Social responsibility is an essential element of overall sustainability in the upstream oil and natural gas industry. The ‘social’ element of the environment, social and governance (ESG) equation can encompass various considerations including workforce relations, interactions with the communities and people in proximity to operations, and government affairs.
INTRODUCTION

Workforce relations performance indicators as part of ESG include workforce diversity and inclusion, employee representation and compensation, and opportunities for advancement. In the context of this report, ‘diversity and inclusion’ refers to similarities and differences among employees in terms of considerations such as age, ethnicity and cultural background, physical and mental abilities, religion, gender, and sexual orientation. Successful integration of these diversities can create real business advantages by bringing differing perspectives, knowledge and experience to the table.

For the oil and natural gas sector, incorporation of diversity and inclusion enables operators to produce reliable energy while delivering shareholder value and reflecting the diversity of communities in which they operate. Broadly speaking, companies in the oil and natural gas sector strive to create workforces that are representative of the regions or communities where the company is active. In addition, the industry is focused on creating work environments that support and develop all employees in order to foster a more effective workplace and better business outcomes.
Canadian oil and natural gas producers have made significant effort in implementing programs to facilitate an inclusive workforce, increase gender representation, expand Indigenous inclusion, recognize and encourage employee diversity and advance compensation parity. Company-specific internal programs such as ethics and diversity training, inclusive hiring practices, demonstrated corporate leadership, internal networks / councils, and more, are key to facilitating the social aspects of ESG.
Policies related to diversity and inclusion, or specific aspects thereof, are being advanced by a majority of oil and natural gas companies as demonstrated in individual ESG reports and updates. Many companies have internal objectives and metrics related to representation of various groups in the workforce including those designated by government. Companies also voluntarily participate in, and report on, initiatives targeted at inclusion and diversity including stewardship towards initiatives such as the United Nations Sustainable Development Goals.

This report is a snapshot that documents current (2019 / 2020) workforce diversity and inclusion statistics and trends within Canada’s natural gas and oil industry. The report is not meant to suggest goals or targets, but does note trends and aspirations based on third-party data and anecdotal information from individual companies within the sector. Workforce diversity metrics for the purposes of this report are focused on available data for gender, Indigenous peoples, and visible minorities.
METHODOLOGY:
Metrics and Category Definitions

Unless otherwise noted, metrics on employment, compensation and diversity performance within Canada’s natural gas and oil industry in this report were sourced from Statistics Canada’s Natural Resource Satellite Account,¹ which has employment data for male, female, visible minorities, and Indigenous peoples in the Natural Resources sector. Additional available metrics include compensation (wages), hours worked, age, and education. This data is available by industry subsector, which includes: Energy; Forestry; Minerals and Mining; Hunting, Fishing, and Water. Refer to the glossary at the end of this report for definitions of these sectors and subsectors.

Data presented in this report is focused on the Energy subsector (oil and natural gas extraction, mining and quarrying, support activities for mining and extraction, and petrochemical and coal product manufacturing). In some cases data is presented for the entire Natural Resources sector with a further drill-down into the Upstream Oil and Natural Gas subsector (conventional and non-conventional extraction and support activities), Mining and Minerals subsector, and Forestry subsector.

For definitions of categories such as Aboriginal Indigenous, gender, and visible minority, please refer to the glossary. Where data is presented for Indigenous peoples and visible minorities, the values include both men and women who identify in these categorizations. For example, an Indigenous woman who assumed a role as an executive would be counted in the data presented for both categories (gender and Indigenous).

OCCUPATIONS

Occupations are based on the National Occupation Classification System (NOCS 2016). To facilitate comparisons between the upstream natural gas and oil industry and other Natural Resources subsectors (Forestry and Mining), CAPP has focused on three occupational groups for this report:

- Senior management includes legislators and senior management (NOCS 001).
- Engineer includes civil, mechanical, electrical and chemical engineers (NOCS 213).
- Trades include utilities equipment operators and controllers (NOCS 924); central control and process operators in processing and manufacturing (NOCS 923); machinery and transportation equipment mechanics (except motor vehicle) (NOCS 731); and utilities equipment operators and controllers (NOCS 924).

¹ https://www150.statcan.gc.ca/n1/daily-quotidien/210430/dq210430e-eng.htm
WORKFORCE COMPENSATION

Workforce diversity enables organizations to benefit from a variety of viewpoints, skills and experiences to achieve corporate goals and objectives. Within the oil and natural gas industry, companies strive to create a work environment that encourages diversity and is free of barriers to employment, training, advancement or other aspects of working in the sector.
The Canadian oil and natural gas industry recognizes the value that a diverse and talented workforce can bring to individual companies and the industry as a whole. Promotion of diversity allows for the inclusion of different perspectives, thoughts and experiences, mitigates against “group think” (common biases) and enables companies to benefit from all available talent. A workforce composition that is reflective of the community in which a company operates is among the goals for diversity and inclusion in the workforce.

Through prioritizing diversity and inclusion in the workforce, the industry strives to achieve the shared objectives of:

- Responsibly developing Canadian oil and natural gas;
- Realizing benefits for communities in which the industry operates;
- Achieving meaningful employment for Canadians;
- Delivering value for employees and shareholders.

The oil and natural gas sector is becoming more diverse with increasing participation by women, Indigenous peoples, visible minorities and other identifiable or self-identified groups.
Gender

The majority of Canadian oil and natural gas companies are striving for greater female representation at all corporate levels.

Although the percentage of employees identifying as female in the Energy subsector is below the average of 47% for all industries according to Canadian census data, as the Canadian labour market changes, oil and natural gas companies continue to assess labour availability and strive to have a workforce representative of the diversity of available talent. Many companies are actively implementing programs to increase female representation at all levels within their organizations.

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2 Statistics Canada Table 14-10-0023-01(2019)
Gender pay gaps

A key consideration related to workforce diversity is relative compensation. Within the Energy subsector, the wage gap between male and female employees is narrowing for the occupational groupings considered in this report – a positive trend toward enabling further gender diversity and representation in all occupations. Many companies are working toward gender pay equity within their organizations.

• In 2019, the average hourly wage for female engineers in the Energy subsector was $73.33 versus $65.67 for male engineers.

• Within the skilled trades segment of the Energy subsector, the gender pay gap is about $1 per hour.
Indigenous peoples and visible minorities

Inclusion of people from different backgrounds is fundamental to creating a workforce that benefits from a diversity of perspectives and experiences. Available data enables assessment of sector diversity on the basis of those individuals identifying as Indigenous or as part of a visible minority (these groups are defined in the glossary at the end of this report). Many companies have internal programs or networks to provide support to these employees and support inclusion in the workforce. Due to considerations under human rights laws, statistics related to additional diversity metrics are not readily available.

Companies in the oil and natural gas sector continue to expand and support diversity in the workforce and recognize the multitude of benefits that are realized through inclusion of a range of perspectives and experiences. Benefits include access to a larger talent pool, incorporation of different perspectives to drive innovation, increased employee engagement and overall improved decision-making and corporate performance.\(^3\)\(^4\)

Data trends from 2009 to 2019 indicate workforce diversity in the upstream oil and natural gas sector, as represented by Indigenous and visible minority employees, has increased by 24% and 36% respectively.

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\(^3\) https://www.achievers.com/blog/diversity-and-inclusion/
Based on 2019 data, the share of the Energy subsector workforce roles currently held by those identifying as a visible minority are highest in roles related to engineering, followed by those in skilled trades. For the upstream oil and natural gas sector in 2019, 24% of roles were held by visible minorities. This is a higher total proportion of roles than for all other Natural Resource subsectors, which averaged 18% of roles held by visible minorities in 2019.

Based on 2019 data, those identifying as Indigenous are more likely to be employed in skilled trades, followed by engineering. Indigenous representation in the oil and natural gas sector in 2019 was 6.3%, versus the national average for all employment sectors at 3.3% and the workforce-age percentage of the population, which is 3.7%. This is generally on par with other Natural Resource subsectors although slightly lower than for the Forestry subsector.

**Indigenous Engagement**

Continued engagement between the industry and Indigenous communities is helping to increase Indigenous employment in the oil and natural gas industry. Individual companies are taking action to increase Indigenous employment. For example, workforce development programs implemented in the industry are meant to achieve a workforce representative of the regional population. Companies are working to advance participation of Indigenous peoples in energy development in order to increase workforce diversity and realize associated benefits such as access to local knowledge and support for local communities.

See CAPP’s report *Indigenous Engagement* and ESG for more information about engagement between the industry and Indigenous peoples and communities, including employment and supply chain.
Indigenous and visible minority pay gaps

Wage disparities for Indigenous peoples and visible minorities, while present, are relatively limited. Similar to the narrowing gender-based pay gap, this is a positive overall trend within the natural gas and oil industry.

- There is little wage disparity within trades roles between those who identify as visible minority, not a visible minority, and Indigenous.

- Indigenous engineers are compensated at a rate that is greater than the average for this category while those identifying as a visible minority are only slightly below the average.

- For senior management roles, there is greater disparity with respect to pay. While a number of factors contribute to this result, additional effort may be required to enable greater compensation parity, likely in conjunction with a greater focus on developing and advancing those identifying as Indigenous or as part of a visible minority.

Note: the “not a visible minority” category includes Indigenous workers. Refer to category definitions in the glossary at the end of this report. 5

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5 https://laws-lois.justice.gc.ca/Search/Search.aspx?txtS3archA1=visible-minority&txtT1tl3=%22Employment+Equity+Acts%22&h1ts0n1y=0&ddC0nt3ntTyp3=Acts
Diversity and inclusion progress

Individual companies’ ESG and sustainability reports offer a snapshot of their goals, metrics, and accomplishments related to advancing diversity and inclusion. Companies in the oil and natural gas sector are actively advancing a wide range of initiatives intended to enable achievement of goals related to greater diversity and inclusion.

Some specific examples of sector accomplishments include:

- **Ovintiv** 2020 Sustainability Report: “We continued to advance the diversity of our workforce; today half of our executive team are women.”

- **Imperial Oil**: Imperial was awarded the Canadian Centre for Diversity and Inclusion (CCDI) Employer Initiative of the Year (Western Canada) for its benefits-focused Indigenous business performance in the Athabasca region of Alberta in July 2020.

- **Shell** Sustainability Report 2020: “We are making advances in gender equality. At the end of 2020, the proportion of women in senior leadership positions was 27.8%, an increase from 26.4% in 2019. We aim to achieve 30% representation of women in these positions by the end of 2021, 35% by 2025, and 40% by 2030.”

- **Birchcliff Energy** 2020 ESG Report: “[We are] committed to encouraging a culture of diversity and inclusion in the workplace, including initiatives through the Birchcliff Equality and Advocacy Committee.” Forty-two per cent of Birchcliff’s Calgary office employees and 30% of its supervisors are women.

- **Vermillion Energy** Sustainability Report 2021: “In 2020, 17% of leadership roles at Vermilion were held by women. We also plan to continue a mentoring program, focused on helping high-potential female employees develop their management skills and prepare for senior leadership roles.”
DIVERSITY AND INCLUSION INITIATIVES

Oil and natural gas sector corporate reports and websites offer insight into the initiatives and programs being implemented to enable the key competitive strengths of diversity and inclusion. By advancing diversity and inclusion, companies are demonstrating leadership in this social space and recognizing and creating opportunities for ongoing improvement.

The PRIDE Network honoured its 30th anniversary by raising the More Colors, More Progress, More Pride flag, and two new global groups were welcomed to Chevron – the Indigenous Network and the Asian Employee Network. These employee-led groups are supported by a diverse council directed by Chevron’s president and help drive behaviors, policies, and processes to strengthen Chevron’s culture and overall employee experience.
Some examples of current company-specific initiatives and programs include:

- **Imperial Oil Limited** Corporate Sustainability Report 2020: “Imperial maintains a supportive work environment through a range of development and networking programs. Employee resource groups are open to all employees and are focused on a common interest, in alignment with the company’s approach to diversity and inclusion. Some employee-led resource groups include:
  - Asian Connection for Excellence (ACE);
  - Black Employee Success Team (B.E.S.T);
  - Indigenous Network (IN);
  - Global Organization for the Advancement of Latinos (GOAL);
  - Women’s Interest Network (WIN);
  - People for Respect, Inclusion and Diversity of Employees (PRIDE).”

- **Enerplus** 2020 ESG Report: “When recruiting, we strive to reach a diverse population and select based on merit. In 2018, we piloted a technology platform designed to mitigate unconscious bias in the hiring process and formally integrated it into our recruitment process in 2019.”

- **Canadian Natural** 2020 Report to Stakeholders: “Our staff recruitment and development decisions are determined by skill set and experience, and are governed by the principles of equality, equity, and reasonable accommodation. Our business depends on a diverse workforce of approximately 10,000 full-time employees who take pride in ‘working together’ and ‘doing it right’.”
Chevron “Our vision is to enhance an inclusive workplace that actively embraces diversity of people, ideas, talents, and experiences. We actively engage in six Employee Resource Groups focusing on various dimensions of diversity and inclusion including gender, race, age, nationality, and diversity of thought. In celebration of the mosaic of different groups represented by our workforce, the PRIDE Network honoured its 30th anniversary by raising the More Colors, More Progress, More Pride flag, and two new global groups were welcomed to Chevron – the Indigenous Network and the Asian Employee Network. These employee-led groups are supported by a diverse council directed by our President and help drive behaviors, policies, and processes to strengthen Chevron’s culture and overall employee experience.”

Murphy Oil Corporation Sustainability Report 2021: “We partner with many organizations to increase the diversity of candidates in our talent pipeline. All of our open positions are sent through eQuest, which distributes the roles to diversity and inclusion organizations. Open positions are posted on job posting sites such as the VeteranJobListings.com, the Society of Women Engineers and the National Society of Black Engineers. We equip managers with tools to assist in the hiring process such as an interview guide to reinforce a fair and equitable process.”

Tamarack Valley Energy: “Implement a diversity and inclusion program aimed at education and support for underrepresented groups as well as tracking to improve transparency by the end of 2021”

Suncor Energy Inc. Report on Sustainability: “Learning initiatives include informal opportunities like quarterly company-wide Action for Inclusion conversations hosted by the Inclusion and Diversity Council; lunch and learn events; panels; diversity day recognition; and curating and adding to a collection of resources and tools for people and leaders. Formal training programs on topics like unconscious bias, Indigenous awareness, inclusive leadership skills, and cultural learning opportunities are also available.”

Ovintiv 2020 Sustainability Report: “We offer LINK, an inclusive network that invites all employees to come together as equals and share their diverse thoughts, perspectives and approaches. This encourages connections across our organization, provides information/awareness on inclusion initiatives and advances employee development.”
BOARDS OF DIRECTORS COMPOSITION

The requirements under the Canada Business Corporations Act (CBCA) were updated effective January 1, 2020, broadening the range of companies required to provide disclosure regarding women in leadership positions and adding new requirements for disclosure regarding representation by visible minorities. The CBCA reporting requirements apply to all distributing corporations governed by the CBCA. As of July 31, 2020, there were 515 corporations governed by the CBCA and 270 of those had provided full or partial diversity disclosure. It is anticipated that more CBCA-governed corporations will provide reporting in the diversity space moving forward, and the CBCA dataset will be a valuable resource for monitoring progress toward Canadian diversity and inclusion.

While the metrics pertaining to companies governed under the CBCA are not specific to the oil and natural gas industry, they serve as a reasonable proxy for data specific to the energy industry.

For 2019, 265 companies reported gender diversity metrics under the CBCA. For publicly traded corporations in the energy industry, the proportion of female representation on boards of directors jumped from 14% in 2016 to 36% in 2018. This increase is a positive trend toward ensuring gender diversity within the workforce is aligned with the regional population.

- For all CBCA corporations reporting, 20% of board seats in 2019 were filled by women.
- Of those companies reporting, 70% had one or more female directors and 42% reported more than one woman on their board.
- 23% of companies reporting had a target for women directors.

METHODOLOGY

IN SITU OIL
MINED OIL
NATURAL GAS
OFFSHORE
TECHNOLOGY
RESEARCH
The CBCA requirements define ‘Indigenous’ as persons who are First Nations, Inuit or Métis. Of the companies that CBCA governs, 213 provided full or partial disclosure regarding board participation by Indigenous peoples, persons with disabilities or visible minorities.

- For those companies, 0.5% of board positions are held by Aboriginal peoples. Statistics Canada reported in 2016 that approximately 4.9% of Canada’s population were Indigenous peoples.

- Individuals identifying as visible minorities filled 5.5% of board positions in 2019 for those companies reporting under the CBCA.

- Individuals with disabilities filled only 0.4% of board positions.

- Eighty-six companies have a written board policy relating to representation of Indigenous peoples and 93 have a similar policy relating to representation by visible minorities.

Cenovus hires and sources locally, including Indigenous businesses like Pimee Well Servicing which is operated by a partnership of six First Nations.
Energy industry board diversity

Corporate ESG reports and websites contain many examples of initiatives and achievements related to diversity and inclusion within corporate boards and executive teams. Some examples of industry performance and metrics related to board and executive diversity include:

- **Vermilion Energy** 2021 Sustainability Report: “Increase Board gender diversity to 30% by the 2024 annual general meeting. 100% achieved.”

- **ARC Resources** 2020 ESG Report: “The management team is committed to ensuring at least 30% of its leadership roles are held by women within ARC’s corporate office. Currently, 32% of these leadership roles are held by women. ARC is further committed to examining how the Company can increase diversity and inclusion within its field locations.”

- **Cenovus** 2019 ESG Report: “In February 2020, our Board revised its Board Diversity Policy to reflect the company’s commitment to the principles of diversity. The policy now includes a 2025 aspirational target to have at least 40% of independent members represented by women, Indigenous peoples, persons with disabilities and members of visible minorities, with at least three women as independent members of the Board.”

- **Canadian Natural** 2020 Report to Stakeholders: “Canadian Natural believes that having a Board of Directors whose members are diverse in background and experience can bring a broad perspective to enhance decision making for good governance, guidance, and leadership. The Board supports diversity in all its forms and in sufficient numbers, and is committed to a diversity target where 30% of its independent directors are women, when all other factors relevant to Board effectiveness are considered. Currently, three of our eight independent Directors are women (37.5%), and one member of the Board identifies as a member of an ethnic and visible minority.” (As of August 2021, Canadian Natural has four female independent directors on its Board.)

- **BP Sustainability Report 2020**: “We achieved our goal for women to represent 30% of our board. [As of December 31, 2020 45% of roles on the BP Board are filled by females.]”
Comparing workforce diversity in Canada with other petroleum-producing jurisdictions is challenging, as data for other jurisdictions is difficult to source and confirm, and may not enable direct comparisons. Anecdotally, it may be possible to compare human rights performance among petroleum-producing nations. This is useful for framing CAPP’s position on Canadian energy in the global context, namely, “The world’s oil and natural gas should come from a nation that leads in terms of environment, social progress and regulatory quality – i.e. Canada.”

The Social Progress Index (SPI)\(^9\) is a comprehensive measure of quality of life based on how well a country provides citizens’ basic human needs, wellbeing and opportunities. In 2020, Canada’s SPI score was 914, second highest among petroleum-exporting nations. ‘Basic Human Needs’ includes nutrition and basic medical care, water and sanitation, shelter, and personal safety. ‘Foundations of Wellbeing’ include access to basic knowledge, access to information and communications, health and wellness and environment quality. ‘Opportunity’ includes personal rights, personal freedom and choice, inclusiveness and access to advanced education.\(^10\)

### GLOBAL COMPARISON OF SOCIAL PROGRESS INDEX SCORES AMONG TOP PETROLEUM-PRODUCING JURISDICTIONS 2020

<table>
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<tr>
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<th>Social Progress Index</th>
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<th>Foundations of Wellbeing</th>
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\(^9\) [https://www.socialprogress.org/?tab=2&code=CAN](https://www.socialprogress.org/?tab=2&code=CAN)

\(^10\) Social Progress Imperative 2020 Report
Canadian oil and natural gas companies continue to strive towards an inclusive workforce that fully represents the diversity of the communities and regions in which they operate. Through a proactive and engaged approach to diversity and inclusion as one of the key ESG metrics, Canadian energy companies are able to deliver sustainable and reliable energy solutions.
GLOSSARY

Definitions provided below are sourced from Statistics Canada
https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurv-VariableList&id=1310908

Energy Sector
This category comprises all NAICS codes that relate to energy industries. This includes portions of the following sectors: Mining, quarrying, and oil and gas extraction (NAICS 21), Utilities (NAICS 22), Manufacturing (NAICS 31-33) and Transportation and warehousing (NAICS 48-49).
https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=1204773&CVD=1204774&CLV=0&MLV=6&D=1

Indigenous identity
Refers to whether the person identified with the Indigenous peoples of Canada. This includes those who are First Nations (North American Indian), Mètis or Inuk (Inuit) and/or those who are Registered or Treaty Indians (that is, registered under the Indian Act of Canada), and/or those who have membership in a First Nation or Indian band. Indigenous peoples of Canada are defined in the Constitution Act, 1982, Section 35 (2) as including the Indian, Inuit and Métis peoples of Canada.
https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=assembleDESurv&DECId=246617&RepClass=591&Id=1310908&D-FId=1323805

Natural Resource Sector
Components of Natural Resources Sector (Satellite Account) - Classification structure

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<td>Energy</td>
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North American Industry Classification System (NAICS) Canada
https://www150.statcan.gc.ca/n1/en/pub/12-501-x/12-501-x2016003-eng.pdf?st=4k0tTXR9

211 - Oil and gas extraction
This subsector comprises establishments primarily engaged in operating oil and gas field properties. Such activities may include exploration for crude petroleum and natural gas; drilling, completing and equipping wells; operating separators, emulsion breakers, desilting equipment and field gathering lines for crude petroleum; and all other activities in the preparation of oil and gas up to the point of shipment from the producing property. This subsector includes the production of oil, the mining and extraction of oil from oil shale and oil sands, and the production of gas and hydrocarbon liquids, through gasification, liquefaction and pyrolysis of coal at the mine site.

212 - Mining and quarrying (except oil and gas)
This subsector comprises establishments primarily engaged in mining, beneficiating or otherwise preparing metallic and non-metallic minerals, including coal. Exclusion(s) • providing support services, on a contract or fee basis, required for the mining and quarrying of minerals (see 21311 Support activities for mining, and oil and gas extraction)

113 - Forestry and logging
This subsector comprises establishments primarily engaged in growing and harvesting timber on a long production cycle (of ten years or more).

Sex [gender] of person
Sex [gender] refers to sex assigned at birth. Sex is typically assigned based on a person’s reproductive system and other physical characteristics.

Person refers to an individual and is the unit of analysis for most social statistics programs.
https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=assembleDESurv&DECId=467214&RepClass=591&Id=1310908&AD-FId=1323805

Man
This category includes persons whose reported gender is male. It includes cisgender (cis) and transgender (trans) men.

Woman
This category includes persons whose reported gender is female. It includes cisgender (cis) and transgender (trans) women.

Visible minority of person
Visible minority” refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act. The visible minority population consists mainly of South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese. The "Not a visible minority" category includes other persons including Aboriginal persons.
https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=assembleDESurv&DECId=257515&RepClass=591&Id=1310908&D-FId=1323805