



# Memorandum

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**TO:** Senate

**FROM:** Professor Angela Campbell, Associate Provost (Equity & Academic Policies)

**SUBJECT:** Biennial Report on Employment Equity

**DATE:** May 12, 2021

**DOCUMENT #:** D20-60

**ACTION REQUIRED:**  INFORMATION     APPROVAL/DECISION

<b>ISSUE</b>	Presentation and discussion of employment equity data and employment equity initiatives at McGill.
<b>BACKGROUND &amp; RATIONALE</b>	<p>McGill's <a href="#">Employment Equity Policy</a> states:</p> <p>[T]he University will ensure the implementation of this Policy by: [...]</p> <ul style="list-style-type: none"> <li>reporting to Senate every two years on the status of employment equity in the various sectors of the workforce.</li> </ul> <p>This Report is submitted in fulfillment of this requirement. The Report further informs Senate of related initiatives, and invites reflection on ways forward in relation to this crucial issue.</p>
<b>PRIOR CONSULTATION</b>	n/a
<b>SUSTAINABILITY CONSIDERATIONS</b>	n/a
<b>IMPACT OF DECISION AND NEXT STEPS</b>	<ul style="list-style-type: none"> <li>Report to the HR Committee of the Board of Governors.</li> <li>Continued and enhanced work on the initiatives set out in this report.</li> </ul>
<b>MOTION OR RESOLUTION FOR APPROVAL</b>	This item is presented for information.
<b>APPENDICES</b>	Appendix A: <i>Employment Equity Biennial Report to Senate</i>



# Employment Equity Biennial Report to Senate

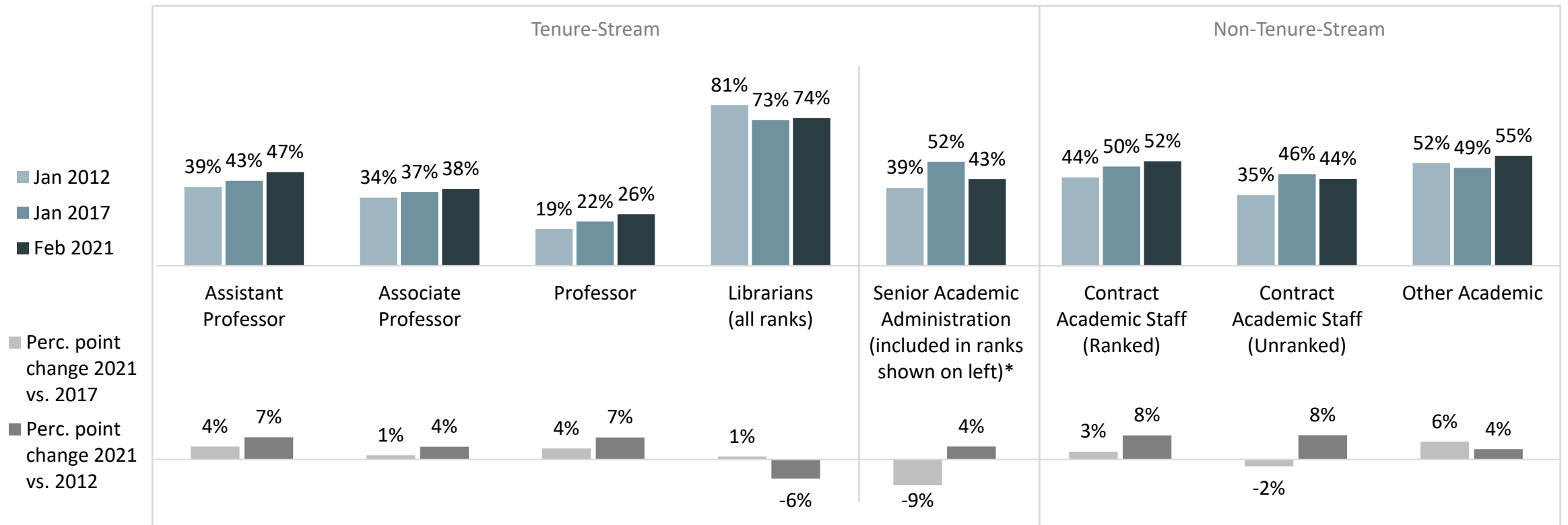
**May 12, 2021**

Professor Angela Campbell  
Associate Provost (Equity and Academic Policies)



# Proportion of Women Among Academic Staff

- ▶ Across all academic employee groups, there has generally been steady growth in the representation of women over the past 10 years.

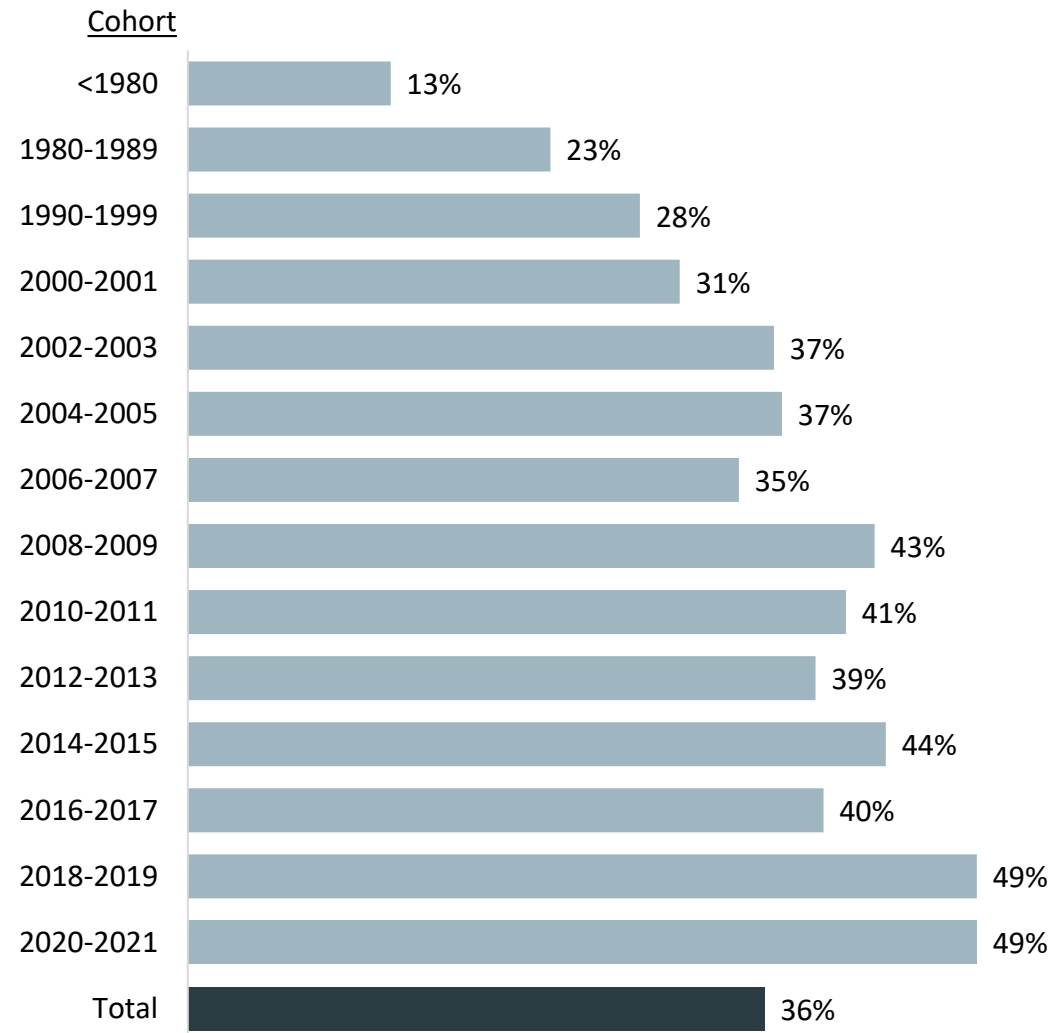


See Table 1 in Appendix for details and data definitions.

\*Senior Academic Administration includes Principal, Provost, Vice Principal, Deputy/Associate Provost, Deputy/Associate Vice Principal, and Dean appointments held by tenure-stream academics.

# Proportion of Women Among Tenure-Stream Academics in 2021

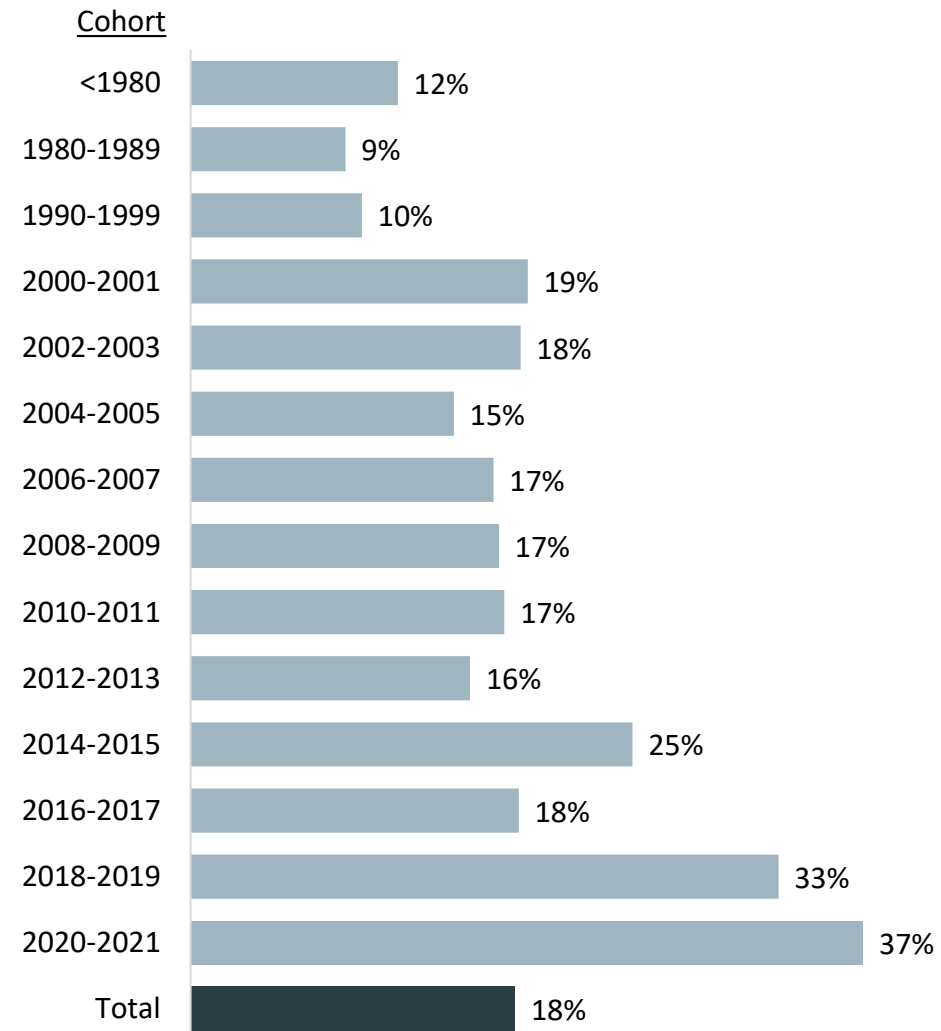
- ▶ The chart on the right shows a snapshot of tenure-stream academics in 2021, by the year of their first tenure-stream appointment at McGill ('cohort'). Percentages represent the proportion of women within each cohort.
- ▶ The proportion of women in recent cohorts is considerably higher than that in earlier cohorts; i.e., recent hires are more likely to be women than previously.



See Table 5a in Appendix for details and data definitions.

# Proportion of Racialized Persons Among Tenure-Stream Academics in 2021

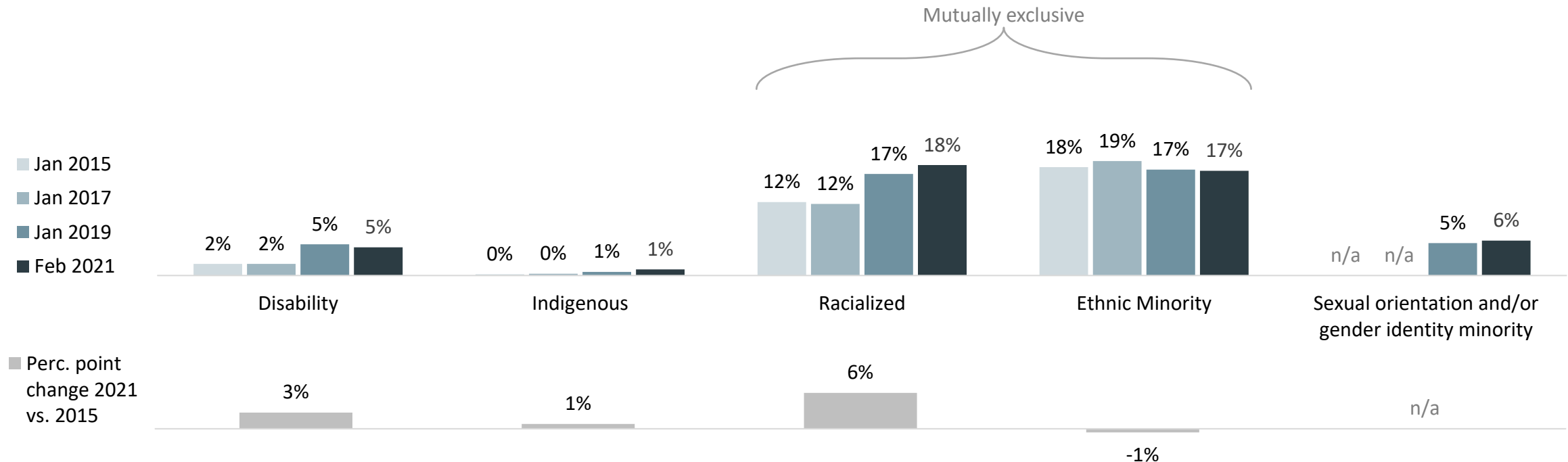
- ▶ The chart on the right shows a snapshot of tenure-stream academics in 2021, by the year of their first tenure-stream appointment at McGill ('cohort'). Only those who responded to the employment equity survey are included. Percentages represent the proportion of those who self-identify as racialized.
- ▶ Generally speaking, the proportion of racialized persons in recent cohorts is considerably higher than that in earlier cohorts; i.e., recent hires are more likely to identify as racialized than previously.



See Table 5b in Appendix for details and data definitions.

# Representation of Designated Equity Groups Among Tenure-Stream Academics

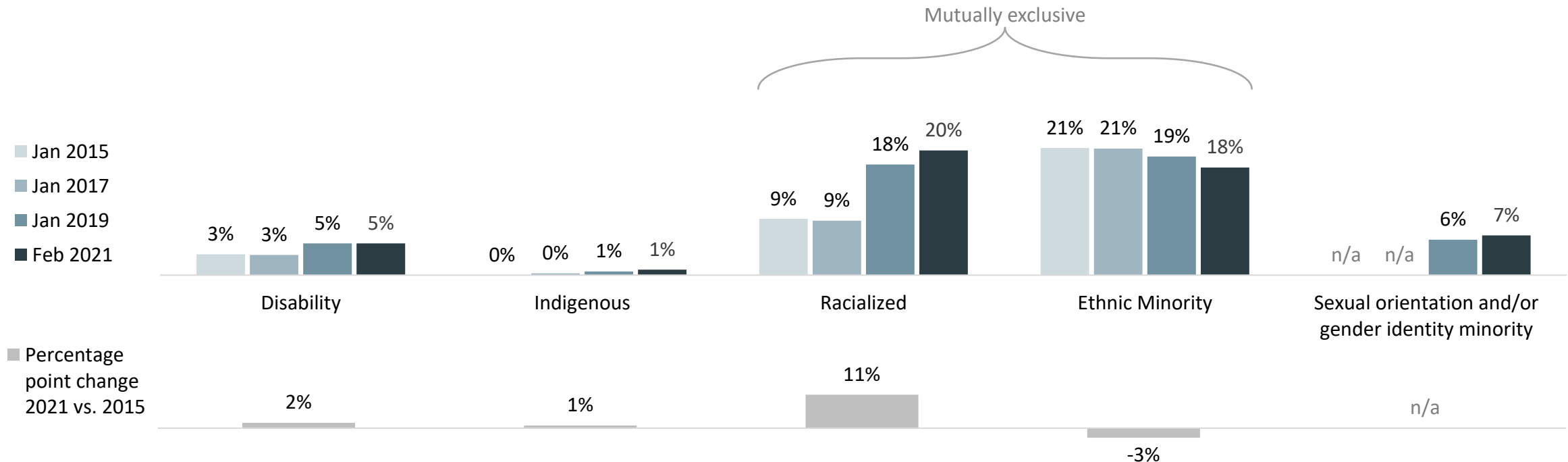
- ▶ Among tenure-stream academics who responded to the employment equity survey, there has been general growth in the representation of persons who self-identify as having a disability or as racialized.
- ▶ Much work remains to be done in regard to increasing Indigenous representation among our academic staff, both CAS and tenure stream.



“n/a”: Not applicable; question not asked in Employment Equity Survey prior to August 2017. See Table 3a in Appendix for details and data definitions.

# Representation of Designated Equity Groups Among Ranked CAS

- ▶ Among ranked contract academic staff who responded to the employment equity survey, the representation of those self-identifying as racialized has more than doubled since 2015.
- ▶ The representation of other groups envisaged by our Employment Equity Policy among ranked contract academic staff has also increased.

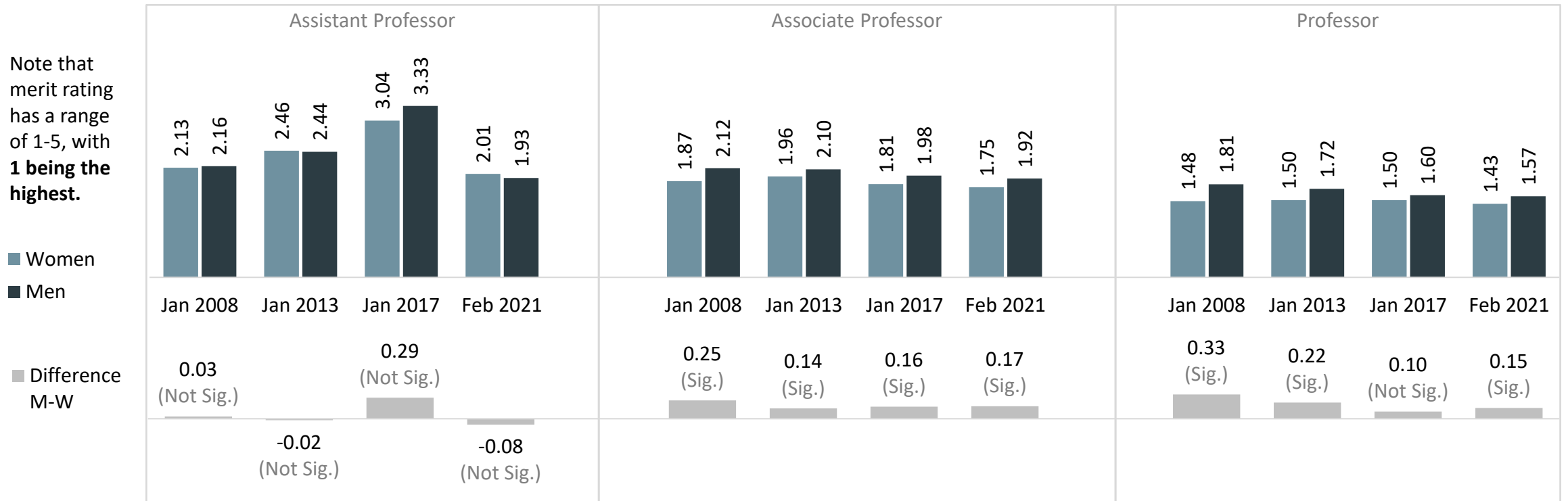


“n/a”: Not applicable; question not asked in Employment Equity Survey prior to August 2017. See Table 3a in Appendix for details and data definitions.



# Mean Merit Rating (5-Yr Average) Among Tenure-Stream Professors

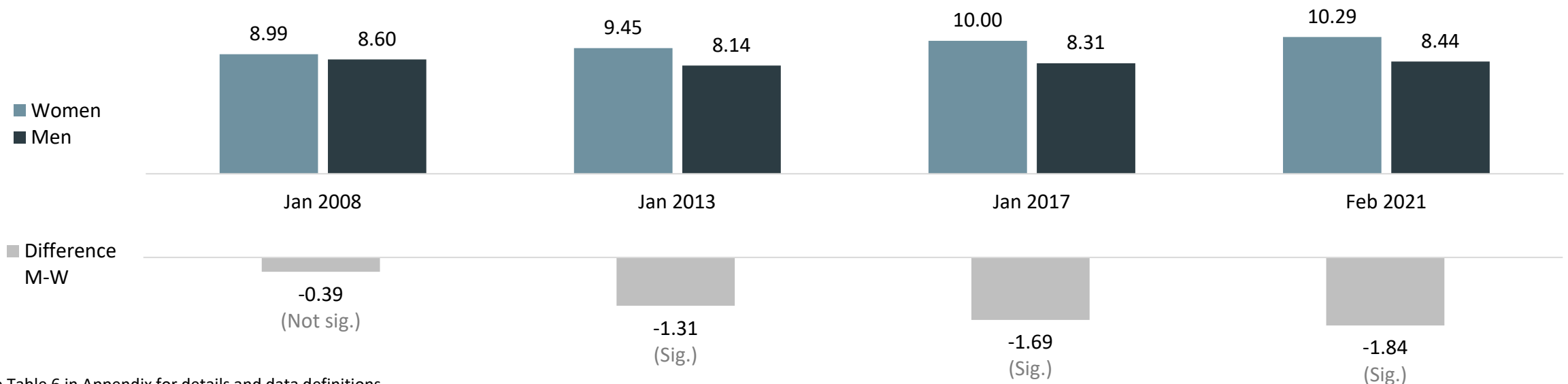
- ▶ The chart below shows tenure-stream professors' merit evaluations, averaged over five years, comparing outcomes for women and men.
- ▶ In 2021, the mean merit evaluation of women is more favorable for Associate and Full Professors (in merit ratings, 1 is high and 5 is low). This difference is statistically significant ( $p < .05$ ).



See Table 7 in Appendix for details and data definitions.  
 Mean merit ratings are t-tested; significance ( $Pr > |t|$ ) tested at .05 level.

# Mean Years Between Start as Associate and Start as Full Professor

- ▶ The chart below compares the mean years between starting as Associate Professor and the start of an appointment as Full Professor, for women and men.
- ▶ In 2021, it took women close to 2 years longer to reach the rank of Full Professor compared to men, a statistically significant difference ( $p < .05$ ).
- ▶ The mean time to promotion for women has gradually and consistently increased over the years (detailed trend can be found in Table 6 in the Appendix), to 1.3 years longer than 13 years ago. The mean time to promotion for men, on the other hand, has remained relatively stable over time.



See Table 6 in Appendix for details and data definitions.

Mean years between start as Associate and start as Full Professor are t-tested; significance ( $Pr > |t|$ ) tested at .05 level.

# Employment Equity Initiatives 2019 to Present

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Focus on increasing representation, retention and recognition of designated group members in the tenure stream, using a range of measures including:

- ▶ Equity and anti-racism training and ongoing dialogue with Senior Leaders, Deans, and Chairs and across all Departments and units
- ▶ Strategic hiring initiatives in Indigenous Studies and Indigenous Education and Black and African Diasporic Studies
- ▶ Ongoing mandatory employment equity training for members of academic search committees; individual advising for search committee chairs/members as needed
- ▶ Robust and ongoing support to Departments and Faculties with a focus on creating climates in which colleagues can thrive, advance, and achieve recognition
- ▶ Exit surveys for faculty launched in summer 2019 for more effective means of tracking retention of designated group members (low response rate, more work needed to improve process)
- ▶ Summer 2021 launch of [Provost's Faculty Mentorship Network](#), designed to supplement local initiatives for tenure track professors

# Employment Equity Initiatives 2019 to Present

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Successfully moving towards meeting University targets and commitments, including:

- ▶ **Strategic Academic Plan 2017-2022:**
  - ▶ Target: 20% representation of tenured and tenure track persons with disabilities, Indigenous persons, and racialized persons by 2022
    - ▶ From 12% representation in 2015 to 19% currently; on track to achieve the target by 2022
  - ▶ Target: 25% representation of women with full professorship by 2022
    - ▶ In 2017 the representation was 20.5%, the target of 25% was surpassed in 2019, and currently the representation is 26%
- ▶ **Provost's Task Force on Indigenous Studies and Indigenous Education (2017)**
  - ▶ Target of 35 Indigenous tenure-track or tenured professors for appointment by 2032
    - ▶ There are currently 15 Indigenous professors at McGill, up from 7 in 2019
- ▶ **Action Plan to Address Anti-Black Racism (2020)**
  - ▶ Target of 40 Black tenure-track or tenured professors by 2025, and 85 by 2032
    - ▶ There are currently 13 Black professors, up from 8 in 2019. This increase is accompanied by 18 tenure-track licenses issued since December 2020 as part of a multi-year interdisciplinary initiative designed to strengthen and support research innovation and excellence in African and Black Studies at McGill, while simultaneously addressing the under-representation of Black faculty in the tenure stream.

# Employment Equity Initiatives 2019 to Present

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Ensuring alignment and meaningful reach and impact of employment equity measures for Support and Admin Staff by collaborating with Human Resources

- ▶ Launch of HR Working Group to Address Anti-Black Racism in Spring 2021
- ▶ Modified MPEX Annual Compensation Review as it relates to merit assessment of employees returning from leave
- ▶ Promoting awareness and celebratory campaigns on the Careers website and in HR staff email signatures, including Black History Month, Canada's Mental Health Week, Women's Day, International Racial Discrimination Day, Semaine Québécoise des personnes handicapées, and Présence Autochtone
- ▶ The integration of the applicant equity survey into WorkDay for a more robust implementation of corrective employment equity measures during hiring, in line with McGill's commitments to the CDPDJ and under the *Act Respecting Equity Access to Employment in Public Bodies*
- ▶ Employment Equity Community of Practice for HR Professionals, re-launched after hiatus in April 2020
  - ▶ Monthly meetings of 15 – 20 members across all Faculties
  - ▶ Building employment equity awareness and capacity by reviewing McGill employment equity-related policies and discussing topics such as equitable hiring, Indigenous inclusion, accommodations for staff with disabilities, equity complaints and dealing with pushback from managers on EDI initiatives

# Employment Equity Initiatives 2019 to Present

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Enhancing and communicating resources available to support employees with disabilities

- ▶ In accordance with the Strategic EDI Plan, the position of [Accessibility Advisor](#) was created in 2019. This position promotes accessibility for all employees
  - ▶ Initiatives include community-building for employees with disabilities through informal Tea Times, a digital Employee Resource Group, and regular speaker series on topics of disability/accessibility such as thriving in the workplace with ADHD
  - ▶ IT Accessibility Working Group launched in Fall 2020
  - ▶ Regular communications aimed at decreasing barriers and increasing satisfaction and retention of staff with disabilities have been developed and deployed, including: Webinar on Accessibility, COVID-19 and Returning to Campus; Accessibility Toolkit and Resources; Responding to Disclosures of Disability; Mental Health and Chronic Illness; IT accessibility resources
  - ▶ [Central Accommodation Fund](#) designed to streamline the process of accessing central funding for workplace accommodations was launched in 2020
- ▶ Advising on accessing accommodations is regularly offered to academic staff and support and admin staff

# Employment Equity Initiatives 2019 to Present

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Increasing representativeness and retention of employees from Designated Groups by enhancing community connections, equity training and advising

- ▶ Equity training extended to hiring managers via workshops offered via Organizational Development; department and faculty-specific advising also offered and provided as needed
- ▶ Planned Launch of Employment Equity Community of Practice for Managers, facilitated by Employment Equity Advisor, in Summer 2021
- ▶ Workshop topics offered by Equity Team include, among others, accommodating employees with disabilities, managing challenging conversations in the workplace, gender diversity and inclusive language, working in diverse teams, mentoring relationships with a focus on equity, applying an EDI lens to the research team, and equity first responders
  - ▶ Anonymous feedback forms collected after each workshop; responses overwhelmingly positive and
- ▶ Job postings are disseminated among BIPOC community groups in the Montreal area by Employment Equity Advisor
- ▶ Building and maintaining connections with community organizations which serve members of Designated Groups

# Employment Equity Initiatives 2019 to Present

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Leadership appointments:

- ▶ Executive search underway: Associate Provost, Indigenous Initiatives
- ▶ Appointment of Provost's Academic Lead and Advisor (PALA), Anti-Black Racism Action Plan

Supporting retention of racialized and Black employees

- ▶ In accordance with the [ABR Action Plan](#), the position of [Program Manager: Anti-Black Racism Action Plan](#) was created in 2021 in order to oversee the fulfilment of all commitments set out in the Action Plan, including the workforce commitments to increase representation, career opportunities, and support of Black academic and administrative and support staff
- ▶ In accordance with the Strategic EDI Plan and the ABR Action Plan, increased capacity to support staff education on anti-Black racism and community-building among Black staff is made possible with the creation of the role of [Senior Advisor: Anti-Racism and Equity Education](#) in January 2021
  - ▶ Mandate includes leading consultations with racialized, and especially Black, faculty and staff, supporting the retention of racialized and Black faculty and staff through community events and anti-racism trainings, and creating and maintaining community outreach
  - ▶ Collaborates with the JBSCE Subcommittee on Racialized and Ethnic Persons



# Employment Equity Initiatives 2019 to Present

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Government reporting on McGill's workforce

- ▶ Successfully reporting to the *Commission des droits de la personne et des droits de la jeunesse* (CDPDJ) in Fall 2020, pursuant to the *Act Respecting Equity Access to Employment in Public Bodies*
  - ▶ An analysis of the workforce revealed that increased efforts are especially required for hiring and retaining racialized persons/visible minorities, particularly within the "professional" category which includes M-level staff and academic staff.
- ▶ Reporting under the Federal Contractors Program will begin in 2021, pursuant to the *Employment Equity Act*

# Appendix: Detailed Tables

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# Table 1. Proportion of Women by Employment Classification

**Notes:**

(1) Counts are as at January/February of respective year.

(2) Emeritus and post-retirement appointments are excluded.

(3) Student positions are excluded.

(4) Staff on leave are included.

(5) "Senior Academic Administration" includes Principal, Provost, Vice Principal, Deputy/Associate Provost, Deputy/Associate Vice Principal, and Dean appointments held by tenure-stream academics.

(6) "Other" under the "Other Academic" header includes Assistant Professor Special Category, Academic Program Director, Medical Director, and other similar positions.

	Jan 2012			Jan 2017			Jan 2018			Jan 2019			Jan 2020			Feb 2021			Evolution	
	Total	Women	%	Total	Women	%	Total	Women	%	Total	Women	%	Total	Women	%	Total	Women	%	Δ perc. points	
			Women			Women			Women			Women			Women			Women	Women	5-year
<b>Tenure-stream</b>																				
Professor	600	111	19%	685	152	22%	704	164	23%	722	179	25%	734	182	25%	742	192	26%	4%	7%
Associate Professor	687	235	34%	696	258	37%	672	254	38%	662	251	38%	666	249	37%	673	259	38%	1%	4%
Assistant Professor	342	135	39%	291	124	43%	307	131	43%	327	145	44%	333	158	47%	328	154	47%	4%	7%
Librarian	2	2	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	4	1	25%	-75%	-75%
Associate Librarian	26	19	73%	37	26	70%	38	27	71%	36	25	69%	37	25	68%	35	26	74%	4%	1%
Assistant Librarian	34	29	85%	18	14	78%	21	15	71%	27	22	81%	25	18	72%	23	19	83%	5%	-3%
<b>Total tenure-stream:</b>	<b>1,691</b>	<b>531</b>	<b>31%</b>	<b>1,728</b>	<b>575</b>	<b>33%</b>	<b>1,743</b>	<b>592</b>	<b>34%</b>	<b>1,775</b>	<b>623</b>	<b>35%</b>	<b>1,796</b>	<b>633</b>	<b>35%</b>	<b>1,805</b>	<b>651</b>	<b>36%</b>	<b>3%</b>	<b>5%</b>
Senior Academic Administration - included above <sup>(5)</sup>	23	9	39%	23	12	52%	22	12	55%	22	11	50%	22	11	50%	23	10	43%	-9%	4%
<b>Contract Academic Staff</b>																				
<b>Ranked:</b>																				
Professor	19	6	32%	11	3	27%	13	4	31%	19	7	37%	30	9	30%	11	5	45%	18%	14%
Associate Professor	137	42	31%	119	45	38%	121	44	36%	140	53	38%	141	58	41%	144	51	35%	-2%	5%
Assistant Professor	428	168	39%	437	187	43%	462	208	45%	446	192	43%	431	196	45%	432	204	47%	4%	8%
Senior Faculty Lecturer	0	0	0%	12	7	58%	20	13	65%	21	13	62%	27	14	52%	30	17	57%	-2%	57%
Faculty Lecturer	931	506	54%	1,262	748	59%	1,292	780	780%	1,374	831	60%	1,440	876	61%	1,513	917	61%	1%	6%
Assistant Librarian	6	5	83%	6	5	83%	3	3	100%	3	3	100%	4	4	100%	4	4	100%	17%	17%
GFT(H) - all ranks	1,124	447	40%	1,310	578	44%	1,353	611	45%	1,386	639	46%	1,431	663	46%	1,452	683	47%	3%	7%
<b>Subtotal:</b>	<b>2,645</b>	<b>1,174</b>	<b>44%</b>	<b>3,157</b>	<b>1,573</b>	<b>50%</b>	<b>3,264</b>	<b>1,663</b>	<b>51%</b>	<b>3,389</b>	<b>1,738</b>	<b>51%</b>	<b>3,504</b>	<b>1,820</b>	<b>52%</b>	<b>3,586</b>	<b>1,881</b>	<b>52%</b>	<b>3%</b>	<b>8%</b>
<b>Unranked</b>																				
	861	305	35%	1,023	470	46%	1,132	541	48%	1,104	518	47%	983	441	45%	1,005	438	44%	-2%	8%
<b>Total CAS:</b>	<b>3,506</b>	<b>1,479</b>	<b>42%</b>	<b>4,180</b>	<b>2,043</b>	<b>49%</b>	<b>4,396</b>	<b>2,204</b>	<b>50%</b>	<b>4,493</b>	<b>2,256</b>	<b>50%</b>	<b>4,487</b>	<b>2,261</b>	<b>50%</b>	<b>4,591</b>	<b>2,319</b>	<b>51%</b>	<b>2%</b>	<b>8%</b>
<b>Other Academic</b>																				
Research Assistants/Associates	475	250	53%	449	239	53%	469	243	52%	474	265	56%	497	278	56%	687	405	59%	6%	6%
Course Lecturer/Instructor	729	384	53%	680	315	46%	800	385	48%	760	396	52%	795	401	50%	727	376	52%	5%	-1%
Visiting	76	27	36%	139	46	33%	143	59	41%	124	41	33%	122	43	35%	28	16	57%	24%	22%
Other <sup>(6)</sup>	22	11	50%	98	71	72%	42	18	43%	50	22	44%	67	36	54%	4	0	0%	-72%	-50%
<b>Subtotal academic:</b>	<b>6,499</b>	<b>2,682</b>	<b>41%</b>	<b>7,274</b>	<b>3,289</b>	<b>45%</b>	<b>7,593</b>	<b>3,501</b>	<b>46%</b>	<b>7,676</b>	<b>3,603</b>	<b>47%</b>	<b>7,764</b>	<b>3,652</b>	<b>47%</b>	<b>7,842</b>	<b>3,767</b>	<b>48%</b>	<b>3%</b>	<b>7%</b>
<b>Administrative and Support</b>																				
Clerical	963	874	91%	896	798	89%	924	813	88%	947	826	87%	952	831	87%	858	750	87%	-2%	-3%
Executive	17	7	41%	16	11	69%	16	9	56%	18	11	61%	22	12	55%	23	12	52%	-17%	11%
Library Assistant	119	84	71%	77	53	69%	76	52	68%	76	55	72%	71	54	76%	64	49	77%	8%	6%
Management/Professional	1,629	1,030	63%	1,933	1,268	66%	2,147	1,418	66%	2,287	1,510	66%	2,438	1,652	68%	2,517	1,713	68%	2%	5%
Technician	473	230	49%	405	206	51%	409	204	50%	400	199	50%	407	200	49%	394	196	50%	-1%	1%
Trades and services	462	68	15%	451	78	17%	453	82	18%	451	82	18%	441	85	19%	466	96	21%	3%	6%
Other	20	11	55%	20	10	50%	20	9	45%	18	8	44%	16	7	44%	n/a	n/a	n/a	n/a	n/a
<b>Subtotal non-academic:</b>	<b>3,683</b>	<b>2,304</b>	<b>63%</b>	<b>3,798</b>	<b>2,424</b>	<b>64%</b>	<b>4,045</b>	<b>2,587</b>	<b>64%</b>	<b>4,197</b>	<b>2,691</b>	<b>64%</b>	<b>4,347</b>	<b>2,841</b>	<b>65%</b>	<b>4,322</b>	<b>2,816</b>	<b>65%</b>	<b>1%</b>	<b>3%</b>
<b>Total</b>	<b>10,182</b>	<b>4,986</b>	<b>49%</b>	<b>11,072</b>	<b>5,713</b>	<b>52%</b>	<b>11,638</b>	<b>6,088</b>	<b>52%</b>	<b>11,873</b>	<b>6,294</b>	<b>53%</b>	<b>12,111</b>	<b>6,493</b>	<b>54%</b>	<b>12,164</b>	<b>6,583</b>	<b>54%</b>	<b>3%</b>	<b>5%</b>

## Table 2. Employment Equity Survey Data Availability

### Notes:

(1) Percentages shown are not to be interpreted as response rates at that given point in time. Rather, statistics shown are based on January/February staff data from respective year with most recently available Employment Equity survey data appended. Survey data from the previous (pre-August 2017) Employment Equity survey are shown for Jan 2017 and earlier; survey data from the current (launched August 2017) Employment Equity survey are shown for Jan 2019 and later.

(2) Emeritus and post-retirement appointments are excluded.

(3) Student positions are excluded.

(4) GFT(H) and unpaid positions are excluded.

(5) Staff on leave are included.

(6) See Table 1 for details on position types included in each category.

		Previous Employment Equity Survey (pre-August 2017)				Current Employment Equity Survey (launched August 2017)			
		Jan 2015		Jan 2017		Jan 2019		Feb 2021	
		Count	%	Count	%	Count	%	Count	%
Tenure-Stream	Responded	1,501	87.4%	1,481	85.7%	1,399	78.8%	1,431	79.3%
	Responded - Opted out	39	2.3%	38	2.2%	44	2.5%	45	2.5%
	Did not respond	177	10.3%	209	12.1%	332	18.7%	329	18.2%
	<b>Sub-total:</b>	<b>1,717</b>	<b>100.0%</b>	<b>1,728</b>	<b>100.0%</b>	<b>1,775</b>	<b>100.0%</b>	<b>1,805</b>	<b>100.0%</b>
Contract Academic Staff - Ranked	Responded	327	77.7%	338	72.4%	310	61.6%	324	58.4%
	Responded - Opted out	5	1.2%	5	1.1%	16	3.2%	18	3.2%
	Did not respond	89	21.1%	124	26.6%	177	35.2%	213	38.4%
	<b>Sub-total:</b>	<b>421</b>	<b>100.0%</b>	<b>467</b>	<b>100.0%</b>	<b>503</b>	<b>100.0%</b>	<b>555</b>	<b>100.0%</b>
Contract Academic Staff - Unranked	Responded	109	75.2%	101	72.1%	106	75.2%	125	66.1%
	Responded - Opted out	2	1.4%	2	1.4%	2	1.4%	3	1.6%
	Did not respond	34	23.4%	37	26.4%	33	23.4%	61	32.3%
	<b>Sub-total:</b>	<b>145</b>	<b>100.0%</b>	<b>140</b>	<b>100.0%</b>	<b>141</b>	<b>100.0%</b>	<b>189</b>	<b>100.0%</b>
Other Academic	Responded	705	56.5%	655	52.6%	650	50.1%	653	46.1%
	Responded - Opted out	27	2.2%	24	1.9%	49	3.8%	35	2.5%
	Did not respond	515	41.3%	566	45.5%	598	46.1%	728	51.4%
	<b>Sub-total:</b>	<b>1,247</b>	<b>100.0%</b>	<b>1,245</b>	<b>100.0%</b>	<b>1,297</b>	<b>100.0%</b>	<b>1,416</b>	<b>100.0%</b>
Administrative and Support	Responded	3,065	84.9%	3,105	81.8%	3,028	72.1%	3,135	72.6%
	Responded - Opted out	99	2.7%	99	2.6%	152	3.6%	161	3.7%
	Did not respond	448	12.4%	594	15.6%	1,017	24.2%	1,023	23.7%
	<b>Sub-total:</b>	<b>3,612</b>	<b>100.0%</b>	<b>3,798</b>	<b>100.0%</b>	<b>4,197</b>	<b>100.0%</b>	<b>4,319</b>	<b>100.0%</b>
<b>Total</b>	Responded	5,707	79.9%	5,680	77.0%	5,493	69.4%	5,668	68.4%
	Responded - Opted out	172	2.4%	168	2.3%	263	3.3%	262	3.2%
	Did not respond	1,263	17.7%	1,530	20.7%	2,157	27.3%	2,354	28.4%
	<b>Total</b>	<b>7,142</b>	<b>100.0%</b>	<b>7,378</b>	<b>100.0%</b>	<b>7,913</b>	<b>100.0%</b>	<b>8,284</b>	<b>100.0%</b>

### Table 3a. Breakdown by Designated Group: Among survey respondents who did not opt out

**Notes:**

\*Question regarding self-identifying as a sexual orientation and/or gender identity minority was only added in the new Employment Equity survey (launched August 2017).

(1) Statistics shown are based on January/February staff data from respective year with most recently available Employment Equity survey data appended. Survey data from the previous (pre-August 2017) Employment Equity survey are shown for Jan 2017 and earlier; survey data from the current (launched August 2017) Employment Equity survey are shown for Jan 2019 and later.

(2) Percentages are based on those who responded to the survey and did not opt out.

(3) Emeritus and post-retirement appointments are excluded.

(4) Student positions are excluded.

(5) GFT(H) and unpaid positions are excluded.

(6) Staff on leave are included.

(7) See Table 1 for details on position types included in each category.

(8) Questions regarding Indigenous and racialized identity were mutually exclusive prior to 2017; as of 2017 individuals can self-identify at both questions, if applicable. Ethnic minority data are shaped to be mutually exclusive from Indigenous/racialized identity; the latter takes precedence.

Designated Group		Previous Employment Equity Survey (pre-August 2017)				Current Employment Equity Survey (launched August 2017)				Evolution
		Jan 2015		Jan 2017		Jan 2019		Feb 2021		Δ perc. points 2021 vs. 2015
		Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	
Tenure-Stream	Disability	28	1.9%	28	1.9%	71	5.1%	66	4.6%	2.7%
	Indigenous	3	0.2%	5	0.3%	8	0.6%	15	1.0%	0.8%
	Racialized	180	12.0%	173	11.7%	232	16.6%	258	18.0%	6.0%
	Ethnic Minority	265	17.7%	277	18.7%	242	17.3%	245	17.1%	-0.6%
	Sexual orientation and/or gender identity minority	*	*	*	*	74	5.3%	82	5.7%	n/a
<b>Sub-total:</b>		<b>1,501</b>	<b>100.0%</b>	<b>1,481</b>	<b>100.0%</b>	<b>1,399</b>	<b>100.0%</b>	<b>1,431</b>	<b>100.0%</b>	
Contract	Disability	11	3.4%	11	3.3%	16	5.2%	17	5.2%	1.8%
Academic Staff -	Indigenous	-	0.0%	1	0.3%	2	0.6%	3	0.9%	0.9%
Ranked	Racialized	30	9.2%	30	8.9%	56	18.1%	66	20.4%	11.2%
	Ethnic Minority	68	20.8%	70	20.7%	60	19.4%	57	17.6%	-3.2%
	Sexual orientation and/or gender identity minority	*	*	*	*	18	5.8%	21	6.5%	n/a
	<b>Sub-total:</b>	<b>327</b>	<b>100.0%</b>	<b>338</b>	<b>100.0%</b>	<b>310</b>	<b>100.0%</b>	<b>324</b>	<b>100.0%</b>	
Contract	Disability	-	0.0%	1	1.0%	4	3.8%	6	4.8%	4.8%
Academic Staff -	Indigenous	2	1.8%	-	0.0%	-	0.0%	-	0.0%	-1.8%
Unranked	Racialized	10	9.2%	10	9.9%	21	19.8%	26	20.8%	11.6%
	Ethnic Minority	22	20.2%	22	21.8%	16	15.1%	20	16.0%	-4.2%
	Sexual orientation and/or gender identity minority	*	*	*	*	6	5.7%	6	4.8%	n/a
	<b>Sub-total:</b>	<b>109</b>	<b>100.0%</b>	<b>101</b>	<b>100.0%</b>	<b>106</b>	<b>100.0%</b>	<b>125</b>	<b>100.0%</b>	
Other	Disability	7	1.0%	7	1.1%	11	1.7%	11	1.7%	0.7%
Academic	Indigenous	2	0.3%	2	0.3%	7	1.1%	6	0.9%	0.6%
	Racialized	101	14.3%	96	14.7%	162	24.9%	184	28.2%	13.9%
	Ethnic Minority	181	25.7%	164	25.0%	101	15.5%	108	16.5%	-9.2%
	Sexual orientation and/or gender identity minority	*	*	*	*	57	8.8%	65	10.0%	n/a
	<b>Sub-total:</b>	<b>705</b>	<b>100.0%</b>	<b>655</b>	<b>100.0%</b>	<b>650</b>	<b>100.0%</b>	<b>653</b>	<b>100.0%</b>	
Administrative and Support	Disability	69	2.3%	68	2.2%	156	5.2%	141	4.5%	2.2%
	Indigenous	12	0.4%	15	0.5%	32	1.1%	29	0.9%	0.5%
	Racialized	424	13.8%	443	14.3%	678	22.4%	740	23.6%	9.8%
	Ethnic Minority	704	23.0%	724	23.3%	532	17.6%	551	17.6%	-5.4%
	Sexual orientation and/or gender identity minority	*	*	*	*	188	6.2%	205	6.5%	n/a
<b>Sub-total:</b>		<b>3,065</b>	<b>100.0%</b>	<b>3,105</b>	<b>100.0%</b>	<b>3,028</b>	<b>100.0%</b>	<b>3,135</b>	<b>100.0%</b>	
<b>Total</b>		<b>5,707</b>	<b>100.0%</b>	<b>5,680</b>	<b>100.0%</b>	<b>5,493</b>	<b>100.0%</b>	<b>5,668</b>	<b>100.0%</b>	

## Table 3b. Detailed Breakdown by Designated Group: Among survey respondents who did not opt out (2021)

### Notes:

(1) Statistics shown are based on February 2021 staff data with most recently available Employment Equity survey data appended. Survey data from the current (launched August 2017) Employment Equity survey are shown.

(2) Percentages are based on those who responded to the survey and did not opt out.

(3) Emeritus and post-retirement appointments are excluded.

(4) Student positions are excluded.

(5) GFT(H) and unpaid positions are excluded.

(6) Staff on leave are included.

(7) See Table 1 for details on position types included in each category.

(8) Ethnic minority data are shaped to be mutually exclusive from Indigenous/ racialized identity; the latter takes precedence.

(9) Detailed categories (except sexual orientation and gender identity) are multi-select, meaning that respondents can self-identify as belonging to more than one (e.g., more than one type of disability).

		February 2021											
		Current Employment Equity Survey (launched August 2017)											
Broad Designated Group	Designated Group - Detailed Categories	Tenure-Stream		CAS - Ranked		CAS - Unranked		Other Academic		Admin and Support		Total (Respondents)	
		Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'
Disability	<b>Disability</b>	<b>66</b>	<b>4.6%</b>	<b>17</b>	<b>5.2%</b>	<b>6</b>	<b>4.8%</b>	<b>11</b>	<b>1.7%</b>	<b>141</b>	<b>4.5%</b>	<b>241</b>	<b>4.3%</b>
	Physical disability	26	1.8%	5	1.5%	1	0.8%	5	0.8%	51	1.6%	88	1.6%
	Invisible disability	35	2.4%	10	3.1%	3	2.4%	6	0.9%	83	2.6%	137	2.4%
	Ongoing medical condition	29	2.0%	8	2.5%	3	2.4%	4	0.6%	68	2.2%	112	2.0%
Indigenous	<b>Indigenous</b>	<b>15</b>	<b>1.0%</b>	<b>3</b>	<b>0.9%</b>	<b>-</b>	<b>0.0%</b>	<b>6</b>	<b>0.9%</b>	<b>29</b>	<b>0.9%</b>	<b>53</b>	<b>0.9%</b>
	First Nations of Canada who are status, treaty, or registered	6	0.4%	2	0.6%	-	0.0%	1	0.2%	10	0.3%	19	0.3%
	First Nations of Canada who are non-status and non-registered	-	0.0%	-	0.0%	-	0.0%	2	0.3%	5	0.2%	7	0.1%
	Inuit	-	0.0%	-	0.0%	-	0.0%	-	0.0%	2	0.1%	2	0.0%
	Métis	6	0.4%	1	0.3%	-	0.0%	3	0.5%	9	0.3%	19	0.3%
	Native Americans from the USA, including status, treaty, or registered, as well as non-status and non-registered	3	0.2%	-	0.0%	-	0.0%	-	0.0%	2	0.1%	5	0.1%
Racialized	<b>Racialized</b>	<b>258</b>	<b>18.0%</b>	<b>66</b>	<b>20.4%</b>	<b>26</b>	<b>20.8%</b>	<b>184</b>	<b>28.2%</b>	<b>740</b>	<b>23.6%</b>	<b>1,274</b>	<b>22.5%</b>
	Arab	24	1.7%	7	2.2%	4	3.2%	21	3.2%	78	2.5%	134	2.4%
	Black	13	0.9%	5	1.5%	2	1.6%	14	2.1%	144	4.6%	178	3.1%
	Chinese	61	4.3%	13	4.0%	8	6.4%	44	6.7%	144	4.6%	270	4.8%
	Filipino	4	0.3%	1	0.3%	-	0.0%	4	0.6%	37	1.2%	46	0.8%
	Japanese	17	1.2%	4	1.2%	-	0.0%	3	0.5%	8	0.3%	32	0.6%
	Korean	19	1.3%	1	0.3%	-	0.0%	5	0.8%	5	0.2%	30	0.5%
	Latin American	20	1.4%	7	2.2%	4	3.2%	37	5.7%	112	3.6%	180	3.2%
	South Asian/ East Indian (e.g., East Indian, Pakistani, Sri Lankan)	59	4.1%	17	5.2%	3	2.4%	22	3.4%	98	3.1%	199	3.5%
	Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai)	11	0.8%	2	0.6%	2	1.6%	5	0.8%	36	1.1%	56	1.0%
	West Asian (e.g., Afghan, Iranian)	22	1.5%	7	2.2%	3	2.4%	20	3.1%	31	1.0%	83	1.5%
	Another racialized identity	13	0.9%	3	0.9%	-	0.0%	14	2.1%	94	3.0%	124	2.2%
Ethnic Minority	<b>Ethnic Minority</b>	<b>245</b>	<b>17.1%</b>	<b>57</b>	<b>17.6%</b>	<b>20</b>	<b>16.0%</b>	<b>108</b>	<b>16.5%</b>	<b>551</b>	<b>17.6%</b>	<b>981</b>	<b>17.3%</b>
Sexual orientation and/or gender identity minority	<b>Sexual orientation and/or gender identity minority</b>	<b>82</b>	<b>5.7%</b>	<b>21</b>	<b>6.5%</b>	<b>6</b>	<b>4.8%</b>	<b>65</b>	<b>10.0%</b>	<b>205</b>	<b>6.5%</b>	<b>379</b>	<b>6.7%</b>
	Bisexual	21	1.5%	5	1.5%	-	0.0%	13	2.0%	60	1.9%	99	1.7%
	Gay	35	2.4%	12	3.7%	3	2.4%	34	5.2%	86	2.7%	170	3.0%
	Lesbian	9	0.6%	-	0.0%	-	0.0%	5	0.8%	26	0.8%	40	0.7%
	Queer	6	0.4%	2	0.6%	2	1.6%	10	1.5%	18	0.6%	38	0.7%
	Another sexual orientation minority	6	0.4%	2	0.6%	1	0.8%	-	0.0%	12	0.4%	21	0.4%
	Gender-variant/Non-binary	5	0.3%	1	0.3%	1	0.8%	6	0.9%	14	0.4%	27	0.5%
	Trans	2	0.1%	-	0.0%	-	0.0%	1	0.2%	3	0.1%	6	0.1%
	Two spirit	1	0.1%	-	0.0%	-	0.0%	-	0.0%	1	0.0%	2	0.0%
	Another gender identity minority	6	0.4%	4	1.2%	-	0.0%	6	0.9%	23	0.7%	39	0.7%
	<b>Total</b>	<b>1,431</b>	<b>100.0%</b>	<b>324</b>	<b>100.0%</b>	<b>125</b>	<b>100.0%</b>	<b>653</b>	<b>100.0%</b>	<b>3,135</b>	<b>100.0%</b>	<b>5,668</b>	<b>100.0%</b>

**Table 4a. Proportion of Women Tenure-Stream Academics by Faculty (2021)**

**Notes:**

(1) Statistics shown are based on February 2021 staff data.

(2) Gender data are drawn from Workday.

(3) Only tenure-stream academics are shown.

(4) Staff on leave are included.

Faculty	February 2021			
	Workday data			
	Woman		Total	
	Count	%	Count	%
Desautels Faculty Management	24	28.9%	83	100.0%
Faculty of Agric Environ Sci	32	33.7%	95	100.0%
Faculty of Arts	144	44.0%	327	100.0%
Faculty of Dentistry	10	47.6%	21	100.0%
Faculty of Education	43	57.3%	75	100.0%
Faculty of Engineering	36	22.1%	163	100.0%
Faculty of Law	21	47.7%	44	100.0%
Faculty of Medicine & Hlth Sci	200	34.1%	586	100.0%
Faculty of Science	80	27.9%	287	100.0%
McGill University Libraries	46	74.2%	62	100.0%
Schulich School of Music	15	24.2%	62	100.0%
<b>Grand Total</b>	<b>651</b>	<b>36.1%</b>	<b>1,805</b>	<b>100.0%</b>



## Table 4b. Breakdown of Tenure-Stream Academics by Designated Group and Faculty (2021)

**Notes:**

(1) Statistics shown are based on February 2021 staff data with most recently available Employment Equity survey data appended. Survey data from the current (launched August 2017) Employment Equity survey are shown.

(2) Percentages are based on all tenure-stream academics, including those who did not respond to the current EE survey. For reference, of 1,805 tenure-stream academics in February 2021, 1,431 responded and did not opt out of the survey (79.3%).

(3) Only tenure-stream academics are shown.

(4) Staff on leave are included.

(5) Ethnic minority data are shaped to be mutually exclusive from Indigenous/racialized identity; the latter takes precedence.

(6) Disability data for Faculty of Dentistry have been omitted due to the small size of the cohort.

February 2021												
Current Employment Equity Survey (launched August 2017)												
Faculty	Disability		Indigenous		Racialized		Ethnic Minority		Sexual orientation and/or gender identity minority		Total	
	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count 'Yes'	% 'Yes'	Count	%
Desautels Faculty Management	1	1.2%	-	0.0%	24	28.9%	12	14.5%	2	2.4%	83	100.0%
Faculty of Agric Environ Sci	1	1.1%	2	2.1%	16	16.8%	8	8.4%	1	1.1%	95	100.0%
Faculty of Arts	18	5.5%	6	1.8%	42	12.8%	43	13.1%	26	8.0%	327	100.0%
Faculty of Dentistry		*	-	0.0%	4	19.0%	6	28.6%	-	0.0%	21	100.0%
Faculty of Education	7	9.3%	2	2.7%	10	13.3%	5	6.7%	10	13.3%	75	100.0%
Faculty of Engineering	6	3.7%	-	0.0%	41	25.2%	27	16.6%	3	1.8%	163	100.0%
Faculty of Law	2	4.5%	2	4.5%	6	13.6%	6	13.6%	4	9.1%	44	100.0%
Faculty of Medicine & Hlth Sci	8	1.4%	1	0.2%	65	11.1%	92	15.7%	14	2.4%	586	100.0%
Faculty of Science	11	3.8%	2	0.7%	38	13.2%	37	12.9%	8	2.8%	287	100.0%
McGill University Libraries	6	9.7%	-	0.0%	6	9.7%	4	6.5%	7	11.3%	62	100.0%
Schulich School of Music	4	6.5%	-	0.0%	6	9.7%	5	8.1%	7	11.3%	62	100.0%
<b>Total</b>	<b>66</b>	<b>3.7%</b>	<b>15</b>	<b>0.8%</b>	<b>258</b>	<b>14.3%</b>	<b>245</b>	<b>13.6%</b>	<b>82</b>	<b>4.5%</b>	<b>1,805</b>	<b>100.0%</b>

## Table 5a. Proportion of Women Among Tenure-Stream Academics, by Cohort (2021)

**Notes:**

(1) Statistics shown are based on February 2021 staff data.

(2) Gender data are drawn from Workday.

(3) Population shown is tenure-stream academics.

(4) Staff on leave are included.

(5) Year of first tenure-stream ranked position at McGill; larger groupings are used until 2000, after which groups of 2 years are used.

February 2021				
Cohort (Year of first ranked position)	Workday data			
	Woman		Total	
	Count	%	Count	%
<1980	9	12.7%	71	100.0%
1980-1989	37	22.7%	163	100.0%
1990-1999	69	28.3%	244	100.0%
2000-2001	37	30.8%	120	100.0%
2002-2003	54	36.7%	147	100.0%
2004-2005	45	37.2%	121	100.0%
2006-2007	41	34.5%	119	100.0%
2008-2009	43	43.0%	100	100.0%
2010-2011	47	41.2%	114	100.0%
2012-2013	46	39.3%	117	100.0%
2014-2015	52	43.7%	119	100.0%
2016-2017	49	39.8%	123	100.0%
2018-2019	78	49.4%	158	100.0%
2020-2021	44	49.4%	89	100.0%
<b>Total</b>	<b>651</b>	<b>36.1%</b>	<b>1,805</b>	<b>100.0%</b>

## Table 5b. Breakdown of Tenure-Stream Academics by Designated Group, by Cohort (2021):

Among survey respondents who did not opt out

### Notes:

(1) Statistics shown are based on February 2021 staff data with most recently available Employment Equity survey data appended. Survey data from the current (launched August 2017) Employment Equity survey are shown.

(2) Percentages are based on those who responded to the survey and did not opt out. Of 1,805 tenure-stream academics in February 2021, 1,431 responded and did not opt out of the current EE survey (79.3%).

(3) Population shown is tenure-stream academics.

(4) Staff on leave are included.

(5) Year of first tenure-stream ranked position at McGill; larger groupings are used until 2000, after which groups of 2 years are used.

(6) Ethnic minority data are shaped to be mutually exclusive from Indigenous/racialized identity; the latter takes precedence.

February 2021												
Current Employment Equity Survey (launched August 2017)												
Cohort (Year of first ranked position)	Disability		Indigenous		Racialized		Ethnic Minority		Sexual orientation and/or gender identity minority		Total (Respondents)	
	Count	'Yes' %	Count	'Yes' %	Count	'Yes' %	Count	'Yes' %	Count	'Yes' %	Count	%
<1980	2	3.8%	-	0.0%	6	11.5%	7	13.5%	1	1.9%	52	100.0%
1980-1989	2	1.6%	-	0.0%	11	8.6%	25	19.5%	2	1.6%	128	100.0%
1990-1999	9	5.0%	-	0.0%	17	9.5%	22	12.3%	4	2.2%	179	100.0%
2000-2001	4	4.4%	-	0.0%	17	18.7%	21	23.1%	5	5.5%	91	100.0%
2002-2003	7	6.1%	1	0.9%	21	18.3%	27	23.5%	4	3.5%	115	100.0%
2004-2005	5	4.9%	-	0.0%	15	14.6%	18	17.5%	7	6.8%	103	100.0%
2006-2007	4	4.2%	-	0.0%	16	16.8%	13	13.7%	5	5.3%	95	100.0%
2008-2009	5	6.1%	-	0.0%	14	17.1%	17	20.7%	7	8.5%	82	100.0%
2010-2011	6	6.5%	-	0.0%	16	17.4%	13	14.1%	6	6.5%	92	100.0%
2012-2013	6	6.2%	-	0.0%	15	15.5%	23	23.7%	6	6.2%	97	100.0%
2014-2015	4	4.1%	1	1.0%	24	24.5%	17	17.3%	9	9.2%	98	100.0%
2016-2017	6	6.1%	2	2.0%	18	18.2%	21	21.2%	7	7.1%	99	100.0%
2018-2019	6	4.3%	7	5.0%	46	32.6%	12	8.5%	11	7.8%	141	100.0%
2020-2021	-	0.0%	4	6.8%	22	37.3%	9	15.3%	8	13.6%	59	100.0%
<b>Total</b>	<b>66</b>	<b>4.6%</b>	<b>15</b>	<b>1.0%</b>	<b>258</b>	<b>18.0%</b>	<b>245</b>	<b>17.1%</b>	<b>82</b>	<b>5.7%</b>	<b>1,431</b>	<b>100.0%</b>

**Table 6. Mean Years Between Start as Associate and Start as Full Professor, with T-Test of Difference Men/Women**

**Notes:**

(1) Data are as at January/February of respective year.

(2) Population shown is tenure-stream professors, excluding GFT(U).

(3) Principal, Provost, Vice-Principals, Associate Vice-Principals, and Associate Provosts are excluded.

(4) Significance ( $Pr > |t|$ ) tested at .05 level

		<b>Years</b>
<b>Jan 2008</b>	Women	8.99
	Men	8.60
<i>Difference Men - Women</i>		-0.39 Not sig.
<b>Jan 2011</b>	Women	9.15
	Men	8.28
<i>Difference Men - Women</i>		-0.87 Not Sig.
<b>Jan 2013</b>	Women	9.45
	Men	8.14
<i>Difference Men - Women</i>		-1.31 Sig.
<b>Jan 2015</b>	Women	9.59
	Men	8.13
<i>Difference Men - Women</i>		-1.46 Sig.
<b>Jan 2017</b>	Women	10.00
	Men	8.31
<i>Difference Men - Women</i>		-1.69 Sig.
<b>Jan 2019</b>	Women	10.41
	Men	8.47
<i>Difference Men - Women</i>		-1.94 Sig.
<b>Feb 2021</b>	Women	10.29
	Men	8.44
<i>Difference Men - Women</i>		-1.84 Sig.

**Table 7. Mean Merit Rating (5-Year Average) Among Tenure-Stream Professors with T-Test of Difference Men/Women;**  
 Merit rating has a range of 1-5 with 1 being the highest

**Notes:**

(1) Data are as at January/February of respective year.

(2) Population shown is tenure-stream professors, excluding GFT(U).

(3) Principal, Provost, Vice-Principals, Associate Vice-Principals, and Associate Provosts are excluded.

(4) Significance ( $Pr > |t|$ ) tested at .05 level.

		Assistant	Associate	Full
<b>Jan 2008</b>	Women	2.13	1.87	1.48
	Men	2.16	2.12	1.81
	<i>Difference Men - Women</i>	<i>0.03 Not Sig.</i>	<i>0.25 Sig.</i>	<i>0.33 Sig.</i>
<b>Jan 2011</b>	Women	2.39	1.96	1.50
	Men	2.45	2.15	1.78
	<i>Difference Men - Women</i>	<i>0.06 Not Sig.</i>	<i>0.19 Sig.</i>	<i>0.28 Sig.</i>
<b>Jan 2013</b>	Women	2.46	1.96	1.50
	Men	2.44	2.10	1.72
	<i>Difference Men - Women</i>	<i>-0.02 Not Sig.</i>	<i>0.14 Sig.</i>	<i>0.22 Sig.</i>
<b>Jan 2015</b>	Women	2.73	1.83	1.51
	Men	2.75	2.05	1.63
	<i>Difference Men - Women</i>	<i>0.02 Not Sig.</i>	<i>0.22 Sig.</i>	<i>0.12 Not Sig.</i>
<b>Jan 2017</b>	Women	3.04	1.81	1.50
	Men	3.33	1.98	1.60
	<i>Difference Men - Women</i>	<i>0.29 Not sig.</i>	<i>0.16 Sig.</i>	<i>0.10 Not sig.</i>
<b>Jan 2019</b>	Women	2.02	1.77	1.45
	Men	2.05	1.94	1.58
	<i>Difference Men - Women</i>	<i>0.03 Not sig.</i>	<i>0.17 Sig.</i>	<i>0.13 Sig.</i>
<b>Feb 2021</b>	Women	2.01	1.75	1.43
	Men	1.93	1.92	1.57
	<i>Difference Men - Women</i>	<i>-0.08 Not sig.</i>	<i>0.17 Sig.</i>	<i>0.15 Sig.</i>

**Table 8. Mean Merit Rating (5-Year Average) Among Tenure-Stream Professors with T-Test of Difference Racialized/Non-Racialized; Merit rating has a range of 1-5 with 1 being the highest**

**Notes:**

(1) Data are as at February 2021. Racialized self-identification data come from the current Employment Equity survey.

(2) Population shown is tenure-stream professors.

(3) Principal, Provost, Vice-Principals, Associate Vice-Principals, and Associate Provosts are excluded.

February 2021									
		Assistant		Associate		Full		Total	
<b>Merit</b>	Racialized	2.12		1.83		1.44		1.76	
	Non-Racialized	1.92		1.88		1.56		1.73	
<i>Difference Non-Racialized - Racialized</i>		<i>-0.20 Not sig.</i>		<i>0.05 Not sig.</i>		<i>0.12 Not sig.</i>		<i>-0.03 Not sig.</i>	
<b>Count</b>	Racialized	83	32.9%	96	38.1%	73	29.0%	252	100.0%
	Non-Racialized	245	16.4%	577	38.7%	669	44.9%	1,491	100.0%
	<b>Total</b>	<b>328</b>	<b>18.8%</b>	<b>673</b>	<b>38.6%</b>	<b>742</b>	<b>42.6%</b>	<b>1,743</b>	<b>100.0%</b>