



DEPARTMENTAL INDIGENOUS EMPLOYMENT PLANS RESULTS

2025-2026

LES RÉSULTATS DES PLANS D'EMPLOI DES AUTOCHTONES

Le présent document contient la traduction française du sommaire.

Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest



Dene Kədə

Dëne Sųtıné

Dene Zhatié

Dinjii Zhu' Ginjik

Inuvialuktun

Inuktitut

Inuinnaqtun

nēhiyawēwin

Tłchq

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Executive Summary

The Indigenous Recruitment and Retention Framework (Framework) was developed to help build and support a territorial public service that is inclusive and involves the population it serves at all levels. With the support of the Indigenous Recruitment and Retention Action Plan (Action Plan) departments and agencies were tasked with sharing the responsibility of achieving the objectives and deliverables outlined in the Action Plan. As part of that shared responsibility, departments and agencies were tasked with developing Departmental Indigenous Employment Plans (DIEPs).

The development of the DIEPs has been a motivator, prompting departments to make better use of the many Government of the Northwest Territories (GNWT) programs and initiatives designed to support and prioritize the employment and career advancement of Indigenous persons. Under the DIEP initiative, departments and agencies set targets designed to address barriers to employment and career advancement experienced by Indigenous persons. Departments and agencies published their results for the 2024-2025 fiscal year and are working towards meeting the targets they've set for the 2025-2026 fiscal year.

This report highlights stories of success, such as the launch of the Indigenous Committee Member initiative across the GNWT, and the launch of the Indigenous Mentorship Program, which pairs Indigenous employees with experienced GNWT staff to foster culturally respectful relationships that support career development, leadership growth, and knowledge-sharing. In addition, the Indigenous Employment Policy was implemented on the first day of the 2025-2026 fiscal year.

There are examples in this report of departments and agencies working towards achieving the targets set out in their DIEPs and a clear vision of how we can continue to improve. Despite the work that remains, it is encouraging to see the investment being made by prioritizing Indigenous candidates and employees across the GNWT. It will be exciting to see the results of this investment in the growth and development of the territorial public service in the years ahead.

Sommaire

Le Cadre de recrutement et de rétention des Autochtones (le Cadre) a été élaboré pour aider à bâtir et à soutenir une fonction publique territoriale inclusive, qui intègre la population qu'elle sert à tous les niveaux. Grâce au Plan d'action sur le recrutement et la rétention des Autochtones (le Plan d'action), les ministères et les organismes ont été chargés de partager la responsabilité d'atteindre les objectifs et les livrables énoncés dans le Plan d'action. Dans le cadre de cette responsabilité partagée, ils ont eu pour mission d'élaborer des plans d'emploi des Autochtones pour les ministères.

L'élaboration de ces plans d'emploi des Autochtones a agi comme un facteur de motivation qui a incité les ministères à agir et à mieux utiliser les nombreuses initiatives du gouvernement des Territoires du Nord-Ouest (GTNO) conçues pour soutenir et prioriser l'emploi et l'avancement professionnel des Autochtones. Conformément aux plans d'emploi des Autochtones, les ministères et les organismes fixent des cibles visant à abolir les obstacles à l'emploi et à l'avancement professionnel auxquels sont confrontés les Autochtones. Les ministères et les organismes ont publié leurs résultats pour l'exercice 2024-2025 et s'affairent à atteindre les cibles fixées pour l'exercice 2025-2026.

Le présent rapport présente des exemples de réussite, comme le lancement de l'Initiative des membres autochtones au sein des comités à l'échelle du GTNO, ainsi que celui du Programme de mentorat autochtone, qui met en relation des membres du personnel autochtones avec des membres expérimentés du personnel du GTNO, afin de favoriser des relations respectueuses des cultures et propices au perfectionnement professionnel, au développement du leadership et au partage des connaissances. Par ailleurs, la Politique d'emploi des Autochtones a été mise en œuvre dès le premier jour de l'exercice budgétaire 2025-2026.

Le présent rapport contient également des exemples de ministères et d'organismes qui s'efforcent d'atteindre les objectifs fixés dans leurs plans d'action sur le recrutement et la rétention des Autochtones et offre une vision claire de la manière dont nous pouvons continuer à nous améliorer. Malgré le travail qu'il reste à accomplir, il est encourageant de voir les investissements réalisés en donnant la priorité aux candidat(e)s et aux employé(e)s autochtones dans l'ensemble du GTNO. Il sera passionnant de voir les résultats de ces investissements sur la croissance et le développement de la fonction publique territoriale dans les années à venir.

Introduction

The GNWT's Indigenous Recruitment and Retention Framework (Framework) helps build and support a territorial public service that is inclusive and reflects the population it serves at all levels, with two central goals:

- Increasing Indigenous representation and involvement at all levels of government; and,
- Supporting Indigenous leadership and career development opportunities.

Implementation of the Framework is supported by the Indigenous Recruitment and Retention Action Plan (Action Plan). The Action Plan sets out objectives and deliverables designed to improve the experience and success of Indigenous candidates in the GNWT's recruitment and hiring processes, and to support the retention and career growth of Indigenous employees.

The success of the Framework and Action Plan depends on regular monitoring and evaluation and a shared understanding of their goals and responsibilities. While the GNWT is collectively responsible for the success of the Framework, departments are individually responsible for achieving the objectives and deliverables set out in their Departmental Indigenous Employment Plans (DIEPs).

This report provides a general overview of progress towards the targets set out in DIEPs for the 2025-2026 fiscal year.

Background

After the launch of the Framework and Action Plan, departments and agencies were responsible for reviewing barriers to Indigenous employment and career advancement within their organizations and including strategies in their DIEPs to reduce or eliminate those barriers. Since November 2022, departmental and agency DIEPs have been published annually on the Diversity and Inclusion webpage to provide transparency and support accountability.

Through their DIEPs, Deputy Heads commit their departments and agencies to specific actions and targets that reflect their organizations' needs and align with GNWT-wide Action Plan deliverables. Some departments and agencies also include additional actions and targets specific to their organizations.

Each DIEP includes Indigenous employment targets and reports on progress toward achieving them in a table by job classification. This data also helps explain how the program supports the career development of Indigenous employees.

Progress on these commitments is considered in the annual review of Deputy Head job performance.

2025-2026 General Updates

This report provides a partial picture of GNWT-wide progress because only sixteen (16) of twenty-one (21) DIEPs were finalized by the time the report was prepared. This report does not include information from the following departments and agencies:

- Commission scolaire francophone Territoires du Nord-Ouest
- Dehcho Divisional Education Council
- Sahtu Divisional Education Council
- South Slave Divisional Education Council
- Tłıchǫ Community Services Agency

Several outstanding DIEPs are from Divisional Education Councils, partly because their school schedules and reporting timelines differ from those of governmental organizations. In particular, the Dehcho Divisional Education Council faced a wildfire evacuation that affected operations during the reporting request period this year.

DIEPs finalized after this report will still be published to support transparency and accountability.

Action Item Highlights and Achievements

This section highlights several Action Plan deliverables accomplished in the 2025-2026 fiscal year. Appendix 2 identifies completed deliverables and shows progress on the remaining action items.

The following deliverables were achieved during the 2025-2026 fiscal year:

Action 1.2 The Indigenous representation on hiring committees' initiative.

During the 2025-2026 fiscal year, the Indigenous Committee Member initiative was successfully launched across the GNWT. The initiative provides Indigenous candidates the opportunity to request an Indigenous Committee Member as part of the selection committee during the recruitment process.

Action 2.2 Collaboration with Department of Education, Culture and Employment to support and deliver professional development programs in Indigenous languages.

For the second consecutive year, the Indigenous Development and Training Program provided funding support for ILIEP candidates, with seven employees approved in 2025-2026.

Action 2.4 The Department of Finance will develop Indigenous focused employee support services.

In 2025-2026, the Department of Finance entered into an agreement with GreenShield Health to provide the Employee Assistance Program (EAP). GreenShield's partnership with Noojimo Health, an Indigenous owned and led virtual mental health provider offering culturally safe virtual counselling, was an important factor in meeting the need for more culturally relevant support for Indigenous employees.

Action 2.4 Implementation of exit interview process.

During the 2025-2026 fiscal year, the Diversity and Inclusion Unit issued a Request for Proposal to establish a third-party managed exit interview process. The contract was awarded to ProEdge Consulting Ltd.

Action 2.5 Development of Indigenous Mentorship Program.

The Indigenous Mentorship Program remained a priority throughout the 2025-2026 fiscal year. Successfully launched in January 2026, it established a structured approach to fostering meaningful mentor-mentee relationships across the public service.



Goal 1: Indigenous Representation

Indigenous representation within the public service is important to the government's commitment to have a workforce that is representative of the population it serves. Through Indigenous representation, the government can recognize and incorporate Indigenous perspectives into policies, programs, and services to better serve the public.

Objective: *Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.*

Objective: *Develop a strategic planning and performance measurement tool to increase the representation of Indigenous peoples employed within the GNWT.*

Action 1.1: Conduct a detailed review of all GNWT job descriptions.

Action 1.2: Review recruitment and retention practices to address barriers.

Action 1.3: Enhance employment opportunities for Indigenous Candidates.

Action 1.4: Improve access and awareness of staffing process resources and information for applicants.

Action 1.5: Develop Departmental Indigenous Employment Plans and Targets.

Action 1.1 Deliverable Updates

The Department of Finance's Strategic Human Resources Division, Job Evaluation Unit and Diversity and Inclusion Unit developed a Job Description Review Guide to assist departments in review of job descriptions.

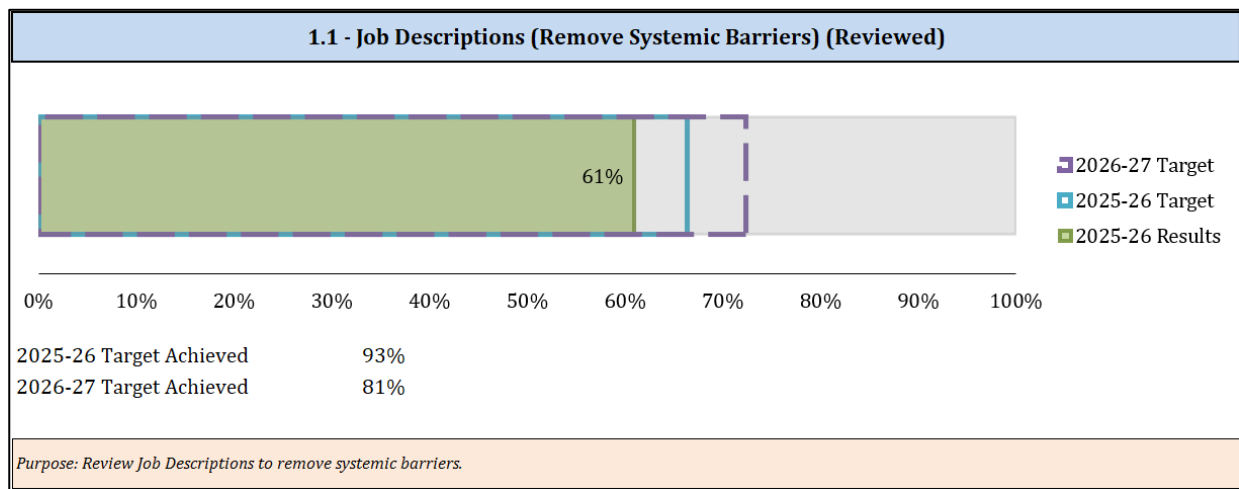
Through their DIEPs, Deputy Heads committed departments and agencies to using the Job Description Guide to review departmental job descriptions. Between September 23, 2022, and March 31, 2025, there have been **4,843** job descriptions submitted and reviewed using the Indigenous Recruitment and Retention Framework Job Description Review Guide.

Departmental Results for 2025-2026

In the 2025-2026 fiscal year, ten departments and agencies met or exceeded their targets:

- Aurora College
- Department of Environment and Climate Change
- Department of Finance
- Department of Health and Social Services
- Department of Infrastructure
- Department of Industry, Tourism and Investment
- Department of Justice
- Legislative Assembly
- Northwest Territories Health and Social Services Authority
- Workers' Safety and Compensation Commission

While the Department of Education, Culture and Employment did not meet its target, it completed 78% of its job descriptions reviews, seven percentage points below its 85% target. Departments and agencies that did not meet their job description review targets for 2025-2026 are expected to work with the Department of Finance to address issues in the review process and meet their 2025-2026 target. The following graph shows the average completion rate for job description reviews during the 2025-2026 fiscal year.



The graph shows the average completion rate for Job Descriptions reviewed during the 2025-2026 fiscal year.

Action 1.2 Deliverable Updates

The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, to remove barriers to the appointment and promotion of Indigenous Peoples.

During the 2025-2026 fiscal year, the Department of Finance focused on implementing the Indigenous Employment Policy across the GNWT. The department introduced revised equivalencies and developed new staffing tools, including the Staffing Action Request Form and Appendix A: Staffing Action Rationale – Non-Priority Hire. These measures established a standardized approach for documenting staffing decisions and supporting accountability in recruitment processes.

Throughout the year, the department also engaged with recruitment professionals across government to align staffing practices and promote consistent application of the policy. In July 2025, the Indigenous Committee Member initiative was introduced as part of Action 1.2 of the Action Plan. Starting in 2025-2026, all Indigenous candidates are given an option to request an Indigenous Committee Member to participate as an equal member of the selection committee. This initiative also creates opportunities for existing Indigenous employees to contribute leadership and recruitment expertise.

The Department of Finance also continued to review staffing processes to reduce barriers, strengthen equitable hiring practices, and support the objectives of the Indigenous Employment Policy.

Development of a GNWT Competition Audit Framework (Staffing Review Framework).

The Competition Audit Framework helps to ensure that staffing and recruitment activities meet applicable GNWT legislative and policy responsibilities. The framework supports the review of recruitment and selection procedures, as well as the assessment of internal policies and practices. Staffing processes are reviewed on an ongoing basis and recommendations for improvement are implemented as needed.

The Department of Finance continued to implement the Competition Audit Framework in 2025-2026 to support a structured approach to reviewing staffing activities across the GNWT. The framework underwent additional refinements to align with updated staffing processes and best practices in recruitment.

A total of 18 competition audits were completed in 2025-2026, an increase (+4) from 14 audits completed in 2024-2025. The department also formalized operational audit procedures to increase consistency and coverage, including the standardized selection of competitions for review. This approach was designed to promote broad representation across recruiters, departments, and regions while reducing the likelihood of multiple audits being conducted on the same recruitment portfolios in close succession.

Audit findings were shared with recruiters and HR Client Service Managers and used to inform discussions on staffing practices, documentation requirements, and process improvements. Through this ongoing review process, the Department of Finance continued to strengthen quality assurance measures and support fair, transparent, and accountable recruitment activities across the GNWT.

The Indigenous representation on hiring committees' initiative.

The Indigenous Committee Member initiative was successfully launched across the GNWT in 2025-2026. The initiative provides Indigenous candidates the option to request an Indigenous Committee Member as part of the selection committee during the recruitment process. Indigenous candidates may indicate whether they would like an Indigenous Committee Member

at the time of application, allowing participation to be coordinated from the outset of the staffing process.

To support implementation, a pool of Indigenous Committee Members was established through a GNWT-wide expression of interest. Participants received training through existing staffing workshops and a dedicated Indigenous Committee Member Roles and Responsibilities workshop. As equal members of the selection committees, Indigenous Committee Members participate fully in recruitment activities and contribute to consensus-based hiring decisions. The initiative supports increased Indigenous representation within staffing processes while providing opportunities for Indigenous employees to contribute their knowledge, perspectives, and leadership across government.

Staffing Manager Hiring Training Targets.

Throughout 2025-2026, the GNWT integrated the Staffing Workshop into departmental operations to strengthen recruitment expertise and consistency. The core training modules on eRecruit and staffing guidelines remain available on demand. The focus has shifted towards accountability, with departments and agencies encouraged to maintain established formal completion targets in their 2025-2026 DIEP updates.

This flexible online format allows the GNWT to build hiring manager competency and reduce systemic barriers with minimal impact on daily operations.

Departmental Results for 2025-2026

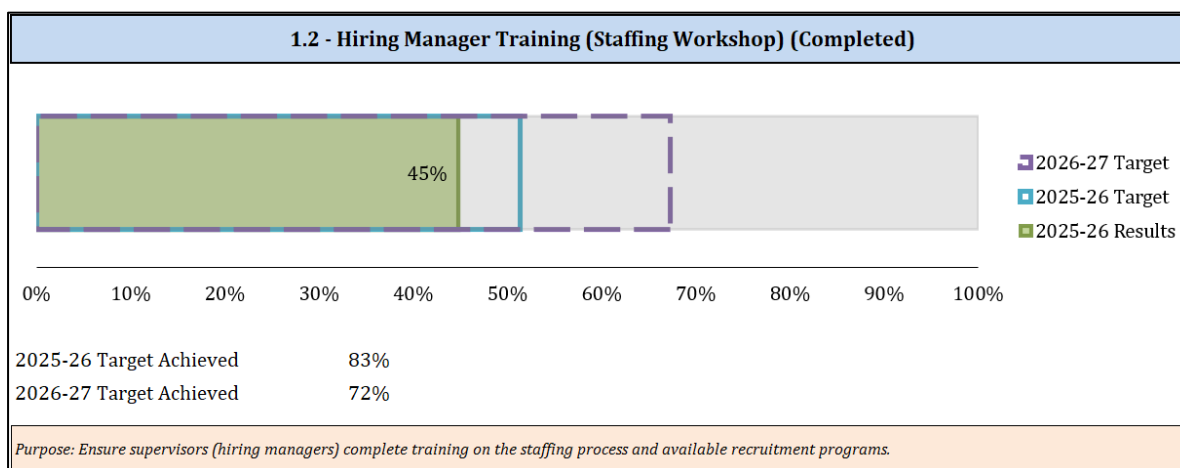
In 2025-2026 fiscal year, six (6) departments and agencies either met or exceeded their respective targets:

- Aurora College
- Department of Industry, Tourism and Investment
- Department of Justice
- Department of Municipal and Community Affairs
- Northwest Territories Health and Social Services Authority
- Workers' Safety and Compensation Commission

Given the complexity of movement, we would like to acknowledge the following departments and agencies that came within a 10% margin of their Staffing Workshop Training completion target for 2025-2026:

Organization	Target	Result	Difference
Department of Environment and Climate Change	40%	38%	-2%
Department of Education, Culture and Employment	60%	53%	-7%
Department of Executive and Indigenous Affairs	50%	40%	-10%
Department of Finance	60%	59.3%	-0.7%
Housing NWT	25%	22.2%	-2.8%
Department of Infrastructure	60%	51.3%	-8.7%

Departments and agencies that did not meet their Hiring Manager Training review targets for 2025-2026 are expected to work with the Department of Finance to address issues in their processes and meet their 2025-26 target. The following graph shows the average completion rates for hiring manager (supervisor) training during the 2025-2026 fiscal year.



The graph shows the average completion rates for Staffing Workshop training during the 2025-2026 fiscal year

Action 1.3 Deliverable Updates

Establishment of an Indigenous eligibility list.

In 2025-2026, the Department of Finance continued to enhance opportunities by refining its Indigenous candidate inventory framework. Building on planning from the previous fiscal year, the department developed the Indigenous Eligibility Pathways, a new framework consisting of the Indigenous Pre-Qualified List and the Indigenous Eligibility List.

The Indigenous Eligibility Pathways provide multiple avenues for identifying and considering Indigenous candidates for employment opportunities across the GNWT, while supporting a more structured approach to candidate assessment and development. This work laid the foundation for implementation of the refined framework in the 2026-2027 fiscal year and further enhanced the objectives of the Indigenous Recruitment and Retention Framework.

Develop networking strategy with the Department of Education, Culture and Employment to target Indigenous students.

The Departments of Finance and Education, Culture and Employment (ECE) continued to work together to support Indigenous student outreach and recruitment initiatives in 2025-2026. Staffing changes in key outreach and promotional roles made this a transition year, with greater focus on sustaining existing relationships and planning future activities.

With staffing resources re-established, the department planned to advance outreach efforts connecting Indigenous students with GNWT career pathways and employment programs in 2026-2027.

Identification of Indigenous post-secondary students to target for employment opportunities.

The Department of Finance continued to support Indigenous student recruitment and engagement through the GNWT's student and youth employment programs in 2025-2026. While staffing transitions in key roles limited progress on broader outreach initiatives, work continued to support student recruitment and maintain awareness of GNWT career opportunities.

Through the Summer Student Employment Program, 192 Indigenous candidates registered in 2025-2026 compared to 167 Indigenous candidates in 2024-2025. A total of 134 Indigenous students candidates were hired in 2024-2025 and 2025-2026. Within the Internship Program, 11 Indigenous candidates registered and 8 were hired in 2025-2026, compared to 12 Indigenous applicants registered and 6 hired in 2024-2025.

A key accomplishment during the fiscal year was the redesign of the annual Summer Student Meet and Greet. The event was transformed into a networking-focused experience, with GNWT departments invited to host information booths and engage directly with students. Structured event activities were introduced to encourage meaningful connections between students and departmental representatives, helping participants learn more about career pathways and employment opportunities within the GNWT. Feedback from students and participating departments was positive, and the revised format established a stronger foundation for future engagement activities.

Action 1.4 Deliverable Updates

Develop resources/tools to improve applicants' experience in application process.

The Department of Finance enhanced recruitment resources and communications to support implementation of the Indigenous Employment Policy in 2025-2026. Building on the modernization of the GNWT Careers website, the Preparing your Application guide and the GNWT Hiring Q&A were reviewed and updated to reflect new policy requirements and recruitment practices.

The department also developed and distributed communications and guidance materials to help hiring managers and recruitment staff understand policy changes and apply them in practice. Enhanced transparency measures, including the use of equivalencies in job advertisements and the rationale for giving applicants clearer information about qualification requirements, were a clear point of emphasis in these materials. These efforts helped ensure consistent understanding an application of revised recruitment processes and made information more accessible to candidates.

Develop communication strategy on hiring process and resources.

In the 2025-2026 fiscal year, the Department of Finance continued to support recruitment transparency through existing candidate resources, including the GNWT Careers website, the Preparing your Application guide, and recruitment-focused communications. These resources are available to support all applicants navigating GNWT recruitment processes and understanding qualification requirements.

While broader implementation of the communication strategy progressed more slowly than originally anticipated during the fiscal year, the department continued to identify opportunities to enhance recruitment communications and candidate outreach. Work undertaken in support of the OneGov initiative highlights opportunities to further modernize recruitment communications and advance the objectives of this action item in the next fiscal year.

Develop a Community Outreach Plan with Indigenous governments to increase awareness of career opportunities.

The Department of Finance continued efforts to increase awareness of GNWT career opportunities among Indigenous residents through targeted outreach and community engagement activities in 2025-2026. Department representatives participated in events focused on providing information on GNWT employment opportunities and recruitment processes.

Throughout the year, the department also reviewed its Community Outreach Plan to better align outreach activities with Indigenous recruitment objectives. This work informed an updated outreach plan for 2026-2027 that identifies specific engagement activities, partnerships, and events to support more targeted community outreach and recruitment.

Action 1.5 Deliverable Updates

During the 2024-2025 fiscal year, Departmental Indigenous Employment Plans (DIEPs) were updated to align with the *Indigenous Recruitment and Retention Framework and Action Plan*. These plans establish department-specific goals and targets, with progress data and employment trends detailed in Appendix 3.

The formal integration of DIEP results into the performance appraisals of Deputy Heads and Senior Managers continued into the 2025-2026 fiscal year. By linking these targets to executive performance, the GNWT has strengthened leadership accountability for achieving Indigenous employment objectives across all departments and agencies.



Goal 2: Indigenous Leadership

Indigenous leadership is important to the GNWT to ensure that Indigenous perspectives are included when developing policies and programs and when designing and providing services. In addition, to attain a Public Service that is representative of the public we serve its imperative to support Indigenous employees to gain leadership roles within the GNWT. This will add value to the work we do and set a positive example for Indigenous employees with aspirations for leadership.

Objective: *Encourage and support Indigenous people to join and stay with the Public Service by fostering a culturally inclusive workplace that addresses bias, racism and discrimination, and that is free of harassment.*

Action 2.1: Offer Indigenous cultural awareness and sensitivity training to support the Government's commitment to building and maintaining a workforce that embraces diversity through cultural awareness and Inclusion.

Action 2.2: Develop an Indigenous language professional development program.

Action 2.3: Empower GNWT employees to question social norms and discover tools to help them reshape how they see the world and their interactions with each other.

Action 2.4: Increase internal support to Indigenous employees to increase retention.

Objective: *Improve retention of Indigenous employees through professional development and career progression.*

Action 2.5: Improve development and training options and opportunities for Indigenous employees' career advancement.

Action 2.6: Build capacity and career development.



Action 2.1 Deliverable Updates

Complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.

Living Well Together training includes eight mandatory modules for all GNWT employees and is part of all DIEPs. Tracking completion is complex due to staff turnover and the time needed to finish the training. For example, a department's completion rate can drop when new employees join and have not yet completed the training. Managers may use their discretion to delay or waive parts of the Truth series (Modules 2-4) of the training if there are concerns that an employee will experience vicarious trauma. Employees are still encouraged to complete the Reconciliation series (Modules 6-8), which focuses on developing cultural sensitivity and practicing reconciliation.

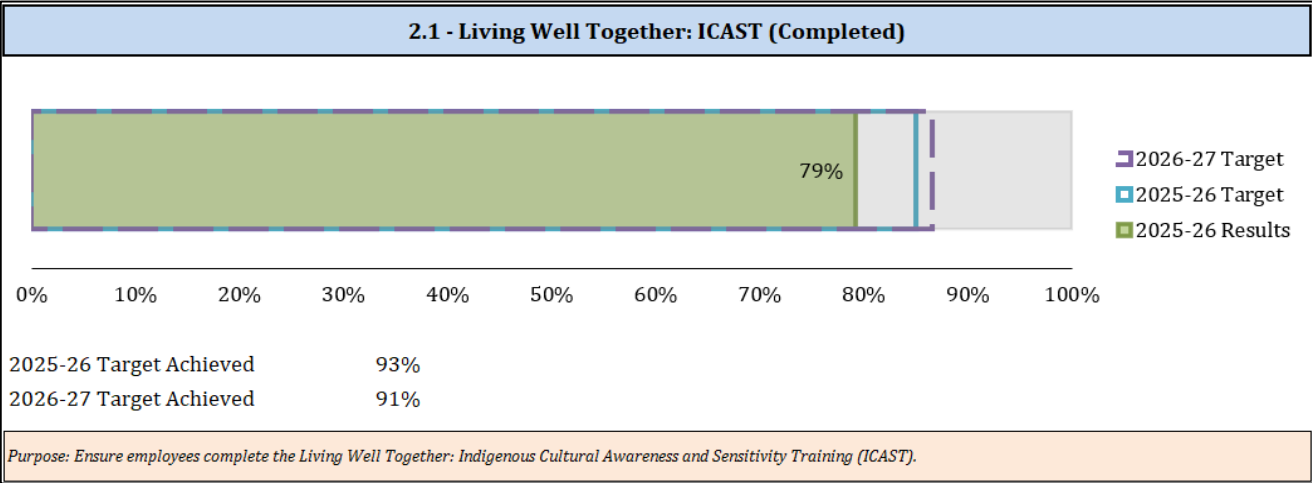
In 2025-2026, two (2) agencies met or exceeded their respective targets:

- Housing NWT
- Prosper NWT

Given the complexity of staff movement, we would like to acknowledge the following departments and agencies that came within a 10% margin of their completion target for 2025-2026:

Organization	Target	Actual	Difference
Aurora College	40%	38%	-2%
Beaufort Delta Divisional Education Council	75%	67%	-8%
Department of Environment and Climate Change	90%	87%	-3%
Department of Education, Culture and Employment	95%	91%	-4%
Department of Executive and Indigenous Affairs	85%	83.1%	-1.9%
Department of Finance	90%	88.1%	-1.9%
Department of Justice	85%	79%	-6%
Legislative Assembly	90%	83.3%	-6.7%
Department of Municipal and Community Affair	95%	93%	-2%
Worker's Safety and Compensation Commission	100%	92%	-8%

The following graph shows the average completion rate for the Living Well Together: Indigenous Cultural Awareness and Sensitivity Training during the 2025-2026 fiscal year:



The graph shows the average completion rates for Living Well Together: ICAST training during the 2025-2026 fiscal year

Departments and agencies that did not meet their completion rate goal for Living Well Together: Indigenous Cultural Awareness and Sensitivity Training in 2025-2026 are expected to work with the Department of Finance to address issues in their processes and meet their 2026-2027 target.

Action 2.2 Deliverable Updates

Collaboration with Department of Education, Culture and Employment to support and deliver professional development programs in Indigenous languages.

The Indigenous Language Instructor Employment Plan (ILIEP) helps Indigenous employees obtain Indigenous language instructor training to support their career growth and advancement within the GNWT, while simultaneously enhancing GNWT services and care for Indigenous residents. With the Indigenous Development Training Program funding parameters amended to cover expenses related to learning an Indigenous language as an equivalent to attending a post-secondary course, it allows Indigenous Development Training Program to provide financial support for GNWT employees to participate in the ILIEP. IDPT provides \$10,000 in financial support that covers training resources, travel expenses, and payment for language mentors. Within the program, ILIEP participants receive individualized language support, and job-embedded training in developing instructional and teaching practices while remaining in and working within their home communities.

The 2025-2026 fiscal year was the second year that ILIEP participants accessed Indigenous Development Training Program funding to cover expenses related to learning their Indigenous language and best practices in instructing Indigenous language courses while remaining in their communities. During the 2025-2026 fiscal year Indigenous Development Training Program helped support seven (7) ILIEP candidates with funding from the Sahtu Divisional Education Council, Beaufort Delta Divisional Education Council, and Dehcho Divisional Education Council. This allowed employees to learn while remaining in their communities across the NWT, including Deline, Sachs Harbour, Fort Providence, Fort Simpson and Inuvik.

Support and celebrate the use of Indigenous languages within the GNWT through bilingual designation employee recognition campaign.

The GNWT updated the Indigenous Development Training Program in 2025-2026 to provide employees with up to \$10,000 in annual funding for language proficiency training, elevating Indigenous languages to a priority professional development category. By pairing this structural change with high-profile celebrations like Indigenous Languages Month, the GNWT made several efforts to integrate the use of the territory's 11 official languages¹ into the workplace culture, treating linguistic skill as a critical professional asset for public service delivery.

Action 2.3 Deliverable Updates

The Equitable Workplace Cultivating Attitudes of Anti-Racism training.

All DIEPs include training targets for the Equitable Workplace Cultivating Attitudes of Anti-Racism training. The training allows learners to explore their own subjective experiences with racism and allyship, identifying how these behaviours impact their daily lives, especially within the workplace.

This training program was put on hold after the last employee stream was offered in February 2025 and the last manager stream in January 2025. Participants had reported that aspects of the training were harmful to BIPOC employees. After participating in anti-racism facilitation training, the Diversity and Inclusion Unit also found that the content was outdated and did not prepare employees to discuss racism in the workplace. To support transparent and consistent reporting across DIEPs, departments and agencies were asked to report their status at the end of the 2025-2026 fiscal year. However, staff movement and the pause in training mean the results do not fully reflect the work departments and agencies have accomplished during the fiscal year.

For the 2025-2026 period, reporting followed three distinct styles due to reporting inconsistencies in target-setting:

- reporting by total employees,
- reporting by stream (employee and manager), or
- reporting combined targets against split results.

In some cases, there were no targets listed but reporting followed one of the stream styles. Although more departments and agencies moved towards a unified reporting style, the GNWT will continue to address this issue through standardized guidance once the training is updated. *(Detailed departmental reporting tables are available in Appendix 1 - Equitable Workplace Training Reporting Styles).*

Mitigating Unconscious Bias in the Workplace Training

The 'Mitigating Unconscious Bias in the Workplace' training is a two-hour interactive online course that explores unconscious bias, how it leads to stereotypes, and how it affects everyone. In the 2025-

¹ The Official Languages of the Northwest Territories are Dene Kəḁá, Dēne Sų́hné, Dene Zhatié, Dinjii Zhu' Ginjik, English, French, Inuinnaqtun, Inuktitut, Inuvialuktun, nēhiyawēwin and Tłıchų.

2026 fiscal year, only one (1) department met or exceeded their respective targets: Department of Municipal and Community Affairs.

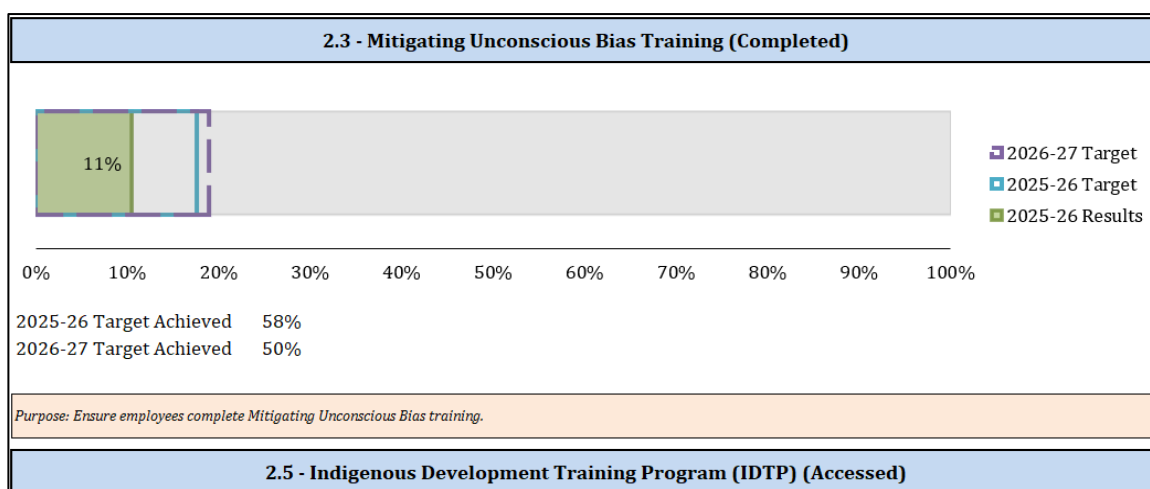
However, the following departments report progress on this training even if they did not set targets for the 2025-2026 fiscal year:

- Aurora College
- Department of Health and Social Services
- Legislative Assembly

Given the complexity of staff movement, we would like to acknowledge the following departments and agencies that came within a 10% margin of their completion target for 2025-2026:

Organization	Target	Actual	Difference
Department of Environment and Climate Change	10%	6%	-4%
Department of Finance	20%	15.6%	-4.4%
Housing NWT	5%	1.8%	-3.2%
Department of Infrastructure	6%	4.9%	-1.1%
Department of Industry, Tourism and Investment	15%	8.5%	-6.5%
Department of Justice	25%	15%	-10%
Northwest Territories Health and Social Services Authority	10%	1.7%	-8.3%

The following graph shows the average completion rate for the Mitigating Unconscious Bias training during the 2025-2026 fiscal year:



The graph shows the average completion rates for Mitigating unconscious Bias training during the 2025-2026 fiscal year

The remaining departments and agencies that did not achieve their training completion target for 2025-2026 are now responsible for meeting their 2026-2027 target.

Implementation of annual performance expectations for leaders that hold them accountable to address unconscious bias, racism, discrimination, and harassment in their organization.

The Inclusive Leadership competency was launched in September 2023 under the GNWT Competency Model² and is now a required element of all employee Performance Development Plans, including those for GNWT management and senior management positions. Under the Inclusive Leadership competency, each employee is required to consider the characteristics and skills necessary to perform at an elevated level while incorporating the elements of the Inclusive Leadership competency in their work. Employees in leadership positions are expected to better commit to and demonstrate the skills, abilities, and attributes set out in the Inclusive Leadership competency.

Action 2.4 Deliverable Updates

The Department of Finance will develop Indigenous focused employee support services.

In 2025–2026, the Department of Finance entered into an agreement with GreenShield Health to provide the Employee Assistance Program (EAP). The selection process considered earlier employee feedback identifying a need for longer-term, in-person and Indigenous-specific mental health supports. GreenShield's partnership with Noojimo Health, an Indigenous owned and led virtual mental health provider which provides culturally safe virtual counselling, was an important factor in meeting the need for more culturally relevant support. Additionally, GreenShield offers in-person counselling where available.

Employees requiring support beyond EAP-funded hours can also explore options to continue with their counsellor through other benefits or direct payment. Additional culturally relevant supports available through Noojimo will be explored as part of the ongoing partnership.

Current work focuses on increasing awareness of EAP services and providing clear information about how to access them.

Department of Finance will assist departments and agencies to provide additional cultural health and wellness resources such as wellness workshops, staff retreats, use of traditional medicines, cultural ceremonies, and sharing circles.

Indigenous wellness practices and approaches, including sharing circles, are incorporated into select GNWT learning opportunities. Across departments and agencies, cultural wellness and land-based activities are also offered in ways that reflect local and regional contexts, needs and relationships. The EAP also provides access to culturally relevant counselling through Noojimo Health, with opportunities to further build on this partnership.

Moving forward, the Department of Finance will continue to identify culturally relevant wellness resources and opportunities that reflect the diversity of Indigenous cultures, traditions and community contexts. This will help support departments and agencies in connecting GNWT employees with culturally relevant health and wellness opportunities across the NWT.

² <https://my.hr.gov.nt.ca/learning-development/performance-development/gnwt-competency-model-0>

Collaborate with the Indigenous Employee Advisory Committee (IEAC) to incorporate Indigenous perspectives and culture in programs, policies, and initiatives.

In the 2025-2026 fiscal year, the IEAC provided feedback on the following programs, policies and initiatives:

- The Indigenous Development and Training Program, including a new application form and grading rubric to help prevent premature depletion of its annual funding.
- The Employee Satisfaction Action Plan and working group.
- The launch and implementation of the Indigenous Employment Policy.
- The new Indigenous Career Pathway Officer position in Finance, with an emphasis on involving supervisors in employee pathway discussions;
- The Indigenous Mentorship Initiative/Programs and plans for the pilot initial meeting;
- Progress on work related to the Indigenous Employment Policy and self-identification campaign; and
- The Exit Interview Initiative and review of the planned exit interview questions.

The IEAC will continue to serve as a valuable resource as further hiring and employee development initiatives are developed.

Develop and launch cultural competency training in partnership with HSS.

The Department of Health and Social Services (HSS) offers Cultural Safety and Anti Racism Training for all Health and Social Services staff and contractors to help improve health outcomes for Indigenous residents. This training is rooted in the concept of cultural safety, which is defined as an outcome where Indigenous persons accessing health and social programs and services feel safe and respected, free of racism and discrimination.

Indigenous Human Resources Specialists from the Diversity and Inclusion Unit supported HSS Cultural Safety Training wherever possible, with the view that the HSS programming will lead to a government-wide approach to culturally safe training beyond HSS. As the lead for the training, the HSS team identified a gap in facilitator training and put the training on hold until the facilitators receive the training needed.

Facilitators cross-training between Cultural Safety and Anti Racism, Community, Culture and Innovation, and the Diversity and Inclusion Unit occurred in the 2024-2025 fiscal year starting in April 2024. The new Cultural Safety and Anti Racism Readiness training was successfully piloted in July 2025 and is being offered to Health and Social Services staff across the system throughout 2026.

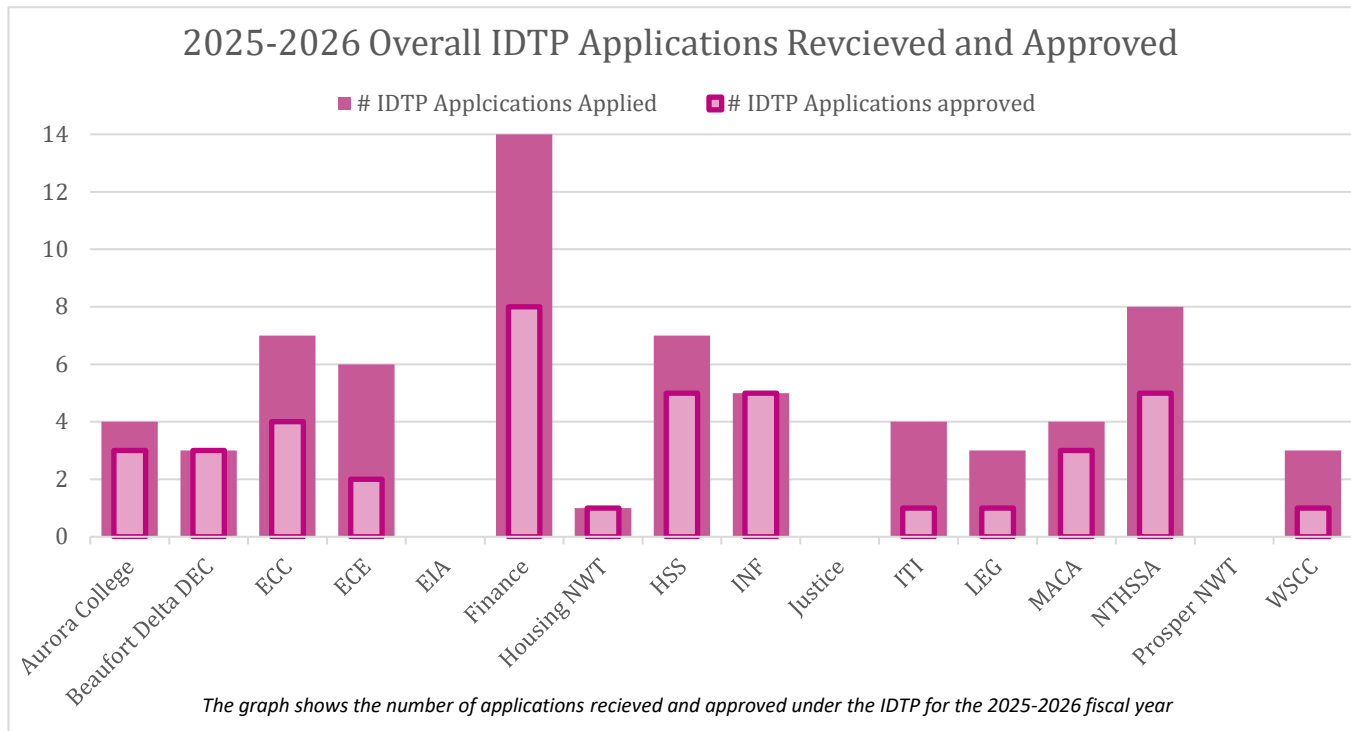
Implementation of exit interview process.

During the 2025-2026 fiscal year, the Diversity and Inclusion Unit issued a Request for Proposal to establish a third-party managed exit interview process. The contract was awarded to ProEdge Consulting Ltd. In collaboration with Strategic HR, Management and Recruitment Services, the IEAC and ProEdge Consulting Ltd., questions for Indigenous and non-Indigenous participants and an interviewer's guide have been developed, with plans to launch the process in early 2026/2027.

Action 2.5 Deliverable Updates

Departments and agencies accessing the Indigenous Development and Training Program.

Demand for Indigenous Development and Training Program (IDTP) funding remained high in the 2025-2026 fiscal year, with funding requests exceeding the available budget. In response, the application assessment process was updated to help spread funding across the fiscal year rather than exhaust it in the first few months. The following graph shows the number of applications received and approved for the 16 departments and agencies that submitted DIEPs:



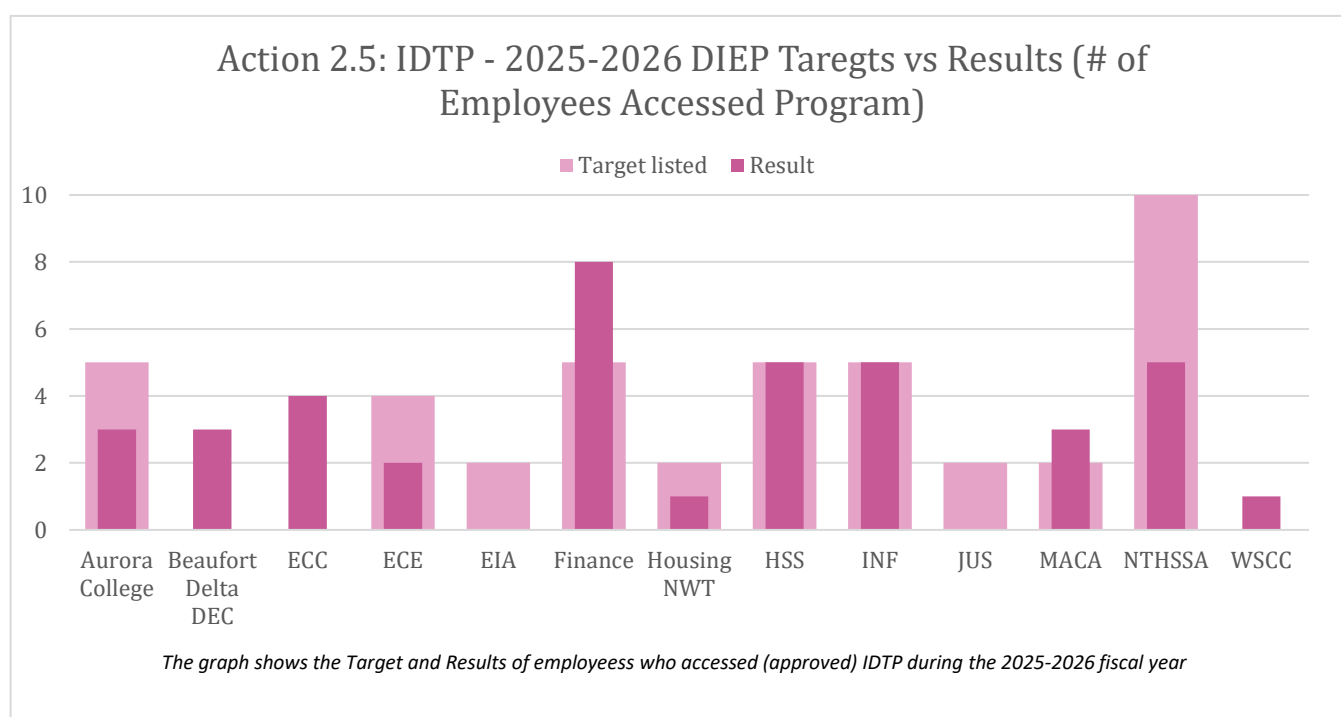
Despite the change in administration to the program, departments and agencies continued to work towards their targets set out in the DIEPs.

- **Notable reporting inconsistencies this year include:**

- The Legislative Assembly set a percentage-based target. Changes in its employee count and differences in rounding affected whether the target was reported as met.
- The Department of Industry, Tourism and Investment reported the number of employees who applied rather than the number who accessed the program. Under this revised wording, the department reported meeting its target.
- The Workers' Safety and Compensation Commission, Department of Environment and Climate Change, and Beaufort Delta Divisional Education Council set targets for increasing awareness of the program but reported the number of employees who accessed it. This difference made it difficult to determine whether the awareness targets had been met.

- **Reported Success:** In addition to ITI reporting that it met its target under revised wording, the following four departments met or exceeded their targets for the number of employees accessing program funding:
 - Department of Finance
 - Department of Health and Social Services
 - Department of Infrastructure
 - Department of Municipal and Community Affairs

This graph shows target and results based on the number of employees who accessed the Indigenous Development and Training Program by Department and Agency as noted in their DIEPs for the 2025-2026 fiscal year:



Review Leadership Development Program to ensure Indigenous perspectives are included.

The Department of Finance completed a review of the Leadership Development Program to ensure Indigenous and northern perspectives were integrated into program design and delivery. Launched in the 2024-2025 fiscal year in partnership with Aurora College, key highlights of the new program include:

- **Northern Context:** As a “made-in-the-north” program, the curriculum was developed in collaboration with Northern employers and the GNWT. This ensures relevance to the unique NWT environment and integrates the perspectives of Northern Indigenous leaders, elders, and community members.
- **Program Design and Content:** The program emphasizes core leadership competencies (self-awareness, communication, decision-making, and emotional intelligence) to support

the navigation of diverse cultural perspectives. Program design was directly informed by feedback from the Indigenous Employee Advisory Committee regarding cultural sensitivities, northern perspectives, and traditional knowledge.

- **Indigenous Engagement:** The curriculum for the Leadership Development Program was submitted to the Indigenous Employee Advisory Committee for review and input and subsequently updated to ensure Indigenous perspectives were meaningfully incorporated.
- **Experiential Learning:** Module 9 includes an on-the-land component at B-Dene Camp in Dettah. This opportunity allows participants to integrate program elements with mentors in a collaborative northern setting, reinforcing cultural awareness and the practical application of leadership skills.
- **Trained Facilitators:** All program facilitators have completed the GNWT's Indigenous Cultural Awareness and Sensitivity Training.
- **Selection Process:** Indigenous applicants are given priority consideration during the selection process to increase Indigenous participation and representation within the program.

These elements were incorporated into both program levels. Level 1, the Emerging Leaders stream, is designed for new and aspiring leaders. Level 2, the Existing Leaders stream, is designed for leaders with management experience. The first cohorts began in September 2024 for Level 1 and January 2025 for Level 2, continuing into the 2025-2026 fiscal year. The next cohorts began in September 2025 for Level 1 and February 2026 for Level 2, continuing into 2026-2027. The table below shows the number and percentage of Indigenous employees in each cohort.

<i>2025-2026 Leadership Development Program Stats</i>				
	Level 1 Sept 2024 to June 2025	Level 2 Jan 2025 to Nov 2025	Level 1 Sept 2025 to June 2026	Level 2 Feb 2026 to Nov 2026
# Indigenous employees	14	11	16	8
Total # participants	20	20	20	20
% of Indigenous Employees	70%	55%	80%	40%

Make mentorship and on-the-job training part of senior employees' job descriptions, responsibilities and the general work objectives for each unit, division, and department.

To make mentorship and on-the-job training part of senior leadership responsibilities, the Senior Management Job Description Template includes a mandatory accountability for all senior leadership positions. This aligns senior leaders and their management teams with the following shared responsibility:

“Uphold and consistently practice personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the-job training, including staff development in annual general objectives.”

Senior management is accountable for ensuring that supervisors and managers perform satisfactorily in this area, while Deputy Heads remain accountable for their senior management teams. As this work was reported in the 2024-2025 DIEP report, the deliverable will be considered complete in future reporting.

Development of Succession Planning Guidelines.

The Department of Finance continued to support the Indigenous Recruitment and Retention Framework (IRRF) through publicly accessible resources in the Online Managers’ Toolkit. In 2025-2026, key tools, including the Succession Planning Guide, Career Pathing templates, and Employee Development Plans supported employee development, career progression, and succession planning across the GNWT. The guide provides a consistent, government-wide framework for identifying, developing, and retaining employees to meet future workforce needs, while emphasizing Indigenous employee development and representation in leadership roles in alignment with the IRRF and Indigenous Employment Policy. During the reporting period, planning also began for a 2026-2027 review of the Succession Planning Guide and related resources to ensure continued alignment with the IRRF and evolving organizational needs.

Development of Indigenous Mentorship Program.

Development of a dedicated Indigenous Mentorship Program remained a priority throughout the 2025-2026 fiscal year. This work led to the program’s successful launch in January 2026, establishing a structured approach to fostering meaningful mentor-mentee relationships across the public service.

Following its launch, the Indigenous Mentorship Program received 14 applications, and 12 employees were selected for a nine-month pilot scheduled to begin in the 2026-2027 fiscal year. An in-person Orientation Day for the program’s first cohort was planned for April 2026 in Yellowknife. The event was intended to provide program guidance, mentorship training, and team-building activities to prepare participants for successful mentoring relationships. Mentors were also asked to participate in a full-day leadership training session delivered by Aurora College.

Participant feedback sessions were planned for June and September 2026 to help administrators understand participants’ experiences and identify opportunities for improvement. The pilot was scheduled to conclude in December 2026, with participants reconvening in Yellowknife to discuss successes, challenges, and lessons learned. This feedback was intended to help refine the Indigenous Mentorship Program for future cohorts.

Action 2.6 Deliverable Updates

Equitable Access to Training Directive.

During 2025-2026, the Diversity and Inclusion unit continued to lead work to support equitable access to training opportunities across the GNWT. In collaboration with the Employee Development and Workforce Planning unit, resources were developed and policy requirements were reviewed to ensure alignment between equitable access objectives and the broader learning and development framework. This work identified opportunities to update the Learning and Development Policy to better reflect current learning and development practices and support equitable access principles. Work on these policy enhancements continued into 2026-2027 and will inform the development of related tools, resources, and guidance materials.

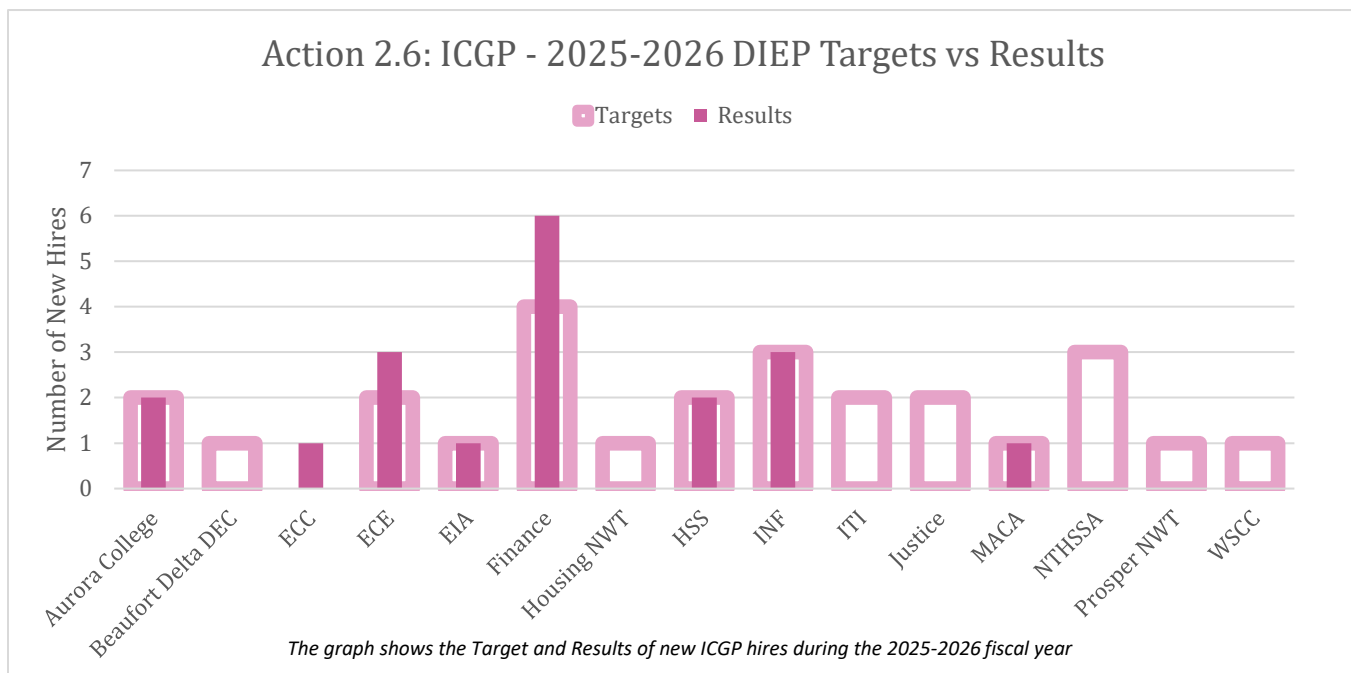
Departmental Indigenous Employment Plans Targets:

Indigenous Career Gateway Program (ICGP)

Seven (7) departments and agencies that established targets for the Indigenous Career Gateway Program during this fiscal year met or exceeded their target. Differences in target wording and reporting measures affected how results could be assessed for several departments and agencies.

The Legislative Assembly set a percentage-based target. Prosper NWT set a target to fill a position through the Indigenous eligibility list, the Indigenous Career Gateway Program, or both, but did not fill the position using either option. The Department of Environment and Climate Change set a target to promote the program but reported a new hire, making it difficult to determine whether its promotion target had been met.

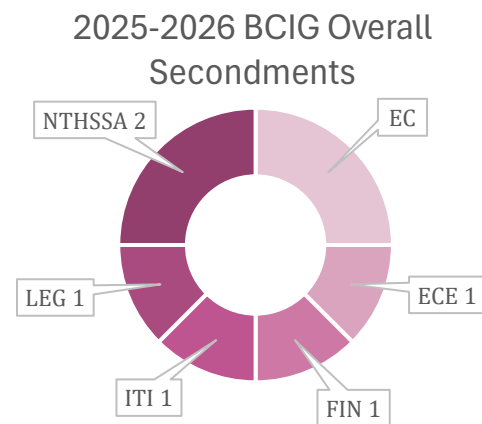
The following graph shows Indigenous Career Gateway Program targets and results by department and agency for the 2025-2026 fiscal year:



Building Capacity with Indigenous Governments (BCIG)

The Building Capacity with Indigenous Governments program continued to facilitate secondment arrangements between the GNWT and Indigenous Governments (IGs) during the 2025-2026 fiscal year.

- **Target Participation:** Formal target-setting for this program remained low, with only five departments and agencies establishing specific goals, including:
 - Department of Executive and Indigenous Affairs
 - Department of Finance
 - Department of Health and Social Services
 - Department of Industry and Tourism and Investment
 - Northwest Territories Health and Social Services Authority
- **Reported Success:** The Department of Industry, Tourism and Investment and the Northwest Territories Health and Social Services Authority reported meeting their targets. The Department of Finance supported one secondment, meeting its target of one to two secondments in 2025-2026. The Legislative Assembly and the Department of Environment and Climate Change also reported supporting secondments, although neither had set a target for the 2025-2026 fiscal year.
- **Program Success:** Overall, the program successfully supported eight secondments across the Northwest Territories in 2025-2026.



The graph shows the number of BCIG secondments for 2025-2026 fiscal year

The chart shows the overall number of Building Capacity with Indigenous Governments secondments for the 2025-2026 fiscal year.

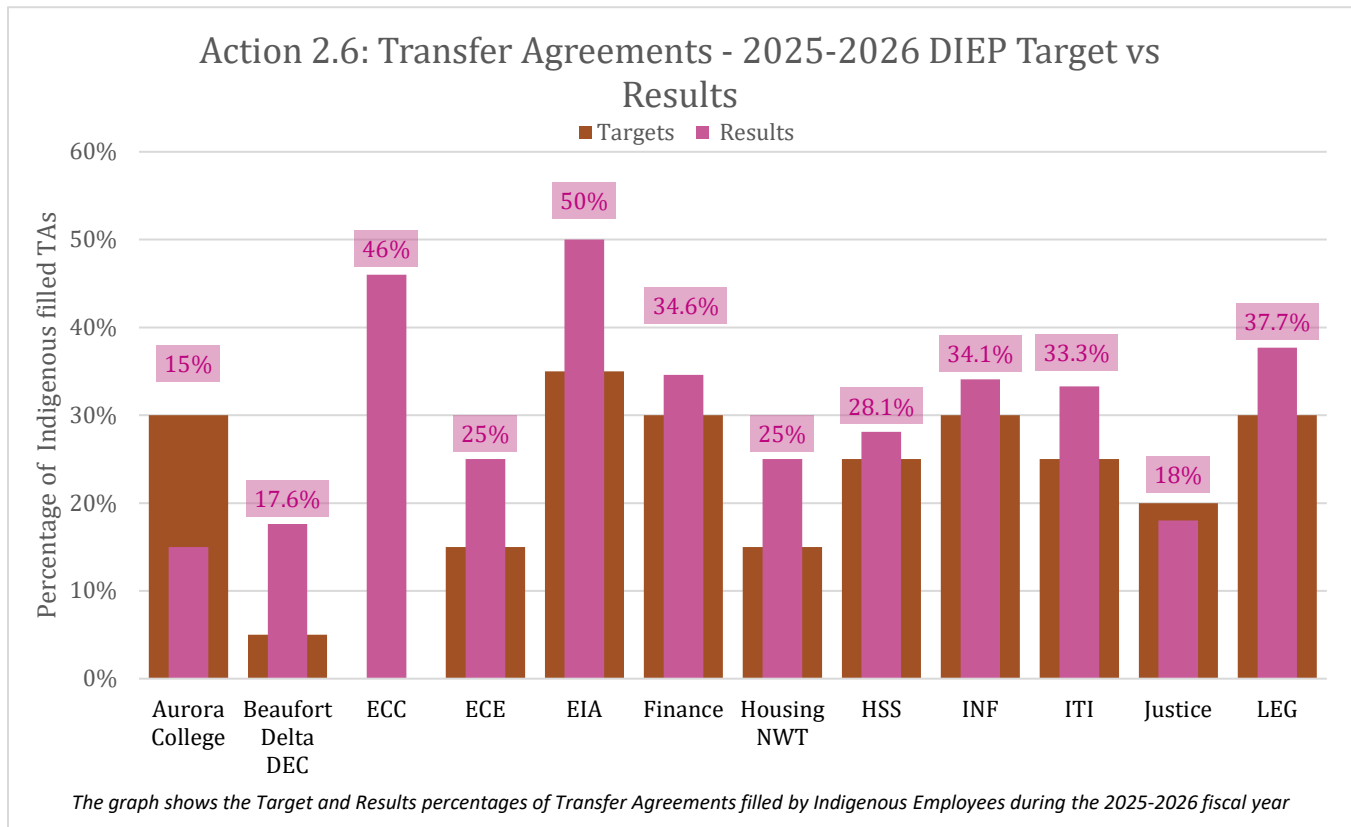
Indigenous Participation in Transfer Assignments

To encourage internal mobility and career advancement, departments were asked to track transfer assignments filled by Indigenous employees. Ten of the 16 departments and agencies that set targets met or exceeded them in 2025-2026.

- **Notable Participation:** Even without formal targets, the Department of Environment and Climate Change reported that 46% of its transfer assignments were filled by Indigenous employees.

- **Data Integrity:** The Department of Municipal and Community Affairs and Workers' Safety and Compensation Commission used different reporting methods (numerical counts vs. percentages), which the GNWT is working to standardize reporting for future cycles.
- **Data Missing:** Data was not available for the Northwest Territories Health and Social Services Authority and Prosper NWT.

The following graph shows targets and results for transfer assignments filled by Indigenous employees, by department and agency, in 2025-2026:



Appendix 1 – Equitable Workplace Training Reporting Styles

Departments and agencies used different approaches to setting targets and reporting results for Equitable Workplace Cultivating Attitudes of Anti-Racism Training under Action 2.3. The reporting styles are described below:

Style 1: Targets are set for all employees, where a target is stated. Results are reported for all employees in the organization.

Department/ Agency	2024-2025 target	2024-2025 result
Aurora College	15% of employees have completed training	4.5% of employees have completed training
Department of Education, Culture and Employment	55% of employees have completed training	48% of employees and managers have completed training
Department of Health and Social Services	20% of employees have completed training	11.1% of employees have completed training
Northwest Territories Health and Social Services Authority	N/A	3.1% of total active workforce have completed training
Prosper NWT	100% of employees have completed training	0% of employees have completed training
Workers' Safety and Compensation Commission	50% of employees have completed training	51% of employees have completed training

Style 2: Targets and results are reported separately by training stream.

Department/ Agency	2024-2025 target	2024-2025 result
Department of Environment and Climate Change	25% of employees have completed the training	11% of employees have completed the training
	35% of managers have completed the training	24% of managers have completed the training
Department of Executive and Indigenous Affairs	35% of employees have completed the training	18.7% of employees have completed the training
	40% of managers have completed the training	21.7% of managers have completed the training

Department of Finance	15% of employees have completed the training	12% of employees have completed the training
	45% of managers have completed the training	37.2% of managers have completed the training
Housing NWT	10% of employees have completed the training	8.2% of employees have completed the training
	15% of managers have completed the training	8.3% of managers have completed the training
Department of Infrastructure	7% of employees have completed the training	3.9% of employees have completed the training
	40% of managers have completed the training	35.9% of managers have completed the training
Department of Justice	All Employees: 17% completion rate for Equitable Workplace	All Employees: 9% completion rate for Equitable Workplace
	Supervisors: 38% completion rate for Equitable Workplace	Supervisors: 8% completion rate for Equitable Workplace
Department of Municipal and Community Affairs	18.1% of employees have completed training	20% of employees have completed training
	33.3% of managers have completed the training.	29% of managers have completed the training.

Style 3: Targets are set for all employees in the organization, where a target is stated. Results are reported separately for employees and managers.

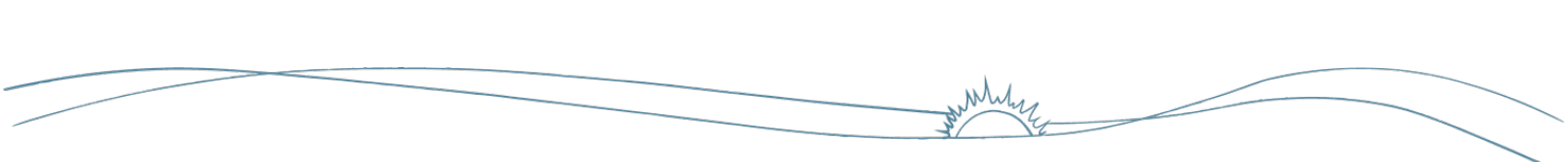
Department/ Agency	2024-2025 target	Employee result	Manager result
Beaufort Delta Divisional Education Council	No Target	0.1%	0.1%
Department of Industry, Tourism and Investment	15% of employees have completed training	5%	26.4%
Legislative Assembly	35% of employees have completed training	10%	22%

Appendix 2 – IRRF Action Plan Gantt Timeline Chart

Deliverable		Status	2023	2024	2025	2026	2027
1.1.1	Audit Job Descriptions (JDs) for systemic barriers	Ongoing					
1.1.2	Develop Guideline for reviewing JDs	Complete					
1.1.3	Develop resources for reviewing JDs	Complete					
1.2.1	Review staffing processes	Ongoing					
1.2.2	Develop staffing review framework	Complete					
1.2.3	Establish protocol for requesting Indigenous representation on selection committees	In Progress					
1.2.4	Develop mandatory training for Hiring Managers	Complete					
1.3.1	Establish Indigenous eligibility list	Complete					
1.3.2	Develop networking strategy to target Indigenous students	Ongoing					
1.3.3	Partner with ECE to identify Indigenous post-secondary students to target for employment opportunities	Ongoing					
1.4.1	Deploy applicant-centric resources and tools to improve experience	Ongoing					
1.4.2	Develop communication strategy on hiring process and resources	In Progress					
1.4.3	Develop Community Outreach Plan with Indigenous governments	In Progress					
1.5.1	Establish Indigenous Employment Plans	Complete					
1.5.2	Establish yearly Indigenous Employment Targets	Complete/ Ongoing					
1.5.3	IEPs and Targets tied to Deputy Head and Sr. Management performance appraisals	Complete					
2.1.1	All employees to complete Living Well Together: ICAST	Ongoing					
2.2.1	Collaborate with ECE to support delivery of professional development programs in Indigenous languages	In Progress					
2.2.2	Bilingual designation employee recognition campaign	In Progress					

Deliverable		Status	2023	2024	2025	2026	2027
2.3.1	All employees to complete Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training	Ongoing					
2.3.2	Develop and offer unconscious bias training for all employees	Complete/ Ongoing					
2.3.3	Implement annual performance expectations for leaders	Complete					
2.4.1	Develop Indigenous focused employee support services	In Progress					
2.4.2	Assist departments and agencies to provide additional cultural health and wellness resources	In Progress					
2.4.3	Collaborate with the IEAC to review current onboarding, leadership programs, supervisory and management courses	Ongoing					
2.4.4	Collaborate with IEAC to plan and review all organizational hiring initiatives and programs	Ongoing					
2.4.5	Develop and deliver cultural competency training for employees	In Progress					
2.4.6	Implement an exit interview process	In Progress					
2.5.1	Optimize uptake of the IMDTP to ensure full subscription	Ongoing					
2.5.2	Develop an Indigenous mentorship program for informal on-the-job training	Complete/ Ongoing					
2.5.3	Institutionalize mentorship and on-the-job training in senior leadership accountabilities	Complete					
2.5.4	Create resources for employees to identify career pathways and training needs in their Learning and Development Plan	In Progress					
2.5.5	Produce a succession planning guide and toolkit with a focus on Indigenous employee development	Complete					
2.5.6	Review the Leadership Development Program to ensure Indigenous perspectives are incorporated	Complete					
2.6.1	Ensure that the ICGP is fully subscribed annually	Ongoing					

Deliverable		Status	2023	2024	2025	2026	2027
2.6.2	Ensure that Departments support the BCIG Program and that it is fully subscribed	Ongoing					
2.6.3	Develop an Equitable Access to Training directive to address unequal access to training for Indigenous employees	In Progress					
2.6.4	Promote the use of TAs and cross-training to encourage mobility and development for Indigenous employees	Ongoing					



Appendix 3 – Indigenous Employment Trends

This appendix contains Indigenous representation tables and graphs based on employee headcount data from 16 submitted 2025-26 Departmental Indigenous Employment Plans (DIEPs). The 2025-26 analysis compares results with the 2023-24 reporting period, as 2024-25 was an interim reporting year.

Section A: Indigenous Employee Representation (All Areas)

This section includes two tables that summarize Indigenous representation across all positions and management positions. Each table includes sparklines illustrating **results and targets** across reporting periods, with the red data point identifying the lowest reported percentage. Corresponding graphs provide a visual of GNWT Indigenous representation trends.

All Positions (as of March 31, 2026):

- GNWT Indigenous representation increased from **28% to 31%** compared to 2024; and
- **75% (12/16)** of areas reported **more than 25%** Indigenous representation in 2026.

Management Positions (as of March 31, 2026):

- GNWT Indigenous management representation increased from **23% to 24%** compared to 2024; and
- **44% (7/16)** of areas reported **more than 25%** Indigenous management representation in 2026.

Section B: Indigenous Employee Representation (Impact Level)

This section includes two tables that summarize Indigenous representation across all positions and management positions, categorized into **High-Impact Areas** and **Other Areas**. High-Impact Areas have at least 450 employees and therefore are considered to have a greater influence on GNWT-wide representation results. In 2026, the High-Impact Areas include Environment and Climate Change (ECC), Finance (FIN), Infrastructure (INF), Justice (JUS) and the Northwest Territories Health and Social Services Authority (NTHSSA), which collectively account for approximately **67% of the reported workforce**.

Section B Graphs:

- **Bar Graphs 1.1 and 2.1:** Provide a trend visual of GNWT Indigenous representation in High-Impact Areas and Other Areas based on the associated tables.
- **Bar Graphs 1.2 and 2.2:** Provide a visual of the proportional distribution of Indigenous employees in High-Impact Areas and Other Areas based on the associated tables.

All Positions (as of March 31, 2026):

- Indigenous representation in High-Impact Areas increased from **28% to 31%**, aligning with the **31%** reported in Other Areas;
- The proportional distribution of Indigenous employees aligned with the overall workforce in 2026. High-Impact Areas accounted for **67%** of both the reported workforce and Indigenous employees, with Other Areas accounting for the remaining **33%**; and

- Notable increases in Indigenous representation compared to 2024 included: INF from **36% to 46%**, NTHSSA from **20% to 25%**, ECC from **40% to 44%**, BDDEC from **32% to 45%** and MACA from **28% to 34%**.

Management Positions (as of March 31, 2026):

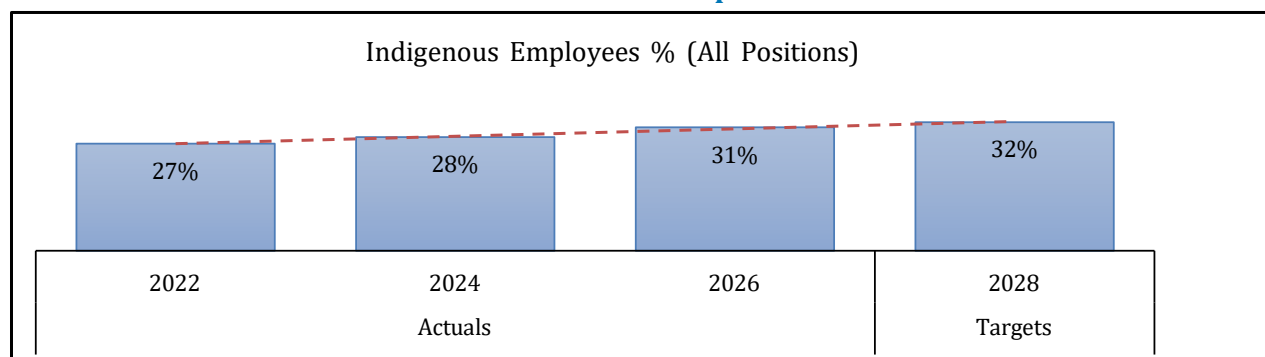
- Indigenous management representation increased from **22% to 23%** in High-Impact Areas and from **24% to 25%** in Other Areas compared to 2024;
- In 2026, High-Impact Areas accounted for **57%** of reported management positions and **54%** of Indigenous employees in management, while Other Areas accounted for **43%** and **46%**, respectively; and
- Notable increases in Indigenous management representation compared to 2024 included: NTHSSA from **14% to 19%** and LEG from **33% to 67%**.

Section A – Table 1

All Positions Indigenous Employees (% of Employee Count Reported)					
	Actuals			Targets	Graph
	2022	2024	2026	2028	
AC	27%	29%	32%	34%	
BDDEC	31%	32%	45%	35%	
ECC	37%	40%	44%	41%	
ECE	28%	31%	29%	34%	
EIA	45%	47%	41%	42%	
FIN	30%	33%	29%	34%	
HNWT	33%	41%	38%	47%	
HSS	19%	25%	22%	39%	
INF	35%	36%	46%	41%	
ITI	29%	30%	30%	35%	
JUS	26%	26%	27%	28%	
LEG	36%	43%	40%	53%	
MACA	24%	28%	34%	30%	
NTHSSA	21%	20%	25%	24%	
PNWT	0%	8%	0%	29%	
WSCC	12%	14%	12%	21%	
GNWT	27%	28%	31%	32%	

The table above represents the % of Indigenous employees across all positions, based on data reported in the DIEP submissions. The red point on each sparkline (mini-graph) indicates the lowest reported percentage.

Section A – Graph 1



The graph above is a visual representation of the % of Indigenous employees across all positions. The perforated line is a linear trend analysis, whereas a sparkline (main table above) relies on set data points. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSEA (Education + HSS)

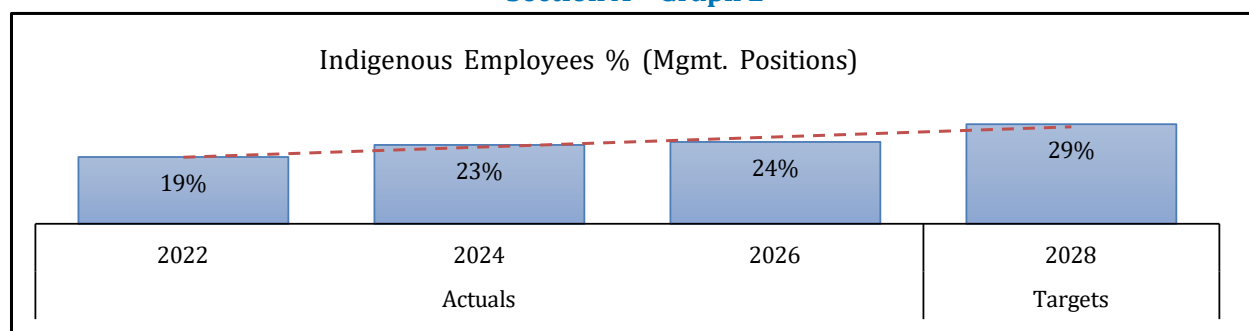
Section A – Table 2

**Management Positions
Indigenous Employees (% of Employee Count Reported)**

	Actuals			Targets	Graph
	2022	2024	2026	2028	
AC	15%	18%	22%	28%	
BDDEC	8%	15%	6%	38%	
ECC	25%	31%	31%	38%	
ECE	27%	31%	27%	33%	
EIA	35%	35%	35%	27%	
FIN	17%	22%	15%	22%	
HNWT	32%	32%	32%	35%	
HSS	9%	13%	16%	27%	
INF	17%	20%	21%	32%	
ITI	18%	20%	24%	30%	
JUS	29%	29%	33%	37%	
LEG	10%	33%	67%	67%	
MACA	32%	35%	49%	38%	
NTHSSA	9%	14%	19%	14%	
PNWT	0%	17%	0%	40%	
WSCC	7%	7%	6%	19%	
GNWT	19%	23%	24%	29%	

The table above represents the % of Indigenous employees across all management positions, based on data reported in the DIEP submissions. The red point on each sparkline (mini-graph) indicates the lowest reported percentage. The data is a combination of all senior and middle management positions.

Section A – Graph 2



The graph above is a visual representation of the % of Indigenous employees across all management positions. The perforated line is a linear trend analysis, whereas a sparkline (main table above) relies on set data points. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSEA (Education + HSS)

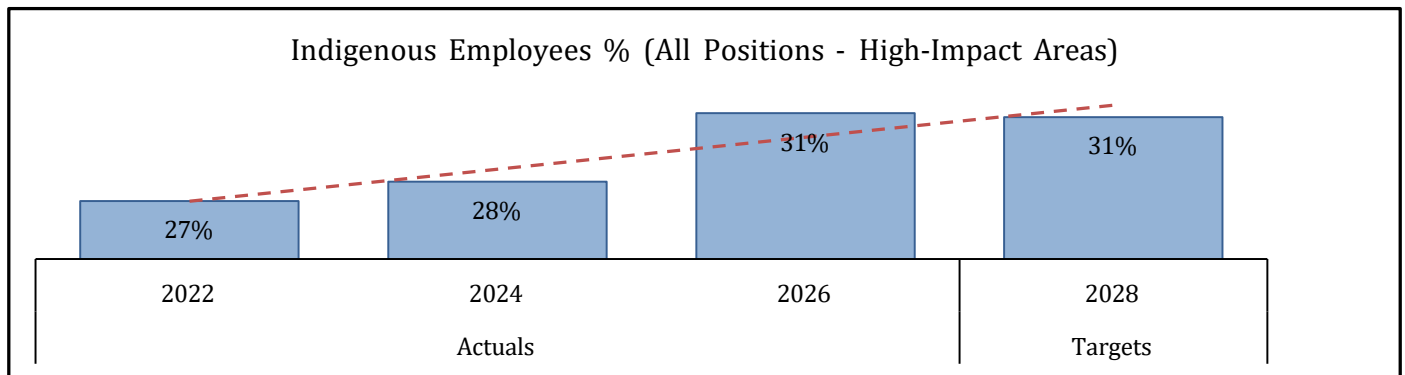
Section B – Table 1

All Positions (High Impact Areas) Indigenous Employees (% of Employee Count Reported)

	Actuals			Targets	Graph
	2022	2024	2026	2028	
ECC	37%	40%	44%	41%	
FIN	30%	33%	29%	34%	
INF	35%	36%	46%	41%	
JUS	26%	26%	27%	28%	
NTHSSA	21%	20%	25%	24%	
High-Impact Areas	27%	28%	31%	31%	
Other Areas	27%	30%	31%	35%	

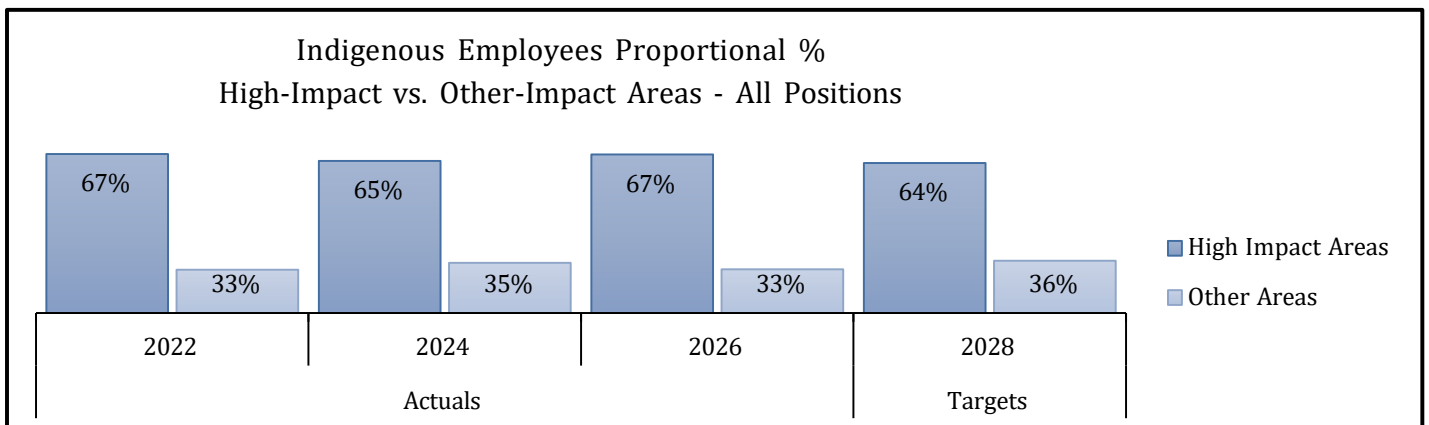
The table above represents the % of Indigenous employees across all positions within high-impact areas. The red point on each sparkline (mini-graph) indicates the lowest reported % across the reporting periods.

Section B – Graph 1.1



The graph above provides a visual representation of the percentage of Indigenous employees across all positions. The dashed line represents a linear trendline, while the sparkline in the main table displays the individual reporting points. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSA (Education + HSS)

Section B – Graph 1.2



The graph above provides a visualization of the proportional distribution of Indigenous employees in High-Impact Areas and Other Areas across all positions. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSA (Education + HSS)

Section B – Table 2

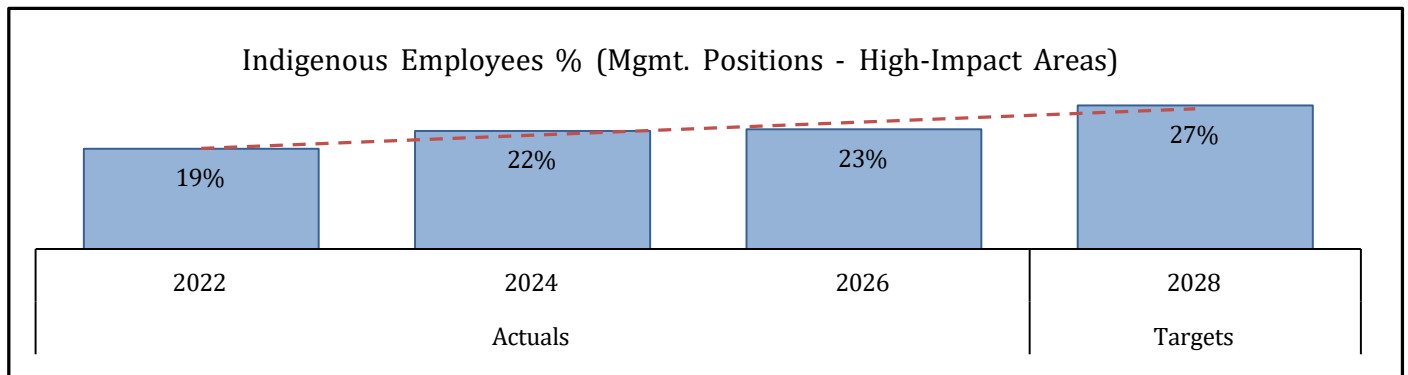
Management Positions (High Impact Areas) Indigenous Employees (% of Employee Count Reported)

	Actuals			Targets	Graph
	2022	2024	2026	2028	
ECC	25%	31%	31%	38%	
FIN	17%	22%	15%	22%	
INF	17%	20%	21%	32%	
JUS	29%	29%	33%	37%	
NTHSSA	9%	14%	19%	14%	

High-Impact Areas	19%	22%	23%	27%	
Other Areas	20%	23%	25%	31%	

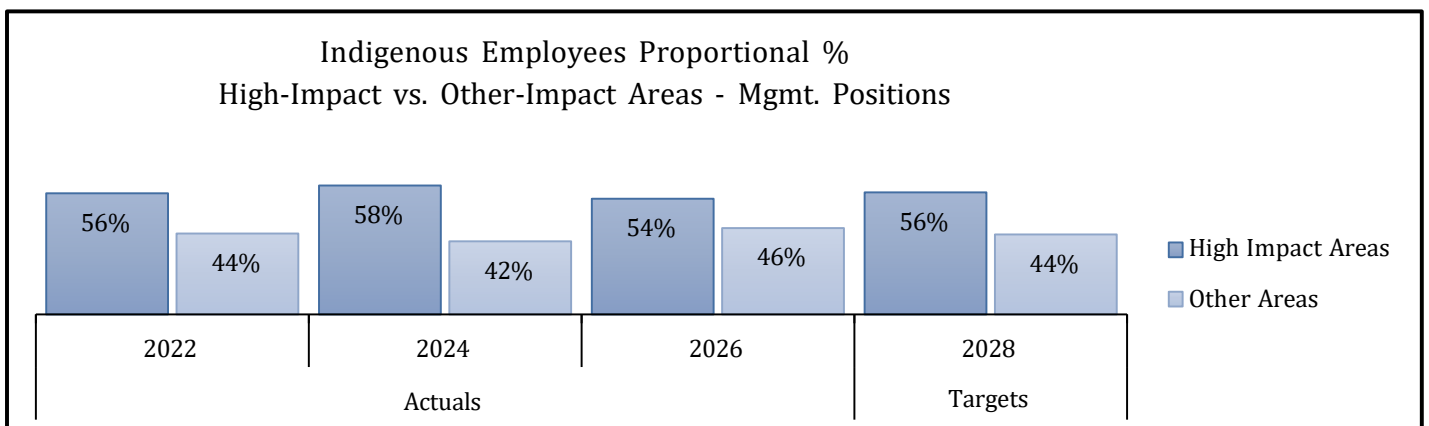
The table above represents the % of Indigenous employees across all management positions within high-impact areas. The red point on each sparkline (mini-graph) indicates the lowest reported % across the reporting periods.

Section B – Graph 2.1



The graph above provides a visual representation of the percentage of Indigenous employees across all management positions. The dashed line represents a linear trendline, while the sparkline in the main table displays the individual reporting points. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSA (Education + HSS)

Section B – Graph 2.2



The graph above provides a visualization of the proportional distribution of Indigenous employees in High-Impact Areas and Other Areas across all management positions. Excluded: (DIEP Not Submitted): CSFTNO | DDEC | SDEC | SSDEC | TCSA (Education + HSS)