

CROWN DEMOGRAPHICS REPORT

2022

The demographics of Crown corporation staff as of December 2022, including trends from 2013 to 2022.

April 2023

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Background and Notes

- ▶ This is the 2022 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

- ▶ April 2022: Saskatchewan Opportunities Corporation (SOCO) was removed.
- ▶ December 2022: NOC codes updated to 2021 version 1.0.
 - ▶ Included in the updated NOC system is an expanded classification of the skill levels or requirements associated with occupations. Earlier NOC systems were categorized according to 4 skill levels and management positions (5 categories); however, the 2021 NOC system classifies occupations based on 6 Training, Education, Experience, and Responsibility (TEER) categories.
 - ▶ For some analyses, skill levels were calculated using the TEER system; however, for analyses involving trends over time, NOC codes were converted to the former skill levels (5 categories) using NOC concordance tables.
- ▶ December 2022: Several employees chose not to declare their gender or identified as "Other". These employees were considered as non-binary.
- ▶ Employees on long-term disability were excluded.
- ▶ Unless otherwise indicated, the data in this report:
 - ▶ Describe trends from 2013 to 2022; and
 - ▶ Excludes ISC, STC, and SOCO 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	2022
Permanent full time	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	9,535
Permanent part time	479	419	421	894	901	844	786	825	869	795	751	645	723	627	660	621	455	529	519
Contract/term	525	560	583	575	636	620	582	603	538	537	638	431	458	439	432	454	437	536	608
Seasonal/ other	400	404	495	735	681	605	687	537	517	535	491	573	545	610	576	426	418	378	303
Total	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	10,965
Coop and summer students during the course of the school year	461	477	485	478	488	500	435	458	428	447	399	355	358	320	307	316	166	295	300

As of December 31, 2022

- ▶ Not counting students, total employment with Crown corporations was 10,965 in December 2022:
 - ▶ 87.0% of employees in 2022 worked in permanent full time positions;
 - ▶ 4.7% of employees were permanent part-time staff in 2022, increasing permanent employment to 91.6%;
 - ▶ 5.5% of employees were contract or term staff; and
 - ▶ 2.8% of employees were "other," mostly working part-time/casual.
 - ▶ There was a slight increase in overall employment in 2022, mainly due to growth in permanent full time and contract or term employees.
- ▶ The number of co-op and summer students has increased since 2020.
 - ▶ 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 and 2022. The number of employed students is now similar to pre-COVID levels.

Detailed Employment by Crown Corporation

		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
CIC	PermanentFT	68	70	68	63	69	65	65	60	52	48	42	43	42	40	43	41	43	53
	PT	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	1	0
	Non-permanent	1	4	4	4	2	2	5	2	1	1	1	1	3	2	3	2	1	2
SaskTel	PermanentFT	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	2,633
	PT	38	49	102	104	111	88	111	107	105	108	88	68	62	59	56	42	53	75
	Non-permanent	622	747	726	752	719	749	648	650	646	596	619	616	652	657	550	518	464	449
SaskPower	PermanentFT	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	3,113
	PT	137	134	127	136	140	131	133	129	123	124	106	112	106	122	113	88	94	88
	Non-permanent	118	110	132	132	113	84	132	137	149	231	126	113	98	102	110	140	156	170
SaskEnergy	PermanentFT	823	861	895	937	930	908	919	947	946	968	1,023	936	923	937	995	1,007	1,012	1,018
	PT	86	77	76	68	73	68	75	81	102	96	6	84	77	78	81	69	68	69
	Non-permanent	50	70	102	97	84	91	78	40	49	41	40	44	37	37	44	40	67	59
SGI	PermanentFT	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	2,228
	PT	113	116	113	107	114	112	109	112	108	98	99	108	115	110	93	85	75	72
	Non-permanent	106	125	148	187	189	157	148	143	151	172	146	143	138	153	147	119	160	175

As of December 31, 2022

- ▶ SaskPower and SaskTel remained the largest employers in 2022.
 - ▶ In 2022, SaskTel and SaskPower accounted for 59.5% of Crown staff.
- ▶ SGI and SaskEnergy also have a large number of employees, accounting for 33.0% of overall Crown staff.
- ▶ SaskTel, SaskPower, SaskEnergy, and SGI account for 92.6% of Crown corporation employment.

Detailed Employment by Crown Corporation

(Continued)

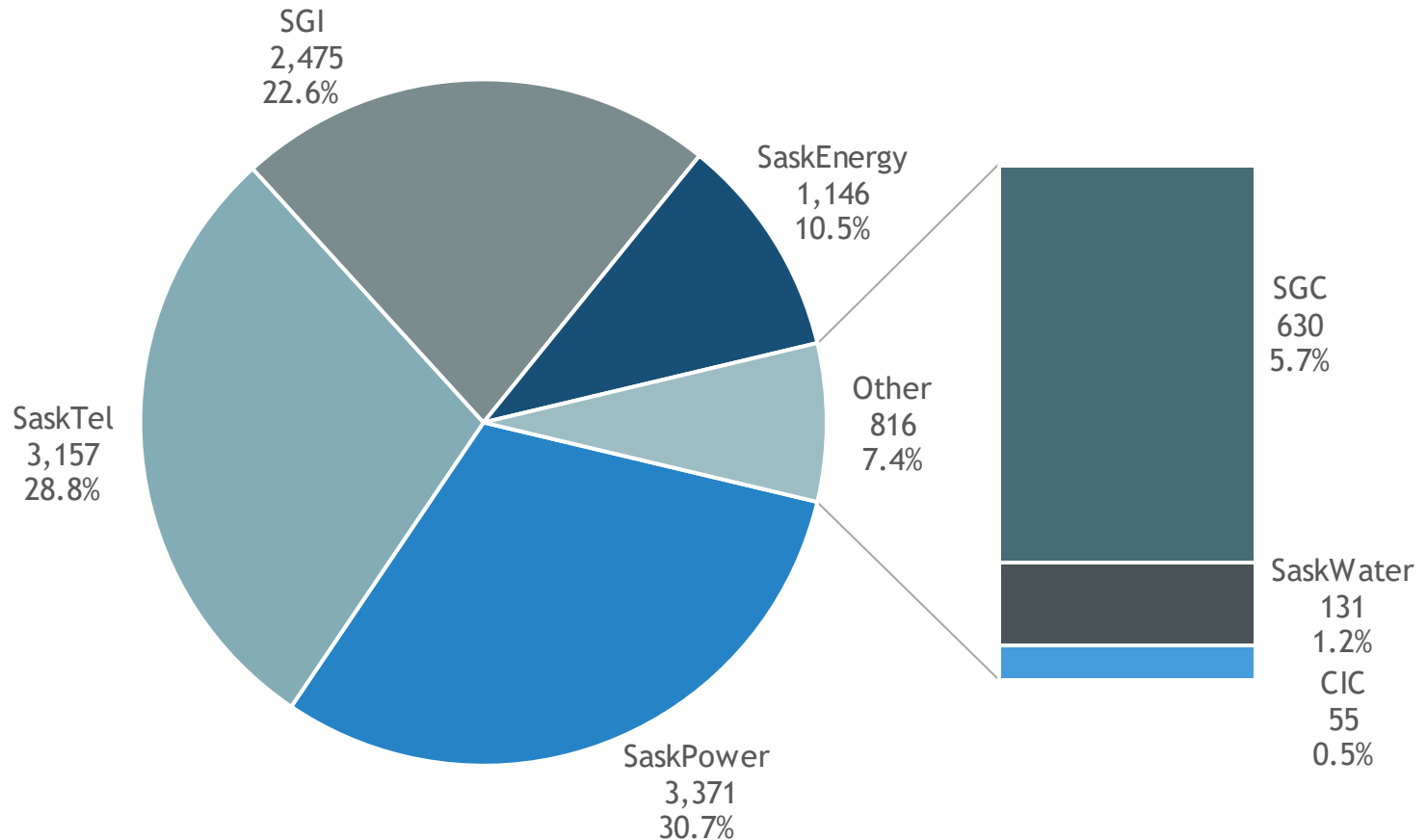
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
SaskWater	PermanentFT	80	82	83	85	87	91	98	104	107	113	115	119	126	123	123	128	126	128
	PT	4	4	4	4	3	4	3	4	3	2	2	2	2	2	1	2	1	1
	Non-permanent	9	0	5	3	4	4	1	2	1	6	8	6	1	2	1	1	1	2
SOCO	PermanentFT	81	86	116	106	110	115	111	112	105	93	87	93	90	91	84	86	81	...
	PT	2	3	2	5	4	3	2	2	3	4	2	1	1	2	2	2	2	...
	Non-permanent	3	2	2	3	0	1	2	1	0	4	4	4	3	4	2	2	7	...
ISC	PermanentFT	208	229	243	257	259	289	288	288
	PT	1	1	2	2	2	3	2	2
	Non-permanent	41	13	17	19	13	25	40	39
STC	PermanentFT	194	197	196	203	200	192	190	194	204	195	182	178
	PT	38	37	35	29	34	37	34	32	36	32	35	35
	Non-permanent	14	7	7	4	5	1	7	3	0	2	0	0
SGC	PermanentFT	447	565	631	518	557	474	438	420	461	441	393	439	406	525	361	362
	PT	433	446	362	340	356	400	315	287	307	312	264	287	275	166	235	214
	Non-permanent	167	116	96	155	79	38	75	76	60	76	117	51	23	33	58	54

As of December 31, 2022

- ▶ The percentage of change in employment from 2021 to 2022 ranges from +22.2% to -3.7%.
 - ▶ Total employment increased by 22.2% at CIC, 8.9% at SGI, 2.3% at SaskWater, and 0.7% at SaskPower.
 - ▶ Total employment decreased by 3.7% at SGC, and 0.4% at SaskTel.
 - ▶ There was no change in total employment at SaskEnergy between 2021 and 2022.
- ▶ Moving forward, SaskTel, SaskPower, SaskEnergy, and SGI will continue to have a strong effect on the overall averages for the Crown sector.

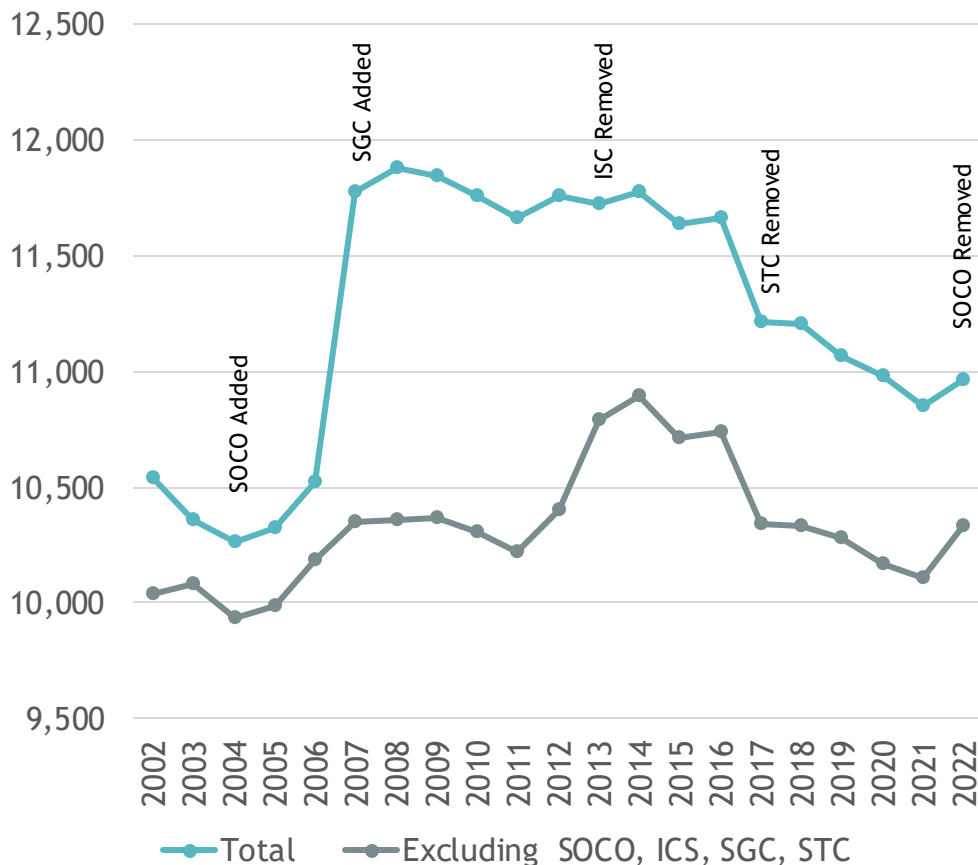
Total Staff in the Crown Corporations, 2022

Permanent and Non-Permanent Staff, December 2022, by Crown Corporation (Total = 10,965)



Crown Corporation Employment Trends

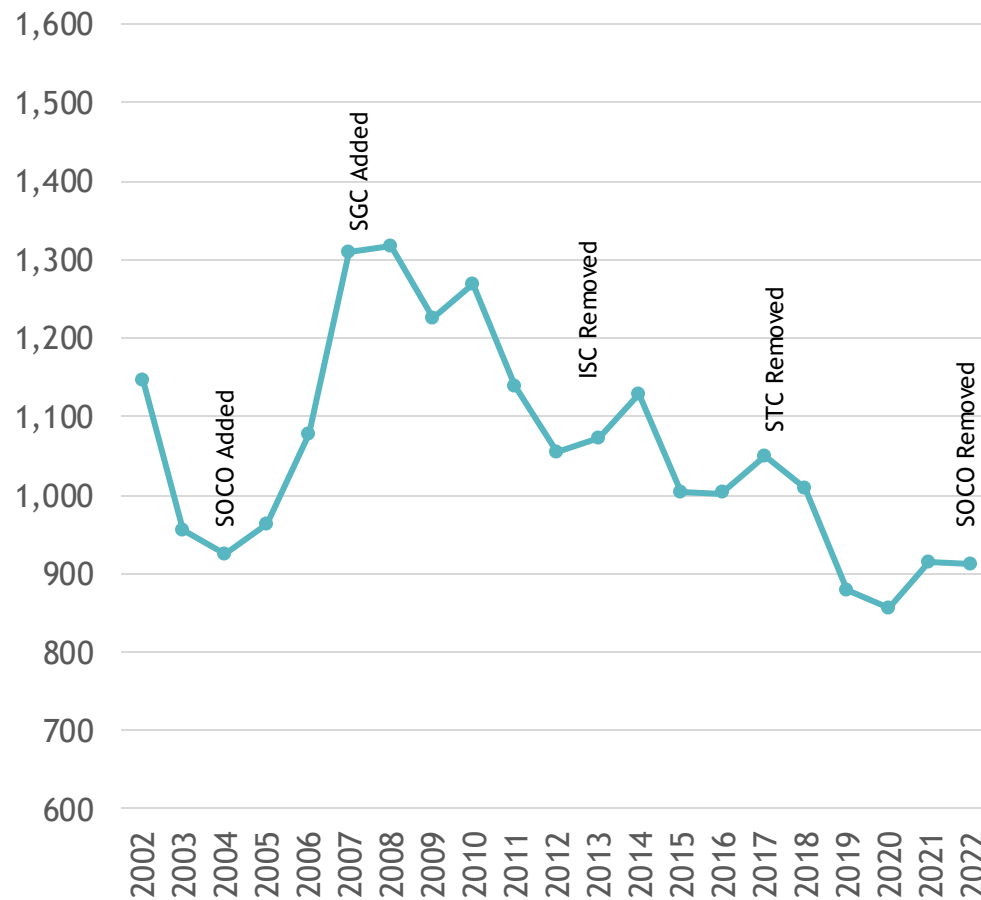
Changes in Total Crown Staff, 2002 to 2022



- ▶ 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 4.1% (3.0%) higher in 2022 than it was in 2002.
- ▶ Employment within the Crown corporations saw an uptrend in 2022
 - ▶ Over the last ten years, the average yearly change in Crown Corporation employment was relatively stable, with an average decline of 0.7% (0.0%).
 - ▶ Over the last five years, the average yearly change in Crown Corporation employment saw less fluctuation, with an average decline of 0.4% (0.0%).

Non-Permanent Staff

Number of Non-Permanent Staff, 2002 to 2022



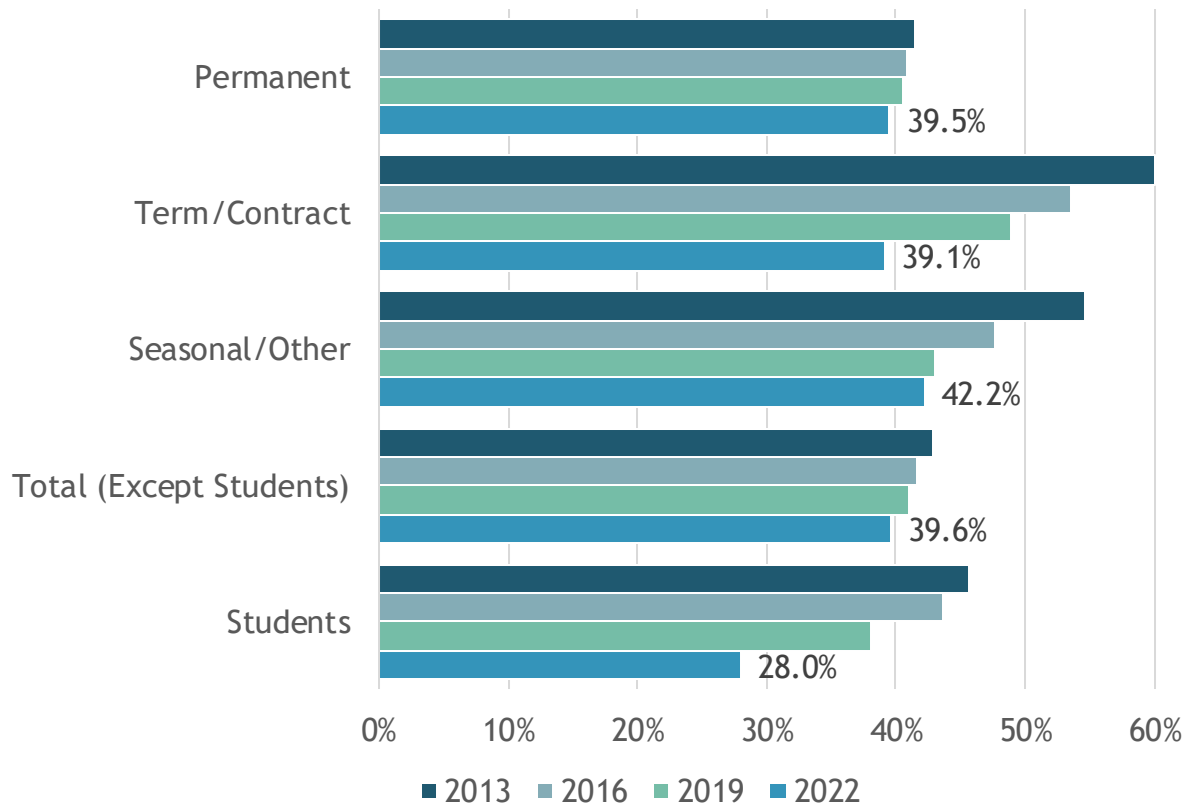
- ▶ There was a small decrease in non-permanent staff in 2022, from 914 to 911 employees.
- ▶ Employment in non-permanent Crown Corporation positions is 20.6% lower in 2022 than it was in 2002.
- ▶ Employment in non-permanent Crown corporation positions has been on a general downtrend since 2008; however, this downtrend is marked by brief upswings. Employment in non-permanent Crown corporation positions in 2022 remains relatively stable from the previous year.

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

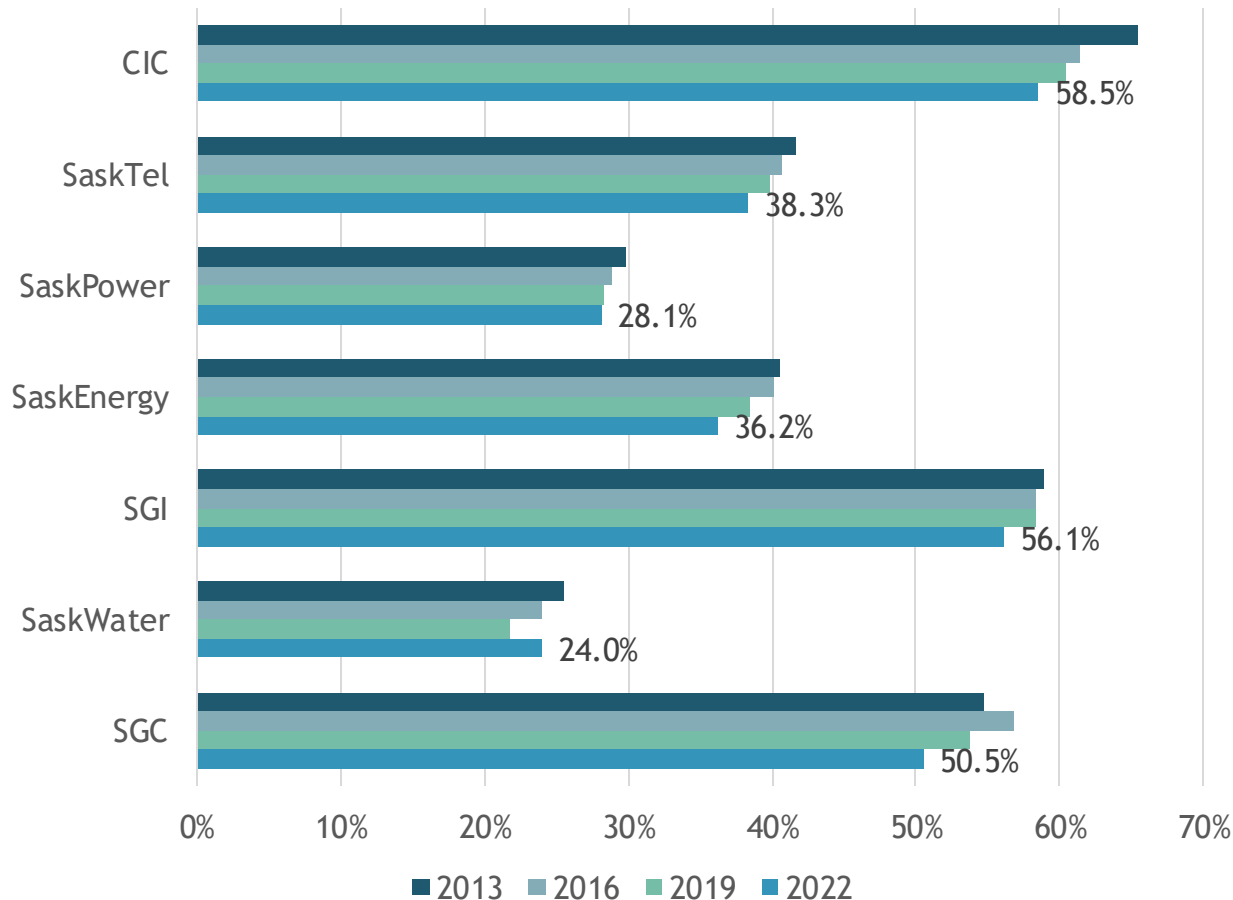
Per cent of Crown Corporation Staff Who Identify as Non-Binary or Women



- ▶ The proportion of Crown corporation staff who identify as non-binary or women has continued to decline slightly over time. In 2013, 41.5% of Crown corporation employees in permanent positions identified as women.
- ▶ In contrast, 39.6% of Crown corporation employees identified as non-binary or women in 2022.
- ▶ The proportion of students who identify as non-binary or women has been on a downward trend from 45.6% in 2013 to 28.0% in 2022.

Crown Corporation Employment by Gender

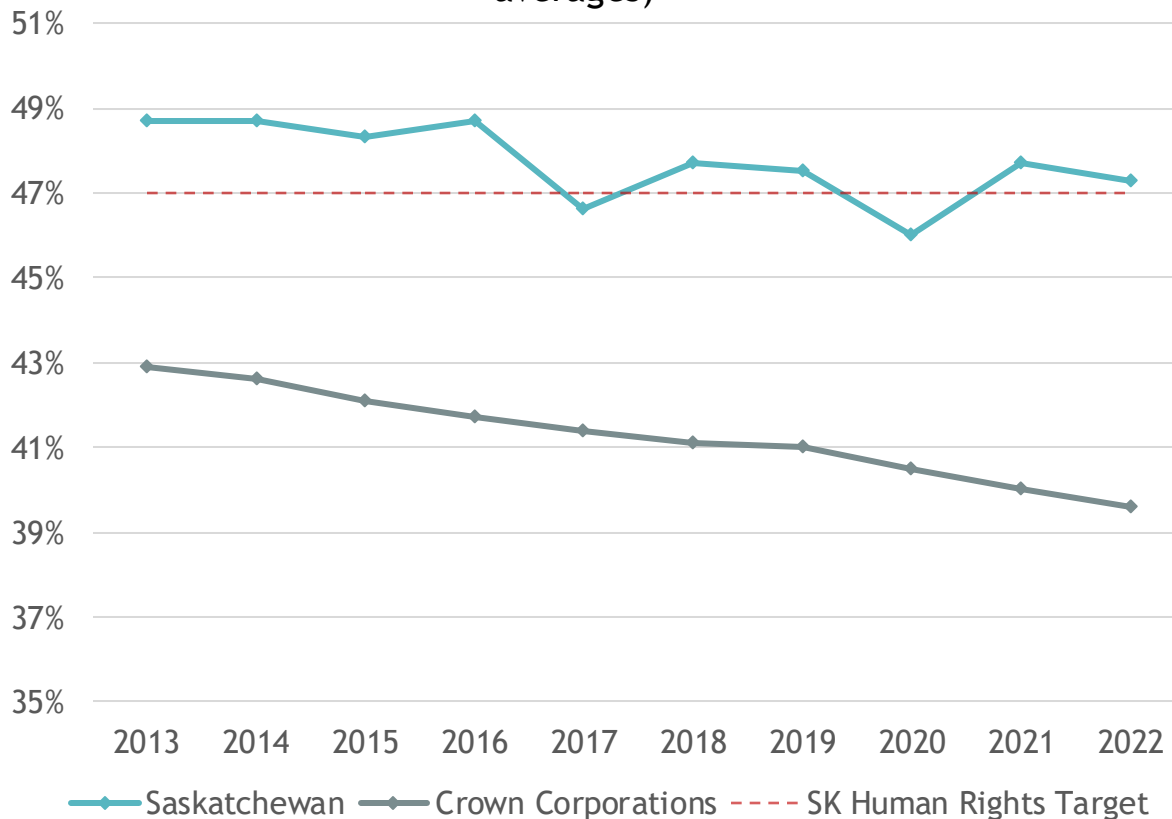
Per cent of Permanent Crown Corporation Staff Who Identify as Non-Binary or Women



- ▶ From 2013 to 2022 most Crown corporations report decreases in the proportion of employees who identified as non-binary or women and held permanent positions.
- ▶ Employment of those who identify as non-binary or women from 2013 to 2022 is on a downward trend at:
 - ▶ CIC (-6.9%)
 - ▶ SaskEnergy (-4.3%)
 - ▶ SGC (-4.2%)
 - ▶ SaskTel (-3.3%)
 - ▶ SGI (-2.8%)
 - ▶ SaskPower (-1.7%)
- ▶ Employment of those who identify as non-binary or women from 2019 to 2022 is on an upward trend at:
 - ▶ SaskWater (2.2%)

Those Who Identify as Non-Binary & Women: Comparison with Saskatchewan

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

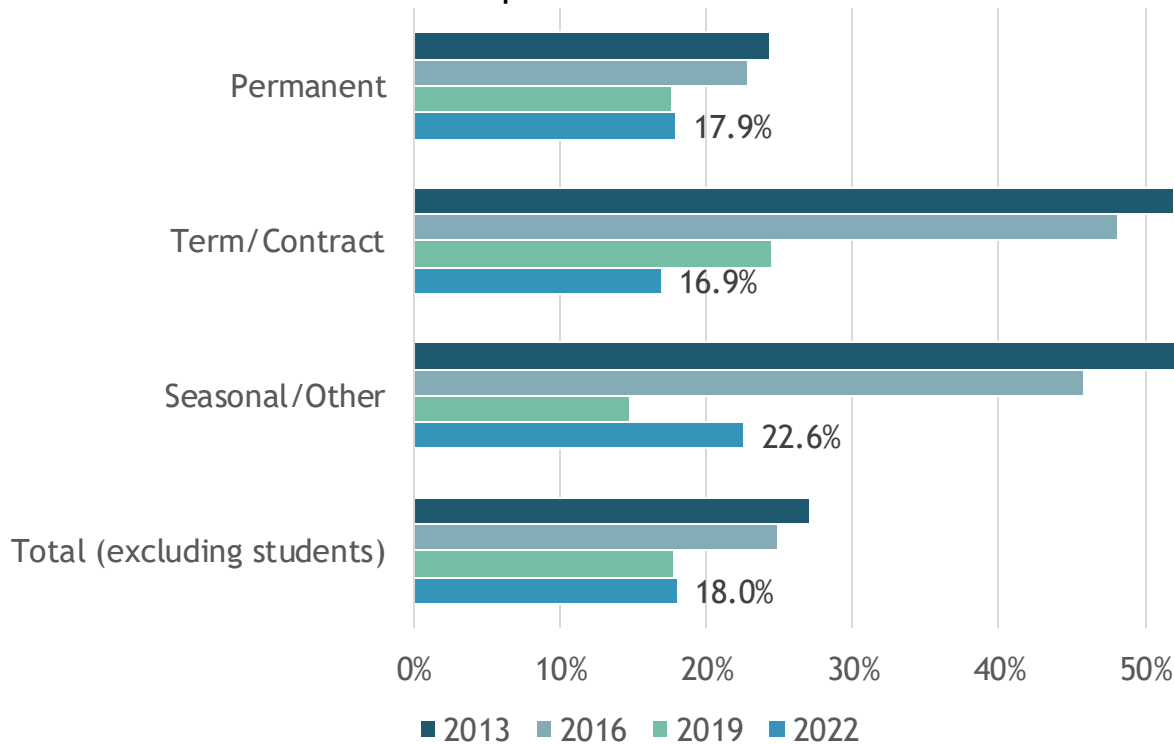


- ▶ In Saskatchewan, those who identify as women made up 47.3% of employees in 2022.
- ▶ These numbers compare with 39.6% of the permanent and non-permanent Crown corporation employees who identified as non-binary or women.
- ▶ A slight downward trend persists across Crown corporations.
 - ▶ The proportion of Crown Corporation employees identifying as non-binary or women has decreased by 3.3% from 2013 to 2022.
- ▶ The Saskatchewan Human Rights Commission has set a target of 47.0% of employees identifying as women in each Saskatchewan organization.

Note: StatsCan data provides information on total employment and employment of males and females.

Those Who Identify as Non-Binary or Women in Under-Represented Positions

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

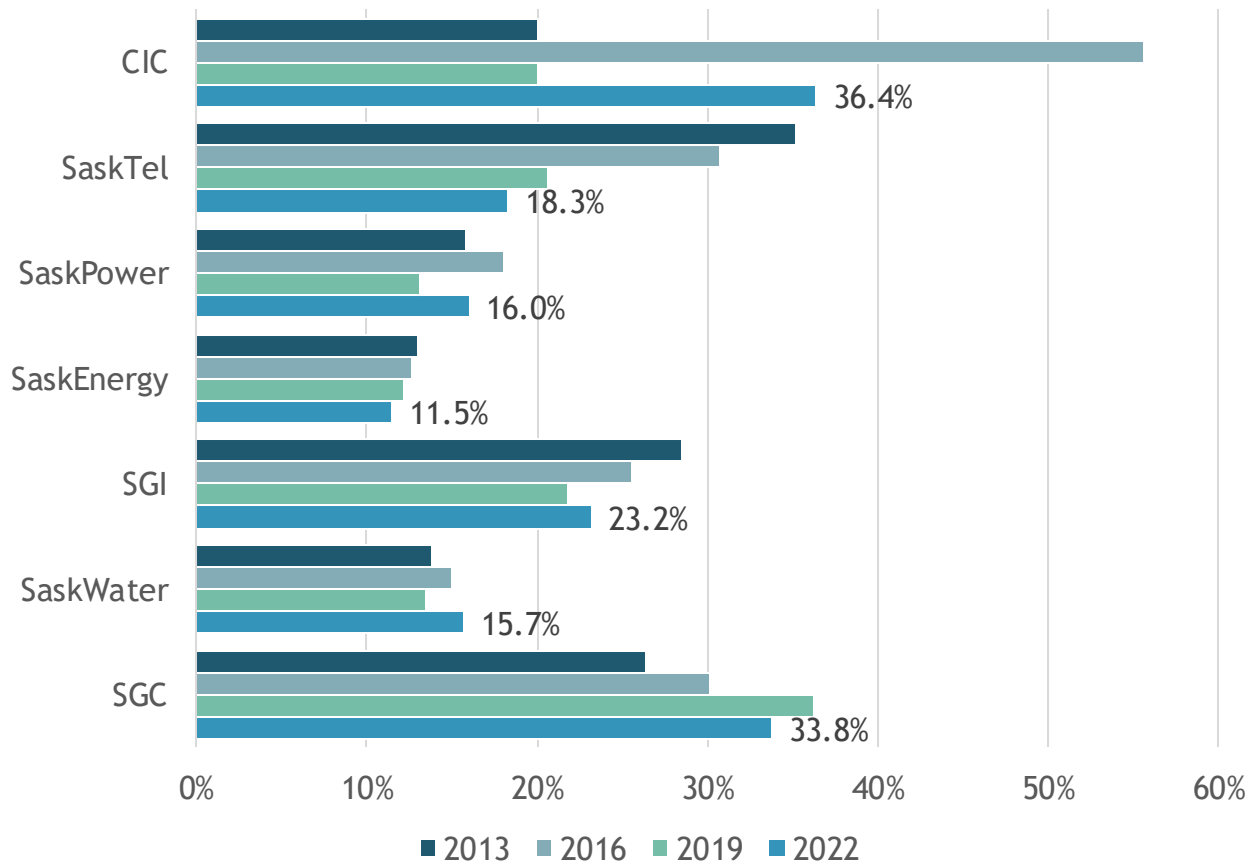


- ▶ Using the Saskatchewan Human Rights Commission methodology*, those who identify as non-binary or women represented 18.0% of employees working in positions in Crown corporations that were classified as under-represented.
- ▶ In 2022 there was an uptrend in the proportion of employees who identify as non-binary or women who work in under-represented seasonal/other positions.
- ▶ Historically, those who identify as non-binary or women in under-represented positions have been higher in non-permanent positions than permanent positions.
 - ▶ In 2022, relatively similar levels of individuals who identify as women worked in permanent and non-permanent positions
- ▶ The proportion of employees who identify as non-binary or women and work in under-represented positions has continued to decline overtime from 27.1% in 2013 to 18.0% in 2022.

* 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 gender non-binary or women within occupations was calculated to determine which Crown corporation positions fit this definition.

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

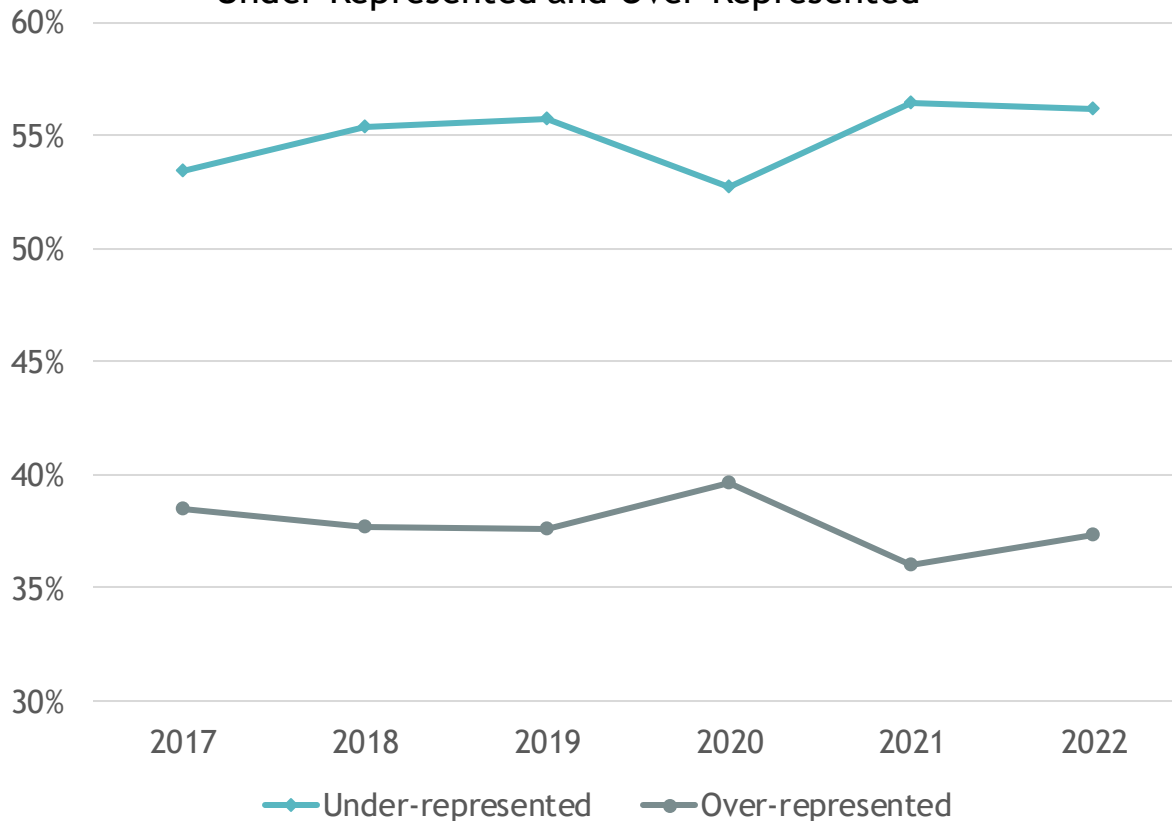
Those Who Identify as Non-Binary or Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions, Permanent Positions Only



- ▶ SaskPower employed the largest number of employees who identified as non-binary or women working in under-represented positions, with 441 in 2022.
 - ▶ SaskTel also employed a large number of employees who identified as non-binary or women in under-represented positions, with 338.
- ▶ In 2022, proportions of women-identifying employees in under-represented positions were highest at CIC and SGC.
- ▶ Substantial increases in the proportion of non-binary or women-identifying employees in under-represented positions were reported by:
 - ▶ CIC: 25.0% in 2021 to 36.4% in 2022
- ▶ SaskPower, SaskEnergy, SGI, and SaskWater remained relatively stable in the proportion of employees who identify as woman in under-represented positions.

Under- and Over-Represented Positions at Crowns over Time

Percentage of Positions at Crown Corporations in which Employees Identifying as Non-Binary or Women are Under-Represented and Over-Represented*

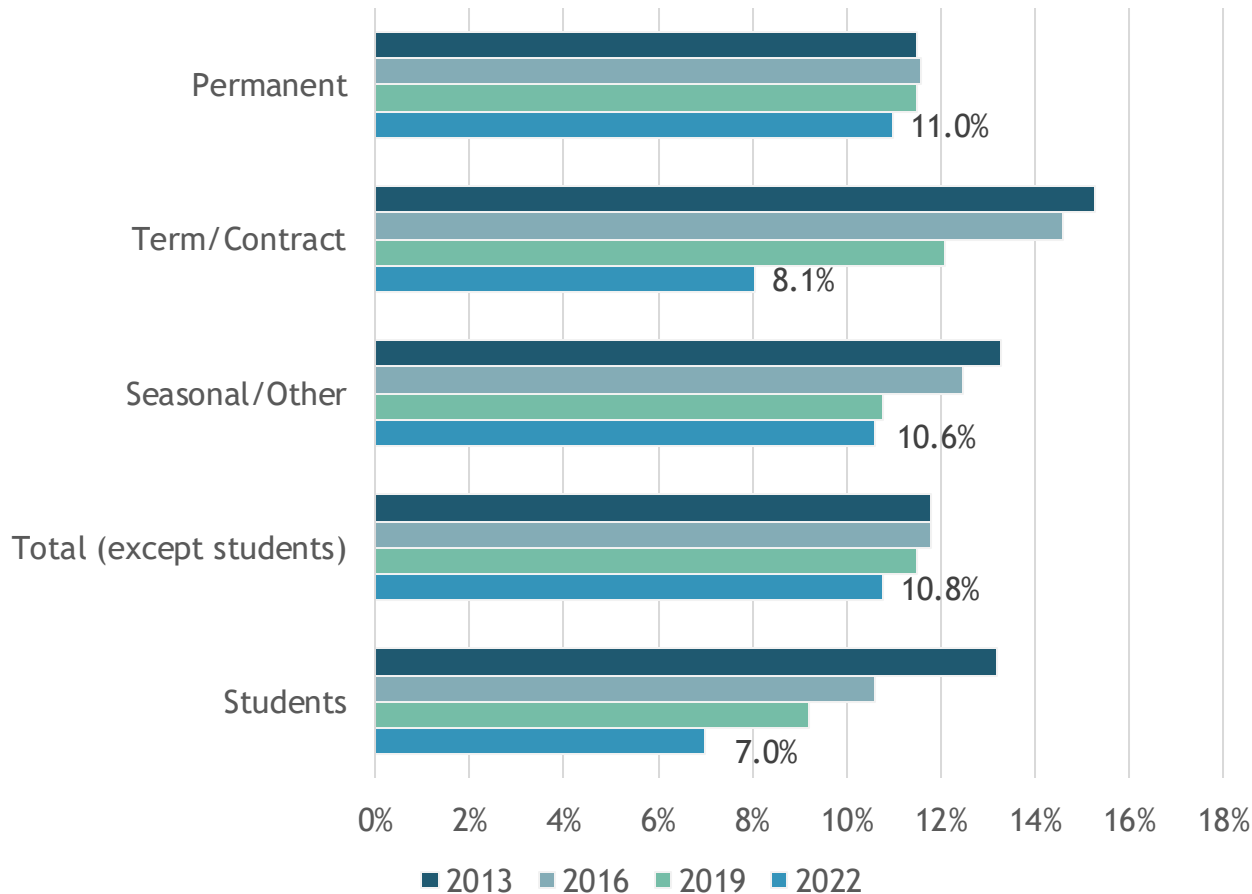


- ▶ After a decrease in the proportion of positions in which those who identify as non-binary or women are under-represented in 2020, this proportion increased in 2021 and remained relatively stable in 2022.
- ▶ Consistent with a slight upward trend, the proportion of positions in which those who identify as non-binary or women are over-represented increased slightly in 2022.
- ▶ In 2022, out of 169 positions, 95 positions had less than 47.0% of employees identifying as non-binary or women, and 63 positions had more than 53.0% of employees identifying as non-binary or women.
 - ▶ 11 positions had equal representation of employees identifying as men and employees identifying as non-binary or women.

* 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

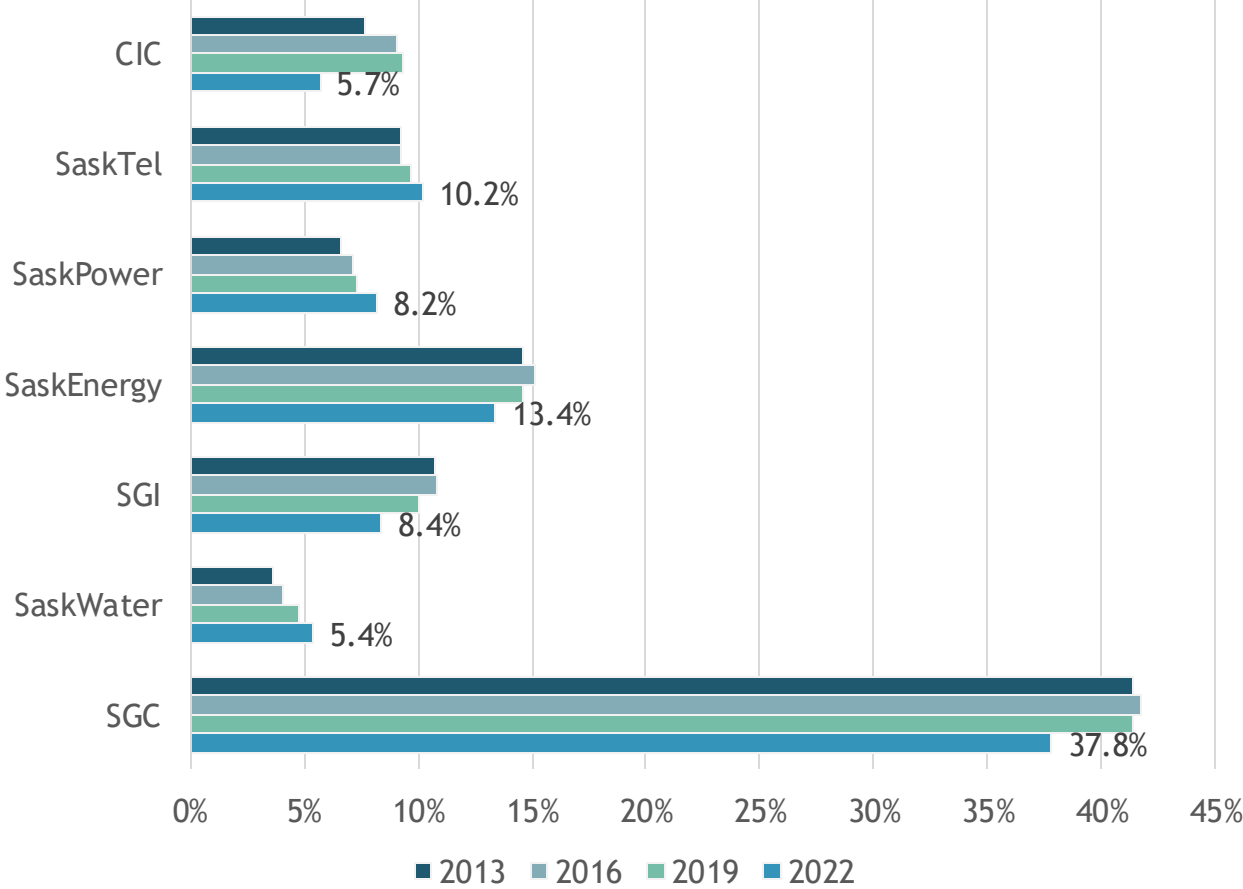
Per cent of Crown Corporation Staff Who Identify as Indigenous



- ▶ At the end of 2022, there were a total of 1,187 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 2022, 7.0% 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

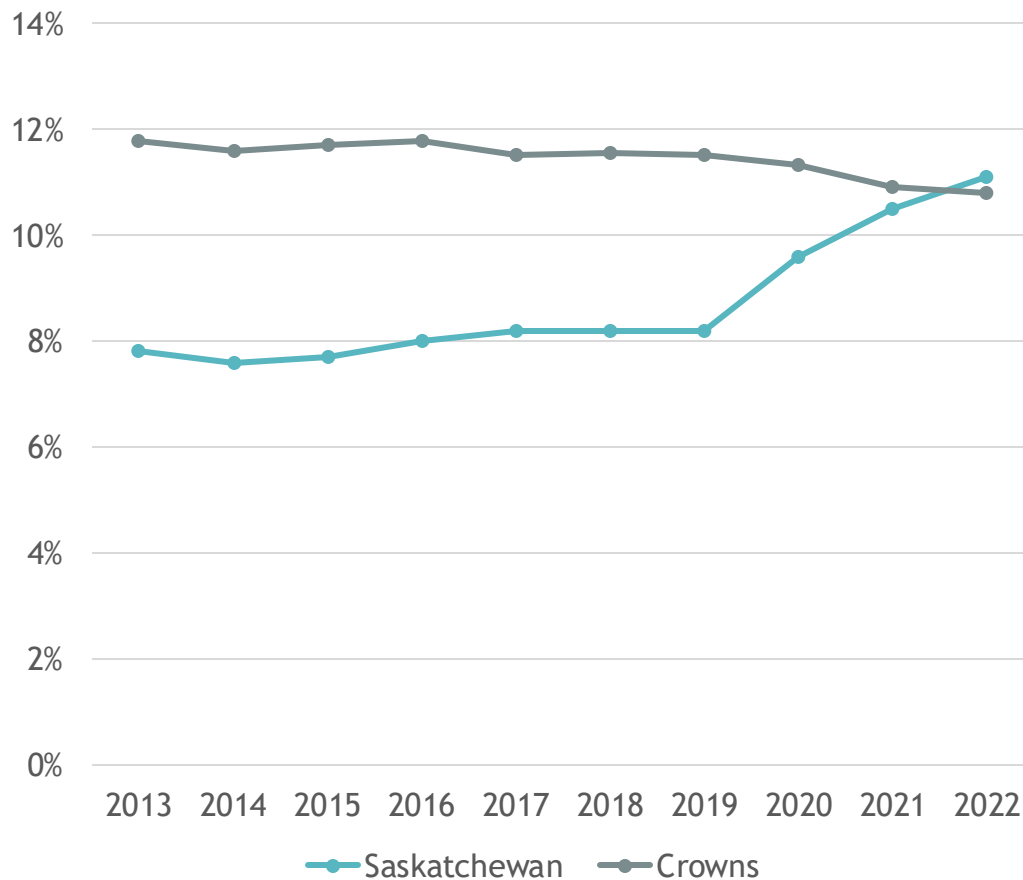
Per cent of Crown Corporation Permanent Staff Who Identify as Indigenous



- ▶ SGC has the highest proportion of employees reporting Indigenous ancestry (37.8%).
- ▶ The proportion of employees reporting Indigenous ancestry in CIC, SGI and SGC has been decreasing. SGI experienced a decrease of indigenous-identifying employees of 2.3% from 2013 to 2022, CIC experienced a decrease of 2.0% from 2013 to 2022, and SGC experienced a decrease of 3.6% from 2013 to 2022.

Comparison with Saskatchewan: Employment by Indigenous Identity

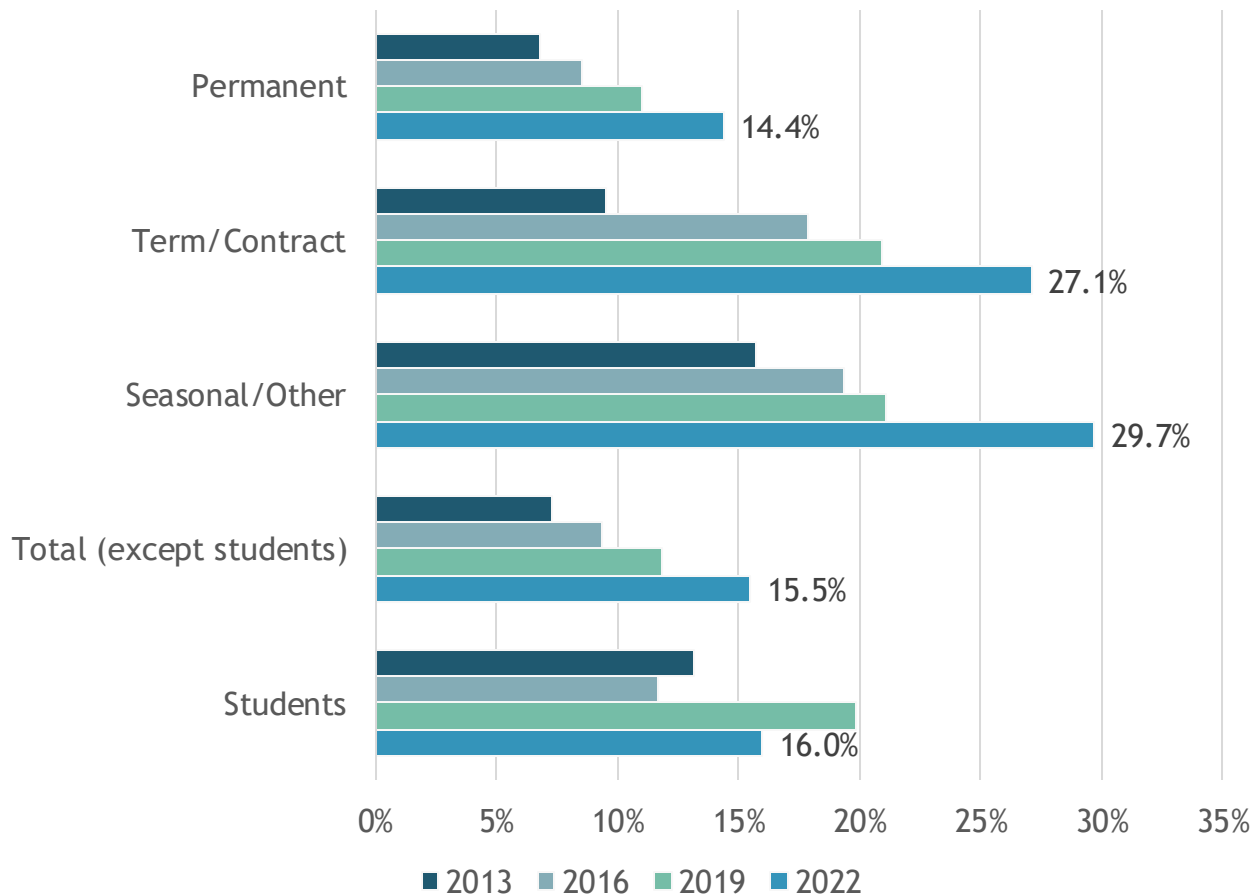
Crown Corporations (permanent and non-permanent as of Dec) vis-à-vis Saskatchewan (off-reserve only, annual averages)



- ▶ In 2022, the proportion of employees identifying as indigenous employed by Crowns (10.8%) was below Saskatchewan Human Rights targets (14%) and the proportion province-wide (11.1%)
- ▶ While the proportion of Crown employees reporting an Indigenous ancestry has declined over time, there has been an increase in Indigenous employment in Saskatchewan province-wide. Since 2019, Indigenous employment in Saskatchewan has been increasing every year.
- ▶ 2022 is the first year in the last ten years where the percentage of indigenous employment is smaller in the Crowns compared to the province.

Membership in a Visible Minority Group

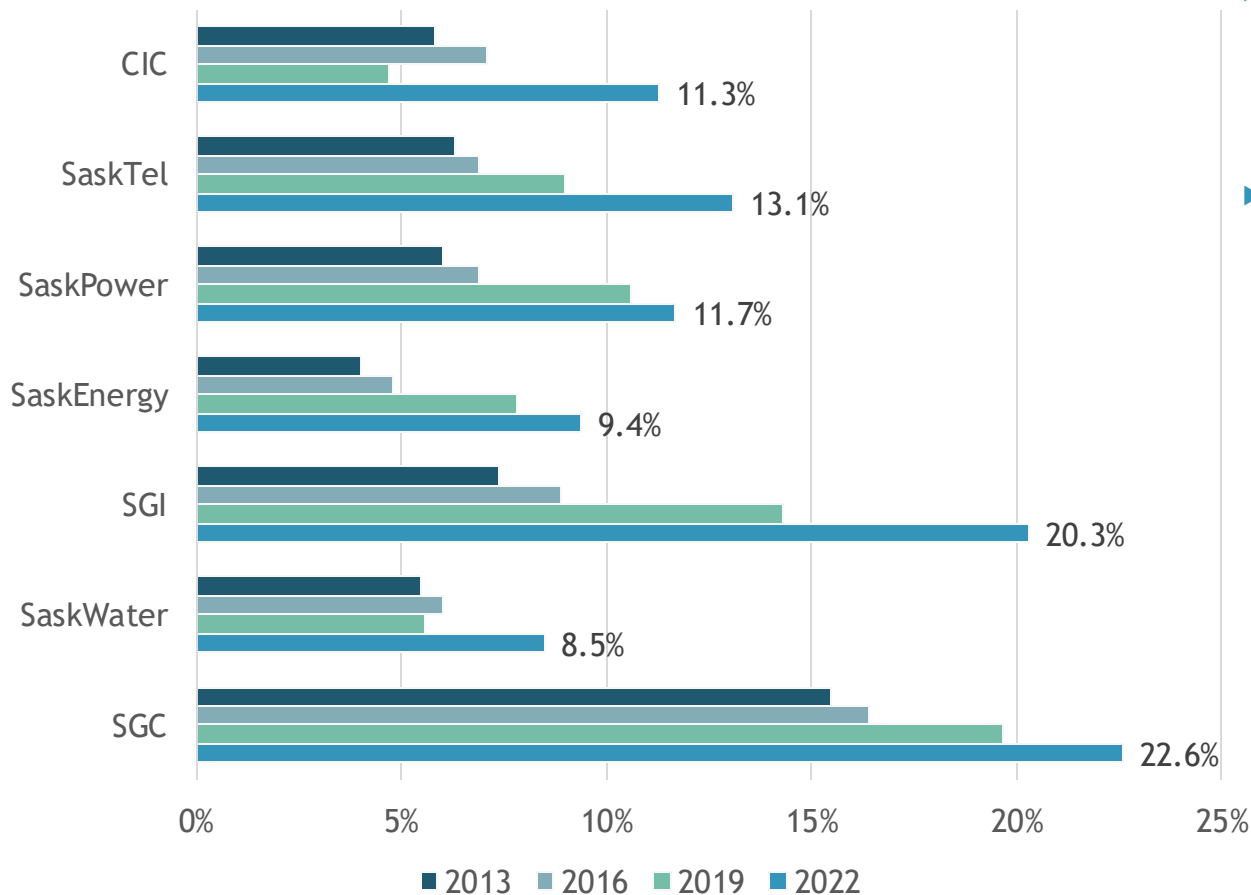
Per cent of Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ The proportion of permanent staff who identify as members of a visible minority group has steadily increased from 6.8% in 2013 to 14.4% in 2022.
- ▶ 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 2.8% to 17.6% 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

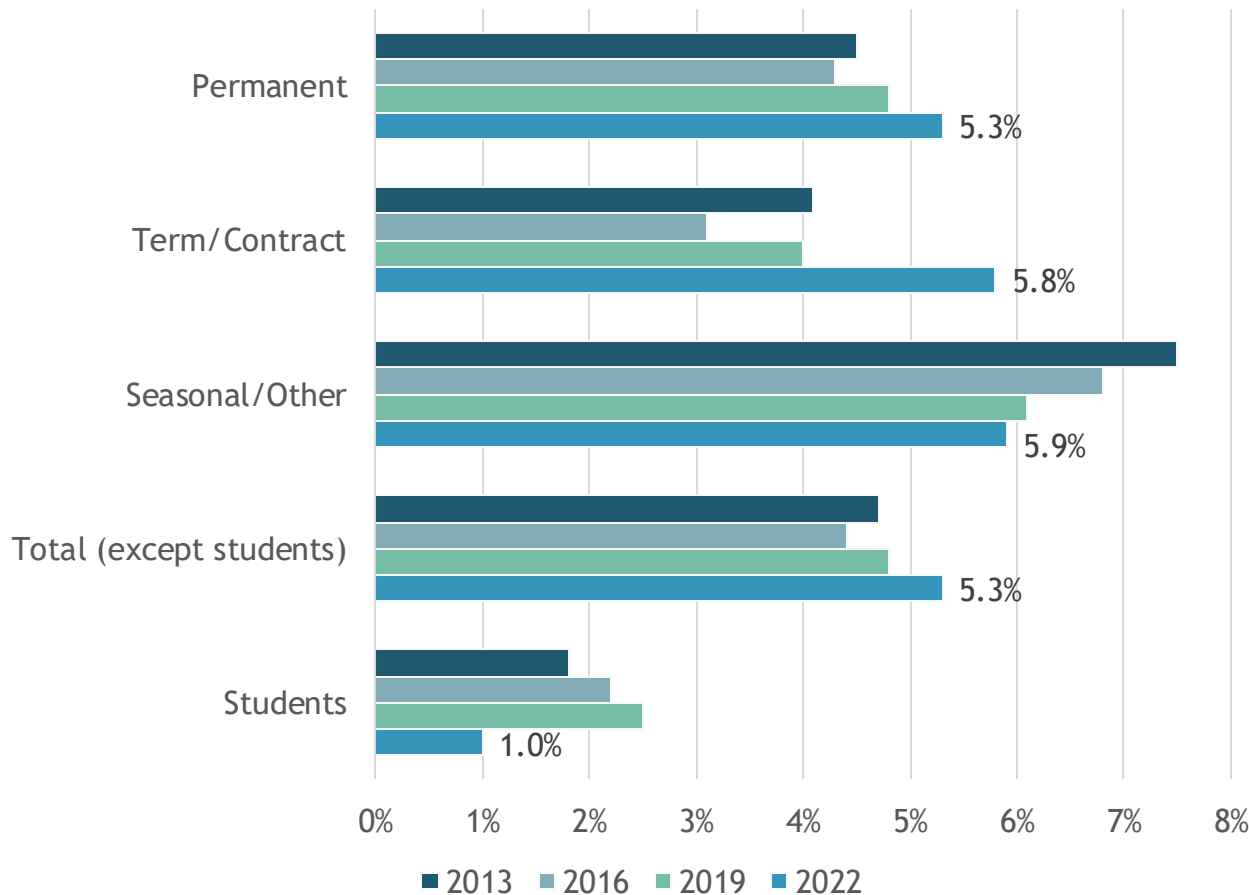
Per cent of Permanent Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ There is an upward trend in employing those who identify as members of visible minority groups, across Crown corporations.
- ▶ All but two 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, SaskWater 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.

Category of Employment by Disability

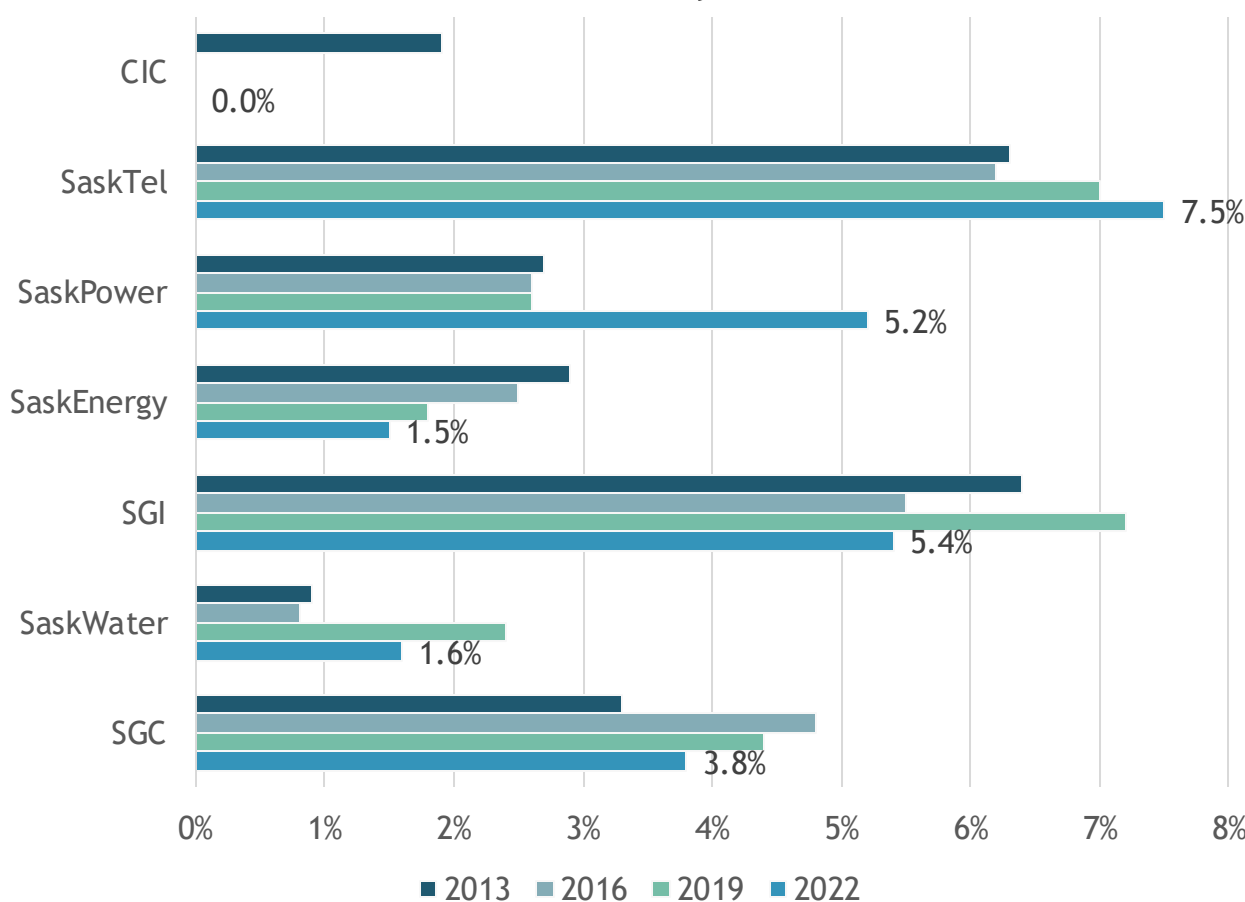
Per cent of Crown Corporation Staff Who Report a Disability



- ▶ At the end of 2022, 585 employees reported having a disability.
- ▶ The proportion of permanent and temporary employees reporting a disability increased in 2022. However, there was a slight decline in seasonal and student employees reporting a disability in this same period.
- ▶ In 2022, 1.0% of students reported having a disability.

Employees Reporting a Disability, by Crown Corporation

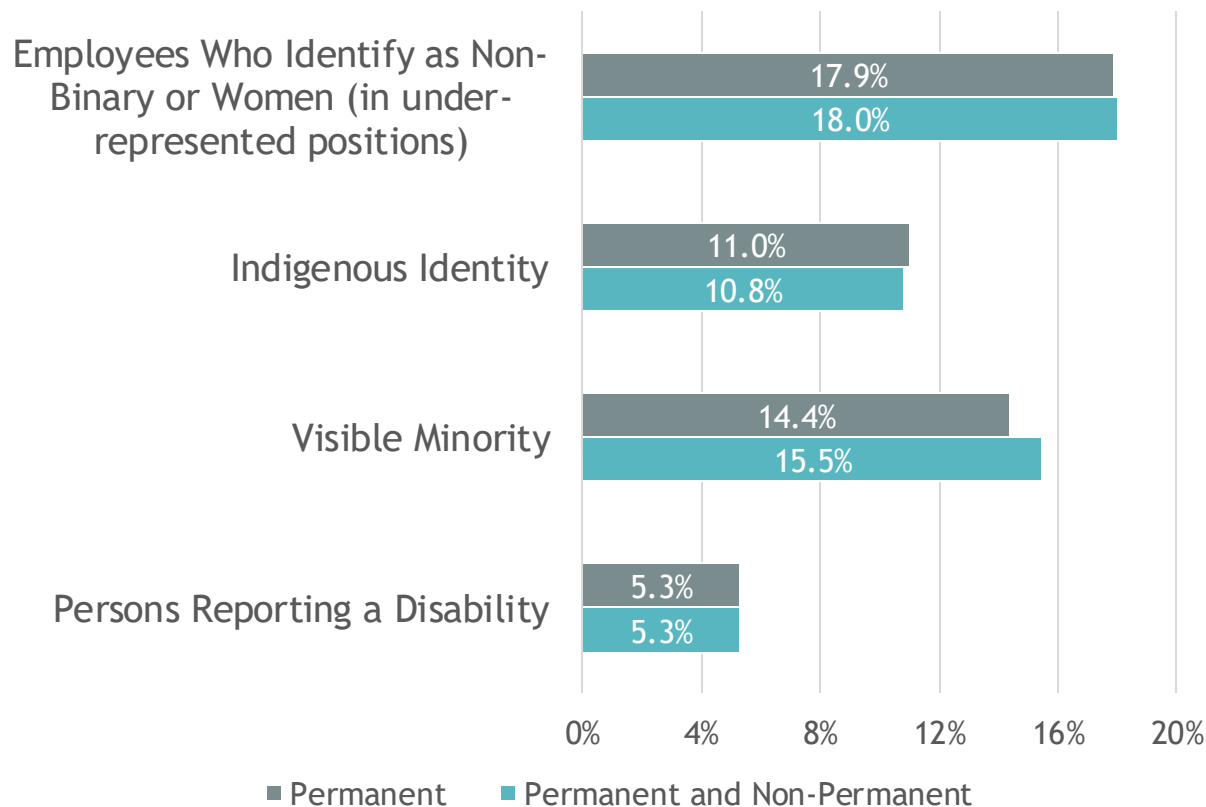
Per cent of Permanent Crown Corporation Staff Reporting a Disability



- ▶ SaskTel, SGI, and SaskPower have the highest proportion of employees reporting a disability in 2022.
- ▶ SaskTel's and SaskPower's rates of employees reporting a disability have been increasing.
- ▶ Rates of employees reporting a disability have decreased at SaskEnergy.
- ▶ 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 2022

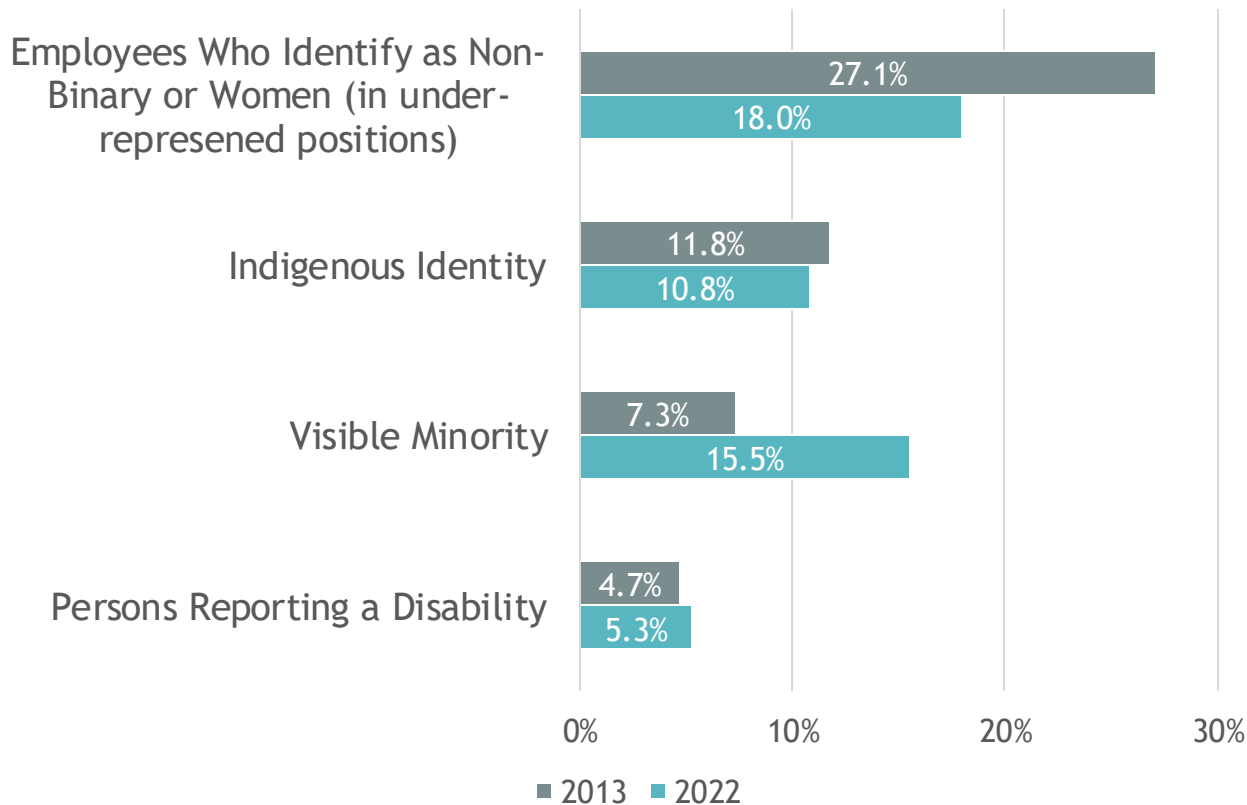
Per cent of Crown Corporation Staff in Target Diversity Groups, 2022



- ▶ Those who identify as non-binary or women represent one in six (17.9%) of employees in under-represented positions.
- ▶ The proportion of permanent and non-permanent staff in the Crown corporations who identified as Indigenous was 10.8% at the end of 2022.
- ▶ At the same point in time, 15.5% were members of visible minority groups, and 5.3% reported having a disability.

Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2013 and 2022

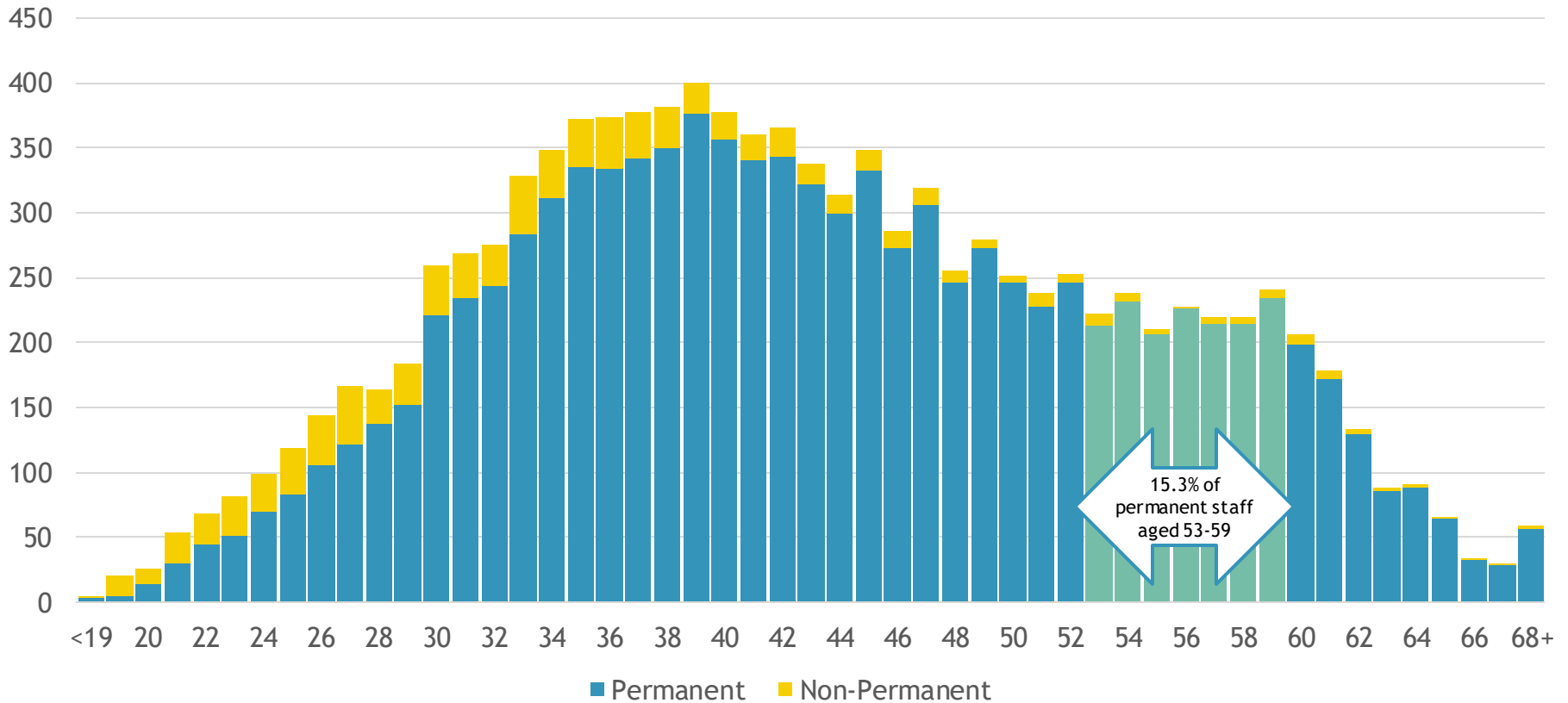


- ▶ The proportion of employees who identified as non-binary or women in under-represented positions has declined from 2013 to 2022.
- ▶ Indigenous identity has also decreased from 2013 to 2022.
- ▶ Employees with a reported disability have remained relatively stable.
- ▶ In contrast, the number of members of a visible minority group has substantially increased over time, from 7.3% in 2013 to 15.5% in 2022.

Age and Tenure

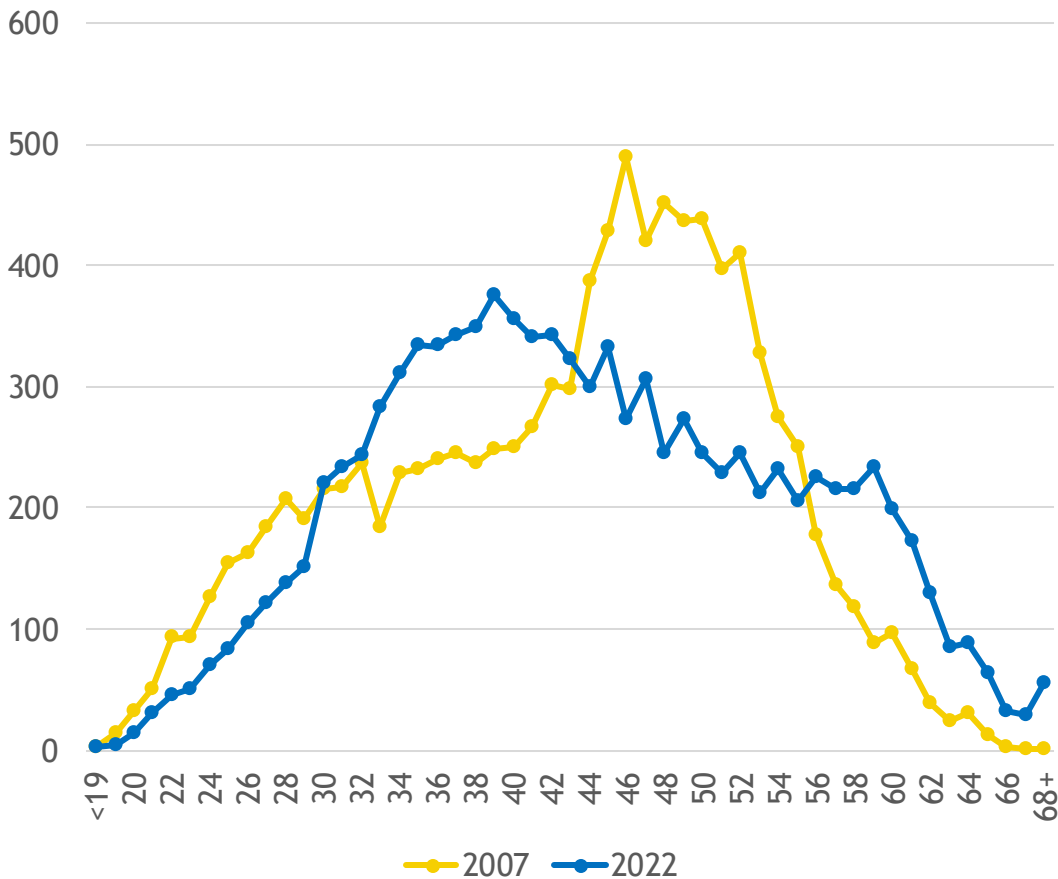
The “Bubble”: Crown Employees by Age

Age of Permanent and Non-Permanent Crown Staff as of December 2022



The Bubble Shifts

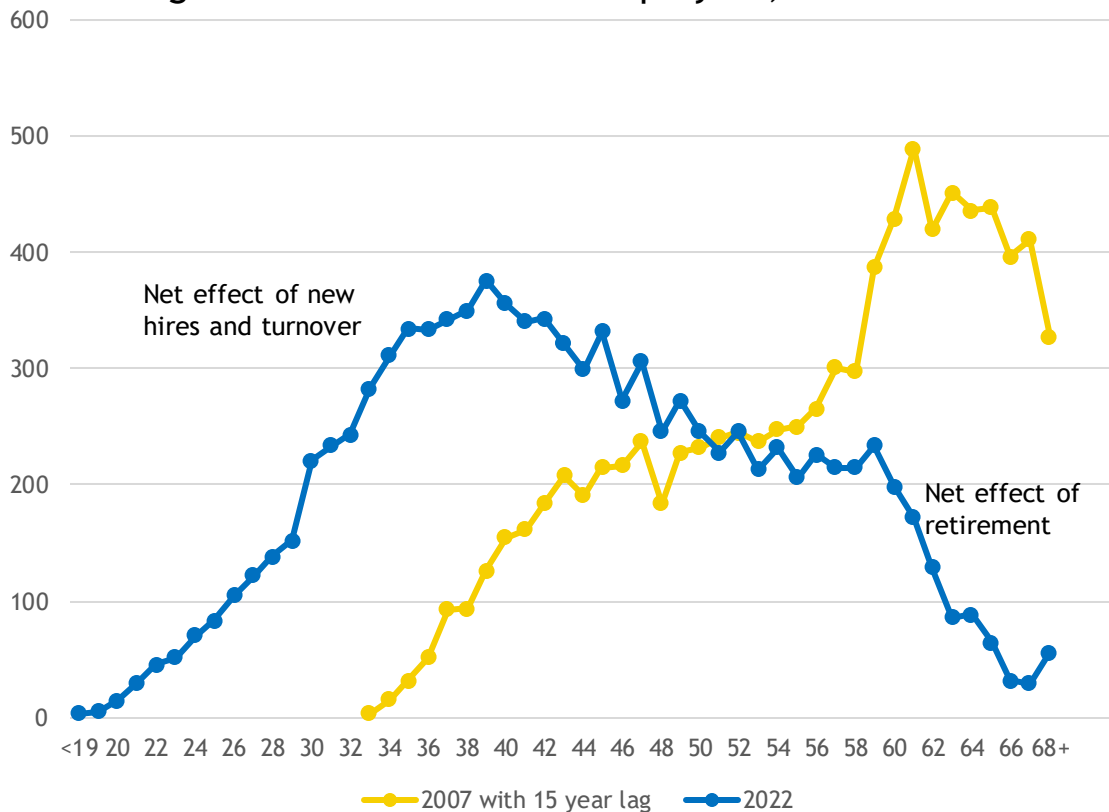
Changes in Age Distribution Over Time, Permanent Staff Only



- ▶ From 2007 to 2022, the peak in the age distribution has flattened. There is also a slight decrease in employees' peak age.
- ▶ Since 2007, there has been a decline in the proportion of employees in their mid forties to mid fifties, and a slight increase in the proportion of employees in their late fifties and sixties.
- ▶ The number of permanent employees in their thirties is also increasing.
- ▶ In 2007, the most common age was 46. In 2022, the most common age was 39, although the distribution of ages was more even compared to 2007.

Effect of Crown Sector Human Resource Initiatives

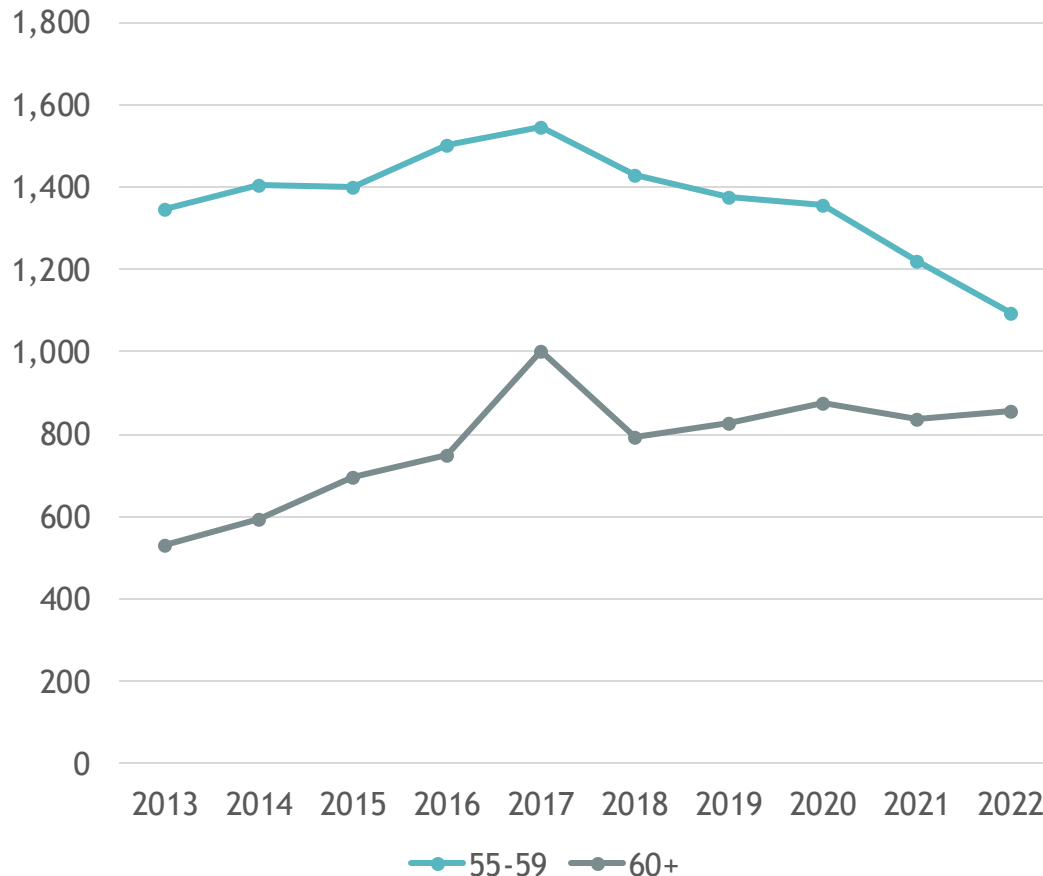
Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2022



- ▶ The chart shows the effect of changes in the age of permanent staff from 2007 to 2022, 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

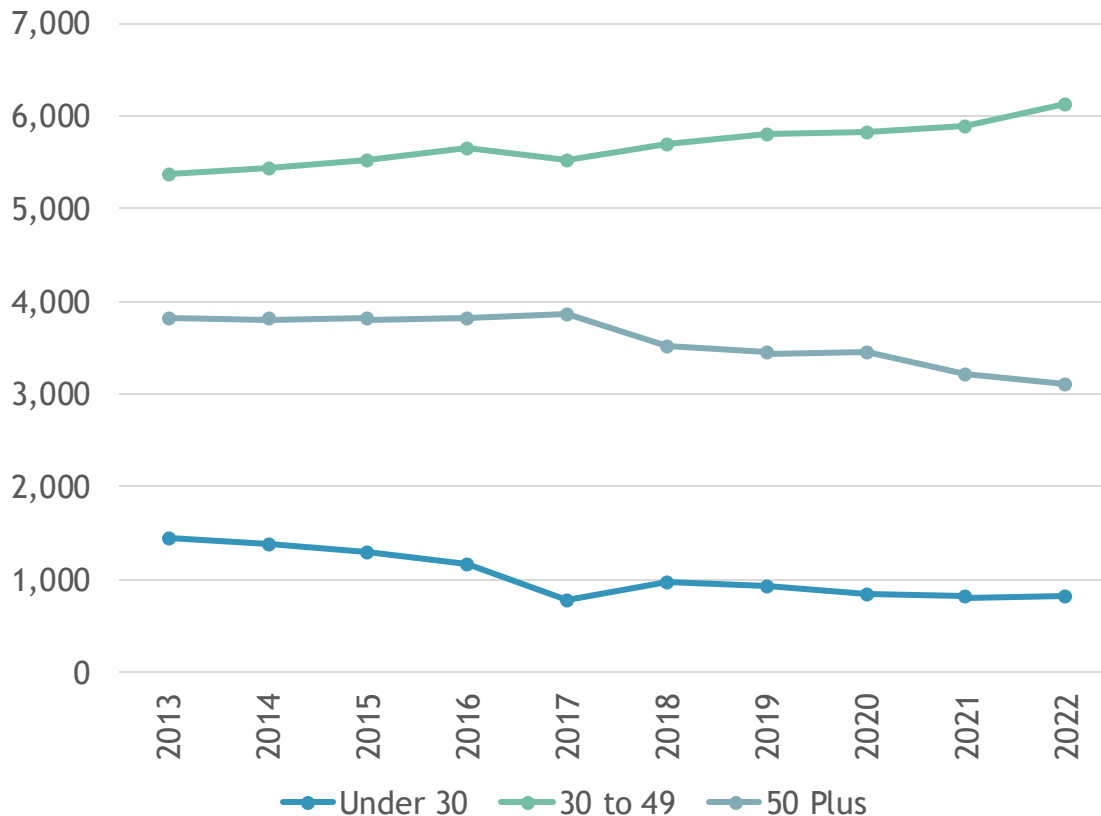
Number of Permanent Crown Corporation Staff Near or at Average Retirement Age



- ▶ In 2022, the average retiring permanent Crown employee was 61.4 years of age (see page 70).
- ▶ The number of employees aged 55 to 59 declined in 2022.
- ▶ After a slight increase from 2018 to 2020, the number of employees aged 60 and more have remained relatively stable.

Changes in the Age of Crown Corporation Employees

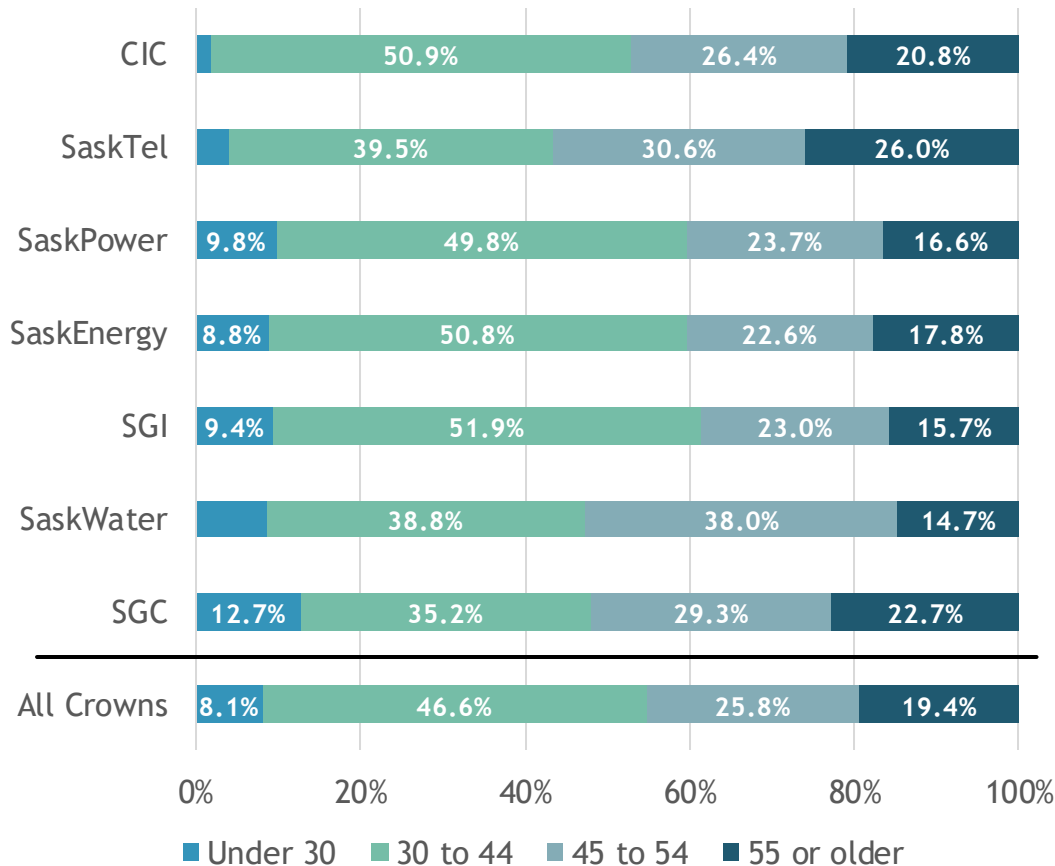
Crown Corporation Employment by Age Group,
Permanent Staff Only



- ▶ 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 2013 to 2016. There was a slight downturn in 2017, followed by an increase into 2022.
- ▶ Over the same period of time, the number of employees 50 years and older remained relatively stable between 2013 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 2022.

Age by Crown Corporation

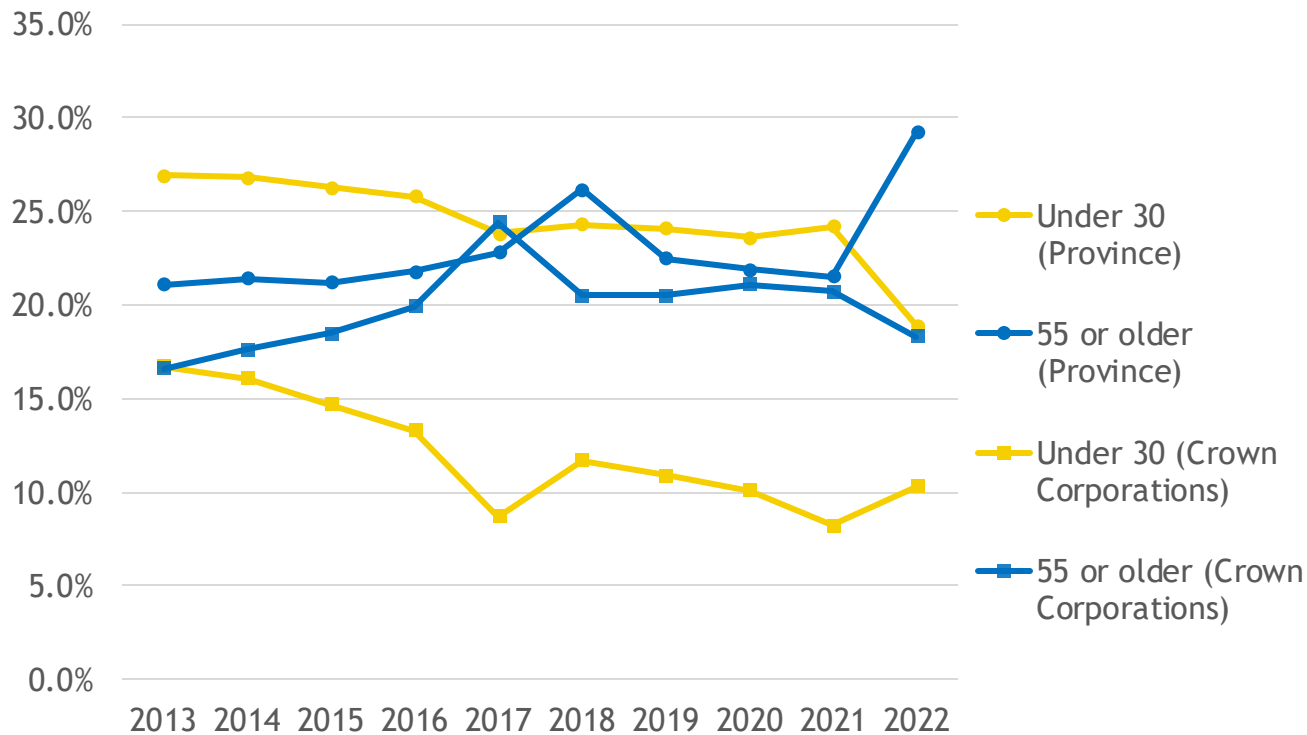
Permanent Staff by Age Group and Crown Corporation



- ▶ The proportion of permanent staff who are 55 or older is highest for SaskTel (26.0%), followed by SGC (22.7%) and CIC (20.8%).
- ▶ The proportion of staff who are under 30 years of age is highest at SGC (12.7%), and lowest at CIC (1.9%) and SaskTel (3.9%).

Employment by Age Group, Comparison with Saskatchewan

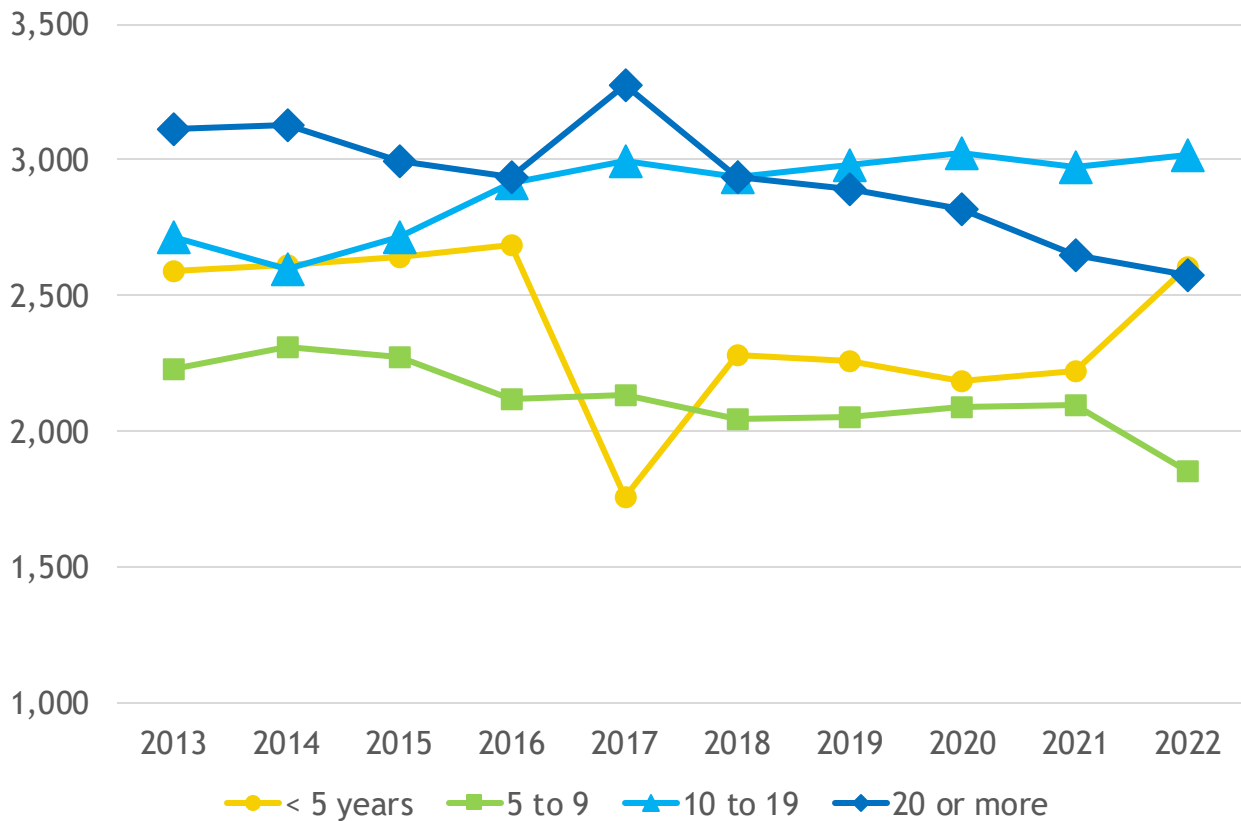
Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ In 2022, the number of employees aged 55 or older decreased in the Crowns, while there was a large increase province-wide.
- ▶ There was also an increase in the proportion of employees under 30 years old in Crowns, while the proportion of employees under 30 years province-wide decreased significantly.
- ▶ 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

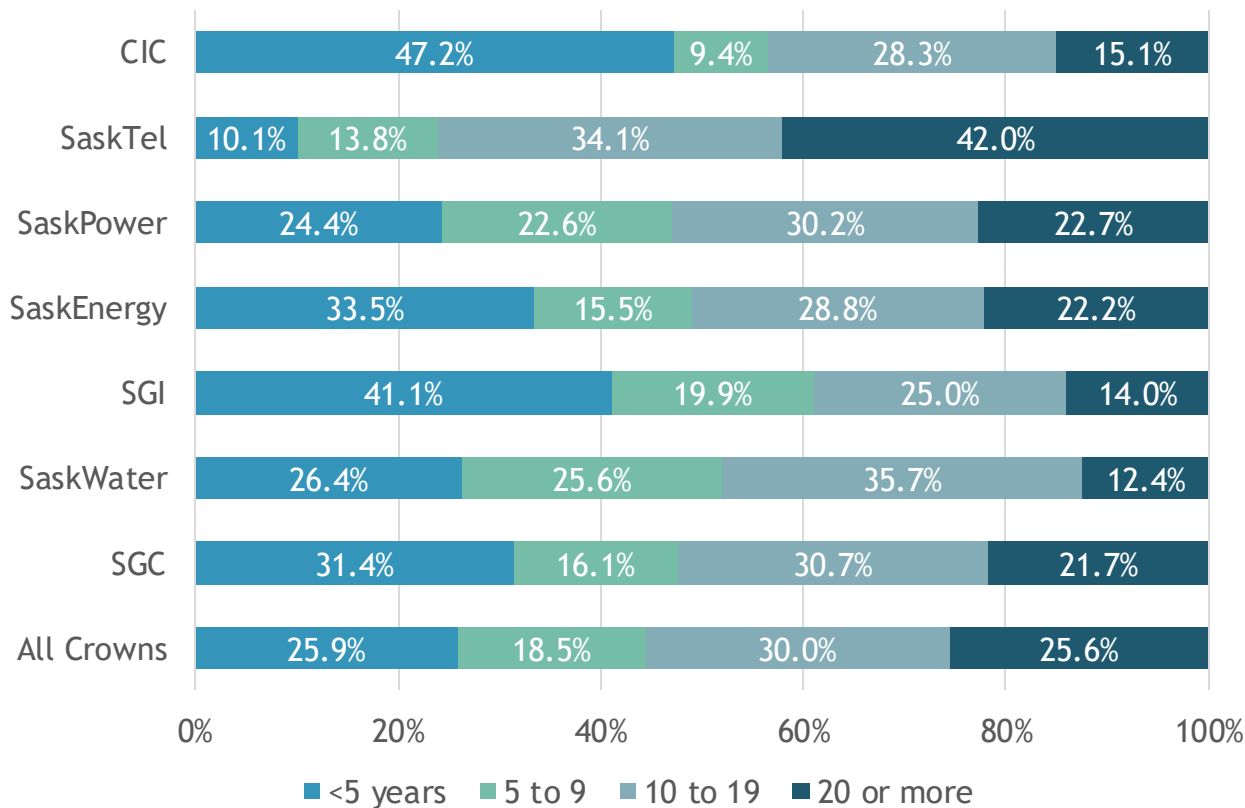
Tenure (Years) With Current Crown Corporation
(Permanent Staff Only)



- ▶ The average tenure among permanent staff continued to decline over time.
 - ▶ For example, 25.6% of permanent staff had been with their current Crown Corporation for at least 20 years in 2022.
 - ▶ This compares with 29.2% in 2013 and 26.6% in 2021.
- ▶ 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.
- ▶ In 2022 there was another significant increase in tenure less than 5 years, suggesting increased hiring occurred again.
- ▶ Tenure of 5 to 9 years and 20 or more years decreased in 2022, while tenure of 10 to 19 years increased slightly, suggesting that some employees transitioned between tenure categories or retired over the past few years.

Tenure by Crown Corporation, 2022

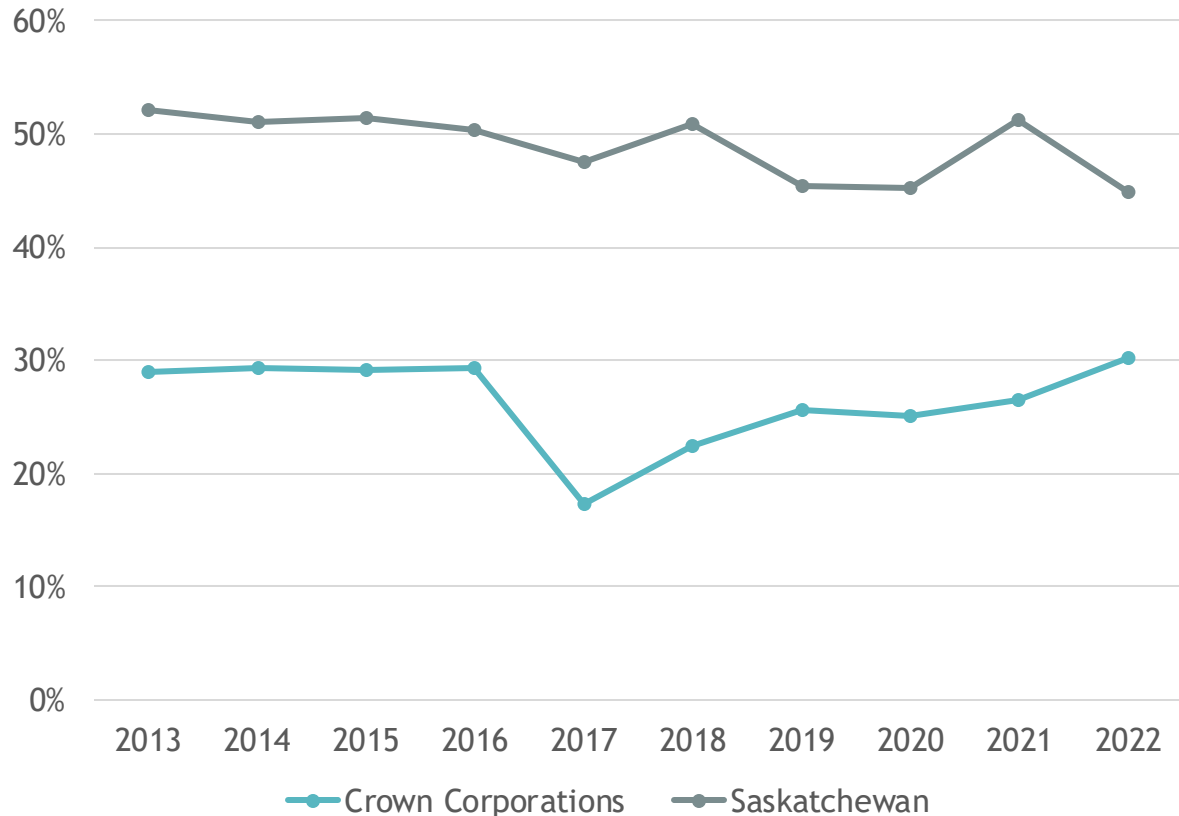
Tenure (Years Working) at Current Crown Corporation, Permanent Staff only, 2022



- ▶ The Crown Corporations with the highest proportions of new employees (fewer than 5 years tenure) were CIC (47.2%), SGI (41.1%), SaskEnergy (33.5%), and SGC (31.4%).
- ▶ Sasktel (42.0%) had the highest proportion of employees with twenty or more years of tenure.
 - ▶ SaskPower (22.7%), SaskEnergy (22.2%), and SGC (21.7%) also had higher proportions of employees with twenty or more years of tenure.
- ▶ Across the Crown Corporations, 55.6% of employees had been with a Crown Corporation for at least 10 years.
 - ▶ The highest retention rates were seen in SaskTel (76.1%), SaskPower (52.9%), SGC (52.4%) and SaskEnergy (51.0%).

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)



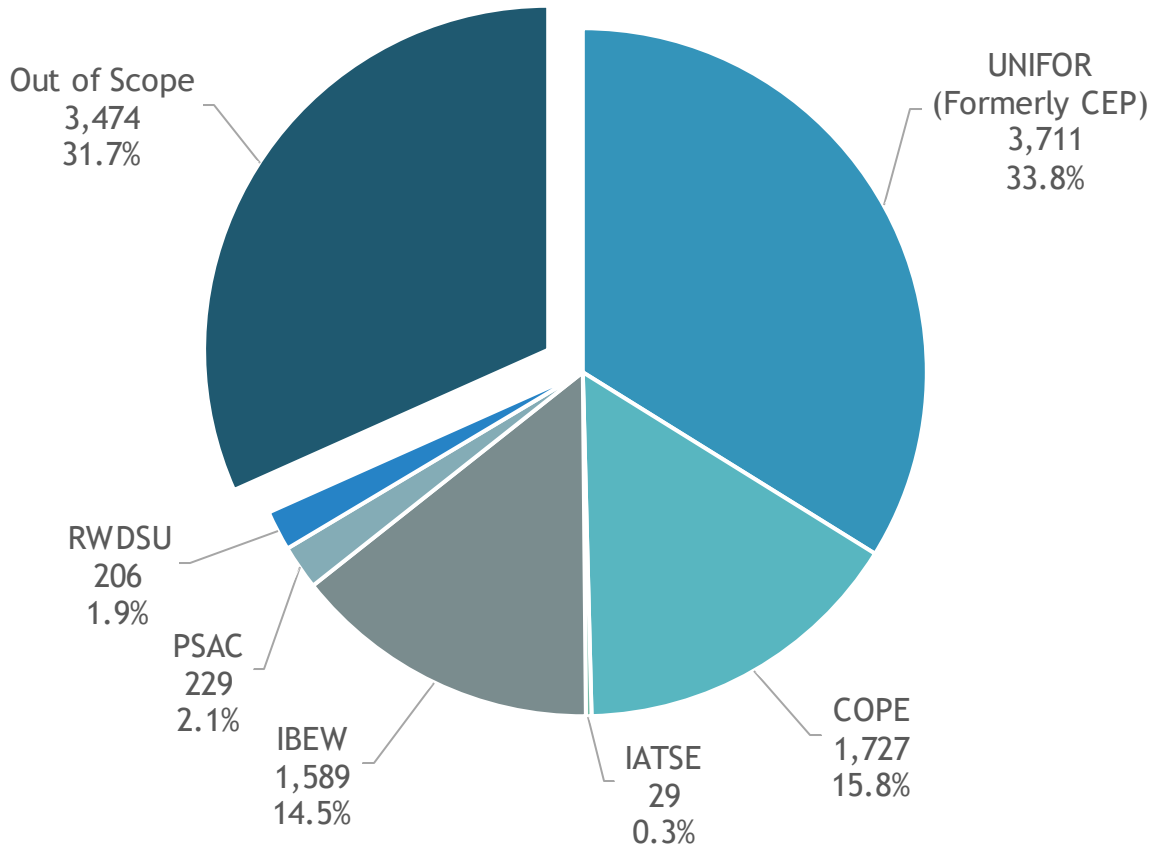
- ▶ The percentage of people who have been with their current employer for less than 5 years in Saskatchewan was 44.9% in 2022.
- ▶ Between 2020 and 2021, the percentage of Saskatchewan residents with a tenure of less than 5 years increased by 5.9%. This rate decreased to near 2020 levels in 2022.
- ▶ In contrast, the percentage of people who have been with their current Crown corporation for less than 5 years was 30.2% in 2022.
- ▶ The proportions of employees in Crown Corporations who have been with their current employer for less than 5 years have gradually increased since 2020.

Characteristics of Positions

- Scope
- Location
- Occupation and Skill Level or TEER category

Union Membership

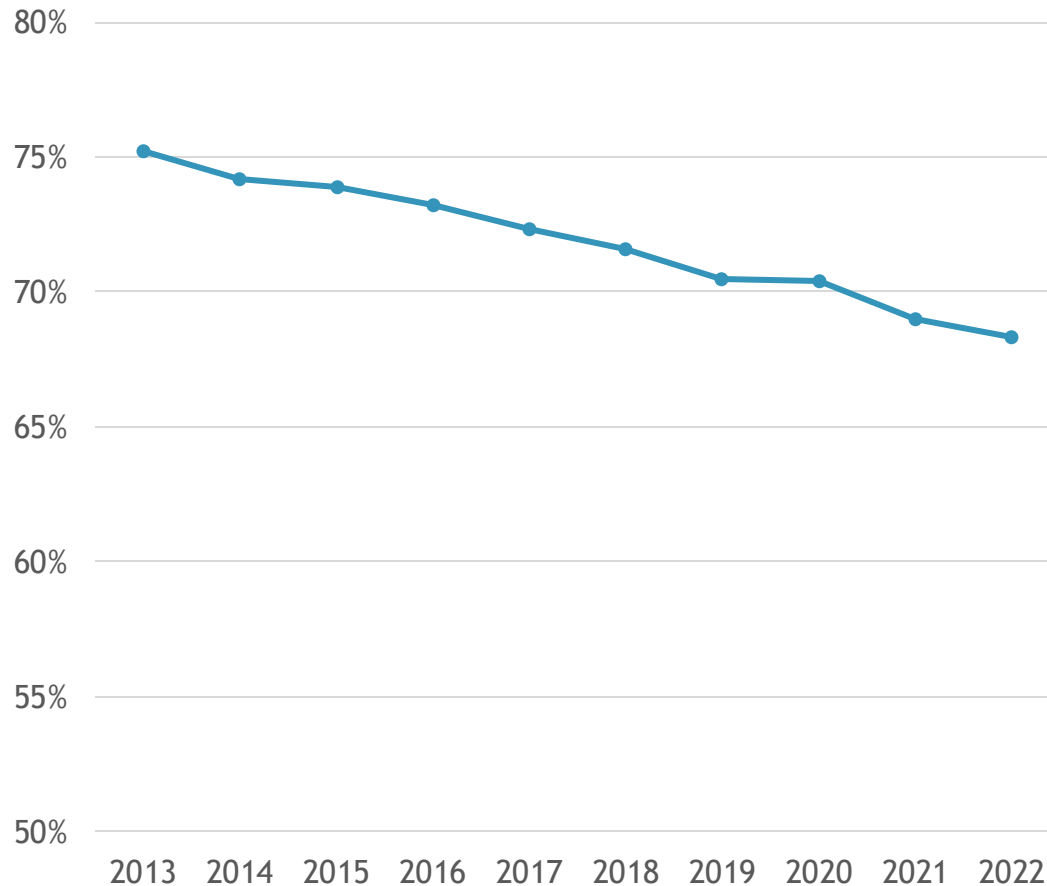
Union Membership among Permanent and Non-Permanent Employees, 2022



- ▶ In 2022, 31.7% of employees were not covered by a collective agreement.
- ▶ Six (6) unions represent employees in collective agreements.
- ▶ UNIFOR (33.8%), COPE (15.8%), and IBEW (14.5%) represent the greatest proportion of employees covered by a collective agreement.

Trends in Union Membership

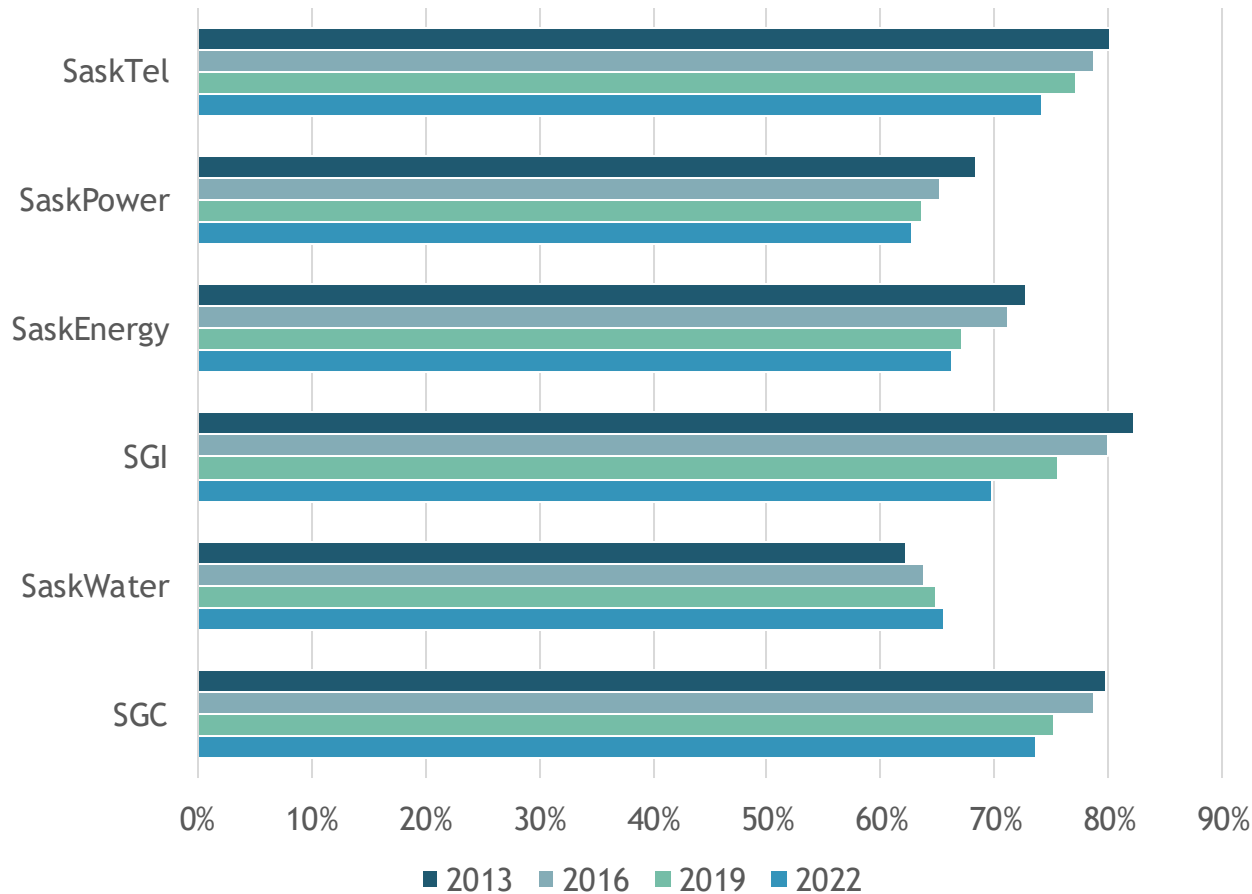
Trends in Union Membership (Permanent and Non-Permanent Staff)



- ▶ The proportion of employees who are members of unions has declined over the years.
- ▶ In 2022, union employees represented 68.3% of staff compared with 75.2% in 2013.

Union Membership by Crown

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

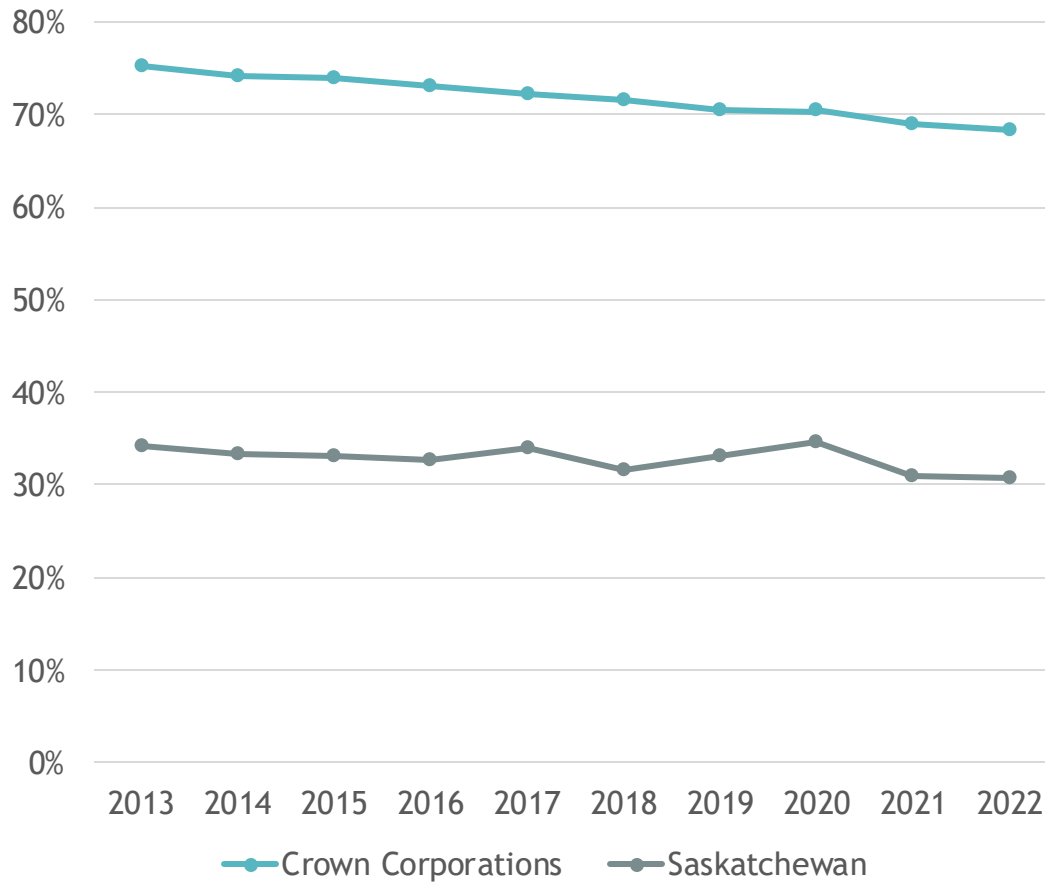


▶ The proportion of employees who are union members has declined in all Crown corporations, except SaskWater. Union membership in SaskWater has steadily increased over the years.

* CIC is a non-unionized Crown corporation.

Employment by Union Membership: Comparison with Saskatchewan

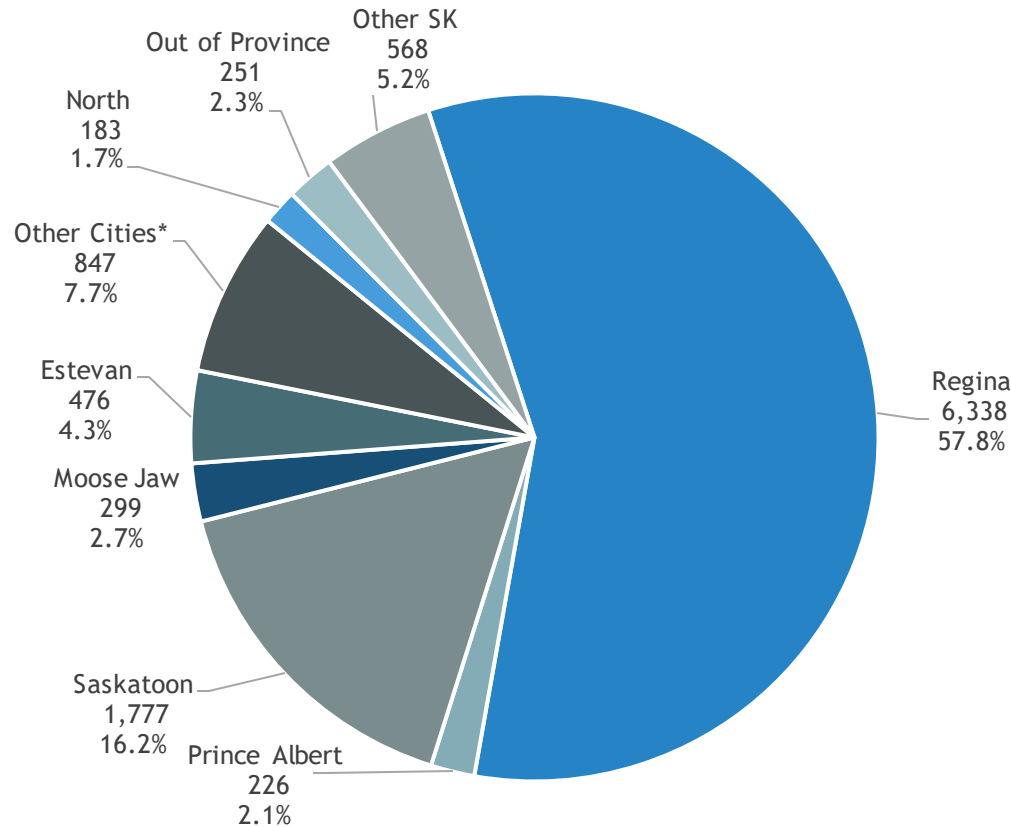
Employment by Union Membership in Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ 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, and remained stable since then.
- ▶ Union membership is much higher in the Crowns (68.3%) than in Saskatchewan at large (30.8%).

Workplace Location, 2022

Employment of Permanent and Non-Permanent Employees by Location, 2022

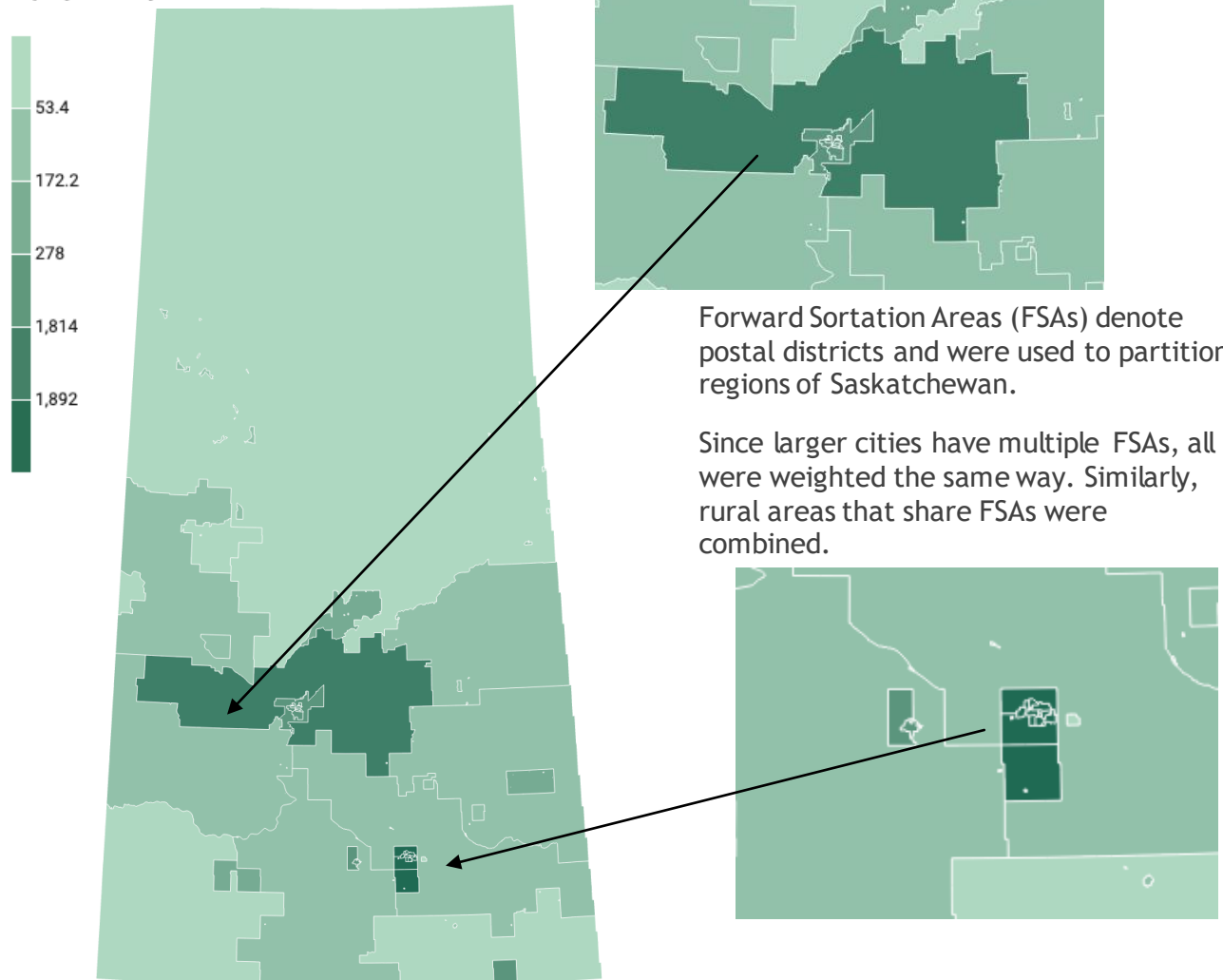


- ▶ In 2022, 57.8% of Crown staff worked in Regina, while almost three quarters worked in either Regina or Saskatoon.
- ▶ 16.9% of staff worked in other cities in Saskatchewan (except northern Saskatchewan).
- ▶ 6.9% of Crown staff worked in northern Saskatchewan or in more rural parts of Saskatchewan.
- ▶ An additional 2.3% 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, 2022

Employment by Location

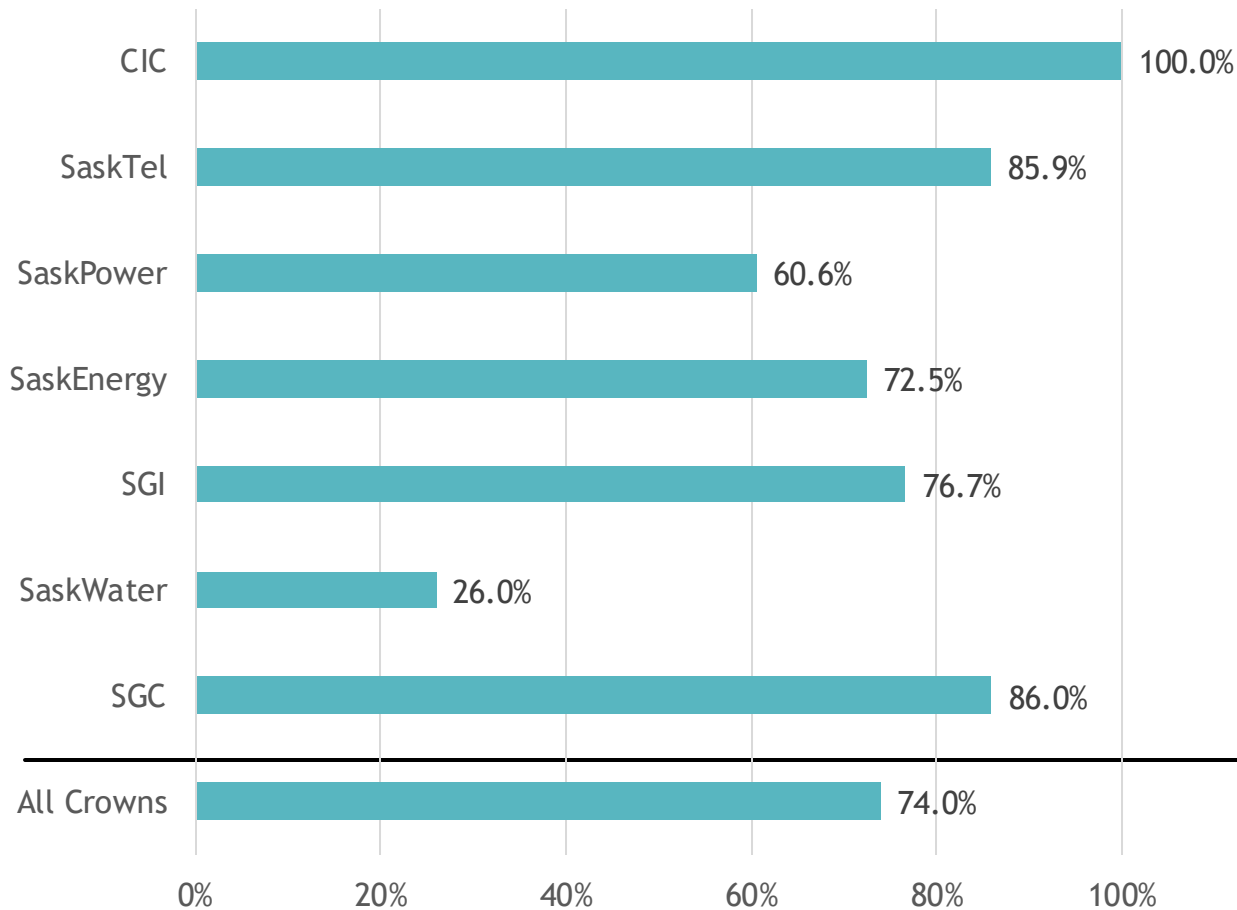


- ▶ This map shows the proportion of employees who work in different regions of Saskatchewan.
- ▶ Although Crown corporation employees work throughout the province, greater representation is seen in urban areas, and near major cities.
 - ▶ There is greater representation of Crown corporation employees in Southern Saskatchewan.
 - ▶ S0K is used in Saskatoon and in other communities (e.g., Asquith, Humboldt, and Unity). Excluding all Saskatoon employees, only 77 employees resided in this FSA region.

*251 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, 2022



- ▶ CIC's employees work exclusively in Regina. 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 244 employees (9.9%) residing out of province.
- ▶ In 2022, 74.0% of Crown employees worked in Regina or Saskatoon.

Sample Occupations by NOC Skill Level (2016 v1.3)

Skill Level	NOC	Occupation Title
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.
	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
	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
	1311	Accounting Technicians and Bookkeepers
	1312	Insurance Adjusters and Claims Examiners
	C: Intermediate	1411
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.

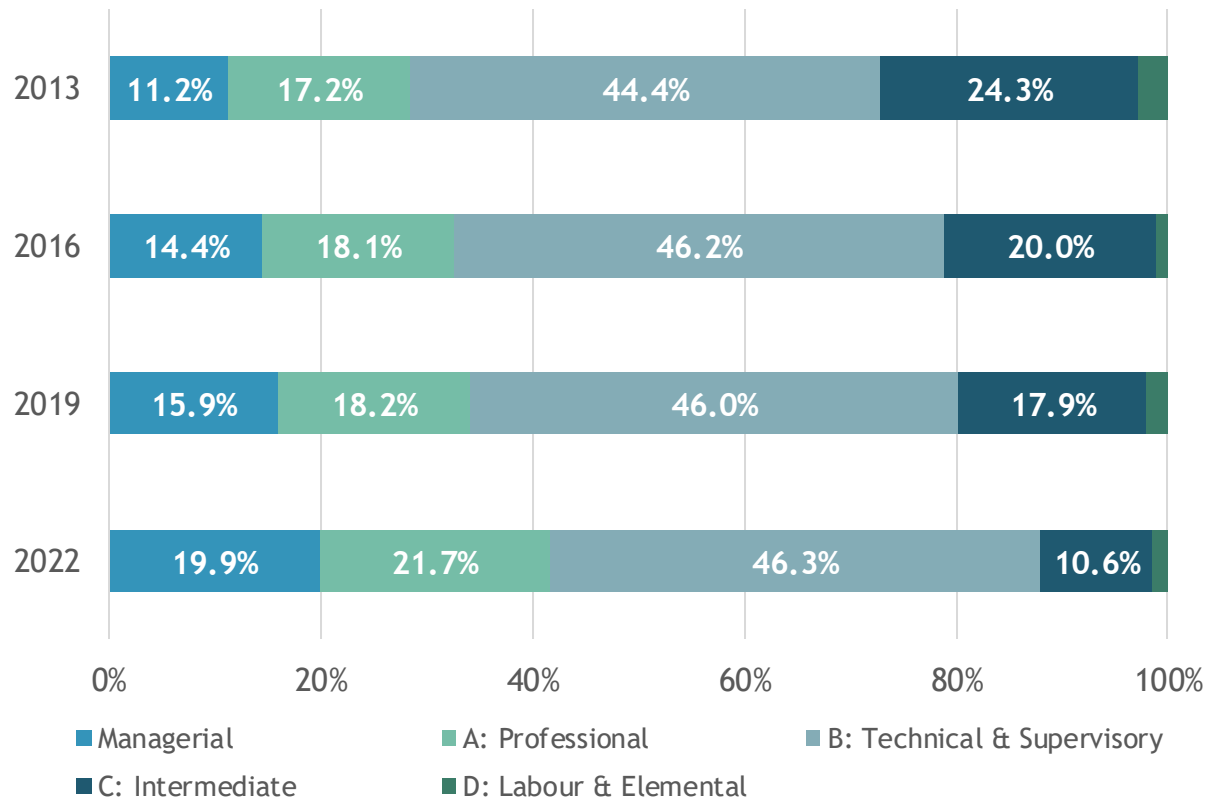
- ▶ Each of the permanent positions in the Crown corporations has been assigned a 4-digit National Occupational Classification (NOC) code for purposes of analysis and comparison across the Crown corporations.
- ▶ NOC coding was done by the Crowns, then converted to historical skill categories.
- ▶ NOC 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 codes and associated TEER categories were converted to the former skill categories using concordance tables for historical comparisons.

Occupation and Skill Level

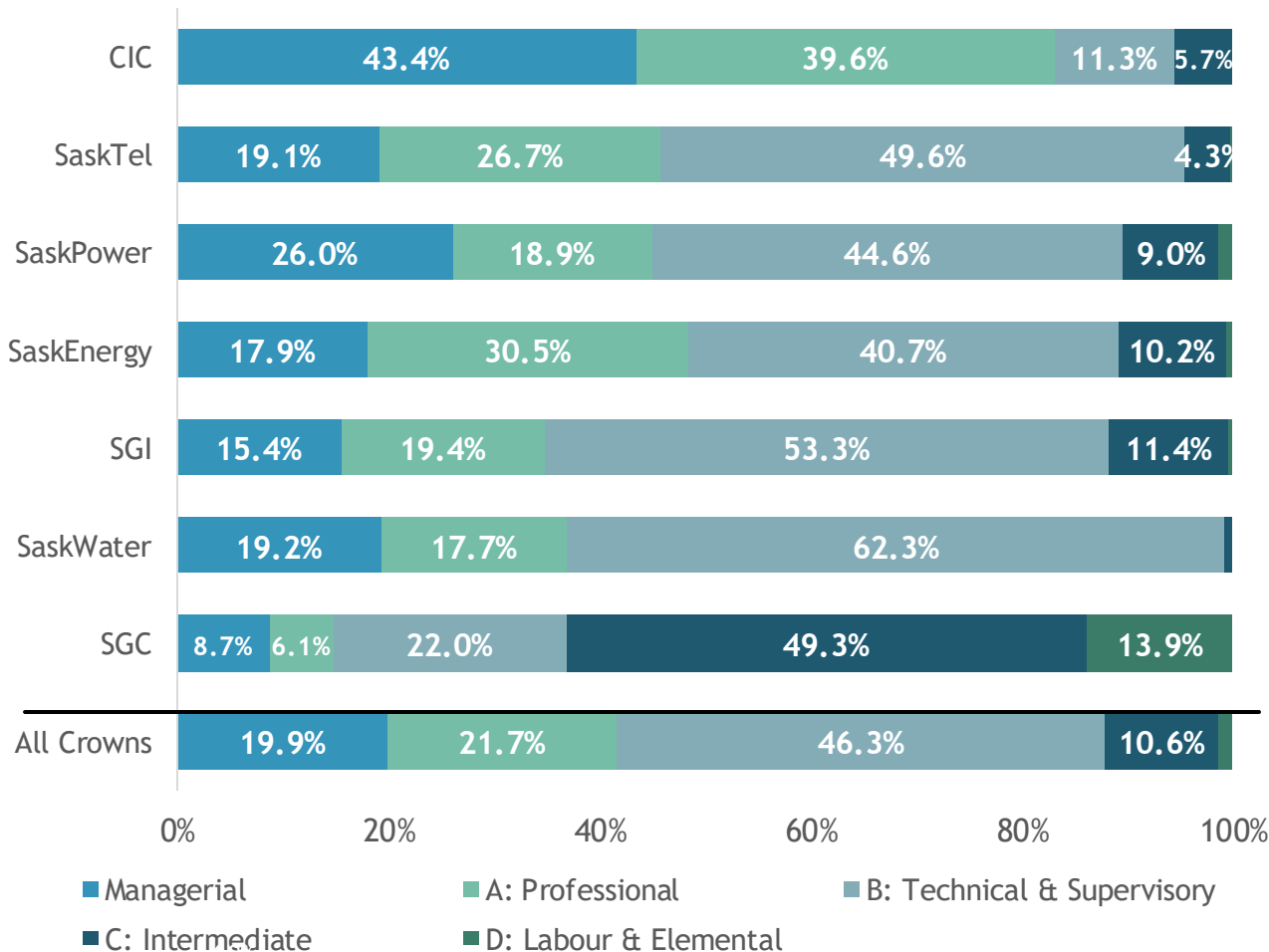
Permanent Crown Corporation Staff by Skill Level and Occupation



- ▶ Most (87.9%) Crown Corporation positions require some post-secondary education (managerial, professional, and technical and supervisory).
 - ▶ This has increased from 2013 when 72.8% of Crown Corporation positions required some post-secondary education.
- ▶ In 2022 there was a slight increase in managerial and professional positions and an associated decrease in intermediate positions.
 - ▶ These changes may be due to the concordance tables used to calculate skill levels from the updated NOC codes. Where two or more historical NOC codes were grouped into a single NOC code, the skill level for the first NOC code was used to categorize all employees.
- ▶ Employment in technical and supervisory, and labour and elemental positions have remained relatively stable over time.

Skill Level and Occupation by Crown Corporation, 2022

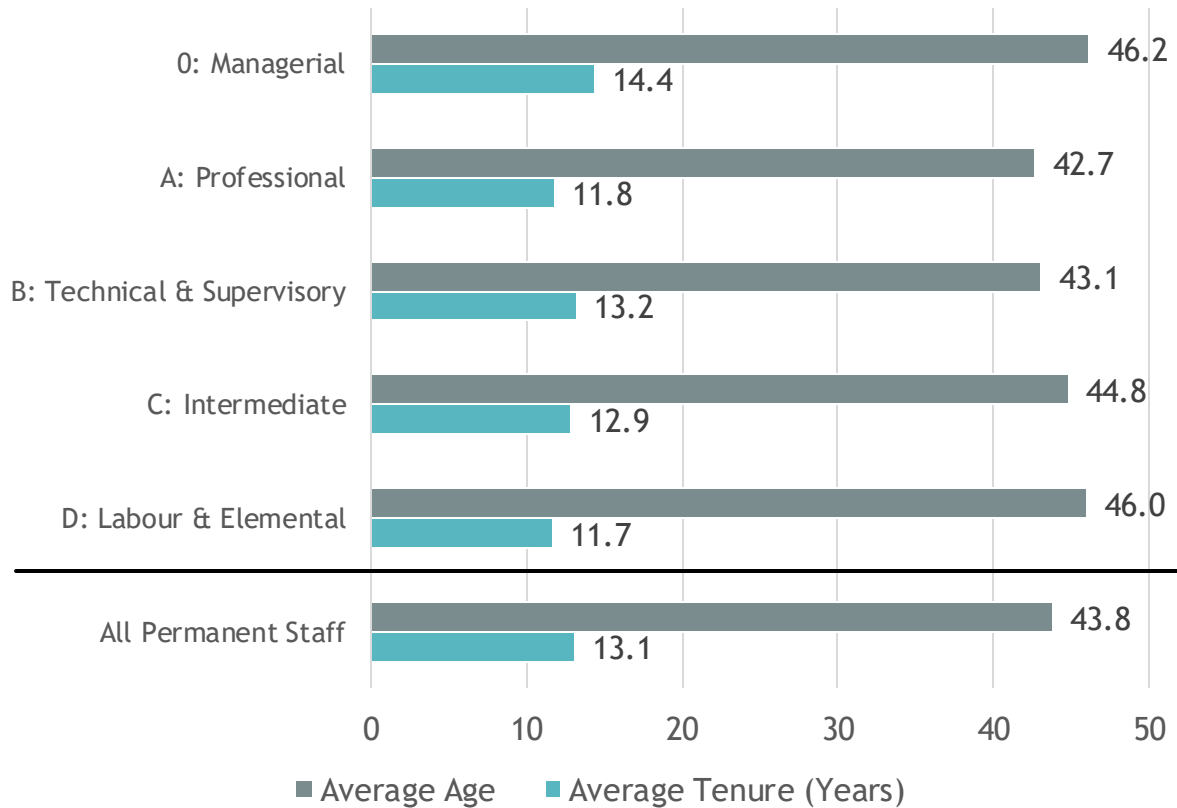
Permanent Crown Staff by Skill Level and Occupation, 2022



- ▶ The Crown corporations with the highest proportion of positions that require a university education (including managers) are:
 - ▶ CIC: 83.0%
 - ▶ SaskEnergy: 48.4%
 - ▶ SaskTel: 45.8%
 - ▶ Sask Power: 44.9%
- ▶ Technical and supervisory positions are most common at SaskWater (62.3%), SGI (53.3%), SaskTel (49.6%), SaskPower (44.6%), and SaskEnergy (40.7%).
- ▶ SGC (13.9%) was the only Crown corporations with a significant number of positions that normally require less than grade 12 education (labour and elemental positions).
 - ▶ In comparison, 0.3-1.5% of employees at SaskTel, SGI, SaskEnergy, and SaskPower are labour and elemental positions.

Age and Tenure by Skill Level, 2022

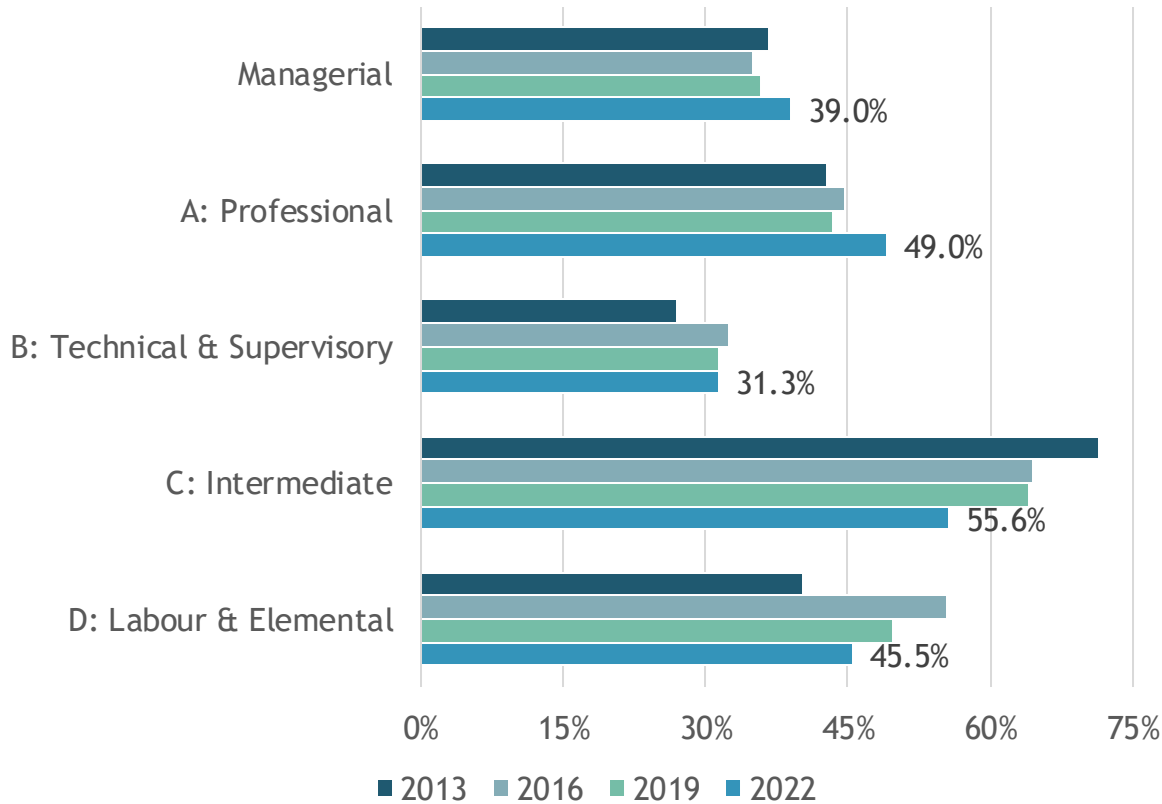
Average Age and Tenure by NOC Skill Level for Permanent Employees, 2022



- ▶ The highest average ages and the longest tenures are among those employed in management positions.
- ▶ The shortest tenures were observed for labour and elemental (11.7) and professional (11.8) positions.
 - ▶ Intermediate positions had the next shortest average tenures (12.9).
- ▶ The youngest average ages were observed for professional, and technical and supervisory positions.

Skill Level by Gender

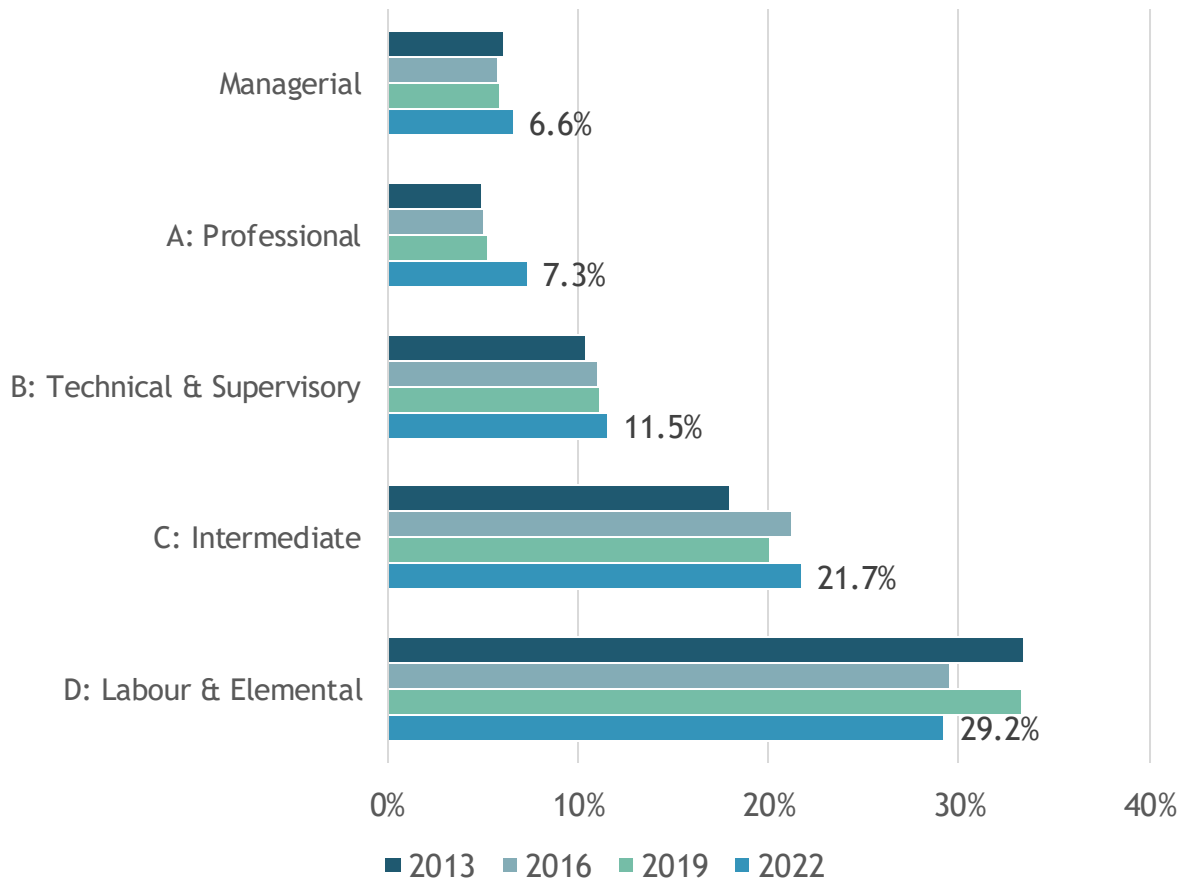
Permanent and Non-Permanent Staff by NOC Skill Level and Gender



- ▶ Those who identified as non-binary or women in the Crown Corporations are over-represented in occupations classified as intermediate (55.6%).
 - ▶ Those who identified as non-binary or women in occupations classified as labour and elemental positions have declined since 2016 (55.5%); consequently, women are no longer represented equally in these positions (45.5%).
- ▶ Those who identify as non-binary or women were under-represented in all positions except for professional and 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

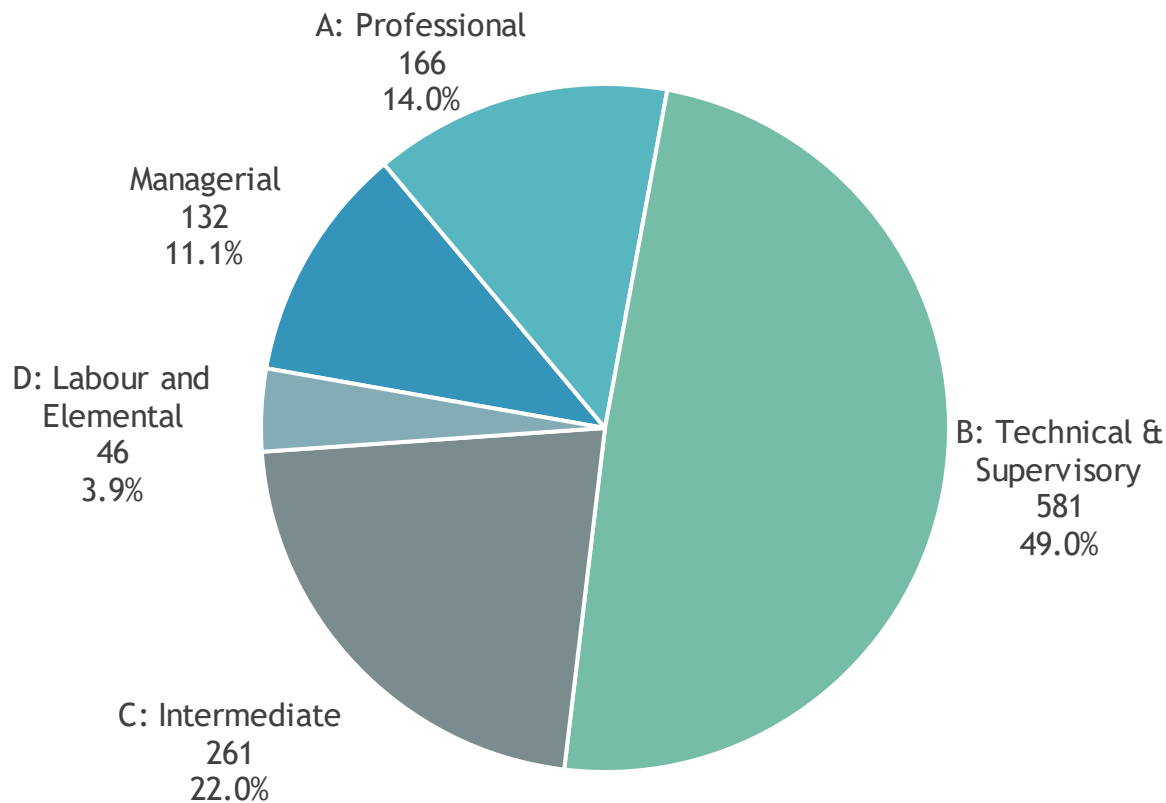
Permanent and Non-Permanent Staff by NOC Skill Level and Indigenous Identity



- ▶ 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 2013.
- ▶ Since 2019, the proportion of employees who identify as Indigenous in labour and elemental positions has been on a downtrend.

Skill Level by Indigenous Identity, 2022

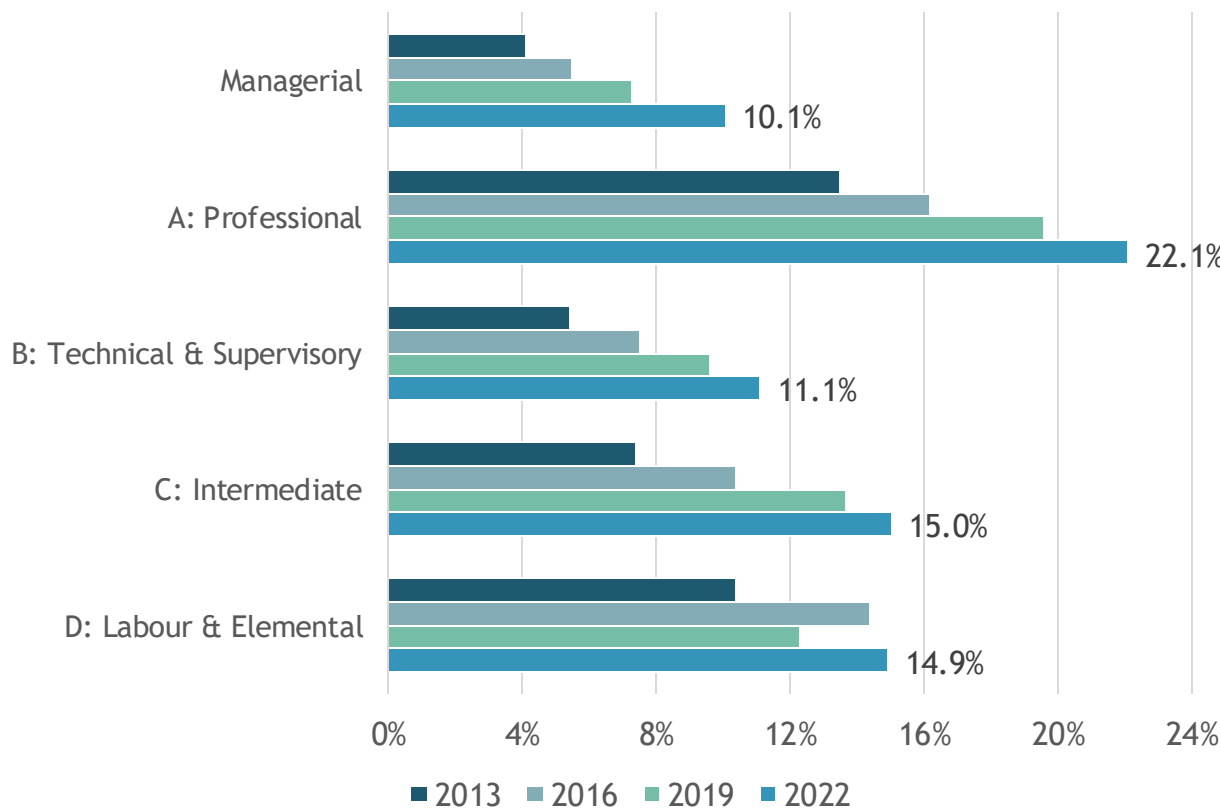
Skill Levels for Permanent and Non-Permanent Indigenous Staff in the Crowns, 2022



- ▶ Most (71.0%) Indigenous identifying employees worked in intermediate or technical and supervisory positions.
- ▶ Compared to all employees, those identifying as Indigenous are underrepresented in managerial positions.

Skill Level by Membership in a Visible Minority Group

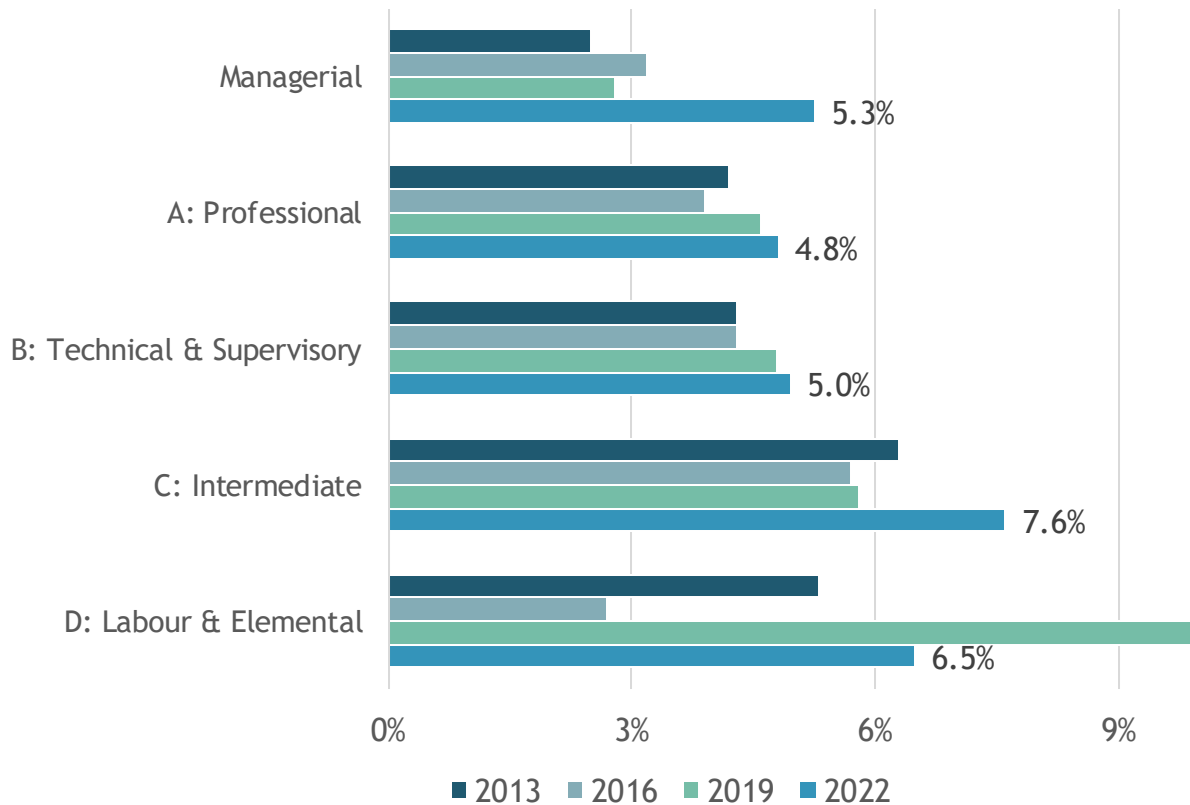
Permanent and Non-Permanent Staff by Skill Level and Membership in a Visible Minority Group



- ▶ Since 2013, there have been increases in the proportion of Crown corporation employees who are members of a visible minority group in managerial, professional, intermediate, and technical and supervisory positions.
- ▶ The proportion of employees who identify as visible minority members working in labour and elemental positions has remained relatively stable.
- ▶ Relative to the average, employees who identify as members of a visible minority group are over-represented in intermediate and labour and elemental occupations.

Employees Reporting a Disability, by Skill Level

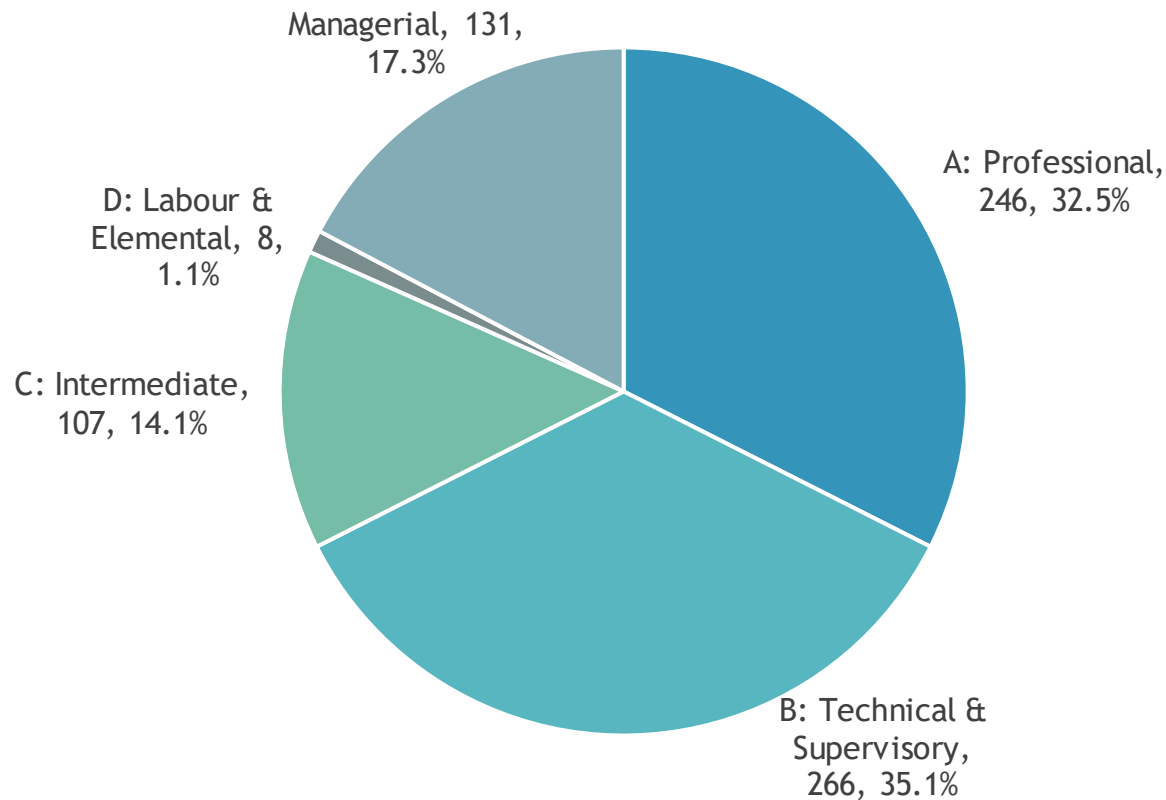
Permanent and Non-Permanent Staff by NOC Skill Level and Disability



- ▶ The proportion of staff in each of the skill levels who report a disability was relatively stable prior to 2019.
- ▶ Since 2019, there has been more variation in Crown corporation employment of people who report a disability.
- ▶ Employment of people reporting a disability in managerial, and intermediate positions is on an upward trend.
- ▶ The proportion of employees reporting a disability in labour and elemental positions is on a downward trend.
- ▶ The proportion of employees reporting a disability in professional, and technical and supervisory positions has remained relatively stable over time.

New Hires by Skill Level, 2022

New Hires (permanent only) by NOC Skill Level, 2022



- ▶ Including managers, 49.8% of new hires in 2022 were into positions requiring university education.
 - ▶ This is up from 38.1% in 2021.
- ▶ 35.1% of new hires were for technical and supervisory positions.
- ▶ Compared to 2021, there was a decrease in the proportion of new hires for positions requiring a high school education (intermediate positions) from 27.2% to 14.1%.
- ▶ Only 1.1% of new hires were for positions that required less than a grade 12 education (labour and elemental positions).

Sample Occupations by NOC TEER Category (2021 v1.0)

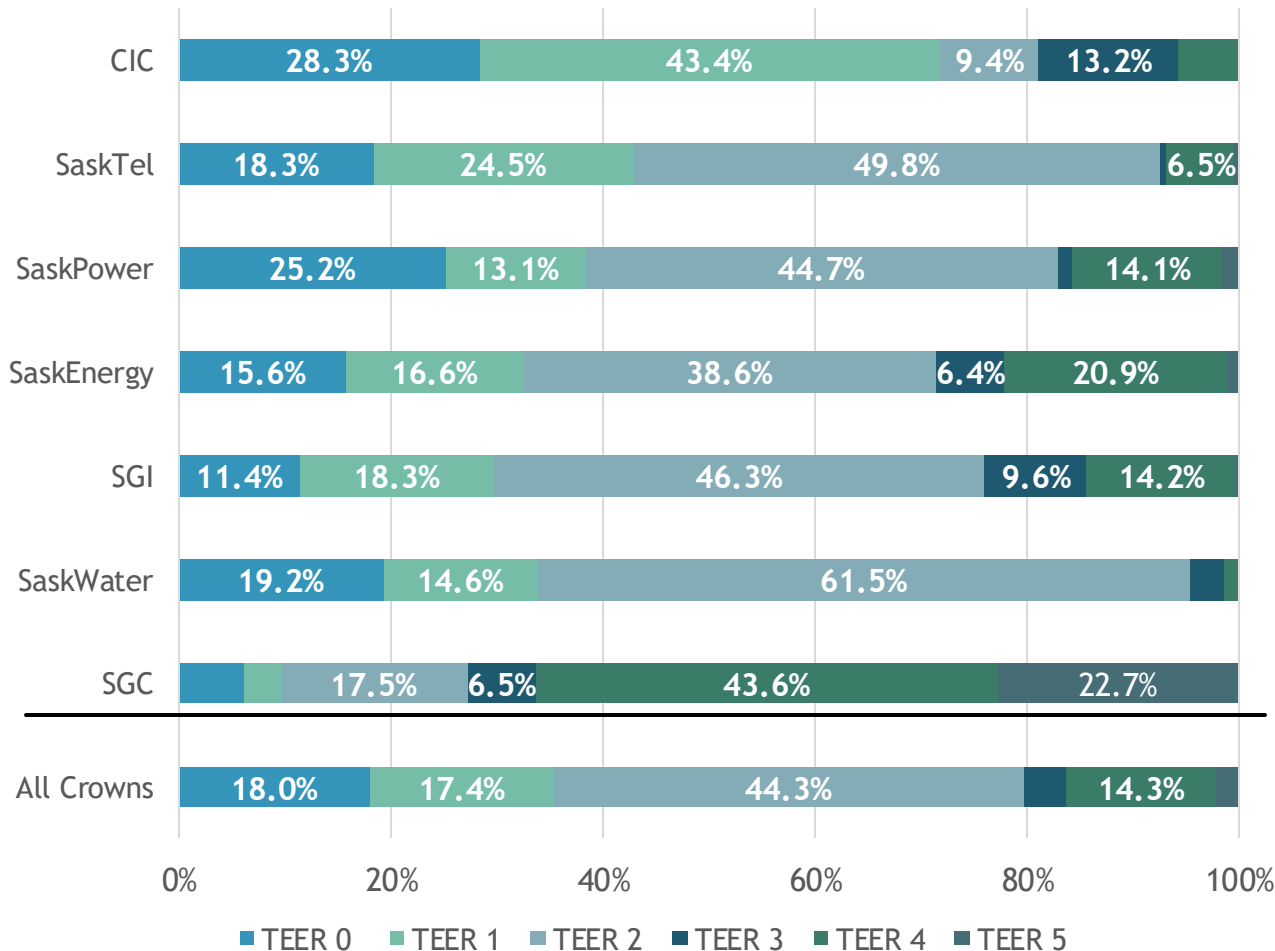
TEER Category	NOC	Occupation Title
TEER 0: Management occupations	10010	Financial Managers
	10030	Telecommunication carriers managers
	90011	Utilities managers
TEER 1: Occupations usually requiring a university degree	11100	Financial Auditors and Accountants
	21211	Data scientists
	21310	Electrical and Electronics Engineers
TEER 2: Occupations usually requiring a college diploma or apprenticeship (2 years) & supervisor occupations	22300	Civil engineering technologists and technicians
	42200	Paralegals and related occupations
	62020	Food service supervisors
TEER 3: Occupations usually requiring a college diploma or apprenticeship (less than 2 years), or 6 months on-the-job training	13100	Administrative officers
	63200	Cooks
	73400	Heavy equipment operators
TEER 4: Usually requiring a high school diploma	14111	Data entry clerks
	64401	Postal services representatives
	94204	Mechanical assemblers and inspectors
TEER 5: Usually require short-term demonstration and no formal education	65100	Cashiers
	65310	Light duty cleaners
	75101	Material handlers

- ▶ Each of the permanent positions in the Crown corporations has been assigned a 5-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 six levels based on training, education, experience, and responsibility (TEER) categories.
- ▶ The 6 TEER categories replace the 4 skills levels and management occupations recognized by earlier versions of the National Occupation Classification (NOC) System. The largest shifts in classification are in TEERS 2, 3, and 4.
 - ▶ Positions in TEER 0 are management occupations.
 - ▶ Positions in TEER 1 typically require a university degree.
 - ▶ Positions in TEER 2 typically require a post-secondary diploma, or an apprenticeship of 2 years. Supervisory positions are also classified in TEER 2.
 - ▶ Positions in TEER 3 typically require a college diploma or an apprenticeship less than 2 years, or 6 months of on-the-job training.
 - ▶ Positions in TEER 4 typically require a high school diploma.
 - ▶ Positions in TEER 5 can be done with a short period of on-the-job training. High school completion is not required.

TEER: training, education, experience and responsibilities
 NOC coding was done using the 2021 NOC TEER categories, Version 1.

TEER Category and Occupation by Crown Corporation, 2022

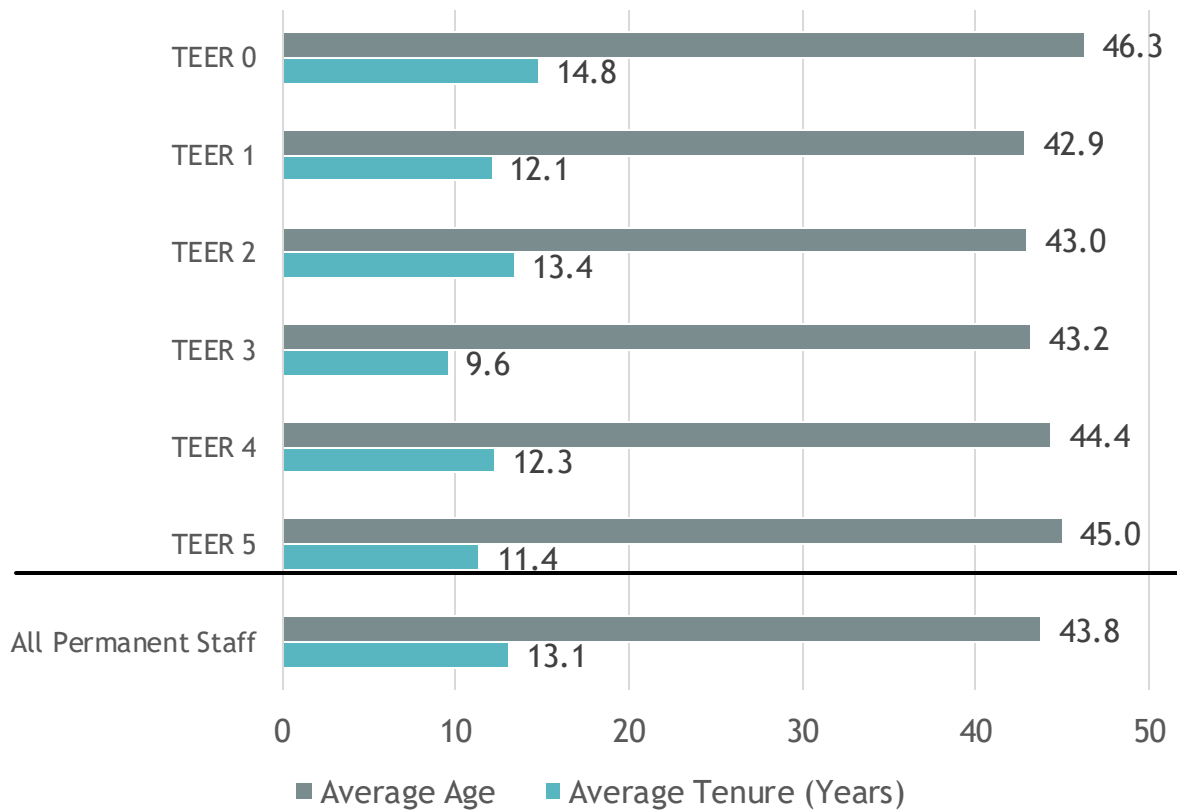
Permanent Crown Staff by TEER Category and Occupation, 2022



- ▶ The Crown corporations with the highest proportion of positions that require a university education (including managers) are:
 - ▶ CIC: 71.7%
 - ▶ SaskTel: 42.8%
- ▶ Supervisory positions and positions requiring college education, apprenticeships, or at least 6 months of on the job-training are most common at SaskWater (64.6%), SGI (55.9%), SaskTel (50.3%), and SaskPower (46.1%).
- ▶ SGC (22.7%) was the only Crown Corporation with a significant number of positions that do not require grade 12 education.
 - ▶ In comparison, 0.4-1.6% of employees at SaskTel, SaskPower, and SaskEnergy do not require grade 12 education.

Age and Tenure by TEER Category, 2022

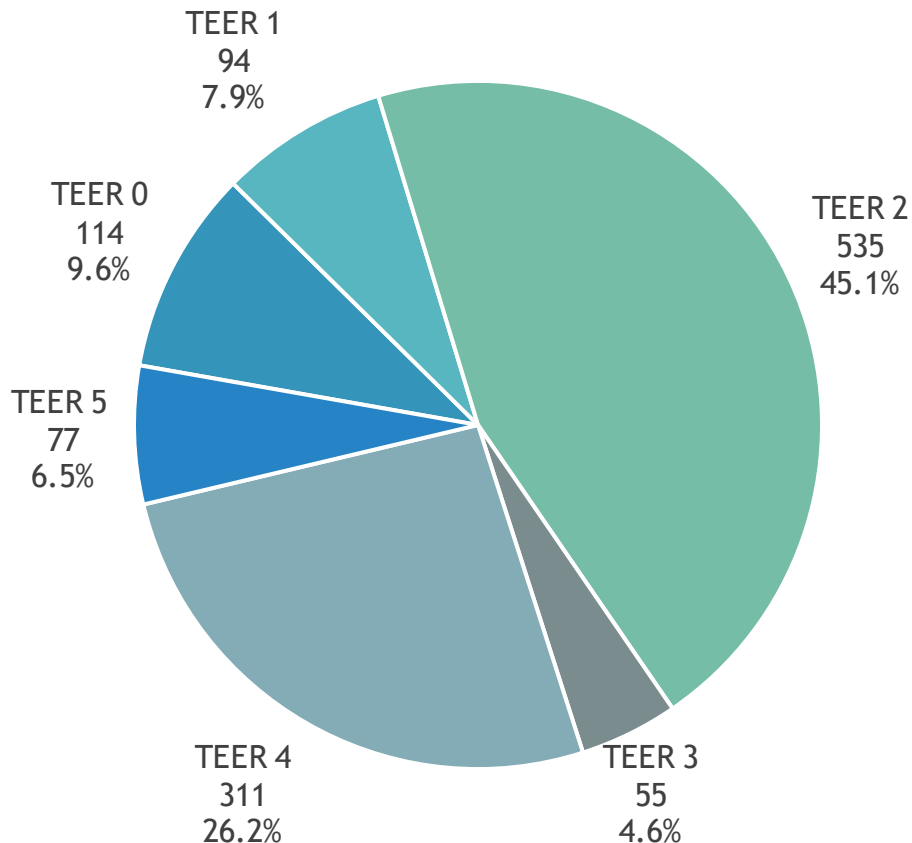
Average Age and Tenure by NOC TEER Category for Permanent Employees, 2022



- ▶ The highest average ages and the longest tenures are among those employed in management positions.
- ▶ The shortest tenures were observed for employees in TEER 3, those requiring a college diploma, short apprenticeship, or 6 months of on-the-job training.
 - ▶ Employees in TEER 5, those not requiring grade 12 education, had the next shortest average tenures.
- ▶ The youngest average ages were observed for employees in positions that require university or college education (including apprenticeships and longer periods of on-the-job training).

TEER Category by Indigenous Identity, 2022

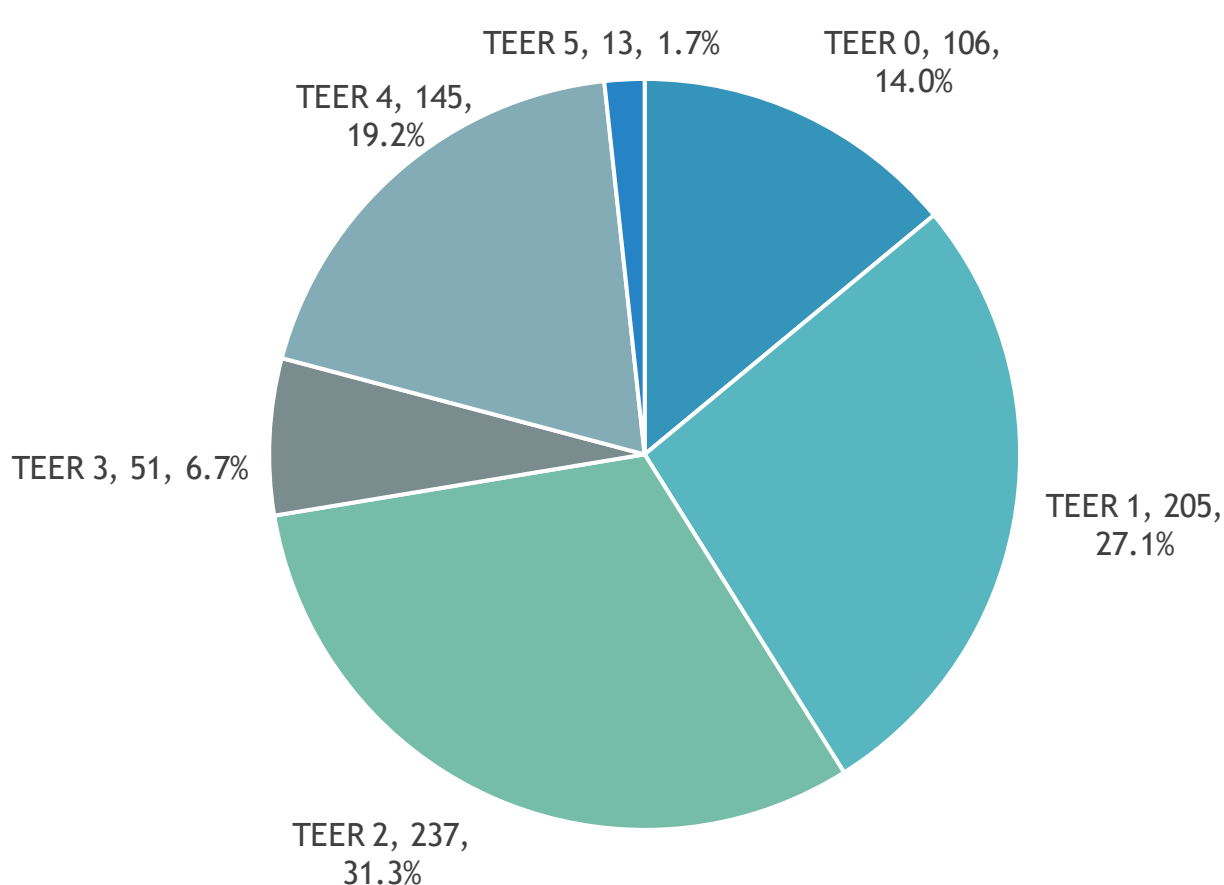
TEER Categories for Permanent and Non-Permanent Indigenous Staff in the Crowns, 2022



- ▶ Most (75.9%) Indigenous identifying employees worked in supervisory positions; positions requiring college education, apprenticeships, or on-the-job training; or, positions that require high school education.
- ▶ Compared to all employees, those identifying as Indigenous are underrepresented in managerial positions and positions requiring university education.

New Hires by TEER Category, 2022

New Hires (permanent only) by NOC TEER Category, 2022



- ▶ Including managers, 41.1% of new hires in 2022 were into positions requiring university education.
- ▶ 57.2% of new hires in 2022 were into supervisory positions; positions requiring college education, apprenticeships, or on-the-job training; or, positions that require high school education.
- ▶ Only 1.7% of new hires were for positions that required less than a grade 12 education.

Retirement and Non-Retirement Turnover

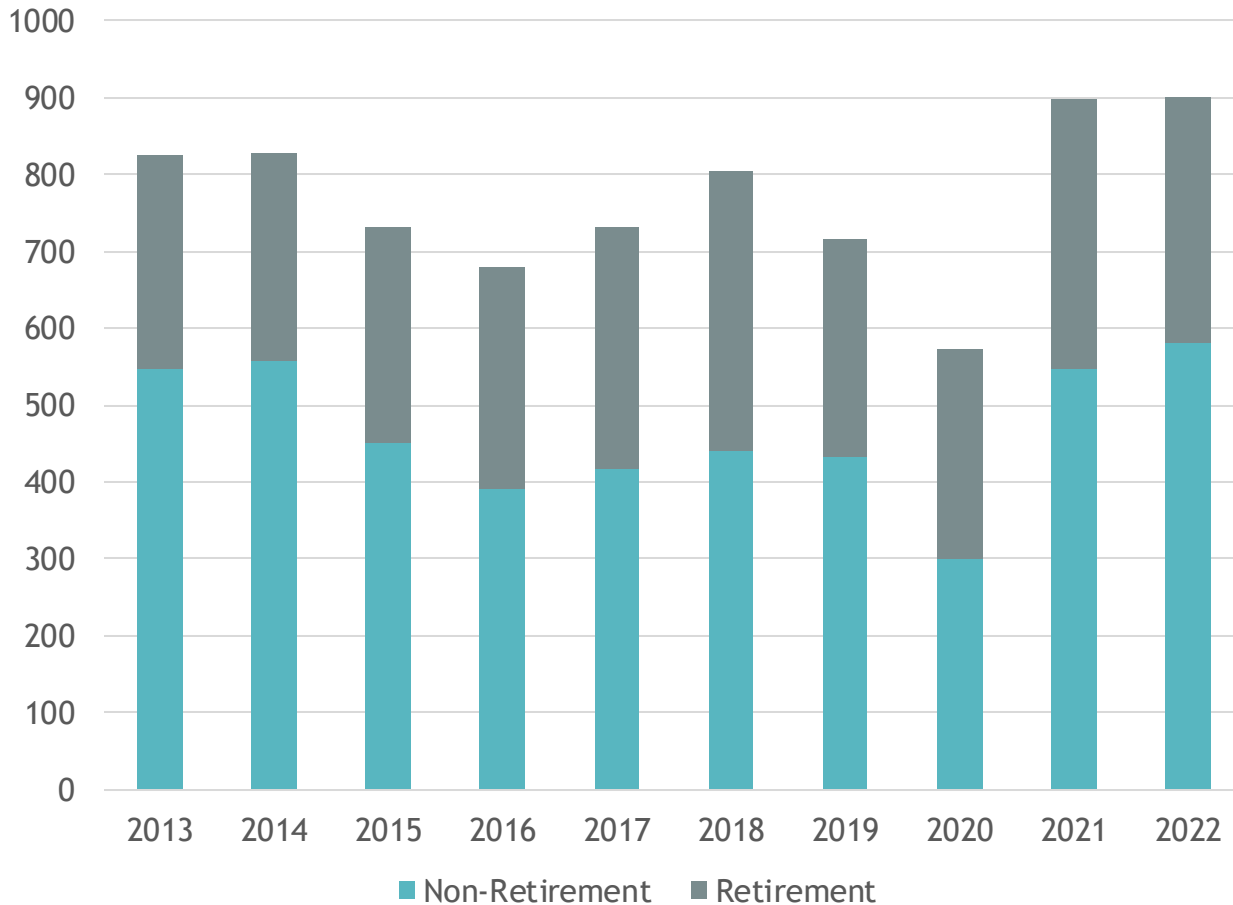
Number of Departures by Reason

		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Reason for departure (non-retirement)	Take other employment	57	89	36	74	77	77	75	76	66	52	55	61	48	46	153	131
	Resignation	257	339	273	273	244	297	290	310	254	208	229	240	248	148	254	326
	Dismissal/Layoff	82	97	99	81	96	85	140	92	83	84	82	84	88	67	79	69
	Personal Reasons	17	31	11	11	13	11	9	19	16	12	7	16	16	6	24	23
	Moved	7	11	7	3	5	5	3	7	2	7	8	7	6	4	3	4
	Death	13	14	19	16	17	13	18	18	20	14	8	16	19	22	25	21
	Other/Unknown	65	27	22	24	23	19	13	36	9	15	27	16	7	6	8	7
	Non-Retirement subtotal	498	608	467	482	453	507	548	558	450	392	416	440	432	299	546	581
Reason for departure (retirement)	Retirement	185	161	167	248	275	304	277	271	283	289	316	364	284	275	352	320
	Early Retirement	171	129	94	0	0	0	0	0	0	0	0	0	0	0	0	0
	Retirement subtotal	356	290	261	248	275	304	277	271	283	289	316	364	284	275	352	320
Grand Total	854	898	728	730	750	811	825	829	733	681	732	804	716	574	898	901	

- ▶ 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

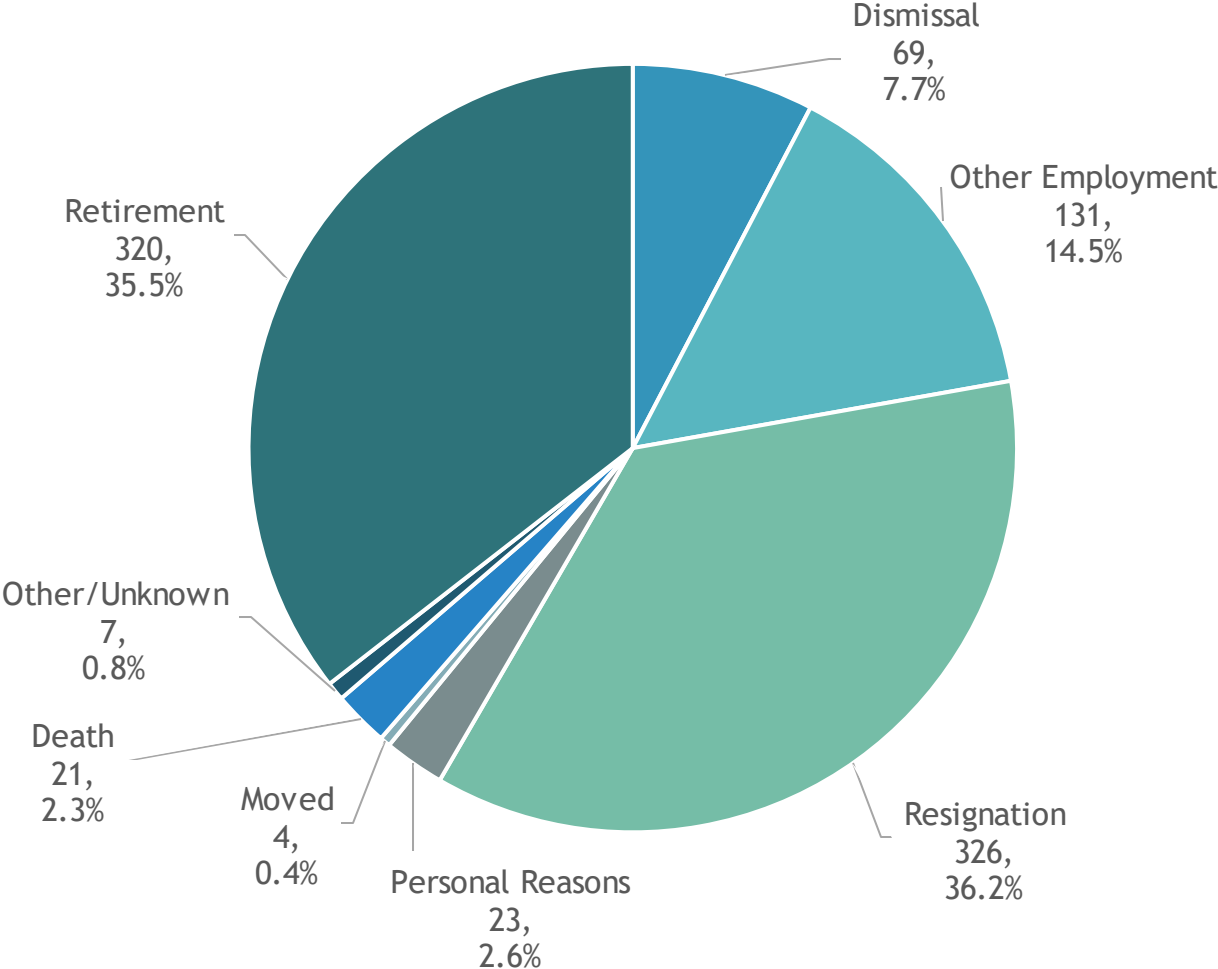
Annual Number of Departures, Permanent Employees Only



- ▶ In the last 10 years, in an average year, there have been:
 - ▶ 303 retirements, and
 - ▶ 466 non-retirement departures.
- ▶ After a significant rise in 2021, departures in 2022 remained relatively stable.
- ▶ Both retirement and non-retirement departures were similar in 2022 compared to 2021.

Departure Reasons

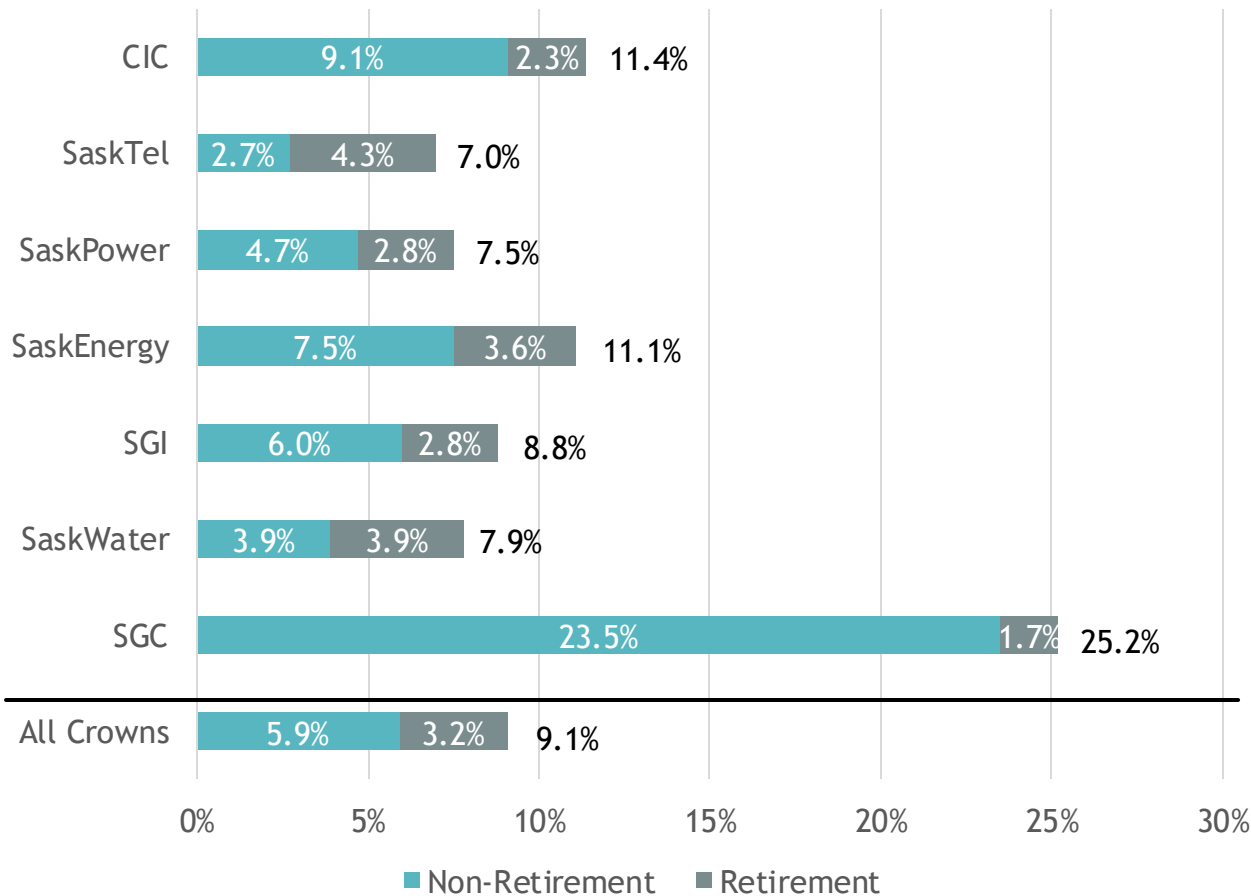
Reasons for Departure, Permanent Staff Only, 2022



- ▶ In 2022, most departures were resignations (36.2%).
- ▶ Most employees who did not leave their employment as a result of resignation did so because they retired (35.5%), took other employment (14.5%), or were dismissed (7.7%).

Turnover Rates by Crown, 2022

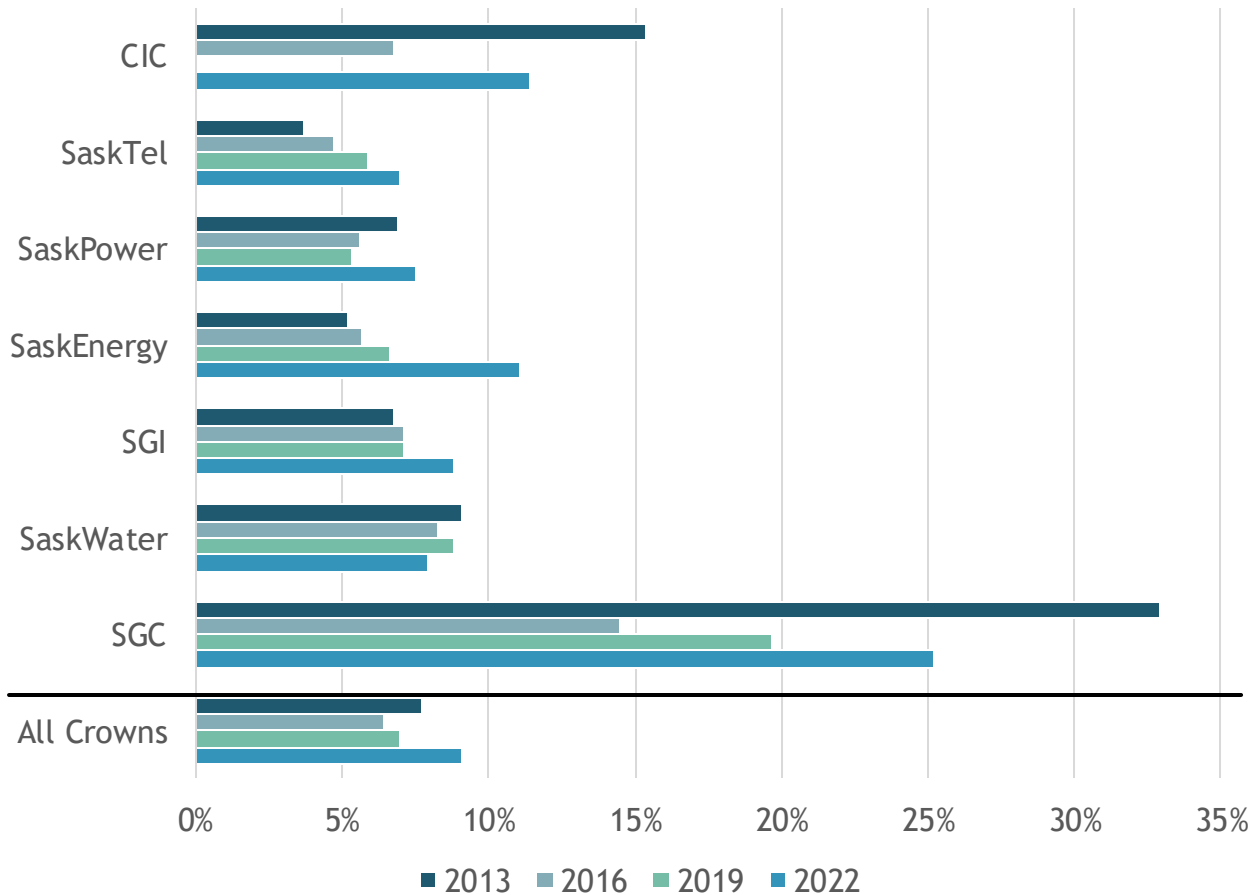
Turnover Rates by Crown, 2022



- ▶ In 2022, retirement turnover rates at SaskTel, SaskEnergy and SaskWater were higher than at other Crowns.
- ▶ SGC had the highest overall turnover rate, followed by CIC and SaskEnergy. 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 have increased at SaskTel, SaskEnergy, and SGI.
- ▶ There is no consistent trend in turnover rates at other Crowns.

Turnover Rates of Permanent Staff by Gender

Turnover Rates by Gender

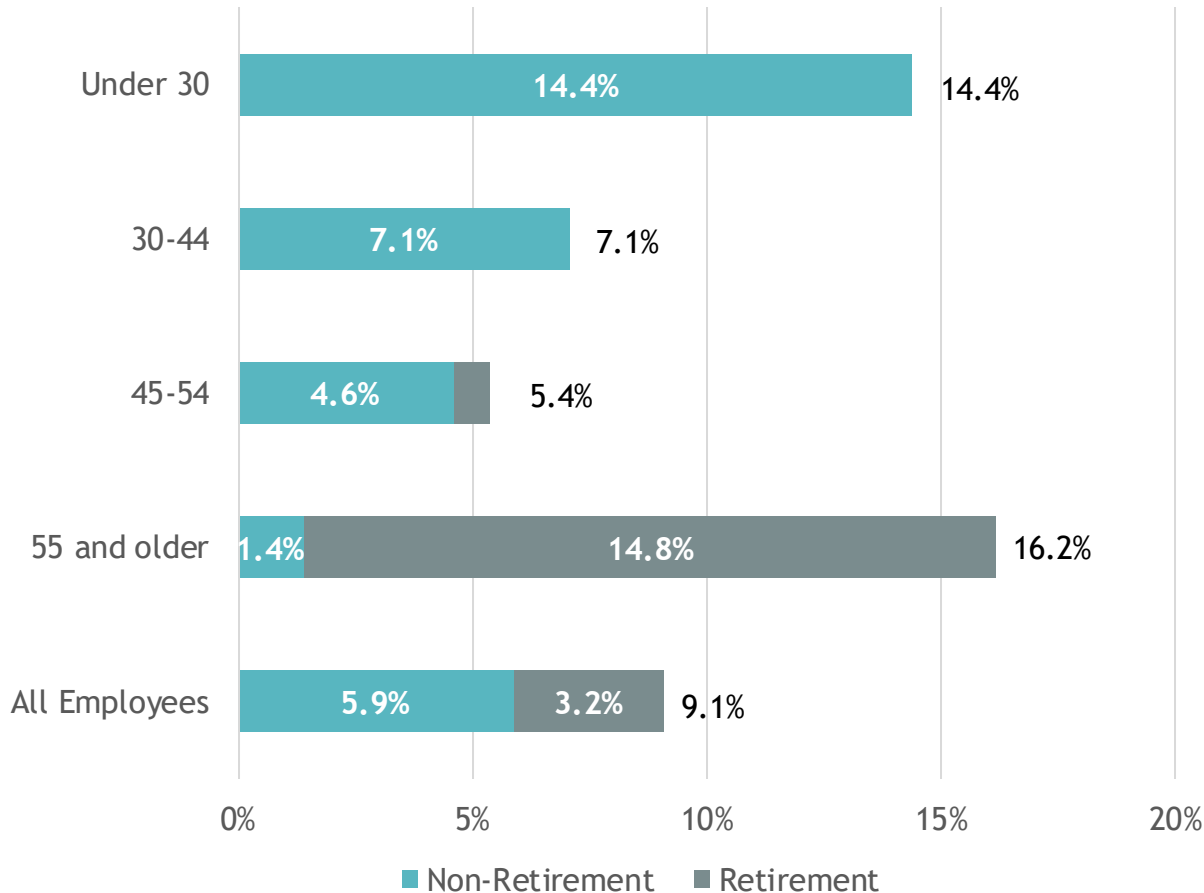


- ▶ In 2022, those who identified as women had a higher turnover rate compared to those who identified as men.
- ▶ Those who identified as women had a higher retirement turnover rate compared to those who identified as men.

**"Women" used here, as no one who was terminated in 2022 identified as non-binary.

Turnover Rates of Permanent Staff by Age Group

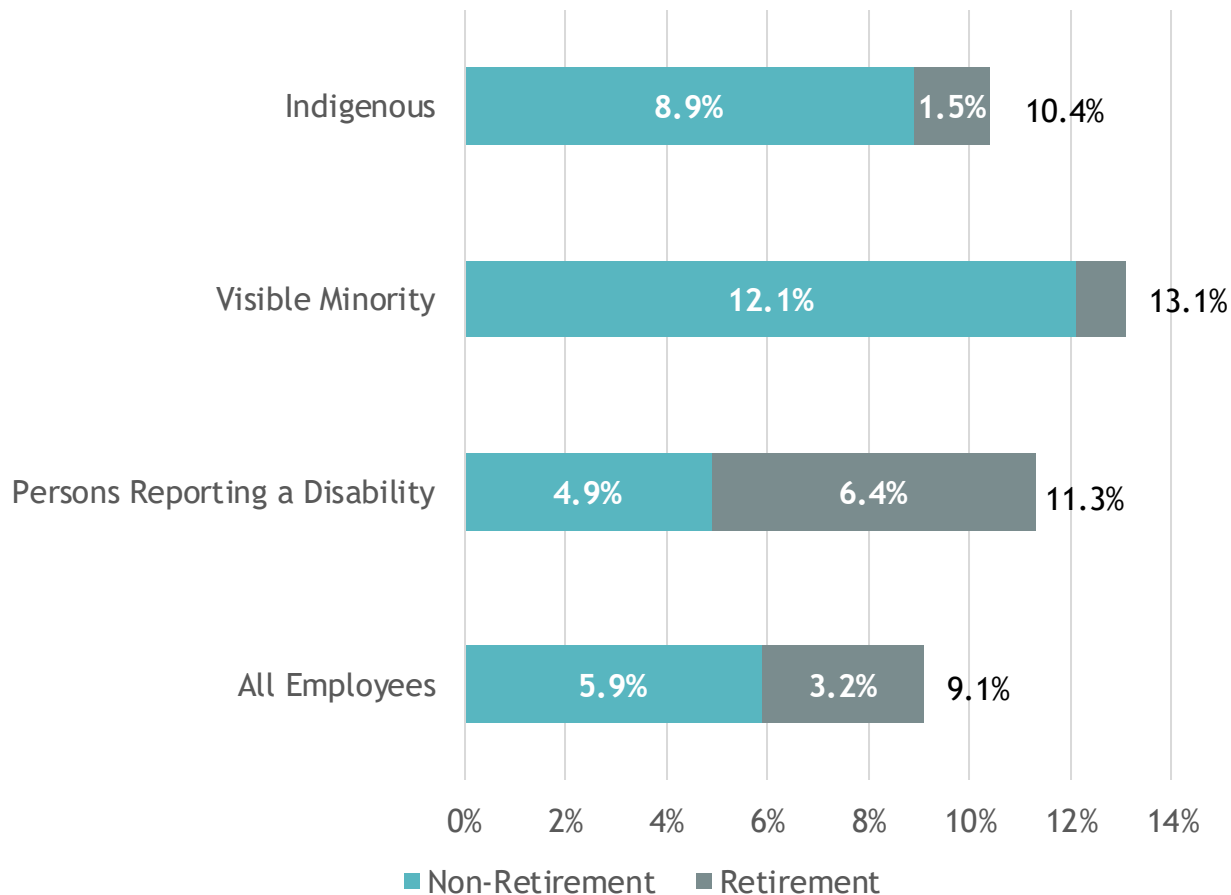
Turnover Rates by Age Group



- ▶ In 2022, 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

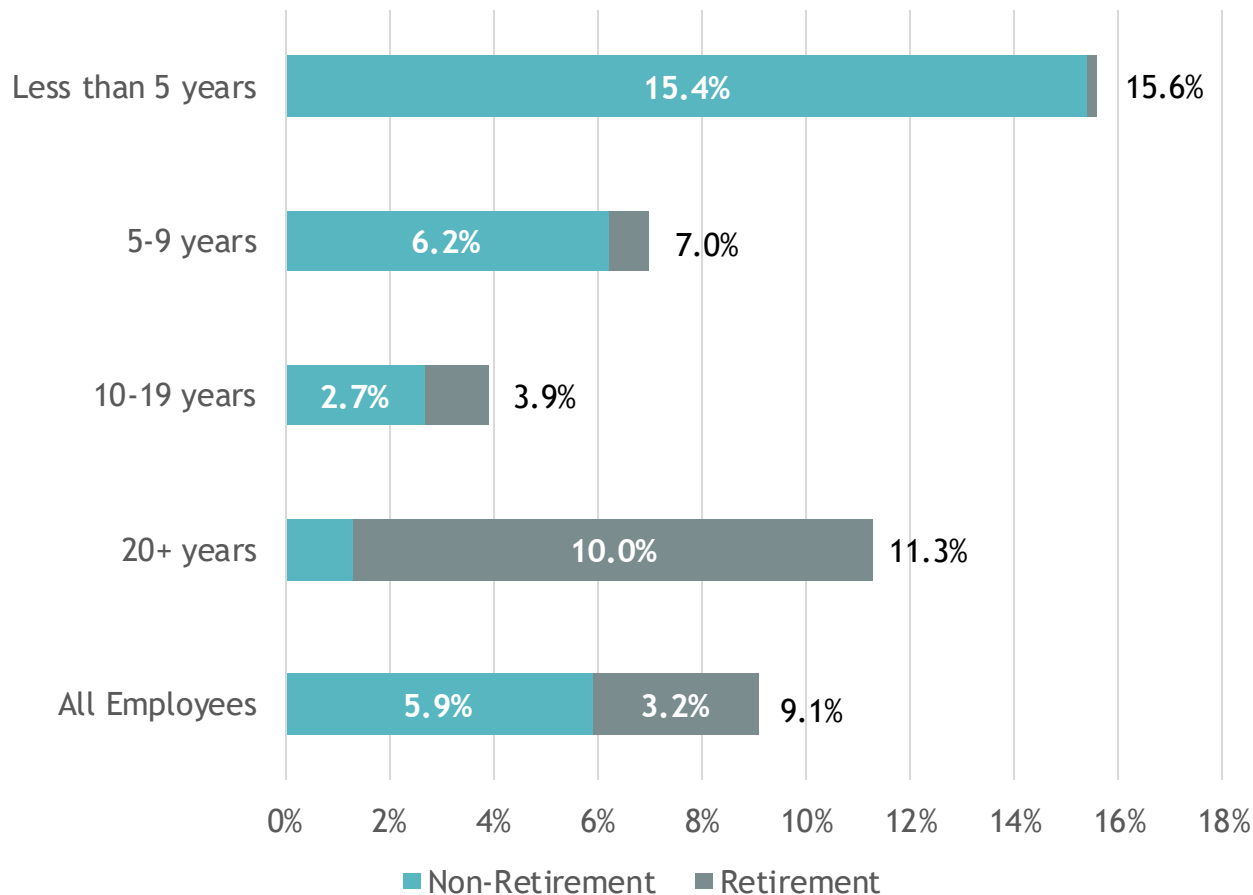
Turnover Rates by Diversity Groups, 2022



- ▶ In 2022, turnover rates for those identifying as Indigenous or a visible minority and those reporting a disability were higher than turnover rates for 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

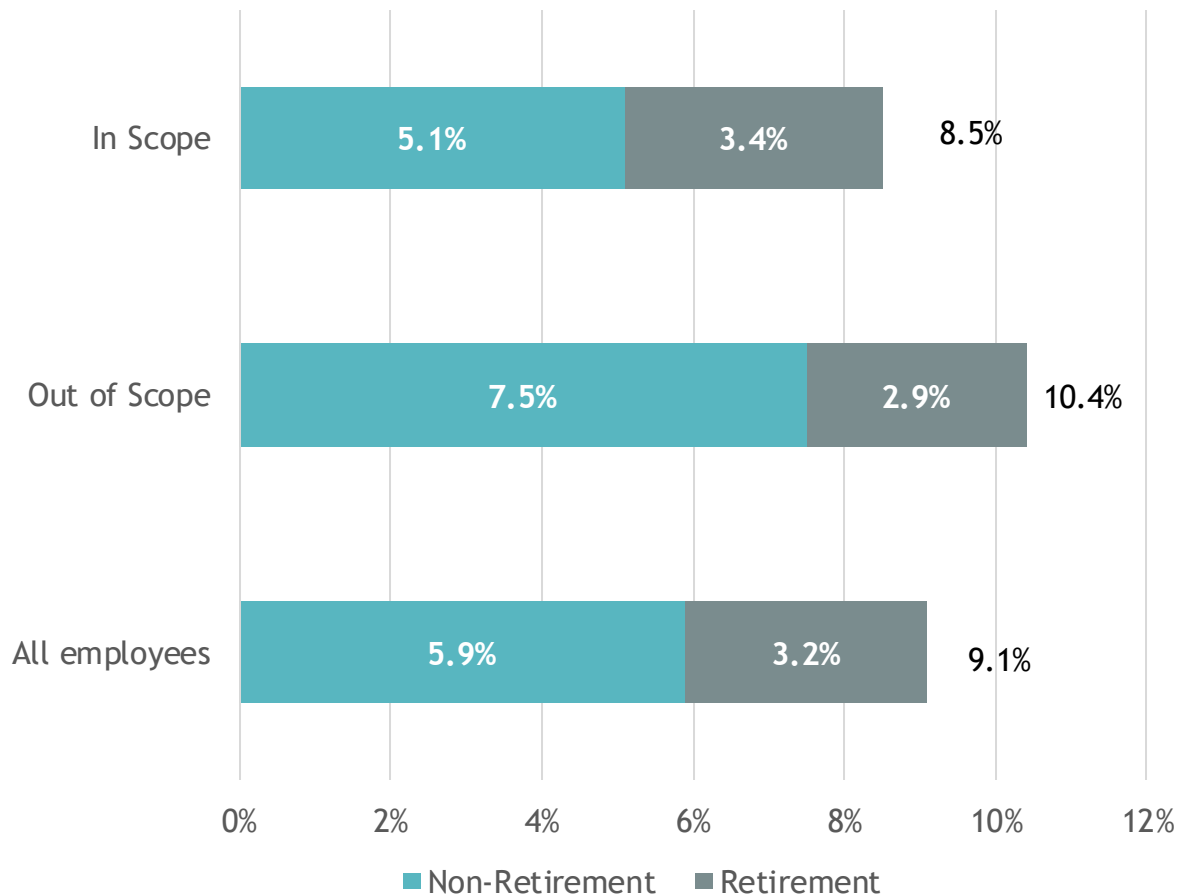
Turnover Rates by Tenure, 2022



- ▶ In 2022, non-retirement turnover rates were highest among 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

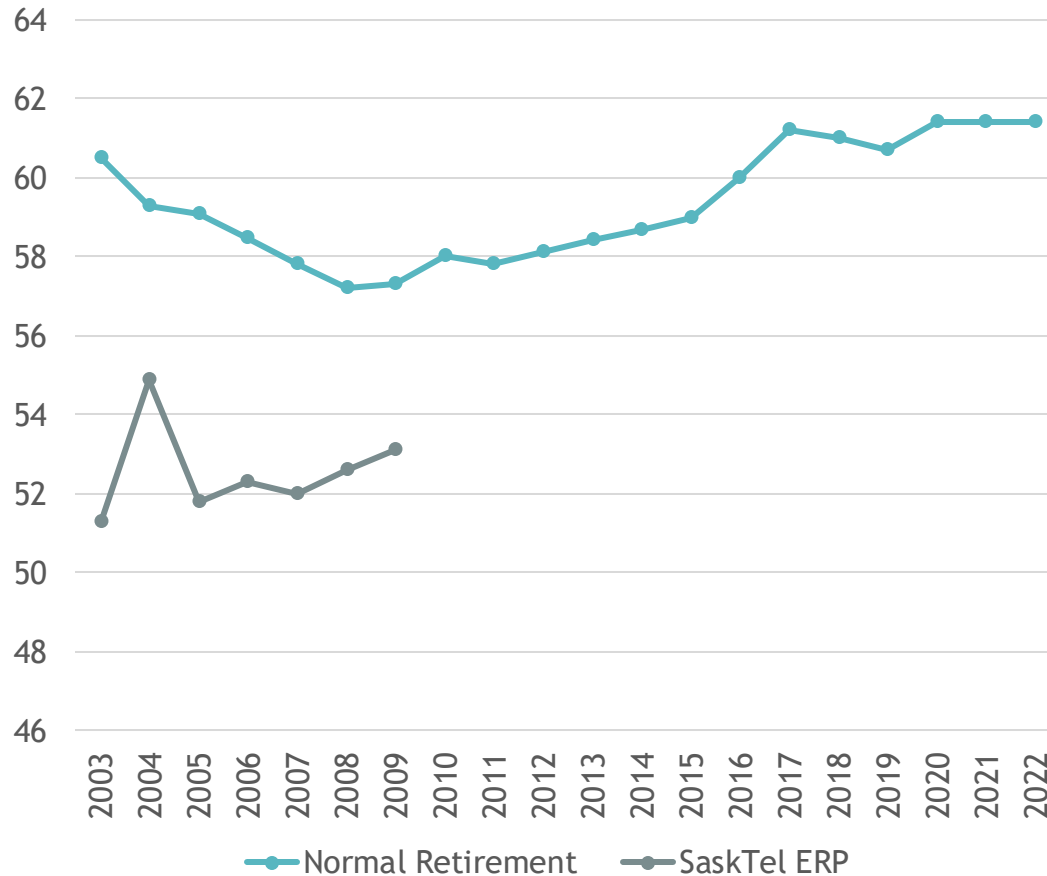
Turnover Rates by Union Membership, 2022



- ▶ In 2022, overall turnover rates were higher for out of scope employees compared to the average.
- ▶ Non-retirement rates were higher in out of scope employees, while retirement rates were similar across union coverage.

Retirement Age Trends

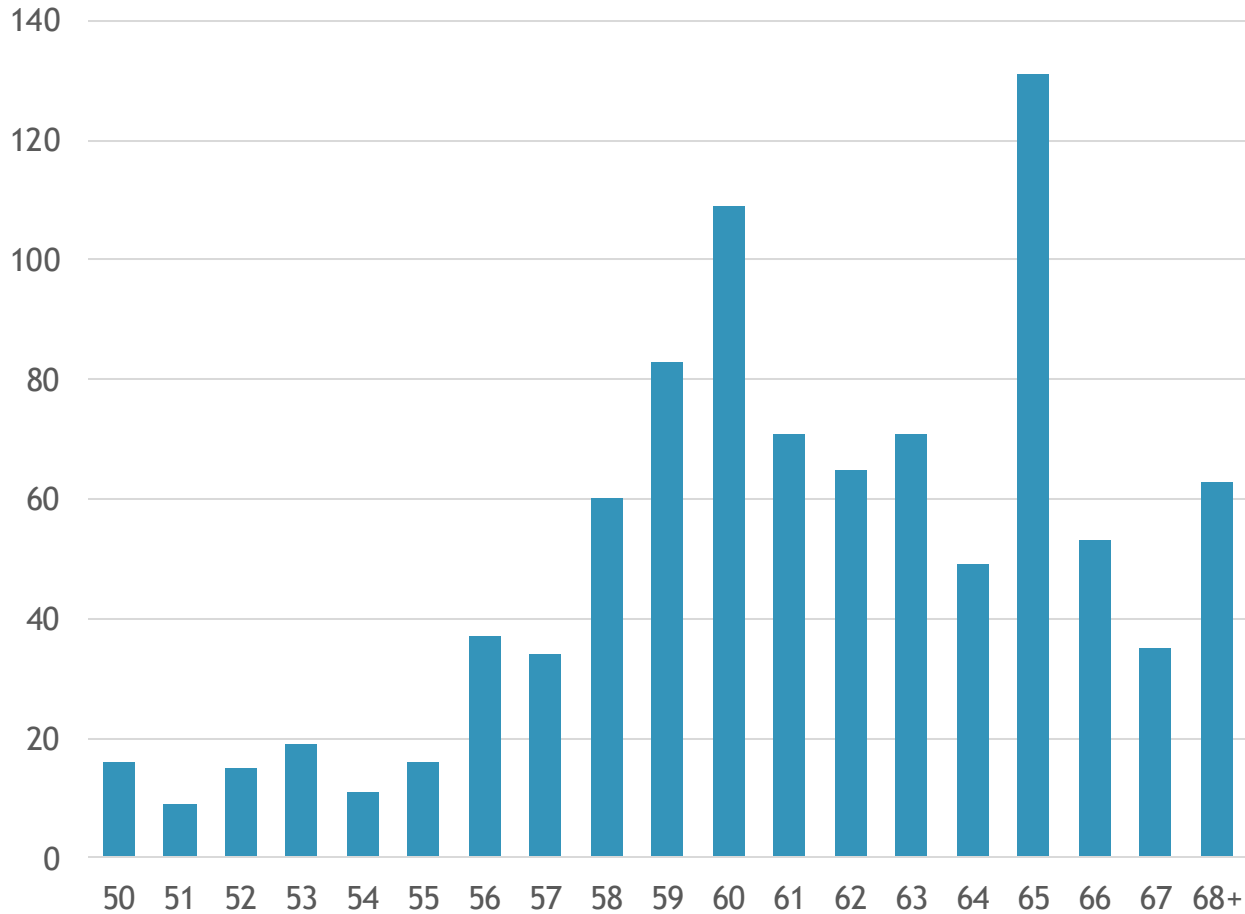
Average Age at Retirement



- ▶ 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 2020 at 61.4. The retirement age has remained stable since then.

Retirement Age

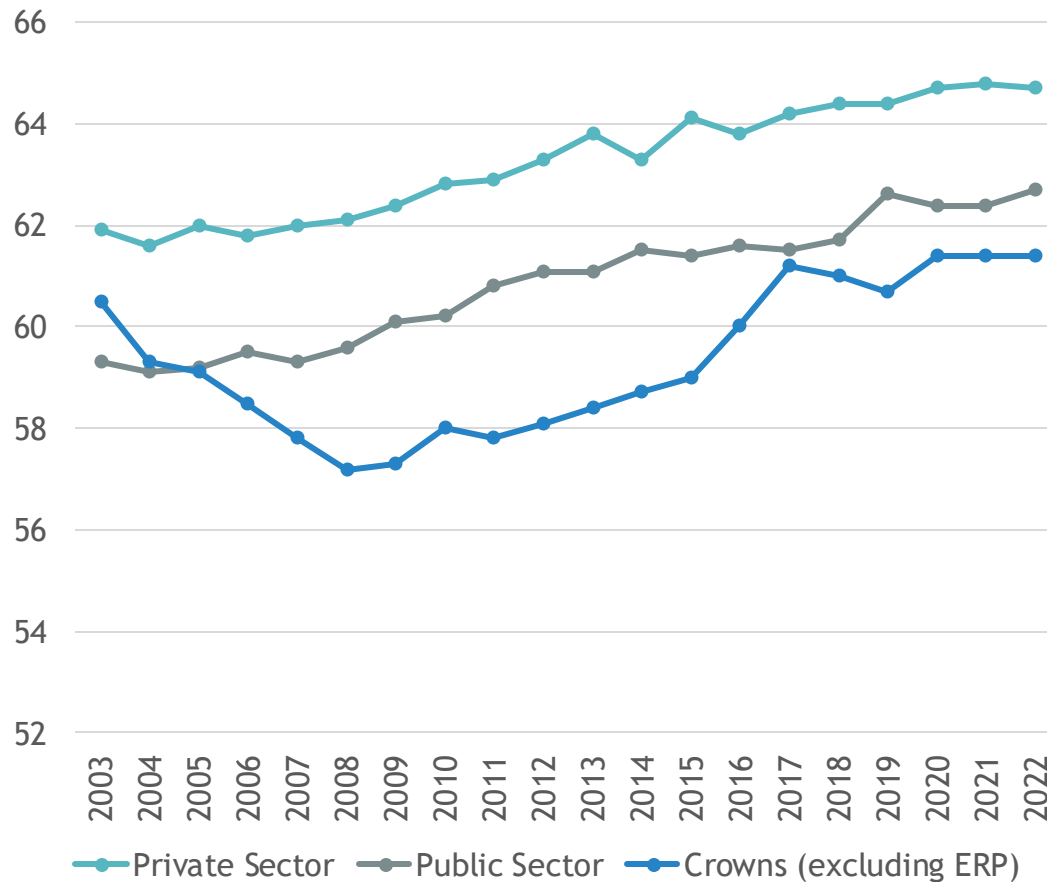
Age at Retirement, 2020 to 2022 Average



▶ Most employees who retired between 2020 and 2022 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.
- ▶ In 2022, there was a slight increase in retirement age in the public sector, and a slight decrease in the private sector.
- ▶ The average age of retirement in the Crowns is still lower than the public and private sectors.

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	2015
Permanent full time	9,777	9,704	9,694	9,833	9,856	9,898	9,985
Permanent part time	844	786	825	869	795	751	645
Contract/term	620	582	603	538	537	638	431
Seasonal/other	605	687	537	517	535	491	573
Total	11,846	11,759	11,659	11,757	11,723	11,778	11,634
Coop and summer students during the course of the school year	500	435	458	428	447	399	355

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

	2016	2017	2018	2019	2020	2021	2022
Permanent full time	9,936	9,533	9,540	9,569	9,668	9,411	9,535
Permanent part time	723	627	660	621	455	529	519
Contract/term	458	439	432	454	437	536	608
Seasonal/other	545	610	576	426	418	378	303

Total	11,662	11,209	11,208	11,070	10,978	10,854	10,965
Coop and summer students during the course of the school year	358	320	307	316	166	295	300

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	2015
CIC	Permanent	FT	69	65	65	60	52	48	42
		PT	1	0	0	0	0	0	0
	Non-permanent		2	2	5	2	1	1	1
SaskTel	Permanent	FT	3,226	3,192	3,136	3,139	3,208	3,157	3,112
		PT	111	88	111	107	105	108	88
	Non-permanent		719	749	648	650	646	596	619
SaskPower	Permanent	FT	2,692	2,762	2,739	2,897	3,056	3,143	3,154
		PT	140	131	133	129	123	124	106
	Non-permanent		113	84	132	137	149	231	126
SaskEnergy	Permanent	FT	930	908	919	947	946	968	1,023
		PT	73	68	75	81	102	96	6
	Non-permanent		84	91	78	40	49	41	40
SGI	Permanent	FT	1,573	1,572	1,591	1,618	1,740	1,761	1,809
		PT	114	112	109	112	108	98	99
	Non-permanent		189	157	148	143	151	172	146
SaskWater	Permanent	FT	87	91	98	104	107	113	115
		PT	3	4	3	4	3	2	2
	Non-permanent		4	4	1	2	1	6	8

SOCO	Permanent	FT	110	115	111	112	105	93	87
		PT	4	3	2	2	3	4	2
	Non-permanent		0	1	2	1	0	4	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	182
		PT	34	37	34	32	36	32	35
	Non-permanent		5	1	7	3	0	2	0
SGC	Permanent	FT	631	518	557	474	438	420	461
		PT	362	340	356	400	315	287	307
	Non-permanent		96	155	79	38	75	76	60

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

			2016	2017	2018	2019	2020	2021	2022
CIC	Permanent	FT	43	42	40	43	41	43	53
		PT	1	0	0	0	1	1	0
	Non-permanent		1	3	2	3	2	1	2
SaskTel	Permanent	FT	3,065	3,020	2,849	2,768	2,705	2,653	2,633
		PT	68	62	59	56	42	53	75
	Non-permanent		616	652	657	550	518	464	449
SaskPower	Permanent	FT	3,258	3,162	3,201	3,181	3,179	3,097	3,113

		PT	112	106	122	113	88	94	88
		Non-permanent	113	98	102	110	140	156	170
SaskEnergy	Permanent	FT	936	923	937	995	1,007	1,012	1,018
		PT	84	77	78	81	69	68	69
		Non-permanent	44	37	37	44	40	67	59
SGI	Permanent	FT	1,803	1,777	1,860	1,969	1,997	2,038	2,228
		PT	108	115	110	93	85	75	72
		Non-permanent	143	138	153	147	119	160	175
SaskWater	Permanent	FT	119	126	123	123	128	126	128
		PT	2	2	2	1	2	1	1
		Non-permanent	6	1	2	1	1	1	2
SOCO	Permanent	FT	93	90	91	84	86	81	...
		PT	1	1	2	2	2	2	...
		Non-permanent	4	3	4	2	2	7	...
ISC	Permanent	FT
		PT
		Non-permanent

							
STC	Permanent	FT	178
		PT	35
	Non-permanent		0
SGC	Permanent	FT	441	393	439	406	525	361	362
		PT	312	264	287	275	166	235	214
	Non-permanent		76	117	51	23	33	58	54

Appendix C

Table 3. Total Staff in the Crown Corporations, 2022.

(Page 6)

	Count	Per cent
CIC	55	0.5%
SaskTel	3,157	28.8%
SaskPower	3,371	30.7%
SaskEnergy	1,146	10.5%
SGI	2,475	22.6%
SaskWater	131	1.2%
SGC	630	5.7%
	10,965	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
2022	10,965	10,335

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
2022	911

Appendix F

Table 6. Category of Employment for Employees Who Identify as Non-Binary or Women

(Page 10)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2022	39.5%	39.1%	42.2%	39.6%	28.0%

Appendix G

Table 7. Per cent of Permanent Crown Corporation Staff Who Identify as Non-Binary or Women.

(Page

11)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
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%
2022	58.5%	38.3%	28.1%	36.2%	56.1%	...	24.0%	...	50.5%

Appendix H

Table 8. Comparison of the Percentage of Employees Who Identify as Non-Binary or Women.

(Page 12)

	Saskatchewan	Crown Corporations
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%
2022	47.3%	39.6%

Appendix I

Table 9. Percentage of Employees Who Identify as Non-Binary or Women in Under-Represented Positions. (Page 13)

	Permanent	Term/Contract	Seasonal/Other	Total (excluding students)
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%
2022	17.9%	16.9%	22.6%	18.0%

Appendix J

Table 10. Percentage of Employees Who Identify as Non-Binary or Women in Underrepresented Positions, by Crown Corporation.

(Page 14)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
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%
2022	36.4%	18.3%	16.0%	11.5%	23.2%	...	15.7%	...	33.8%

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%
2022	56.2%	37.3%

Appendix L

Table 12. Percentage of Employees Who Identify as Indigenous.

(Page 16)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
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%
2022	11.0%	8.1%	10.6%	10.8%	7.0%

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
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%
2022	5.7%	10.2%	8.2%	13.4%	8.4%	...	5.4%	...	37.8%

Appendix N

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

	Saskatchewan	Crown Corporations
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%
2022	11.1%	10.8%

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
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%
2022	14.4%	27.1%	29.7%	15.5%	16.0%

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
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%
2022	11.3%	13.1%	11.7%	9.4%	20.3%	...	8.5%	...	22.6%

Appendix Q

Table 17. Percentage of Employees Reporting a Disability.

(Page 21)

	Permanent	Term/Contract	Seasonal/Other	Total (except Students)	Students
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%
2022	5.3%	5.8%	5.9%	5.3%	1.0%

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
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%
2022	0.0%	7.5%	5.2%	1.5%	5.4%	...	1.6%	...	3.8%

Appendix S

Table 19. Summary of Diversity Measures, 2022.

(Page 23)

	Women in under-represented positions	Indigenous Identity	Visible Minority	With a Disability
Permanent	17.9%	11.0%	14.4%	5.3%
Permanent and Non-Permanent	18.0%	10.8%	15.5%	5.3%

Appendix T

Table 20. Changes in Diversity over Time, 2022.

(Page 24)

	Women in under-represented positions	Indigenous identity	Visible minority	With a disability
2013	27.1%	11.8%	7.3%	4.7%
2022	18.0%	10.8%	15.5%	5.3%

Appendix U

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

	Permanent	Non-Permanent
<19	3	2
19	5	15
20	14	12
21	30	24
22	45	23
23	51	31
24	70	29
25	83	36
26	105	39
27	122	45
28	138	26
29	152	32
30	221	38
31	234	35
32	243	33
33	283	45
34	311	37
35	335	37
36	334	40
37	342	36
38	350	31
39	376	24
40	356	21
41	341	19
42	343	23
43	322	16
44	299	15
45	332	16
46	273	13
47	306	13
48	246	9
49	273	7
50	246	5
51	228	10
52	246	7

	Permanent	Non-Permanent
53	213	9
54	232	6
55	206	5
56	226	2
57	215	5
58	215	4
59	234	7
60	199	7
61	172	6
62	129	4
63	86	2
64	88	3
65	64	2
66	32	1
67	29	1
68+	56	3

Appendix V

Table 22. Changes in Age Distribution Over Time.

(Page 27)

	2007	2022
<19	3	3
19	15	5
20	32	14
21	51	30
22	93	45
23	94	51
24	126	70
25	155	83
26	162	105
27	184	122
28	208	138
29	191	152
30	216	221
31	217	234
32	237	243
33	184	283
34	228	311
35	232	335
36	241	334
37	245	342
38	237	350
39	248	376
40	250	356
41	266	341
42	301	343
43	298	322
44	387	299
45	429	332
46	490	273
47	420	306
48	452	246
49	436	273
50	439	246
51	397	228
52	411	246

	2007	2022
53	328	213
54	275	232
55	251	206
56	177	226
57	137	215
58	118	215
59	88	234
60	96	199
61	67	172
62	39	129
63	24	86
64	31	88
65	13	64
66	2	32
67	1	29
68+	1	56

Appendix W

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

(Page 28)

	2007 with 15-year lag	2022
<19	...	3
19	...	5
20	...	14
21	...	30
22	...	45
23	...	51
24	...	70
25	...	83
26	...	105
27	...	122
28	...	138
29	...	152
30	...	221
31	...	234
32	...	243
33	3	283
34	15	311
35	32	335
36	51	334
37	93	342
38	94	350
39	126	376
40	155	356
41	162	341
42	184	343
43	208	322
44	191	299
45	216	332
46	217	273
47	237	306
48	184	246
49	228	273
50	232	246
51	241	228
52	245	246

	2007 with 15-year lag	2022
53	237	213
54	248	232
55	250	206
56	266	226
57	301	215
58	298	215
59	387	234
60	429	199
61	490	172
62	420	129
63	452	86
64	436	88
65	439	64
66	397	32
67	411	29
68+	328	56

Appendix X

Table 24. Number of Permanent Employees Approaching Retirement.

(Page 29)

	55 to 59	60+
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
2022	1,096	855

Appendix Y

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

(Page 30)

	Under 30	30 to 49	50 Plus
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
2022	818	6,120	3,116

Appendix Z

Table 26. Age of Permanent Employees by Crown Corporation, 2022.

(Page 31)

	Under 30	30 to 44	45 to 54	55 or older
CIC	1.9%	50.9%	26.4%	20.8%
SaskTel	3.9%	39.5%	30.6%	26.0%
SaskPower	9.8%	49.8%	23.7%	16.6%
SaskEnergy	8.8%	50.8%	22.6%	17.8%
SGI	9.4%	51.9%	23.0%	15.7%
SaskWater	8.5%	38.8%	38.0%	14.7%
SGC	12.7%	35.2%	29.3%	22.7%
All Crown Corporation	8.1%	46.6%	25.8%	19.4%

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
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%
2022	18.9%	29.2%	10.3%	18.3%

Appendix AB

Table 28. Tenure Within Current Crown Corporation.

(Page 33)

	< 5 years	5 to 9	10 to 19	20 or more
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
2022	2,603	1,856	3,018	2,577

Appendix AC

Table 29. Tenure with Current Crown Corporation by Crown Corporation, 2022. (Page 34)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	47.2%	9.4%	28.3%	15.1%
SaskTel	10.1%	13.8%	34.1%	42.0%
SaskPower	24.4%	22.6%	30.2%	22.7%
SaskEnergy	33.5%	15.5%	28.8%	22.2%
SGI	41.1%	19.9%	25.0%	14.0%
SaskWater	26.4%	25.6%	35.7%	12.4%
SGC	31.4%	16.1%	30.7%	21.7%
All Crowns	25.9%	18.5%	30.0%	25.6%

Appendix AD

Table 30. Comparison of Employee Tenure.

(Page 35)

	Crown Corporations	Saskatchewan
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%
2022	30.2%	44.9%

Appendix AE

Table 31. Union Membership, 2022.

(Page 37)

	Count	Per cent
UNIFOR (formerly CEP)	3,711	33.8%
COPE	1,727	15.8%
IATSE	29	0.3%
IBEW	1,589	14.5%
PSAC	229	2.1%
RWDSU	206	1.9%
Out of Scope	3,474	31.7%
Total	10,965	100.0%

Appendix AF

Table 32. Trends in Union Membership.

(Page 38)

	<u>% In Scope</u>
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%
2022	68.3%

Appendix AG

Table 33. Union Membership by Crown Corporation.

(Page 39)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC	STC
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%	...
2022	0.0%	74.2%	62.7%	66.3%	69.8%	...	65.6%	73.7%	...

Appendix AH

Table 34. Comparison of Union Membership.

(Page 40)

	Saskatchewan	Crown Corporations
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%
2022	30.8%	68.3%

Appendix AI

Table 35. Workplace Location, 2022.

(Page 41)

	Count	Per cent
Regina	6,338	57.8%
Saskatoon	1,777	16.2%
Prince Albert	226	2.1%
Moose Jaw	299	2.7%
Estevan	476	4.3%
Other Cities	847	7.7%
North	183	1.7%
Out of Province	251	2.3%
Other Saskatchewan	568	5.2%
Total	10,965	100.0%

Appendix AJ

Table 36. Workplace Location by Crown Corporation, 2022.

(Page 43)

	In Regina or Saskatoon
CIC	100.0%
SaskTel	85.9%
SaskPower	60.6%
SaskEnergy	72.5%
SGI	76.7%
SaskWater	26.0%
SGC	86.0%
All Crowns	74.0%

Appendix AK

Table 37. Occupation and Skill Level of Employees.

(Page 45)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2022	19.9%	21.7%	46.3%	10.6%	1.5%

Appendix AL

Table 38. Occupation and Skill Level of Employees by Crown Corporation, 2022. (Page 46)

	A: Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	43.4%	39.6%	11.3%	5.7%	0.0%
SaskTel	19.1%	26.7%	49.6%	4.3%	0.3%
SaskPower	26.0%	18.9%	44.6%	9.0%	1.5%
SaskEnergy	17.9%	30.5%	40.7%	10.2%	0.7%
SGI	15.4%	19.4%	53.3%	11.4%	0.4%
SaskWater	19.2%	17.7%	62.3%	0.8%	0.0%
SGC	8.7%	6.1%	22.0%	49.3%	13.9%
All Crowns	19.9%	21.7%	46.3%	10.6%	1.5%

Appendix AM

Table 39. Age and Tenure by Occupation and Skill Level, 2022.

(Page 47)

	Average Age	Average Tenure (Years)
0: Managerial	46.2	14.4
A: Professional	42.7	11.8
B: Technical & Supervisory	43.1	13.2
C: Intermediate	44.8	12.9
D: Labour & Elemental	46.0	11.7
All Permanent Staff	43.8	13.1

Appendix AN

Table 40. Occupation and Skill Level of Employees Who Identify as Non-Binary or Women.

(Page 48)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
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%
2022	39.0%	49.0%	31.3%	55.6%	45.5%

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
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%
2022	6.6%	7.3%	11.5%	21.7%	29.2%

Appendix AP

Table 42. Occupation and Skill Level of Permanent and Non-Permanent Employees Who

Identify as Indigenous, 2022.

(Page 50)

	Count	Per cent
0: Managerial	132	11.1%
A: Professional	166	14.0%
B: Technical & Supervisory	581	49.0%
C: Intermediate	261	22.0%
D: Labour & Elemental	46	3.9%
All Permanent and Non-Permanent Staff	1,186	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
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%
2022	10.1%	22.1%	11.1%	15.0%	14.9%

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
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%
2022	5.3%	4.8%	5.0%	7.6%	6.5%

Appendix AS

Table 45. New Hires by Skill Level and Occupation, 2022.

(Page 53)

	Count	Per cent
0: Managerial	131	17.3%
A: Professional	246	32.5%
B: Technical & Supervisory	266	35.1%
C: Intermediate	107	14.1%
D: Labour & Elemental	8	1.1%
Total	758	100.1%

Appendix AT

Table 46. Occupation and TEER Category of Employees by Crown Corporation, 2022.

(Page 55)

	TEER 0	TEER 1	TEER 2	TEER 3	TEER 4	TEER 5
CIC	28.3%	43.4%	9.4%	13.2%	5.7%	0.0%
SaskTel	18.3%	24.5%	49.8%	0.5%	6.5%	0.4%
SaskPower	25.2%	13.1%	44.7%	1.4%	14.1%	1.6%
SaskEnergy	15.6%	16.6%	38.6%	6.4%	20.9%	1.1%
SGI	11.4%	18.3%	46.3%	9.6%	14.2%	0.2%
SaskWater	19.2%	14.6%	61.5%	3.1%	1.5%	0.0%
SGC	6.1%	3.5%	17.5%	6.5%	43.6%	22.7%
All Crowns	18.0%	17.4%	44.3%	4.0%	14.3%	2.1%

Appendix AU

Table 47. Age and Tenure by Occupation and TEER Category, 2022.

(Page 56)

	Average Age	Average Tenure (Years)
TEER 0	46.3	14.8
TEER 1	42.9	12.1
TEER 2	43.0	13.4
TEER 3	43.2	9.6
TEER 4	44.4	12.3
TEER 5	45.0	11.4
All Permanent Staff	43.8	13.1

Appendix A V

Table 48. Occupation and TEER Category of Permanent and Non-Permanent Employees Who Identify as Indigenous, 2022. (Page 57)

	Count	Per cent
TEER 0	114	9.6%
TEER 1	94	7.9%
TEER 2	535	45.1%
TEER 3	55	4.6%
TEER 4	311	26.2%
TEER 5	77	6.5%
All Permanent and Non-Permanent Staff	1,186	100.0%

Appendix A W

Table 49. New Hires by TEER Category and Occupation, 2022.

(Page 58)

	Count	Per cent
TEER 0	106	14.0%
TEER 1	205	27.1%
TEER 2	237	31.3%
TEER 3	51	6.7%
TEER 4	145	19.2%
TEER 5	13	1.7%
Total	757	100.0%

Appendix AX

Table 50. Departures by Reason.

(Page 60)

	2007	2008	2009	2010	2011	2012
Take other employment	57	89	36	74	77	77
Resignation	257	339	273	273	244	297
Dismissal/Layoff	82	97	99	81	96	85
Personal Reasons	17	31	11	11	13	11
Moved	7	11	7	3	5	5
Death	13	14	19	16	17	13
Other	65	27	22	24	23	19
Non-Retirement Subtotal	498	608	467	482	453	507
Retirement	185	161	167	248	275	304
Early Retirement	171	129	94	0	0	0
Retirement Subtotal	356	290	261	248	275	304
Grand Total	854	898	728	730	750	811

Table 50. Departures by Reason (continued).

	2013	2014	2015	2016	2017	2018
Take other employment	75	76	66	52	55	61
Resignation	290	310	254	208	229	240
Dismissal/Layoff	140	92	83	84	82	84
Personal Reasons	9	19	16	12	7	16
Moved	3	7	2	7	8	7
Death	18	18	20	14	8	16
Other	13	36	9	15	27	16
Non-Retirement Subtotal	548	558	450	392	416	440
Retirement	277	271	283	289	316	364
Early Retirement	0	0	0	0	0	0
Retirement Subtotal	277	271	283	289	316	364
Grand Total	825	829	733	681	732	804

Table 50. Departures by Reason (continued).

	2019	2020	2021	2022
Take other employment	48	46	153	131
Resignation	248	148	254	326
Dismissal/Layoff	88	67	79	69
Personal Reasons	16	6	24	23
Moved	6	4	3	4
Death	19	22	25	21
Other	7	6	8	7
Non-Retirement Subtotal	432	299	546	581
Retirement	284	275	352	320
Early Retirement	0	0	0	0
Retirement Subtotal	284	275	352	320
Grand Total	716	574	898	901

Appendix A Y

Table 51. Annual Retirement and Non-Retirement Departure Trends.

(Page 61)

	Retirement	Non-Retirement	Total
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
2022	320	581	901

Appendix AZ

Table 52. Reasons for Departure, 2022.

(Page 62)

	Count	Per cent
Death	21	2.3%
Dismissal/Layoff	69	7.7%
Moved	4	0.4%
Take other Employment	131	14.5%
Other/Unknown	7	0.8%
Personal Reasons	23	2.6%
Resignation	326	36.2%
Retirement	320	35.5%
Total	901	100.0%

Appendix BA

Table 53. Turnover Rates by Crown Corporations, 2022.

(Page 63)

	Non-Retirement	Retirement	Total
CIC	9.1%	2.3%	11.4%
SaskTel	2.7%	4.3%	7.0%
SaskPower	4.7%	2.8%	7.5%
SaskEnergy	7.5%	3.6%	11.1%
SGI	6.0%	2.8%	8.8%
SaskWater	3.9%	3.9%	7.9%
SGC	23.5%%	1.7%	25.2%
All Crowns	5.9%	3.2%	9.1%

Appendix BB

Table 54. Changes in Turnover Rates by Crown Corporation.

(Page 64)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC
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%
2022	11.4%	7.0%	7.5%	11.1%	8.8%	...	7.9%	25.2%

Appendix BC

Table 55. Turnover Rates of Permanent Staff, 2022 by Gender.

(Page 65)

	Non-Retirement	Retirement	Total
Women	6.2%	3.8%	10.0%
Men	5.7%	2.9%	8.6%
All Employees	5.9%	3.2%	9.1%

Appendix BD

Table 56. Turnover Rates of Permanent Staff by Age Group, 2022.

(Page 66)

	Non-Retirement	Retirement	Total
Under 30	14.4%	0.0%	14.4%
30 to 44	7.1%	0.0%	7.1%
45 to 54	4.6%	0.8%	5.4%
55 or older	1.4%	14.8%	16.2%
All employees	5.9%	3.2%	9.1%

Appendix BE

Table 57. Turnover Rates by Diversity Groups, 2022.

(Page 67)

	Non-Retirement	Retirement	Total
With a Disability	4.9%	6.4%	11.3%
Members of a Visible Minority	12.1%	1.0%	13.1%
Indigenous Identity	8.9%	1.5%	10.4%
All employees	5.9%	3.2%	9.1%

Appendix BF

Table 58. Turnover Rates by Tenure, 2022.

(Page 68)

	Non-Retirement	Retirement	Total
Less than 5 years	15.4%	0.2%	15.6%
5 to 9 years	6.2%	0.8%	7.0%
10 to 19 years	2.7%	1.2%	3.9%
20 or more years	1.3%	10.0%	11.3%
All employees	5.9%	3.2%	9.1%

Appendix BG

Table 59. Turnover Rates by Union Membership, 2022.

(Page 69)

	Non-Retirement	Retirement	Total
Out of Scope	7.5%	2.9%	10.4%
In Scope	5.1%	3.4%	8.5%
All Employees	5.9%	3.2%	9.1%

Appendix BH

Table 60. Average Age at Retirement.

(Page 70)

	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	
2022	61.4	

Appendix BI

Table 61. Age at Retirement, 2020 to 2022 Average.

(Page 71)

	Count
50	16
51	9
52	15
53	19
54	11
55	16
56	37
57	34
58	60
59	83
60	109
61	71
62	65
63	71
64	49
65	131
66	53
67	35
68+	63

Appendix BJ

Table 62. Comparison with Canada, Average Age at Retirement.

(Page 72)

	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
2022	64.7	62.7	61.4