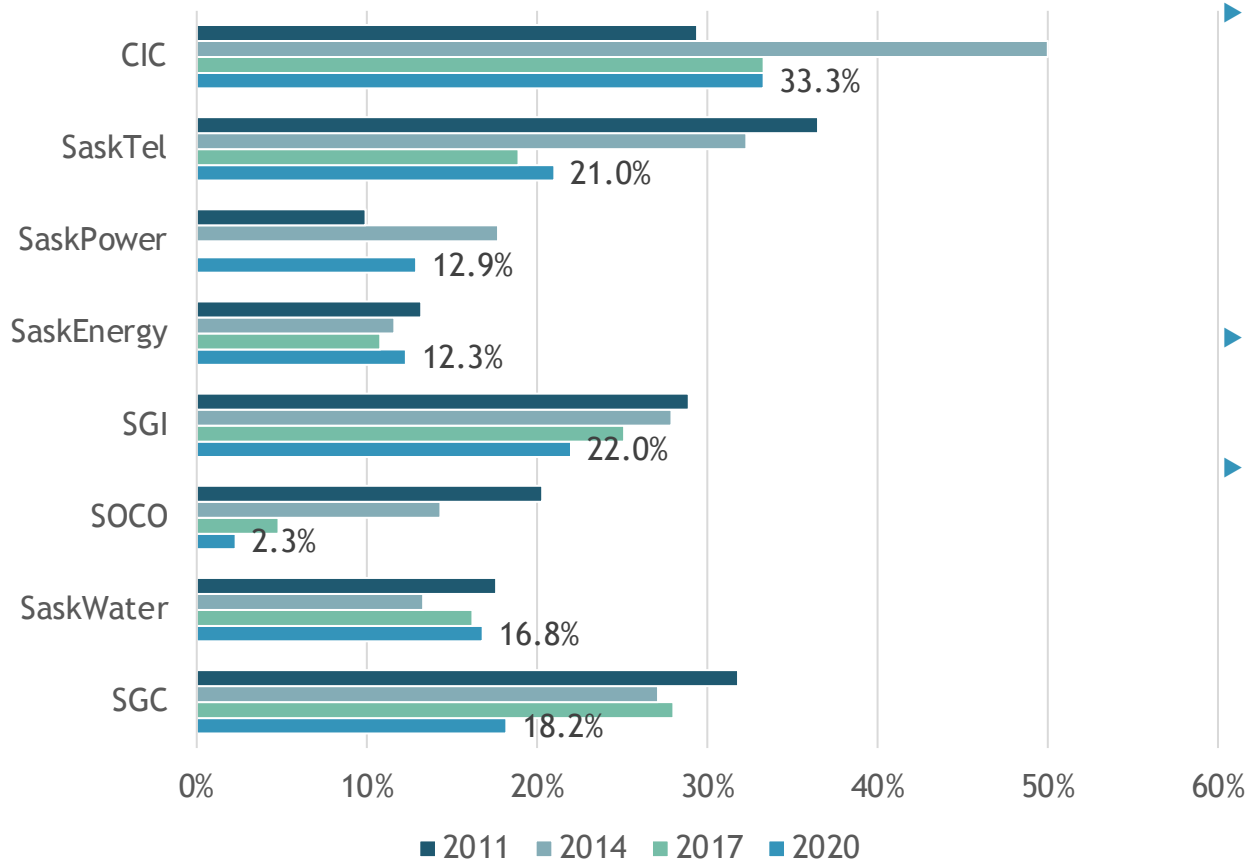


- ▶ Using the Saskatchewan Human Rights Commission methodology*, those who identify as women represented 16.9% of employees working in positions in Crown corporations that were classified as under-represented.
- ▶ Historically, those who identify as women in under-represented positions have been higher in non-permanent positions than permanent positions.
 - ▶ In 2020, relatively similar levels of individuals who identify as women worked in permanent and non-permanent positions
- ▶ The proportion of employees who identify as women and work in under-represented positions has continued to decline overtime from 26.3% in 2011 to 16.8% in 2020.

* 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

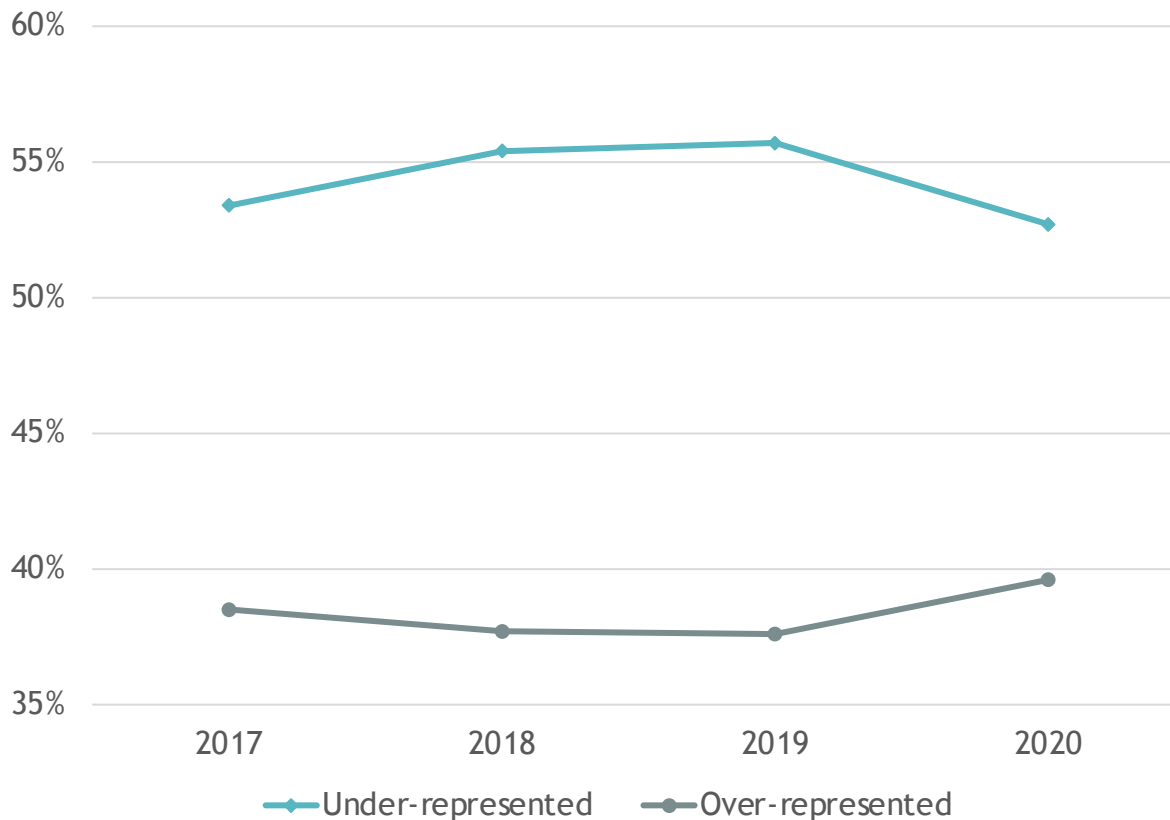


- ▶ SaskTel employed the largest number of employees who identified as women working in under-represented positions, with 392 in 2020.
 - ▶ SaskPower was a close second with 318 employees who identified as women.
- ▶ In 2020, proportions of women in underrepresented positions were highest at CIC.
- ▶ SaskTel, SGI, SOCO, and SGC showed a downward trend in woman representation in under-represented positions.

*NOC codes were not reported by SaskPower employees in 2017.

Under- and Over-Represented Positions at Crowns over Time

Percentage of Positions at Crown Corporations in which Women are Under-Represented and Over-Represented*

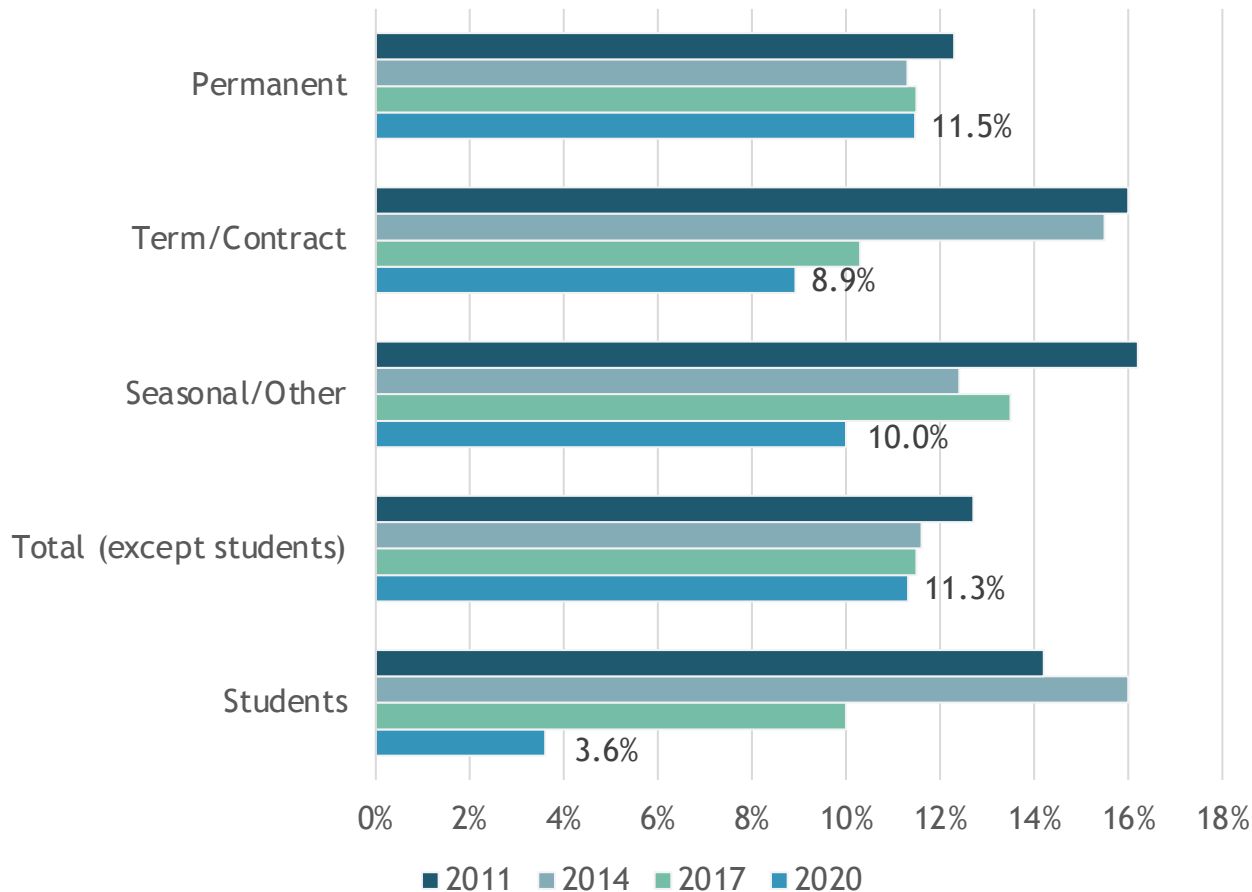


- ▶ After a slight increase in the proportion of positions in which those who identify as women are under-represented in 2018, this proportion decreased in 2020.
- ▶ The proportion of positions in which those who identify as women are over-represented increased in 2020.
- ▶ In 2020, out of 182 positions, 96 positions had less than 47% of employees identifying as women, and 72 positions had more than 53% of employees identifying as women.

* Occupations (per NOC codes) are classified as over-represented when those who identify as women represent more than 53% 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.

Category of Employment by Indigenous Identity

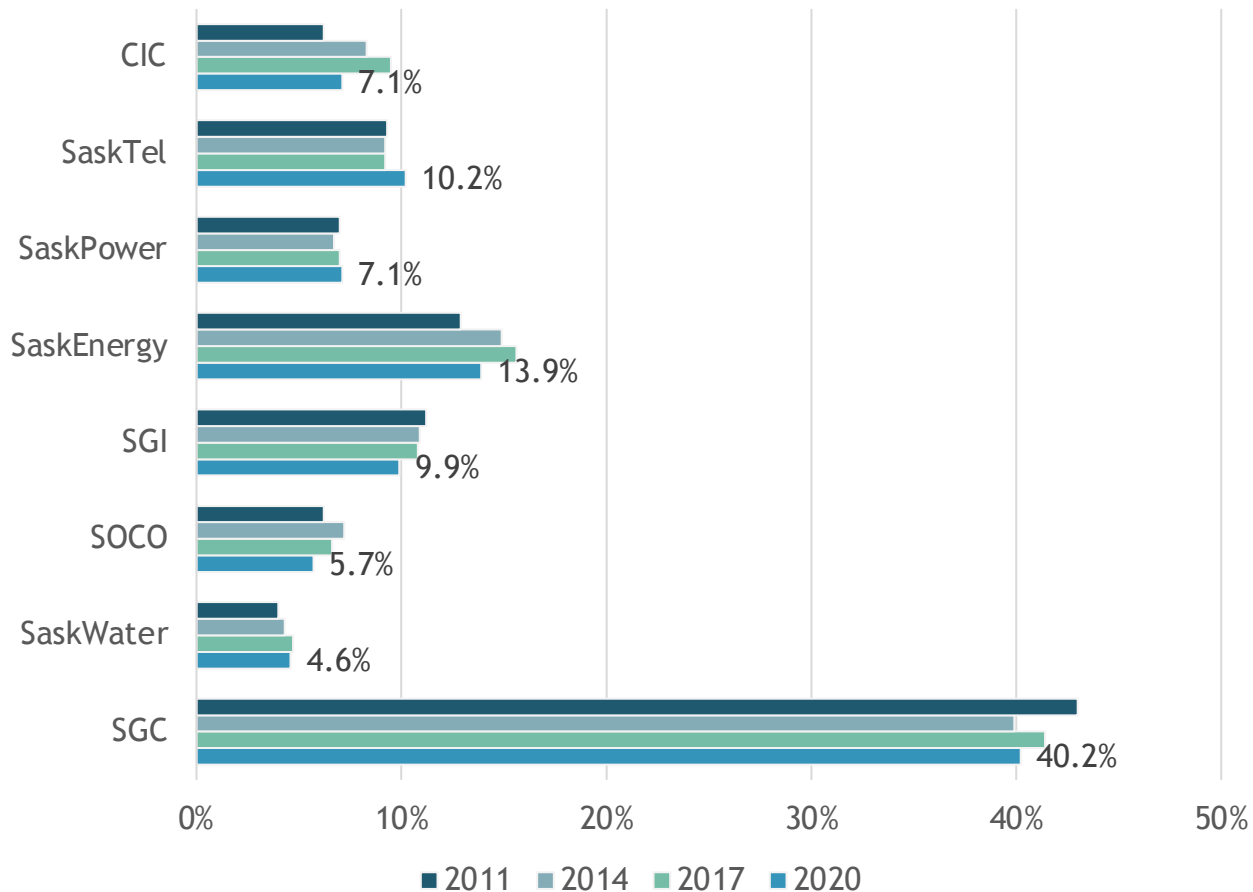
Per cent of Crown Corporation Staff Who Identify as Indigenous



- ▶ At the end of 2020, there were a total of 1,243 employees 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 2020, 3.6% of students reported an Indigenous ancestry. We do note that the total number of students employed was relatively low in 2020 as a result of the pandemic.
- ▶ The Saskatchewan Human Rights Commission in 2019 set goals of 14.0% for Indigenous employees province-wide.

Indigenous Identity by Crown Corporation

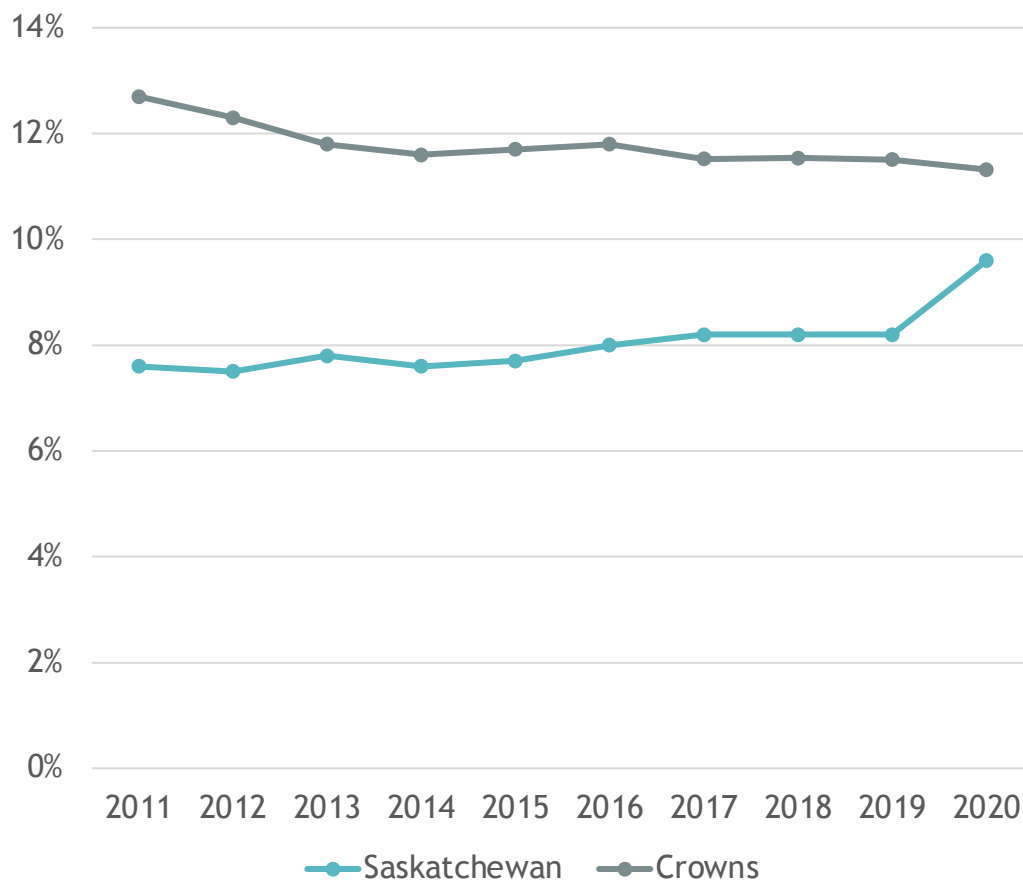
Per cent of Crown Corporation Permanent Staff Who Identify as Indigenous



- ▶ SGC has the highest proportion of employees reporting Indigenous ancestry.
- ▶ SaskTel 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

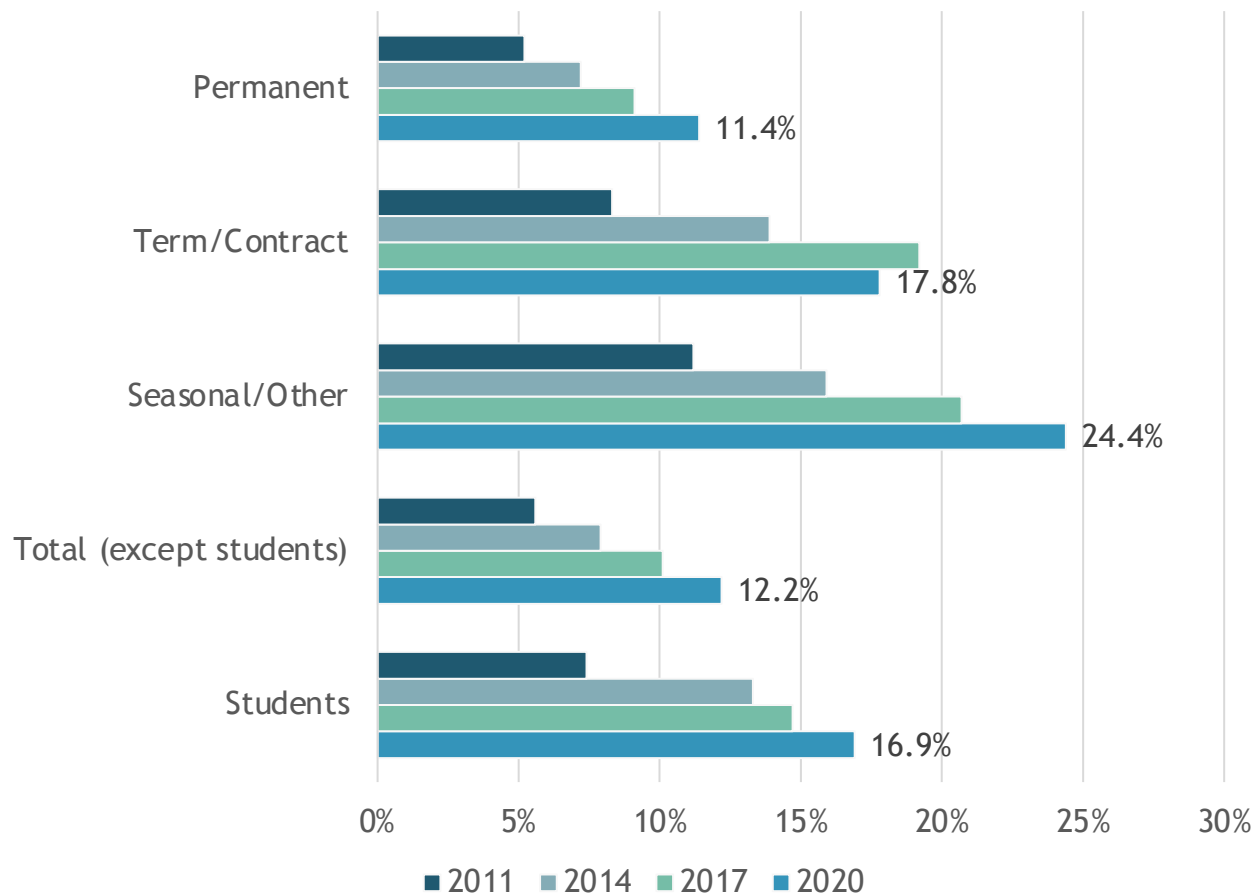
**Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off-reserve only, annual averages)**



- ▶ 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 (11.3%) is significantly higher than other Saskatchewan employers (9.6%).
- ▶ 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. There was a steep increase in Indigenous employment in Saskatchewan between 2019 and 2020.

Membership in a Visible Minority Group

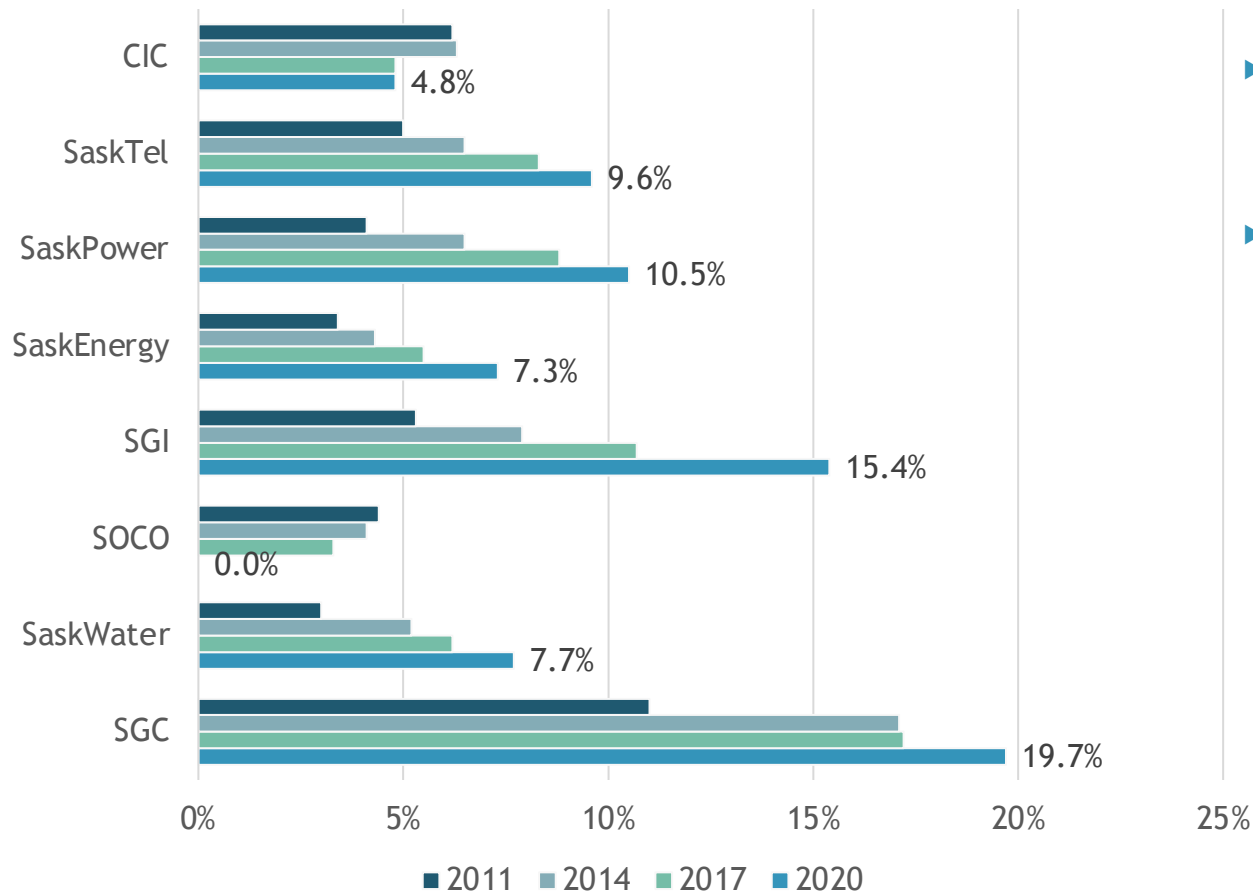
Per cent of Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ The proportion of permanent staff who identify as members of a visible minority group has steadily increased from 5.2% in 2011 to 11.4% in 2020.
- ▶ 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

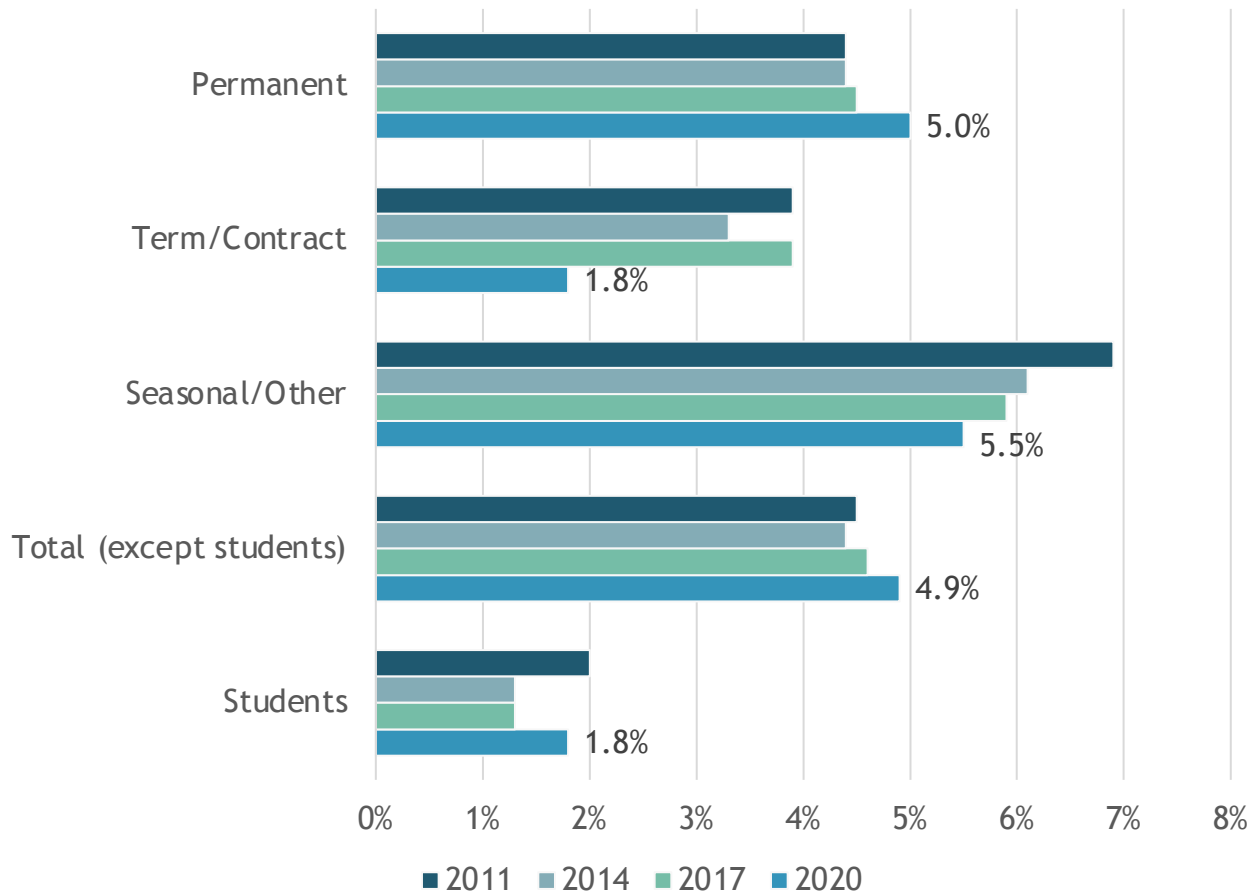
Per cent of Permanent Crown Corporation Staff who Identify as Members of a Visible Minority Group



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

Category of Employment by Disability

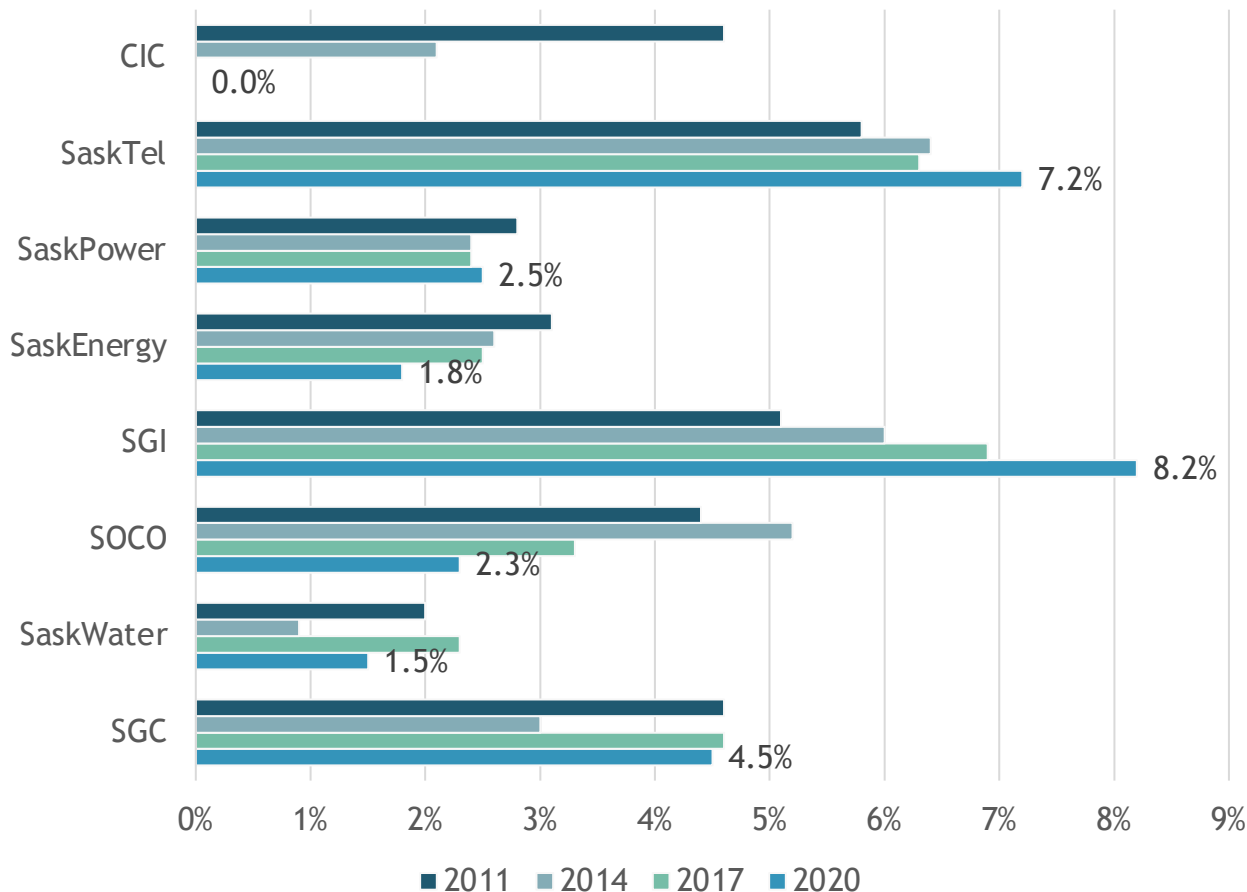
Per cent of Crown Corporation Staff Who Report a Disability



- ▶ At the end of 2020, 534 employees reported having a disability.
- ▶ The proportion of permanent employees and students reporting a disability increased in 2020. However, there was a significant decline in temporary employees reporting a disability in this same period. The proportion of seasonal employees reporting a disability continued to decline into 2020.
- ▶ In 2020, 1.8% of students reported having a disability.

Employees Reporting a Disability, by Crown Corporation

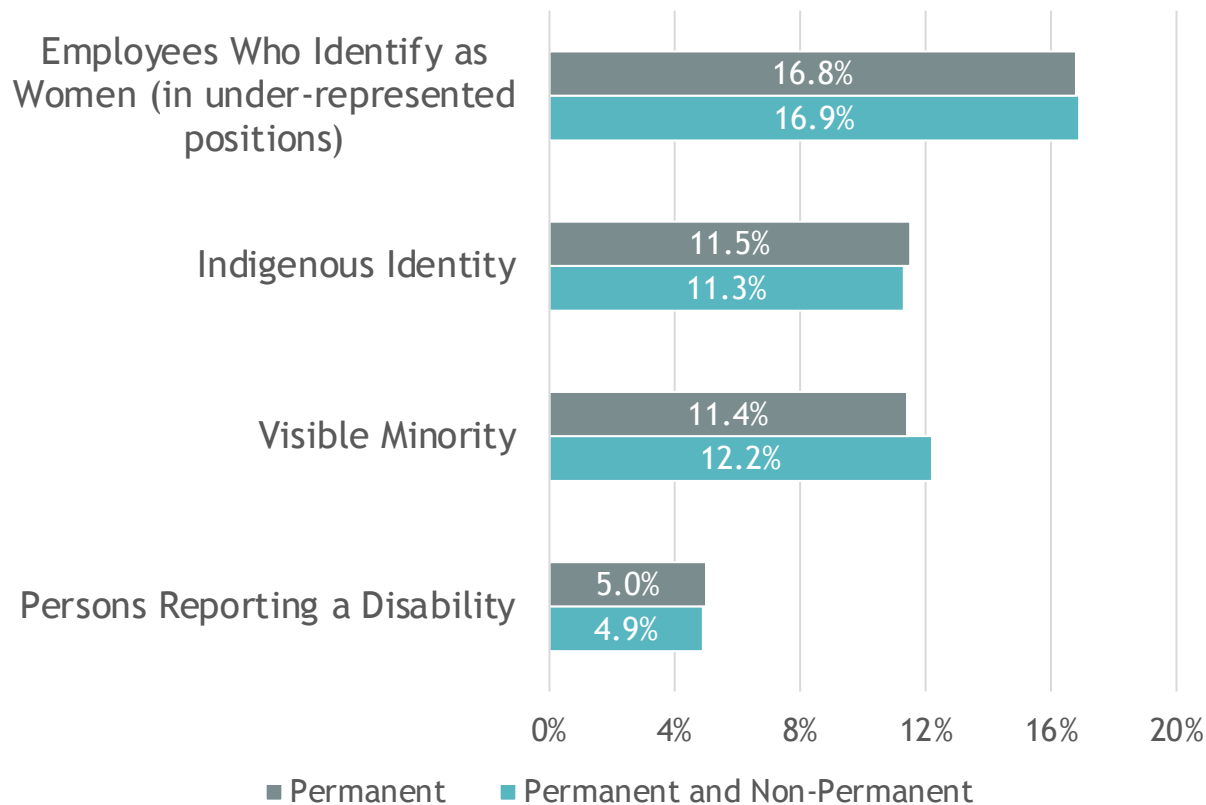
Per cent of Permanent Crown Corporation Staff Reporting a Disability



- ▶ SGI and SaskTel have the highest proportion of employees reporting a disability in 2020.
- ▶ SaskTel's and SGI's rates of employees reporting a disability have been increasing.
- ▶ Rates of employees reporting a disability have decreased at CIC (0% in 2017 and 2020), 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 2020

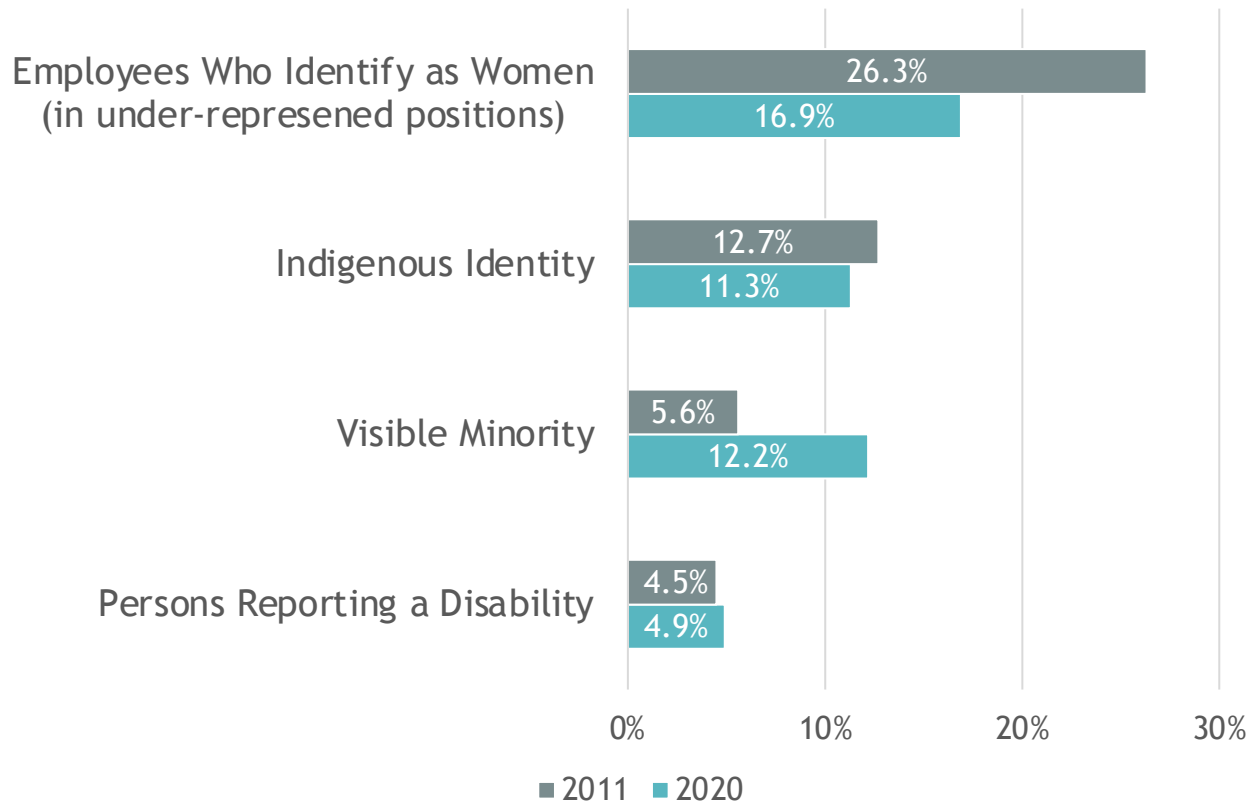
Per cent of Crown Corporation Staff in Target Diversity Groups, 2020



- ▶ Those who identify as women represent one in six (16.9%) of employees in under-represented positions.
- ▶ The proportion of permanent and non-permanent staff in the Crown corporations who identified as Indigenous was 11.3% at the end of 2020.
- ▶ At the same point in time, 12.2% were members of visible minority groups, and 4.9% reported having a disability.

Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2011 and 2020

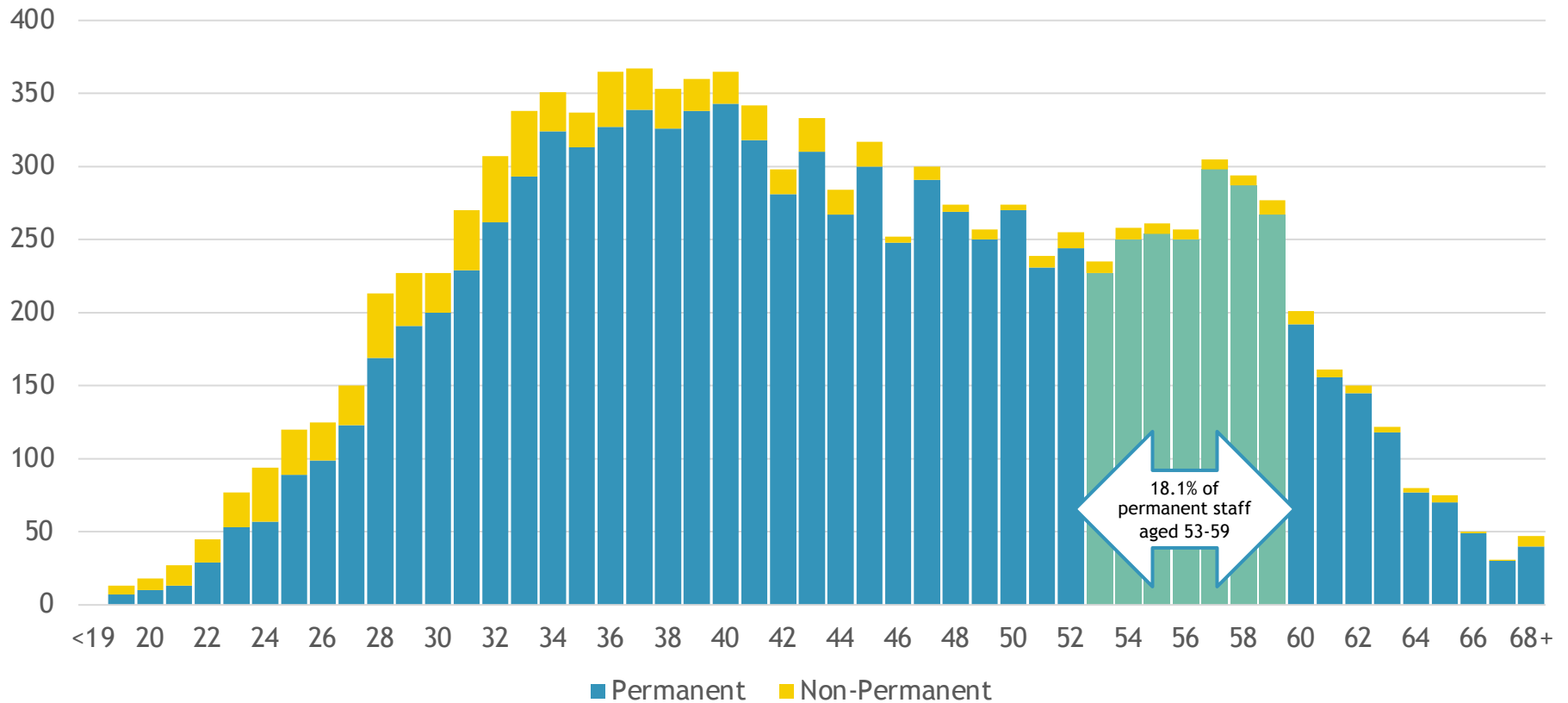


- ▶ The proportion of employees who identified as women in under-represented positions has declined from 2011 to 2020.
- ▶ Indigenous identity has decreased slightly from 2011 to 2020.
- ▶ Employees with a reported disability have remained relatively stable.
- ▶ In contrast, the number of members of a visible minority group has substantially increased over time, from 5.6% in 2011 to 12.2% in 2020.

Age and Tenure

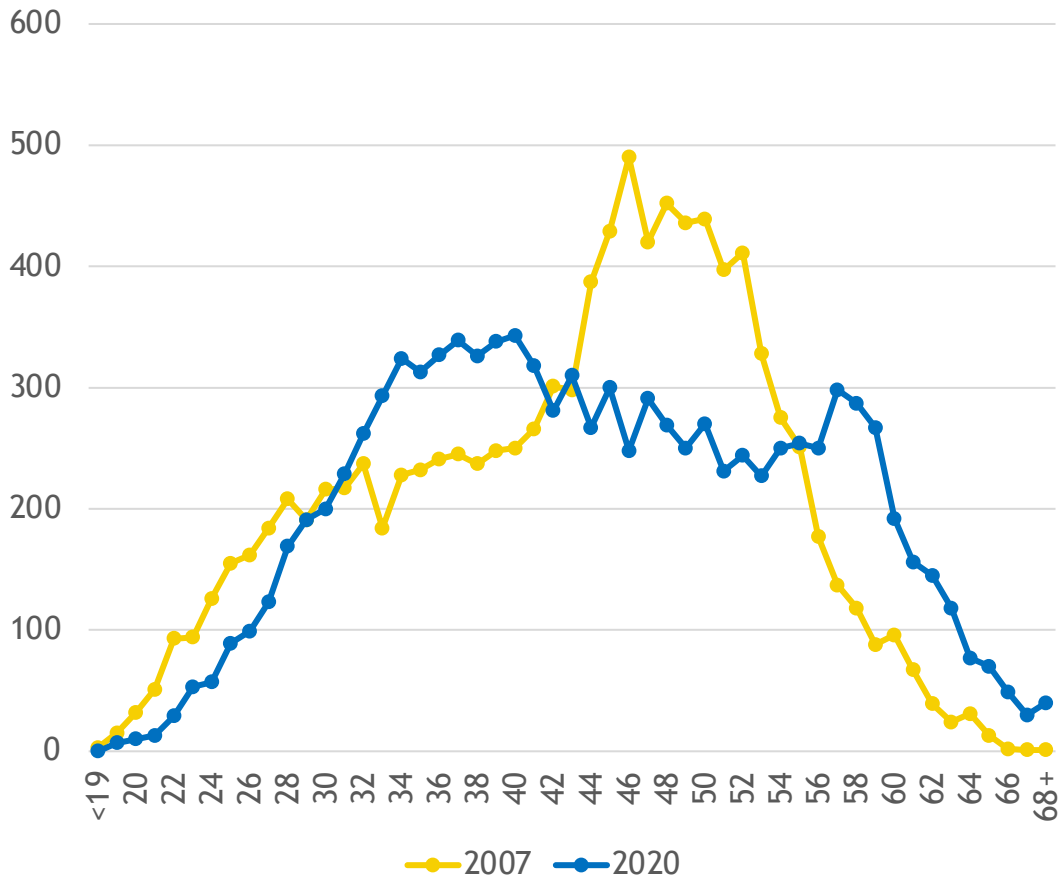
The “Bubble”: Crown Employees by Age

Age of Permanent and Non-Permanent Crown Staff as of December 2020



The Bubble Shifts

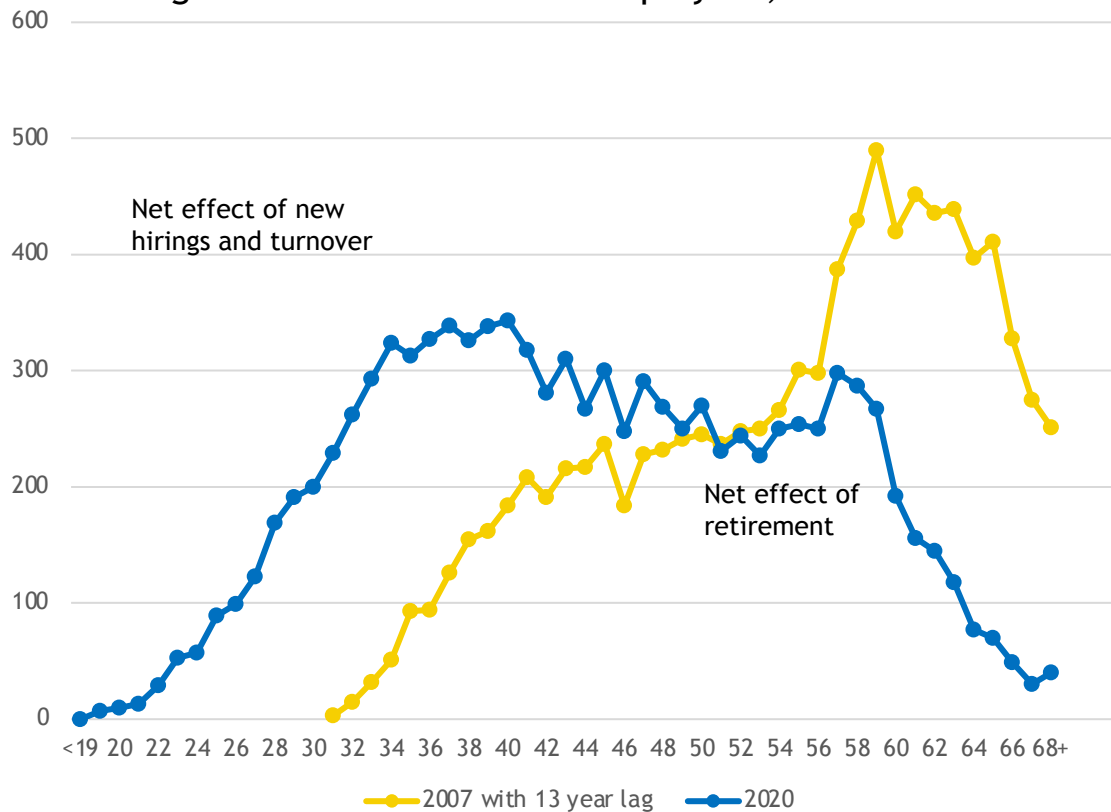
Changes in Age Distribution Over Time, Permanent Staff Only



- ▶ From 2007 to 2020, the peak in the age distribution has flattened. However, there is a slight increase in employees' peak age.
- ▶ Since 2007, there has been a decline in the proportion of employees in their forties and early fifties, and an increase in the proportion of employees in their late fifties.
- ▶ The number of permanent employees in their mid to late thirties is also increasing.
- ▶ In 2007, the most common age was 46. In 2020, the most common ages were between 34 and 40, although the distribution of ages was more even compared to 2007.

Effect of Crown Sector Human Resource Initiatives

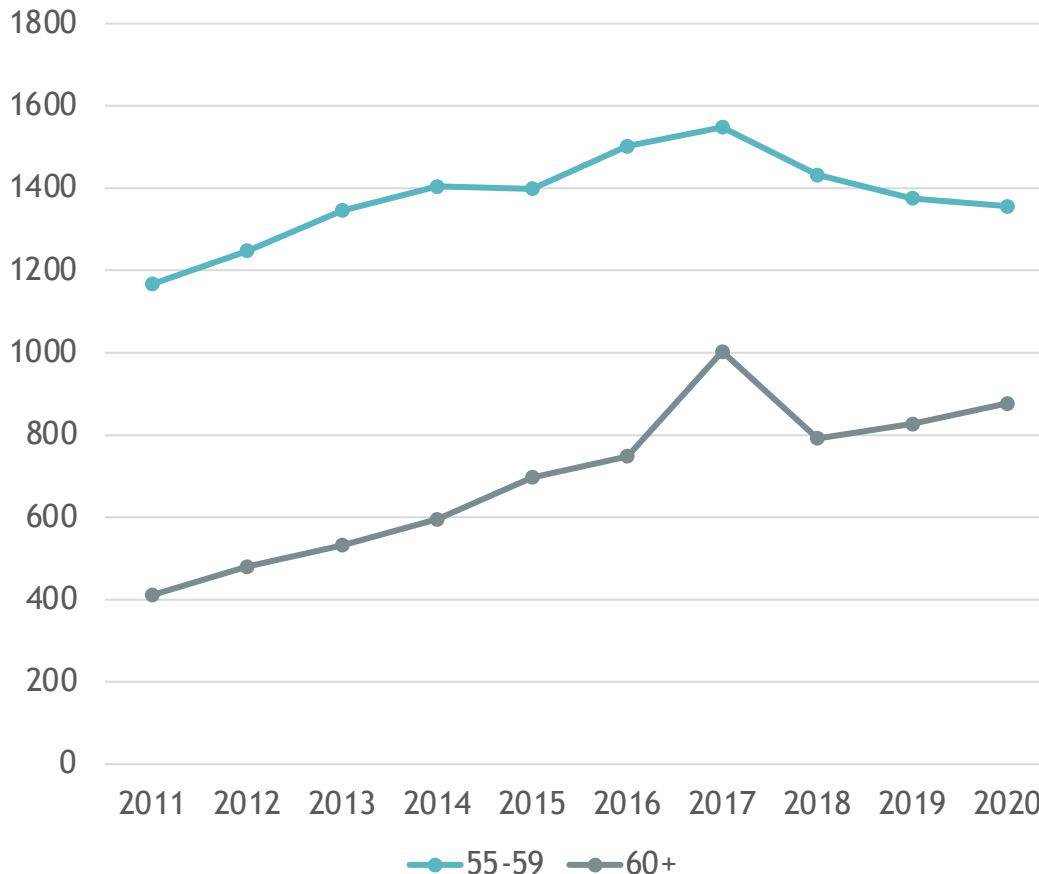
Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2020



- ▶ The chart shows the effect of changes in the age of permanent staff from 2007 to 2020, 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 that historically those in the younger group have relatively high turnover rates.
- ▶ 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 and early sixties.

Potential Retirements

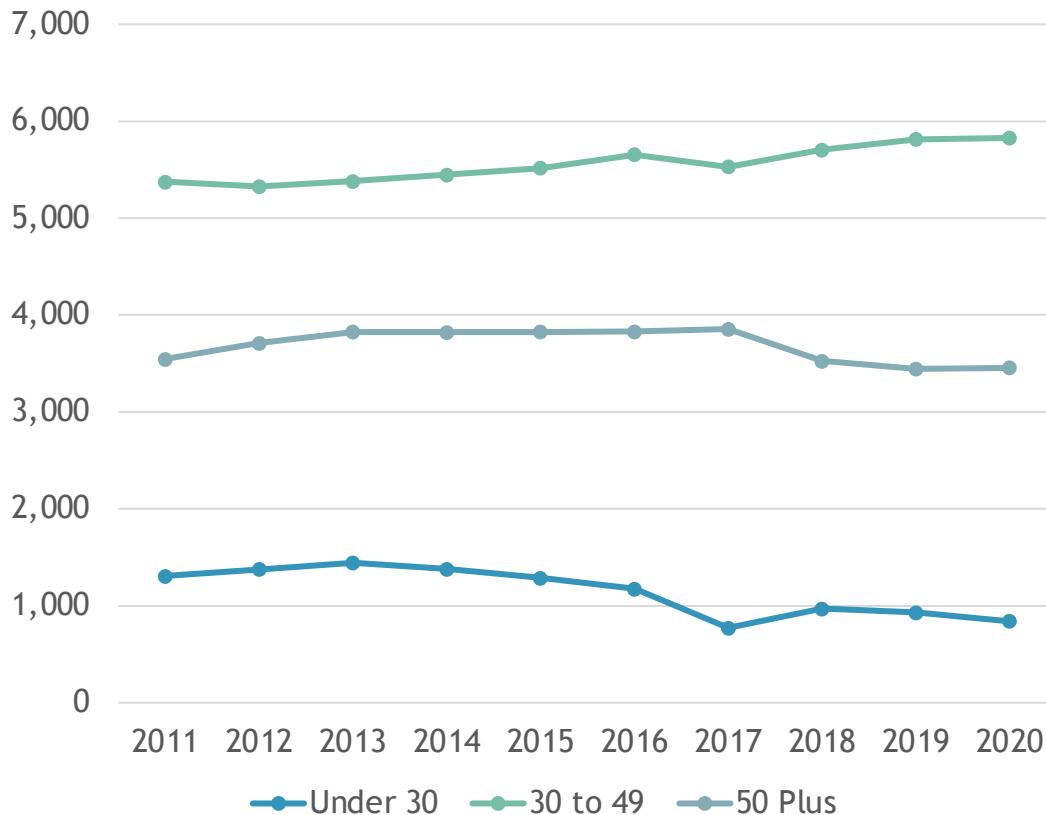
Number of Permanent Crown Corporation Staff Near or at Average Retirement Age



- ▶ In 2020, the average retiring permanent Crown employee was 61.4 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

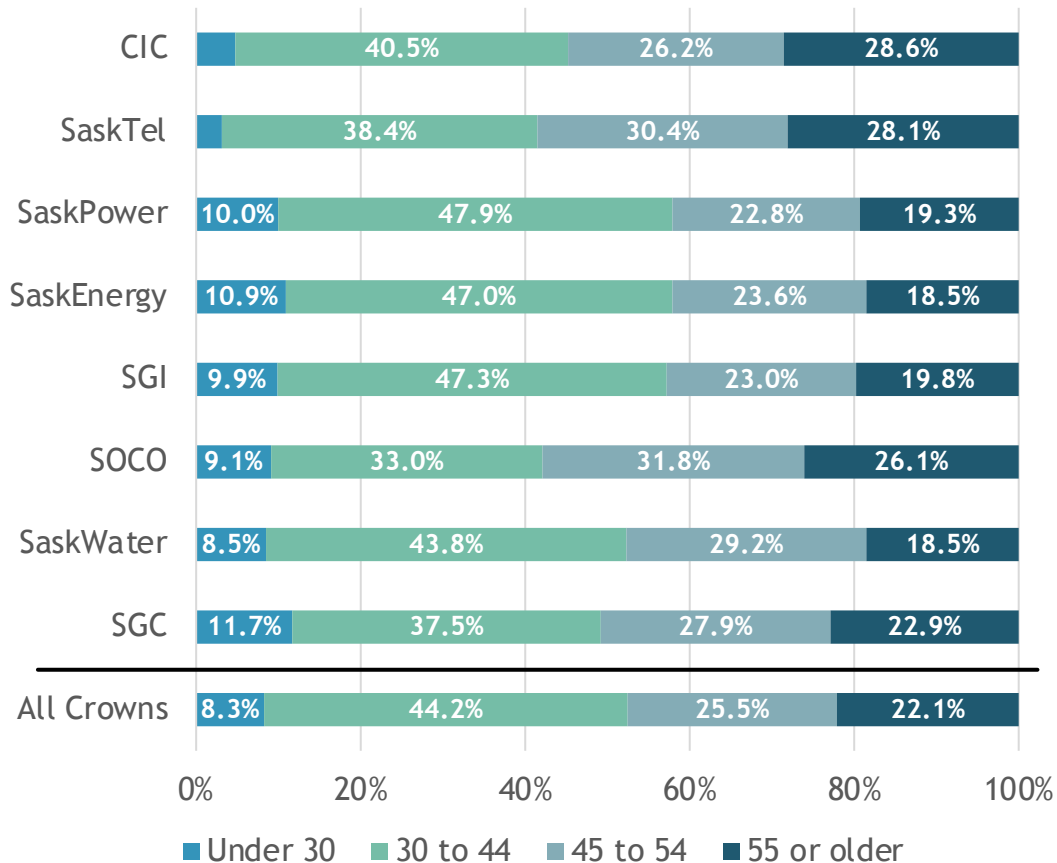
Crown Corporation Employment by Age Group,
Permanent Staff Only



- ▶ 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 2011 to 2012, but the trend reversed from 2013 to 2016. There was a slight downturn in 2017, followed by an increase into 2020.
- ▶ 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 between 2018 and 2020.
- ▶ 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 decreased slightly into 2020.

Age by Crown Corporation

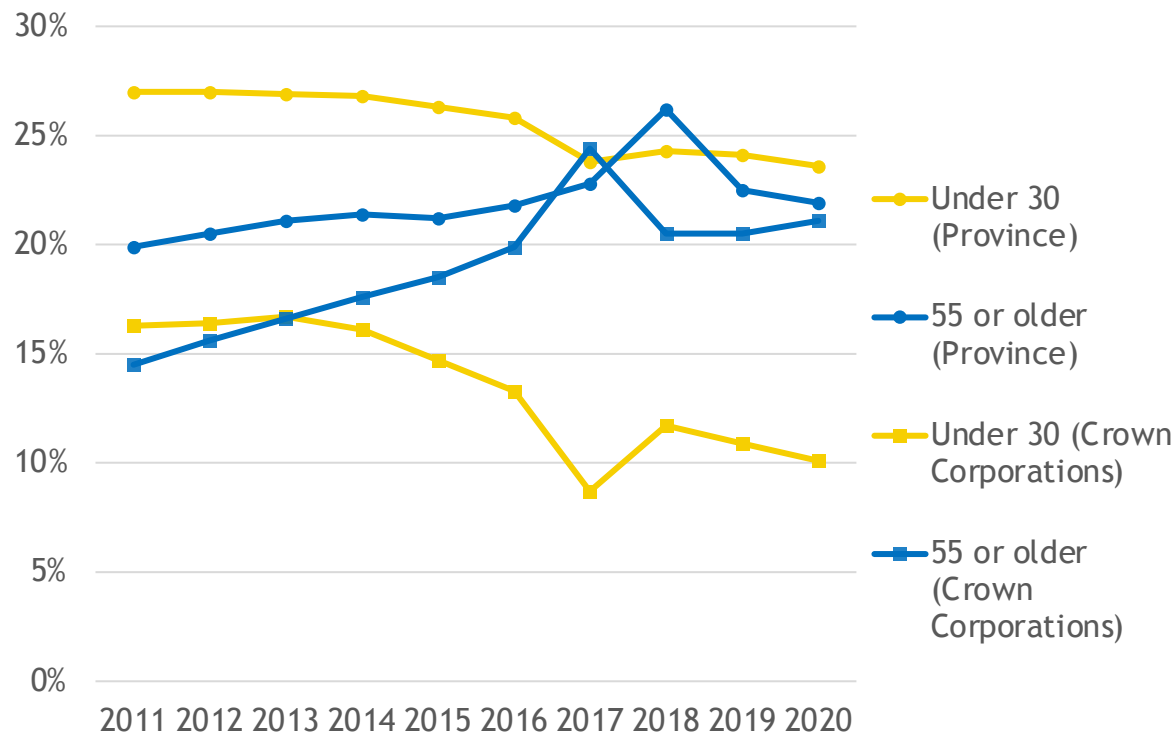
Permanent Staff by Age Group and Crown Corporation



- ▶ The proportion of permanent staff who are 55 or older is highest for CIC (28.6%) and SaskTel (28.1%) employees.
- ▶ The proportion of staff who are under 30 years of age is highest at SGC (11.7%) and lowest at SaskTel (3.1%).

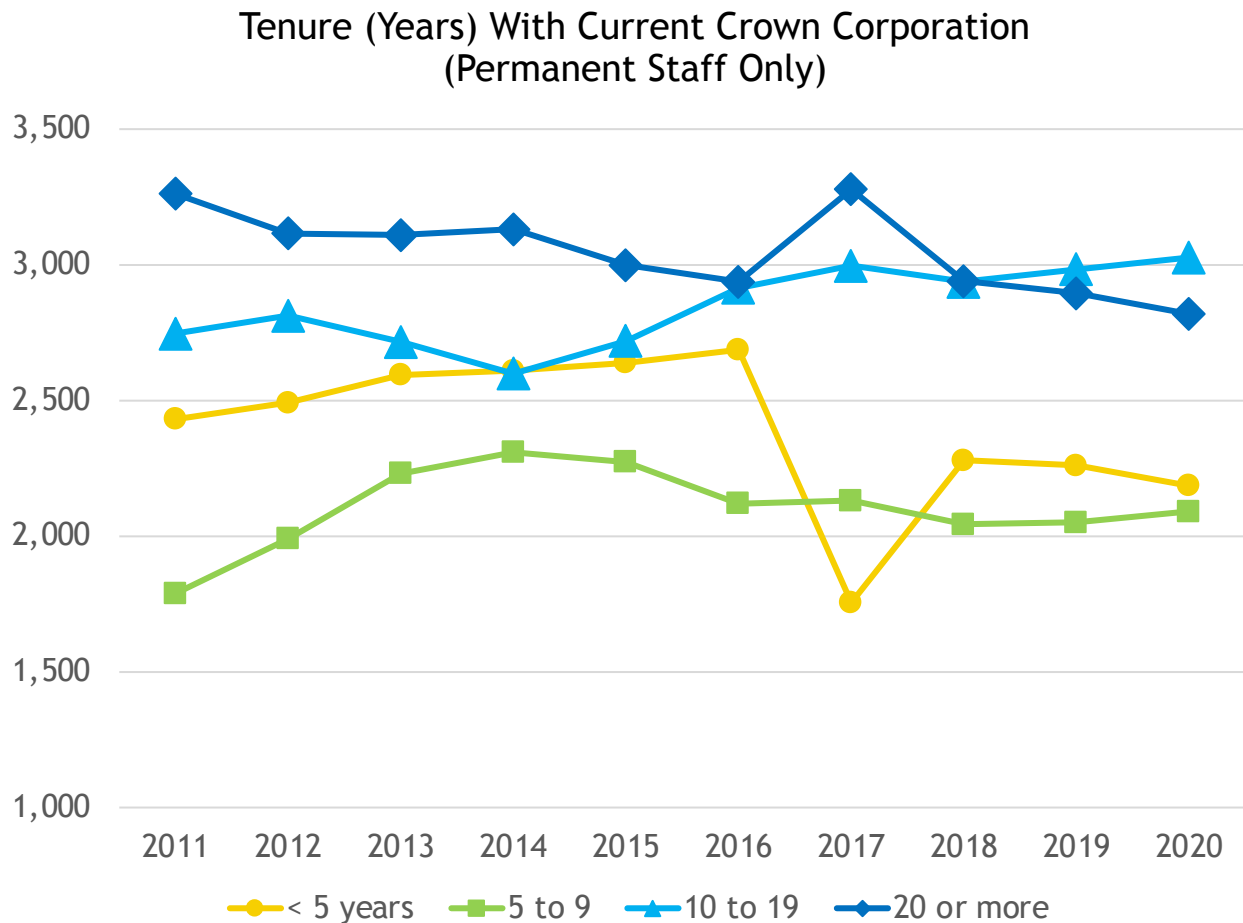
Employment by Age Group, Comparison with Saskatchewan

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 2020.
- ▶ 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.

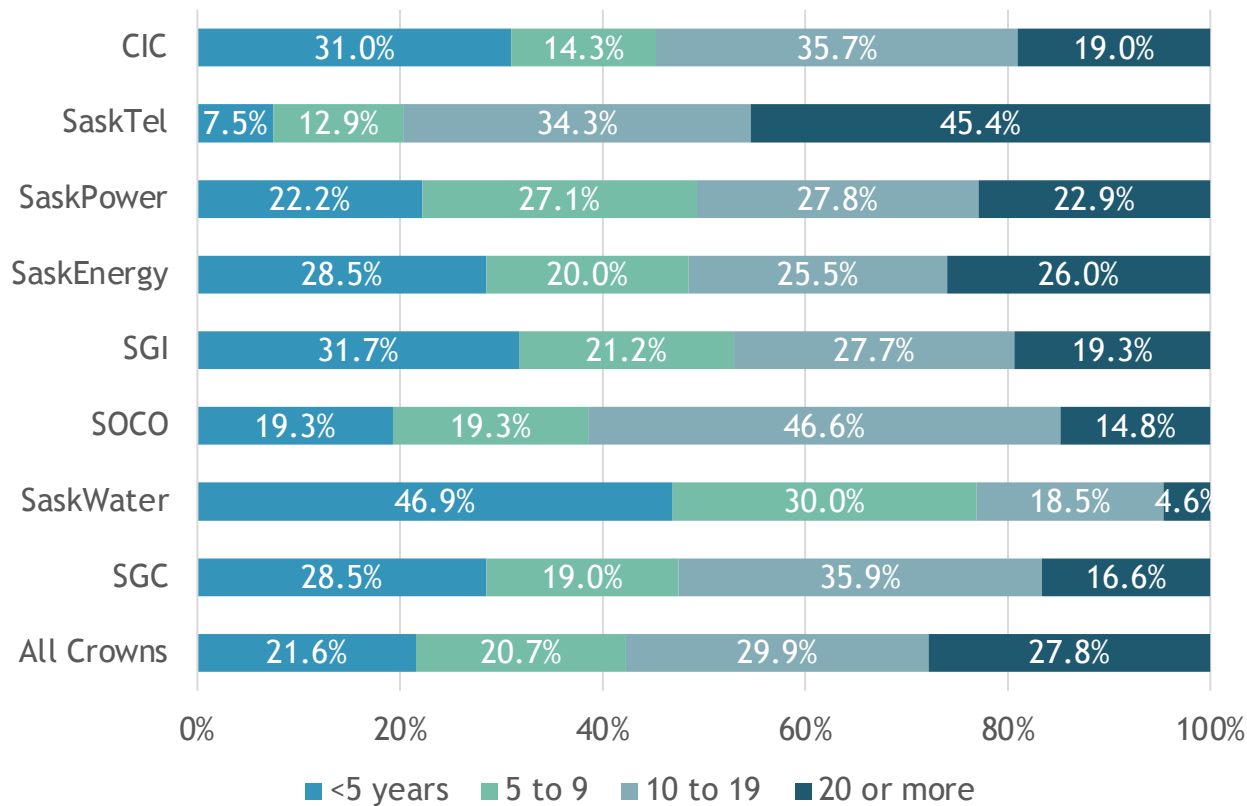
Tenure With Current Crown Corporation



- ▶ The average tenure among permanent staff has been gradually declining over time.
 - ▶ For example, 28.4% of permanent staff had been with their current Crown corporation for 20 or more years in 2019. This compares with 31.9% in 2011 and 27.8% in 2020.
- ▶ In 2017 there was a large decrease in average tenure less than 5 years. This was followed by large spikes in 2018, suggesting increased hiring. There has been a gradual decline in these employees since then.
- ▶ Tenure of 5 to 9 years increased slightly in 2020, 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, 2020

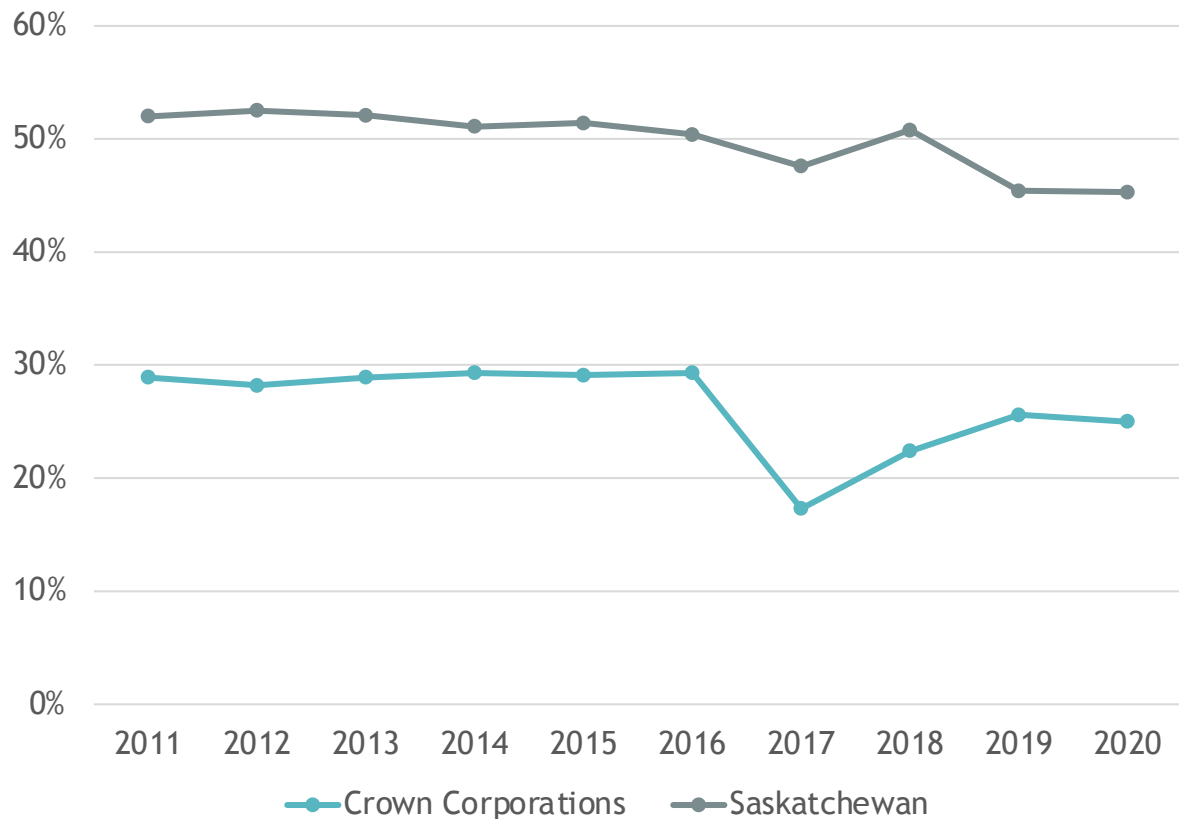
Tenure (Years Working) at Current Crown Corporation,
Permanent Staff only, 2020



- ▶ The Crown corporations with the highest proportions of new employees (fewer than 5 years tenure) were SaskWater (46.9%), SGL (31.7%), and CIC (31.0%).
- ▶ The Crown corporations with the highest proportion of employees with twenty or more years of tenure remained at SaskTel (45.4%) and SaskEnergy (26.0%).

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)



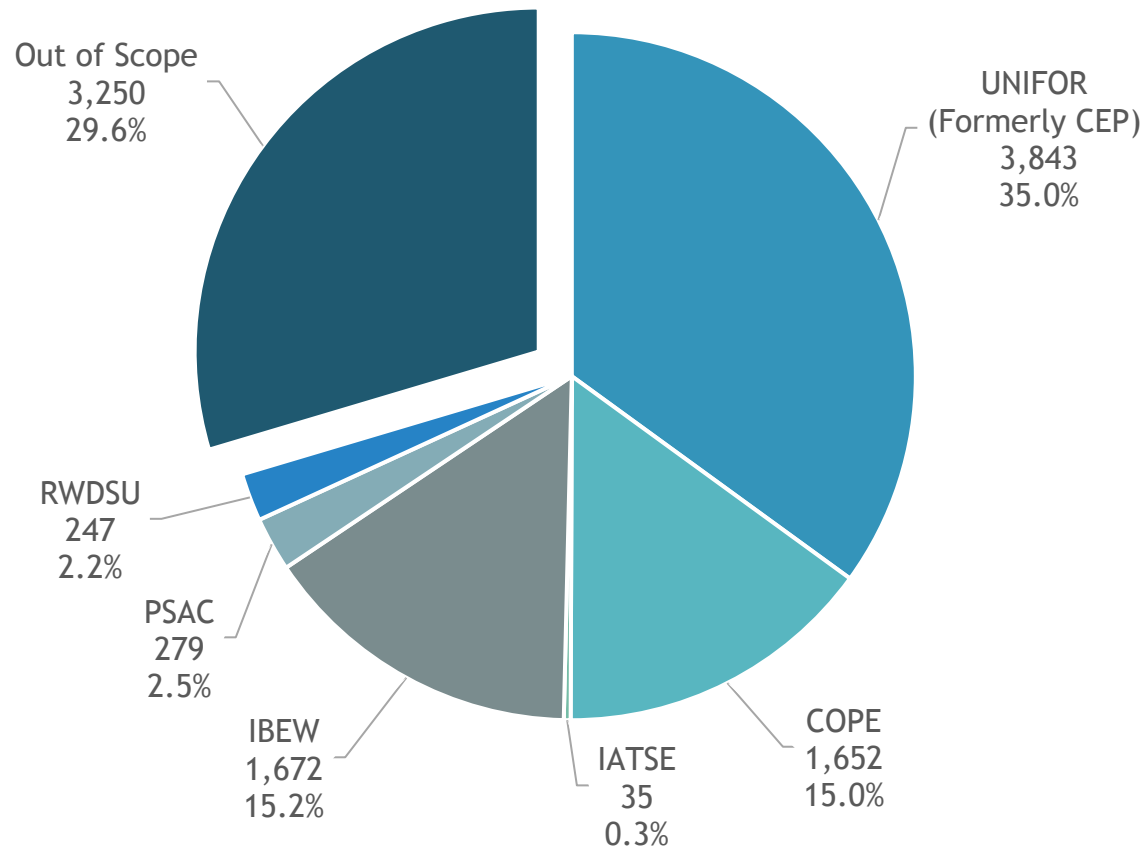
- ▶ The percentage of people who have been with their current employer for less than 5 years in Saskatchewan was 45.3% in 2020.
- ▶ This compares with a significantly lower percentage of 25.0% in 2020 among the Crown corporations.
- ▶ The proportions of employees in Saskatchewan and the Crown corporations who have been with their current employer for less than 5 years have remained relatively stable from 2019 to 2020.

Characteristics of Positions

- Scope
- Location
- Occupation and Skill Level

Union Membership

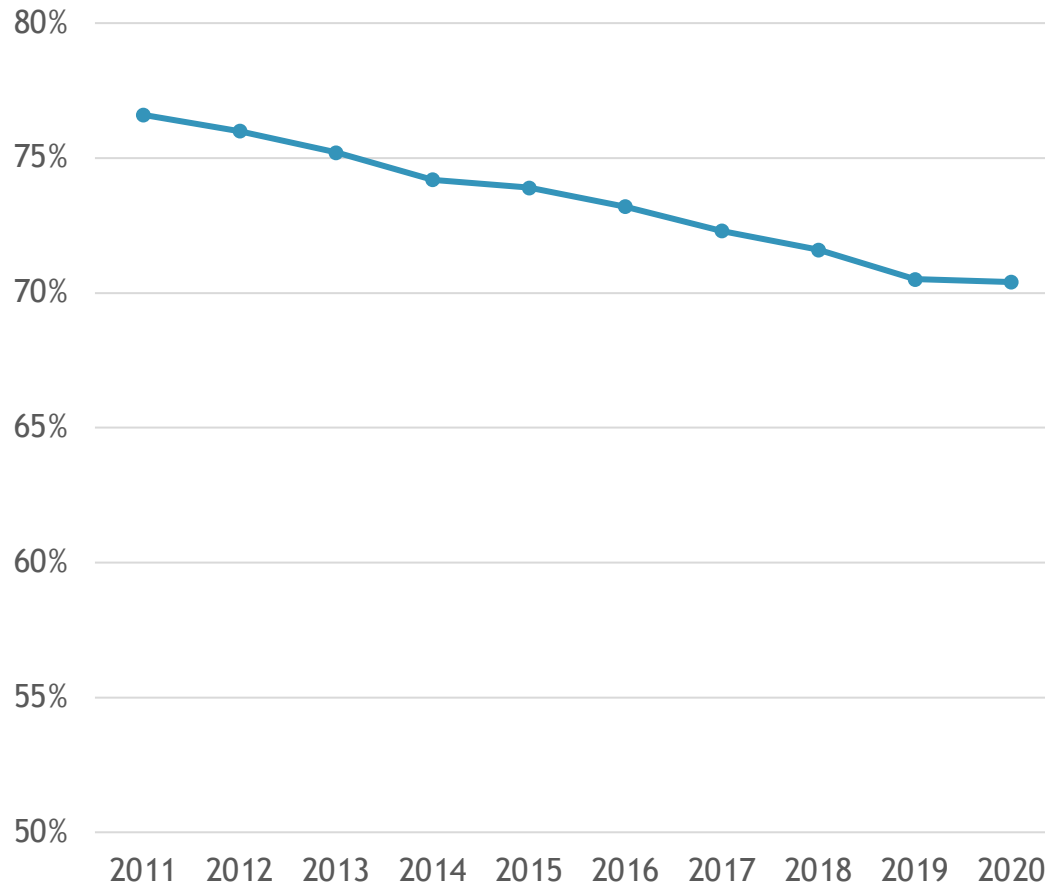
Union Membership among Permanent and Non-Permanent Employees, 2020



- ▶ In 2020, 29.6% of employees were not covered by a collective agreement.
- ▶ Six (6) unions represent employees in collective agreements.
- ▶ UNIFOR (35.0%), IBEW (15.2%), and COPE (15.0%) represent the greatest proportion of employees covered by a collective agreement.

Trends in Union Membership

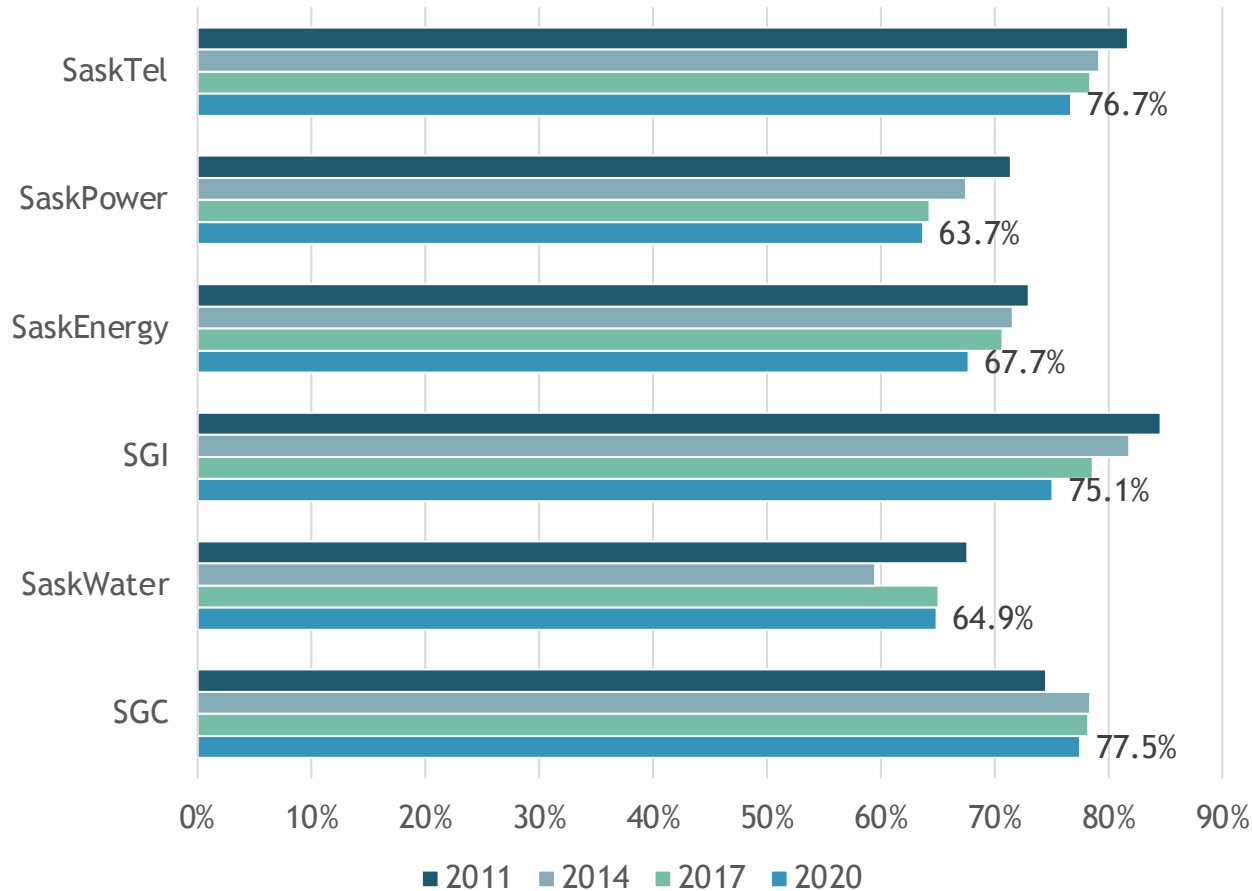
Trends in Union Membership (Permanent and Non-Permanent Staff)



- ▶ The proportion of employees who are members of unions has declined slightly over the years.
- ▶ In 2020, union employees represented 70.4% of staff compared with 76.6% in 2011.

Union Membership by Crown

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

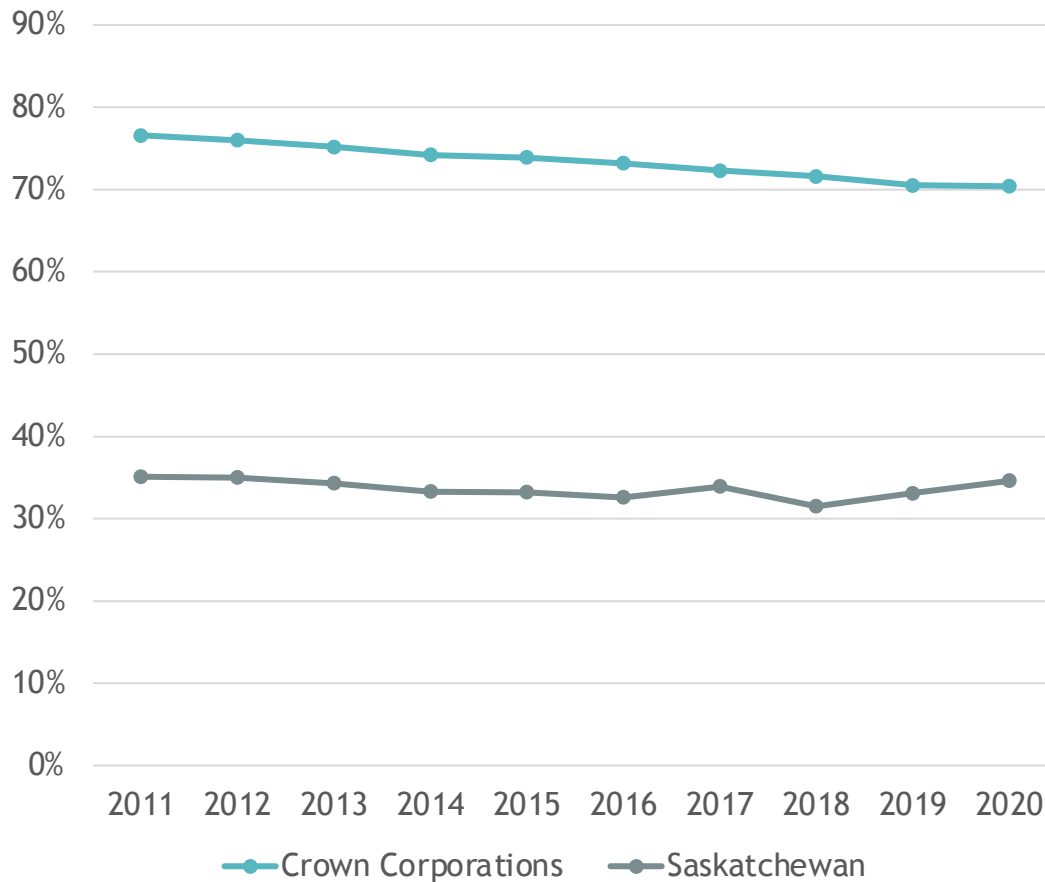


► The proportion of employees who are union members has declined or remained relatively stable in most Crown corporations.

* CIC and SOCO are non-unionized Crown corporations.

Employment by Union Membership: Comparison with Saskatchewan

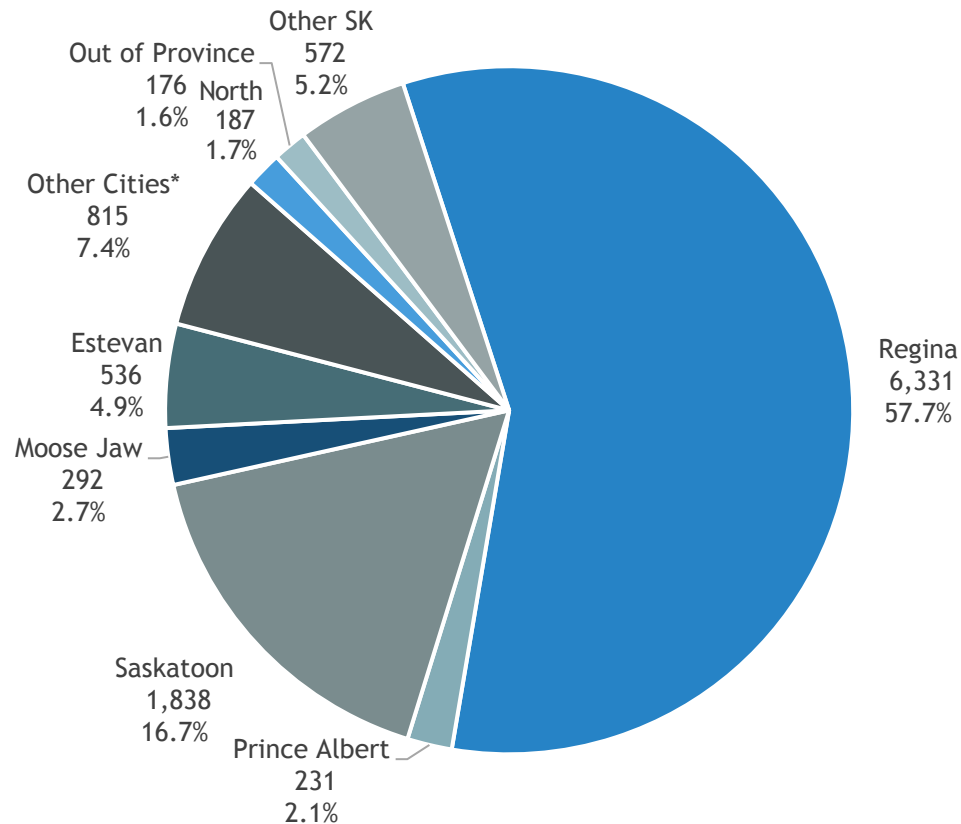
**Employment by Union Membership in
Crown Corporations (permanent and non-permanent as of December)
compared to Saskatchewan (off-reserve only, annual averages)**



- ▶ There has been a slight decline in union membership in Crown corporations, while union membership Saskatchewan-wide has increased in recent years.
- ▶ Union membership is still much higher in the Crowns (70.4%) than in Saskatchewan at large (34.6%).

Workplace Location, 2020

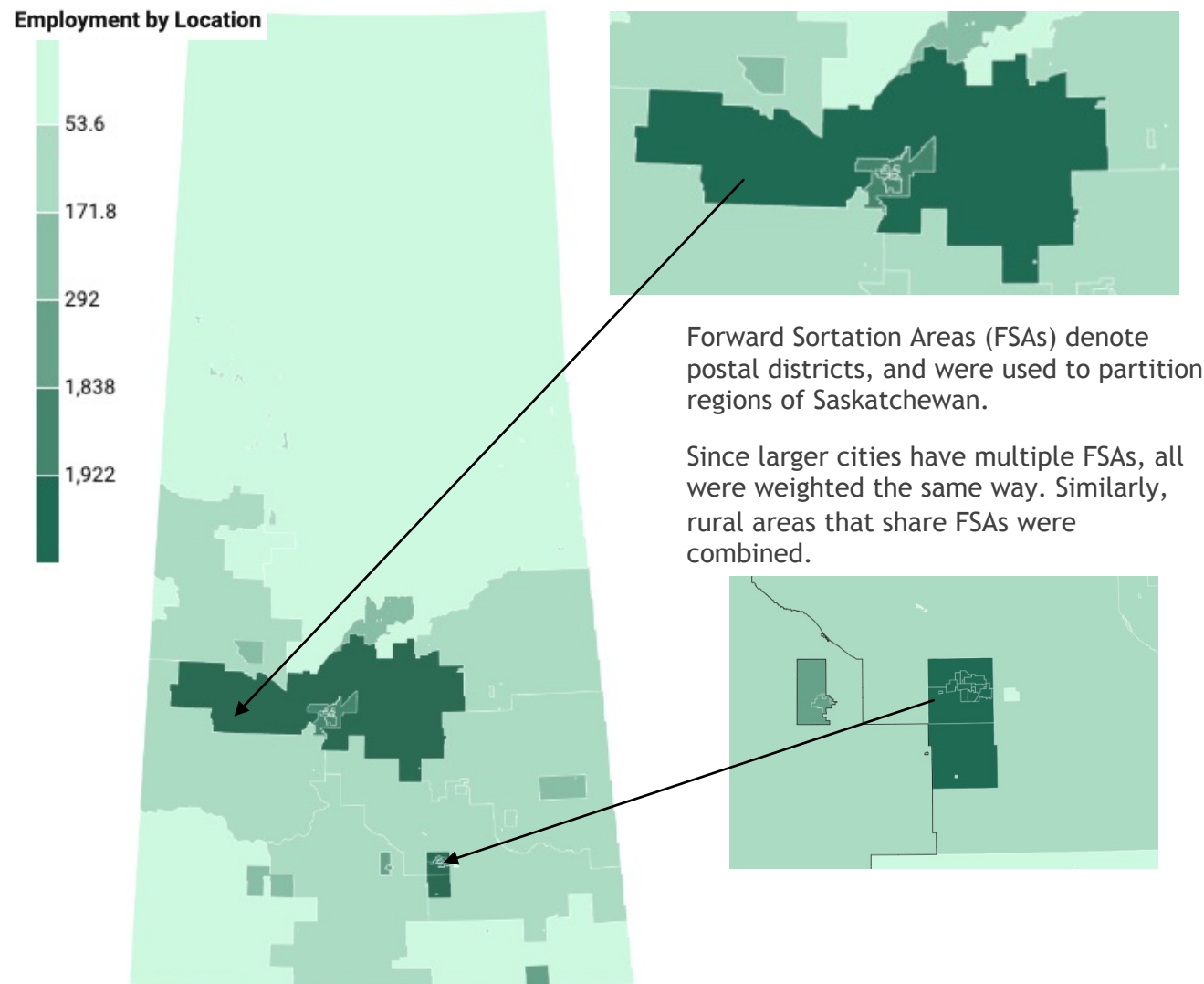
Employment of Permanent and Non-Permanent Employees by Location, 2020



- ▶ In 2020, 57.7% of Crown staff worked in Regina, while almost three quarters worked in either Regina or Saskatoon.
- ▶ 17.1% of staff worked in other cities in Saskatchewan (except northern Saskatchewan).
- ▶ 6.9% of Crown staff worked in northern Saskatchewan or in more rural parts of Saskatchewan.
- ▶ An additional 1.6% of Crown Staff are employed out of province.

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

Workplace Location, Permanent and Non-Permanent Staff, 2020

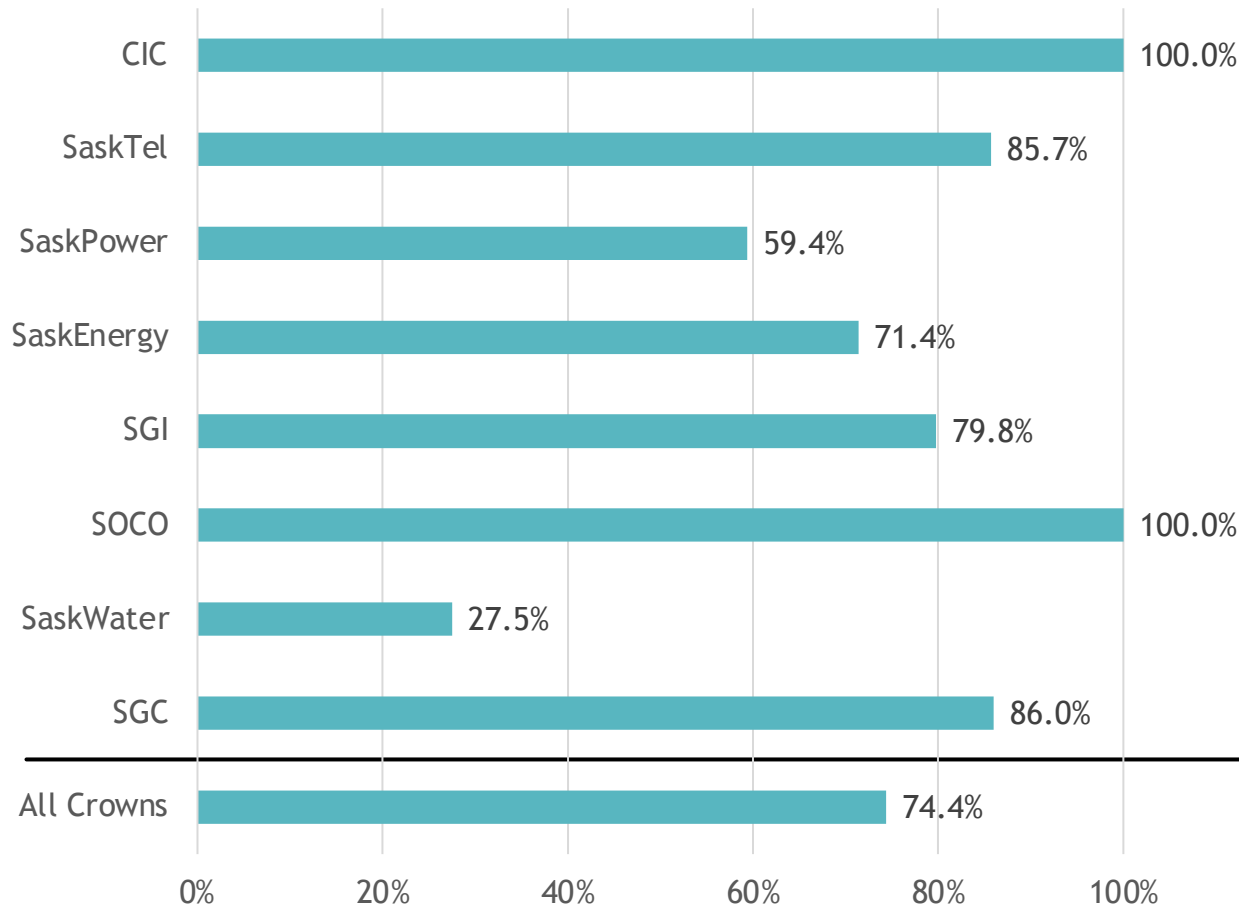


- ▶ This map shows the proportion of employees who work in different regions of Saskatchewan.
- ▶ Although Crown corporation employees work throughout the province, greater representation is seen in urban areas, and near major cities.
 - ▶ There is also greater representation of Crown corporation employees in Southern Saskatchewan.
 - ▶ S0K is used in Saskatoon and in other communities (e.g., Asquith, Humboldt, and Unity). Excluding all Saskatoon employees, only 84 employees resided in this FSA region.

*176 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, 2020



- ▶ CIC and SOCO's employees work exclusively in Regina or Saskatoon. Most of the other Crowns have more than 75% 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 and Coronach. SaskEnergy's employees are more spread out throughout the province.
- ▶ SGL employed the most out of province staff, with 173 employees (7.9%) residing out of province.
- ▶ In 2020, 74.4% of Crown employees worked in Regina or Saskatoon.

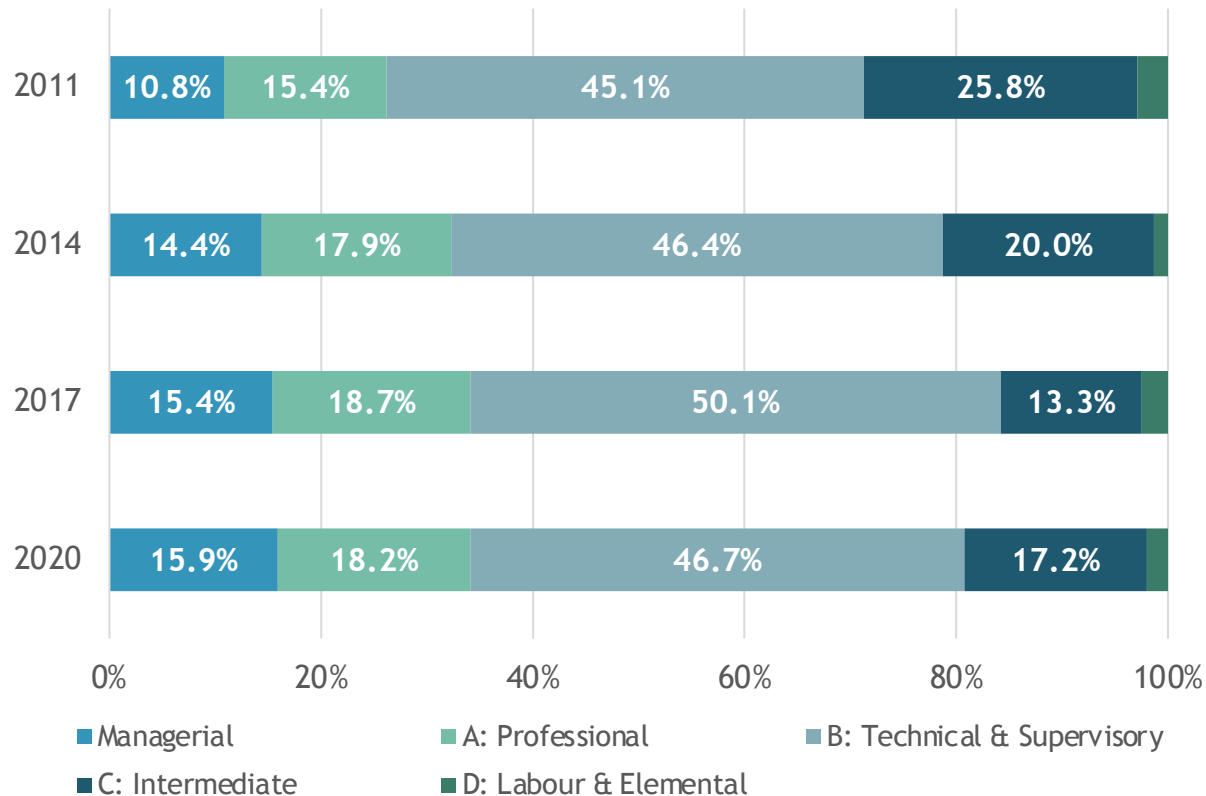
Sample Occupations by NOC Skill Level

Skill Level	NOC	Occupation Title	Count
Managerial	0012	Senior Government Managers and Officials	4
	0013	Senior Managers: financial, communications, and other business services	107
	0015	Senior Managers: trade, broadcasting, and other services, n.e.c.	6
	0111	Financial Managers	104
	0112	Human Resources Managers	63
A: Professional (University Degree)	1111	Financial Auditors and Accountants	119
	1112	Financial and Investment Analysts	59
	1114	Other Financial Officers	8
	1121	Human Resource Professionals	176
	1221	Administrative Officers	61
	2132	Mechanical Engineers	1
	2133	Electrical and Electronics Engineers	267
B: Technical (post-sec) & Supervisory	1211	Supervisors, General Office and Administrative Support Workers	26
	1212	Supervisors, Finance and Insurance Office Workers	55
	1215	Supervisors, Supply Chain, Tracking and Scheduling, Coordination Occupations	4
	1224	Property Administrators	6
	1241	Administrative Assistants	79
	1242	Legal Administrative Assistants	5
	1311	Accounting Technicians and Bookkeepers	2
	1312	Insurance Adjusters and Claims Examiners	546
C: Intermediate	1411	General Office Support Workers	382
	1414	Receptionists	19
	1415	Personnel Clerks	7
	1431	Accounting and Related Clerks	83
	1435	Collectors	28
D: Labour & Elemental	6611	Cashiers	55
	6622	Store Shelf Stockers, Clerks, and Order Fillers	6
	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.	8

- ▶ 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.

Occupation and Skill Level

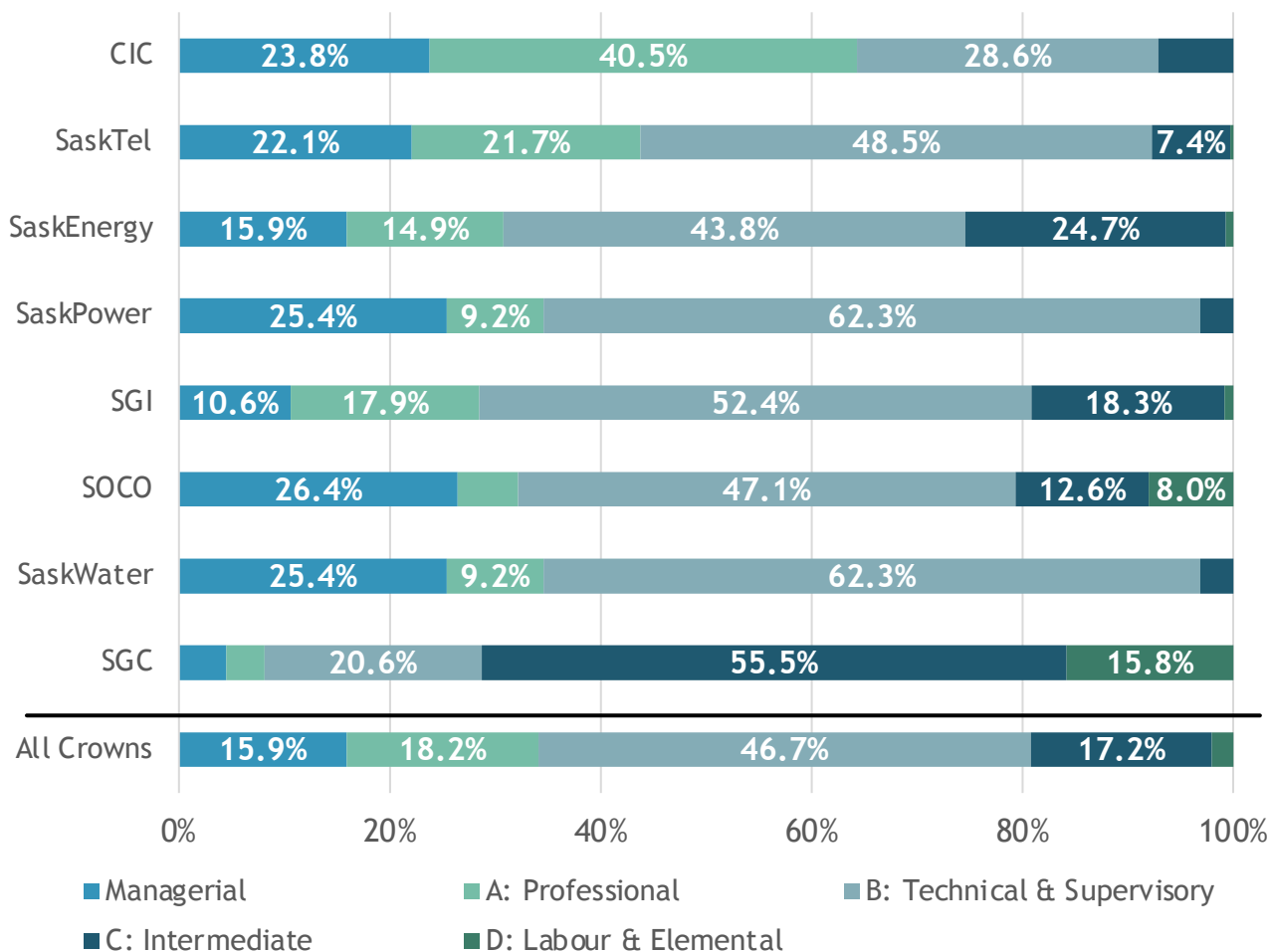
Permanent Crown Corporation Staff by Skill Level and Occupation



- ▶ Most (80.8%) Crown corporation positions require some post-secondary education (managerial, professional, and technical and supervisory).
- ▶ In 2020, technical and supervisory positions accounted for 46.7% 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, 2020

Permanent Crown Staff by Skill Level and Occupation, 2020



► The Crown corporations with the highest proportion of positions that require a university education (including managers) are:

► CIC: 64.3%

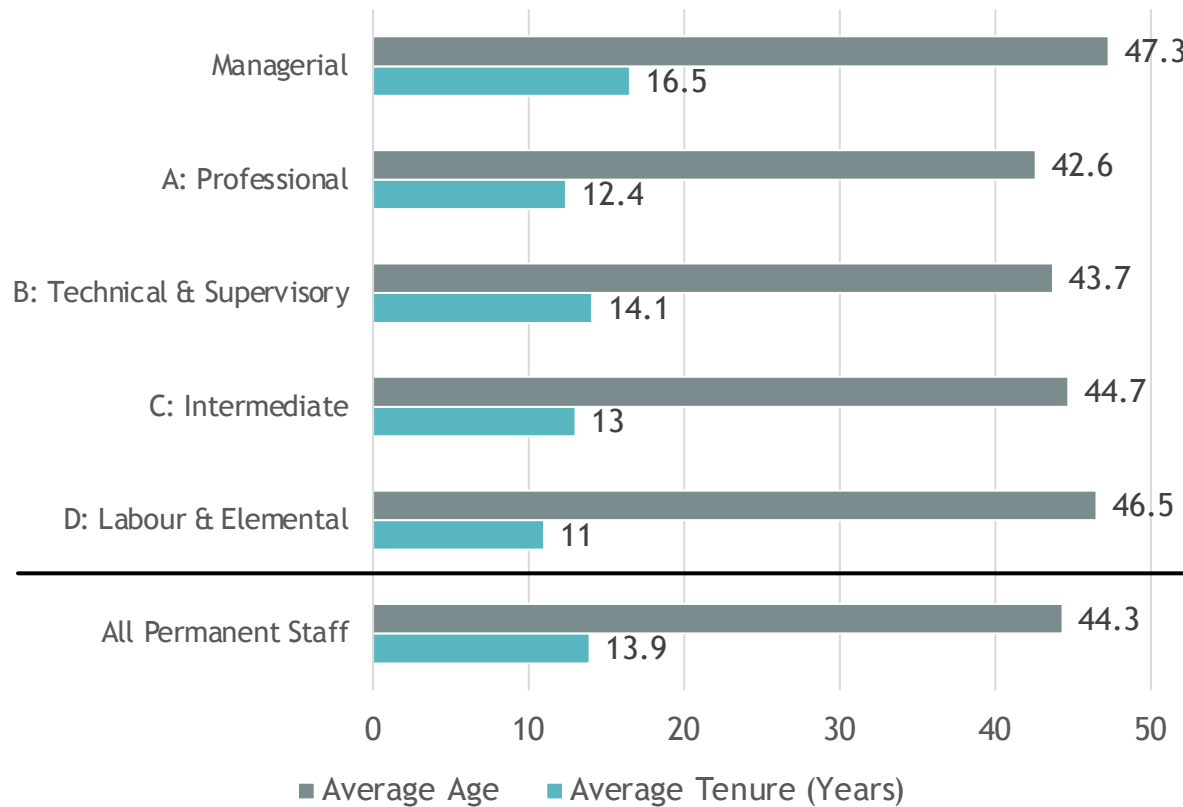
► SaskTel: 43.8%

► Technical and supervisory positions are most common at SaskWater (62.3%), SGI (52.4%), SaskTel (48.5%), SaskPower (62.3%), and SOCO (47.1%).

► SGC (15.8%) and SOCO (8.0%) 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, 2020

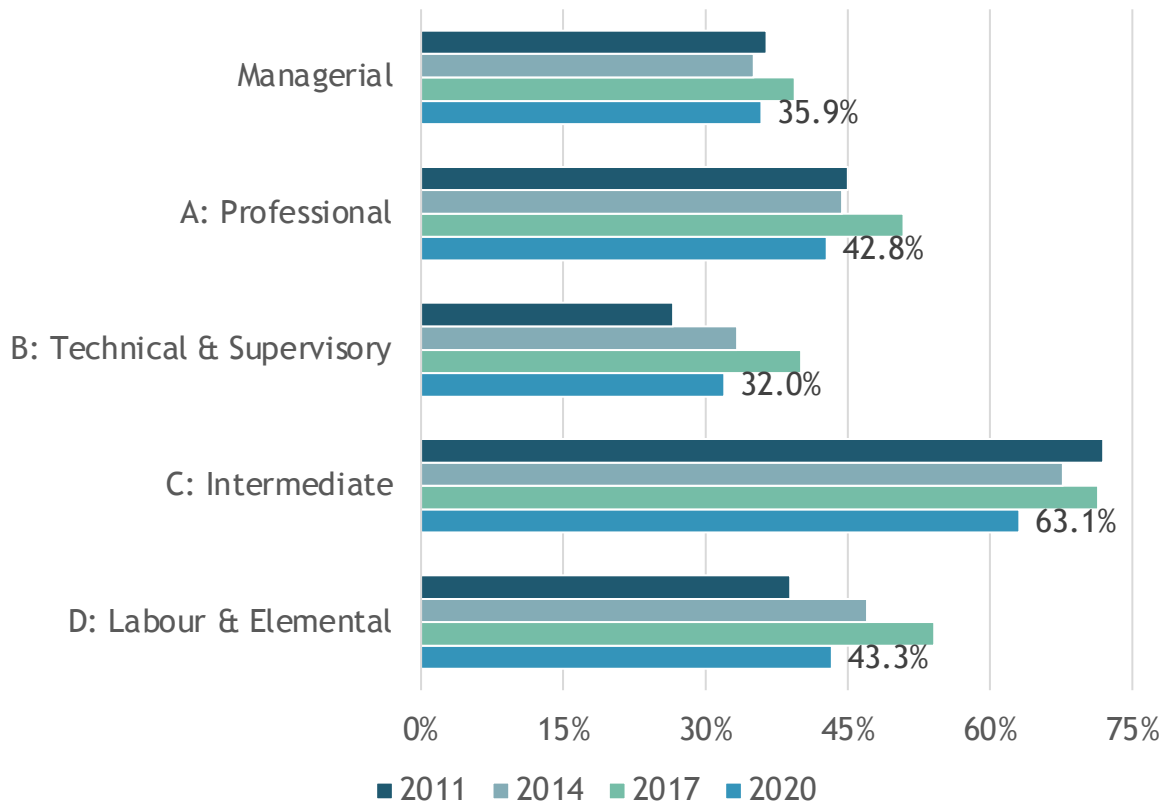
Average Age and Tenure by NOC Skill Level for Permanent Employees, 2020



- ▶ The highest average ages and the longest tenures are among those employed in management positions.
- ▶ The shortest tenures were observed for labour and elemental and professional positions.
- ▶ The youngest average ages were observed for professional and technical and supervisory positions.

Skill Level by Gender

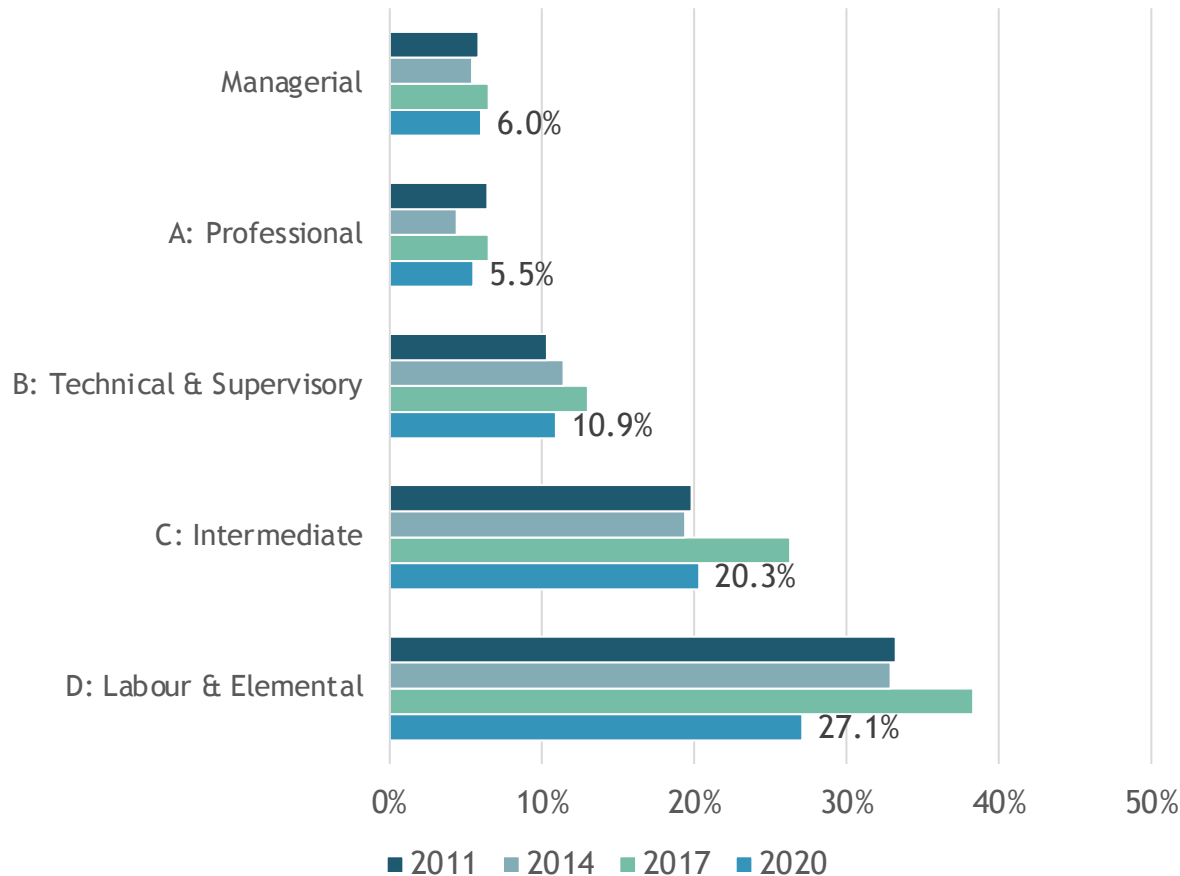
Permanent and Non-Permanent Staff by NOC Skill Level and Gender



- ▶ Those who identified as women in the Crown corporations are over-represented in occupations classified as intermediate (63.1%).
 - ▶ Those who identified as women in occupations classified as labour and elemental positions have declined since 2015; consequently, women are no longer represented equally in these positions.
- ▶ Those who identify as women were under-represented in labour and elemental (43.3%), professional (42.8%), management (35.9%) and technical and supervisory positions (32.0%).
- ▶ In 2019, the Saskatchewan Human Rights Commission set a goal of 47% of employees at each skill level identifying as women.

Skill Level by Indigenous Identity

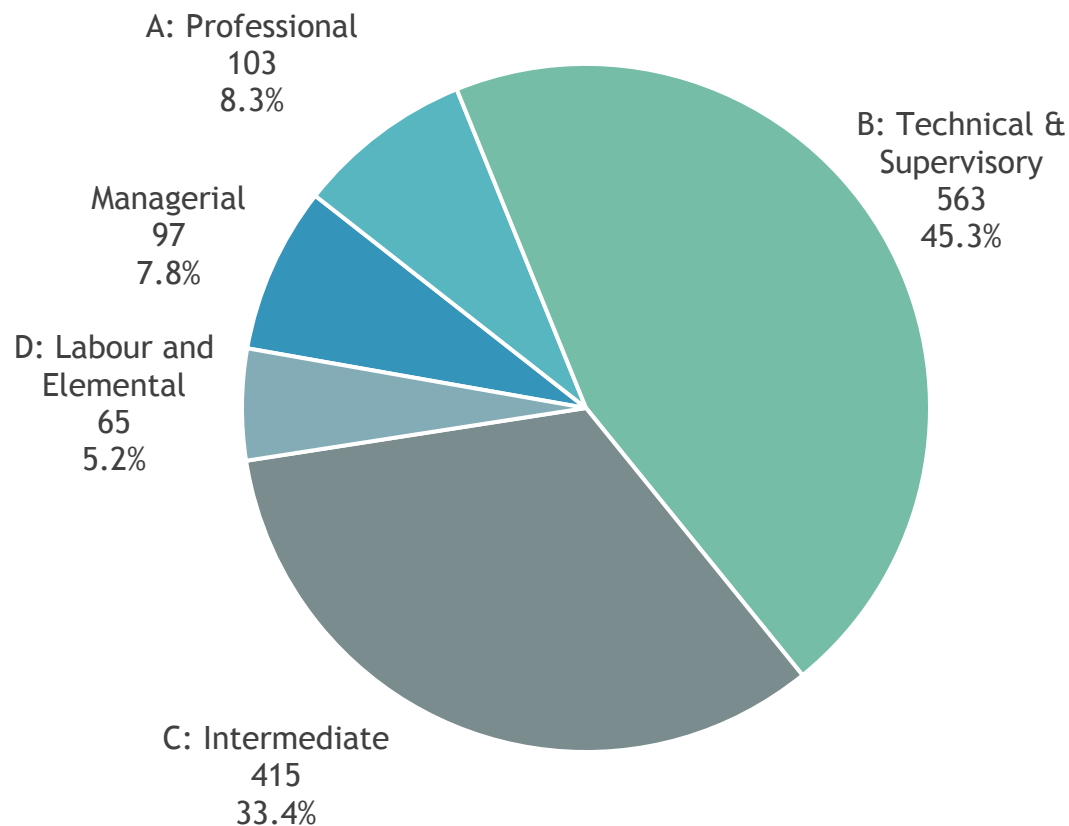
Permanent and Non-Permanent Staff by NOC Skill Level and Indigenous Identity



- ▶ 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 2011.

Skill Level by Indigenous Identity, 2020

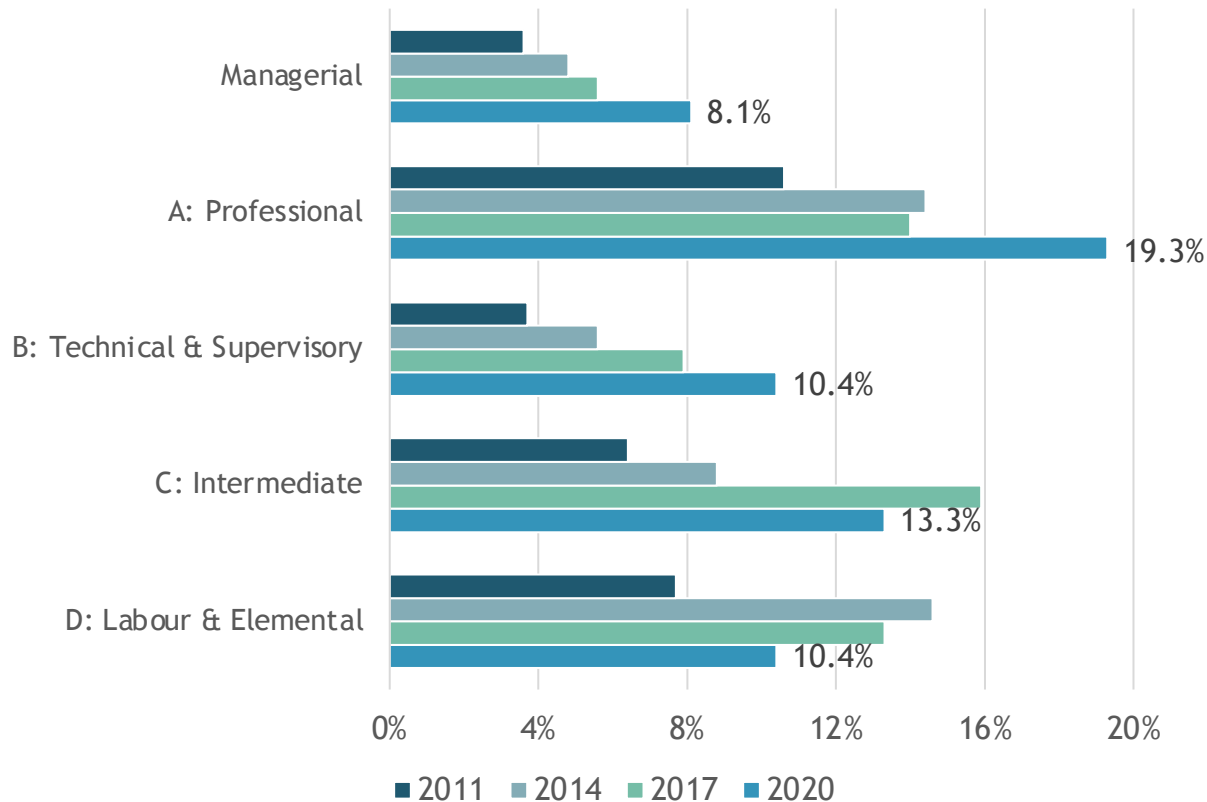
Skill Levels for Permanent and Non-Permanent Indigenous Staff
in the Crowns, 2020



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

Skill Level by Membership in a Visible Minority Group

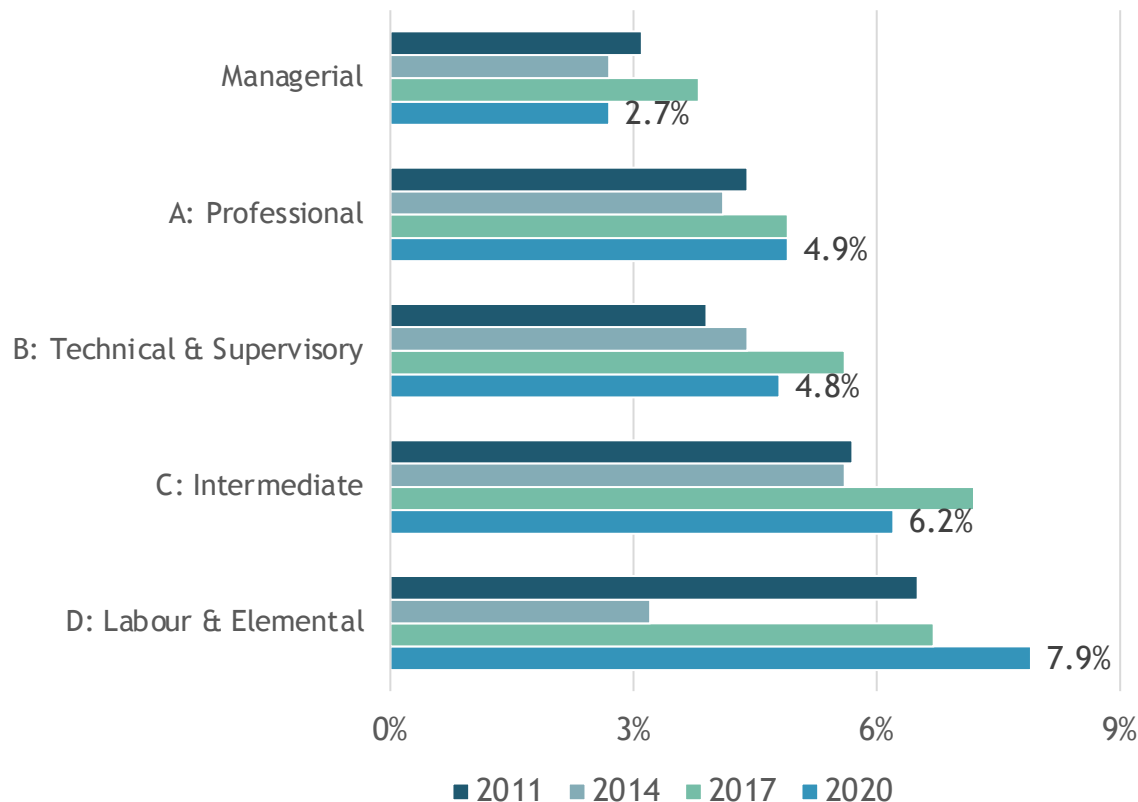
Permanent and Non-Permanent Staff by Skill Level and Membership in a Visible Minority Group



- ▶ Since 2011, 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.
- ▶ Since 2016, there has been 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 and intermediate occupations.

Employees Reporting a Disability, by Skill Level

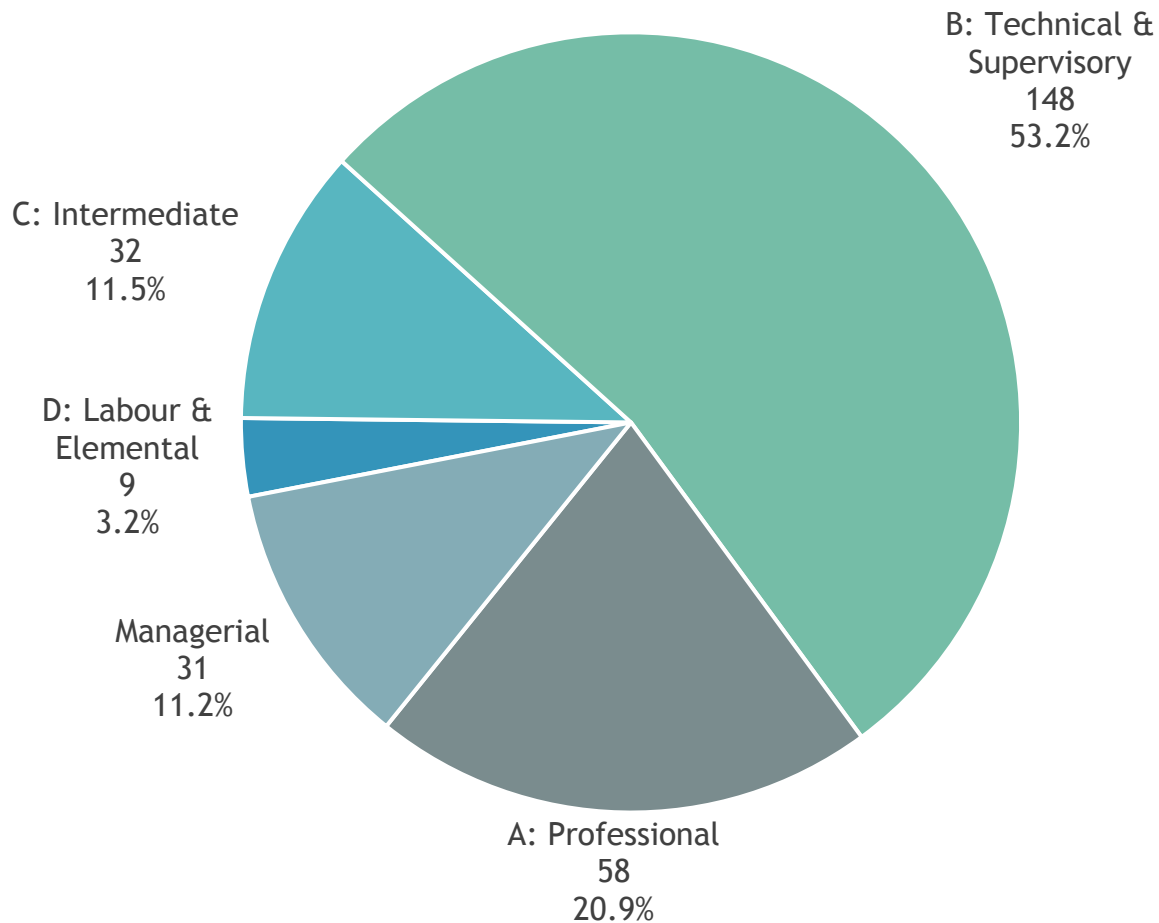
Permanent and Non-Permanent Staff by NOC Skill Level and Disability



- ▶ The proportion of staff in each of the skill levels who report a disability was relatively stable prior to 2017.
- ▶ Since 2017, there has been more variation in Crown corporation employment of people who report a disability.
- ▶ The proportion of employees reporting a disability in the labour and elemental category remains in an upward trend.

New Hires by Skill Level, 2020

New Hires (permanent only) by NOC Skill Level, 2020



- ▶ Including managers, 32.1% of new hires were into positions requiring university education.
- ▶ A majority (53.2%) of new hires were for technical and supervisory positions.
- ▶ Only 3.2% of new hires were for positions that required less than a grade 12 education (labour and elemental positions).

Retirement and Non-Retirement Turnover

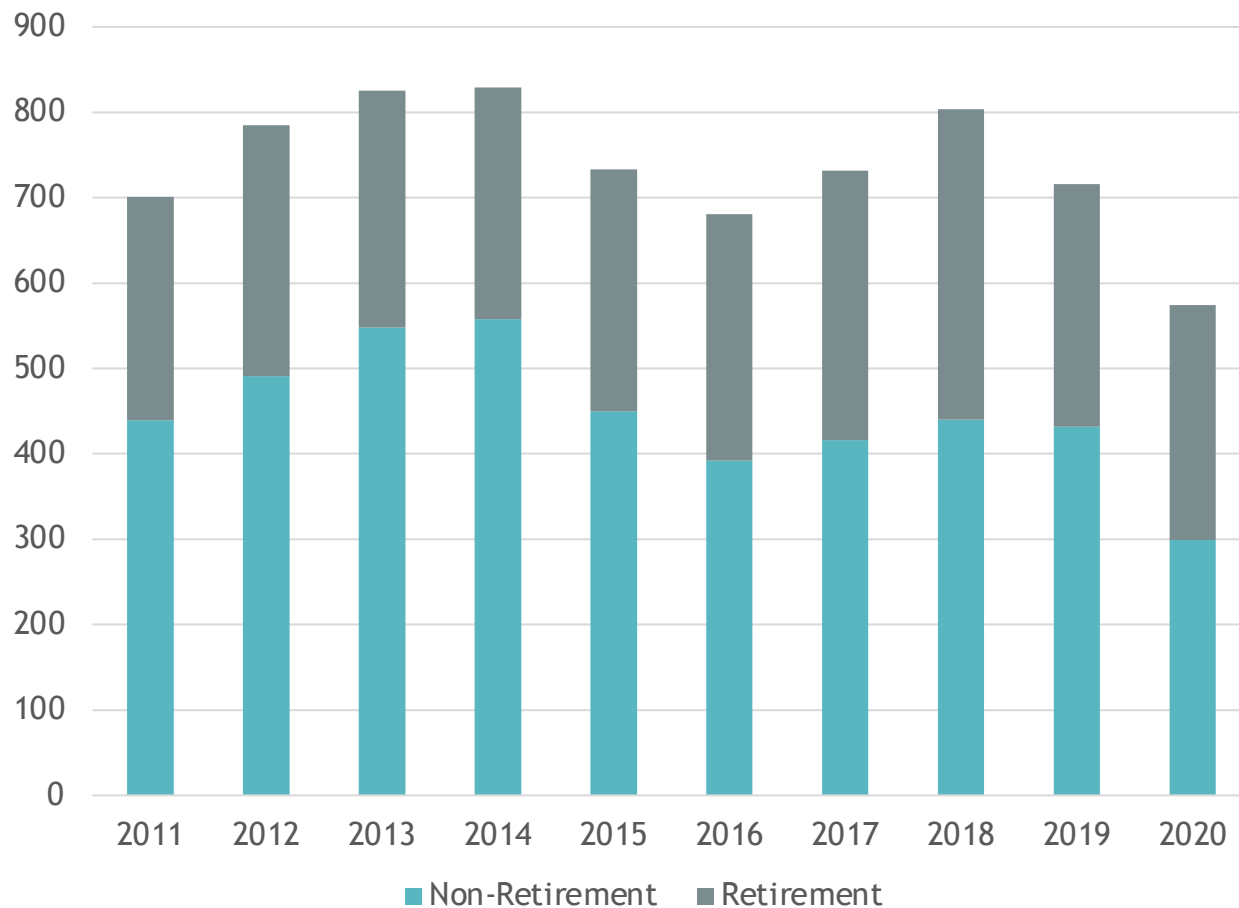
Number of Departures by Reason

		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Reason for departure (non-retirement)	Take other employment	96	57	89	36	74	77	77	75	76	66	52	55	61	48	46
	Resignation	131	257	339	273	273	244	297	290	310	254	208	229	240	248	148
	Dismissal/Layoff	41	82	97	99	81	96	85	140	92	83	84	82	84	88	67
	Personal Reasons	10	17	31	11	11	13	11	9	19	16	12	7	16	16	6
	Moved	12	7	11	7	3	5	5	3	7	2	7	8	7	6	4
	Death	11	13	14	19	16	17	13	18	18	20	14	8	16	19	22
	Other/Unknown	18	65	27	22	24	23	19	13	36	9	15	27	16	7	6
	Non-Retirement subtotal	319	498	608	467	482	453	507	548	558	450	392	416	440	432	299
Reason for departure (retirement)	Retirement	149	185	161	167	248	275	304	277	271	283	289	316	364	284	275
	Early Retirement	184	171	129	94	0	0	0	0	0	0	0	0	0	0	0
	Retirement subtotal	333	356	290	261	248	275	304	277	271	283	289	316	364	284	275
Grand Total		652	854	898	728	730	750	811	825	829	733	681	732	804	716	574

- ▶ 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

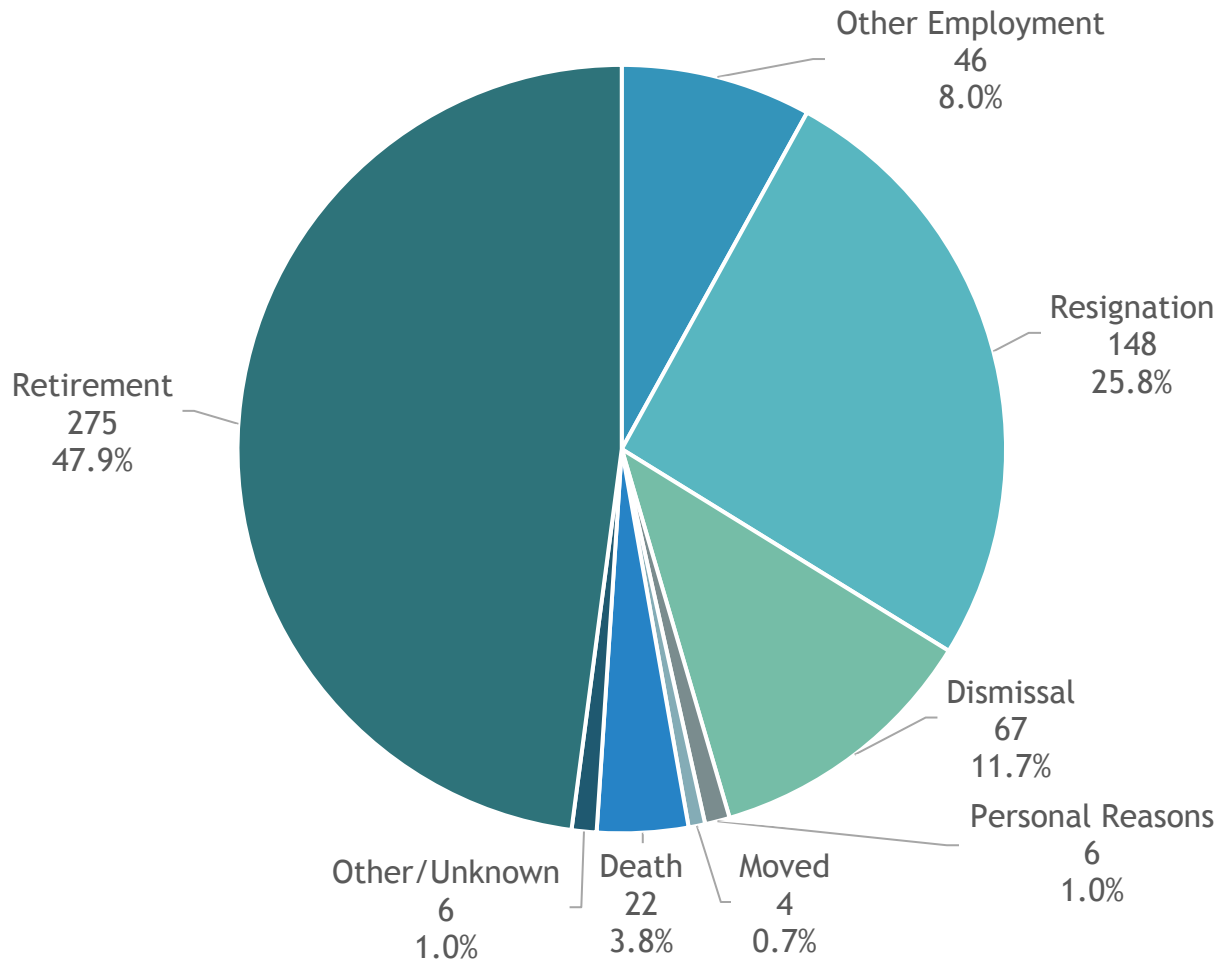
Annual Number of Departures, Permanent Employees Only



- ▶ In the last 10 years, in an average year, there have been:
 - ▶ 292 retirements, and
 - ▶ 447 non-retirement departures.
- ▶ Departures in general were substantially lower compared to previous years.
- ▶ Retirements continued to decrease in 2020 compared to previous years.
- ▶ Non-retirement departures continue to represent a substantially smaller proportion of departures compared to earlier years.

Departure Reasons

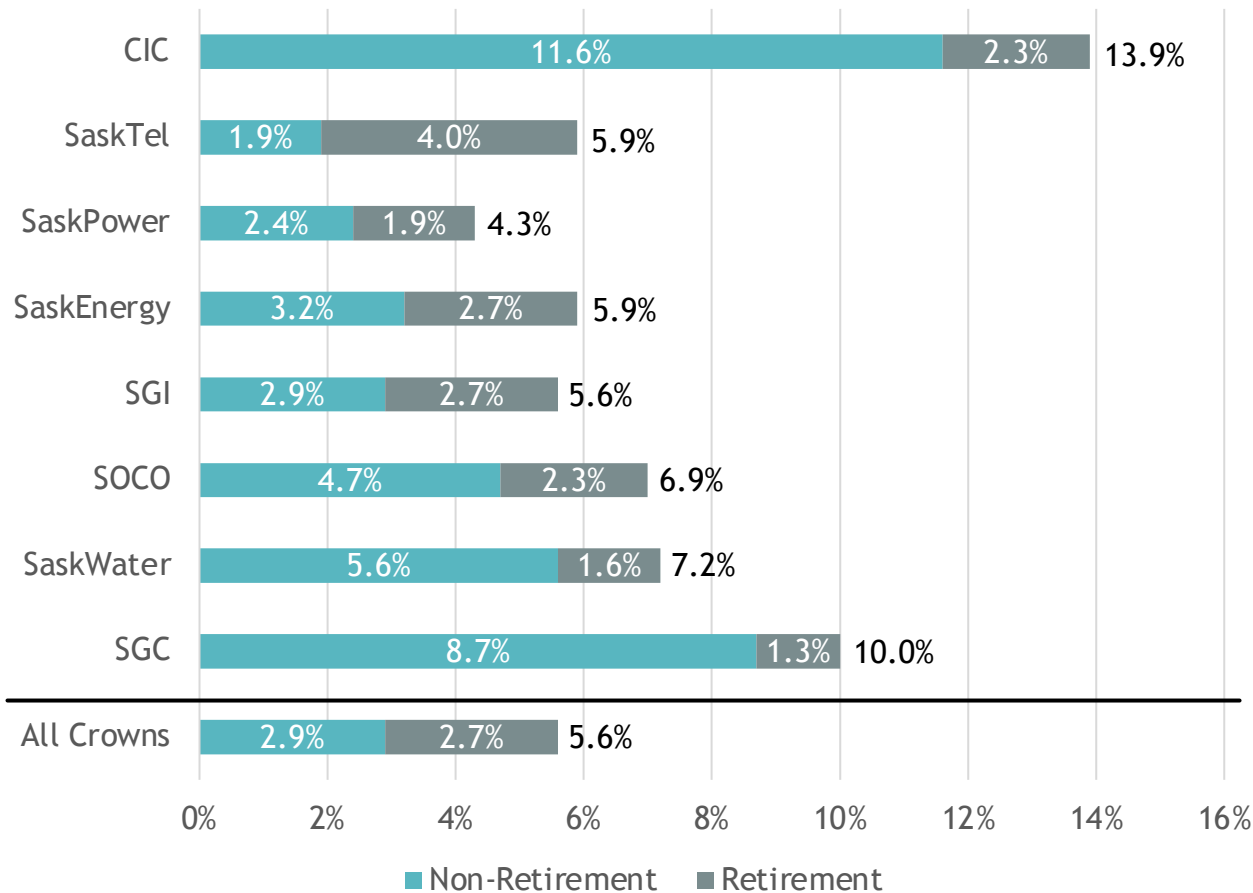
Reasons for Departure, Permanent Staff Only, 2020



- ▶ In 2020, most departures were retirements (47.9%).
- ▶ Most employees who did not leave their employment as a result of retirement did so because they resigned (25.8%), were dismissed (11.7%), or took other employment (8.0%).

Turnover Rates by Crown, 2020

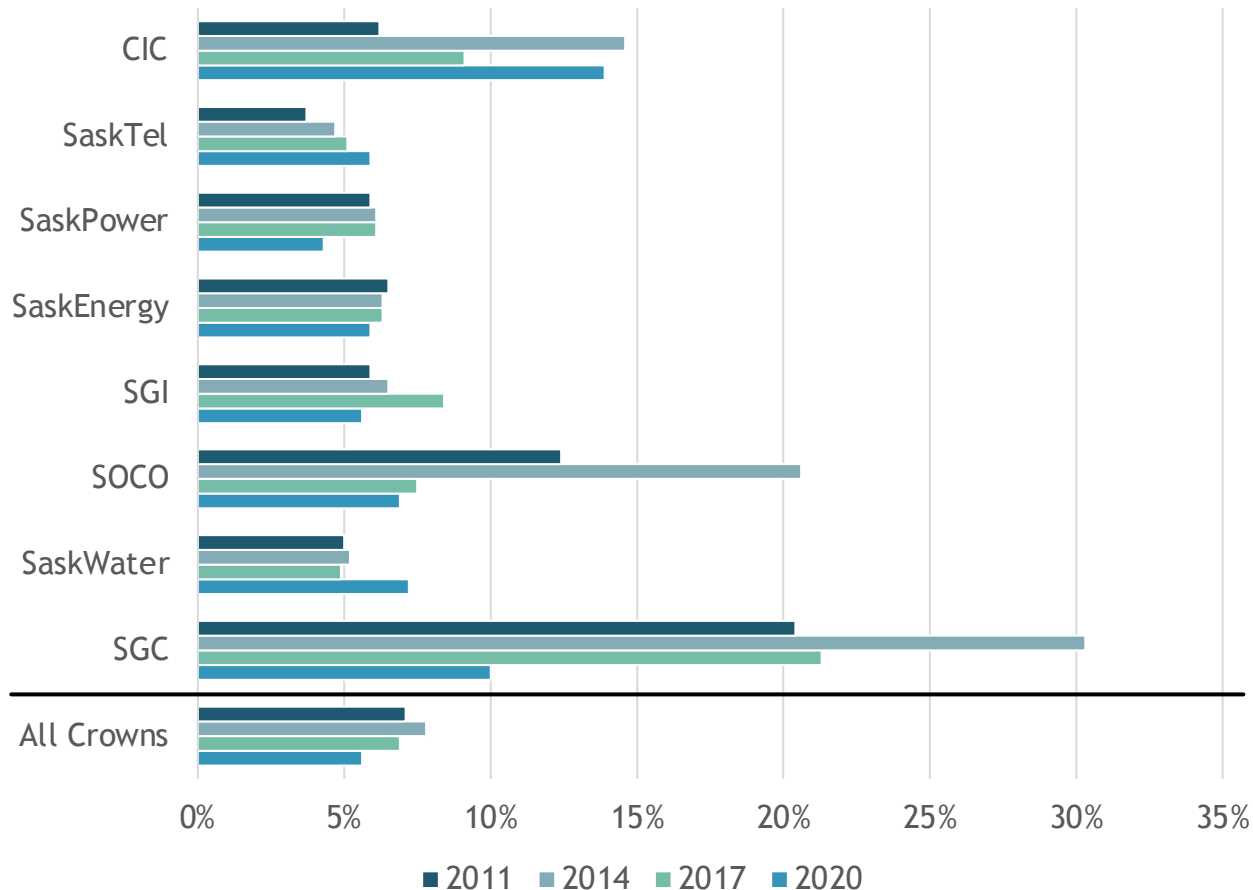
Turnover Rates by Crown, 2020



- ▶ In 2020, retirement turnover rates at SaskTel were higher than at other Crowns.
- ▶ CIC 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 SaskEnergy, SaskPower, SOCO and SGC have decreased, while rates have increased at SaskTel.
- ▶ There is no consistent trend in turnover rates at other Crowns.

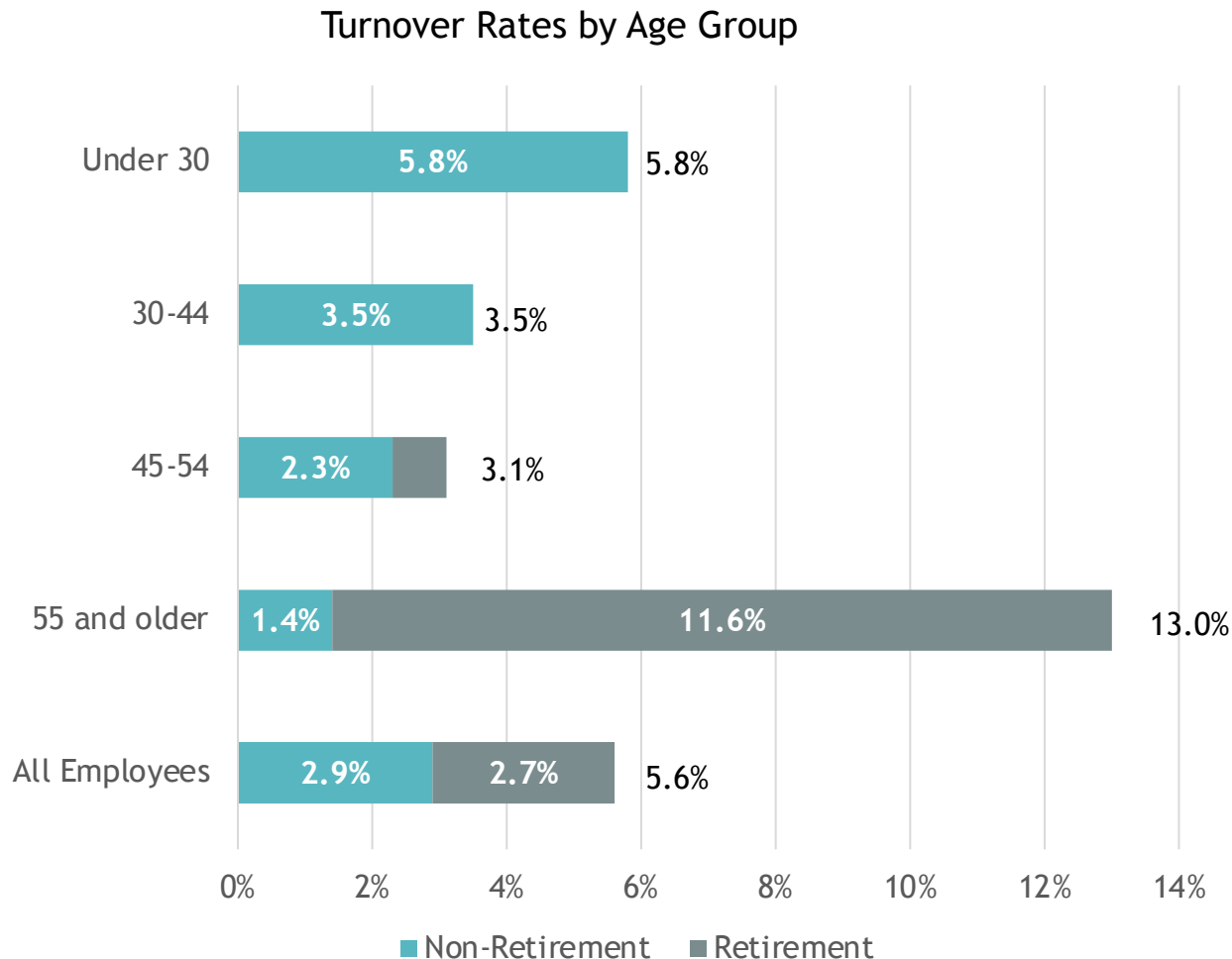
Turnover Rates of Permanent Staff by Gender

Turnover Rates by Gender



- In 2020, those who identified as women had a higher turnover rate than those who identified as men (more than 1% higher), mostly due to higher retirement turnover.

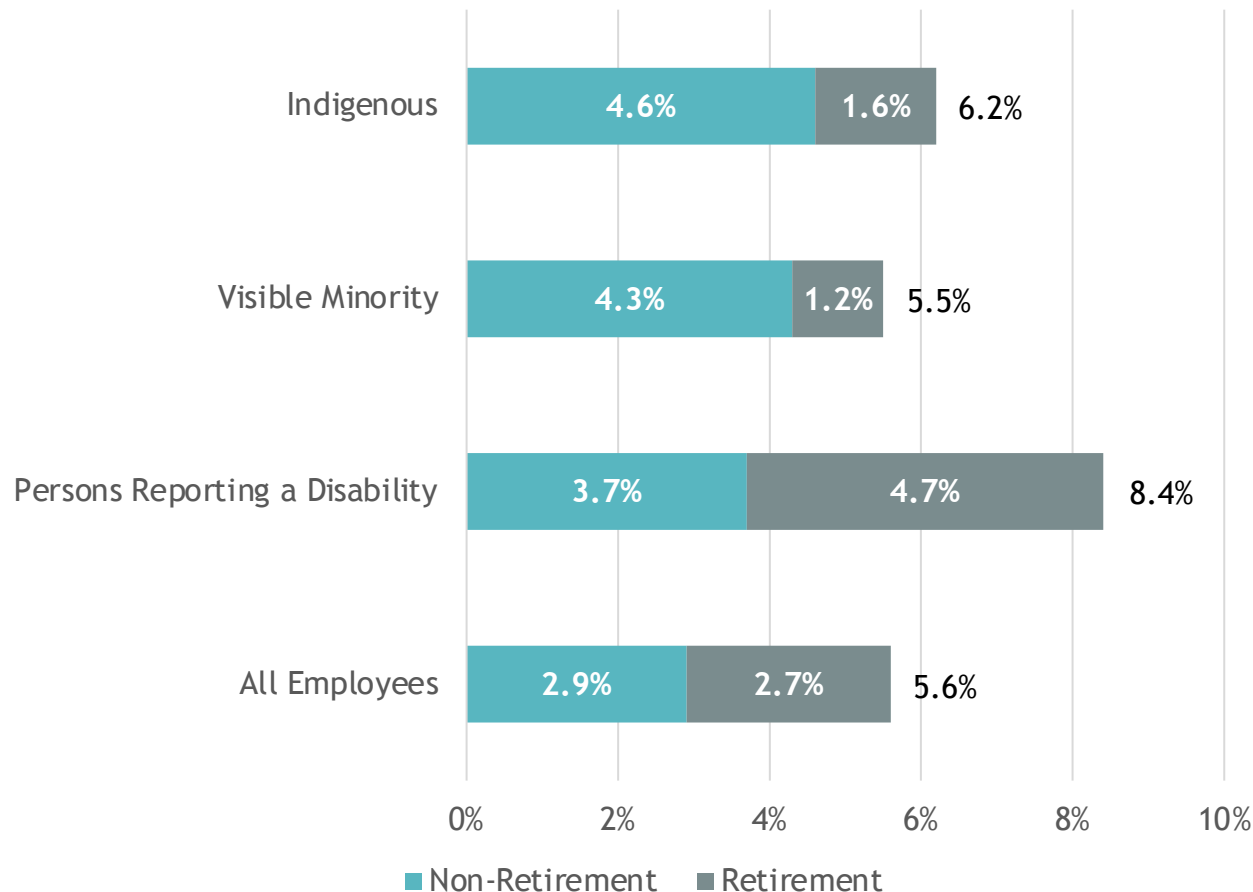
Turnover Rates of Permanent Staff by Age Group



- ▶ In 2020, 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

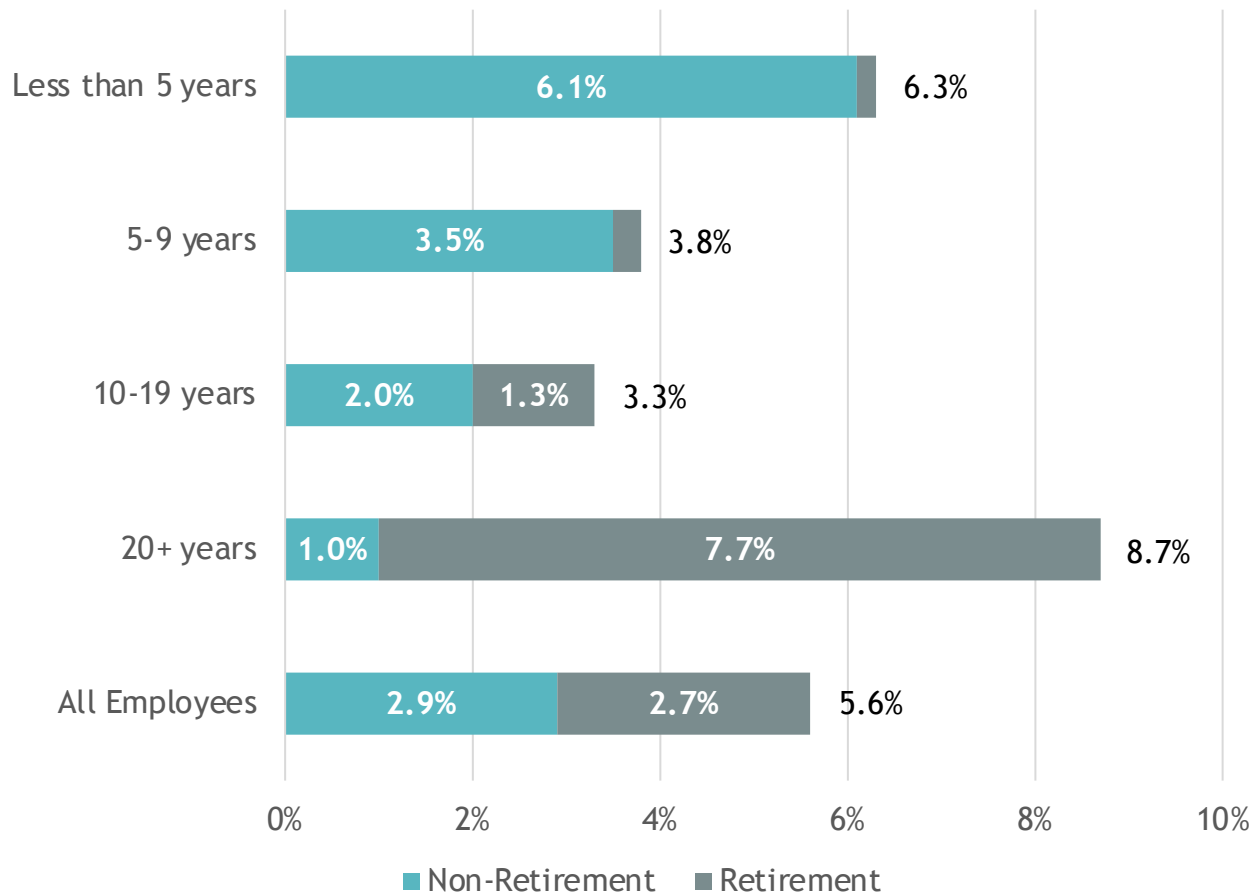
Turnover Rates by Diversity Groups, 2020



- ▶ In 2020, turnover rates for those identifying as Indigenous and those reporting a disability were higher than for employees overall. This is driven by the high non-retirement turnover rate in those identifying as indigenous and high retirement and non-retirement turnover rates for those reporting a disability.
- ▶ Non-retirement turnover rates were higher in those reporting membership in these diversity groups compared to employees overall.

Turnover Rates for Permanent Staff by Tenure

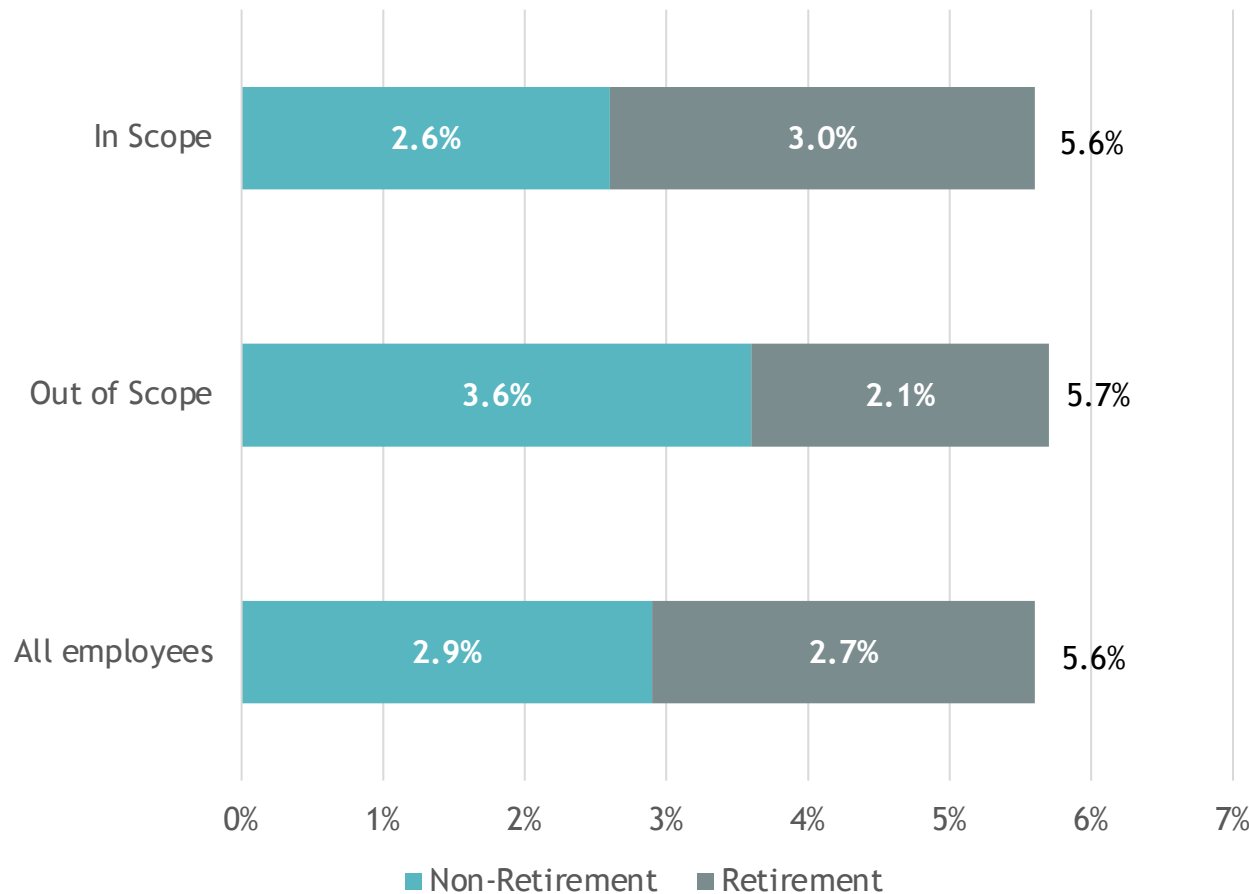
Turnover Rates by Tenure, 2020



- ▶ In 2020, 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

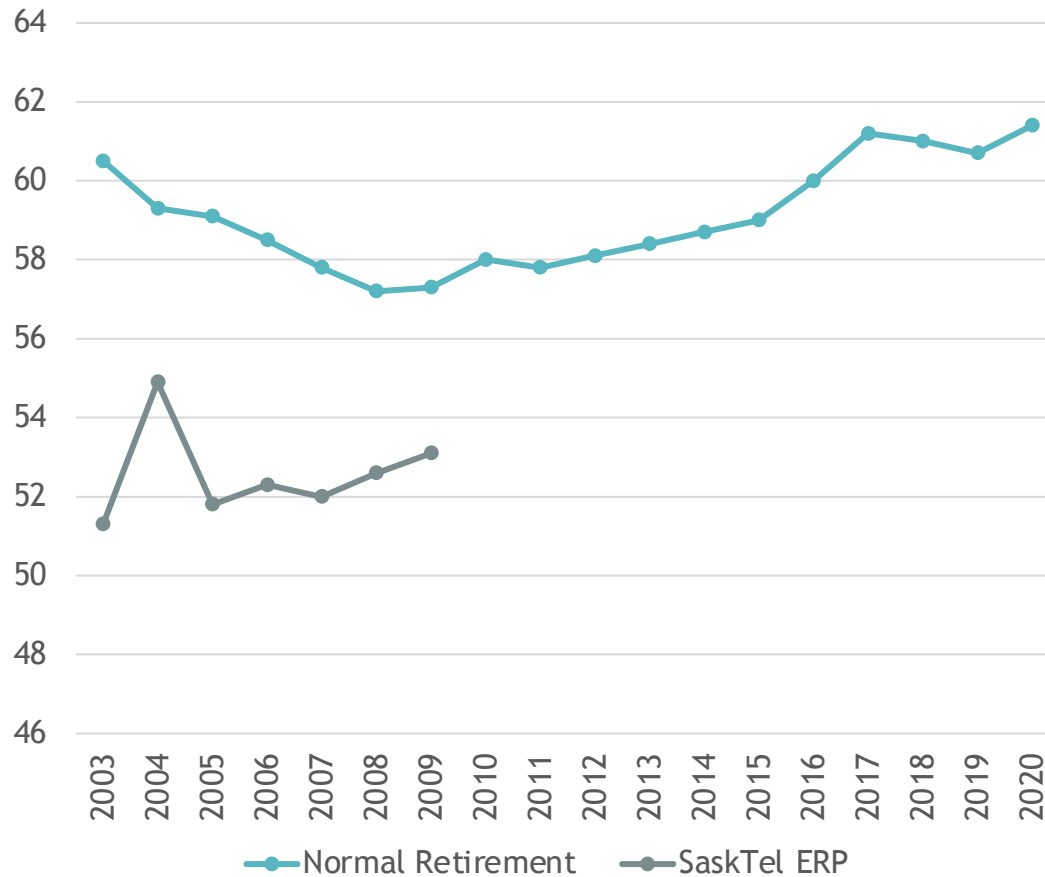
Turnover Rates by Union Membership, 2020



- ▶ In 2020, overall turnover rates were identical for unionized and out of scope employees.
- ▶ Retirement turnover rates were higher in unionized employees, while non-retirement turnover rates were higher in out of scope employees.

Retirement Age Trends

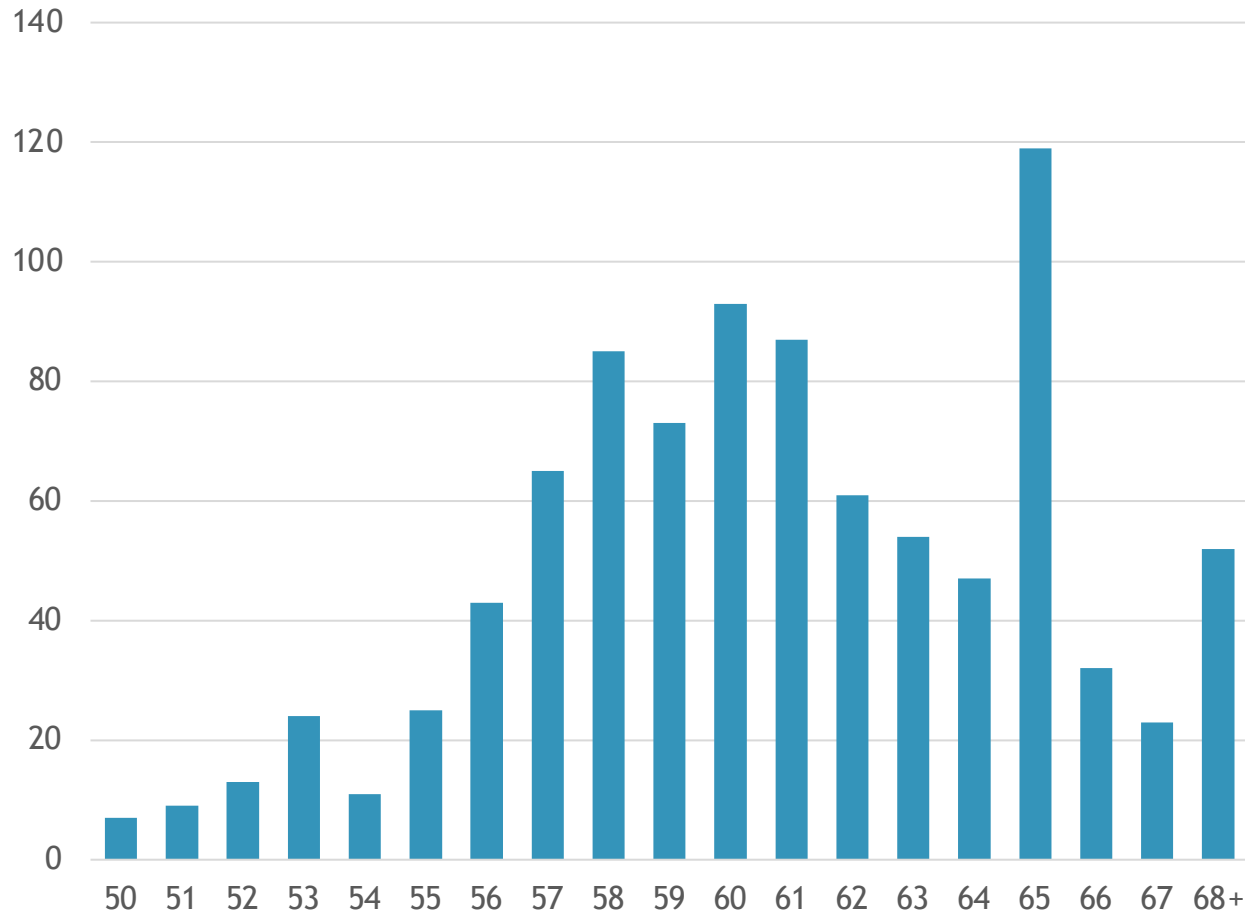
Average Age at Retirement



- ▶ 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.
- ▶ Between 2017 and 2019, the average age at retirement steadily declined.
- ▶ In 2020, the average age at retirement was 61.4, a slight increase from recent years.

Retirement Age

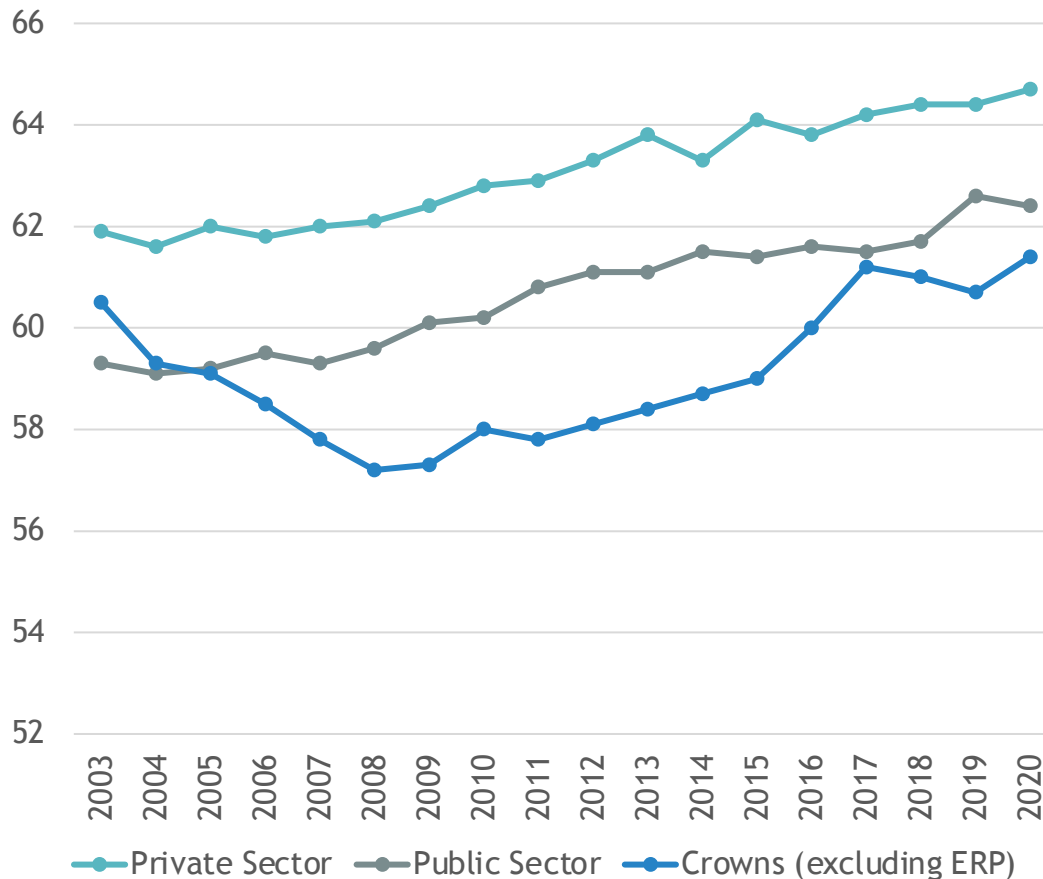
Age at Retirement, 2018 to 2020 Average



- ▶ Most employees who retired between 2018 and 2020 did so between the ages of 58 and 65. The most common age at retirement was 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 retirement age in the Crowns grew more quickly than in either the public or private sector.
- ▶ Between 2017 and 2019, the average age of retirement in the Crowns has started to decline, while it has continued to increase in the private and public sectors.
- ▶ However, in 2020, average age of retirement increased significantly in the Crowns, while increasing slightly in the private sector and decreasing slightly in the public sector.

Appendices

Data for Charts and Figures

Appendix A

Table 1. Staffing Categories and Class of Worker.

(Page 3)

	2003	2004	2005	2006	2007	2008
Permanent full time	8,903	8,860	8,940	9,022	9,574	9,658
Permanent part time	499	479	419	421	894	901
Contract/term	530	525	560	583	575	636
Seasonal/other	426	400	404	495	735	681
Total	10,358	10,264	10,323	10,521	11,778	11,876
Coop and summer students during the course of the school year	515	461	477	485	478	488

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

	2009	2010	2011	2012	2013	2014
Permanent full time	9,777	9,704	9,694	9,833	9,856	9,898
Permanent part time	844	786	825	869	795	751
Contract/term	620	582	603	538	537	638
Seasonal/other	605	687	537	517	535	491
Total	11,846	11,759	11,659	11,757	11,723	11,778
Coop and summer students during the course of the school year	500	435	458	428	447	399

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

	2015	2016	2017	2018	2019	2020
Permanent full time	9,985	9,936	9,533	9,540	9,569	9,668
Permanent part time	645	723	627	660	621	455
Contract/term	431	458	439	432	454	437

Seasonal/other	573	545	610	576	426	418
Total	11,634	11,662	11,209	11,208	11,070	10,978
Coop and summer students during the course of the school year	355	358	320	307	316	166

Appendix B

Table 2. Detailed Employment by Crown Corporation.

(Pages 4-5)

			2003	2004	2005	2006	2007	2008
CIC	Permanent	FT	73	54	68	70	68	63
		PT	0	0	0	0	0	0
	Non-permanent		2	0	1	4	4	4
SaskTel	Permanent	FT	3,812	3,657	3,622	3,577	3,476	3,318
		PT	89	90	38	49	102	104
	Non-permanent		569	562	622	747	726	752
SaskPower	Permanent	FT	2,395	2,426	2,444	2,473	2,526	2,588
		PT	142	144	137	134	127	136
	Non-permanent		145	153	118	110	132	132
SaskEnergy	Permanent	FT	818	815	823	861	895	937
		PT	84	86	86	77	76	68
	Non-permanent		70	65	50	70	102	97
SGI	Permanent	FT	1,387	1,390	1,420	1,447	1,524	1,536
		PT	115	114	113	116	113	107
	Non-permanent		75	77	106	125	148	187
SaskWater	Permanent	FT	67	68	80	82	83	85
		PT	2	2	4	4	4	4
	Non-permanent		1	1	9	0	5	3
SOCO	Permanent	FT	...	69	81	86	116	106
		PT	...	1	2	3	2	5
	Non-permanent		...	4	3	2	2	3
ISC	Permanent	FT	165	195	208	229	243	257
		PT	27	2	1	1	2	2
	Non-permanent		88	59	41	13	17	19

STC	Permanent	FT	186	186	194	197	196	203
		PT	40	40	38	37	35	29
	Non-permanent		6	4	14	7	7	4
SGC	Permanent	FT	447	565
		PT	433	446
	Non-permanent		167	116

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

			2009	2010	2011	2012	2013	2014
CIC	Permanent	FT	69	65	65	60	52	48
		PT	1	0	0	0	0	0
	Non-permanent		2	2	5	2	1	1
SaskTel	Permanent	FT	3,226	3,192	3,136	3,139	3,208	3,157
		PT	111	88	111	107	105	108
	Non-permanent		719	749	648	650	646	596
SaskPower	Permanent	FT	2,692	2,762	2,739	2,897	3,056	3,143
		PT	140	131	133	129	123	124
	Non-permanent		113	84	132	137	149	231
SaskEnergy	Permanent	FT	930	908	919	947	946	968
		PT	73	68	75	81	102	96
	Non-permanent		84	91	78	40	49	41
SGI	Permanent	FT	1,573	1,572	1,591	1,618	1,740	1,761
		PT	114	112	109	112	108	98
	Non-permanent		189	157	148	143	151	172
SaskWater	Permanent	FT	87	91	98	104	107	113
		PT	3	4	3	4	3	2
	Non-permanent		4	4	1	2	1	6

SOCO	Permanent	FT	110	115	111	112	105	93
		PT	4	3	2	2	3	4
	Non-permanent		0	1	2	1	0	4
ISC	Permanent	FT	259	289	288	288
		PT	2	3	2	2
	Non-permanent		13	25	40	39
STC	Permanent	FT	200	192	190	194	204	195
		PT	34	37	34	32	36	32
	Non-permanent		5	1	7	3	0	2
SGC	Permanent	FT	631	518	557	474	438	420
		PT	362	340	356	400	315	287
	Non-permanent		96	155	79	38	75	76

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

			2015	2016	2017	2018	2019	2020
CIC	Permanent	FT	42	43	42	40	43	41
		PT	0	1	0	0	0	1
	Non-permanent		1	1	3	2	3	2
SaskTel	Permanent	FT	3,112	3,065	3,020	2,849	2,768	2,705
		PT	88	68	62	59	56	42
	Non-permanent		619	616	652	657	550	518
SaskPower	Permanent	FT	3,154	3,258	3,162	3,201	3,181	3,179
		PT	106	112	106	122	113	88
	Non-permanent		126	113	98	102	110	140
SaskEnergy	Permanent	FT	1,023	936	923	937	995	1,007
		PT	6	84	77	78	81	69
	Non-permanent		40	44	37	37	44	40

SGI	Permanent	FT	1,809	1,803	1,777	1,860	1,969	1,997
		PT	99	108	115	110	93	85
	Non-permanent		146	143	138	153	147	119
SaskWater	Permanent	FT	115	119	126	123	123	128
		PT	2	2	2	2	1	2
	Non-permanent		8	6	1	2	1	1
SOCO	Permanent	FT	87	93	90	91	84	86
		PT	2	1	1	2	2	2
	Non-permanent		4	4	3	4	2	2
ISC	Permanent	FT
		PT
	Non-permanent	
STC	Permanent	FT	182	178
		PT	35	35
	Non-permanent		0	0
SGC	Permanent	FT	461	441	393	439	406	525
		PT	307	312	264	287	275	166
	Non-permanent		60	76	117	51	23	33

Appendix C

Table 3. Total Staff in the Crown Corporations, 2020.

(Page 6)

	Count	Percent
CIC	44	0.4%
SaskTel	3,265	29.7%
SaskPower	3,407	31.0%
SaskEnergy	1,116	10.2%
SGI	2,201	20.0%
SOCO	90	0.8%
SaskWater	131	1.2%
SGC	724	6.6%
	10,978	99.9%

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
2020	10,978	10,164

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
2020	855

Appendix F

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

(Page 10)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2020	40.2%	42.1%	44.7%	40.5%	32.5%

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
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%
2020	64.3%	39.4%	27.8%	36.8%	58.4%	43.2%	25.4%	...	54.4%

Appendix H

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

	Saskatchewan	Crown Corporations
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%
2020	46.0%	40.5%

Appendix I

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

(Page 13)

	Permanent	Term/Contract	Seasonal/Other	Total (excluding students)
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%
2020	16.8%	17.8%	17.2%	16.9%

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
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%
2020	33.3%	21.0%	12.9%	12.3%	22.0%	2.3%	16.8%	...	18.2%

Appendix K

Table 11. Percentage of positions at Crown corporations in which women are under-represented and over-represented. (Page 15)

	Under-represented	Over-represented
2017	53.4%	38.5%
2018	55.4%	37.7%
2019	55.7%	37.6%
2020	52.7%	39.6%

Appendix L

Table 12. Percentage of Employees Who Identify as Indigenous.

(Page 16)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2020	11.5%	8.9%	10.0%	11.3%	3.6%

Appendix M

Table 13. Percentage of Permanent Employees Who Identify as Indigenous, by Crown Corporation.

(Page 17)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
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%
2020	7.1%	10.2%	7.1%	13.9%	9.9%	5.7%	4.6%	...	40.2%

Appendix N

Table 14. Comparison of the Percentage of Employees Who Identify as Indigenous. (Page 18)

	Saskatchewan	Crown Corporations
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%
2020	9.6%	11.3%

Appendix O

Table 15. Percentage of Employees Who Identify as a Member of a Visible Minority Group.

(Page 19)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2020	11.4%	17.8%	24.4%	12.2%	16.9%

Appendix P

Table 16. Percentage of Permanent Employees Who Identify as a Member of a Visible Minority Group, by Crown Corporation.

(Page 20)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
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%
2020	4.8%	9.6%	10.5%	7.3%	15.4%	0.0%	7.7%	...	19.7%

Appendix Q

Table 17. Percentage of Employees Reporting a Disability.

(Page 21)

	Permanent	Term/Contract	Seasonal/Other	Total (except Students)	Students
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%
2020	5.0%	1.8%	5.5%	4.9%	1.8%

Appendix R

Table 18. Percentage of Permanent Employees Reporting a Disability, by Crown Corporation.

(Page 22)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
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%
2020	0.0%	7.2%	2.5%	1.8%	8.2%	2.3%	1.5%	...	4.5%

Appendix S

Table 19. Summary of Diversity Measures, 2020.

(Page 23)

	Women in under- represented positions	Indigenous Identity	Visible Minority	With a Disability
Permanent	16.8%	11.5%	11.4%	5.0%
Permanent and Non-Permanent	16.9%	11.3%	12.2%	4.9%

Appendix T

Table 20. Changes in Diversity over Time, 2020.

(Page 24)

	Women in under- represented positions	Indigenous identity	Visible minority	With a disability
2011	26.3%	12.7%	5.6%	4.5%
2020	16.9%	11.3%	12.2%	4.9%

Appendix U

Table 21. Age of Permanent and Non-Permanent Crown Corporation Employees. (Page 26)

	Permanent	Non-Permanent
<19	0	0
19	7	6
20	10	8
21	13	14
22	29	16
23	53	24
24	57	37
25	89	31
26	99	26
27	123	27
28	169	44
29	191	36
30	200	27
31	229	41
32	262	45
33	293	45
34	324	27
35	313	24
36	327	38
37	339	28
38	326	27
39	338	22
40	343	22
41	318	24
42	281	17
43	310	23
44	267	17
45	300	17
46	248	4
47	291	9
48	269	5
49	250	7
50	270	4
51	231	8
52	244	11

	Permanent	Non-Permanent
53	227	8
54	250	8
55	254	7
56	250	7
57	298	7
58	287	7
59	267	10
60	192	9
61	156	5
62	145	5
63	118	4
64	77	3
65	70	5
66	49	1
67	30	1
68+	40	7

Appendix V

Table 22. Changes in Age Distribution Over Time.

(Page 27)

	2007	2020
<19	3	0
19	15	7
20	32	10
21	51	13
22	93	29
23	94	53
24	126	57
25	155	89
26	162	99
27	184	123
28	208	169
29	191	191
30	216	200
31	217	229
32	237	262
33	184	293
34	228	324
35	232	313
36	241	327
37	245	339
38	237	326
39	248	338
40	250	343
41	266	318
42	301	281
43	298	310
44	387	267
45	429	300
46	490	248
47	420	291
48	452	269
49	436	250
50	439	270
51	397	231
52	411	244

	2007	2020
53	328	227
54	275	250
55	251	254
56	177	250
57	137	298
58	118	287
59	88	267
60	96	192
61	67	156
62	39	145
63	24	118
64	31	77
65	13	70
66	2	49
67	1	30
68+	1	40

Appendix W

Table 23. Effect of Crown Corporation Human Resource Initiatives on Age of Employees.

(Page 28)

	2007 with 13-year lag	2020
<19	...	0
19	...	7
20	...	10
21	...	13
22	...	29
23	...	53
24	...	57
25	...	89
26	...	99
27	...	123
28	...	169
29	...	191
30	...	200
31	3	229
32	15	262
33	32	293
34	51	324
35	93	313
36	94	327
37	126	339
38	155	326
39	162	338
40	184	343
41	208	318
42	191	281
43	216	310
44	217	267
45	237	300
46	184	248
47	228	291
48	232	269
49	241	250
50	245	270
51	237	231
52	248	244

	2017 with 13-year lag	2020
53	250	227
54	266	250
55	301	254
56	298	250
57	387	298
58	429	287
59	490	267
60	420	192
61	452	156
62	436	145
63	439	118
64	397	77
65	411	70
66	328	49
67	275	30
68+	251	40

Appendix X

Table 24. Number of Permanent Employees Approaching Retirement.

(Page 29)

	55 to 59	60+
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
2020	1,356	877

Appendix Y

Table 25. Changes in the Age of Crown Corporation Employees.

(Page 30)

	Under 30	30 to 49	50 Plus
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
2020	840	5,828	3,455

Appendix Z

Table 26. Age of Permanent Employees by Crown Corporation, 2020.

(Page 31)

	Under 30	30 to 44	45 to 54	55 or older
CIC	4.8%	40.5%	26.2%	28.6%
SaskTel	3.1%	38.4%	30.4%	28.1%
SaskPower	10.0%	47.9%	22.8%	19.3%
SaskEnergy	10.9%	47.0%	23.6%	18.5%
SGI	9.9%	47.3%	23.0%	19.8%
SOCO	9.1%	33.0%	31.8%	26.1%
SaskWater	8.5%	43.8%	29.2%	18.5%
SGC	11.7%	37.5%	27.9%	22.9%
All Crown Corporations	8.3%	44.2%	25.5%	22.1%

Appendix AA

Table 27. Comparison of Percentage of Employees by Age Group.

(Page 32)

	Province of Saskatchewan		Crown Corporations	
	Under 30	55 or older	Under 30	55 or older
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%
2020	23.6%	21.9%	10.1%	21.1%

Appendix AB

Table 28. Tenure Within Current Crown Corporation.

(Page 33)

	< 5 years	5 to 9	10 to 19	20 or more
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
2020	2,186	2,091	3,027	2,819

Appendix AC

Table 29. Tenure with Current Crown Corporation by Crown Corporation, 2020. (Page 34)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	31.0%	14.3%	35.7%	19.0%
SaskTel	7.5%	12.9%	34.3%	45.4%
SaskPower	22.2%	27.1%	27.8%	22.9%
SaskEnergy	28.5%	20.0%	25.5%	26.0%
SGI	31.7%	21.2%	27.7%	19.3%
SOCO	19.3%	19.3%	46.6%	14.8%
SaskWater	46.9%	30.0%	18.5%	4.6%
SGC	28.5%	19.0%	35.9%	16.6%
All Crowns	21.6%	20.7%	29.9%	27.8%

Appendix AD

Table 30. Comparison of Employee Tenure.

(Page 35)

	Crown Corporations	Saskatchewan
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%
2020	25.0%	45.3%

Appendix AE

Table 31. Union Membership, 2020.

(Page 37)

	Count	Percent
UNIFOR (formerly CEP)	3,843	35.0%
COPE	1,652	15.0%
IATSE	35	0.3%
IBEW	1,672	15.2%
PSAC	279	2.5%
RWDSU	247	2.2%
Out of Scope	3,250	29.6%
Total	10,978	100.0%

Appendix AF

Table 32. Trends in Union Membership.

(Page 38)

	% In Scope
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%
2020	70.4%

Appendix AG

Table 33. Union Membership by Crown Corporation.

(Page 39)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC	STC
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%	...
2020	0.0%	76.7%	63.7%	67.7%	75.1%	0.0%	64.9%	77.5%	...

Appendix AH

Table 34. Comparison of Union Membership.

(Page 40)

	Saskatchewan	Crown Corporations
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%
2020	34.6%	70.4%

Appendix AI

Table 35. Workplace Location, 2020.

(Page 41)

	Count	Percent
Regina	6,331	57.7%
Saskatoon	1,838	16.7%
Prince Albert	231	2.1%
Moose Jaw	292	2.7%
Estevan	536	4.9%
Other Cities	815	7.4%
North	187	1.7%
Out of Province	176	1.6%
Other Saskatchewan	572	5.2%
Total	10,978	100.0%

Appendix AJ

Table 36. Workplace Location by Crown Corporation, 2020.

(Page 43)

	In Regina or Saskatoon
CIC	100.0%
SaskTel	85.7%
SaskPower	59.4%
SaskEnergy	71.4%
SGI	79.8%
SOCO	100.0%
SaskWater	27.5%
SGC	86.0%
All Crowns	74.4%

Appendix AK

Table 37. Occupation and Skill Level of Employees.

(Page 45)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2020	15.9%	18.2%	46.7%	17.2%	2.0%

Appendix AL

Table 38. Occupation and Skill Level of Employees by Crown Corporation, 2020.

(Page 46)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	23.8%	40.5%	28.6%	7.1%	0.0%
SaskTel	22.1%	21.7%	48.5%	7.4%	0.3%
SaskEnergy	15.9%	14.9%	43.8%	24.7%	0.7%
SaskPower	25.4%	9.2%	62.3%	3.1%	0.0%
SGI	10.6%	17.9%	52.4%	18.3%	0.8%
SOCO	26.4%	5.7%	47.1%	12.6%	8.0%
SaskWater	25.4%	9.2%	62.3%	3.1%	0.0%
SGC	4.5%	3.6%	20.6%	55.5%	15.8%
All Crowns	15.9%	18.2%	46.7%	17.2%	2.0%

Appendix AM

Table 39. Age and Tenure by Occupation and Skill Level, 2020.

(Page 47)

	Average Age	Average Tenure (Years)
Managerial	47.3	16.5
A: Professional (univ degree)	42.6	12.4
B: Technical (post-sec) & Supervisory	43.7	14.1
C: Intermediate	44.7	13.0
D: Labour & Elemental	46.5	11.0
All Permanent Staff	44.3	13.9

Appendix AN

Table 40. Occupation and Skill Level of Employees Who Identify as Women.

(Page 48)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2020	35.9%	42.8%	32.0%	63.1%	43.3%

Appendix AO

Table 41. Occupation and Skill Level of Employees Who Identify as Indigenous. (Page 49)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2020	6.0%	5.5%	10.9%	20.3%	27.1%

Appendix AP

Table 42. Occupation and Skill Level of Permanent and Non-Permanent Employees Who Identify as Indigenous, 2020. (Page 50)

	Count	Percent
Managerial	97	7.8%
A: Professional (univ degree)	103	8.3%
B: Technical (post-sec) & Supervisory	563	45.3%
C: Intermediate	415	33.4%
D: Labour & Elemental	65	5.2%
All Permanent and Non-Permanent Staff	1,243	100.0%

Appendix AQ

Table 43. Occupation and Skill Level of Employees Who Identify as a Member of a Visible Minority Group (Page 51)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2020	8.1%	19.3%	10.4%	13.3%	10.4%

Appendix AR

Table 44. Occupation and Skill Level of Employees Who Reported a Disability. (Page 52)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2020	2.7%	4.9%	4.8%	6.2%	7.9%

Appendix AS

Table 45. New Hires by Skill Level and Occupation, 2020.

(Page 53)

	Count	Percent
Managerial	31	11.2%
A: Professional (univ degree)	58	20.9%
B: Technical (post-sec) & Supervisory	148	53.2%
C: Intermediate	32	11.5%
D: Labour & Elemental	9	3.2%
Total	278	100.0%

Appendix AT

Table 46. Annual Retirement and Non-Retirement Departure Trends.

(Page 56)

	Retirement	Non-Retirement	Total
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
2020	275	299	574

Table 47. Reasons for Departure, 2020.

(Page 57)

	Count	Percent
Death	22	3.8%
Dismissal/Layoff	67	11.7%
Moved	4	0.7%
Take other Employment	46	8.0%
Other/Unknown	6	1.0%
Personal Reasons	6	1.0%
Resignation	148	25.8%
Retirement	275	47.9%
Total	574	100.0%

Appendix AV

Table 48. Turnover Rates by Crown Corporations, 2020.

(Page 58)

	Non-Retirement	Retirement	Total
CIC	11.6%	2.3%	13.9%
SaskTel	1.9%	4.0%	5.9%
SaskPower	2.4%	1.9%	4.3%
SaskEnergy	3.2%	2.7%	5.9%
SGI	2.9%	2.7%	5.6%
SOCO	4.7%	2.3%	6.9%
SaskWater	5.6%	1.6%	7.2%
SGC	8.7%	1.3%	10.0%
All Crowns	2.9%	2.7%	5.6%

Appendix AW

Table 49. Changes in Turnover Rates by Crown Corporation.

(Page 59)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC
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%
2020	13.9%	5.9%	4.3%	5.9%	5.6%	6.9%	7.2%	10.0%

Appendix AX

Table 50. Turnover Rates of Permanent Staff, 2020 by Gender.

(Page 60)

	Non-Retirement	Retirement	Total
Women	3.0%	3.4%	6.4%
Men	2.9%	2.2%	5.1%
All Employees	2.9%	2.7%	5.6%

Appendix AY

Table 51. Turnover Rates of Permanent Staff by Age Group, 2020.

(Page 61)

	Non-Retirement	Retirement	Total
Under 30	5.8%	0.0%	5.8%
30 to 44	3.5%	0.0%	3.5%
45 to 54	2.3%	0.8%	3.1%
55 or older	1.4%	11.6%	13.0%
All employees	2.9%	2.7%	5.6%

Appendix AZ

Table 52. Turnover Rates by Diversity Groups, 2020.

(Page 62)

	Non-Retirement	Retirement	Total
With a Disability	3.7%	4.7%	8.4%
Members of a Visible Minority	4.3%	1.2%	5.5%
Indigenous Identity	4.6%	1.6%	6.2%
All employees	2.9%	2.7%	5.6%

Appendix BA

Table 53. Turnover Rates by Tenure, 2020.

(Page 63)

	Non-Retirement	Retirement	Total
Less than 5 years	6.1%	0.2%	6.3%
5 to 9 years	3.5%	0.3%	3.8%
10 to 19 years	2.0%	1.3%	3.3%
20 or more years	1.0%	7.7%	8.7%
All employees	2.9%	2.7%	5.6%

Appendix BB

Table 54. Turnover Rates by Union Membership, 2020.

(Page 64)

	Non-Retirement	Retirement	Total
Out of Scope	3.6%	2.1%	5.7%
In Scope	2.6%	3.0%	5.6%
All Employees	2.9%	2.7%	5.6%

Appendix BC

Table 55. Average Age at Retirement.

(Page 65)

	Normal Retirement	SaskTel ERP
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	
2020	61.4	

Appendix BD

Table 56. Age at Retirement, 2018 to 2020 Average.

(Page 66)

	Count
50	7
51	9
52	13
53	24
54	11
55	25
56	43
57	65
58	85
59	73
60	93
61	87
62	61
63	54
64	47
65	119
66	32
67	23
68+	52

Appendix BE

Table 57. Comparison with Canada, Average Age at Retirement.

(Page 67)

	Private Sector	Public Sector	Crowns (excluding ERP)
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
2020	64.7	62.4	61.4