

# CROWN DEMOGRAPHICS REPORT

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## 2021

The demographics of Crown corporation staff as of December 2021, including trends from 2012 to 2021.

May 2022

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# Background and Notes

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- ▶ This is the 2021 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 2021: 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 in 2020 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

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- ▶ Employees on long-term disability were excluded.
- ▶ Unless otherwise indicated, the data in this report:
  - ▶ Describe trends from 2012 to 2021; 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 are represented by the first three characteristics of a postal code.
  - ▶ While large cities typically have multiple FSAs, rural municipalities share FSAs.
- ▶ Due to rounding, percentages presented throughout this report may not add up to exactly 100%.

# Staffing Categories and Class of Worker

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Permanent full time</b>	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	9,411
<b>Permanent part time</b>	479	419	421	894	901	844	786	825	869	795	751	645	723	627	660	621	455	529
<b>Contract/term</b>	525	560	583	575	636	620	582	603	538	537	638	431	458	439	432	454	437	536
<b>Seasonal/ other</b>	400	404	495	735	681	605	687	537	517	535	491	573	545	610	576	426	418	378
<b>Total</b>	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	10,854
<b>Coop and summer students during the course of the school year</b>	461	477	485	478	488	500	435	458	428	447	399	355	358	320	307	316	166	295

## As of December 31, 2021

- ▶ Not counting students, total employment with Crown corporations was 10,854 in December 2021:
  - ▶ 86.7% of employees in 2021 worked in permanent full time positions;
  - ▶ 4.9% of employees were permanent part-time staff in 2021, increasing permanent employment to 91.6%;
  - ▶ 4.9% of employees were contract or term staff; and
  - ▶ 3.5% of employees were "other," mostly working part-time/casual.
  - ▶ There was a slight decrease in overall employment in 2021, mainly due to reductions in casual and seasonal staff.
- ▶ The number of co-op and summer students has declined in recent years.
  - ▶ The large decrease in co-op and summer students in 2020 reflects the increased public health restrictions implemented in response to COVID-19. More students were hired in 2021, however still below the norm.

# Detailed Employment by Crown Corporation

		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
CIC	Permanent FT	54	68	70	68	63	69	65	65	60	52	48	42	43	42	40	43	41	43
	PT	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	1
	Non-permanent	0	1	4	4	4	2	2	5	2	1	1	1	1	3	2	3	2	1
SaskTel	Permanent FT	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	2,653
	PT	90	38	49	102	104	111	88	111	107	105	108	88	68	62	59	56	42	53
	Non-permanent	562	622	747	726	752	719	749	648	650	646	596	619	616	652	657	550	518	464
SaskPower	Permanent FT	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	3,097
	PT	144	137	134	127	136	140	131	133	129	123	124	106	112	106	122	113	88	94
	Non-permanent	153	118	110	132	132	113	84	132	137	149	231	126	113	98	102	110	140	156
SaskEnergy	Permanent FT	815	823	861	895	937	930	908	919	947	946	968	1,023	936	923	937	995	1,007	1,012
	PT	86	86	77	76	68	73	68	75	81	102	96	6	84	77	78	81	69	68
	Non-permanent	65	50	70	102	97	84	91	78	40	49	41	40	44	37	37	44	40	67
SGI	Permanent FT	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	2,038
	PT	114	113	116	113	107	114	112	109	112	108	98	99	108	115	110	93	85	75
	Non-permanent	77	106	125	148	187	189	157	148	143	151	172	146	143	138	153	147	119	160

As of December 31, 2021

- ▶ SaskPower and SaskTel remained the largest employers in 2021.
  - ▶ In 2021, SaskTel and SaskPower accounted for 60.0% of Crown staff.
- ▶ SGI and SaskEnergy also have a large number of employees, accounting for 31.5% of overall Crown staff.
- ▶ SaskTel, SaskPower, SaskEnergy, and SGI account for 91.6% of Crown corporation employment.

# Detailed Employment by Crown Corporation

(Continued)

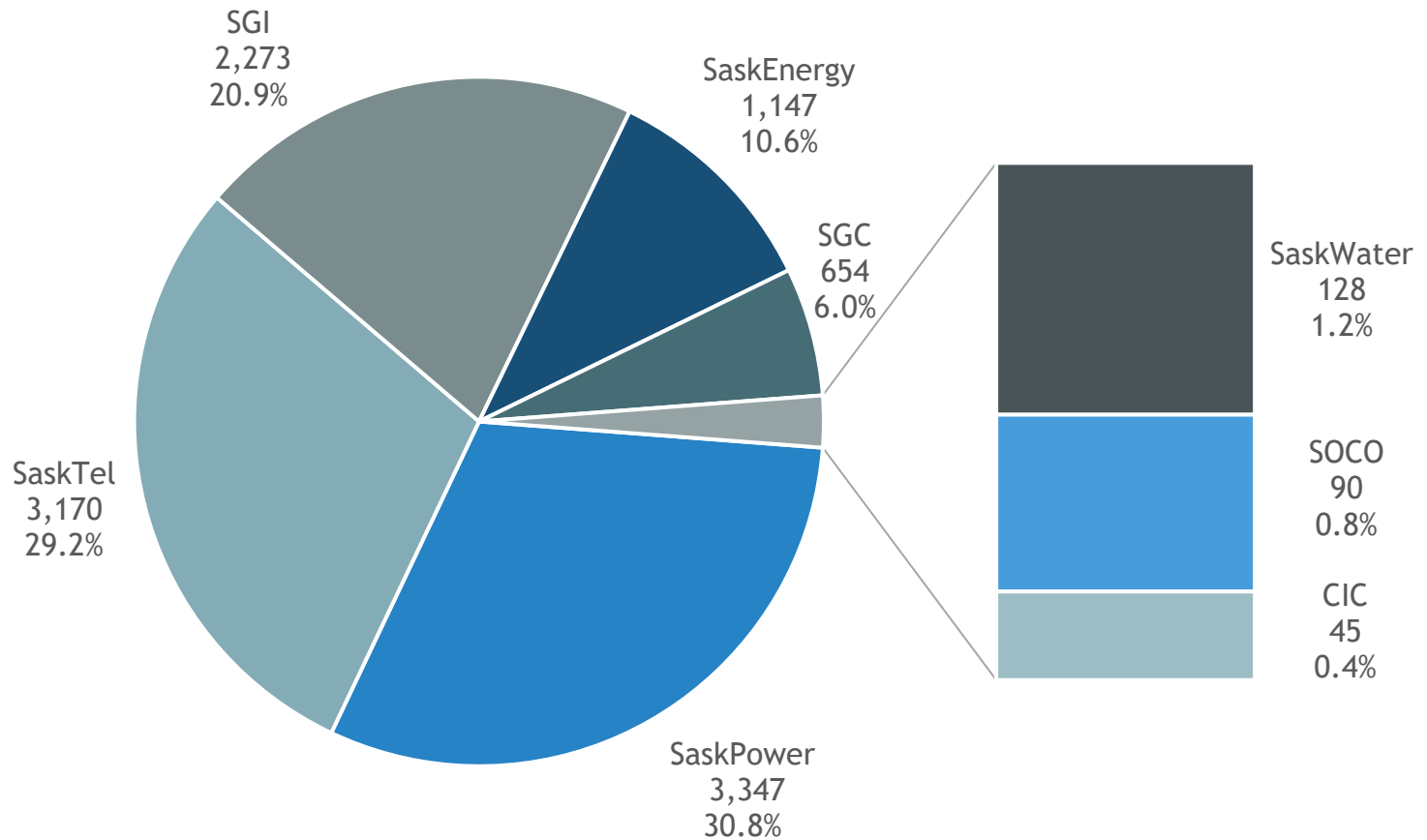
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
SaskWater	Permanent FT	68	80	82	83	85	87	91	98	104	107	113	115	119	126	123	123	128	126
	PT	2	4	4	4	4	3	4	3	4	3	2	2	2	2	2	1	2	1
	Non-permanent	1	9	0	5	3	4	4	1	2	1	6	8	6	1	2	1	1	1
SOCO	Permanent FT	69	81	86	116	106	110	115	111	112	105	93	87	93	90	91	84	86	81
	PT	1	2	3	2	5	4	3	2	2	3	4	2	1	1	2	2	2	2
	Non-permanent	4	3	2	2	3	0	1	2	1	0	4	4	4	3	4	2	2	7
ISC	Permanent FT	195	208	229	243	257	259	289	288	288	...	...	...	...	...	...	...	...	...
	PT	2	1	1	2	2	2	3	2	2	...	...	...	...	...	...	...	...	...
	Non-permanent	59	41	13	17	19	13	25	40	39	...	...	...	...	...	...	...	...	...
STC	Permanent FT	186	194	197	196	203	200	192	190	194	204	195	182	178	...	...	...	...	...
	PT	40	38	37	35	29	34	37	34	32	36	32	35	35	...	...	...	...	...
	Non-permanent	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	361
	PT	...	...	...	433	446	362	340	356	400	315	287	307	312	264	287	275	166	235
	Non-permanent	...	...	...	167	116	96	155	79	38	75	76	60	76	117	51	23	33	58

As of December 31, 2021

- ▶ The percentage of change in employment from 2020 to 2021 ranges from +3.27% to -9.67%.
  - ▶ Total employment increased by 3.27% at SGI, 2.78% at SaskEnergy and 2.27% at CIC.
  - ▶ Total employment decreased by 9.67% at SGC, 2.91% at SaskTel, 2.29% at SaskWater, and 1.76% at SaskPower.
  - ▶ There was no change in total employment at SOCO between 2020 and 2021.
- ▶ Moving forward, SaskTel, SaskPower, SaskEnergy, and SGI will continue to have a strong effect on the overall averages for the Crown sector.

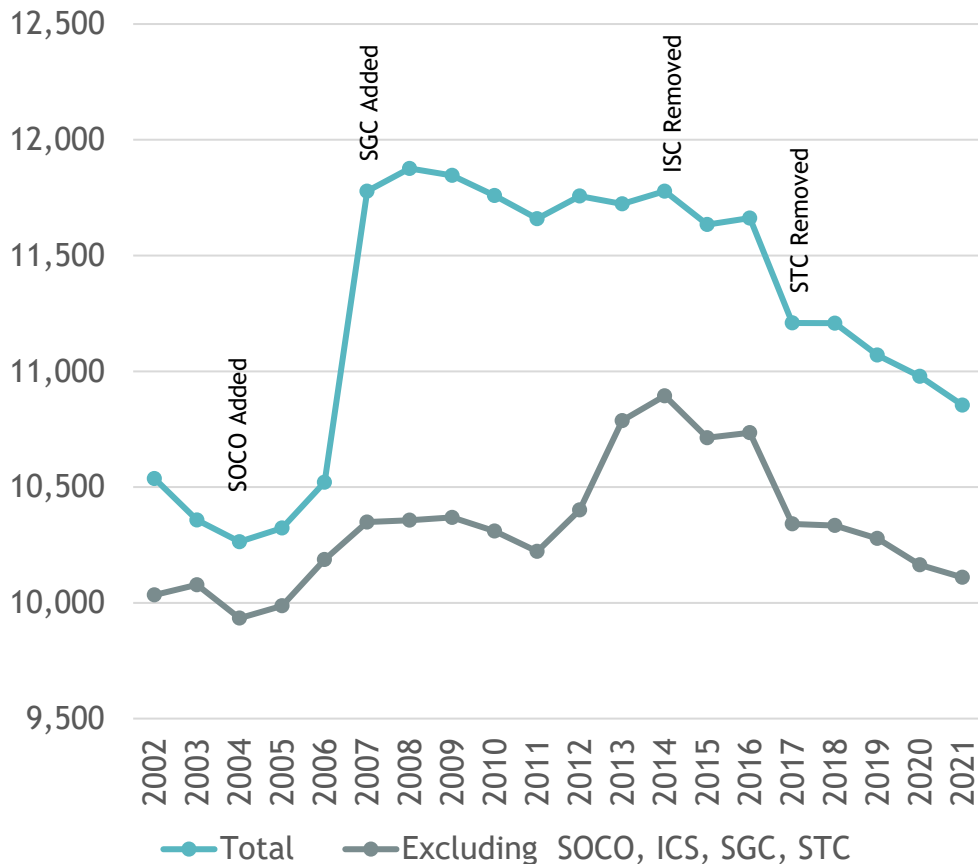
# Total Staff in the Crown Corporations, 2021

Permanent and Non-Permanent Staff, December 2021, by Crown Corporation (Total = 10,854)



# Crown Corporation Employment Trends

Changes in Total Crown Staff, 2002 to 2021

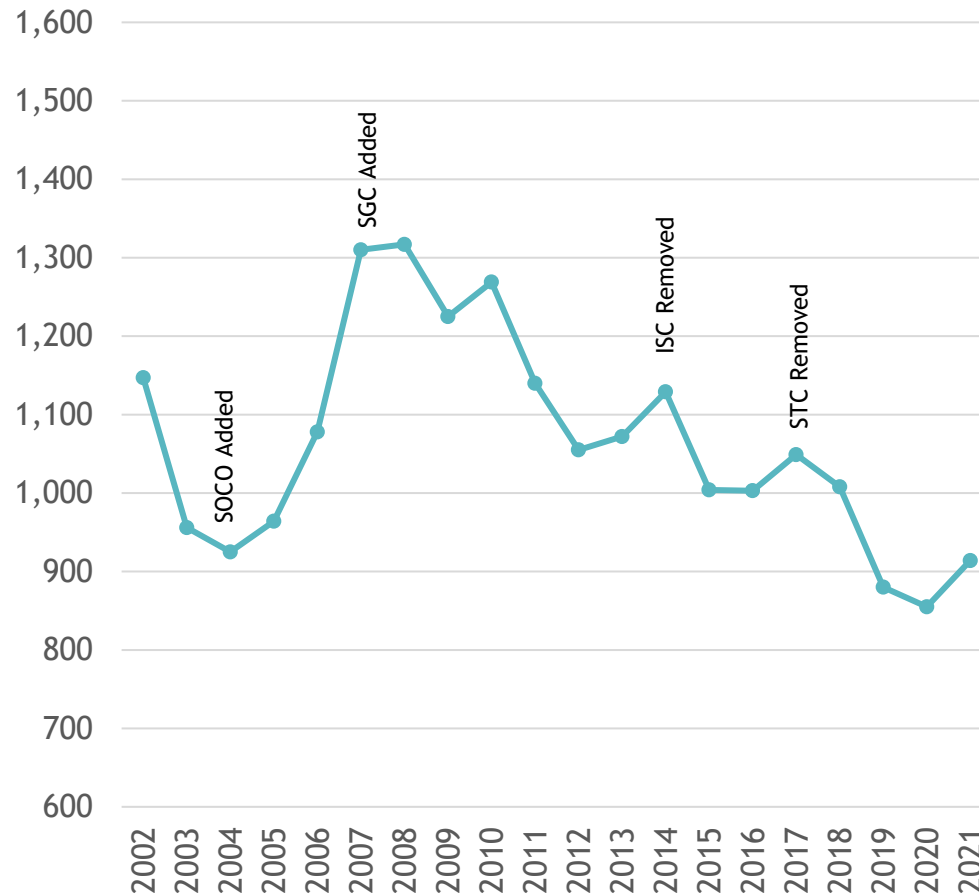


- ▶ Both permanent and non-permanent staff are included in these figures.
- ▶ The decrease in employment in 2017 coincides with the removal of STC.
- ▶ Employment in Crown Corporations is 3.01% (0.76%) higher in 2021 than it was in 2002.
- ▶ Employment within the Crown corporations continues to decline.
  - ▶ Over the last ten years, the average yearly decline in Crown Corporation employment was 0.78% (0.09%).
  - ▶ Over the last five years, the average yearly decline in Crown Corporation employment increased further to -1.76% (-1.18%).



# Non-Permanent Staff

Number of Non-Permanent Staff, 2002 to 2021



- ▶ There was a notable increase in non-permanent staff in 2021, from 855 to 914 employees.
- ▶ Employment in non-permanent Crown Corporation positions is 20.30% lower in 2021 than it was in 2002.
- ▶ Employment in non-permanent Crown corporation positions has been on a general downtrend since 2008; however, this downtrend is marked by brief upswings. Employment in non-permanent Crown corporation positions in 2021 is in an upswing over the two previous years.

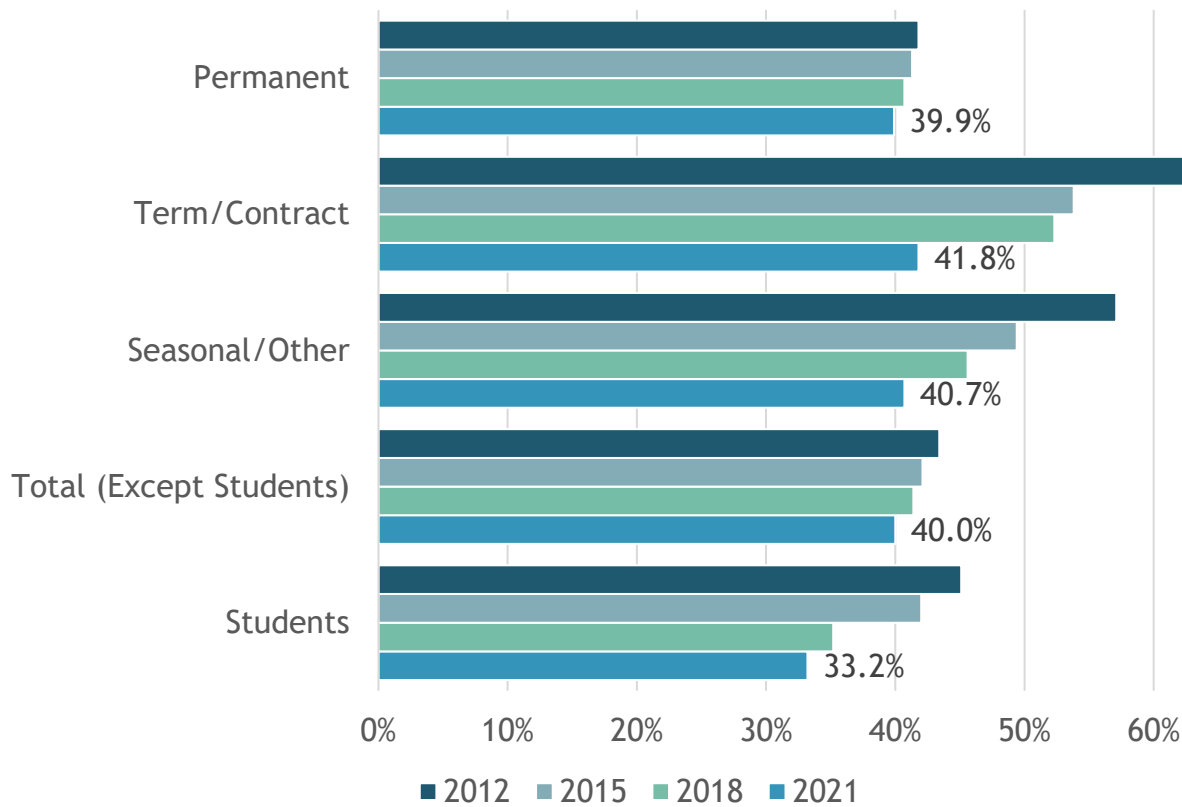
# Characteristics of Employees

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

# Category of Employment by Gender

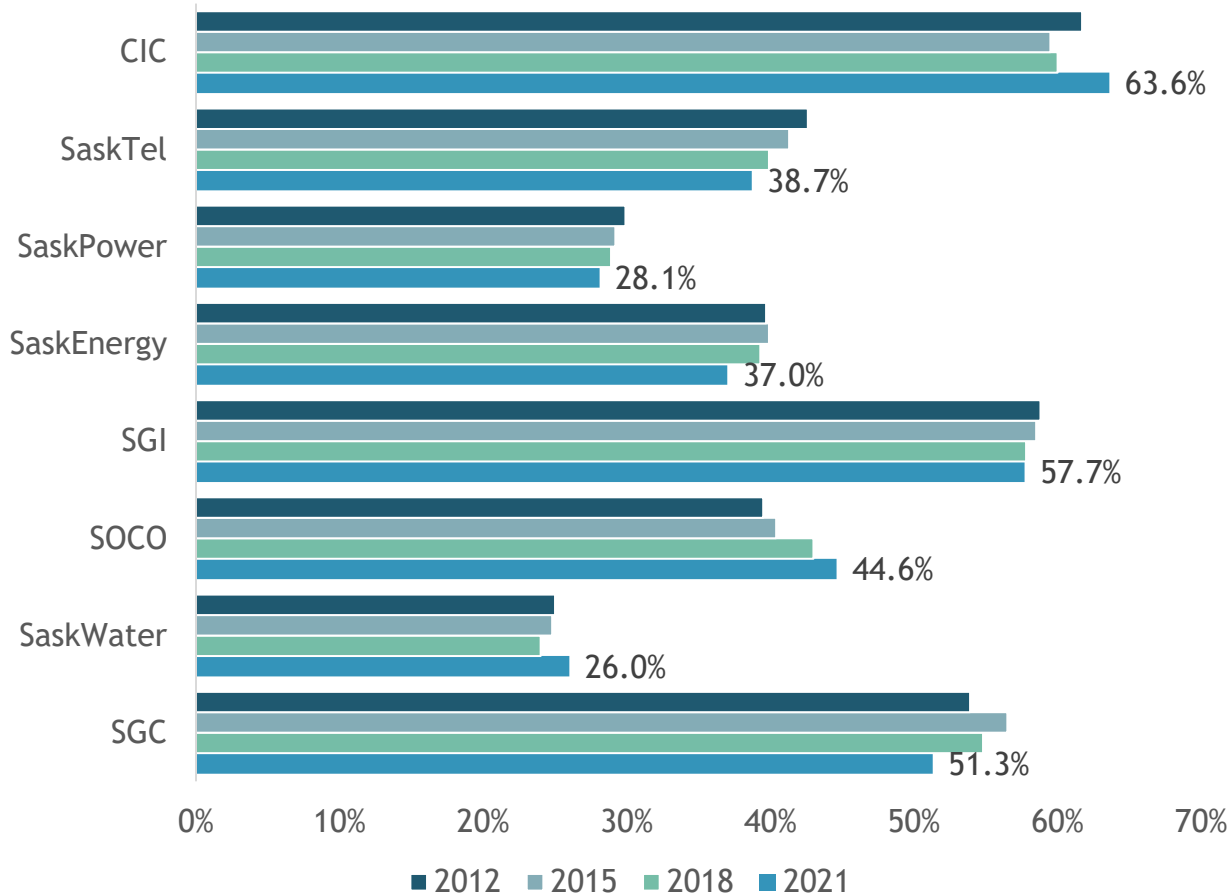
Per cent of Crown Corporation Staff Who Identify as Women



- ▶ The proportion of Crown corporation staff who identify as women has continued to decline slightly over time. In 2012, 41.8% of Crown corporation employees in permanent positions identified as women.
- ▶ In contrast, 40.0% of Crown corporation employees identified as women in 2021.
- ▶ The proportion of students who identify as women has been on a downward trend from 45.1% in 2012 to 33.2% in 2021.

# Crown Corporation Employment by Gender

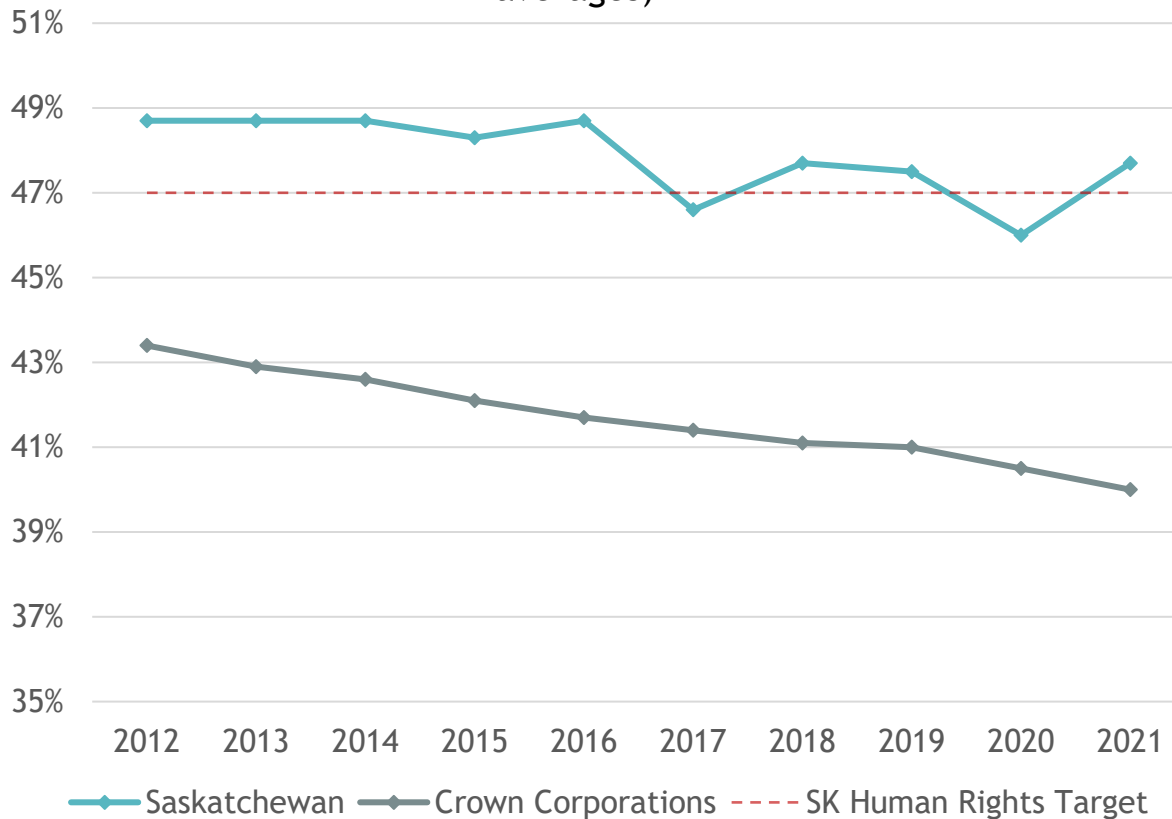
Per cent of Permanent Crown Corporation Staff Who Identify as Women



- ▶ From 2012 to 2021 most Crown corporations report little change in the proportion of employees who identified as women and held permanent positions.
- ▶ SOCO had an increase in employment of those who identified as women from 39.5% in 2012 to 44.6% in 2021.
- ▶ 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

# Those Who Identify as Women: Comparison with Saskatchewan

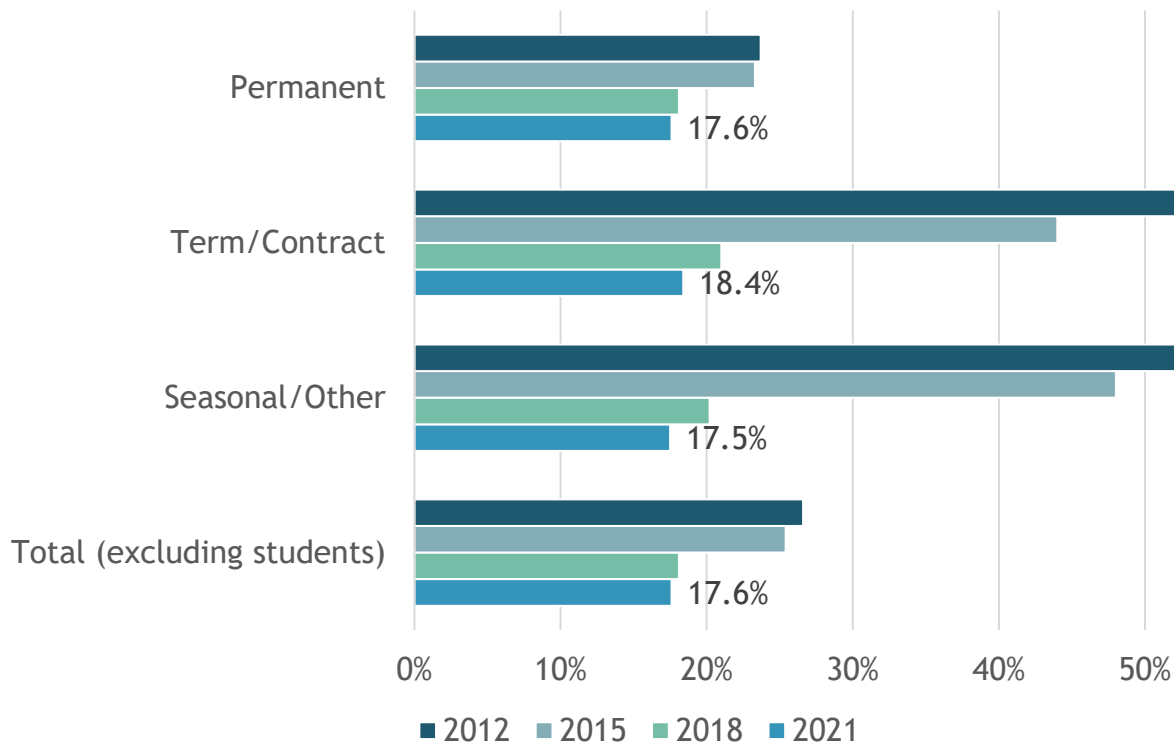
Crown Corporations (permanent and non-permanent) vis-à-vis Saskatchewan (off-reserve employees only, annual averages)



- ▶ In Saskatchewan, those who identify as women made up 47.7% of employees in 2021.
- ▶ These numbers compare with 40.0% of the permanent and non-permanent Crown corporation employees.
- ▶ A slight downward trend persists across Crown corporations.
  - ▶ The proportion of Crown Corporation employees identifying as women has decreased by 3.4% from 2012 to 2021.
- ▶ The Saskatchewan Human Rights Commission has set a target of 47.0% 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

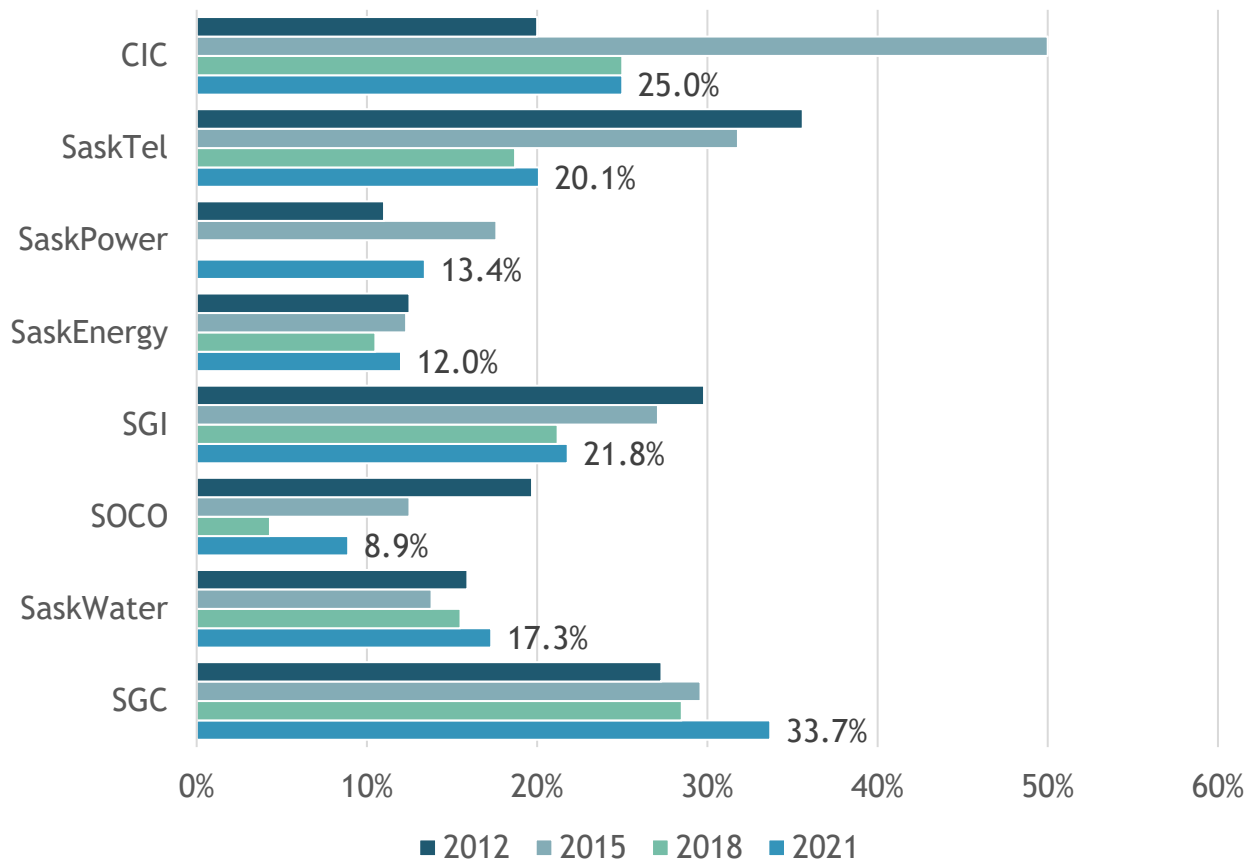


- ▶ Using the Saskatchewan Human Rights Commission methodology\*, those who identify as women represented 17.6% of employees working in positions in Crown corporations that were classified as under-represented.
- ▶ Historically, those who identify as women in under-represented positions have been higher in non-permanent positions than permanent positions.
  - ▶ In 2021, 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 23.7% in 2012 to 17.6% in 2021.

\* 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

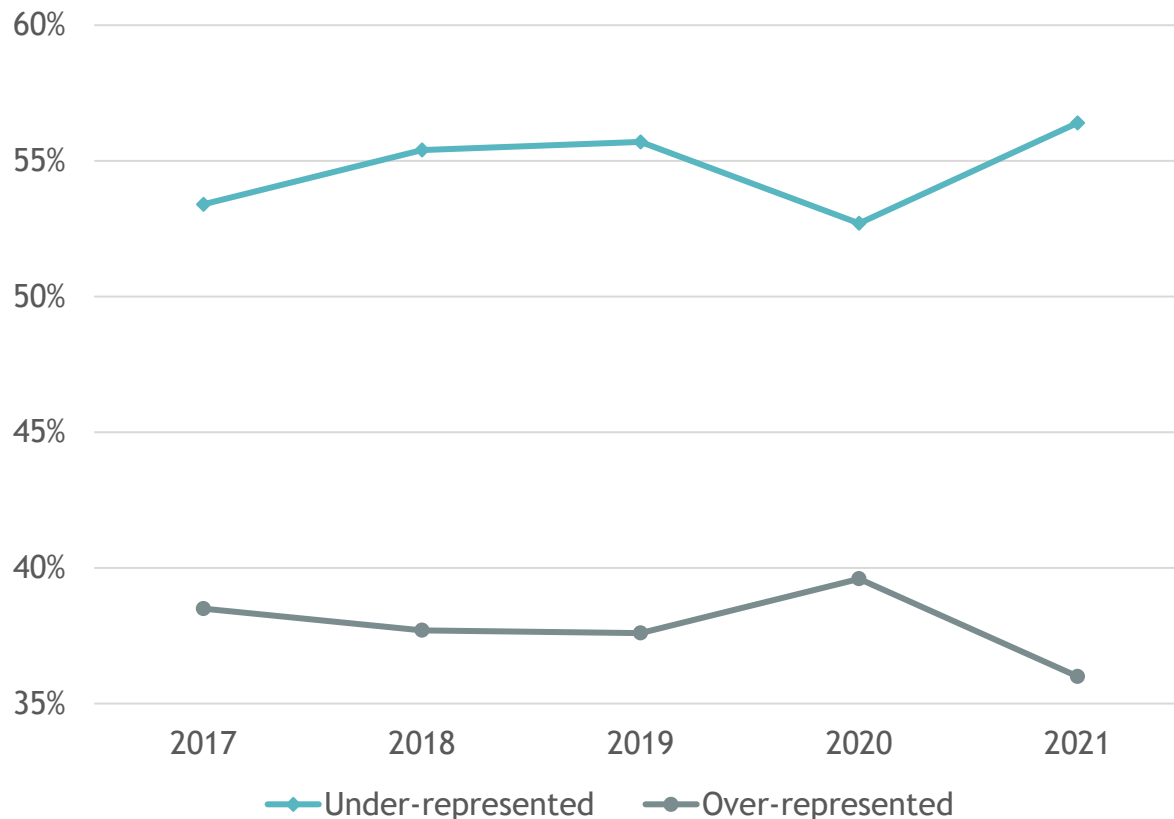


- ▶ SaskTel employed the largest number of employees who identified as women working in under-represented positions, with 382 in 2021.
  - ▶ SaskPower was a close second with 325 employees who identified as women.
- ▶ In 2021, proportions of women-identifying employees in under-represented positions were highest at SGC.
- ▶ Substantial increases in the proportion of women-identifying employees in under-represented positions were reported by:
  - ▶ SGC: 18.2% in 2020 to 33.7% in 2021, and
  - ▶ SOCO: 2.3% in 2020 to 8.9% in 2021.
- ▶ CIC, SaskTel, SaskEnergy, SGI, and SaskWater remained relatively stable in the proportion of employees who identify as woman in under-represented positions.

\*NOC codes were not reported by SaskPower employees in 2018.

# Under- and Over-Represented Positions at Crowns over Time

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



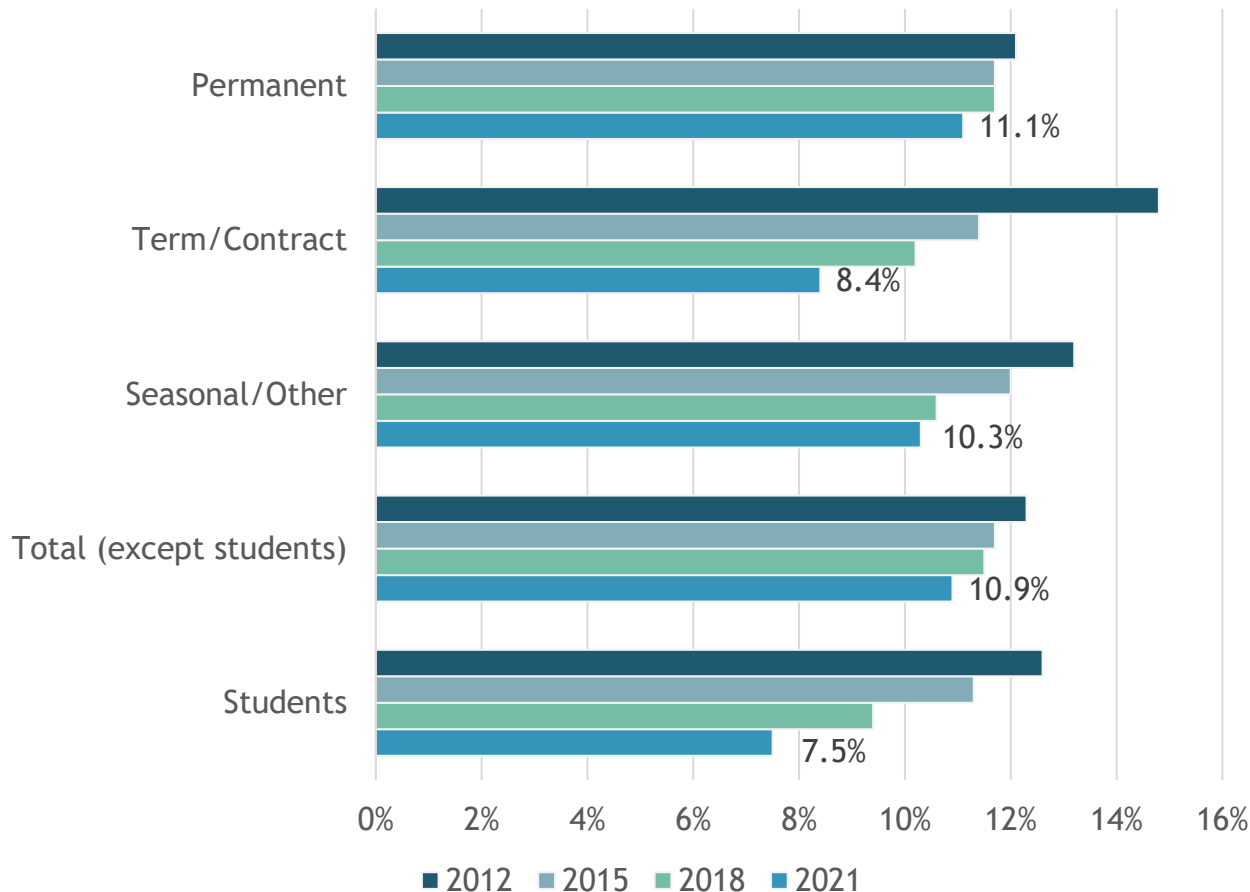
- ▶ After a decrease in the proportion of positions in which those who identify as women are under-represented in 2020, this proportion increased in 2021 and is consistent with the upward trend previously observed.
- ▶ Consistent with a slight downward trend, the proportion of positions in which those who identify as women are over-represented decreased in 2021.
- ▶ In 2021, out of 181 positions, 102 positions had less than 47.0% of employees identifying as women, and 65 positions had more than 53.0% of employees identifying as women.
  - ▶ 14 positions had equal representation of both male and female identifying employees.

\* Occupations (per NOC codes) are classified as over-represented when those who identify as women represent more than 53.0% 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

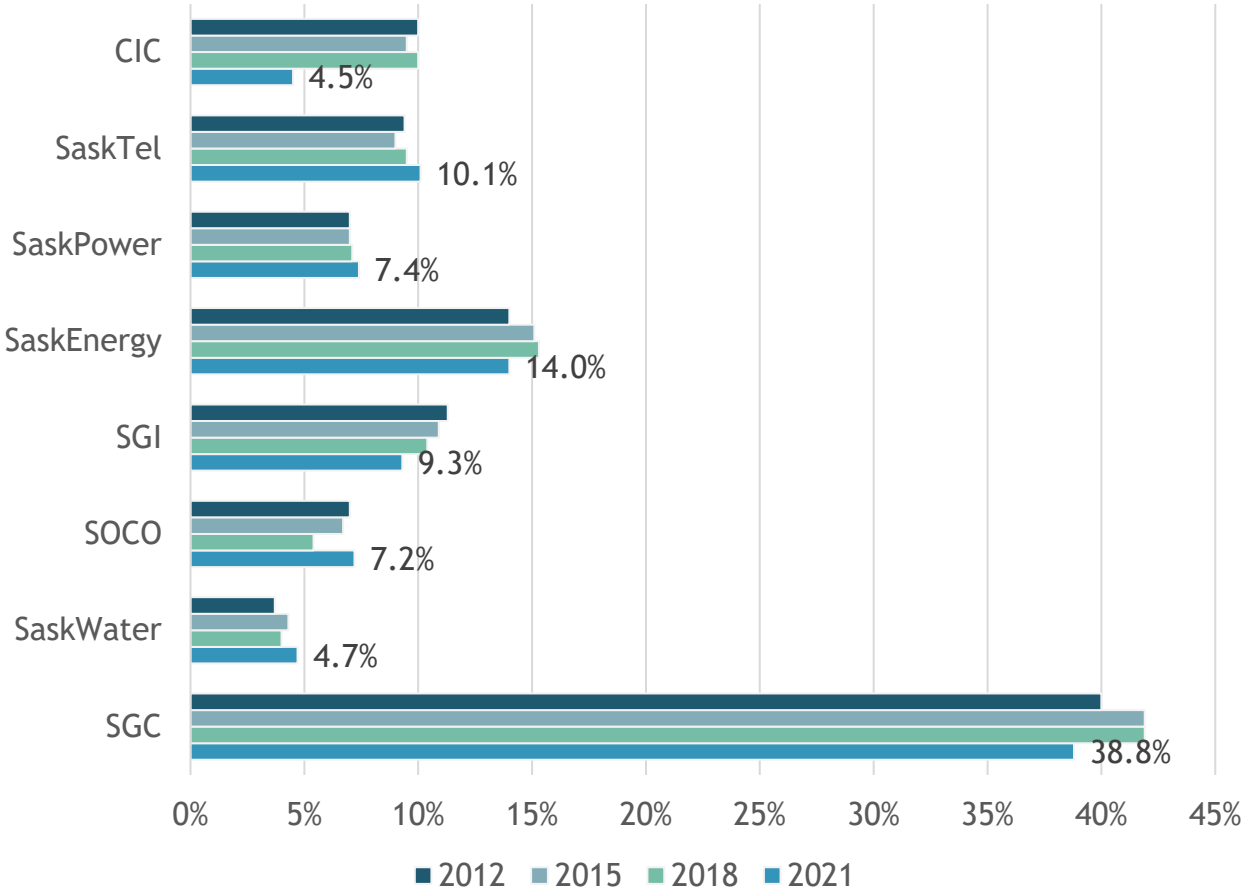
Per cent of Crown Corporation Staff Who Identify as Indigenous



- ▶ At the end of 2021, there were a total of 1,186 employees identified as Indigenous, a slight decline from previous years.
- ▶ The proportion of employees identifying as Indigenous in permanent positions has decreased slightly.
- ▶ The proportion of employees identifying as Indigenous in non-permanent positions has declined.
- ▶ In 2021, 7.5% of students reported an Indigenous ancestry, a decline from previous years.
- ▶ The Saskatchewan Human Rights Commission in 2019 set goals of 14.0% for employees who identify as Indigenous province-wide.

# Indigenous Identity by Crown Corporation

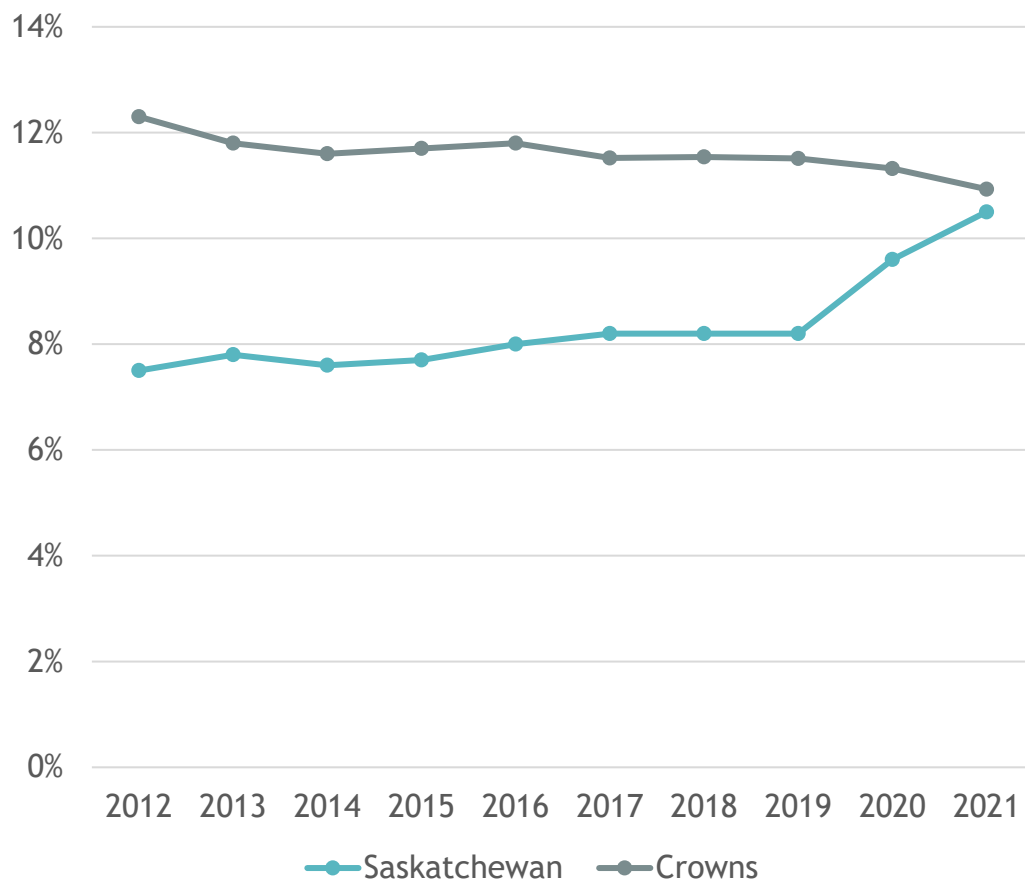
Per cent of Crown Corporation Permanent Staff Who Identify as Indigenous



- ▶ SGC has the highest proportion of employees reporting Indigenous ancestry (38.8%).
- ▶ The proportion of employees reporting Indigenous ancestry in SGI and CIC has been decreasing. SGI experienced a decrease of indigenous-identifying employees of 2.0% from 2012 to 2021, and CIC experienced a decrease of 5.5% from 2012 to 2021.

# Comparison with Saskatchewan: Employment by Indigenous Identity

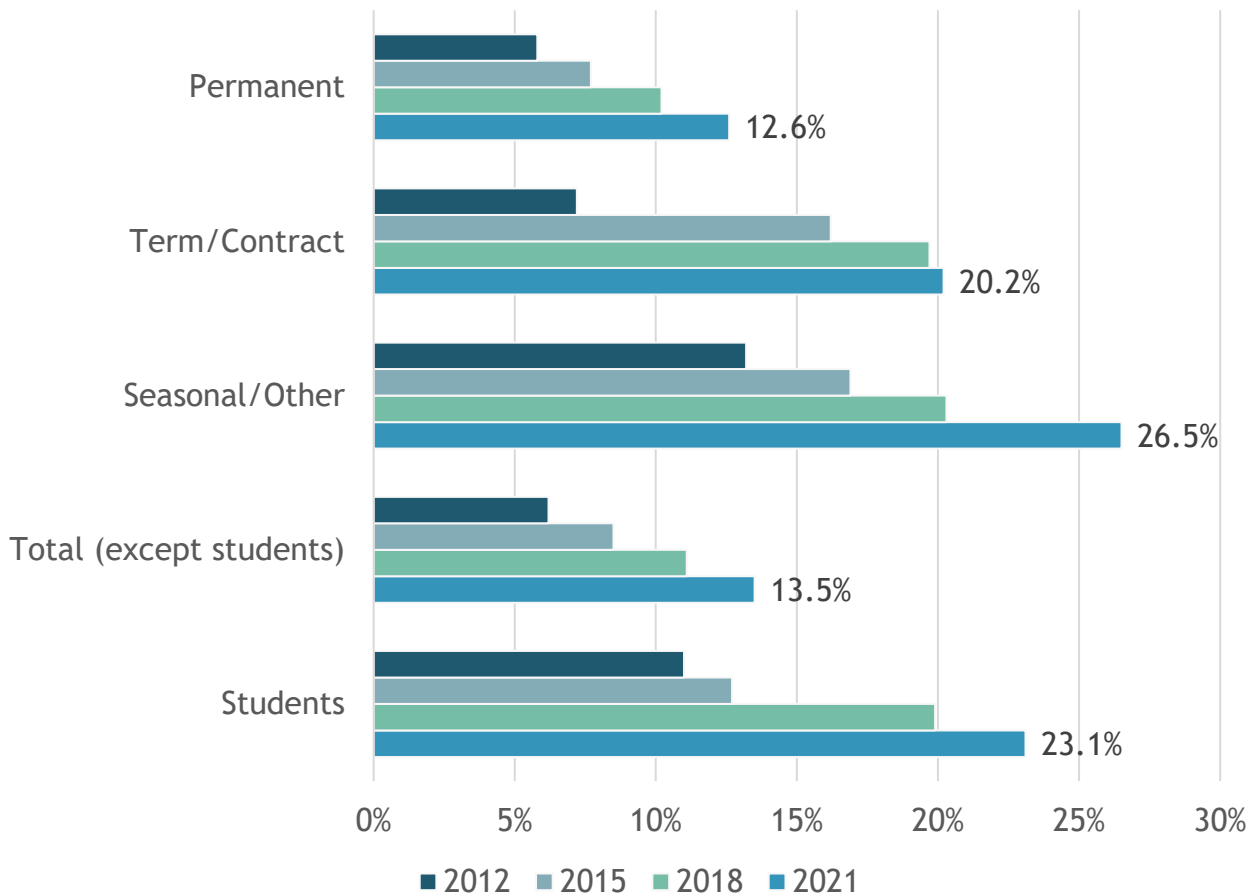
**Crown Corporations (permanent and non-permanent as of Dec)  
vis-à-vis Saskatchewan (off-reserve only, annual averages)**



- ▶ 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 (10.9%) is slightly higher than other Saskatchewan employers (10.5%).
- ▶ 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. Since 2019, Indigenous employment in Saskatchewan has been increasing every year.
- ▶ The gap in indigenous employment between Crowns and Saskatchewan employers is rapidly shrinking.

# Membership in a Visible Minority Group

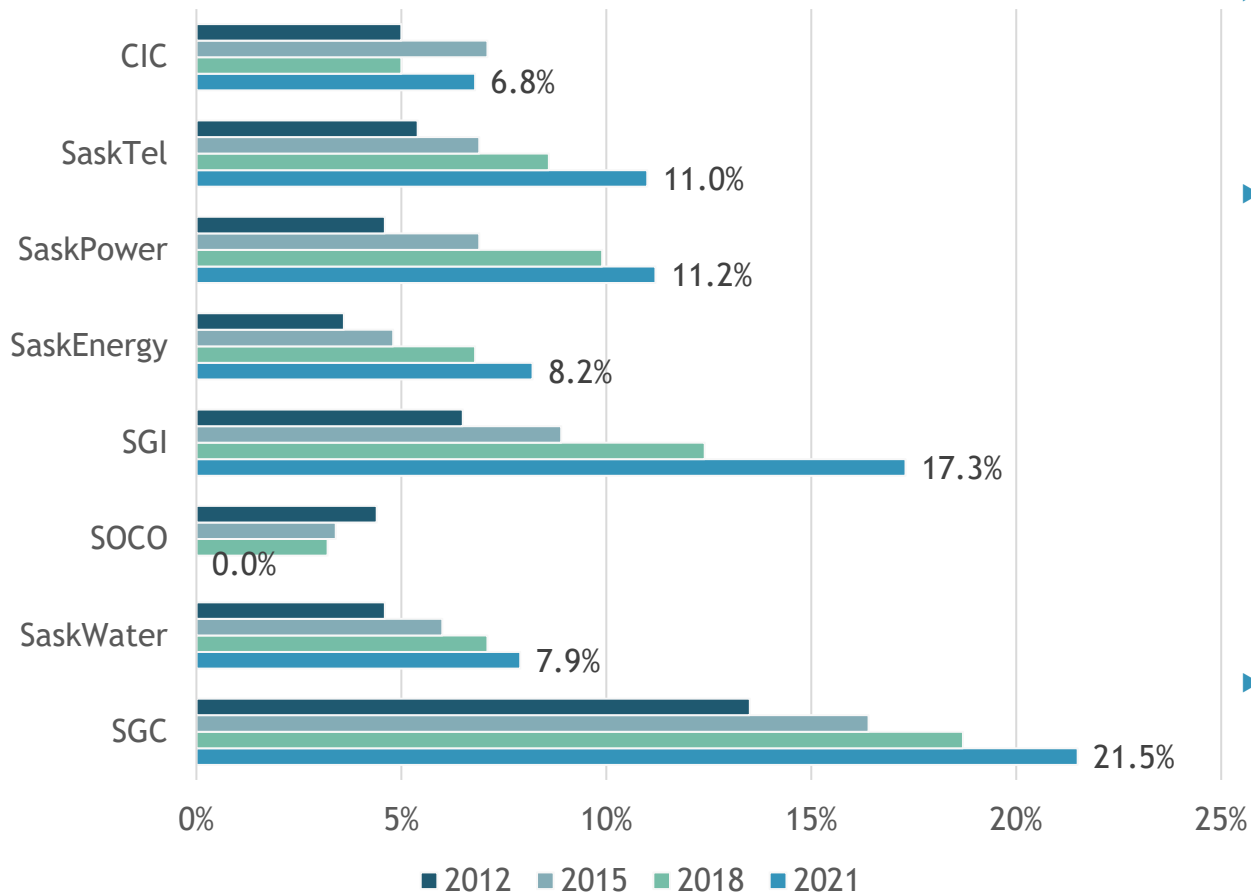
Per cent of Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ The proportion of permanent staff who identify as members of a visible minority group has steadily increased from 5.8% in 2012 to 12.6% in 2021.
- ▶ Upward trends in visible minority group membership also persist across all other employee groups.
  - ▶ There has been a proportional increase of individuals who identify with a visible minority group, by 12.1% to 13.3% across term, seasonal, and student positions.
- ▶ 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

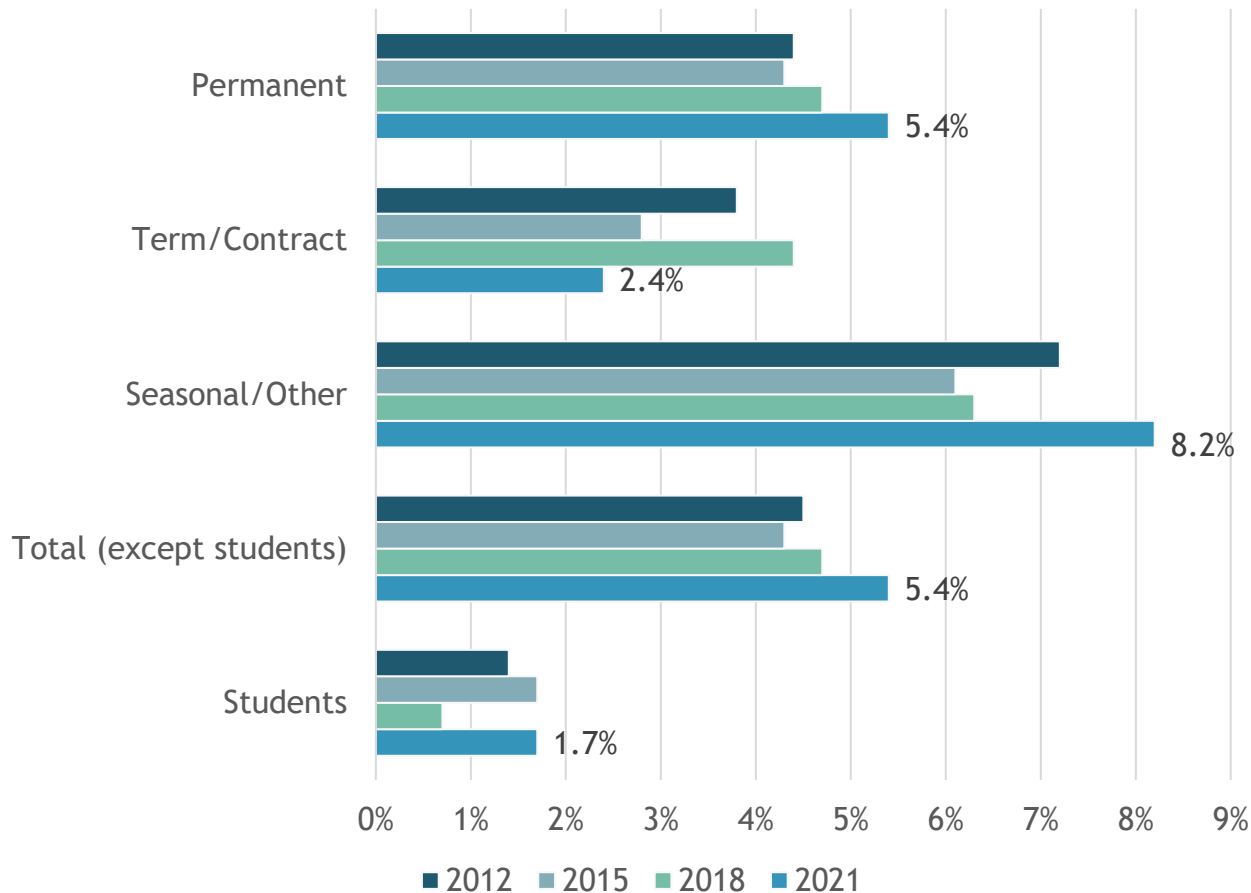
Per cent of Permanent Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ There is an upward trend in employing those who identify as members of visible minority groups, across most Crown corporations.
- ▶ Half of the Crown Corporations have met the 2019 Saskatchewan Human Rights goal of 10.6% province-wide representation of individuals who identify with a visible minority group.
  - ▶ SGC and SGI have also met the 2019 Saskatchewan Human Rights goal of 16.8% representation of individuals who identify with a visible minority group, within urban centers.
- ▶ In contrast, there is, however, a downward trend in visible minority representation at SOCO.
  - ▶ At SOCO, there have not been any employees who identify as members of visible minority groups since 2019.

# Category of Employment by Disability

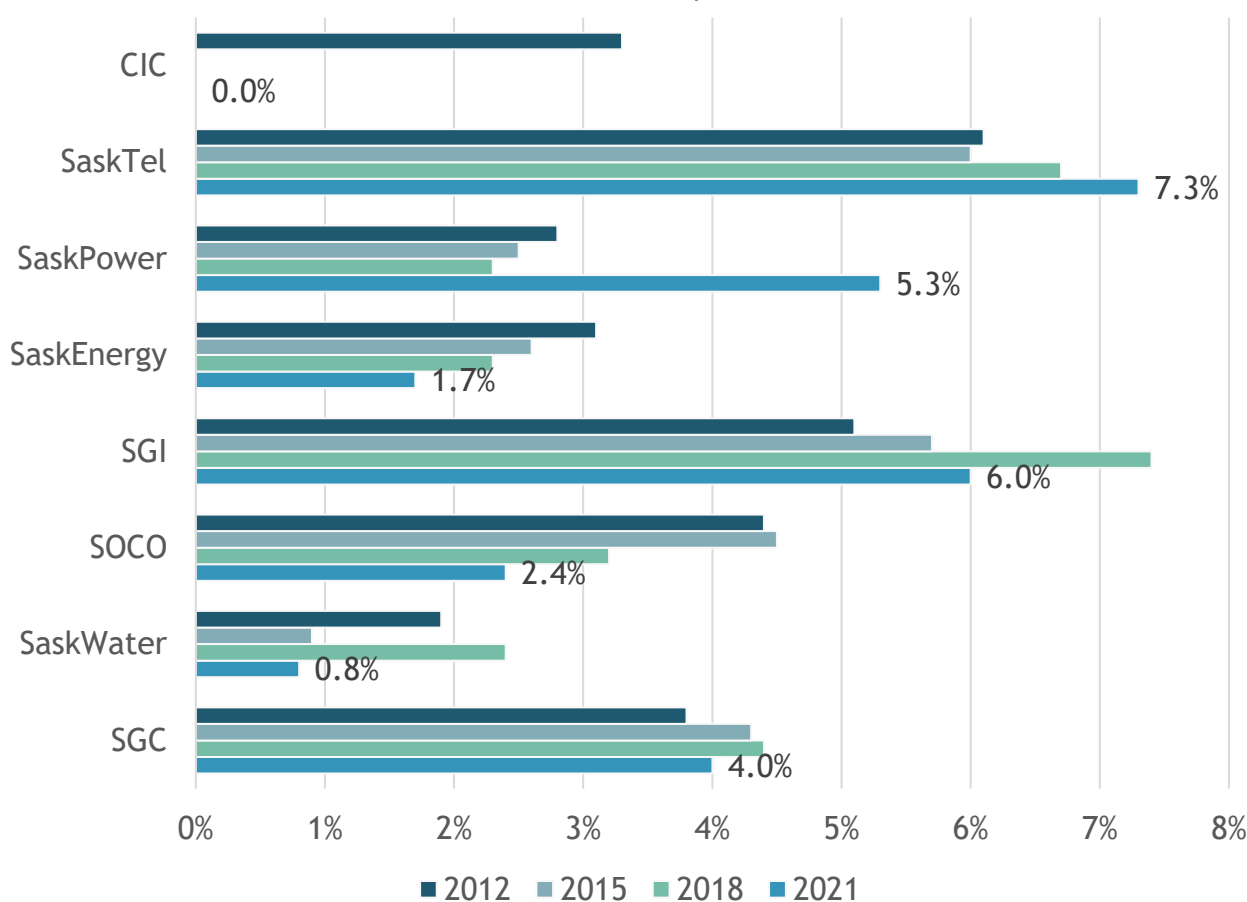
Per cent of Crown Corporation Staff Who Report a Disability



- ▶ At the end of 2021, 581 employees reported having a disability.
- ▶ The proportion of permanent, seasonal, and student employees reporting a disability increased in 2021. However, there was a significant decline in temporary employees reporting a disability in this same period.
- ▶ In 2021, 1.7% of students reported having a disability.

# Employees Reporting a Disability, by Crown Corporation

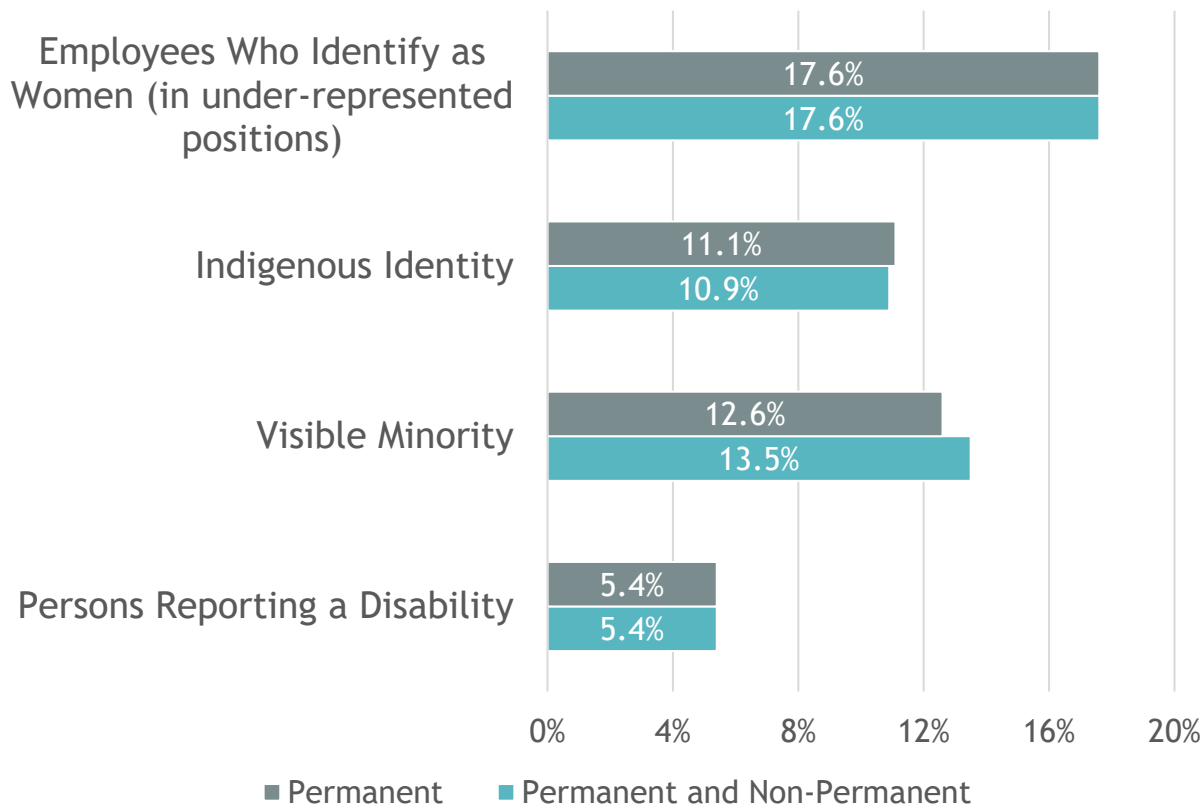
Per cent of Permanent Crown Corporation Staff Reporting a Disability



- ▶ SGI and SaskTel have the highest proportion of employees reporting a disability in 2021.
- ▶ SaskTel's rates of employees reporting a disability have been increasing.
- ▶ Rates of employees reporting a disability have decreased at SaskWater, SaskEnergy, and SOCO.
- ▶ While rates of employees reporting a disability at CIC have been decreasing, CIC has reported no employees reporting a disability since 2015.
- ▶ 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 2021

Per cent of Crown Corporation Staff in Target Diversity Groups, 2021

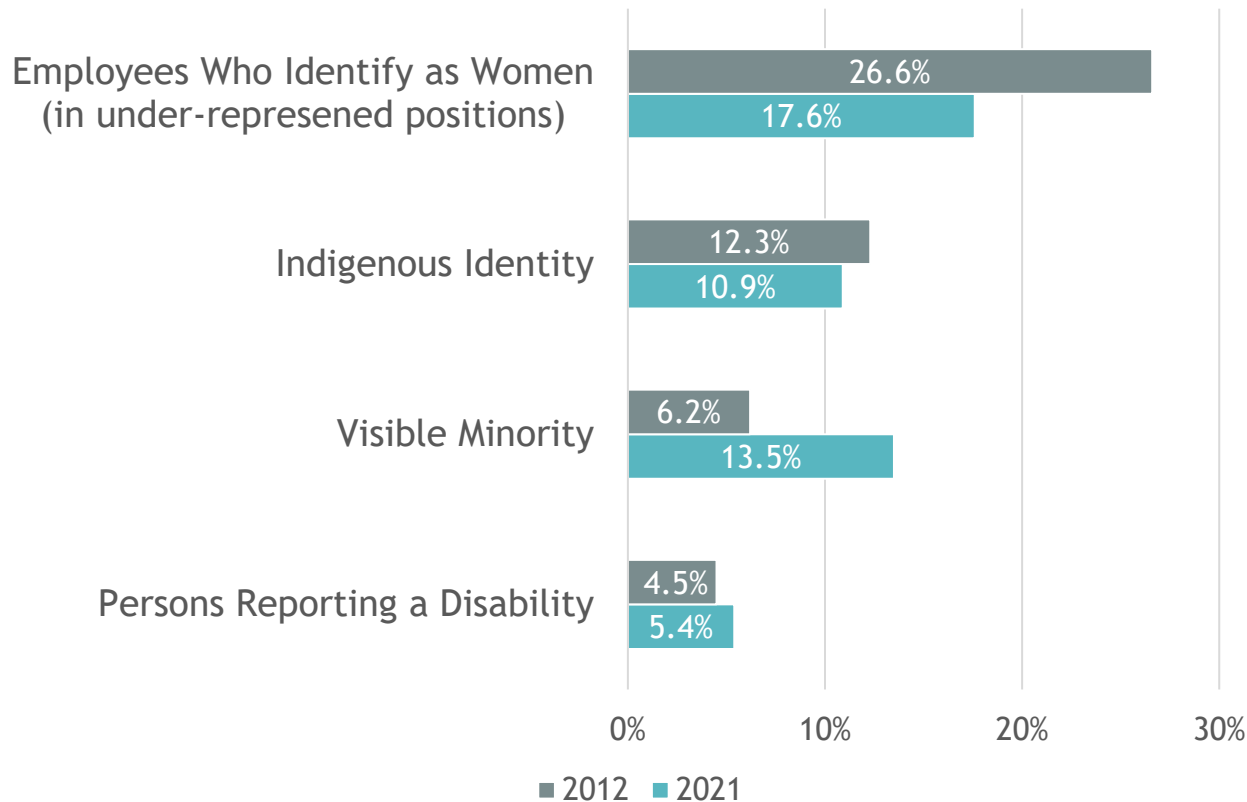


- ▶ Those who identify as women represent one in six (17.6%) of employees in under-represented positions.
- ▶ The proportion of permanent and non-permanent staff in the Crown corporations who identified as Indigenous was 10.9% at the end of 2021.
- ▶ At the same point in time, 13.5% were members of visible minority groups, and 5.4% reported having a disability.



# Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2012 and 2021



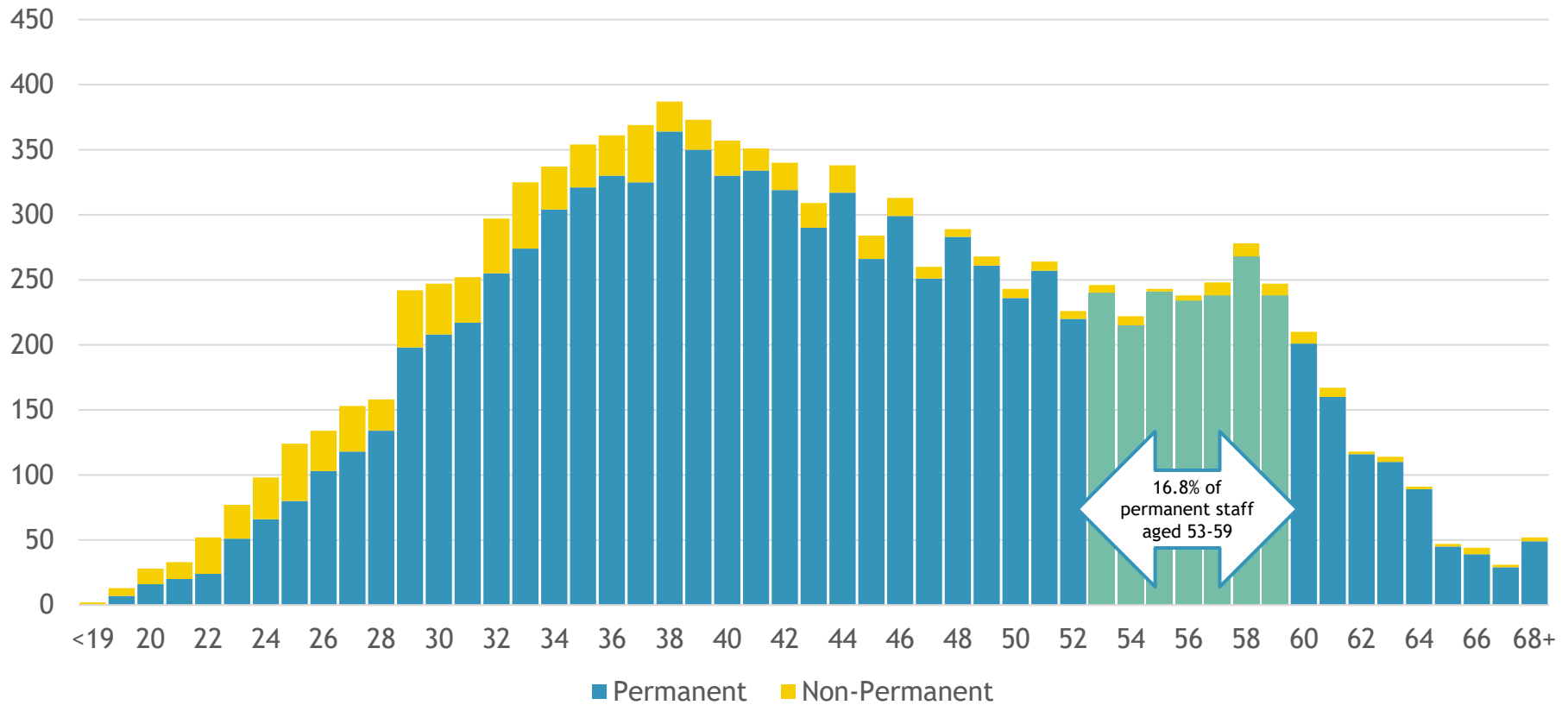
- ▶ The proportion of employees who identified as women in under-represented positions has declined from 2012 to 2021.
- ▶ Indigenous identity has also decreased from 2012 to 2021.
- ▶ Employees with a reported disability have remained relatively stable.
- ▶ In contrast, the number of members of a visible minority group has substantially increased over time, from 6.2% in 2012 to 13.5% in 2021.

# Age and Tenure

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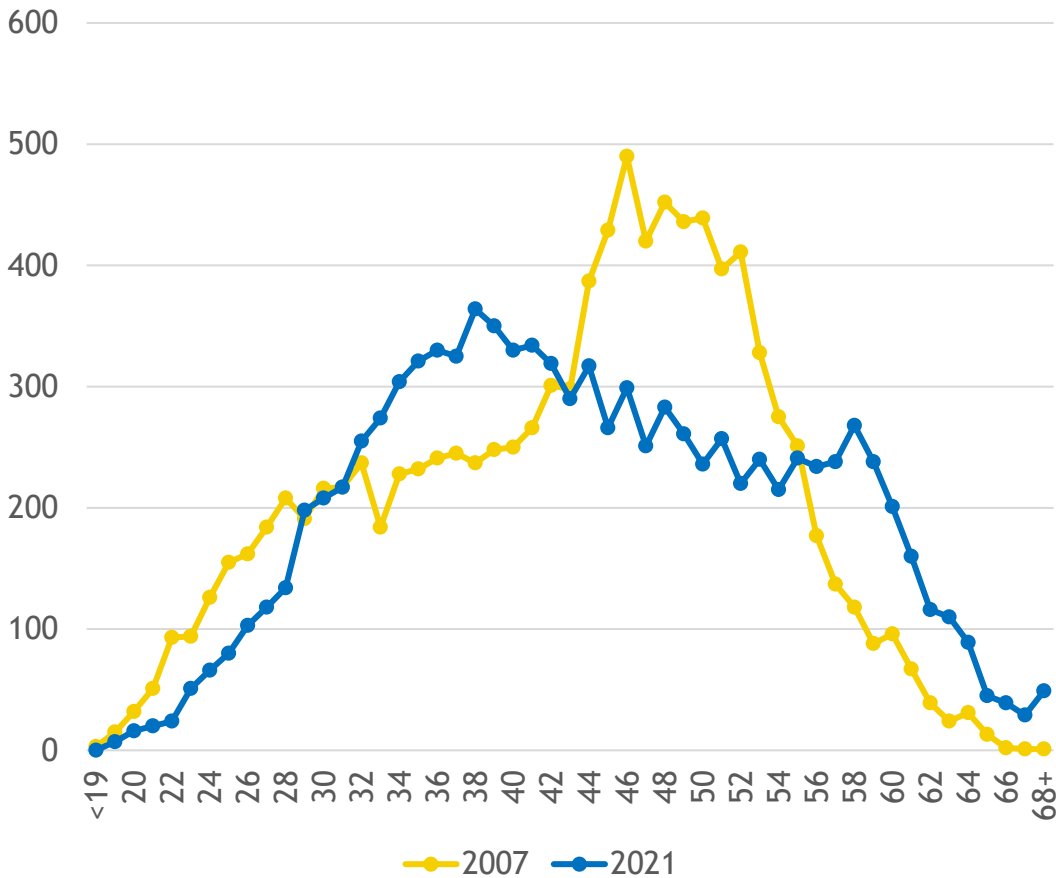
# The “Bubble”: Crown Employees by Age

Age of Permanent and Non-Permanent Crown Staff as of December 2021



# The Bubble Shifts

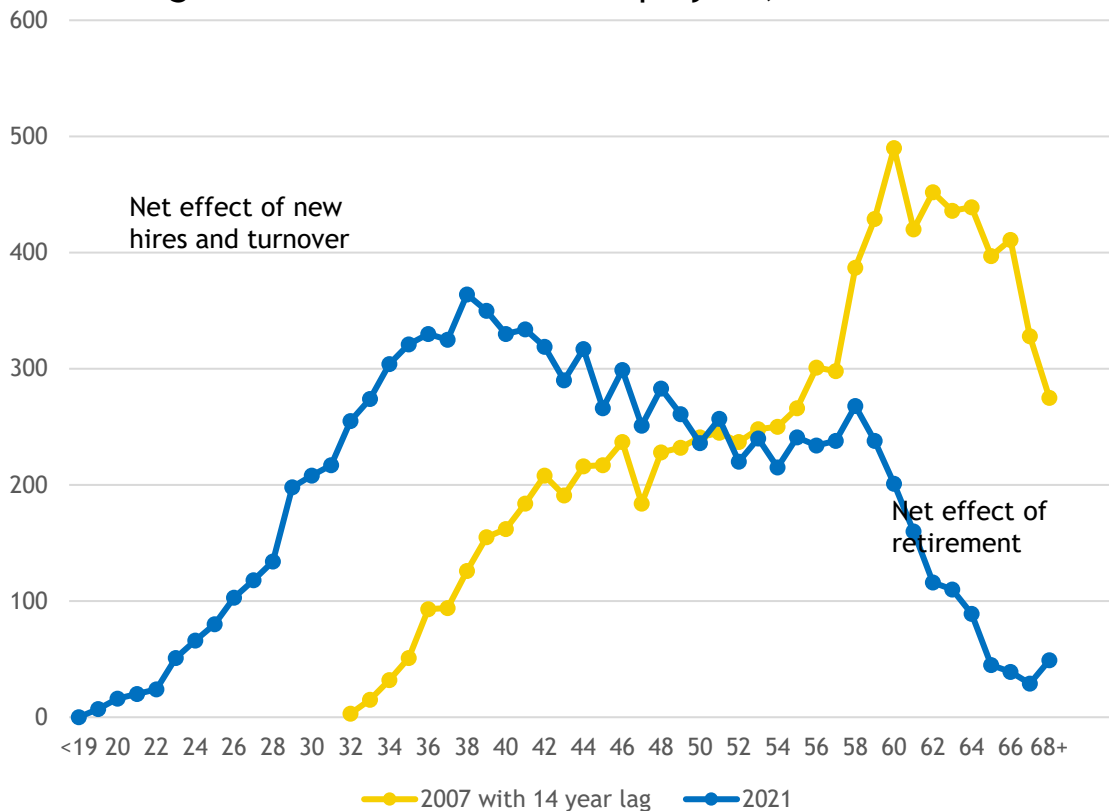
Changes in Age Distribution Over Time, Permanent Staff Only



- ▶ From 2007 to 2021, 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 a slight increase in the proportion of employees in their late fifties.
- ▶ The number of permanent employees in their thirties is also increasing.
- ▶ In 2007, the most common age was 46. In 2021, the most common age was 38, although the distribution of ages was more even compared to 2007.

# Effect of Crown Sector Human Resource Initiatives

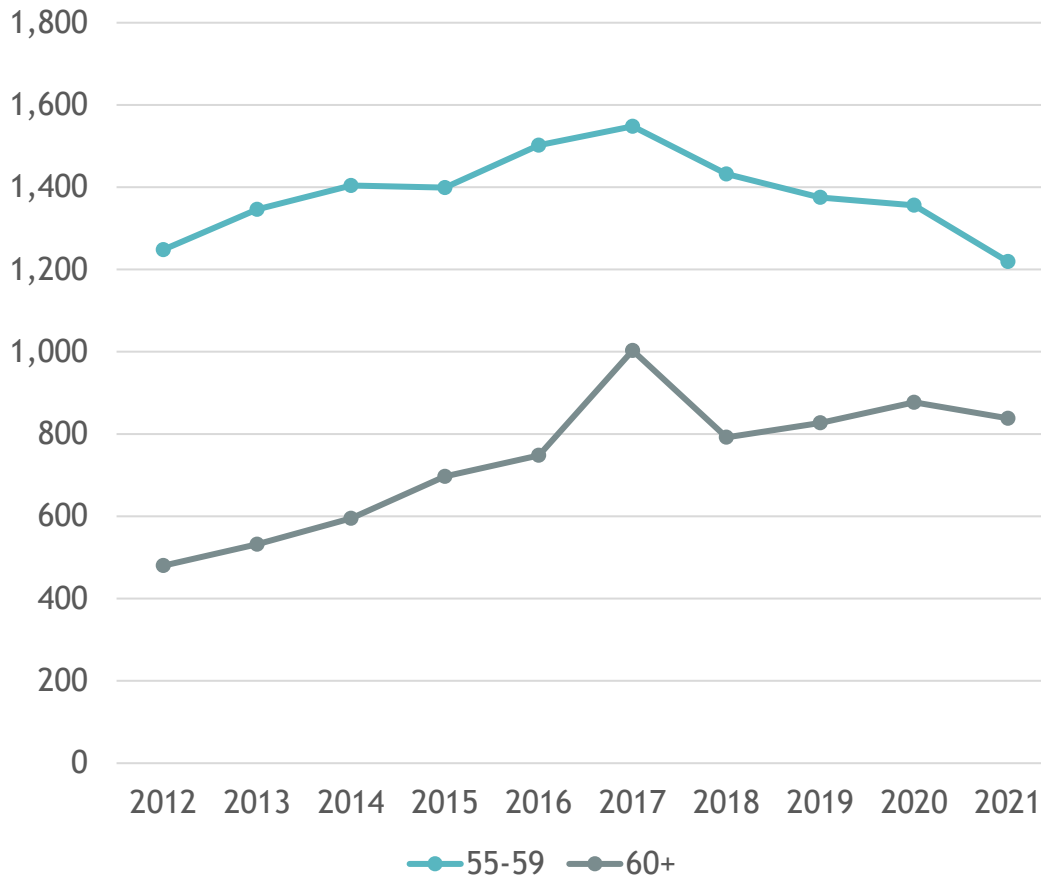
Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2021



- ▶ The chart shows the effect of changes in the age of permanent staff from 2007 to 2021, 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 early sixties.

# Potential Retirements

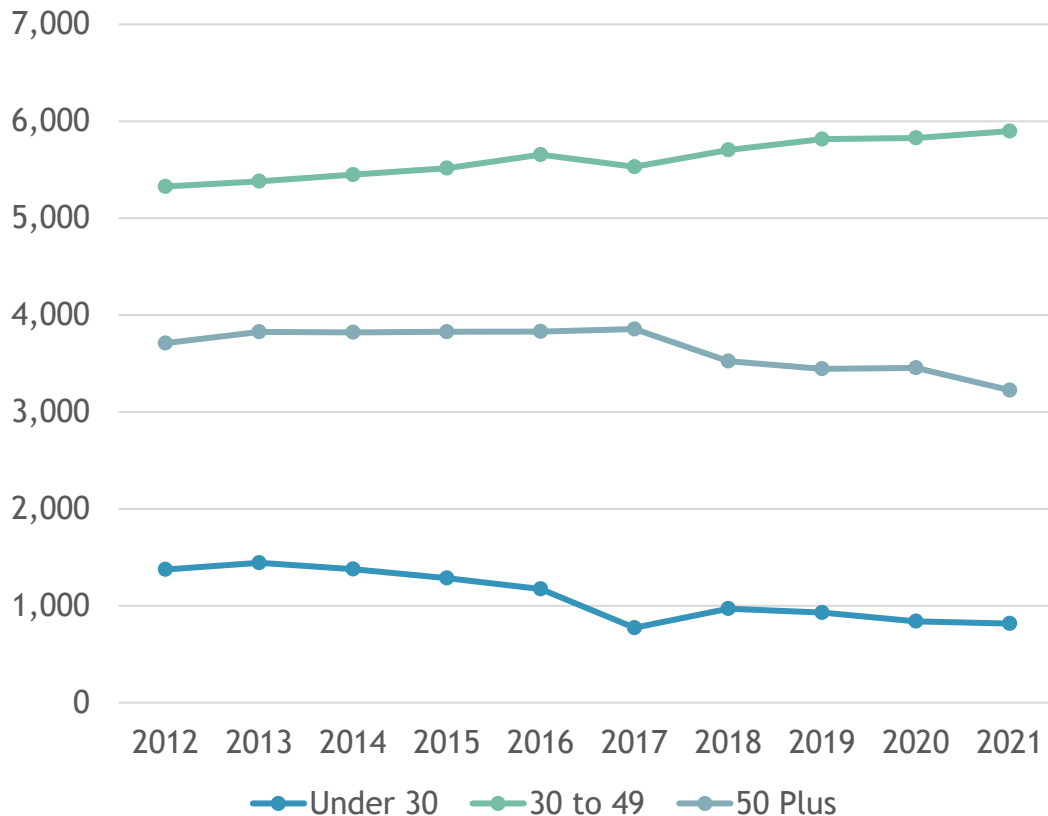
Number of Permanent Crown Corporation Staff Near or at Average Retirement Age



- ▶ In 2021, the average retiring permanent Crown employee was 61.4 years of age (see page 64).
- ▶ The number of employees aged 55 to 59 declined in 2021.
- ▶ After a slight increase from 2018 to 2020, the number of employees aged 60 and more have started to slightly decline.

# Changes in the Age of Crown Corporation Employees

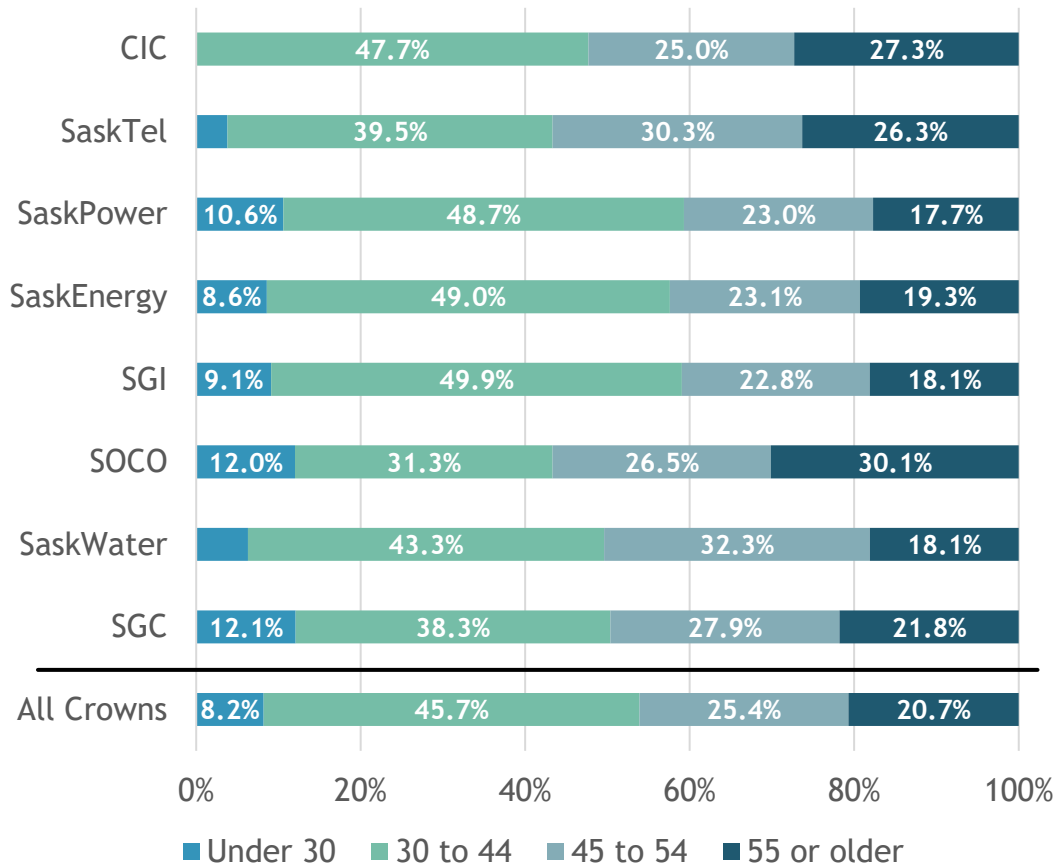
Crown Corporation Employment by Age Group,  
Permanent Staff Only



- ▶ This graph shows another view of the changing age distribution of Crown corporation employees.
- ▶ The number of permanent staff, aged 30 to 49 increased slightly from 2012 to 2016. There was a slight downturn in 2017, followed by an increase into 2021.
- ▶ Over the same period of time, the number of employees 50 years and older, grew steadily and then leveled off between 2014 and 2017. Since 2018, there has been a decline in employees in this age group.
- ▶ 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 2021.

# Age by Crown Corporation

Permanent Staff by Age Group and Crown Corporation

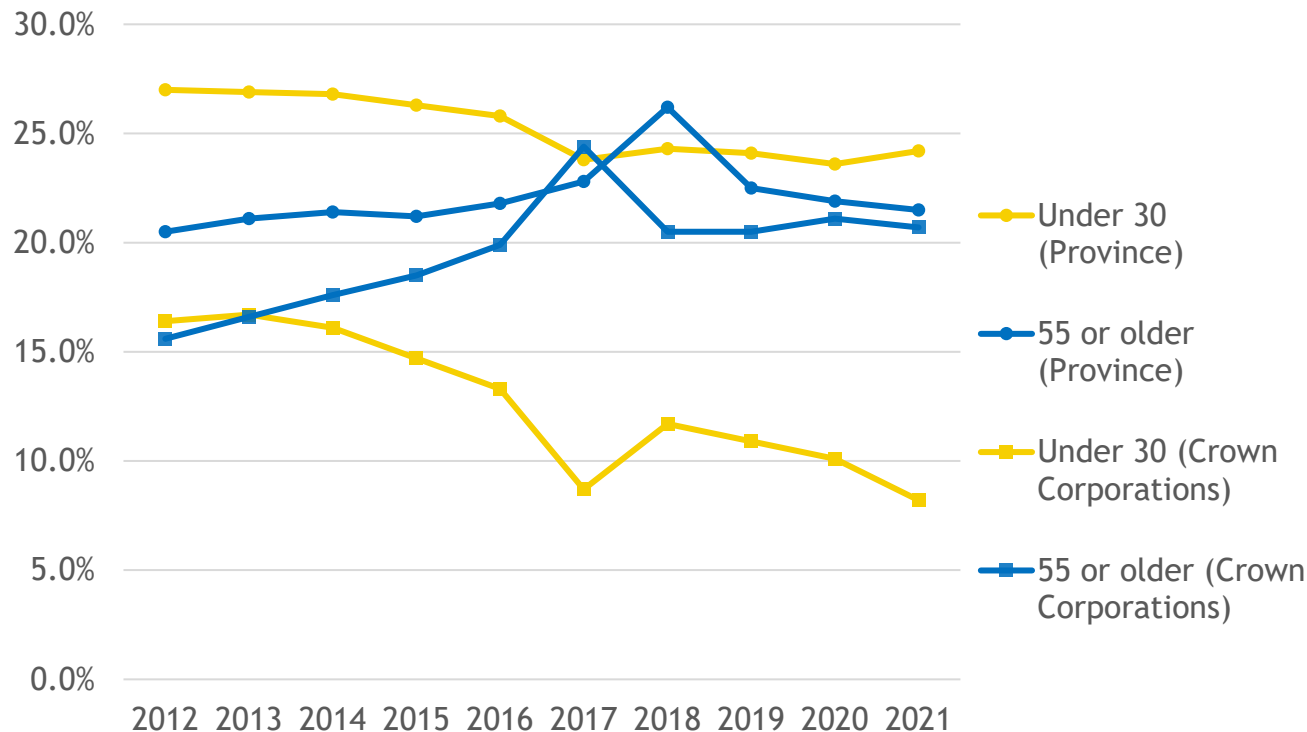


- ▶ The proportion of permanent staff who are 55 or older is highest for SOCO (30.1%), SaskTel (26.3%), and CIC (27.3%) employees.
- ▶ The proportion of staff who are under 30 years of age is highest at SGC (12.1%) and SOCO (12.0%), and lowest at CIC (0.0%) and SaskTel (3.8%).



# Employment by Age Group, Comparison with Saskatchewan

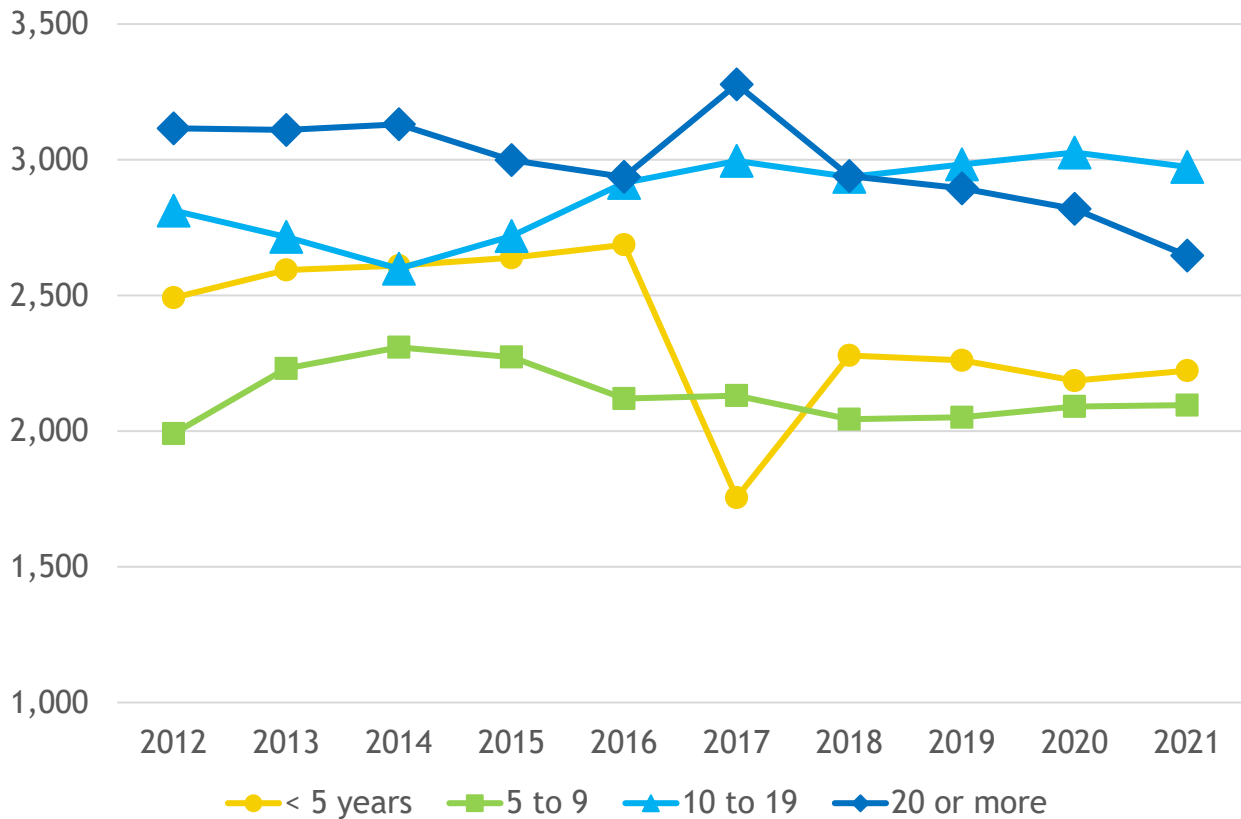
Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ In 2021, the number of employees aged 55 or older saw a small decline, similar to the decline province-wide.
- ▶ While rates of employment of young people has been steadily decreasing at the Crowns, these rates have remained relatively stable province-wide.
- ▶ 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

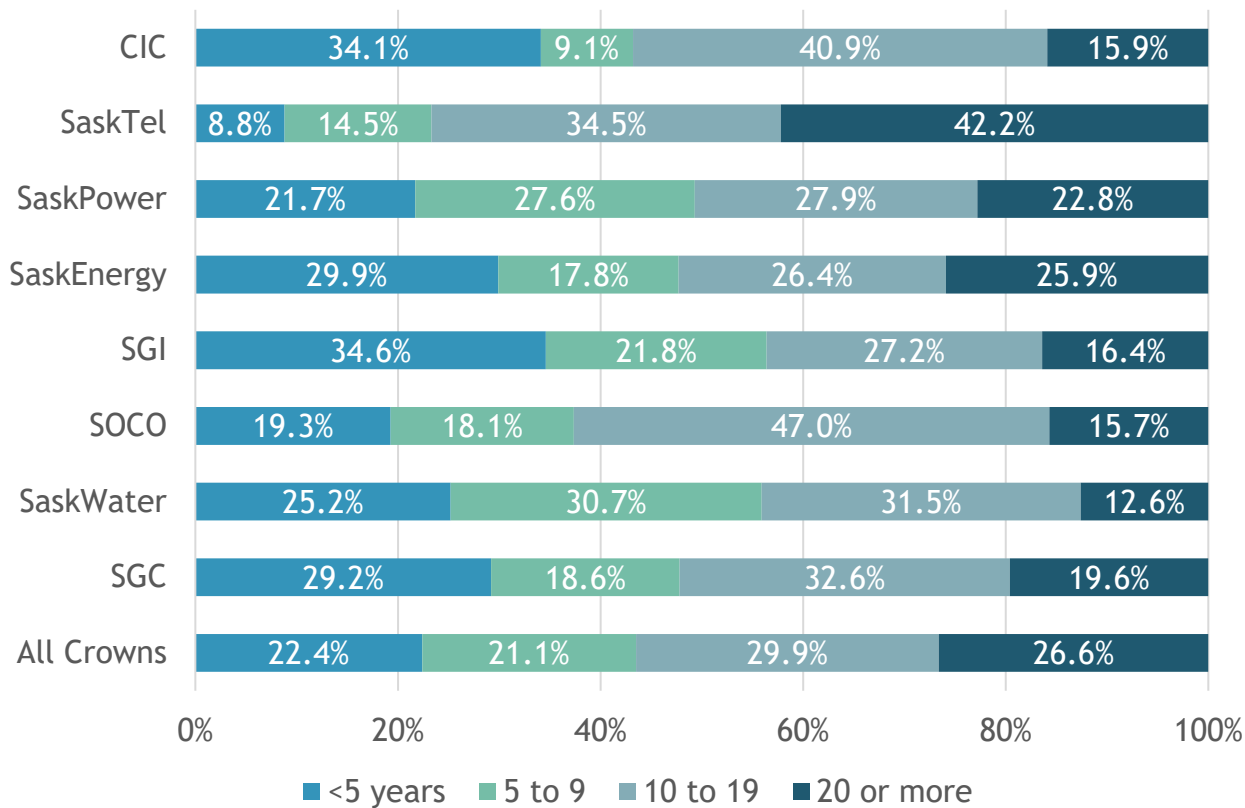
Tenure (Years) With Current Crown Corporation  
(Permanent Staff Only)



- ▶ The average tenure among permanent staff continued to decline over time.
  - ▶ For example, 26.6% of permanent staff had been with their current Crown Corporation for at least 20 years in 2021.
  - ▶ This compares with 29.9% in 2012 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. Permanent staff with a tenure of less than 5 years has remained relatively stable since 2018.
- ▶ Tenure of 5 to 9 years increased slightly in 2021, while tenure of 10 to 19 years decreased slightly, suggesting that many employees transitioned between tenure categories over the past few years.

# Tenure by Crown Corporation, 2021

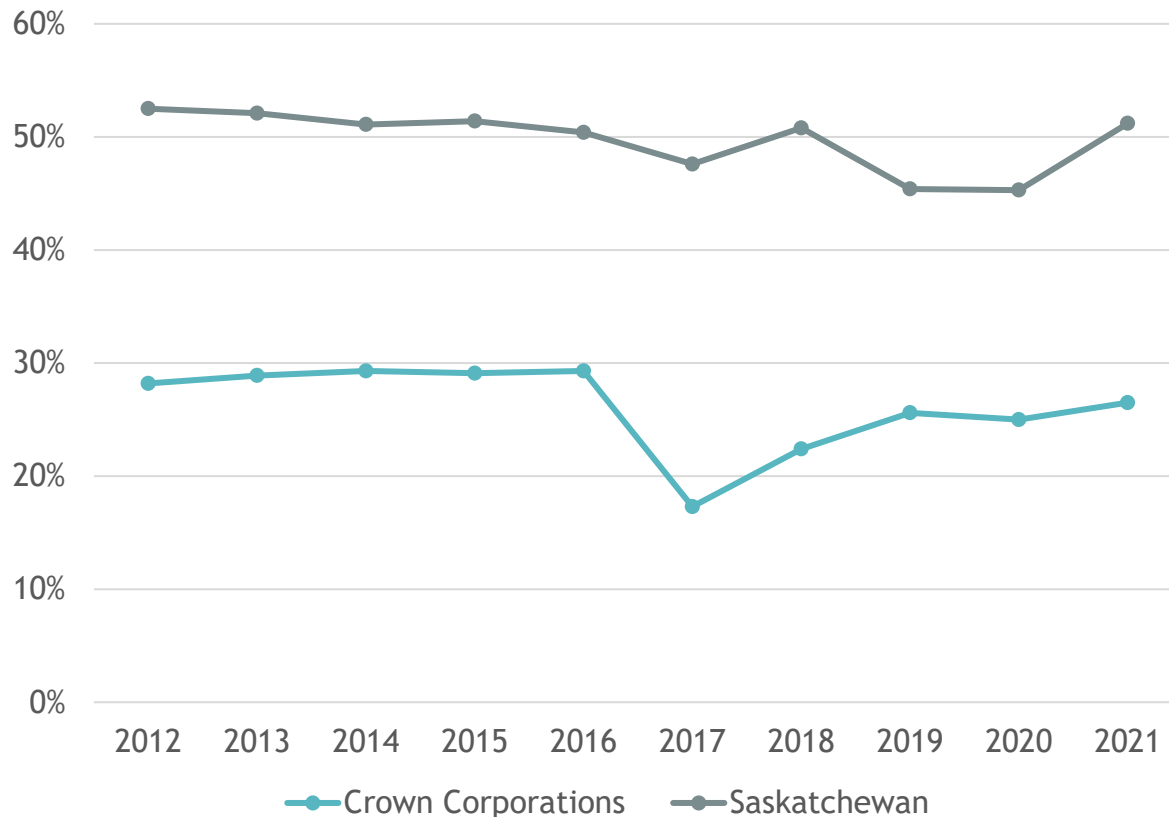
Tenure (Years Working) at Current Crown Corporation, Permanent Staff only, 2021



- ▶ The Crown Corporations with the highest proportions of new employees (fewer than 5 years tenure) were SGI (34.6%), CIC (34.1%), SaskEnergy (29.9%), and SGC (29.2%).
- ▶ The Crown Corporations with the highest proportion of employees with twenty or more years of tenure remained at SaskTel (42.2%) and SaskEnergy (25.9%).
- ▶ Several other Crown Corporations also had high retention rates:
  - ▶ 76.7% of SaskTel employees had been with the corporation for at least 10 years.
  - ▶ 62.7% of SOCO employees had been with the corporation for at least 10 years.

# 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 51.2% in 2021.
- ▶ Between 2020 and 2021, the percentage of Saskatchewan residents with a tenure of less than 5 years increased by 5.9%.
  - ▶ This coincides with economic growth efforts, and a 4.0% increase in the year-over-year employment in Saskatchewan<sup>1</sup>.
- ▶ In contrast, the percentage of people who have been with their current Crown corporation for less than 5 years was 26.5% in 2021.
- ▶ The proportions of employees in Crown Corporations who have been with their current employer for less than 5 years have remained relatively stable from 2019 to 2021.

<sup>1</sup> <https://www.saskatchewan.ca/government/news-and-media/2022/january/07/saskatchewan-leads-nation-in-job-growth-in-december>

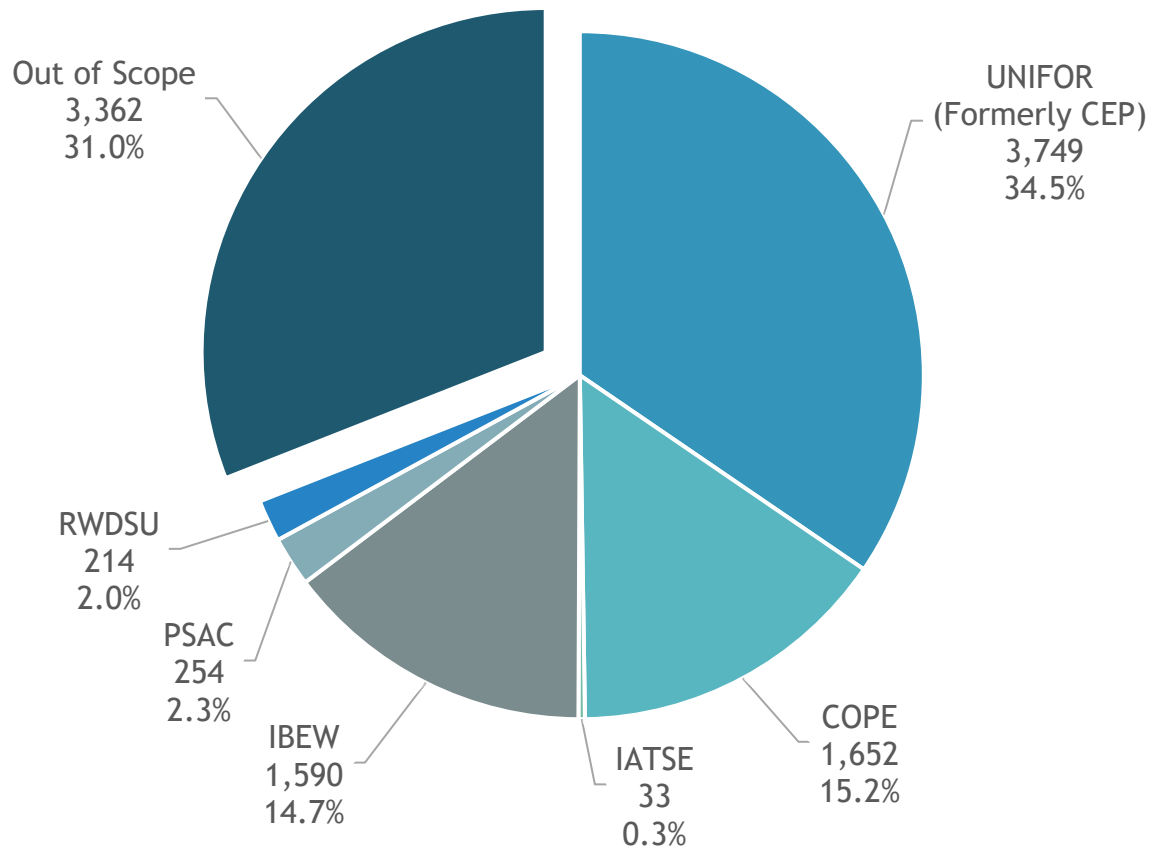
# Characteristics of Positions

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- Scope
- Location
- Occupation and Skill Level

# Union Membership

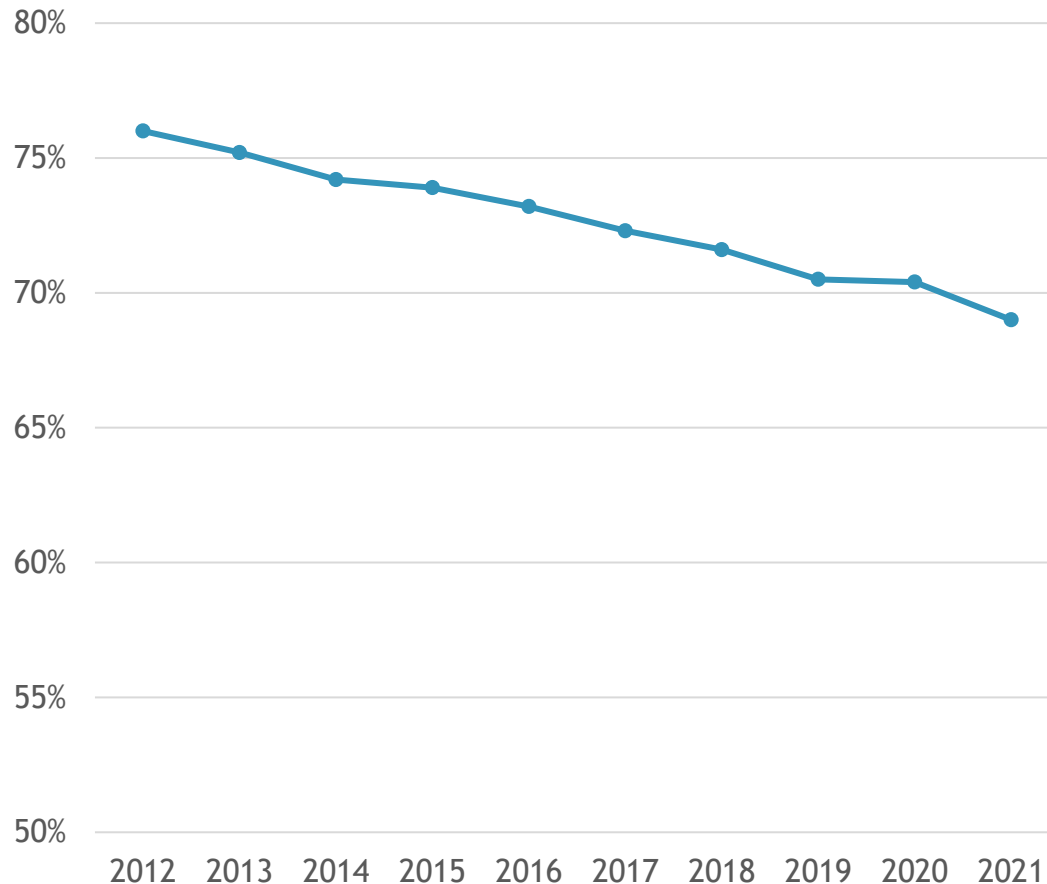
Union Membership among Permanent and Non-Permanent Employees, 2021



- ▶ In 2021, 31.0% of employees were not covered by a collective agreement.
- ▶ Six (6) unions represent employees in collective agreements.
- ▶ UNIFOR (34.5%), COPE (15.2%), and IBEW (14.7%) represent the greatest proportion of employees covered by a collective agreement.

# Trends in Union Membership

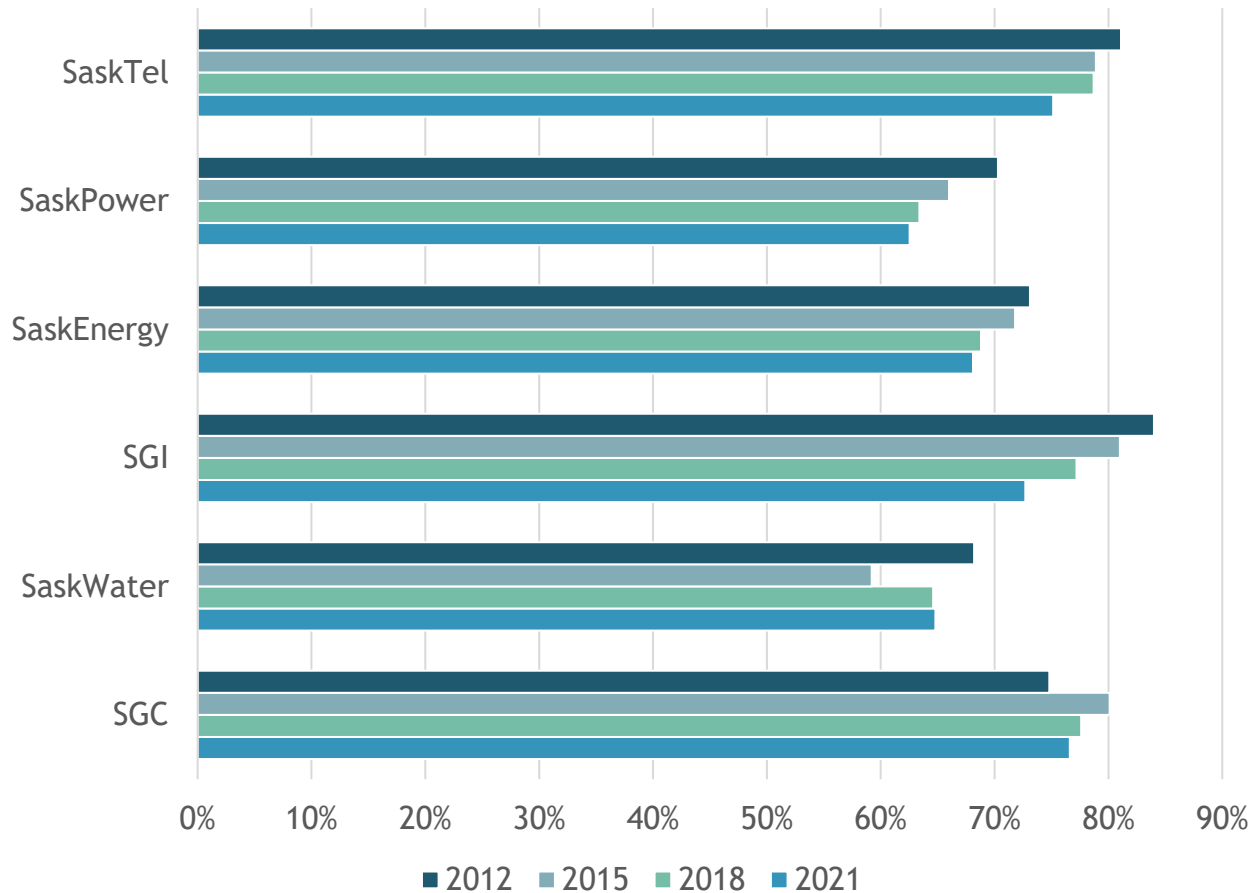
Trends in Union Membership (Permanent and Non-Permanent Staff)



- ▶ The proportion of employees who are members of unions has declined over the years.
- ▶ In 2021, union employees represented 69.0% of staff compared with 76.0% in 2012.

# Union Membership by Crown

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



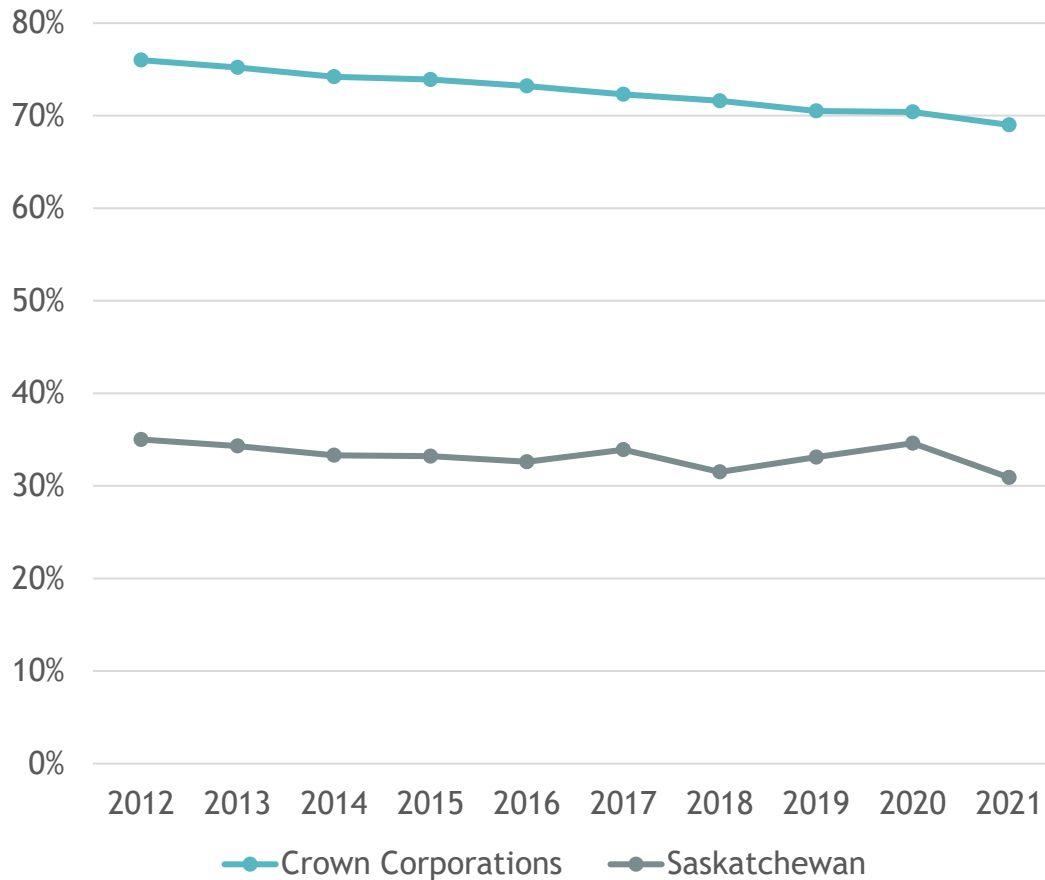
► The proportion of employees who are union members has declined in most Crown corporations. Union membership has remained relatively stable at SaskWater and SGC.

\* CIC and SOCO are non-unionized Crown corporations.



# Employment by Union Membership: Comparison with Saskatchewan

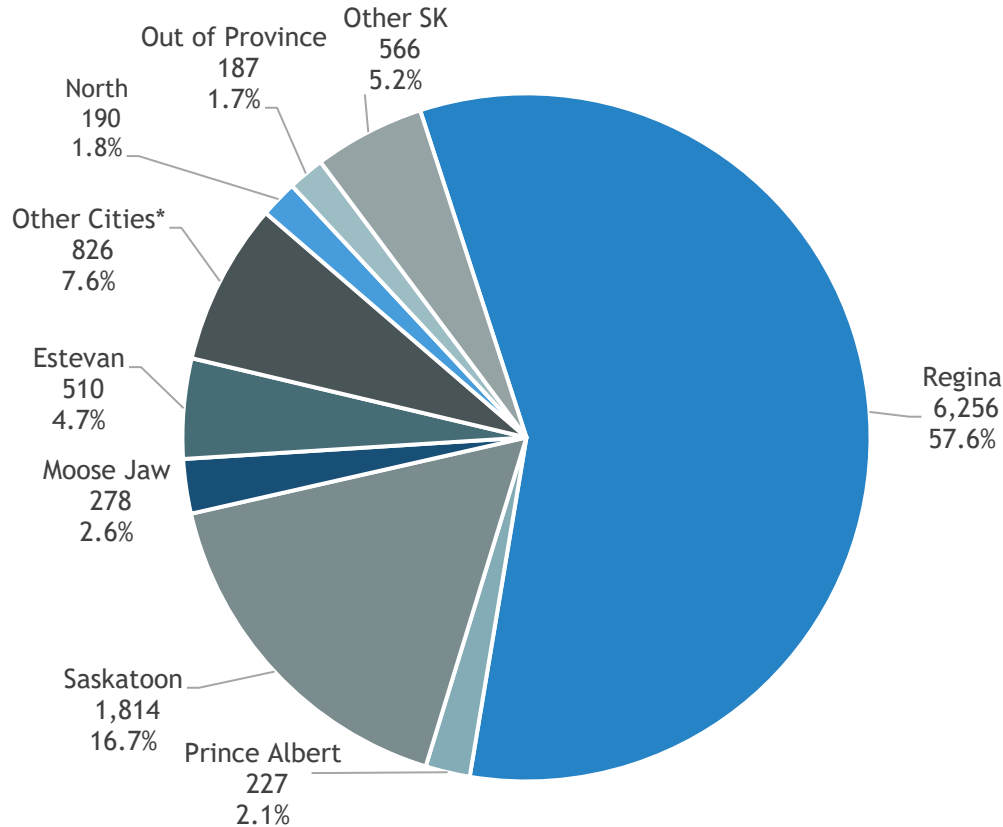
**Employment by Union Membership in Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)**



- ▶ There has been a slight decline in union membership in Crown corporations. After a slight increase between 2018 and 2020, union membership Saskatchewan-wide decreased sharply in 2021.
- ▶ Union membership is much higher in the Crowns (69.0%) than in Saskatchewan at large (30.9%).

# Workplace Location, 2021

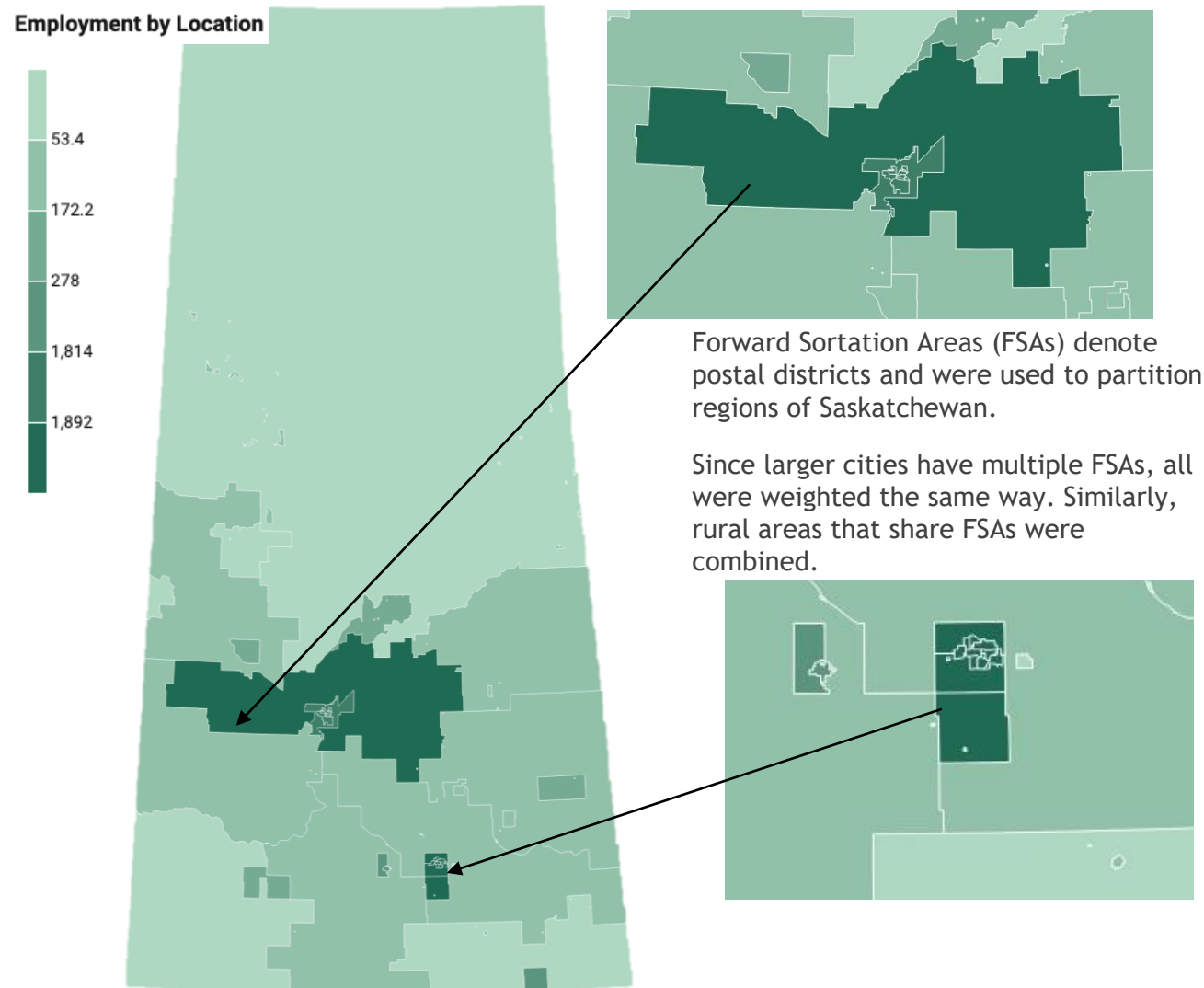
## Employment of Permanent and Non-Permanent Employees by Location, 2021



- ▶ In 2021, 57.6% of Crown staff worked in Regina, while almost three quarters worked in either Regina or Saskatoon.
- ▶ 17.0% of staff worked in other cities in Saskatchewan (except northern Saskatchewan).
- ▶ 7.0% of Crown staff worked in northern Saskatchewan or in more rural parts of Saskatchewan.
- ▶ An additional 1.7% 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, 2021

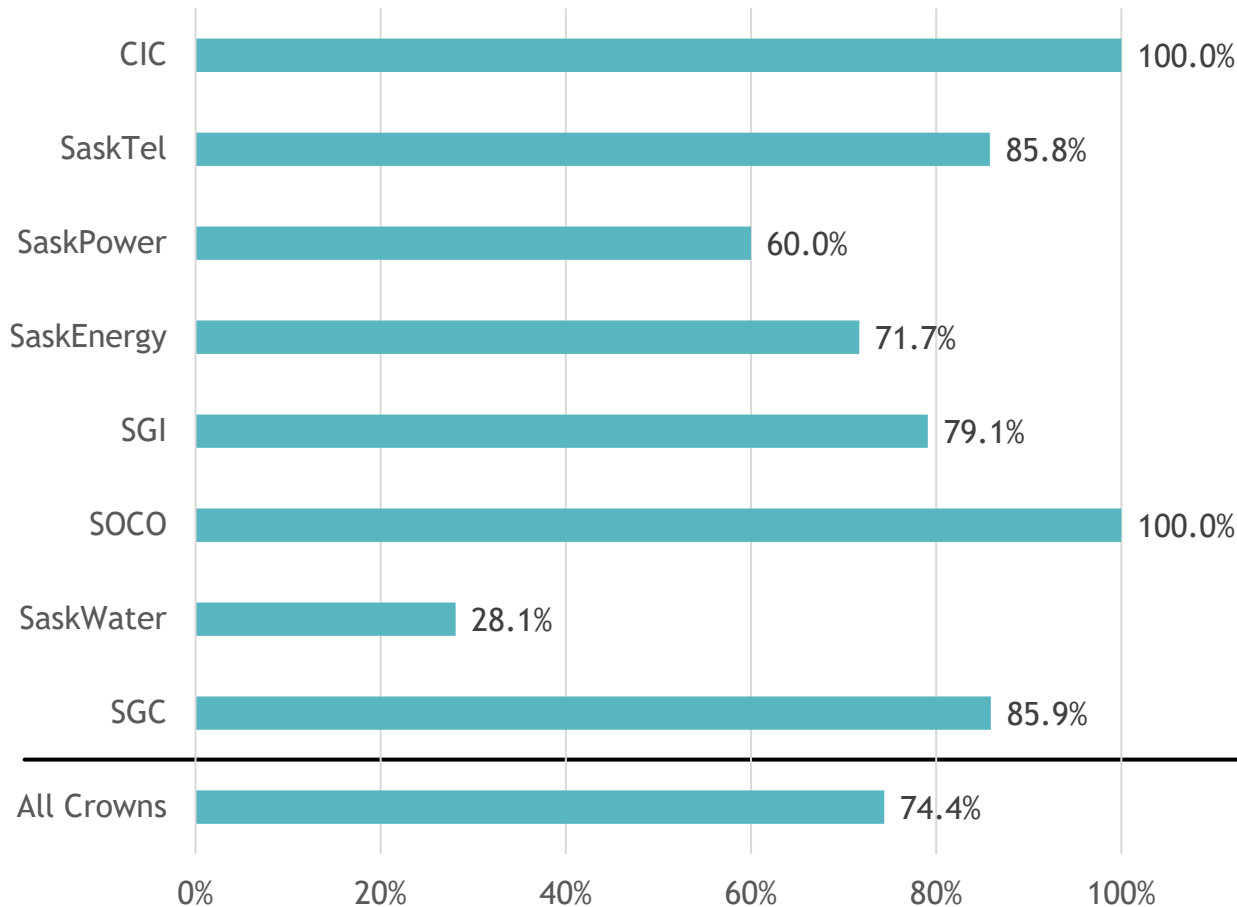


- ▶ This map shows the proportion of employees who work in different regions of Saskatchewan.
- ▶ Although Crown corporation employees work throughout the province, greater representation is seen in urban areas, and near major cities.
  - ▶ There is greater representation of Crown corporation employees in Southern Saskatchewan.
  - ▶ S0K is used in Saskatoon and in other communities (e.g., Asquith, Humboldt, and Unity). Excluding all Saskatoon employees, only 78 employees resided in this FSA region.

\*187 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, 2021



- ▶ 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.
- ▶ SGI employed the most out of province staff, with 181 employees (8.0%) residing out of province.
- ▶ In 2021, 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	
	0013	Senior Managers: financial, communications, and other business services	
	0015	Senior Managers: trade, broadcasting, and other services, n.e.c.	
	0111	Financial Managers	
	0112	Human Resources Managers	
A: Professional (University Degree)	1111	Financial Auditors and Accountants	
	1112	Financial and Investment Analysts	
	1114	Other Financial Officers	
	1121	Human Resource Professionals	
	1221	Administrative Officers	
	2132	Mechanical Engineers	
	2133	Electrical and Electronics Engineers	
B: Technical (post-sec) & Supervisory	1211	Supervisors, General Office and Administrative Support Workers	
	1212	Supervisors, Finance and Insurance Office Workers	
	1215	Supervisors, Supply Chain, Tracking and Scheduling, Coordination Occupations	
	1224	Property Administrators	
	1241	Administrative Assistants	
	1242	Legal Administrative Assistants	
	1311	Accounting Technicians and Bookkeepers	
	1312	Insurance Adjusters and Claims Examiners	
C: Intermediate	1411	General Office Support Workers	
	1414	Receptionists	
	1415	Personnel Clerks	
	1431	Accounting and Related Clerks	
	1435	Collectors	
D: Labour & Elemental	6611	Cashiers	
	6622	Store Shelf Stockers, Clerks, and Order Fillers	
	6721	Support Occupations in Accommodation, Travel, and Facilities Set-Up Services	
	6731	Light Duty Cleaners	
	6742	Other Service Support Occupations, n.e.c.	

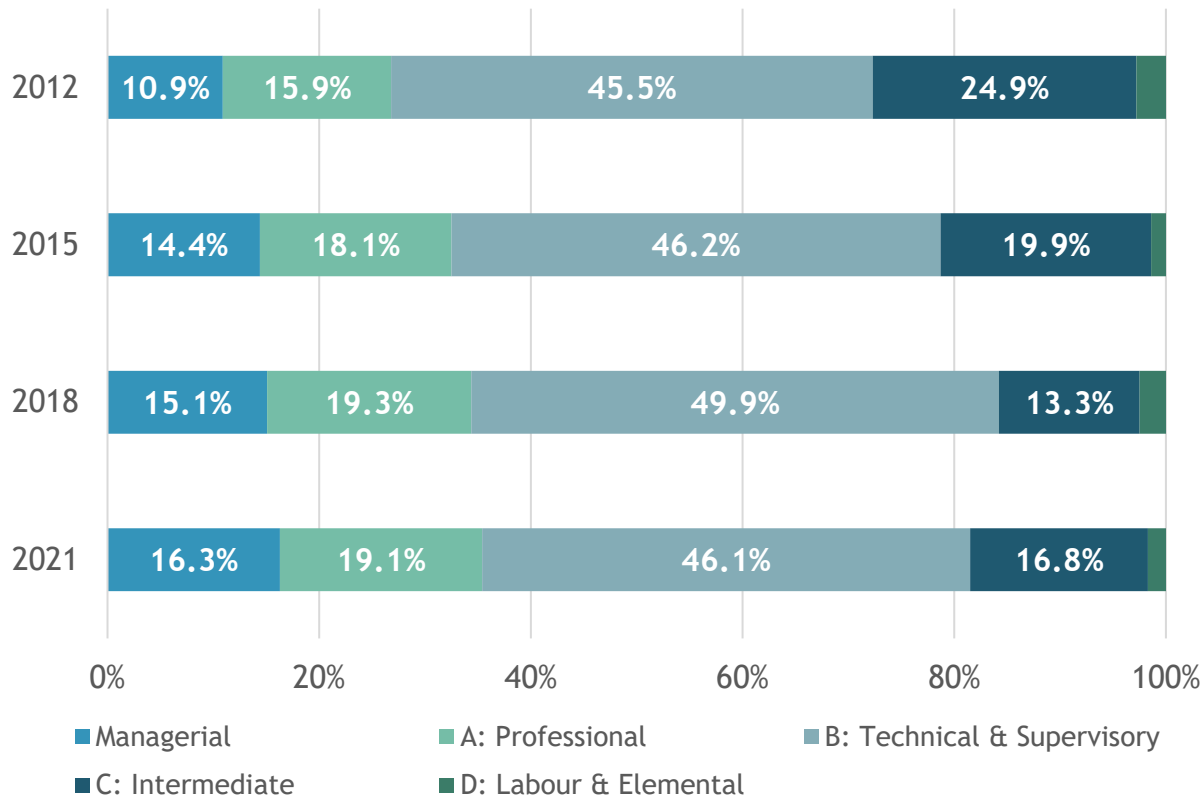
- ▶ Each of the permanent positions in the Crown corporations has been assigned a 4-digit National Occupational Classification (NOC) code for purposes of analysis and comparison across the Crown corporations.
- ▶ NOC coding was done by the Crowns
- ▶ NOC coding enables a classification of occupations 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

NOC coding was done using the 2016 NOC skill levels, Version 1.3.

# Occupation and Skill Level

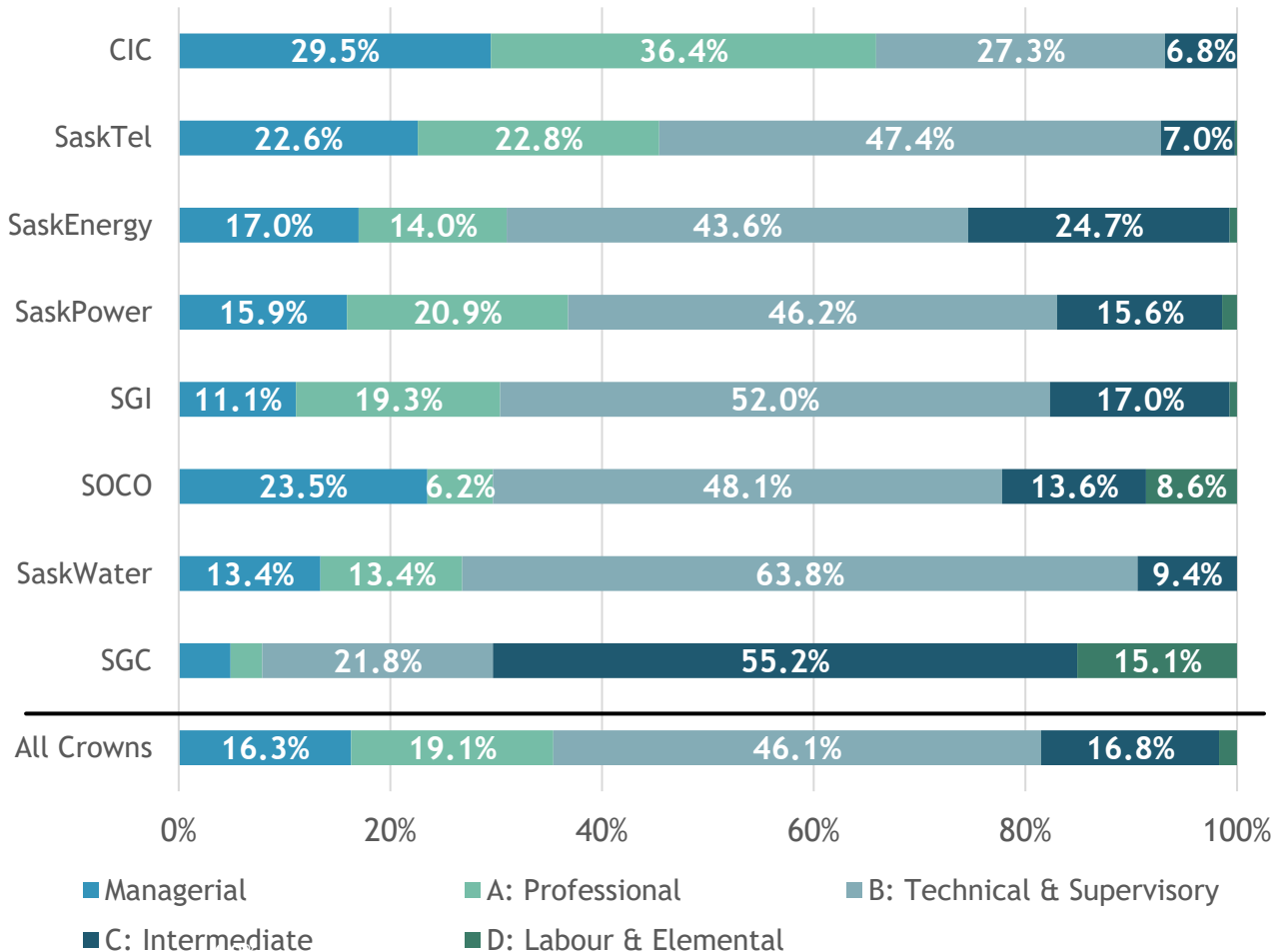
Permanent Crown Corporation Staff by Skill Level and Occupation



- ▶ Most (81.4%) Crown Corporation positions require some post-secondary education (managerial, professional, and technical and supervisory).
  - ▶ This has increased from 2012 when 72.3% of Crown Corporation positions required some post-secondary education.
- ▶ The proportion of managerial positions steadily increased from 2012 (10.9%) to 2021 (16.2%).
- ▶ Over time, there has been an increase in managerial staff and a decline in the number of intermediate staff.
- ▶ Employment in the technical and supervisory, and labour and elemental categories have remained relatively stable over time.

# Skill Level and Occupation by Crown Corporation, 2021

Permanent Crown Staff by Skill Level and Occupation, 2021



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

▶ CIC: 65.9%

▶ SaskTel: 45.4%

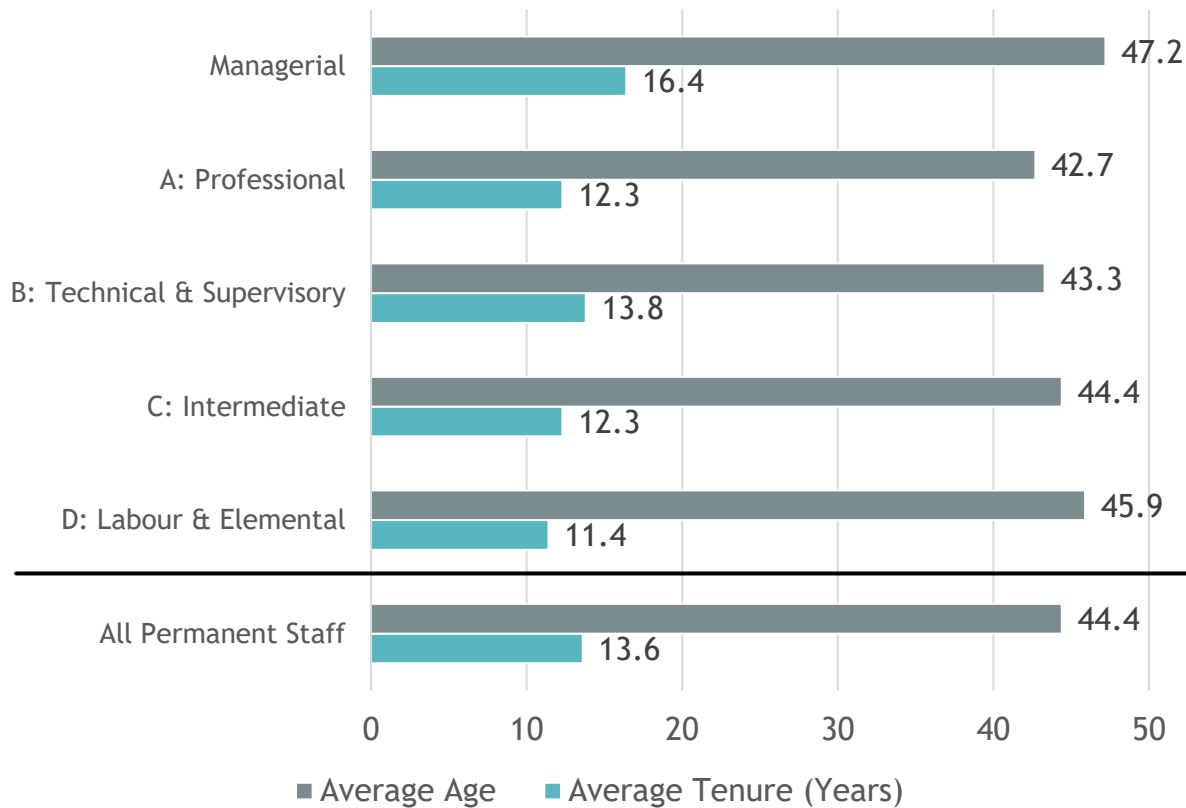
▶ Technical and supervisory positions are most common at SaskWater (63.8%), SGL (52.0%), SOCO (48.1%), SaskTel (47.4%), and SaskPower (46.2%).

▶ SGC (15.1%) and SOCO (8.6%) are the only Crown corporations with a significant number of positions that normally require less than grade 12 education (labour and elemental positions).

▶ In comparison, 0.0-0.2% of employees at CIC, SaskWater and SaskTel are labour and elemental positions.

# Age and Tenure by Skill Level, 2021

Average Age and Tenure by NOC Skill Level for Permanent Employees, 2021

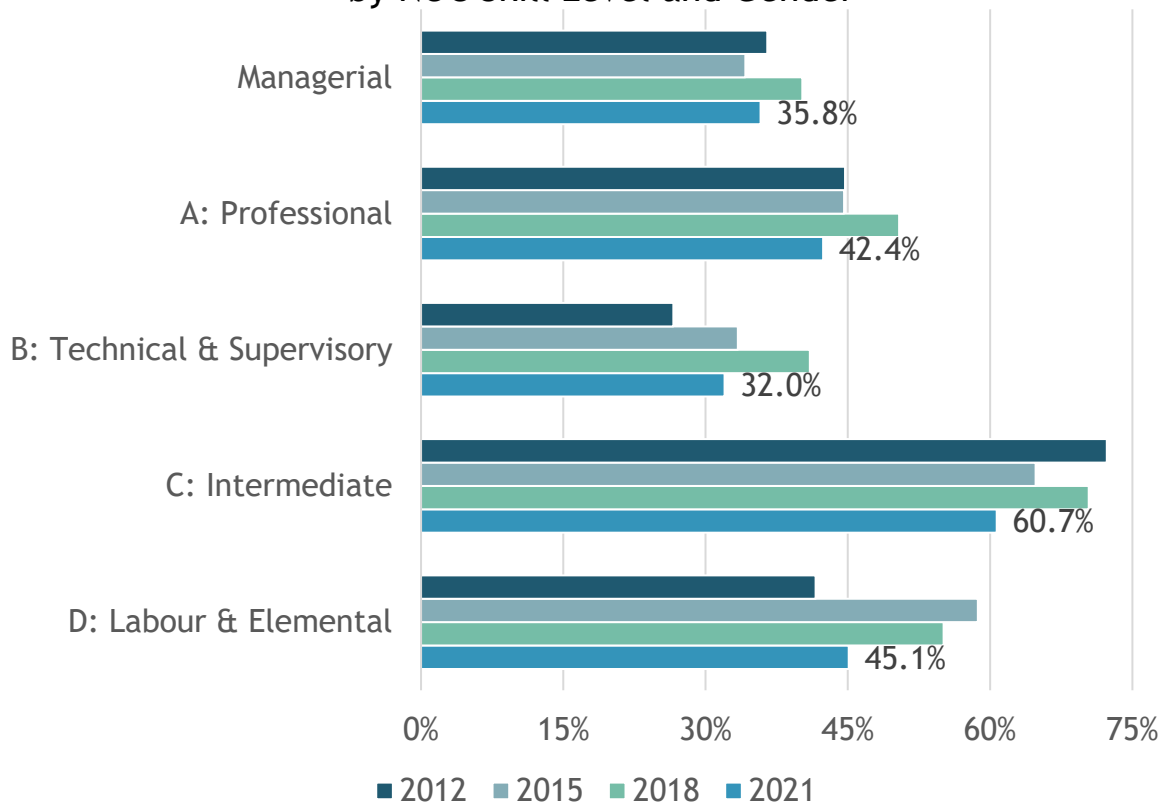


- ▶ The highest average ages and the longest tenures are among those employed in management positions.
- ▶ The shortest tenures were observed for labour and elemental positions.
  - ▶ Professional and intermediate positions had the next shortest average tenures.
- ▶ The youngest average ages were observed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



# Skill Level by Gender

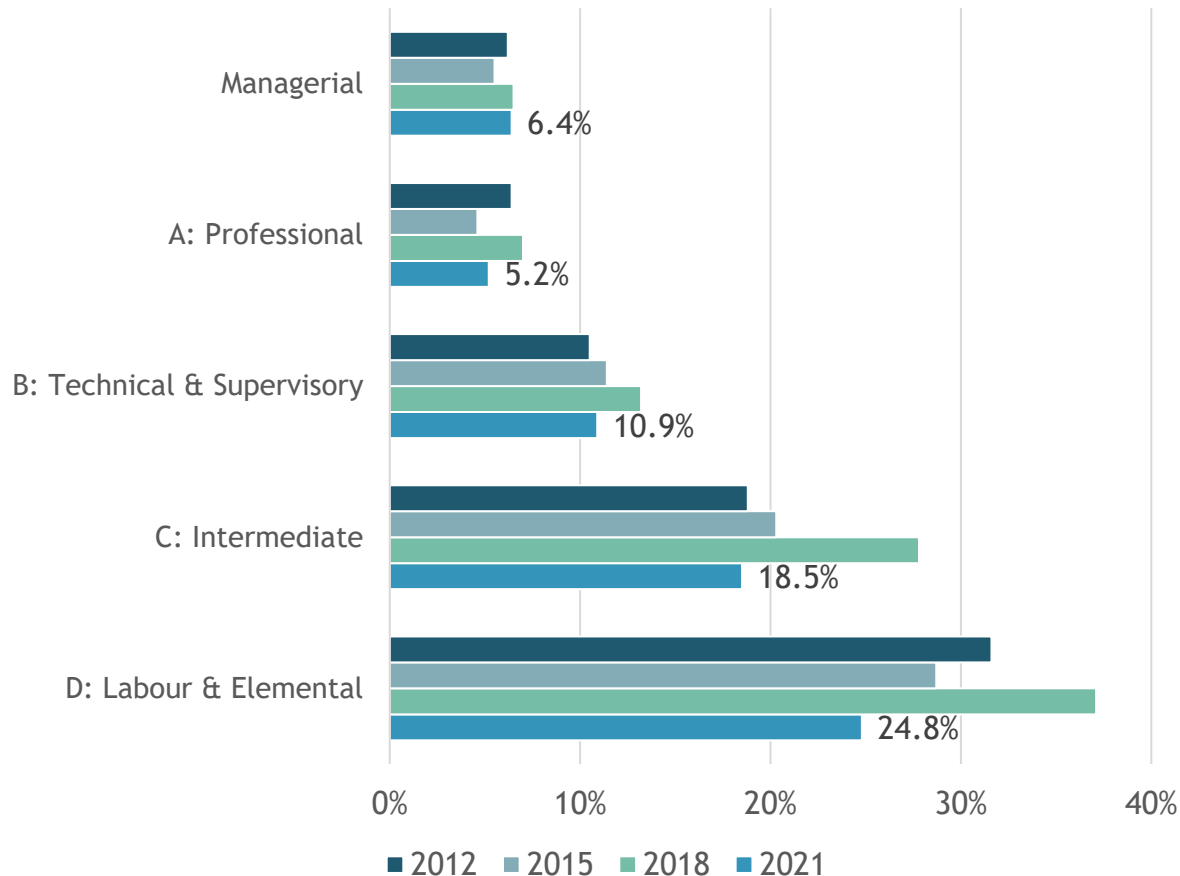
Permanent and Non-Permanent Staff Who Identify as Women  
by NOC Skill Level and Gender



- ▶ Those who identified as women in the Crown corporations are over-represented in occupations classified as intermediate (60.7%).
  - ▶ Those who identified as women in occupations classified as labour and elemental positions have declined since 2015 (58.7%); consequently, women are no longer represented equally in these positions (45.1%).
- ▶ Those who identify as women were under-represented in all positions except for intermediate positions.
- ▶ 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

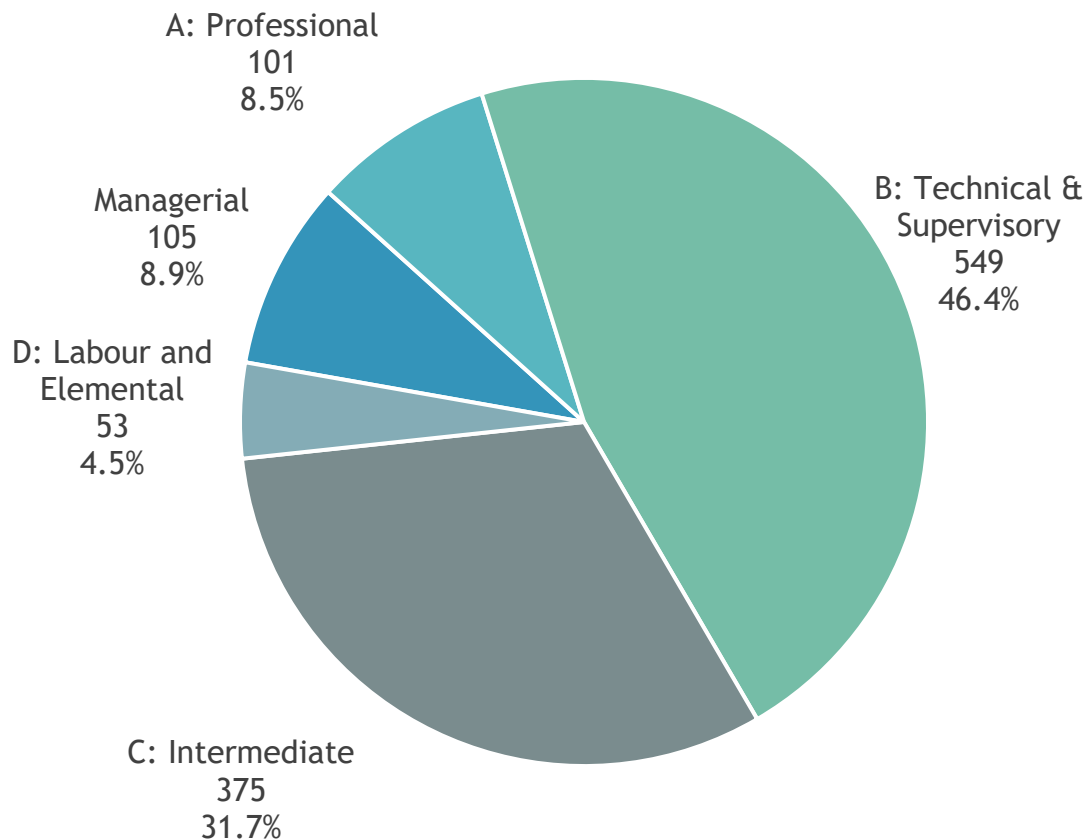
Permanent and Non-Permanent Staff by NOC Skill Level and Indigenous Identity



- ▶ Relative to the average, employees identifying as Indigenous are over-represented in occupations that are classified as intermediate and labour and elemental.
- ▶ Across positions requiring post-secondary education, the proportion of employees who identify as Indigenous has remained relatively stable since 2012.
- ▶ Since 2018, the proportion of employees who identify as Indigenous in intermediate and labour and elemental positions has been on a downtrend.

# Skill Level by Indigenous Identity, 2021

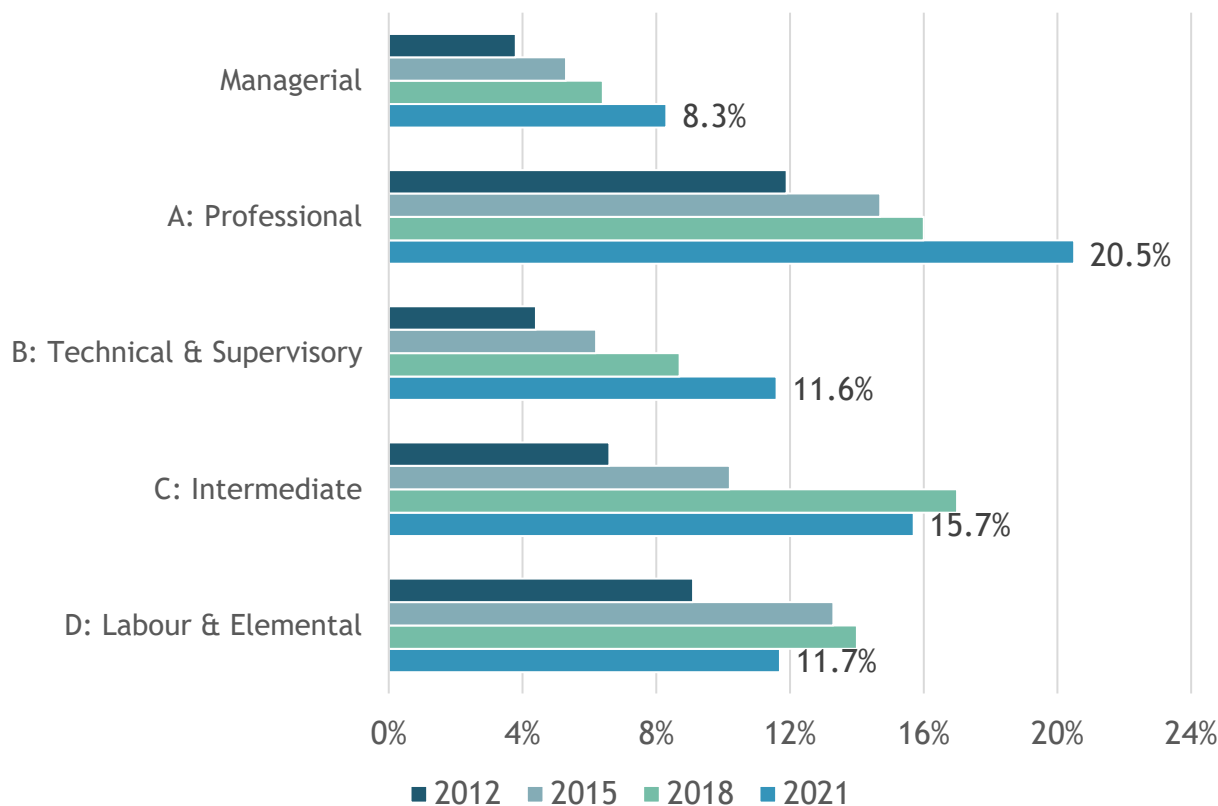
Skill Levels for Permanent and Non-Permanent Indigenous Staff in the Crowns, 2021



- ▶ Most (78.1%) Indigenous identifying 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

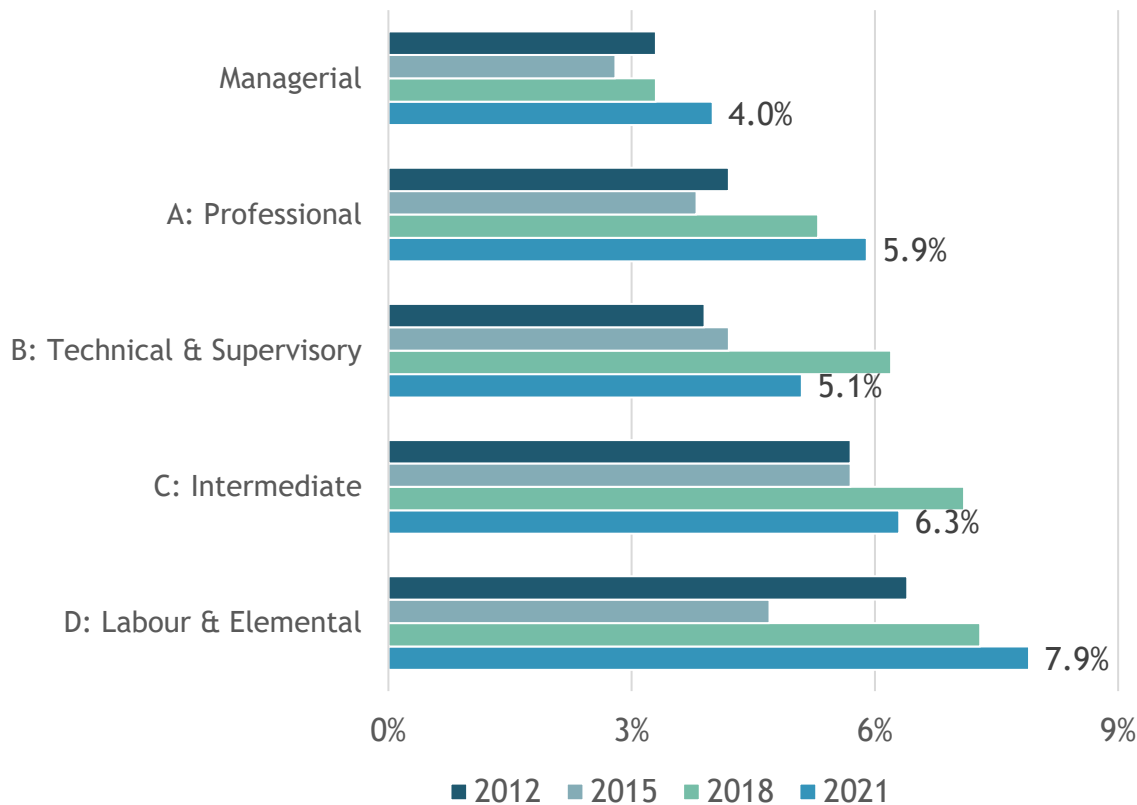
Permanent and Non-Permanent Staff by Skill Level and Membership in a Visible Minority Group



- ▶ Since 2012, 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 2015 there has been some fluctuation in the proportion of employees who identify as visible minority members working in Labour and Elemental positions.
  - ▶ There was a slight increase from 10.4% in 2020 to 11.7% in 2021, but this is still down from the 14.0% reported in 2018.
- ▶ Relative to the average, employees who identify as members of a visible minority group are over-represented in professional and intermediate occupations.

# Employees Reporting a Disability, by Skill Level

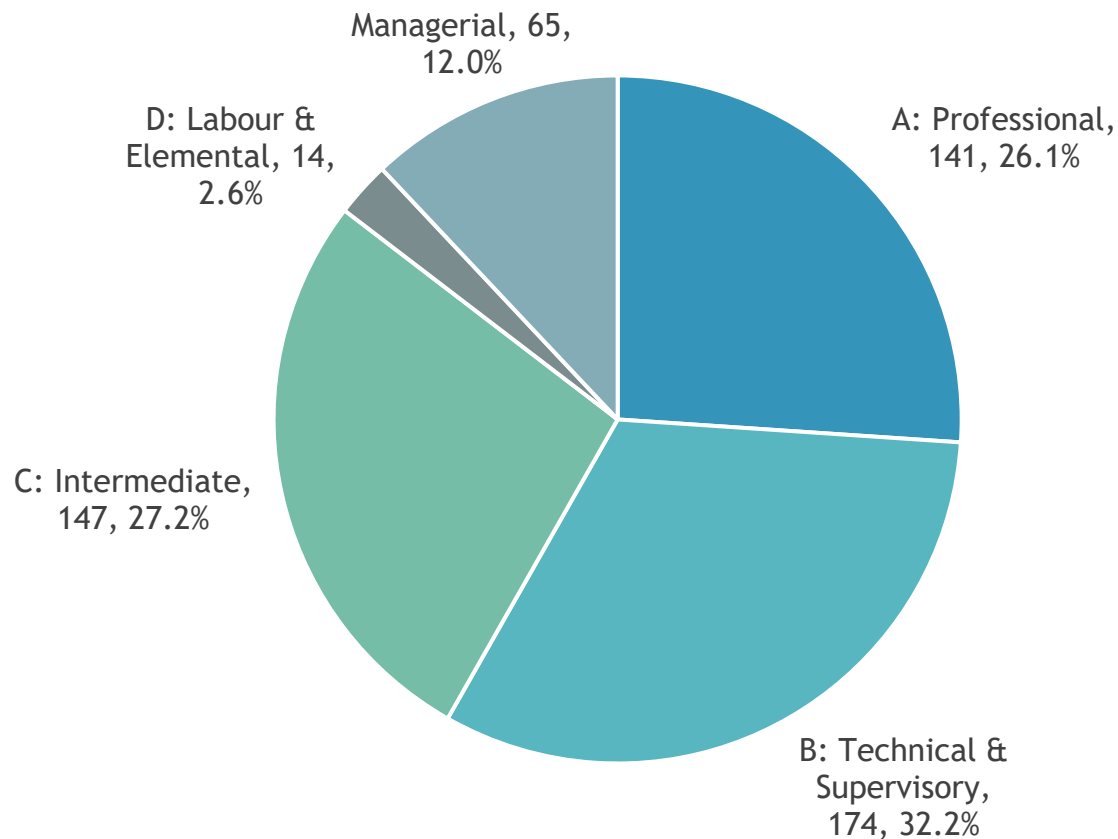
Permanent and Non-Permanent Staff by NOC Skill Level and Disability



- ▶ The proportion of staff in each of the skill levels who report a disability was relatively stable prior to 2018.
- ▶ Since 2018, there has been more variation in Crown corporation employment of people who report a disability.
- ▶ Employment of people reporting a disability in managerial, professional, and labour and elemental positions is on an upward trend.
- ▶ The proportion of employees reporting a disability in intermediate positions has remained relatively stable over time.

# New Hires by Skill Level, 2021

New Hires (permanent only) by NOC Skill Level, 2021



- ▶ Including managers, 38.1% of new hires in 2021 were into positions requiring university education.
- ▶ 32.2% of new hires were for technical and supervisory positions.
  - ▶ This is down from 53.2% of new hires in 2020.
- ▶ Compared to 2020 there was an increase in the proportion of new hires for positions requiring a high school education (intermediate positions) from 11.5% to 27.2%
- ▶ Only 2.6% of new hires were for positions that required less than a grade 12 education (labour and elemental positions).

# Retirement and Non-Retirement Turnover

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# Number of Departures by Reason

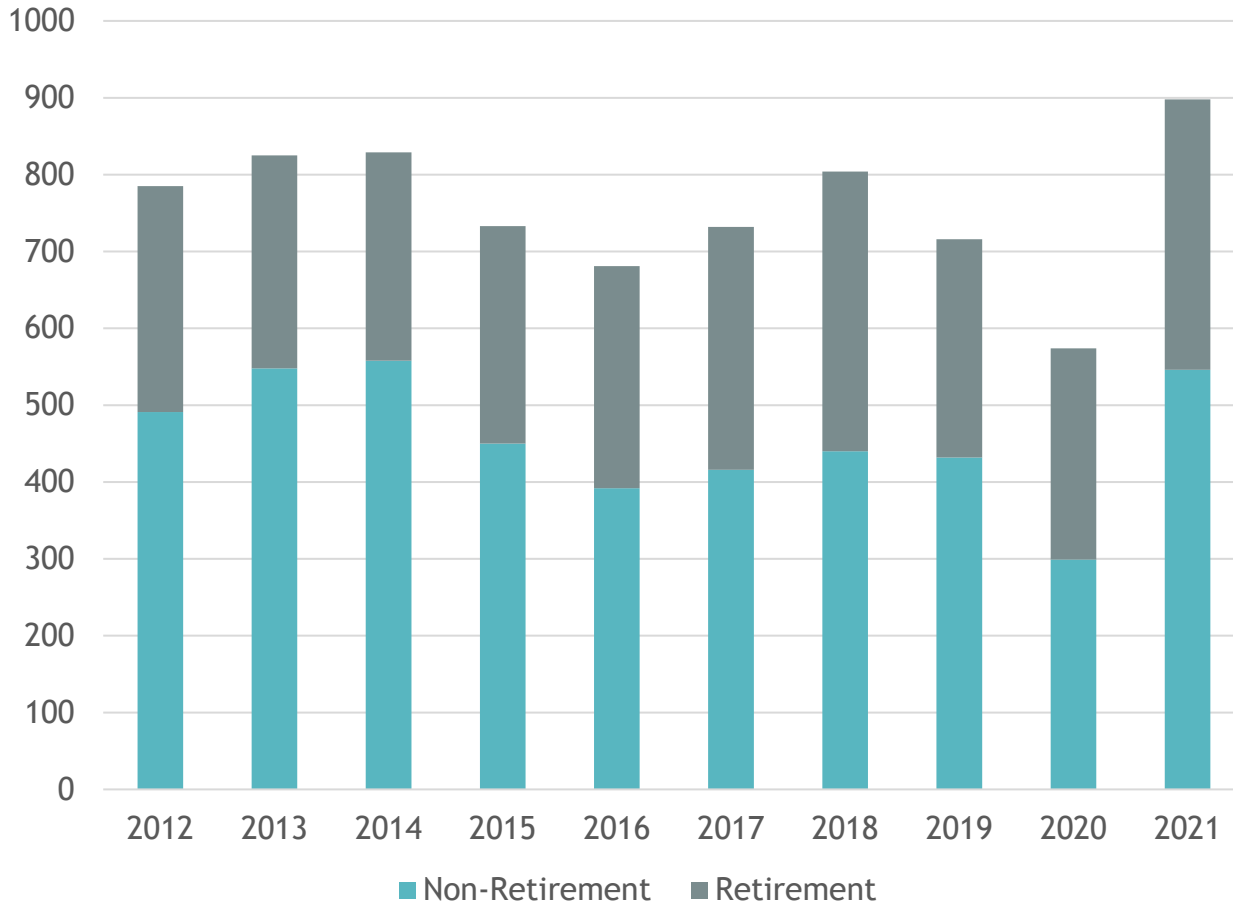
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Reason for departure (non-retirement)	Take other employment	57	89	36	74	77	77	75	76	66	52	55	61	48	46	153
	Resignation	257	339	273	273	244	297	290	310	254	208	229	240	248	148	254
	Dismissal/Layoff	82	97	99	81	96	85	140	92	83	84	82	84	88	67	79
	Personal Reasons	17	31	11	11	13	11	9	19	16	12	7	16	16	6	24
	Moved	7	11	7	3	5	5	3	7	2	7	8	7	6	4	3
	Death	13	14	19	16	17	13	18	18	20	14	8	16	19	22	25
	Other/Unknown	65	27	22	24	23	19	13	36	9	15	27	16	7	6	8
	<b>Non-Retirement subtotal</b>	<b>498</b>	<b>608</b>	<b>467</b>	<b>482</b>	<b>453</b>	<b>507</b>	<b>548</b>	<b>558</b>	<b>450</b>	<b>392</b>	<b>416</b>	<b>440</b>	<b>432</b>	<b>299</b>	<b>546</b>
Reason for departure (retirement)	Retirement	185	161	167	248	275	304	277	271	283	289	316	364	284	275	352
	Early Retirement	171	129	94	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Retirement subtotal</b>	<b>356</b>	<b>290</b>	<b>261</b>	<b>248</b>	<b>275</b>	<b>304</b>	<b>277</b>	<b>271</b>	<b>283</b>	<b>289</b>	<b>316</b>	<b>364</b>	<b>284</b>	<b>275</b>	<b>352</b>
<b>Grand Total</b>	<b>854</b>	<b>898</b>	<b>728</b>	<b>730</b>	<b>750</b>	<b>811</b>	<b>825</b>	<b>829</b>	<b>733</b>	<b>681</b>	<b>732</b>	<b>804</b>	<b>716</b>	<b>574</b>	<b>898</b>	

- ▶ 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

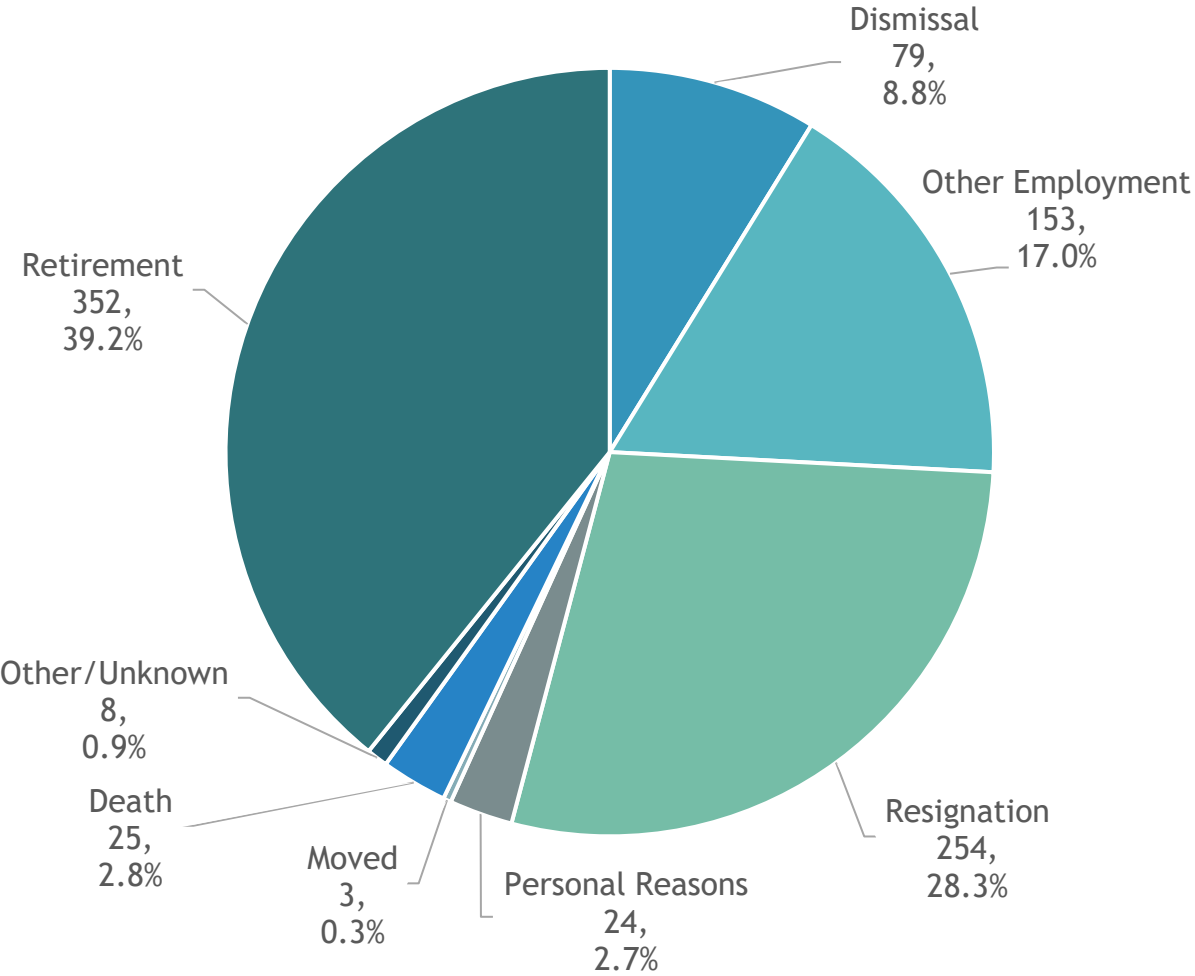
Annual Number of Departures, Permanent Employees Only



- ▶ In the last 10 years, in an average year, there have been:
  - ▶ 300 retirements, and
  - ▶ 457 non-retirement departures.
- ▶ Departures rose significantly in 2021 compared to previous years.
- ▶ Retirements and non-retirements departures both rose substantially in 2021 compared to previous years.

# Departure Reasons

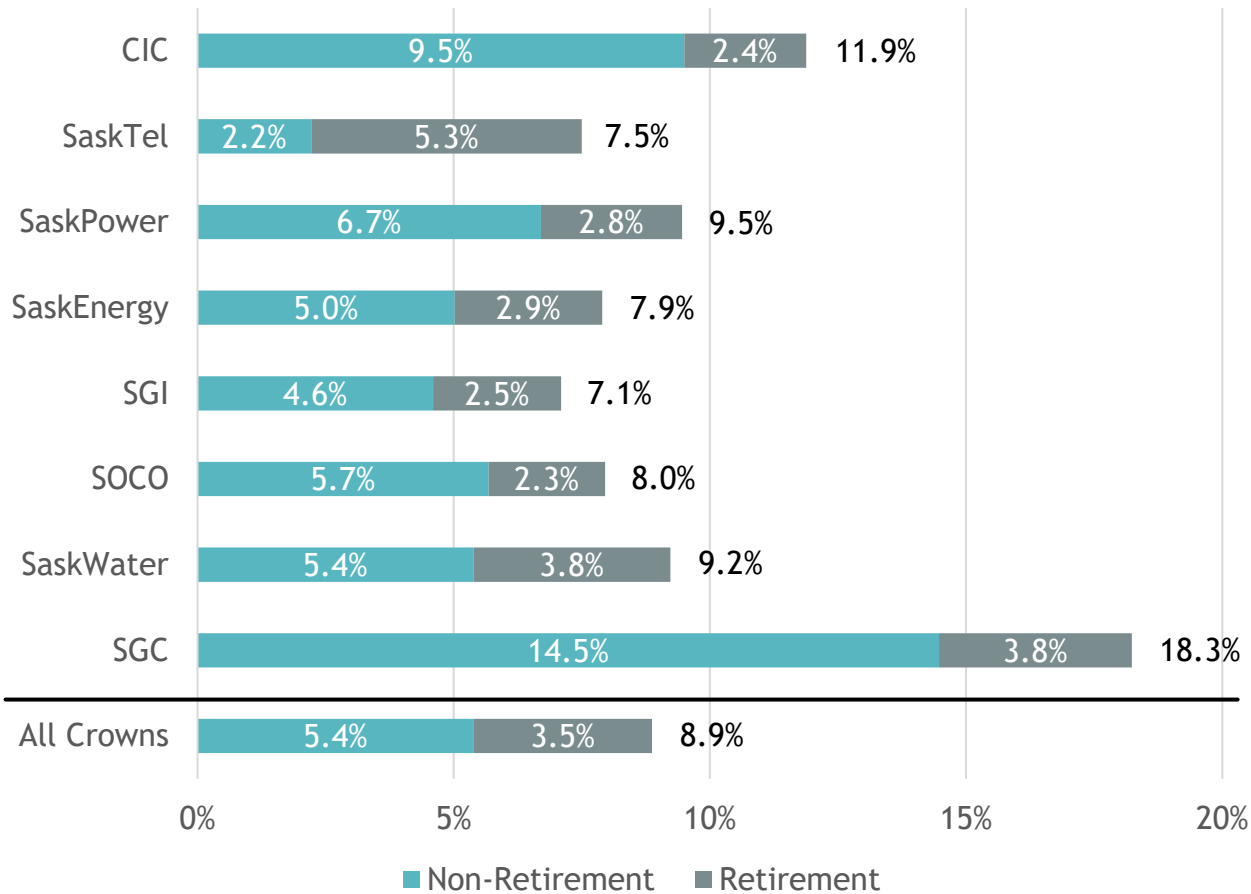
Reasons for Departure, Permanent Staff Only, 2021



- ▶ In 2021, most departures were retirements (39.2%).
- ▶ Most employees who did not leave their employment as a result of retirement did so because they resigned (28.3%), took other employment (17.0%), or were dismissed (8.8%).

# Turnover Rates by Crown, 2021

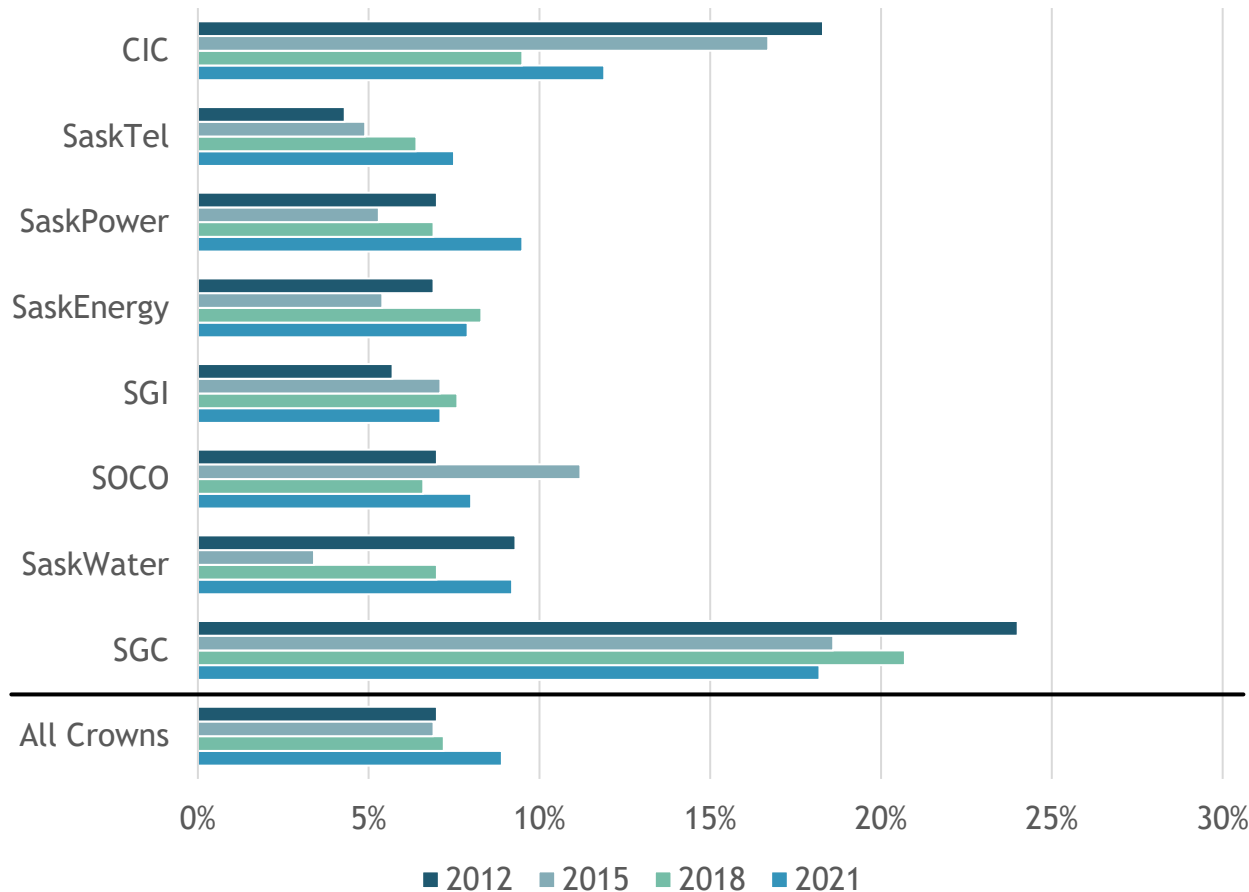
Turnover Rates by Crown, 2021



- ▶ In 2021, retirement turnover rates at SaskTel were higher than at other Crowns.
- ▶ SGC had the highest overall turnover rate, followed by CIC. These high rates were due to higher non-retirement turnover rates.

# 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 and SaskPower.
- ▶ There is no consistent trend in turnover rates at other Crowns.

# Turnover Rates of Permanent Staff by Gender

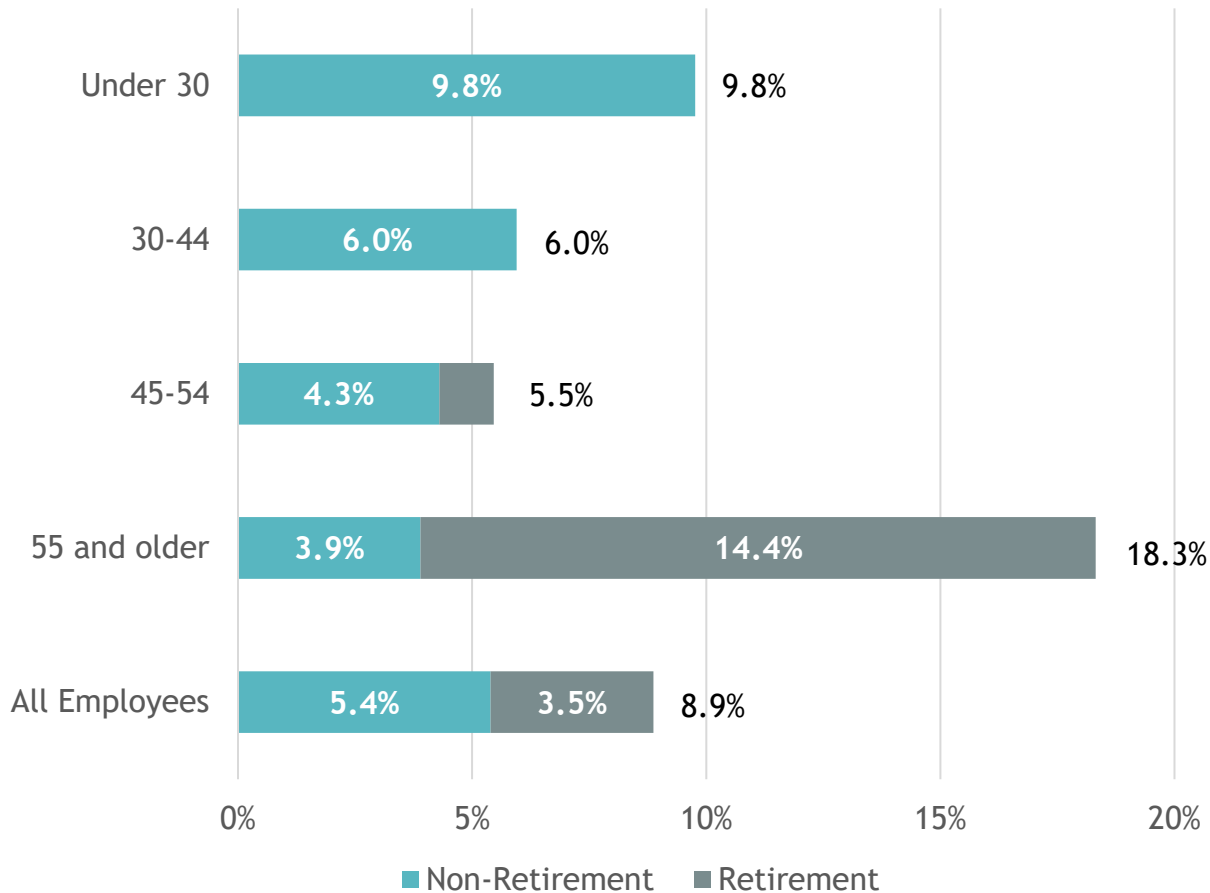
Turnover Rates by Gender



- ▶ In 2021, those who identified as women had a similar turnover rate to those who identified as men.
- ▶ Those who identified as women had a higher retirement and lower non-retirement turnover rate compared to those who identified as men.

# Turnover Rates of Permanent Staff by Age Group

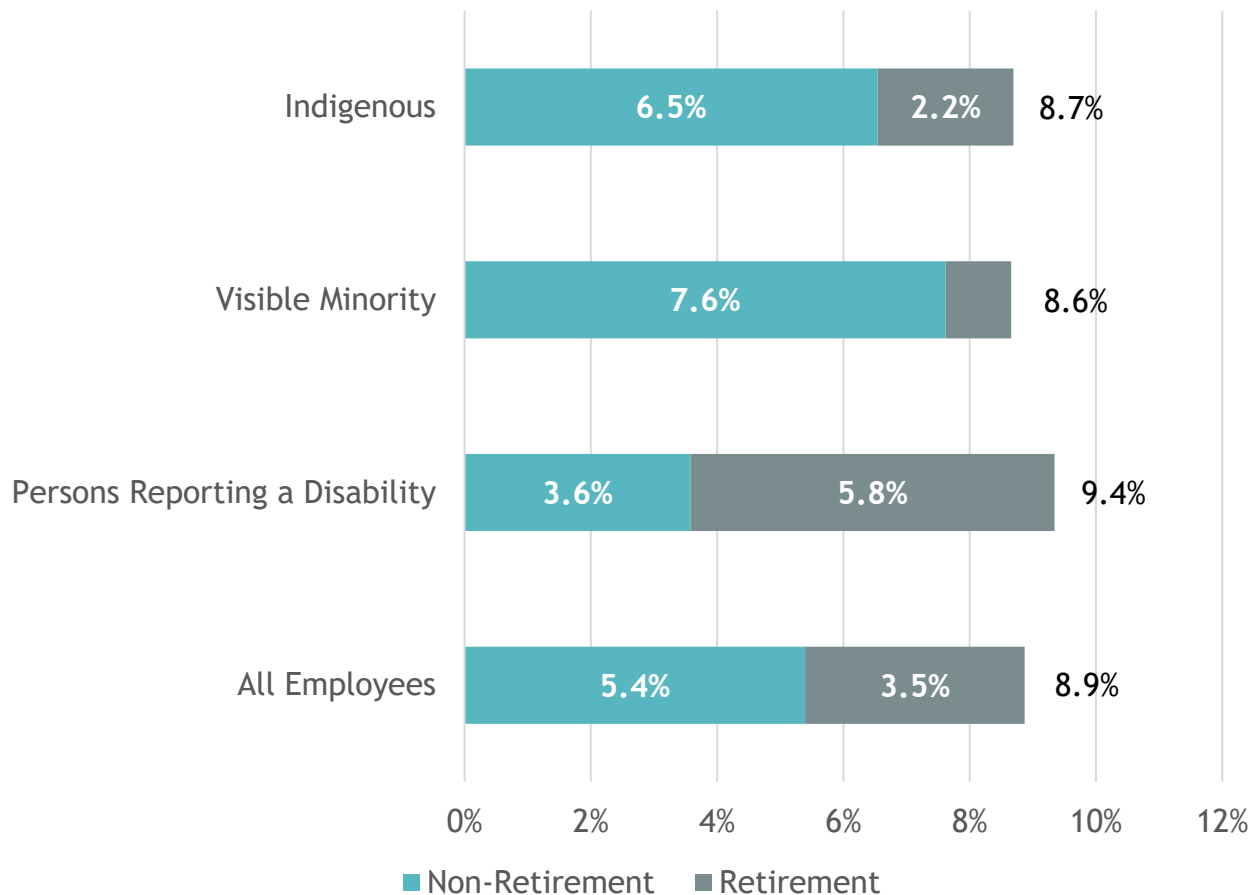
Turnover Rates by Age Group



- ▶ In 2021, 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

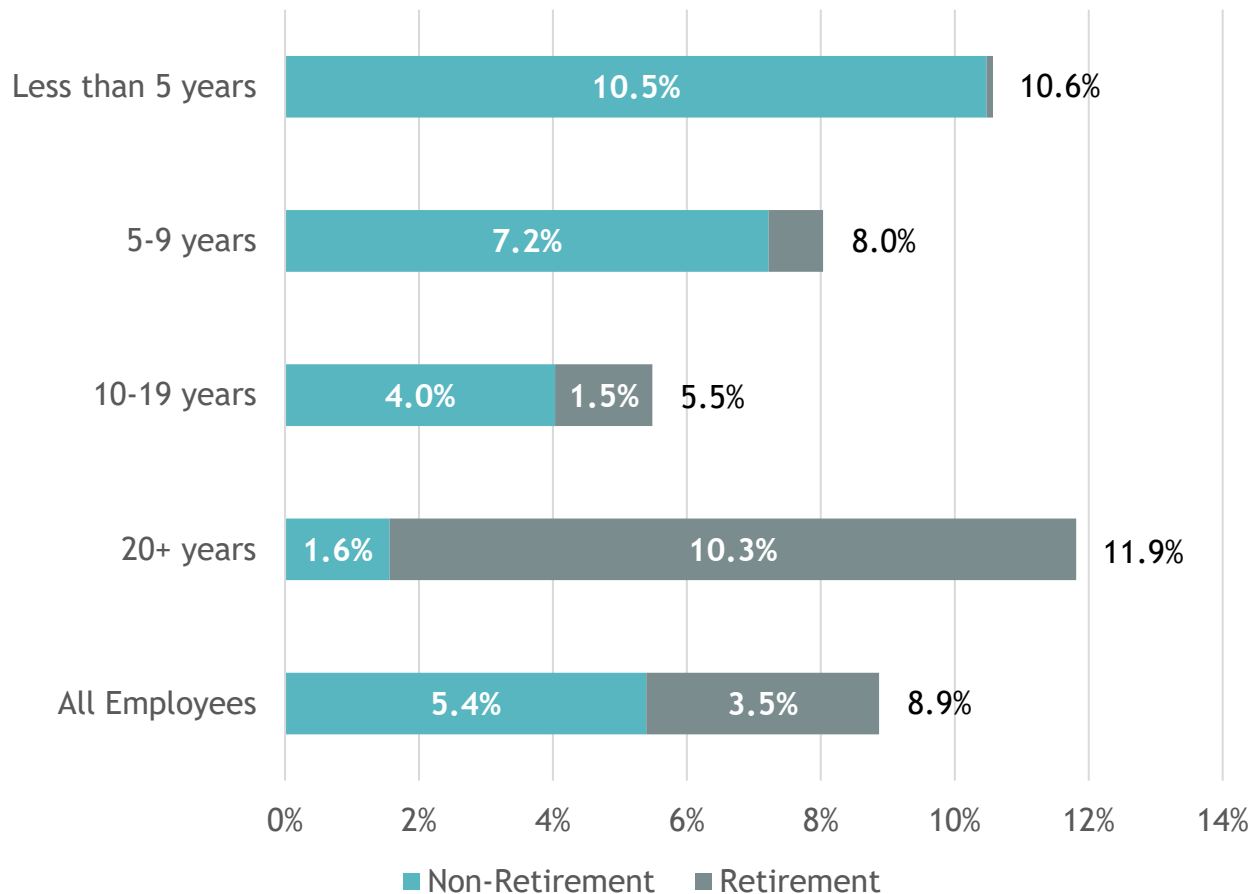
Turnover Rates by Diversity Groups, 2021



- ▶ In 2021, turnover rates for those identifying as Indigenous or a visible minority and those reporting a disability were similar to employees overall.
- ▶ Those identifying as Indigenous and a visible minority had higher non-retirement turnover rates compared to the average.
- ▶ Those reporting a disability had a higher retirement rate compared to the average.

# Turnover Rates for Permanent Staff by Tenure

Turnover Rates by Tenure, 2021

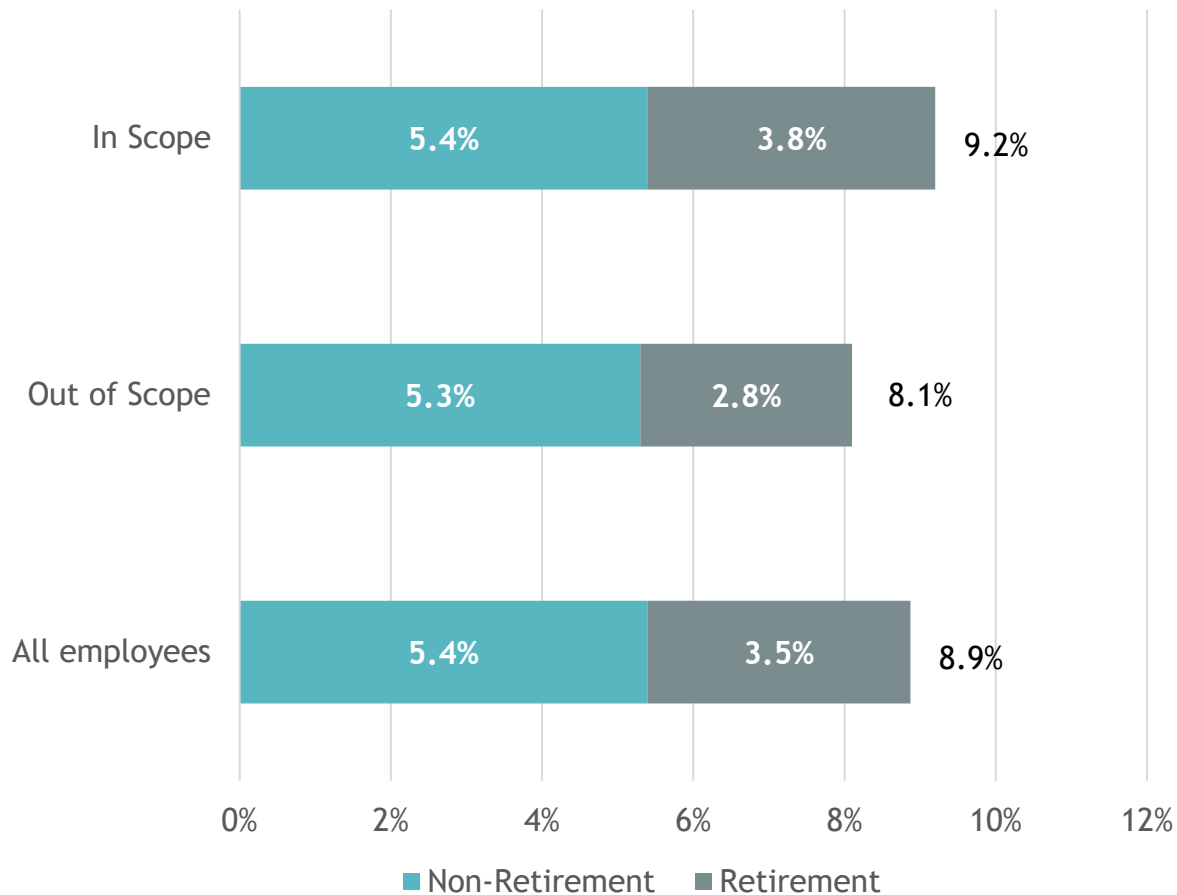


- ▶ In 2021, non-retirement turnover rates were highest for those who worked for less than 5 years.
- ▶ Retirement turnover rates were highest for those who had been employed for 20 years or more.
- ▶ Overall turnover rates were highest for those who had been employed for less than 5 years and for 20 years or more.



# Turnover Rates for Permanent Staff by Union Membership

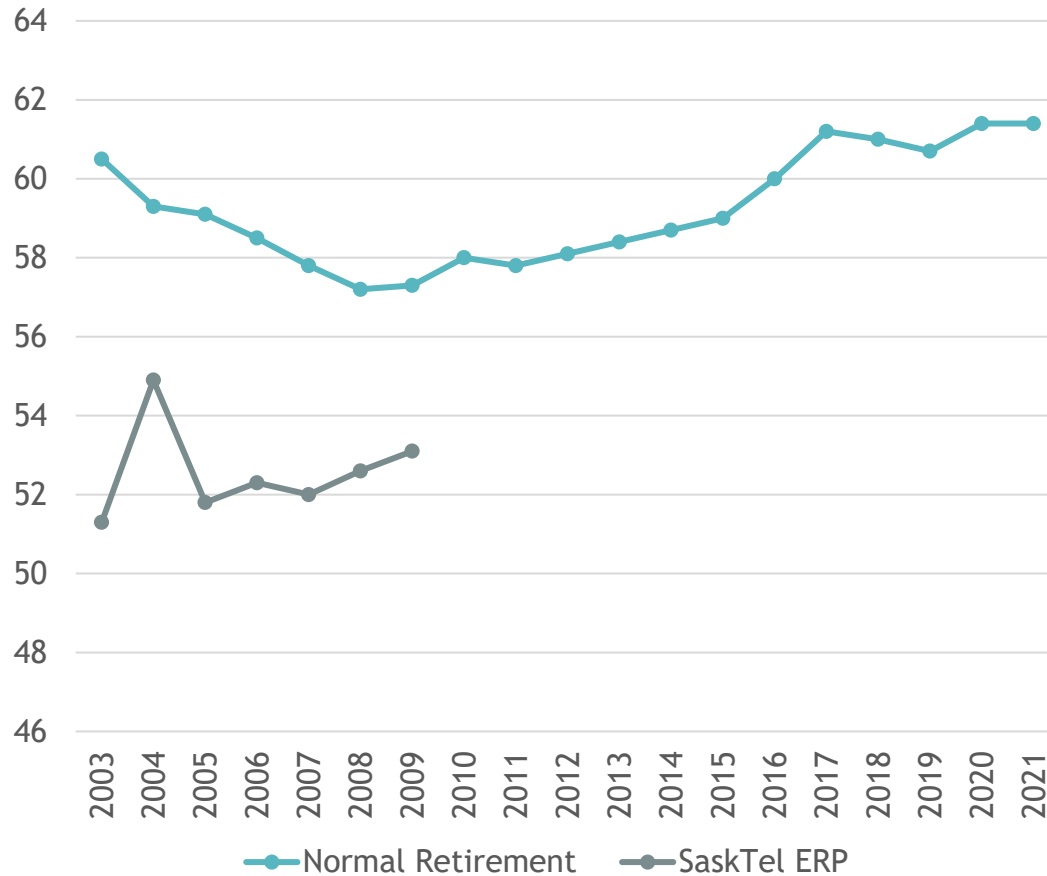
Turnover Rates by Union Membership, 2021



- ▶ In 2021, overall turnover rates were lower for out of scope employees compared to the average.
- ▶ Non-retirement rates were similar across union membership, while retirement rates were higher in unionized employees compared to out of scope employees.

# Retirement Age Trends

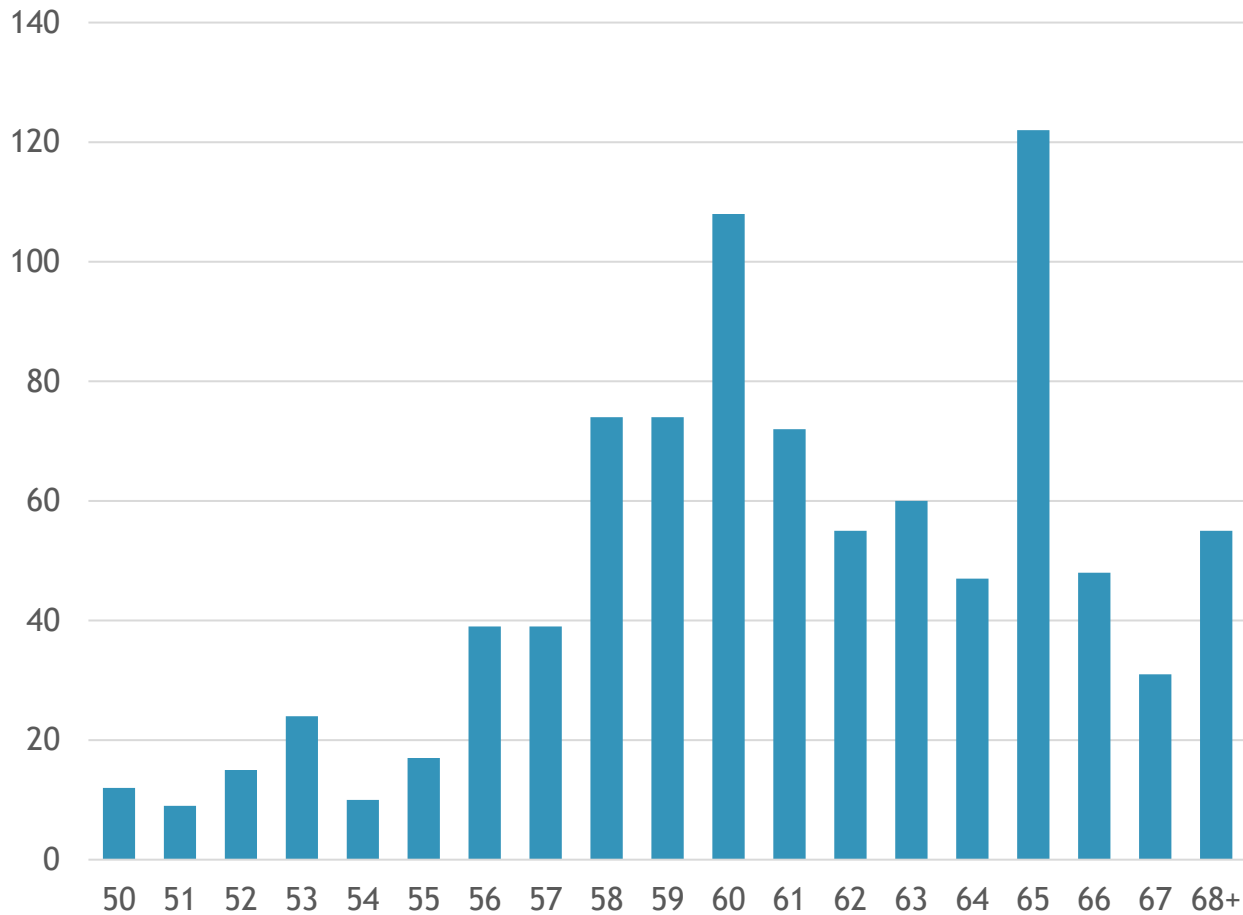
## Average Age at Retirement



- ▶ 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.
- ▶ After a slight increase, retirement age levelled off in 2021 at 61.4.

# Retirement Age

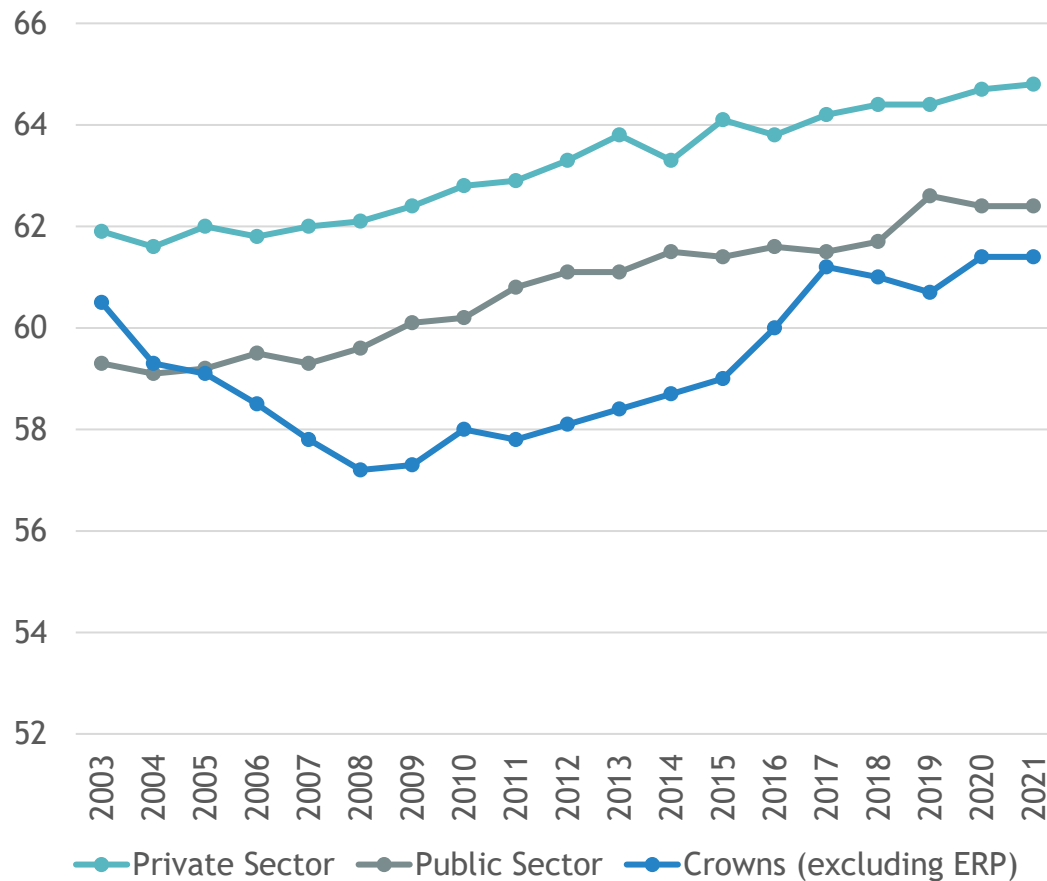
Age at Retirement, 2019 to 2021 Average



- ▶ Most employees who retired between 2019 and 2021 did so between the ages of 58 and 65. The most common ages at retirement were 60 and 65.

# Comparison with Canada

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



- ▶ In recent years, retirement age in the private and public sectors has generally 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.
- ▶ After an increase in 2020, average age of retirement has levelled off in the Crowns and public sector. The average age of retirement in the private sector has continued to increase.
- ▶ The average age of retirement in the Crowns is still lower than the public and private sectors.

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Appendices

Data for Charts and Figures

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**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
<b>Total</b>	<b>10,358</b>	<b>10,264</b>	<b>10,323</b>	<b>10,521</b>	<b>11,778</b>	<b>11,876</b>
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
<b>Total</b>	<b>11,846</b>	<b>11,759</b>	<b>11,659</b>	<b>11,757</b>	<b>11,723</b>	<b>11,778</b>
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	2021
Permanent full time	9,985	9,936	9,533	9,540	9,569	9,668	9,411
Permanent part time	645	723	627	660	621	455	529
Contract/term	431	458	439	432	454	437	536
Seasonal/other	573	545	610	576	426	418	378

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Total	11,634	11,662	11,209	11,208	11,070	10,978	10,854
Coop and summer students during the course of the school year	355	358	320	307	316	166	295

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## 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	2021
CIC	Permanent	FT	42	43	42	40	43	41	43
		PT	0	1	0	0	0	1	1
	Non-permanent	1	1	3	2	3	2	1	
SaskTel	Permanent	FT	3,112	3,065	3,020	2,849	2,768	2,705	2,653
		PT	88	68	62	59	56	42	53
	Non-permanent	619	616	652	657	550	518	464	
SaskPower	Permanent	FT	3,154	3,258	3,162	3,201	3,181	3,179	3,097
		PT	106	112	106	122	113	88	94
	Non-permanent	126	113	98	102	110	140	156	
SaskEnergy	Permanent	FT	1,023	936	923	937	995	1,007	1,012
		PT	6	84	77	78	81	69	68
	Non-permanent	40	44	37	37	44	40	67	

SGI	Permanent	FT	1,809	1,803	1,777	1,860	1,969	1,997	2,038
		PT	99	108	115	110	93	85	75
	Non-permanent		146	143	138	153	147	119	160
SaskWater	Permanent	FT	115	119	126	123	123	128	126
		PT	2	2	2	2	1	2	1
	Non-permanent		8	6	1	2	1	1	1
SOCO	Permanent	FT	87	93	90	91	84	86	81
		PT	2	1	1	2	2	2	2
	Non-permanent		4	4	3	4	2	2	7
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	361
		PT	307	312	264	287	275	166	235
	Non-permanent		60	76	117	51	23	33	58

## Appendix C

**Table 3.** Total Staff in the Crown Corporations, 2021.

(Page 6)

	Count	Percent
CIC	45	0.4%
SaskTel	3,170	29.2%
SaskPower	3,347	30.8%
SaskEnergy	1,147	10.6%
SGI	2,273	20.9%
SOCO	90	0.8%
SaskWater	128	1.2%
SGC	654	6.0%
	10,854	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
2020	10,978	10,164
2021	10,854	10,110

## 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
2021	914

## Appendix F

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

(Page 10)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2021	39.9%	41.8%	40.7%	40.0%	33.2%

## 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
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%
2021	63.6%	38.7%	28.1%	37.0%	57.7%	44.6%	26.0%	...	51.3%



## Appendix H

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

	Saskatchewan	Crown Corporations
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%
2021	47.7%	40.0%

## Appendix I

**Table 9.** Percentage of Employees Who Identify as Women in Under-Represented Positions.

(Page 13)

	Permanent	Term/Contract	Seasonal/Other	Total (excluding students)
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%
2021	17.6%	18.4%	17.5%	17.6%

**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
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%
2021	25.0%	20.1%	13.4%	12.0%	21.8%	8.9%	17.3%	...	33.7%

## 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%
2021	56.4%	36.0%

## Appendix L

**Table 12.** Percentage of Employees Who Identify as Indigenous.

(Page 16)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2021	11.1%	8.4%	10.3%	10.9%	7.5%

## 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
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%
2021	4.5%	10.1%	7.4%	14.0%	9.3%	7.2%	4.7%	...	38.8%

## Appendix N

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

	Saskatchewan	Crown Corporations
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%
2021	10.5%	10.9%

## 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
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%
2021	12.6%	20.2%	26.5%	13.5%	23.1%



## 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
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%
2021	6.8%	11.0%	11.2%	8.2%	17.3%	0.0%	7.9%	...	21.5%

## Appendix Q

**Table 17.** Percentage of Employees Reporting a Disability.

(Page 21)

	Permanent	Term/Contract	Seasonal/Other	Total (except Students)	Students
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%
2021	5.4%	2.4%	8.2%	5.4%	1.7%

## 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
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%
2021	0.0%	7.3%	5.3%	1.7%	6.0%	2.4%	0.8%	...	4.0%

## Appendix S

**Table 19.** Summary of Diversity Measures, 2021.

(Page 23)

	Women in under-represented positions	Indigenous Identity	Visible Minority	With a Disability
Permanent	17.6%	11.1%	12.6%	5.4%
Permanent and Non-Permanent	17.6%	10.9%	13.5%	5.4%

## Appendix T

**Table 20.** Changes in Diversity over Time, 2021.

(Page 24)

	Women in under- represented positions	Indigenous identity	Visible minority	With a disability
2012	26.6%	12.3%	6.2%	4.5%
2021	17.6%	10.9%	13.5%	5.4%

## Appendix U

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

	Permanent	Non-Permanent
<19	0	2
19	7	6
20	16	12
21	20	13
22	24	28
23	51	26
24	66	32
25	80	44
26	103	31
27	118	35
28	134	24
29	198	44
30	208	39
31	217	35
32	255	42
33	274	51
34	304	33
35	321	33
36	330	31
37	325	44
38	364	23
39	350	23
40	330	27
41	334	17
42	319	21
43	290	19
44	317	21
45	266	18
46	299	14
47	251	9
48	283	6
49	261	7
50	236	7
51	257	7
52	220	6

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	Permanent	Non-Permanent
53	240	6
54	215	7
55	241	2
56	234	4
57	238	10
58	268	10
59	238	9
60	201	9
61	160	7
62	116	2
63	110	4
64	89	2
65	45	2
66	39	5
67	29	2
68+	49	3

---

## Appendix V

**Table 22.** Changes in Age Distribution Over Time.

(Page 27)

	2007	2021
<19	3	0
19	15	7
20	32	16
21	51	20
22	93	24
23	94	51
24	126	66
25	155	80
26	162	103
27	184	118
28	208	134
29	191	198
30	216	208
31	217	217
32	237	255
33	184	274
34	228	304
35	232	321
36	241	330
37	245	325
38	237	364
39	248	350
40	250	330
41	266	334
42	301	319
43	298	290
44	387	317
45	429	266
46	490	299
47	420	251
48	452	283
49	436	261
50	439	236
51	397	257
52	411	220



	2007	2021
53	328	240
54	275	215
55	251	241
56	177	234
57	137	238
58	118	268
59	88	238
60	96	201
61	67	160
62	39	116
63	24	110
64	31	89
65	13	45
66	2	39
67	1	29
68+	1	49

## Appendix W

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

(Page 28)

	2007 with 14-year lag	2021
<19	...	0
19	...	7
20	...	16
21	...	20
22	...	24
23	...	51
24	...	66
25	...	80
26	...	103
27	...	118
28	...	134
29	...	198
30	...	208
31	...	217
32	3	255
33	15	274
34	32	304
35	51	321
36	93	330
37	94	325
38	126	364
39	155	350
40	162	330
41	184	334
42	208	319
43	191	290
44	216	317
45	217	266
46	237	299
47	184	251
48	228	283
49	232	261
50	241	236
51	245	257
52	237	220

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	2007 with 14-year lag	2021
53	248	240
54	250	215
55	266	241
56	301	234
57	298	238
58	387	268
59	429	238
60	490	201
61	420	160
62	452	116
63	436	110
64	439	89
65	397	45
66	411	39
67	328	29
68+	275	49

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## Appendix X

**Table 24.** Number of Permanent Employees Approaching Retirement.

(Page 29)

	55 to 59	60+
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
2021	1,219	838

## Appendix Y

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

(Page 30)

	Under 30	30 to 49	50 Plus
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
2021	817	5,898	3,225

## Appendix Z

**Table 26.** Age of Permanent Employees by Crown Corporation, 2021.

(Page 31)

	Under 30	30 to 44	45 to 54	55 or older
CIC	0.0%	47.7%	25.0%	27.3%
SaskTel	3.8%	39.5%	30.3%	26.3%
SaskPower	10.6%	48.7%	23.0%	17.7%
SaskEnergy	8.6%	49.0%	23.1%	19.3%
SGI	9.1%	49.9%	22.8%	18.1%
SOCO	12.0%	31.3%	26.5%	30.1%
SaskWater	6.3%	43.3%	32.3%	18.1%
SGC	12.1%	38.3%	27.9%	21.8%
All Crown Corporations	8.2%	45.7%	25.4%	20.7%

## 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
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%
2021	24.2%	21.5%	8.2%	20.7%

## Appendix AB

**Table 28.** Tenure Within Current Crown Corporation.

(Page 33)

	< 5 years	5 to 9	10 to 19	20 or more
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
2021	2,223	2,096	2,974	2,647



## Appendix AC

**Table 29.** Tenure with Current Crown Corporation by Crown Corporation, 2021. (Page 34)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	34.1%	9.1%	40.9%	15.9%
SaskTel	8.8%	14.5%	34.5%	42.2%
SaskPower	21.7%	27.6%	27.9%	22.8%
SaskEnergy	29.9%	17.8%	26.4%	25.9%
SGI	34.6%	21.8%	27.2%	16.4%
SOCO	19.3%	18.1%	47.0%	15.7%
SaskWater	25.2%	30.7%	31.5%	12.6%
SGC	29.2%	18.6%	32.6%	19.6%
All Crowns	22.4%	21.1%	29.9%	26.6%

## Appendix AD

**Table 30.** Comparison of Employee Tenure.

(Page 35)

	Crown Corporations	Saskatchewan
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%
2021	26.5%	51.2%

**Appendix AE**

**Table 31.** Union Membership, 2021.

(Page 37)

	Count	Percent
UNIFOR (formerly CEP)	3,749	34.5%
COPE	1,652	15.2%
IATSE	33	0.3%
IBEW	1,590	14.7%
PSAC	254	2.3%
RWDSU	214	2.0%
Out of Scope	3,362	31.0%
Total	10,854	100.0%

## Appendix AF

**Table 32.** Trends in Union Membership.

(Page 38)

	<u>% In Scope</u>
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%
2021	69.0%

## Appendix AG

**Table 33.** Union Membership by Crown Corporation.

(Page 39)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC	STC
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%	...
2021	0.0%	75.1%	62.5%	68.1%	72.7%	0.0%	64.8%	76.6%	...

## Appendix AH

**Table 34.** Comparison of Union Membership.

(Page 40)

	Saskatchewan	Crown Corporations
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%
2021	30.9%	69.0%

## Appendix AI

**Table 35.** Workplace Location, 2021.

(Page 41)

	Count	Percent
Regina	6,256	57.6%
Saskatoon	1,814	16.7%
Prince Albert	227	2.1%
Moose Jaw	278	2.6%
Estevan	510	4.7%
Other Cities	826	7.6%
North	190	1.8%
Out of Province	187	1.7%
Other Saskatchewan	566	5.2%
Total	10,854	100.0%

## Appendix AJ

**Table 36.** Workplace Location by Crown Corporation, 2021.

(Page 43)

<hr/>	
In Regina or Saskatoon	
<hr/>	
CIC	100.0%
SaskTel	85.8%
SaskPower	60.0%
SaskEnergy	71.7%
SGI	79.1%
SOCO	100.0%
SaskWater	28.1%
SGC	85.9%
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
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%
2021	16.3%	19.1%	46.1%	16.8%	1.7%

## Appendix AL

**Table 38.** Occupation and Skill Level of Employees by Crown Corporation, 2021.

(Page 46)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	29.5%	36.4%	27.3%	6.8%	0.0%
SaskTel	22.6%	22.8%	47.4%	7.0%	0.2%
SaskEnergy	17.0%	14.0%	43.6%	24.7%	0.7%
SaskPower	15.9%	20.9%	46.2%	15.6%	1.4%
SGI	11.1%	19.3%	52.0%	17.0%	0.7%
SOCO	23.5%	6.2%	48.1%	13.6%	8.6%
SaskWater	13.4%	13.4%	63.8%	9.4%	0.0%
SGC	4.9%	3.0%	21.8%	55.2%	15.1%
All Crowns	16.3%	19.1%	46.1%	16.8%	1.7%

## Appendix AM

**Table 39.** Age and Tenure by Occupation and Skill Level, 2021.

(Page 47)

	Average Age	Average Tenure (Years)
Managerial	47.2	16.4
A: Professional (univ degree)	42.7	12.3
B: Technical (post-sec) & Supervisory	43.3	13.8
C: Intermediate	44.4	12.3
D: Labour & Elemental	45.9	11.4
All Permanent Staff	44.4	13.6

**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
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%
2021	35.8%	42.4%	32.0%	60.7%	45.1%

## 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
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%
2021	6.4%	5.2%	10.9%	18.5%	24.8%

## Appendix AP

**Table 42.** Occupation and Skill Level of Permanent and Non-Permanent Employees Who Identify as Indigenous, 2021. (Page 50)

	Count	Percent
Managerial	105	8.9%
A: Professional (univ degree)	101	8.5%
B: Technical (post-sec) & Supervisory	549	46.4%
C: Intermediate	375	31.7%
D: Labour & Elemental	53	4.5%
All Permanent and Non-Permanent Staff	1,183	100%

## 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
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%
2021	8.3%	20.5%	11.6%	15.7%	11.7%

## 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
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%
2021	4.0%	5.9%	5.1%	6.3%	7.9%



## Appendix AS

**Table 45.** New Hires by Skill Level and Occupation, 2021.

(Page 53)

	Count	Percent
Managerial	65	12.0%
A: Professional (univ degree)	141	26.1%
B: Technical (post-sec) & Supervisory	174	32.2%
C: Intermediate	147	27.2%
D: Labour & Elemental	14	2.6%
Total	541	100.1%

**Appendix AT**

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

(Page 56)

	Retirement	Non-Retirement	Total
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
2021	352	546	898

**Appendix AU**

**Table 47.** Reasons for Departure, 2021.

(Page 57)

	Count	Percent
Death	25	2.8%
Dismissal/Layoff	79	8.8%
Moved	3	0.3%
Take other Employment	153	17.0%
Other/Unknown	8	0.9%
Personal Reasons	24	2.7%
Resignation	254	28.3%
Retirement	352	39.2%
<b>Total</b>	<b>898</b>	<b>100.0%</b>

## Appendix AV

**Table 48.** Turnover Rates by Crown Corporations, 2021.

(Page 58)

	Non-Retirement	Retirement	Total
CIC	9.5%	2.4%	11.9%
SaskTel	2.2%	5.3%	7.5%
SaskPower	6.7%	2.8%	9.5%
SaskEnergy	5.0%	2.9%	7.9%
SGI	4.6%	2.5%	7.1%
SOCO	5.7%	2.3%	8.0%
SaskWater	5.4%	3.8%	9.2%
SGC	14.5%	3.8%	18.3%
All Crowns	5.4%	3.5%	8.9%

## Appendix AW

**Table 49.** Changes in Turnover Rates by Crown Corporation.

(Page 59)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC
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%
2021	11.9%	7.5%	9.5%	7.9%	7.1%	8.0%	9.2%	18.2%

**Appendix AX**

**Table 50.** Turnover Rates of Permanent Staff, 2021 by Gender.

(Page 60)

	Non-Retirement	Retirement	Total
Women	5.0%	3.8%	8.8%
Men	5.6%	3.3%	8.9%
All Employees	5.4%	3.5%	8.9%

**Appendix AY**

**Table 51.** Turnover Rates of Permanent Staff by Age Group, 2021.

(Page 61)

	Non-Retirement	Retirement	Total
Under 30	9.8%	0.0%	9.8%
30 to 44	6.0%	0.0%	6.0%
45 to 54	4.3%	1.2%	5.5%
55 or older	3.9%	14.4%	18.3%
All employees	5.4%	3.5%	8.9%

## Appendix AZ

**Table 52.** Turnover Rates by Diversity Groups, 2021.

(Page 62)

	Non-Retirement	Retirement	Total
With a Disability	3.6%	5.8%	9.4%
Members of a Visible Minority	7.6%	1.0%	8.6%
Indigenous Identity	6.5%	2.2%	8.7%
All employees	5.4%	3.5%	8.9%



## Appendix BA

**Table 53.** Turnover Rates by Tenure, 2021.

(Page 63)

	Non-Retirement	Retirement	Total
Less than 5 years	10.5%	0.1%	10.6%
5 to 9 years	7.2%	0.8%	8.0%
10 to 19 years	4.0%	1.5%	5.5%
20 or more years	1.6%	10.3%	11.9%
All employees	5.4%	3.5%	8.9%

**Appendix BB**

**Table 54.** Turnover Rates by Union Membership, 2021.

(Page 64)

	Non-Retirement	Retirement	Total
Out of Scope	5.3%	2.8%	8.1%
In Scope	5.4%	3.8%	9.2%
All Employees	5.4%	3.5%	8.9%

## 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	
2021	61.4	

**Appendix BD**

**Table 56.** Age at Retirement, 2019 to 2021 Average.

(Page 66)

	Count
50	12
51	9
52	15
53	24
54	10
55	17
56	39
57	39
58	74
59	74
60	108
61	72
62	55
63	60
64	47
65	122
66	48
67	31
68+	55

## 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
2021	64.8	62.4	61.4