



SASKATOON POLICE SERVICE

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 30

SUBJECT: Annual Equity, Diversity and Inclusion Report

FILE #: 2,014

ISSUE:

The Saskatoon Police Service (SPS) continues to work towards a workforce that is reflective of the population we serve. This report provides an annual update on the Saskatoon Police Service Diversity progress and initiatives.

RECOMMENDATION:

That the following Equity, Diversity and Inclusion report be received as information.

STRATEGIC PRIORITY:

This report supports the strategic theme of Our People by promoting a healthy work environment and a culture of learning to ensure members reach their full potential. This includes being committed to ensuring our people are professional and accountable, representative of the population we serve and have the proper training and developmental opportunities to perform their duties effectively and efficiently.

DISCUSSION:

A diverse workforce includes individuals of different ages, genders, religions, race, ethnicity, cultural backgrounds, languages, sexual orientation and education. Diversity is a key component of any organization's success, and this is especially true of the SPS. Our diverse workforce returns many benefits, including:

- established and expanded trust between law enforcement and the diverse community we serve;

“PUBLIC AGENDA”

- enhanced empathy and ongoing ability to relate within cultural groups that have similar backgrounds and experiences as members;
- bridged communication gaps; and
- an enriched organizational culture through our improved multi-cultural understanding.

In valuing diversity, SPS continues to target the following underrepresented equity groups as new positions become open:

- Women;
- Indigenous peoples;
- Visible minorities; and
- Persons with disabilities.

The challenge for the SPS and other policing agencies is to communicate with, capture and then attract these employment equity groups to the Service. We must then support them within the Service and allow the culture of policing to expand through their positive inclusion.

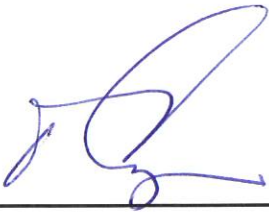
The attached report provides a 2020 update on the SPS’s Equity, Diversity and Inclusion progress and planned initiatives for 2021 and beyond.

ATTACHMENTS:

Attachment 1 – Saskatoon Police Service 2020 Annual Report on Equity, Diversity & Inclusion

Written by: **Clae Hack**
Executive Director of Corporate Strategy & Performance

Approved by: **Mitch Yuzdepski**
Deputy Chief of Support Services

Submitted by: 
Troy Cooper
Chief of Police

Dated: April 1, 2021

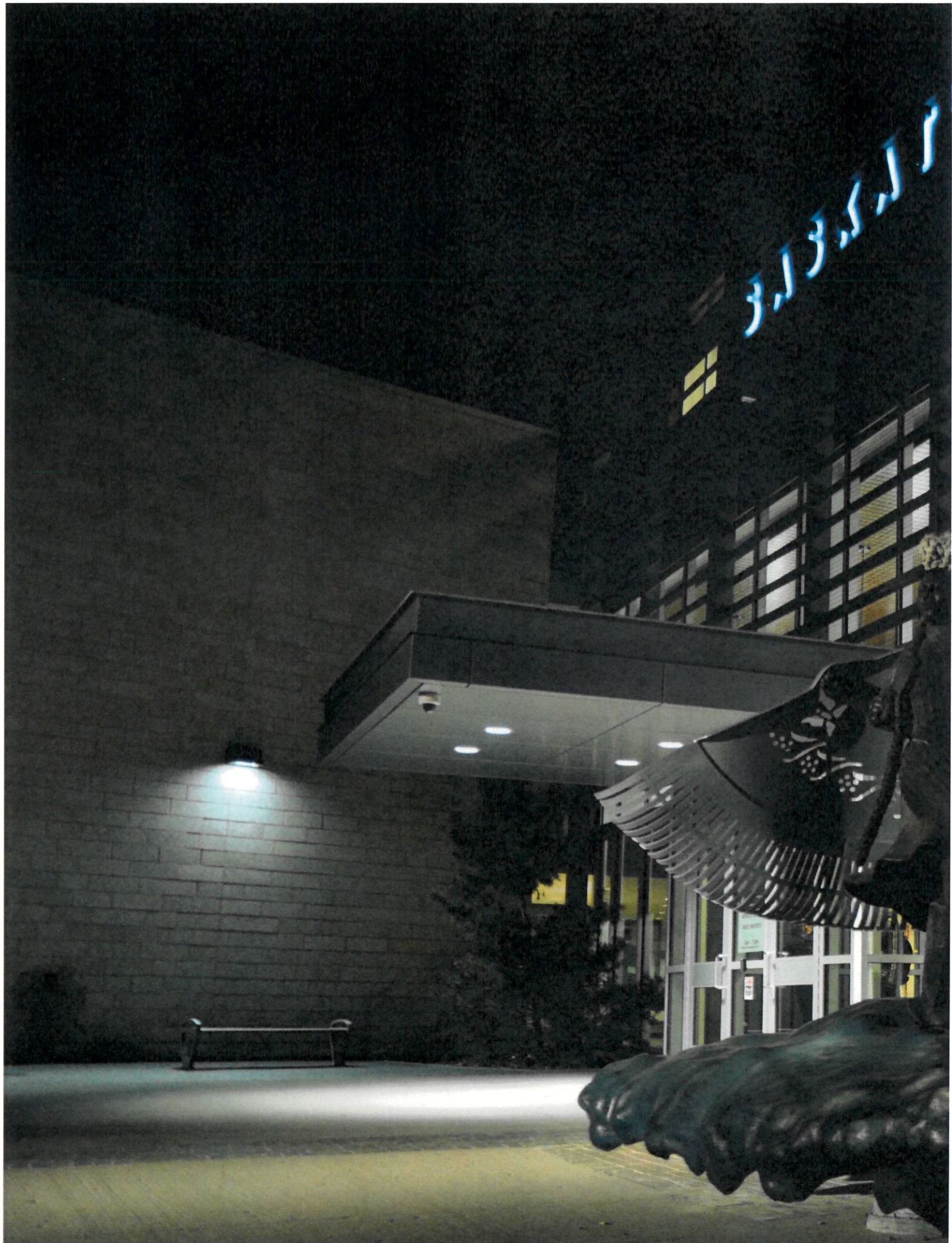
SASKATOON POLICE SERVICE



2020 ANNUAL REPORT ON EQUITY, DIVERSITY & INCLUSION



**MAKING US STRONGER.
TOGETHER.**



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The Saskatoon Police Service approved the initial Employment Equity Plan in 2002.

Since then, the number of **Sworn and Out of Scope** positions has increased from **386** to **585**, or **52%**.

While this employment group of the Service has grown by **52%** since 2002, the Saskatoon Police Service is very proud of the proportional improvement regarding the recruitment and retention of equity groups that significantly exceeded this rate during the same time period, as outlined below:

FEMALE EMPLOYEES

2002 → **80**

↑ **163%**

2020 → **210**

EMPLOYEES WITH DISABILITIES

2002 → **12**

↑ **205%**

2020 → **37**

INDIGENOUS EMPLOYEES

2002 → **30**

↑ **115%**

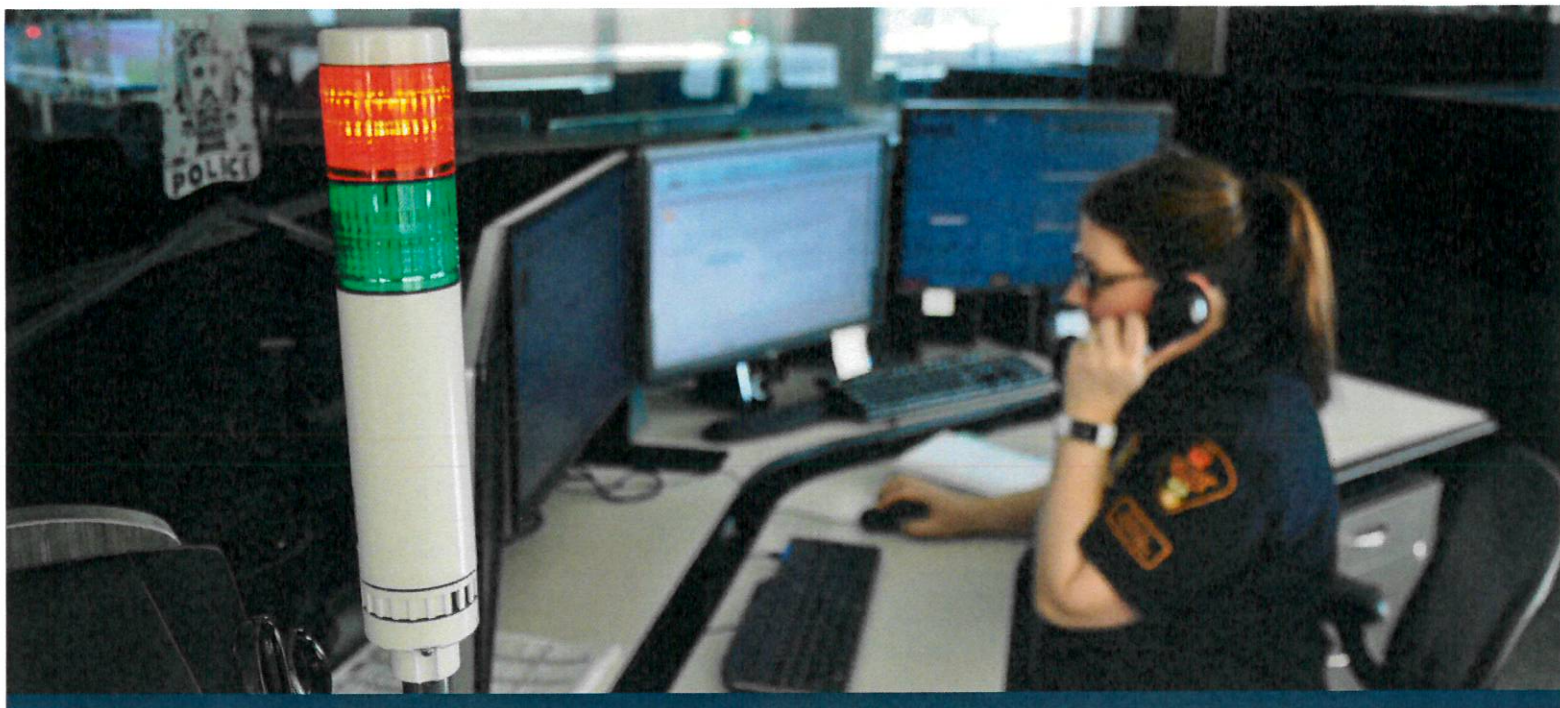
2020 → **65**

EMPLOYEES WHO BELONG TO VISIBLE MINORITY GROUPS

2002 → **7**

↑ **330%**

2020 → **30**

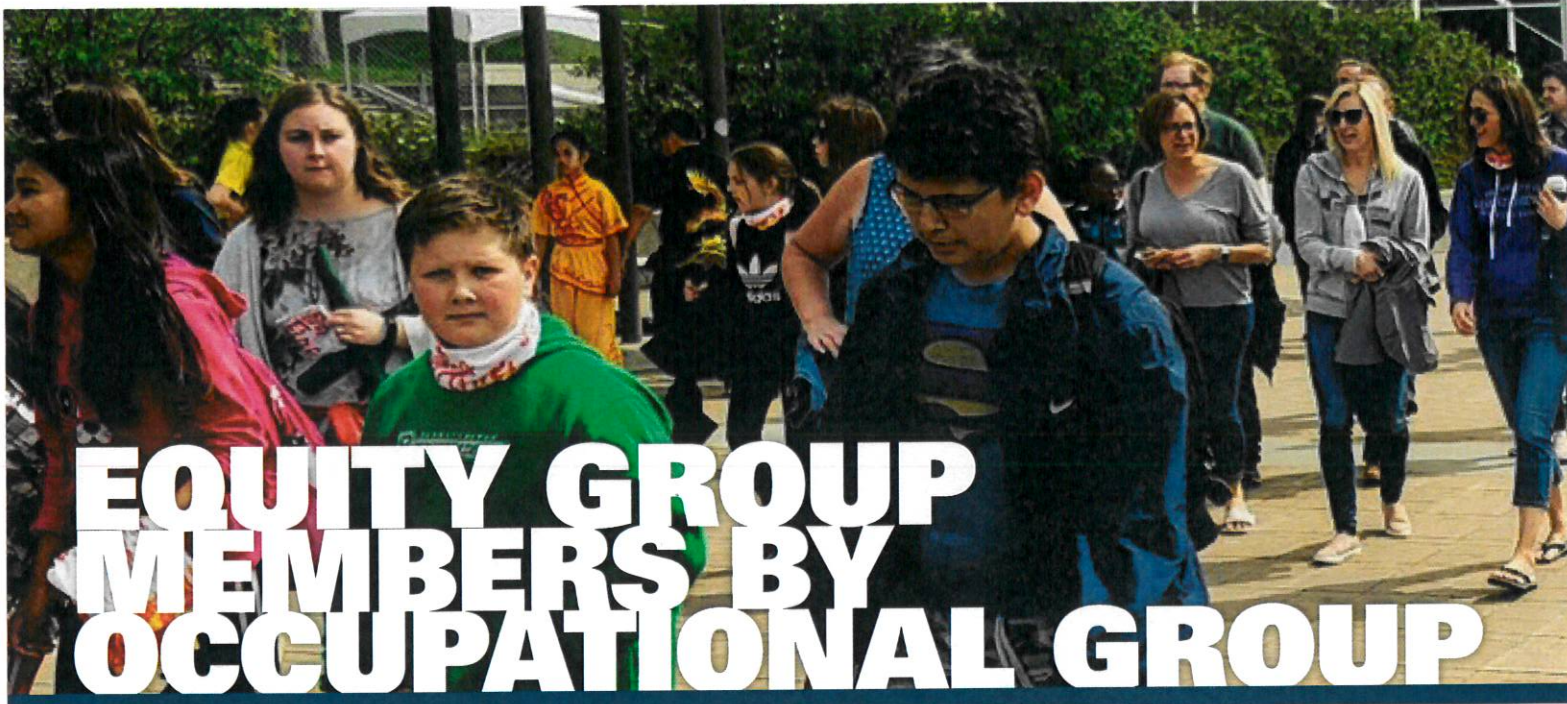


The following table illustrates the progress made in employment equity from 2002 to 2020.

Overall in 2020, there were a total of **585** individuals that were in either **Sworn or Out of Scope** positions, **293** or **50.9%** of them were part of at least one of the equity groups.

Of note, Sworn and Out of Scope Indigenous Employees decreased by 1 to 65 in 2020 from 2019. This reduction was due to retirements and resignations. In 2020, the Service did hire 2 Indigenous Constables and 1 current Sergeant came forward and self-declared as Indigenous. As part of the 2021 class, 4 Indigenous candidates have already been hired.

Year	Females	Indigenous	Persons With Disabilities	Visible Minorities	Total Sworn and Out of Scope Employees
2002	80	30	12	7	386
2007	126	42	5	18	477
2008	151	44	7	19	492
2009	157	50	9	19	501
2010	164	52	9	19	511
2011	172	52	11	23	522
2012	178	52	19	23	530
2013	182	53	17	23	536
2014	189	58	23	25	546
2015	188	61	23	24	555
2016	185	62	27	26	557
2017	189	64	30	29	571
2018	193	65	36	28	572
2019	204	66	35	28	585
2020	210	65	37	30	585



It is important to understand the impact that diversity has on different levels of the organization, from our front lines to executive-level positions.

The occupational groups for the Saskatoon Police Service are defined inside the back cover of this report.

The following table illustrates the distribution of equity group members by occupational group in 2020.

Occupational Groups	Total	Female Employees		Indigenous Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Executive	21	5	23.8%	0	2	2	9.5%	0	0	0	0.0%	0	0	0	0.0%
Supervisors	127	28	22.0%	3	13	16	12.6%	3	5	8	6.3%	0	5	5	3.9%
Constables	335	88	26.3%	11	30	41	12.2 %	9	11	20	6.0%	1	18	19	5.7%
Special Constables	68	60	88.2%	2	1	3	4.4%	6	1	7	10.3%	3	1	4	5.9%
Exempt Civilians	34	25	73.5%	2	0	2	5.9%	2	0	2	5.9%	1	1	2	2.9%
CUPE 59 Civilians	113	99	87.6%	4	0	4	3.5%	2	0	2	1.8%	7	5	12	10.6%
TOTAL	698	305	43.7%	22	46	68	9.7%	22	17	39	5.6%	12	30	42	6.0%

F=Female, M=Male, T=Total



While significant strides have been made since 2002, the Saskatoon Police Service recognizes that continued and dedicated work is required in our hiring as we continue to work towards the ***Saskatchewan Human Rights Commission (SHRC) 2019 Goals for a Representative Workforce*** in Saskatoon.

Equity Group	SHRC Goals	2020 SPS Actuals
Indigenous People	14.0%	9.7%
Members of a Visible Minority Group	16.8%	6.0%
Persons with Disabilities	22.2%	5.6%
Women in Underrepresented Occupations	47.0%	*43.7%

**43.7% represents the proportion of female employees within the entire Saskatoon Police Service. Based on the SHRC targets, 47.0% of all occupational groups/classifications should be female. As seen from the previous chart the SPS is underrepresented in Executive (23.8%), Supervisors (22.0%) and Constable (26.3%) positions. Although currently underrepresented, it is important to note the continued progress in all of these categories over 2019.*



Saskatoon Police Service is committed to growing our representative workforce, one that is reflective of the community we serve.

Our ongoing focus is dedicated to four key goals, they will form our building blocks as we work towards attaining SHRC goals for our representative workforce.

We are confident that we will:

- 1. BUILD POSITIVE RELATIONSHIPS AND PARTNERSHIPS WITH COMMUNITY EQUITY GROUPS;**
- 2. EDUCATE AND ATTRACT INDIVIDUALS FROM EQUITY GROUPS TO A CAREER IN LAW ENFORCEMENT;**
- 3. ASSIST INDIVIDUALS IN THE RECRUITMENT PROCESS TO MAXIMIZE THE LIKELIHOOD OF THEIR SUCCESS; AND**
- 4. FOSTER AN EQUITABLE, DIVERSE AND INCLUSIVE WORKPLACE CULTURE.**

GOAL 1: BUILD POSITIVE RELATIONSHIPS AND PARTNERSHIPS WITH COMMUNITY EQUITY GROUPS

Building positive relationships with equity groups is a key building block. We continue to build on this to achieve equity and diversity goals for the Saskatoon Police Service.

This goal focuses on creating a culture of trust, engagement, collaboration and legitimacy between the Saskatoon Police Service and Equity Groups. As the Service continues to nurture and invest in these relationships, we aspire that both current and future generations will begin to see a career in policing as a positive opportunity.

The Saskatoon Police Service has, and will continue to undertake, many new initiatives to foster these positive relationships and build stronger partnerships. Our key initiatives include:

EQUITY AND CULTURAL ENGAGEMENT UNIT (ECEU)

This unit strives to provide service based on the core values of the Saskatoon Police Service, to build stronger partnerships and understanding within our community.

Building partnerships with Indigenous people and all culturally diverse communities within Saskatoon will enhance awareness and communication between the Saskatoon Police Service and the community.

COVID-19 presented many challenges in 2020, however the ECEU continued working toward accomplishing this goal by moving many engagements and events to an online format:

- Utilizing our Indigenous Relations Consultant to focus on short and long-term strategic planning to enhance Indigenous relations within the community.
- Attending and participating in community activities to maintain a presence and continue to build trust and positive relationships. In previous years the Saskatoon Police Service has participated in the following events: the FSIN Powwow, Chinese New Year, annual Muslim, Sikh, Hindu and Jewish celebrations, events within our 2SLGBTQ+ community and numerous other powwows, ceremonies, and feasts. However in 2020, most of these celebrations were cancelled completely.
- Providing information to the City's growing Ethno-cultural communities through our settlement support agencies such as Newcomer Information Centre, Saskatoon Open Door Society, Global Gathering Place, Saskatchewan Intercultural Association and the International Women of Saskatoon, through an online platform.
- Continue to sit on the Anti-Racism Network, including the Justice and Equity Indicators Sub Committees.
- Reconciliation Saskatoon.
- Work with OUT Saskatoon to create the Gender Based Violence Workshop Series.
- It was the year of listening and learning as we focused on issues relating to Black Lives Matter, Indigenous Lives matter and 2SLGBTQ+.
- Saskatoon Police Service continued to develop the foundation for the Indigenous Engagement Strategy with the guidance of a cultural advisor with focused efforts on community consultation.
- ECEU is focusing on ways to better support our SPS membership who identify with the 2SLGBTQ+ Community.

INTERPRETER PROGRAM

This initiative aims to improve the quality and timeliness of interpreter services, to ensure Charter Rights are fully protected, and to support the effectiveness and efficiency of the justice system. We are proud to state that the Saskatoon Police Service can offer this service in approximately 40 different languages.

NEW CANADIAN YOUTH SUMMER PROGRAM

In 2020 due to COVID, in person events were put on hold. The ECEU explored opportunities for online virtual engagement with settlement youth programs.

THE SASKATOON POLICE ADVISORY COMMITTEE ON DIVERSITY (SPACOD)

Created through recommendations by the Stonechild Inquiry, this committee assists in strengthening relationships with First Nations and Métis Peoples, New Canadians, the 2SLGBTQ+ community, persons with disabilities, visual and hearing impairments and intellectual disabilities. SPACOD's mission is to provide education and serve as a link between the Saskatoon Police Service and the diverse communities of Saskatoon. This committee meets quarterly with the Chief and the Equity and Cultural Engagement Unit.

THE CHIEF'S ADVISORY COMMITTEE ON FIRST NATIONS AND MÉTIS ISSUES

This committee consists of Elders, Knowledge Keepers, Cultural Advisors and community members. They meet quarterly with the Chief of Police and members of the Saskatoon Police Service to provide the Service with constructive feedback and direction on issues concerning Indigenous communities.

ANNUAL DIVERSITY BREAKFAST

Every March the Saskatoon Police Service hosts a breakfast to commemorate the International Day for the Elimination of Racial Discrimination. The focus of the breakfast is to recognize diversity in the community and within the SPS. Unfortunately in 2020 due to COVID, the breakfast had to be cancelled.

RACE AGAINST RACISM

In addition to raising awareness for diversity, another goal of this event is to provide a positive environment for people of all ages, cultures, religions and ethnic backgrounds to gather and promote an active healthy lifestyle, while encouraging positive police-community relations. In 2020, the 5 km fun run occurred online over four days. A week later, partnering agencies created an online Anti-Racism panel event called Train Against Racism.

YOUTH ADVISORY COMMITTEE

This committee's purpose is to locate and target the barriers between police and youth. They are committed to bridging the gap between local law enforcement and young adults through communication and raising awareness of issues that exist within this demographic. In 2020, discussions began to revitalize the committee in 2021.

INDIGENOUS WOMEN'S ADVISORY CIRCLE

This committee is comprised of Indigenous women who represent our community and Indigenous female members of the Saskatoon Police Service who participate to allow their voices to better serve the community. Coming out of calls for Justice (MMIWG2S) was to elevate Indigenous women back to their place as decision makers and leaders within the community. The Circle focuses on actions concerning police-related issues, those that touch the lives of Indigenous women including but not limited to policies, procedures, missing persons, domestic violence, street checks, human trafficking and sexual assaults.

GOAL 2: EDUCATE AND ATTRACT INDIVIDUALS FROM EQUITY GROUPS TO A CAREER IN LAW ENFORCEMENT

The Recruiting Unit has met with Indigenous Works, an external recruiting agency, to explore a possible partnership. They will assist with our Indigenous recruiting strategies in the areas of engagement and inclusion. Indigenous Works is uniquely positioned with knowledge of both employers and Indigenous communities to be able to provide strategic workplace inclusion guidance to organizations.

The Saskatoon Police Service has also expanded our advertising campaign to attract equity groups to apply for a career in law enforcement. Employment opportunities are advertised on the SPS website as well as other external social media sites such as Facebook, Twitter, LinkedIn and Indeed to capture a wider audience. We are showcasing members from various equity groups so applicants can picture themselves working in a career in law enforcement.

Building positive relationships within our community as a whole is an important first step in opening the doors to policing as a career for equity groups.

This goal involves focusing on individuals within these groups that have the potential for a career in law enforcement. The Saskatoon Police Service aims to accomplish this by hosting employment events that provide information and valuable experience. Our ongoing initiatives include:

SASKATOON POLICE PEACEKEEPER CADETS

This program is designed to provide youth with structure, discipline, individual goal setting, and to build the desire to stay in school and participate in organized sports, leadership opportunities and community involvement. In the program, youth work with police officers, volunteers, Elders and community partners while participating in weekly activities. Due to COVID the program was put on hold but we were able to stay connected and the youth were delivered hampers.

NEWCOMERS INITIATIVES

To aid Newcomers in transitioning to Canada, the Equity and Cultural Engagement Unit assists with their integration into Saskatoon by offering education on Canadian policing, laws and interacting with the Police. During the pandemic, these presentations were done online to many of the settlement agencies to help build police legitimacy among our many diverse communities in Saskatoon.

CADET ORIENTATION POLICE STUDIES (C.O.P.S.)

This program bridges ethnic and socioeconomic gaps within our community. It is designed to:

- Help build positive relationships with Saskatoon's youth;
- Enhance youth interpersonal skills;
- Create a sense of pride and accomplishment;
- Enable youth to gain a stronger knowledge and understanding of the field of law enforcement; and
- Inspire youth to pursue a career in law enforcement.

During an eight-week program, students are exposed to many different aspects of policing by participating and interacting with various sections of the Service. Unfortunately due to COVID, only half of the program was able to be completed in-person. A virtual graduation was still able to be held for the students.

EXXPLORE EMERGENCY SERVICES

This one day showcase is designed to help raise awareness in the community and educate women and girls on the possibilities and dynamic nature of careers in both Police and Fire. The ultimate goal of this well-attended yearly event is to increase the number of female applicants to both professions. Unfortunately in 2020 due to COVID, the event had to be cancelled.

SASKATCHEWAN WOMEN IN POLICING (SWIP)

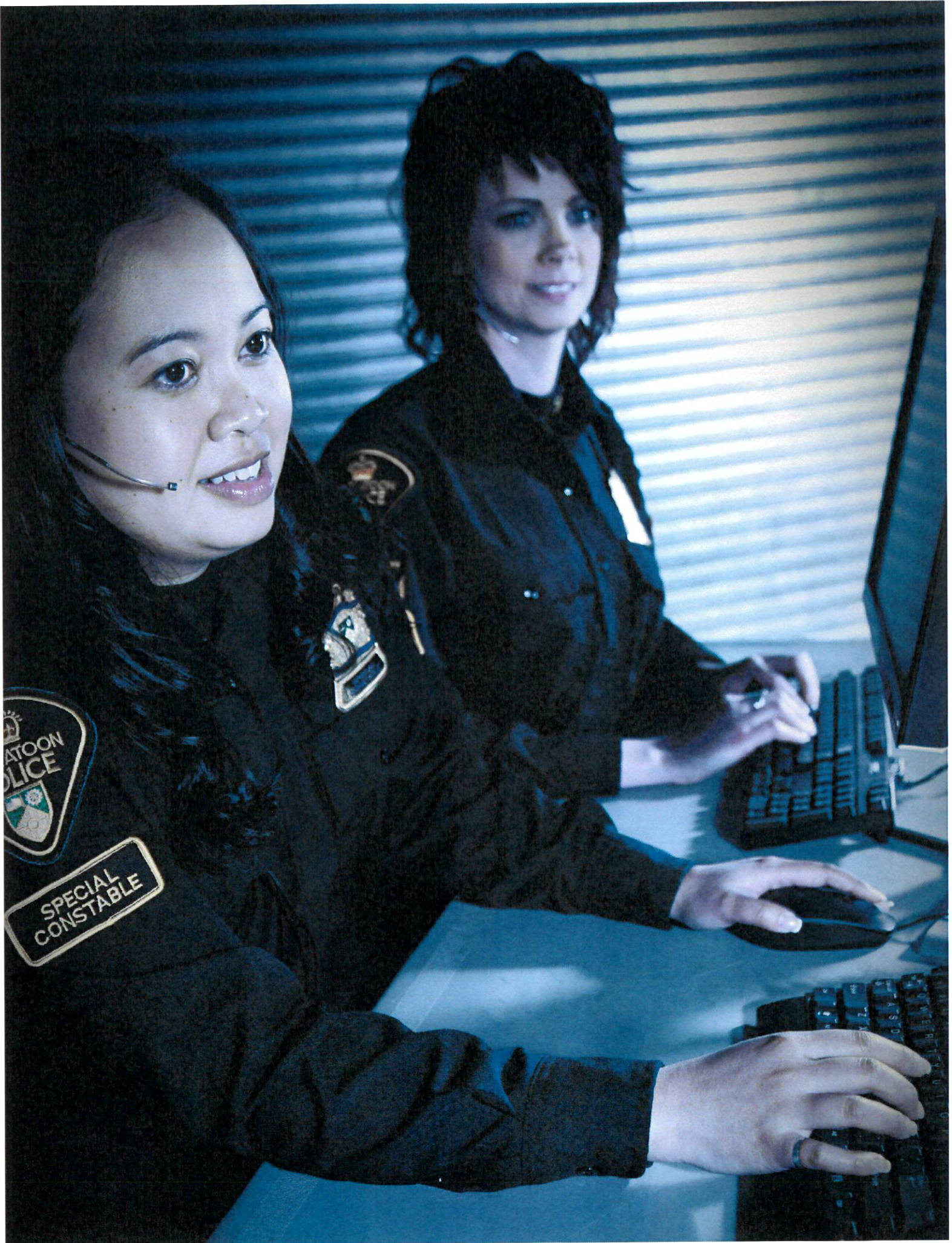
SWIP is a newly conceived, nonprofit organization that aims to support and advance Saskatchewan women in the policing community, with an emphasis on increasing women's representation in leadership roles. These efforts are carried out by providing the opportunity for women in policing to connect, to access female-centric training, mentorship and to build strong professional relationships. In November 2020, the first interim Board meeting was held in Saskatoon. The SWIP Board is comprised of female police leaders from across the province.

INFORMATION SESSIONS

The Saskatoon Police Service hosts several information nights throughout the year to provide potential candidates with information about the Police Service and the recruitment process. These sessions offer a great opportunity for potential candidates to ask questions and gain a better understanding of a career in law enforcement. Only two Information Sessions took place in early 2020 prior to COVID happening. Our Public Relations and Strategic Communications and Human Resources Divisions are combining efforts to compile a Facebook video link that will provide this information to interested parties to watch at their leisure.

CAREER FAIRS

The Indigenous Recruiting Constable and our Recruitment Sergeant usually attend many career fairs and similar events throughout the province to promote and educate individuals about potential careers in law enforcement. A number of these events were held over Zoom and in November 2020, a career fair was held virtually for the Lethbridge College Criminal Justice studies program.



GOAL 3: ASSIST INDIVIDUALS IN THE RECRUITMENT PROCESS TO MAXIMIZE THE LIKELIHOOD OF THEIR SUCCESS

Once candidates have been identified as being interested in a career in policing and given they are a good fit from the Saskatoon Police Service perspective, the Service takes pride in being able to provide support to these candidates to maximize their likelihood of success in the recruitment process.

The Saskatoon Police Service has purchased additional exercise equipment to help individuals prepare themselves to complete the POPAT. Once the pandemic restrictions have been lifted, our Recruiting Unit has plans to set up testing sessions or run programs during the recruitment process. Programs may be tailored towards an identified applicant who may be a potential hire but who is struggling with fitness. Additionally our Wellness Coordinator may be utilized as part of this process to provide tips on exercising and nutrition. Sessions on resume building and interviewing skills are also being considered.

The Service has also begun assisting applicants by providing them with pre-requisite experience. This activity aims to provide valuable experience to interested applicants who might be too inexperienced for a role as a police officer. We have established a few unofficial partnerships to find opportunities to broaden life and work experiences, which will enhance their skillsets and make them a more competitive applicant for future competitions.

Other initiatives that the Service participates in include:

ABORIGINAL POLICE PREPARATION PROGRAM

The Indigenous Recruiting Constable maintains contact with students enrolled in the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic campuses. The program is designed to provide specific training to assist students to be successfully recruited into careers in Municipal, Federal or Indigenous police services.

TREATY FOUR CITIZENS' POLICE ACADEMY

This interactive one-week program in Regina gives participants hands-on experience in various facets of policing. Participants are certified in First Aid and Level "C" CPR and complete some of the testing required in a hiring competition. Participants are housed at Luther College in Regina for one week experience the life of a police recruit at Police College. They attend daily lectures, fitness classes, drills and receive mentoring daily. 2020 marks the 16th year of this successful program running.

INDIGENOUS RECRUITING CONSTABLE

This position works closely with prospective candidates by answering any questions they may have during the recruitment process. This position also provides opportunities for well-suited candidates to receive feedback and education/tutoring regarding the SIGMA (Written Exam) portion of the recruitment process.





GOAL 4: FOSTER AN EQUITABLE, DIVERSE AND INCLUSIVE WORKPLACE CULTURE

As important as building relationships within the community and recruiting individuals is, having a positive, multi-cultural and accepting workplace culture is another key element to not only recruiting individuals from equity groups to a career in law enforcement - but to retaining them as well. The Saskatoon Police Service provides many supports to achieve this, including:

DIVERSITY TRAINING

In 2017, the Saskatoon Police Service's training section added 13 hours of diversity training to the recruits' mandatory two-week In-Service training program. This also continued in 2018 and 2019. The entire police service both sworn and civilian staff, has had the opportunity to participate in the Kairos blanket exercise. Throughout all SPS diversity training programs undertaken, participants are encouraged to share their experiences as we work towards creating increased understanding, respect and harmony in our communities. In 2020, the Saskatoon Police Service took training on trauma informed interviewing.

GENDER NEUTRAL WASHROOM

In the spirit of continuing to promote diversity and inclusion, the Saskatoon Police Service has provided a gender-neutral washroom in the lobby of its headquarters building. This washroom is designated to be a gender-neutral space so that all people feel welcome in our police service.

ELDERS' TEACHINGS AND LUNCH AND LEARNS

In 2020, the ECEU was unable to host any lunch and learns but were fortunate during the summer to meet up with some local Elders and learn about Medicine Picking.

SASKATOON POLICE SERVICE

TURNOVER RATES 2014 - 2020

Measuring our turnover rate is important. It is a good indicator of whether or not we are recruiting the right people, selecting and hiring the right people, and how good our training programs are.

Turnover is also an indicator of how successful we are at creating a culture that makes the right people stay and be committed to being long-term employees within our Service.

We constantly look at how to keep our turnover rates as low as possible and as our charts indicate, the numbers are not of great concern. Each year we continue to compare turnover rates between the general membership and turnover rates within our equity groups.

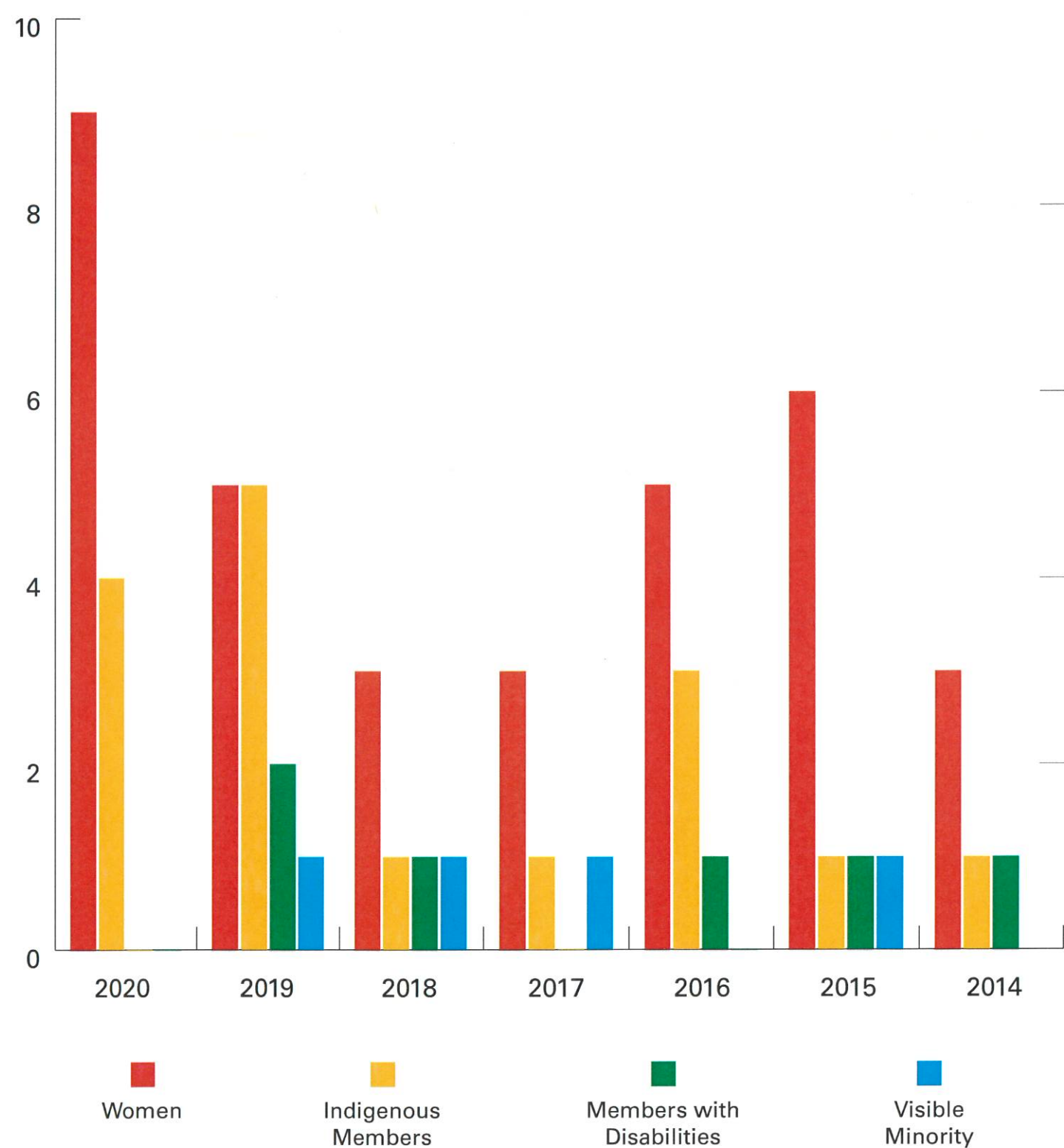
OVERALL, SPS TURNOVER RATES ARE VERY LOW, EVIDENCED IN OUR SEVEN-YEAR AVERAGE OF 3.12%.

These statistics include Special Constables, Constables, Sergeants, Staff Sergeants and Executive Members. (See inside back cover for occupational group definitions)

GENERAL MEMBERSHIP TURNOVER RATE

Year	Number of Resignations and Retirements	Divided By	Number of Members as of January 1/20	Times 100	Equals	Turnover Rate
2020	22	÷	544	x 100	=	4.04%
2019	18	÷	533	x 100	=	3.38%
2018	12	÷	535	x 100	=	2.24%
2017	15	÷	525	x 100	=	2.86%
2016	16	÷	521	x 100	=	3.07%
2015	13	÷	514	x 100	=	2.53%
2014	19	÷	506	x 100	=	3.75%

TURNOVER RATES FOR VARIOUS EQUITY GROUPS 2014 - 2020







The Saskatoon Police Service continues to work towards a workforce that is reflective of the diverse community we serve.

Achieving a representative workforce takes time, commitment and a coordinated effort. While significant gains have been made, there are still many challenges ahead. While law enforcement is not often enough the first career choice for many First Nations and Métis people, SPS is committed to providing a variety of opportunities and support to these community members.

The Saskatoon Police Service realizes its integral role in developing and maintaining positive, meaningful relationships with members of our diverse community. Our challenge is to continue to implement proactive measures that positively impact the applicant pool for Employment Equity groups.

Human Resources will continue the careful analysis of our turnover and retention rates to ensure our Service is inclusive.

Through our dedicated work with our multicultural partners, we are confident in our commitment to achieving the overarching goals of our Employment Equity Plan.

OCCUPATIONAL GROUPS - 2020

EXECUTIVE MEMBERS

The Executive consists of Chief (1 position), Deputy Chiefs (2 positions), Superintendents (3 positions), Inspectors (9 positions), Directors (5 positions) and an Executive Director (1 position).

SUPERVISORS

On December 31, 2020, we had 107 Sergeants and 20 Staff Sergeants. Supervisory positions are our middle management positions and include the ranks of Sergeant and Staff Sergeant. Not all Sergeant positions require the supervision of others; however, they can be transferred at any time and may take on a supervisory role. They are leaders in our organization due to their years of experience and they provide mentorship and coaching to our junior members.

CONSTABLES

On December 31, 2020, we had 335 Constables. The Constable position consists mainly of our front-line officers although we have some positions in investigations and community service-oriented positions such as Schools and Cultural Resources.

SPECIAL CONSTABLES

On December 31, 2020, we had 68 Special Constables. Most positions are utilized within our Communications/Dispatch section. They are responsible for answering public complaints and dispatching members to calls for service. There are also eight Special Constables in Detention. These employees detain arrests and process prisoners for court. We have fourteen additional Special Constable positions throughout the Service; one works at the Service Centre, four work in the Criminal Investigations Section, three divisional Crime Analysts, two in Audio Visual Disclosure Release, one in the Forensic Identification Unit, one in the Major Crime Section, and two in Headquarters.

CIVILIAN POSITIONS

Most of the Police Service civilian staff work in clerical and support positions that fall under C.U.P.E. Local No. 59. Our Service also has 40 out of scope staff members. These civilian positions are included in the Table DISTRIBUTION OF EQUITY GROUP MEMBERS BY OCCUPATIONAL GROUP on page 6 of this report.



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