Ontario

Pay Equity Commission Annual Report 2024–25

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Pay Equity Office

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Electronic filing of applications, responses and all other material remains available and the increased space size for documents allows for greater accessibility. In 2024-2025, 98% of the Tribunal's forms and submissions were filed electronically. The Tribunal continues to allow for the filing of a large volume of documents through the use of a third party cloud tool (such as Drop Box, Google Drive or Microsoft OneDrive), delivery by email, where appropriate, and the use of an electronic summons form**.** 34

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1. Message from the Pay Equity Commissioner

This annual report proudly captures progress we have made in closing our 2021-2024 Strategic Plan. Over the past three years, we have consistently advanced our mandate through a strong focus on programing, outreach, and enforcement by being a reputable and trusted voice for women's economic empowerment. Our work has centered on closing the policy, knowledge, and gender wage gaps, and delivering with excellence. During this time, and into FY2024-25, we have met or exceeded approximately 85% of our strategic plan targets.

Ontario's *Pay Equity Act* is unique in that it is both proactive and reactive. Our mandate is to monitor public sector employers and private sector employers with 10 or more employees for compliance with the requirements of the *Act*, and to respond to, and investigate, complaints. The complexity of files can vary, impacting resolution timelines. In FY2024-25, our Review Services Unit worked tremendously hard to achieve a major milestone of closing 70% of the office's open aging cases. Streamlining our review process emerged as a priority under our strategic pillar of "delivering with excellence", and this past year saw significant investment in modernizing our digital infrastructure and intake processes to improve case management.

As we continue to build upon our previously reported education and outreach activities, we deepened our engagement with diverse workforce segments this fiscal year. We collaborated with various stakeholder groups to reach newcomer and immigrant women, who often experience gender wage gaps larger than the provincial average, as well as working mothers who are exposed to the "motherhood penalty" – an average 6% drop in earnings – to raise awareness of their rights to pay equity, and guide employers in closing gender wage gaps for these particularly vulnerable groups.

Our team recognizes that both the causes and consequences of the gender wage gap are complex and varied. Our research aims to help us and our stakeholders understand how various policies, programs, and tools can support pay equity and women's long term financial security. In FY2024-25, we published *Understanding the Gender Pension Gap in Canada (2024)*, a report examining how lifetime wage disparities accumulate to create significant financial insecurity for women in retirement. This report has sparked meaningful conversation with policymakers and employers on the compound impacts of gender pay gaps, and new solutions for addressing them. We were proud to present our findings to a panel of global leaders in pay equity at the Equal Pay International Coalition's Annual Technical Meeting, where the report was very well received.

This annual report outlines how our program delivery measured against key performance indicators, providing transparency and accountably to Ontario's workforce and government. Our activities below highlight the Pay Equity Office's ongoing commitment

to achieving economic justice for workers across Ontario who are employed in job classes traditionally categorized as “female”. Collectively, we strive to close the gender wage gap to make the world a more equitable place for women to work, live, and thrive.

Sincerely,

Kadie Philp
Commissioner and Chief Administrative Officer

2. About the Pay Equity Office

2.1 The Organization

The Pay Equity Commission (the Commission) was established by Section 27 of the *Pay Equity Act*, R.S.O, 1990, c.P.7 (the Act). Its purpose is to redress gender discrimination in the compensation of employees employed in work stereotyped as female[1] in Ontario.

The Commission consists of two separate and independent parts: the Pay Equity Office (PEO), headed by the Commissioner, and the Pay Equity Hearings Tribunal (the Tribunal), headed by the Chair. Both the Commissioner and the Chair are appointed by the Lieutenant Governor in Council.

The Minister of Labour, Immigration, Training and Skills Development represents the PEO and the Tribunal in Cabinet and its Committees, in the Legislative Assembly and before Committees of the Legislature. The Minister is accountable to the Legislature for the PEO's and the Tribunal's fulfillment of their mandates and their compliance with statutes and government administrative policies. The Minister is also responsible for the review and approval of accountability instruments such as the Business Plan, Annual Report, and Memorandum of Understanding.

2.2 Understanding the Gender Wage Gap

The "gender wage gap" is the difference between wages earned by men and wages earned by women. While these data measure the gender gap on the basis of *equal pay for equal work*, the PEO monitors these data as a proxy for the pay equity gap, which is *equal pay for work of equal value.* Reliable tools don't yet exist to collect population-level data to measure comparable worth.

The PEO adopts the approach of many researchers by presenting the gender pay gap for both hourly and annual earnings. Measuring the gap by hourly wage yields a more direct comparison of pay difference between women and men because it tracks income for the number of hours actually worked, whereas annual earnings reflect total employment income, including performance-based pay such as commissions and bonuses. Women tend to be over-represented in hourly work and under-represented in salaried work. Researchers frequently use both measures together, as well as both average and median figures, in order to paint the clearest picture possible of the gender wage gap.

[1] According to the *Pay Equity Act*, a "female job class" is defined as a job in which 60% or more of the incumbents are female.

A few known and measurable factors have been identified as contributing to the reduction in the gender wage gap over the past 30 years. According to Statistics Canada research, 56.6% of the shrinkage from 1998 to 2018 can be explained by changes in labour market characteristics. The most significant factors include shifts in the distribution of women and men across occupations and industries (18.4%), improvements in educational attainment (12.7%), and the decline in the share of men in unionized employment (9.3%). In 2018, the two largest factors explaining the remaining gender wage gap were the distribution of women and men across industries, and women's over-representation in part-time work. Since then, however, women have increased their representation in higher-earning occupations. From 2010 to 2024, the Ontario occupations with the **largest gains in closing** the gender wage gap are natural resources; agriculture and related production occupations (by ten per cent); occupations in art, culture, recreation, and sport (by nine per cent); and occupations in manufacturing and utilities (by nine per cent)[2]. As of 2024, the gender wage **gap was the largest** in trades, transport and equipment operators and related occupations ($0.79 for every dollar earned hourly by men). The gender wage gap was **smallest** in occupations in art, culture, recreation, and sport ($0.93 for every dollar earned hourly by men).

2.3 Ontario's *Pay Equity Act*

Pay equity (or equal pay for work of equal value) addresses the undervaluation of work stereotyped as "women's work". The Act applies to all public sector organizations and to private sector employers with ten or more employees and requires them to have compensation practices that provide for pay equity.

The Act sets out the criteria to be applied by employers to identify systemic gender discrimination in compensation and how it is to be corrected. To meet the minimum requirements and to show that pay equity has been achieved, all employers covered by the *Act* are required to undertake the following at each of the employer's establishments:

1. Determine job classes, including identifying the gender of the job class and job rate;
2. Determine the value of job classes based on factors of skill, effort, responsibility and working conditions;
3. Conduct comparisons for all female job classes using the job-to-job, proportional value or proxy method of comparison (proxy is for public sector only and of limited application);

[2] Statistics Canada: Employee wages by occupation, annual, 2024.

4. Adjust the wages of underpaid female job classes so that they are paid at least as much or equal to a comparable male job class or classes within the establishment;
5. Maintain pay equity for female job classes to ensure that new pay equity gaps are not created or do not re-emerge.

2.4 PEO Mandate

The PEO promotes gender economic equality by enforcing pay equity rights and obligations through effective case management; understanding gender wage gaps through research; and promoting awareness to advance economic equality for Ontario's workers, especially those occupying historically undervalued job classes.

The PEO fulfills its mandate by:

- Providing information and educational resources to employers and employees about pay equity and pay equity processes;
- Conducting information sessions with a variety of audiences;
- Investigating and resolving complaints through alternative dispute resolution methods, or issuing Orders for compliance;
- Referring Orders to the Tribunal for enforcement;
- Monitoring establishments for compliance with the provisions of the Act;
- Researching and disseminating information about pay equity and gender wage gaps to the public and workplace parties;
- Responding to requests from the Minister and preparing reports and recommendations to the Minister about pay equity and related matters such as the gender wage gap.

2.5 PEO Mission, Vision, and Guiding Principles

In 2024-25, the PEO team reviewed the three-year Strategic Plan it created through staff consultation in 2021-22. The team approached the strategic plan refresh with an open mind and was happy to discover unanimity in the conclusion that the careful thought invested in 2021-22 meant that the Vision, Mission and Guiding Principles remain relevant for the next three years.

Vision: Make the world a more equitable place for women to work, live, and thrive.

Mission: Closing the gender wage gap.

Guiding Principles:

Listen First
Seek first to understand and genuinely respect others' perspectives.

Serve with objectivity and empathy
Serve one another and the public with intent and awareness.

Welcome the new and different
Seek effective and innovative approaches to deliver our work.

Grow together
We are resilient and overcome hurdles together while keeping our sights set on a better tomorrow.

Engage with passion
Our dedication to our mission is apparent to all.

Demonstrate leadership
We show others the way.

2.6 Commitment to Accountability, Transparency, and Inclusivity

The PEO remains steadfastly committed to respecting public sector accountability expectations. These include but are not limited to:

- Directives issued by Management Board of Cabinet *(Agencies and Appointments Directive*; *Travel*, *Meal*, *and Hospitality Expenses Directive; Internal Audit Directive;* among others);
- All statutes governing the public sector (*Freedom of Information and Protection of Privacy Act; Archives and Recordkeeping Act*; *Accessibility for Ontarians with Disabilities Act*; *French Language Services Act;* among others);
- Ontario Public Service's "Common Service Standards" for phone inquiries and correspondence.

The PEO also remains steadfastly committed to the principles of inclusivity and diversity as exemplified by the *Ontario Human Rights Code*, the *Pay Equity Act*, and by the plethora of sound evidence showing that we are stronger when we value these principles than when we do not.

3. Report on Activities[3]

3.1 Highlighted Achievements

This year, the PEO closed out the third year of our 2021-2024 Strategic Plan having met or exceeded approximately 85% of its targets. A few select achievements in 2023-24 are highlighted under each of the strategic plan's three objectives.

Objective #1: Be a reputable and trusted voice for women's economic empowerment

Despite some unforeseeable setbacks in filling staff vacancies, the PEO team still achieved some significant "firsts" in 2024-25.

The Commissioner was invited to participate in an *Open To Debate* episode titled "Should We Address the Gender Wage Gap?". *Open To Debate* is a weekly podcast intended to foster informed, respectful debate on contentious topics, bring opposing viewpoints together, and change listeners' views. This episode won[4] a Gracie Award for "Radio Host National Winner". The Gracie Awards are presented by the Alliance for Women in Media Foundation, are named after Gracie Allen, and "recognize exemplary programming created by, for, and about women in radio, television, cable, and interactive media. Honorees are selected in national, local, and student markets, including both commercial and non-commercial outlets"[5].

Another first was an invitation to do an entire podcast episode with *Hear Her Stories*, the only podcast platform exclusively dedicated to diverse women and girls in Canada. Podcast host Anahita Thukral collaborated with the Commissioner to create the episode "Breaking Barriers: A Deep Dive into Pay Equity". The episode aired in December 2024, and to date has attracted several hundred impressions.

In keeping with the PEO's goal of leveraging social media to extend its reach, the Commissioner partnered once again with Moms@Work by joining Allison Venditti in the PEO's first "Instagram Live" interview. The interview aired on October 3, 2024, and was an opportunity for the PEO to reach new audiences through the popular Instagram platform.

In addition to these engagements, the Commissioner delivered keynotes to a diverse range of targeted audiences, including payroll specialists (ADP Inc.), engineers (Ontario

[3] This section corresponds to the *Agencies and Appointments Directive Operational Policy* requirement that annual reports of non-board-governed agencies include "Yearly Activities".
[4] The episode aired March 4, 2024, and the Alliance of Women in Media announced the Gracie award-winners in March 2025.
[5] https://en.wikipedia.org/wiki/Gracie_Awards, and https://allwomeninmedia.org/gracies/call-for-entries/.

Society of Professional Engineers), the Canadian Chamber of Commerce, the Organization for Economic Co-operation and Development (OECD), and the New York City Mayor's Side Event for the United National Commission on the Status of Women. The diversity of these audiences reflects the PEO's long-term strategy to target trusted intermediaries to connect with employers and to raise Ontario's and Canada's profile globally.

One unexpected indicator of the PEO's growing profile and reputation was the significant growth in reaction to the PEO's job postings on its LinkedIn account. These posts garnered 52% more impressions than the PEO's second-most popular post of 2024-25, which was the announcement of the gender pension gap report (see next section).

Objective #2: Close the policy, knowledge, and gender wage gaps

In addition to the Commissioner's public addresses, the PEO received requests from new partners for presentations on the technical requirements of the *Pay Equity Act*. The PEO was pleased to deliver custom training sessions to members of the Ontario Library Service, the Professional Institute of the Public Service of Canada[6], Cornerstone Hydro Electric Concepts, and Osgoode Hall Law School's Professional Development certificate program in Equity, Diversity, and Inclusivity, among others.

The PEO released a new research report, *Understanding the Gender Pension Gap*. Work on this report began the previous year, and the PEO was excited to release this ground-breaking study done in collaboration with Dr. Elizabeth Shilton. The report's robust evidence and findings have attracted widespread and continuing interest, including requests for articles, interviews, and presentations.

Digital media offer high-value cost-effective ways for the small PEO team to optimize its reach, profile, and reputation, which in turn enable the PEO to achieve its goal of closing policy and knowledge gaps. Regular monitoring of the PEO's digital assets (websites, LinkedIn, and Twitter) combined with continual tweaks, experiments, and corrections, show that the PEO is achieving its goal of steadily increasing its electronic presence, despite being up against infinite competition for its audiences' time and attention. For example, the PEO's LinkedIn account again increased its followership in 2024-25, this time from 600 to 714 (~25%). Visitors to PEO's websites (www.payequity.gov.on.ca and www.levelthepayingfield.ca) stayed significantly longer, indicating deeper engagement with the content. The free toolkit for small businesses was downloaded 440% more often in 2024-25 than when it was launched in 2023-24.

[6] The audience for this session was staff internal to the PIPSC, most of whom are based in Ontario and who therefore fall under provincial jurisdiction.

Objective #3: Deliver with excellence

The PEO's staff remained unwaveringly committed to achieving the highest standards of excellence in all their work. As but one example, several staff members invested many hours thoroughly reviewing all activities and services to ensure full compliance with the new digital accessibility regulation under the *Accessibility for Ontarians with Disabilities Act*. Digital accessibility testing has now been integrated into all staff's everyday work, and going forward, staff will regularly review the PEO's assets and services to maintain compliance.

Another continuing objective in 2024-25 was the elimination of the PEO's ageing backlog of investigation files. PEO's Review Services Unit redoubled its efforts and successfully retired 70% of the ageing files that were open at the start of the fiscal year. New internal practices and tools have been implemented to avoid a future backlog.

As with last fiscal, the entire PEO team demonstrated the high value it places on continuous learning, with 100% of staff having learning plans in place that were fulfilled. The PEO was also pleased to collaborate again with its federal colleagues on shared training programs.

4. Performance Measures

Objective #1: Be a reputable and trusted voice for women's economic empowerment (Effectiveness)

Intended Activities	*2024-25 Target*	*2024-25 Actual*
Public education events	♦ Eight events ♦ At least 400[7] individual attendees	♦ Exceeded target ♦ Exceeded target
Public addresses by Commissioner	♦ Eight addresses	♦ Met target
Establish a stakeholder engagement strategy with partnership metrics	♦ Continue implementing strategy during refresh exercise.	♦ Met target
Optimize the use of digital channels (website, social media)	♦ Maintain continuous improvement mode.	♦ Met target
Outbound thought leadership contributions across a diversity of publications and media	♦ Twelve contributions published. ♦ Publications reflect target audiences identified in stakeholder engagement strategy.	♦ Exceeded target ♦ Met target
Media relations	♦ Issue at least four press releases. ♦ Number of unsolicited media requests.	♦ Partially met target[8] ♦ Met target
Collaborate with Ontario ministries, other Canadian jurisdictions, internationally	♦ At least three government collaborations.	♦ Exceeded target

[7] Based on a working assumption that the average attendance at each event is 50 people.
[8] Press release: **1 (one):** Understanding the Gender Pension Gap in Canada (May, 2024); due to unforeseen resource constraints and a six-week election caretaker period, additional press releases were not feasible.

Objective #2: Close the policy, knowledge, and gender wage gaps (Effectiveness)

Intended Activities	*2024-25 Target*	*2024-25 Actual*
Provide thought leadership to optimize policy, program, and legislative instruments to close the gender wage gap	♦ Seek out three request or submission opportunities.	♦ Met target
Help HR professionals be equipped to comply with the Act	♦ At least three training sessions. ♦ Evaluate appropriateness of measure for the strategic objective of connecting/influencing HR (including compensation) professionals.	♦ Met target ♦ Met target
Partner with intermediaries serving small and micro businesses	♦ Three new intermediary partners approached. ♦ Review outreach strategy for intermediaries.	♦ Met target ♦ Met target
Promote deeper understanding of the factors causing persistence of the gender wage gap, and the most effective tools and instruments to address the factors	♦ Engagement rate of PEO's informational resources (website, social media). ♦ Number of thought leadership requests. ♦ Partnership base.	♦ Met target ♦ Met target ♦ Met target
Continue evidence-based approach to deliver legislated mandate, targeting sectors where research shows the highest potential for impact	♦ Steady increase in number of businesses reached. ♦ Evaluate results of 2023-24's two new proactive campaigns, modify proactive program as appropriate.	♦ Met target ♦ Met target
Order employers to comply with the Act as needed	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the Pay Equity Hearings Tribunal	♦ Partially met target[9]

[9] In 2024-25, 3 out of 4 payment orders were complete without referral to the Tribunal. Referral is reserved for parties who refuse to comply with the PEO's Orders, which is rare. The low number of total Orders results in an achievement rate of 75% against the 90% target. Given the long-term pattern of a low proportion of files being closed by an Order, the PEO will reassess this target in 2025-26.

Objective #3: Uphold compliance with and administer the Pay Equity Act efficiently and effectively (Effectiveness and Efficiency)

Intended Activities	*2024-25 Target*	*2024-25 Actual*
Investigate and resolve complaints under the Act	♦ Move into continuous improvement mode for case management practices, procedures, and tools for resolving complaints. ♦ 80% of complaints are resolved within 18 months. ♦ 90% of Orders appealed to PEHT are found to be correct in law.	♦ Met target ♦ Partially met target[10] ♦ Met target
Design new proactive compliance programs based on behavioural insights	♦ Establish baseline and targets based on evaluation of piloting two new proactive compliance campaigns.	♦ N/A[11]
Invest in ongoing professional development	♦ All staff have learning plans. ♦ All staff complete planned learning activities. ♦ Regular feedback mechanism implemented to inform learning plans.	♦ Met target ♦ Met target ♦ Met target
Demonstrate commitment to Guiding Principles	♦ 100% of staff performance plans include commitment to PEO Guiding Principles.	♦ Met target
Engagement and collaboration with other provincial government enforcement organizations	♦ Contact comparable enforcement organizations to identify areas of common interest and begin planning.	♦ Met target
Demonstrate commitment to accountability and continuous improvement	♦ Uphold all statutory and regulatory accountability obligations. ♦ Using a risk-based approach, ensure the effective, efficient management of the organization. ♦ Adhere to all OPS-wide and ministry-specific organizational initiatives.	♦ Met target ♦ Met target ♦ Met target

[10] The PEO continues to improve its timelines for complaint ("reactive") investigations. 33% of complaints were closed within the 18-month target and progress towards our target of 80% was affected in 2024-25 by the continued effort to retire the ageing backlog.
[11] It is expected that this pilot will be completed before the end of 2025-26. There was a delay in its progress due to unexpected complexities with the files and technical issues with a supporting tool. PEO is currently fixing the tool to meet this target next year.

5. Caseload Information

The tables and graphs included in this section present only a snapshot, which in turn is only a partial picture of the full scope of the PEO's enforcement work.

This section presents information about our overall caseload volume (section 5.1) and turnover (section 5.2) in both data table and graphical form, a high-level profile of applicants (section 5.3), the monetary value of upholding pay equity rights and obligations (section 5.4), parties' agreement or disagreement with PEO Orders (section 5.5), and the PEO's public information service (section. 5.6).

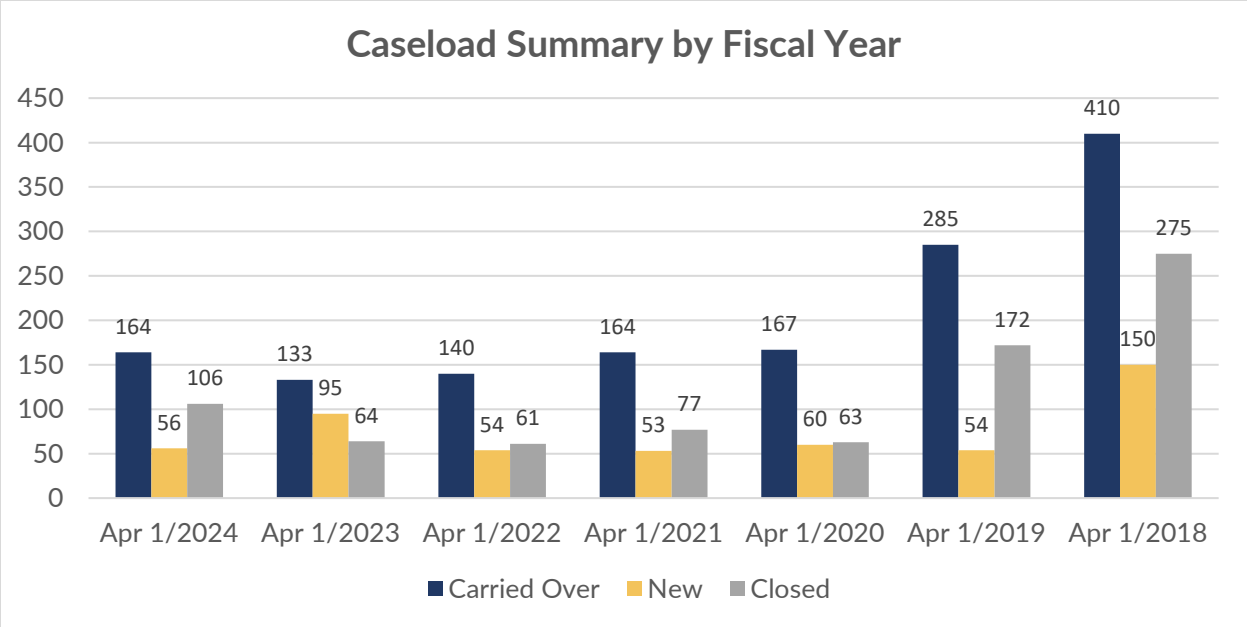
5.1 Caseload Volume

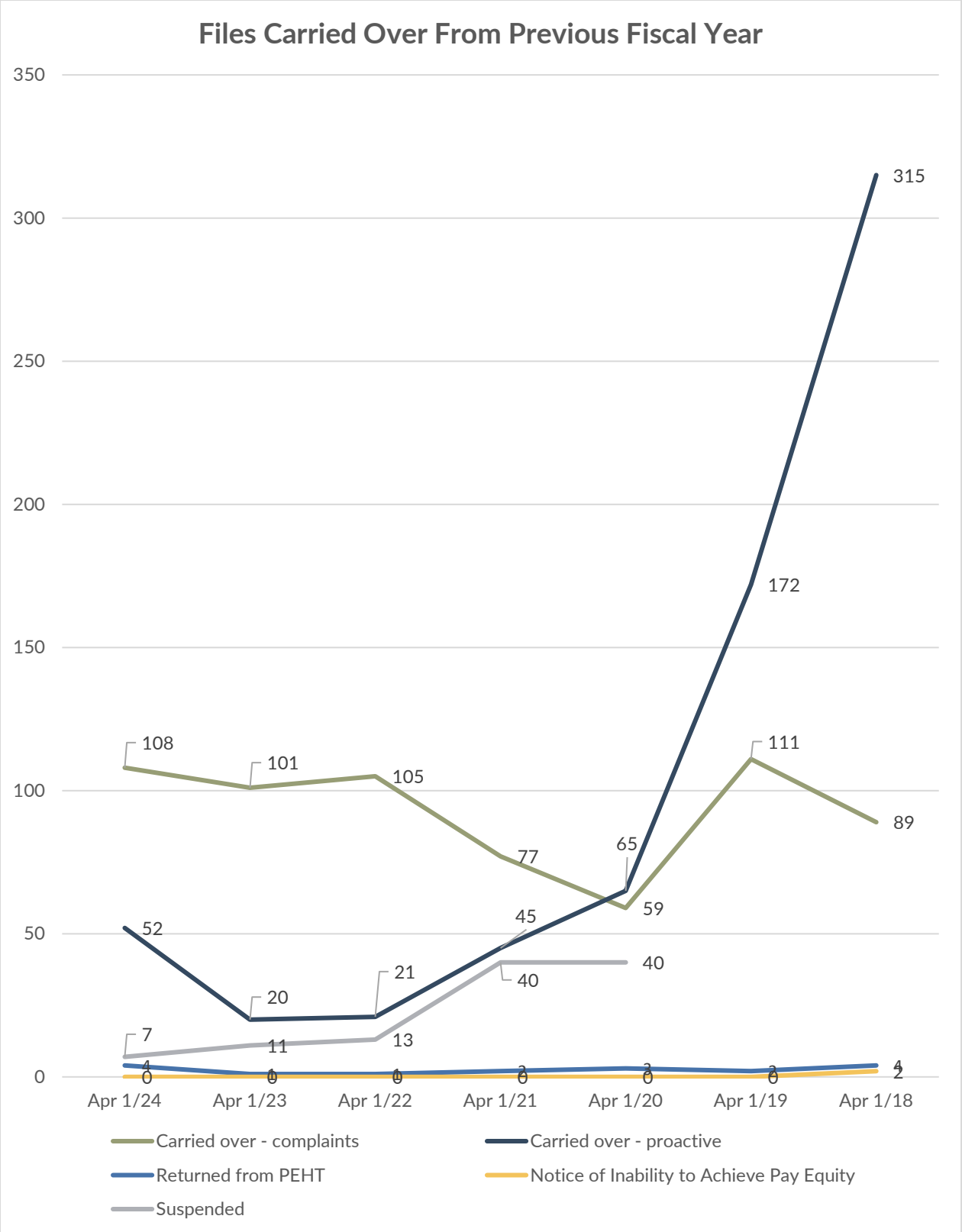
Below is a bird's-eye view of the volume of the PEO's cases, showing the sources of the PEO's cases (only the "proactive" portion of which is within the PEO's control), and the types of dispositions during each fiscal year.

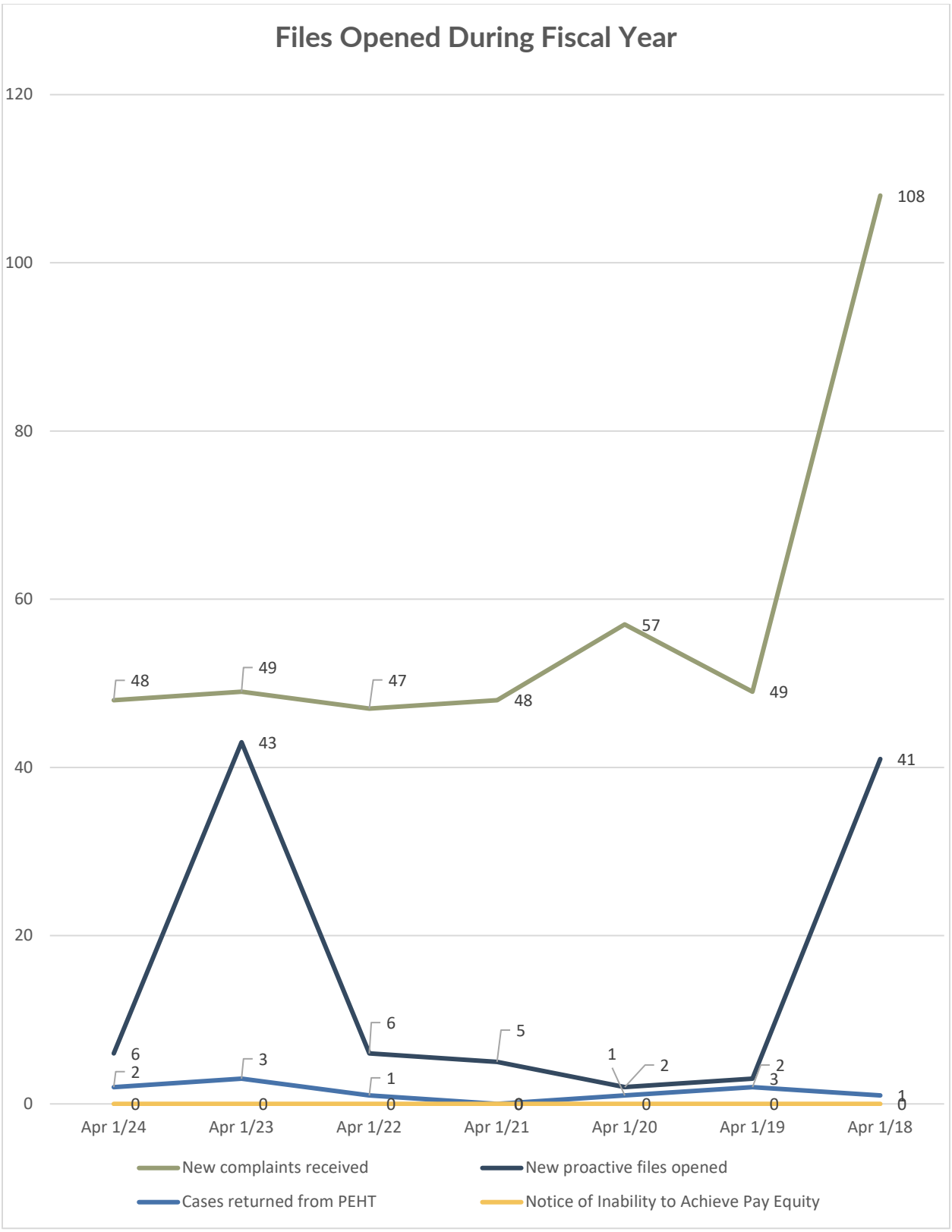
Caseload Volume by Fiscal Year

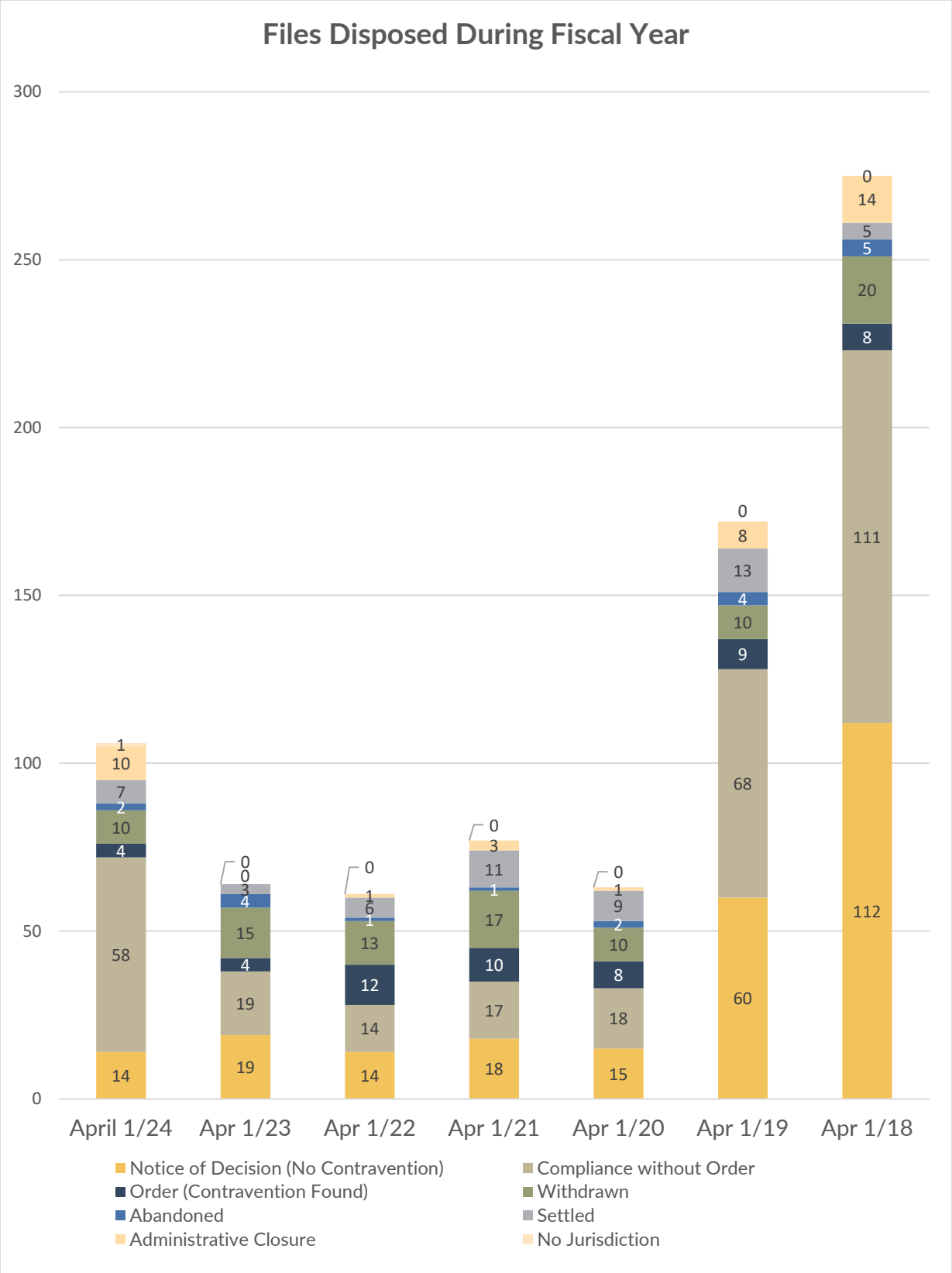
	24-25	23-24	22-23	21-22	20-21	19-20	18-19
Apr 1: files carried over from previous fiscal							
Open complaints[12]	108	101	105	77	59	111	89
Open proactive[13]	52	20	21	45	65	172	315
Cases returned from Tribunal	4	1	1	2	3	2	4
Notice of Inability to Achieve Pay Equity[14]	0	0	0	0	0	0	2
Suspended[15]	7	11	13	40	40[16]	n/a	n/a
Sub-total open carried over	**164**	**133**	**140**	**164**	**167**	**285**	**410**
Apr 1 – Mar 31: files opened							
New complaints received	48	49	47	48	57	49	108
New proactive files opened	6	43	6	5	2	3	41
Cases returned from Tribunal	2	3	1	0	1	2	1
Notice of Inability to Achieve Pay Equity	0	0	0	0	0	0	0
Sub-total new opened	**56**	**95**	**54**	**53**	**60**	**54**	**150**
Apr 1 – Mar 31: TOTAL files open during fiscal year	**227**	**228**	**194**	**217**	**227**	**339**	**560**
Apr 1 – Mar 31: files disposed							
Notice of Decision (no contravention found)	14	19	14	18	15	60	112
Compliance without an Order	58	19	14	17	18	68	111
Order[17] *(contravention found)*	4	4	12	10	8	9	8
Withdrawn	10	15	13	17	10	10	20
Abandoned	2	4	1	1	2	4	5
Settled	7	3	6	11	9	13	5
Administrative Closure	10	0	1	3	1	8	14
No Jurisdiction[18]	1	N/A	N/A	N/A	N/A	N/A	N/A
Sub-total files disposed	106	**64**	**61**	**77**	**63**	**172**	**275**
Mar 31 – files carried over to next fiscal	**121**	**164**	**133**	**140**	**164**	**167**	**285**

[12] Also referred to as "reactive" files. Complaint files are opened when an Applicant submits an "Application for Review Services".
[13] "Proactive" cases include cases described as "monitoring" files in previous annual reports. Proactive cases are files that the PEO open without waiting for a complaint to be filed.
[14] These are files opened in response to an application from an employer where the employer requests the PEO's assistance by submitting a formal "Notice of Inability to Achieve Pay Equity".
[15] This category was introduced in 2020-21.
[16] This figure includes three files suspended due to extenuating circumstances related to the global pandemic, and 37 Participating Nursing Home files that were suspended while being litigated in the court system. In 2022-23, the PEO reactivated the 37 Participating Nursing Home files, which are now tracked as "open" files.
[17] Excludes interim Orders.
[18] This category was introduced 2024-2025.


Caseload Summary by Fiscal Year
450
400
350
300
250
200
150
100
50
0
164
56
106
133
95
64
140
54
61
164
53
77
167
60
63
285
54
172
410
150
275
Apr 1/2024
Apr 1/2023
Apr 1/2022
Apr 1/2021
Apr 1/2020
Apr 1/2019
Apr 1/2018
Carried Over
New
Closed


Files Carried Over From Previous Fiscal Year
350
300
250
200
150
100
50
0
Apr 1/24
Apr 1/23
Apr 1/22
Apr 1/21
Apr 1/20
Apr 1/19
Apr 1/18
108
101
105
77
59
111
89
52
20
21
65
315
172
7
11
13
45
40
40
4
0
0
0
0
0
0
0
0
0
0
0
0
0
2
4
Carried over - complaints
Carried over - proactive
Returned from PEHT
Notice of Inability to Achieve Pay Equity
Suspended


Files Opened During Fiscal Year
120
100
80
60
40
20
0
48
49
47
48
57
49
108
6
43
6
5
1
2
2
41
2
3
1
3
1
0
0
0
0
0
0
0
Apr 1/24
Apr 1/23
Apr 1/22
Apr 1/21
Apr 1/20
Apr 1/19
Apr 1/18
New complaints received
New proactive files opened
Cases returned from PEHT
Notice of Inability to Achieve Pay Equity


Files Disposed During Fiscal Year
300
250
200
150
100
50
0
April 1/24
Apr 1/23
Apr 1/22
Apr 1/21
Apr 1/20
Apr 1/19
Apr 1/18
14
58
4
10
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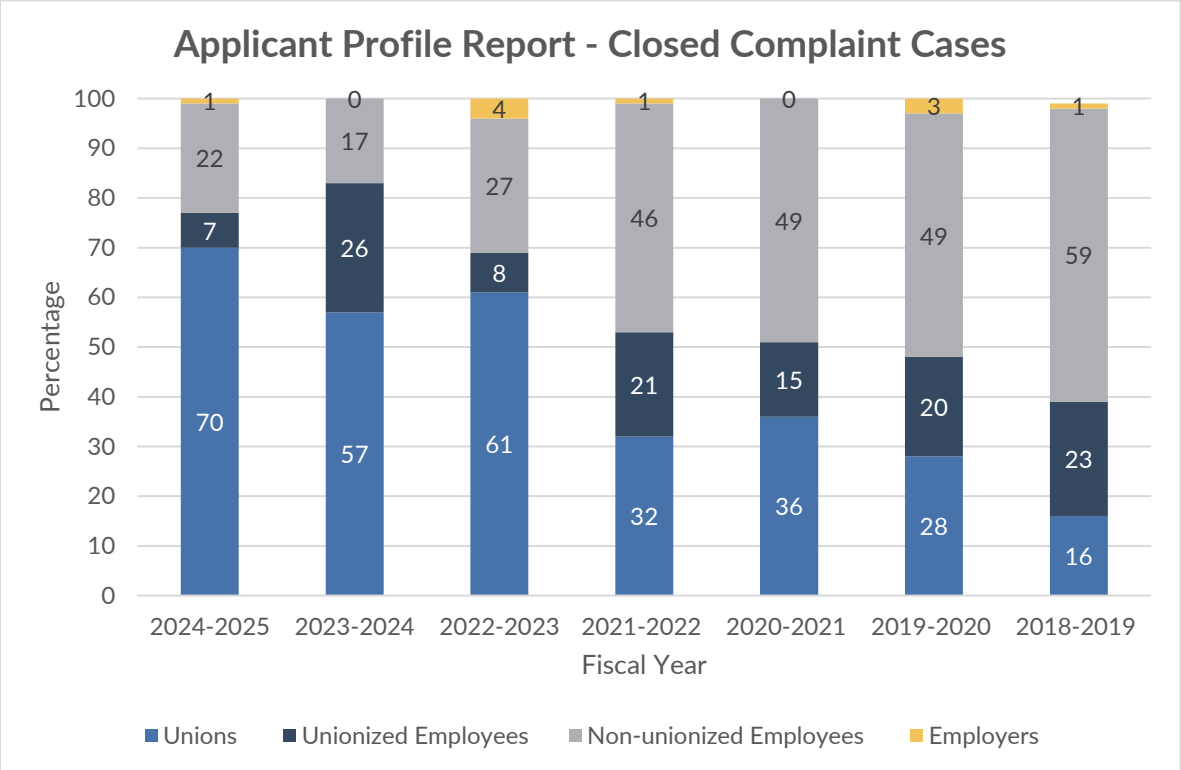
9
1
0
60
68
9
10
4
13
8
0
112
111
8
20
5
5
14
0
Notice of Decision (No Contravention)
Order (Contravention Found)
Abandoned
Administrative Closure
Compliance without Order
Withdrawn
Settled
No Jurisdiction

5.2 Complaint Files – Applicant Profile

The *Pay Equity Act* permits any employee (current or former), bargaining unit, or employer to file an Application for Review Services.

Applicant Profile Report – Based on complaint cases closed during the fiscal year[19]				
Fiscal Year	**Unions**	**Unionized Employees[20]**	**Non-unionized Employees**	**Employers**
2024-25	70%	7%	22%	1%
2023-24	57%	26%	17%	0%
2022-23	61%	8%	27%	4%
2021-22	32%	21%	46%	1%
2020-21	36%	15%	49%	0%
2019-20	28%	20%	49%	3%
2018-19	16%	23%	59%	1%



[19] Values expressed as percentages may not add to 100% due to rounding.
[20] Unionized employees may file an Application on their own, without their union.

5.3 Closing the Gap

Since the goal of the *Pay Equity Act* is to remedy inequitable compensation, a natural question that follows is "how much does it cost to bring one or more female job classes in line with their male comparator(s)?" The following table provides a high-level answer to that question. In reality, the size of payments varies considerably from one employer to another based on factors such as the number of affected employees, the time period involved (and whether interest is owed), and the dollar value of the difference in compensation.

Fiscal Year	Total Value of $ Adjustments Paid Out			# Employees Who Received Payment Adjustments		
	Complaint Files	Proactive Files[21]	Total	Complaint Files	Proactive Files	Total
2024-25	$201,996.69	$265,733.49	$467,730.18	196	166	362
2023-24	$66,251.95	$335,195.52	$401,447.47	51	89	140
2022-23	$137,222.18	$5,535.21	$142,757.39	16	4	20
2021-22	$691,499.14	$2,701,997.86	$3,393,497.00	103	1,613	1,716
2020-21	$1,958,542.39	$1,209,622.43	$3,168,164.82	1,423	378	1,801
2019-20	$1,197.97	$1,200,420.38	$1,201,618.35	4	343	347
2018-19	$1,503,774.71	$742,388.50	$2,246,163.21	262	215	477

Fiscal Year	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19
% Cases Resulting in Pay Adjustments[22]	**9.5%**	**11%**	**8%**	**22%**	**29%**	**19%**	**15%**

[21] Includes files categorized as "monitoring" files in previous annual reports.
[22] Calculated based on number of files closed in the fiscal year.

5.4 Compliance and Appeals

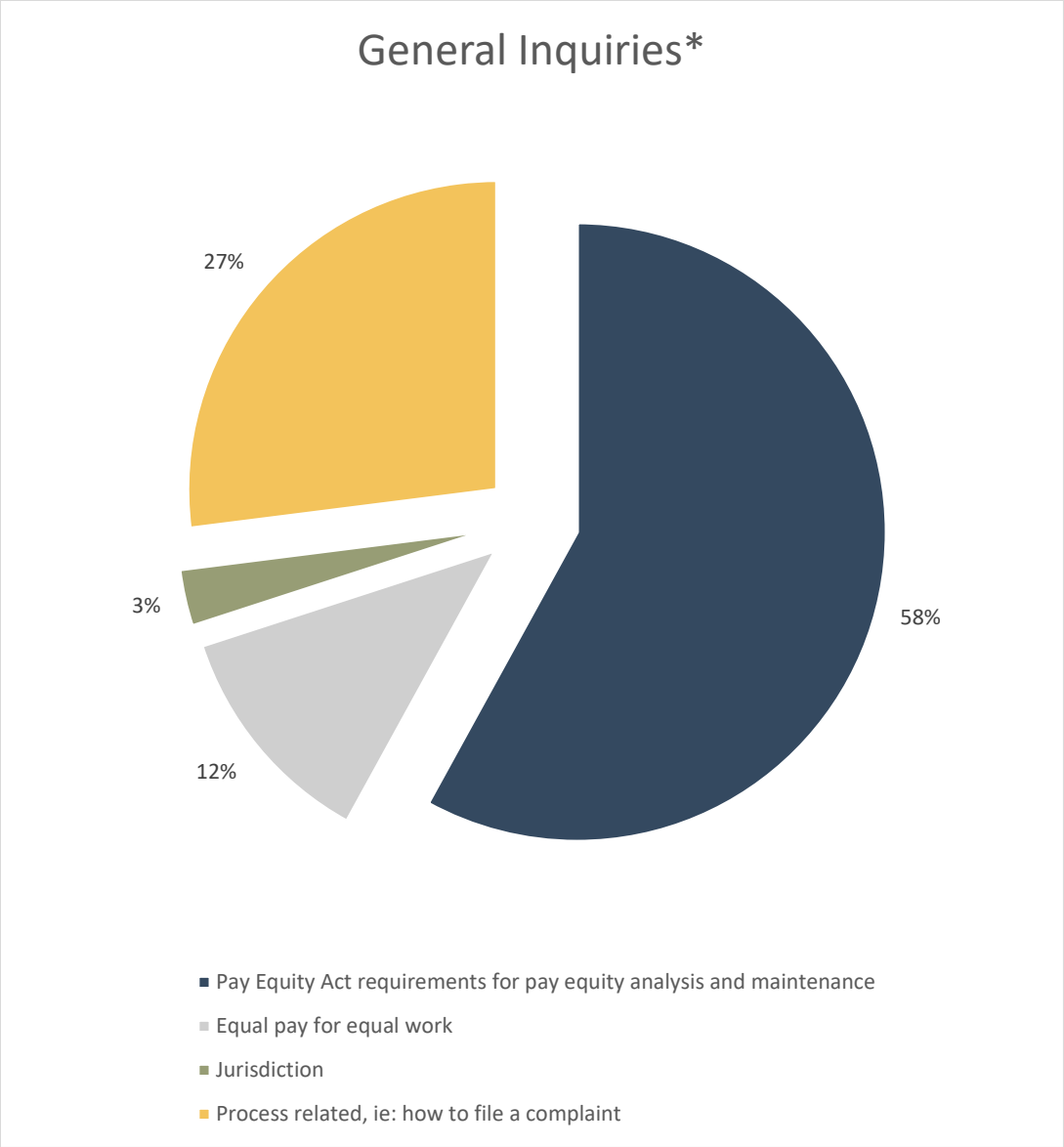
The *Pay Equity Act* gives the PEO the ability to refer cases of non-compliance to the Tribunal for enforcement. In the spirit of the Act, Review Officers make every attempt to exhaust all other resorts before referring a matter to the Pay Equity Hearings Tribunal. The Act also permits parties who disagree with the PEO to appeal an Order to the Tribunal.

The PEO strives to ensure that all Orders are correct in law and carefully reviews the Tribunal's findings to inform future decisions.

Appeals 2024-25	
Type	**Number of Cases**
Cases referred to Tribunal by PEO	2
Cases appealed by a party to the Tribunal	0
Cases where Tribunal upheld PEO decision	2

5.5 General Inquiries Service

The PEO also serves the general public by operating a General Inquiries service that receives questions via email, telephone, fax, and TTY. This service is for general information only, to explain the provisions of the *Pay Equity Act* or the steps required to do a pay equity analysis. The PEO cannot provide legal advice, nor can the PEO answer questions about specific situations. To assist any workplace party with their particular circumstances, the PEO would have to open an investigation file to ensure that all questions are addressed through a comprehensive review of all relevant information.



* Amounts may add up to less than 100% due to rounding.

Inquirers utilize email and telephone in roughly equal proportion. The majority of questions relate to one of three themes:

- Equal pay for equal work, including the common confusion between the *Pay Equity Act* and the *Employment Standards Act* (these inquiries are usually referred to the Ministry of Labour, Immigration, Training and Skills Development);
- Questions about the process of pay equity, including roles and responsibilities; and
- Technical questions regarding pay equity analysis and maintenance such as how to determine a job class, how to calculate job rate, and so on.

6. Finances and Human Resources

6.1 Financial Report

The PEO's annual operating budget is part of the Ministry of Labour, Immigration, Training and Skills Development's Estimates and reports quarterly on its expenditures and planned commitments.

Fiscal Year 2024-25 (in thousands of dollars)

Account	2024-25 Expenditure Estimates	2024-25 In-year Board Approvals	2024-25 Year-end Budget	2024-25 Year-end Actuals	Variance [23]	% Variance [24]
Salaries & Wages	2,346.0	177.7	2,523.7	2,239.0	284.7	11%
Benefits	266.1		266.1	329.8	(63.7)	(24%)
ODOE:						
Transportation & Communication	20.0	110.0	130.0	24.8	105.2	81%
Services (Including Lease)	358.9	50.0	408.9	555.0	(146.1)	(36%)
Supplies & Equipment	5.0		5.0	6.8	(1.8)	(36%)
Total ODOE	383.9	177.8	2,789.8	2,568.8	221.0	(13%)
Grand Total	2,996.0	337.7	3,333.7	3,155.3	178.4	9%

[23] For the fiscal year of 24-25 the PEO was understaffed. PEO had multiple vacancies throughout the year due to difficulty in hiring but are at full capacity now. This affected salaries, benefits, and the ability to seek out certain training opportunities or events PEO staff would typically register for.
[24] Ibid.

6.2 Human Resources

The PEO consists of 19[25] Full Time Equivalents.

As required by the *Public Sector Expenses Review Act, 2009*, the Commissioner's expenses are posted quarterly on the Pay Equity Office website.

6.3 Appointees

The Commissioner, Kadie Philp, is the sole Order-in-Council appointee. She was first appointed August 27, 2020, and subsequently renewed to August 27, 2025. In accordance with Remuneration Order in Council 2310/2017, the Commissioner receives annual remuneration of $186,621.

[25] This figure is provided annually by the Ministry.

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The Pay Equity Hearings Tribunal

Annual Report

2024-2025

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Message from the Presiding Officer

I am pleased to present the 2024-2025 Annual Report for the Pay Equity Hearings Tribunal. The 2024-2025 year was another terrific year for the Tribunal. The Tribunal's objective to resolve pay equity applications effectively and efficiently continues to be demonstrated. I am proud to report that in 2024-25, 56% of all cases were resolved, and the majority of new applications that are filed with the Tribunal are resolved under a year. This means that parties who file applications can reasonably expect their cases to be case managed and heard without undue delay. This could not have been done without the diligent effort of the administrative staff, alternate and deputy presiding officers and members who are critical to the Tribunal.

In 2024-25, the Tribunal heard evidence from the proposed expert witnesses in the *Glen Hill Terrace Christian Homes Inc. Et al* (Tribunal File No. 2001-18-PE) and has received the parties' written submissions. This case is the first one that has come before the Tribunal to address the issue of how maintenance is to be performed when an employer established their pay equity plan using the proxy method of comparison, and is expected to inform the community about how pay equity maintenance can be done going forward. The oral submissions are scheduled for the fall of 2025.

The Tribunal continues to operate remotely and again in 2024-2025, the Tribunal did not experience any issues with technological issues. No hearings were cancelled or adjourned because of technological issues.

Overview

The Pay Equity Commission (the "Commission") was established by section 27 of the *Pay Equity Act, 1987*, c.34 and is continued by subsection 27(1) of the *Pay Equity Act*, R.S.O. 1990, c.P.7 as amended (the "*PEA*"). The Commission consists of two separate, independent parts: the Pay Equity Hearings Tribunal (the "Tribunal") and the Pay Equity Office. The purpose of the *PEA* is to redress systemic gender discrimination in compensation for work performed by employees in female job classes. Its implementation contributes to a fairer and more productive workplace.

The Tribunal is an adjudicative agency of the Government of Ontario responsible for adjudicating disputes that arise under the *PEA*. Pursuant to section 28(1) of the *PEA*, the Tribunal is a tripartite board, composed of the Presiding Officer, Alternate Presiding Officer, a number of Deputy Presiding Officers, and Members representative of employers and employees (Appendix A).

The Tribunal deals exclusively with issues arising under the *PEA*. The Tribunal has exclusive jurisdiction to determine all questions of fact or law that arise in any matter before it. Tribunal decisions are based on the evidence presented and submissions received and on the panel's interpretation of the facts in dispute, legislation and jurisprudence. The Tribunal is committed to a hearing process that balances the need to be fair, accessible, economical and efficient. It deals as expeditiously and fairly as reasonably possible in processing, settling or adjudicating all matters that come before it. The decision of the Tribunal is final and conclusive for all purposes. Decisions of the

Tribunal cannot be appealed but may be judicially reviewed. The Tribunal encourages co-operation among employers, bargaining agents and employees and is committed to encouraging settlement among the parties.

The Tribunal is entitled to determine its own practices and procedures and has the authority to make rules and forms governing its practices and the conduct of those appearing before it. The Tribunal's Rules, Forms and Information Bulletins are available on its website at http://www.peht.gov.on.ca or from its offices at 505 University Avenue, 2nd Floor, Toronto, Ontario, M5G 2P1.

Organizational Structure

The Ontario Labour Relations Board (the "OLRB") provides administrative and institutional support to the Tribunal. The Tribunal benefits from the OLRB's sophisticated administrative and legal support, as well as information technology and the potential to take advantage of the expertise of its mediators. The Tribunal consists of a full-time Presiding Officer, as well as the part-time Alternate Presiding Officer, Deputy Presiding Officers and Members. Almost all of the part-time appointees have part-time appointments with other tribunals. This arrangement ensures that the Tribunal is staffed with experienced adjudicators and members (Appendix A). The Tribunal's objective is to retain and recruit resources who have extensive experience with pay equity legislation and adjudication.

The Tribunal also participates in a broader, shared-services arrangement with the OLRB and the Workplace Safety and Insurance Appeals Tribunal. These adjudicative agencies share printing and production, mail services and common library services.

Operations

The OLRB staff who perform the administrative functions for the Tribunal currently work a combination of remote and in-office days. Front desk staff are available for in-person filing as well as continuing to take calls and provide information to the public and stakeholders.

PEHT adjudicators and members continued to hear cases remotely. All hearings and pre-hearings in 2024-2025 were held by video or teleconference where appropriate and no in-person hearings took place. The PEHT has notified the community that video conference will continue to be the presumptive method of hearing. Parties may write to the Tribunal to request an alternative to video hearing and such requests will be considered on a case by case basis.

Electronic filing of applications, responses and all other material remains available and the increased space size for documents allows for greater accessibility. In 2024-2025, 98% of the Tribunal's forms and submissions were filed electronically. The Tribunal continues to allow for the filing of a large volume of documents through the use of a third

party cloud tool (such as Drop Box, Google Drive or Microsoft OneDrive), delivery by email, where appropriate, and the use of an electronic summons form**.**

Tribunal Processes

The Tribunal's Rules of Practice set out the Tribunal's procedural power and practices. Information Bulletins, which provide more detail about specific procedures and practices, will continue to be updated as needed. These Bulletins, among other things, provide information to the public and stakeholders about making an application or responding to an application, what to expect at a hearing, the conduct of video hearings and reflect any changes to the Rules of Practice.

Upon receipt of an application, the Tribunal sends a Confirmation of Filing to the parties confirming that the application has been filed, providing the Tribunal file number and advising the parties of the date by which a response must be filed.

With respect to the adjudication of disputes, the Tribunal continues to encourage the parties to resolve their disputes without the need for adjudication. Once the response has been filed, many cases which involve more than a single party are scheduled for a Pre-Hearing Conference with the Presiding Officer, Alternate Presiding Officer or Deputy Presiding Officer where one of the objectives is to explore with the parties opportunities to settle all or a part of the dispute.

In order to increase its efficiency and reduce the parties' costs, the Tribunal continues its efforts to reduce the number of days it takes to adjudicate a matter. The Tribunal proactively identifies preliminary issues and directs the parties to address them, and encourages the parties to raise any issues they may identify well in advance of the hearing with a view to determining these matters on the basis of written submissions. The Tribunal continues to use Pre-Hearing Conferences and/or case management hearings to organize and streamline the issues in dispute so that a matter can be adjudicated as efficiently as possible. In addition, parties are routinely asked to exchange detailed submissions and documents well in advance of a hearing in order to make better use of available hearing time. It has been the Tribunal's experience that requiring the exchange of detailed submissions, witness statements, and documents in advance of the hearing not only serves to reduce hearing time but also facilitates the parties' ability to resolve some or all of the dispute.

In order to support a timely and efficient resolution of disputes, the Tribunal discourages adjournments except where compelling circumstances arise. In those circumstances, the Tribunal requires parties to offer substitute dates within 72 hours.

Key Activities

The Tribunal's key activities are adjudication and dispute resolution in the area of Pay Equity. These two functions are the foundation for the Tribunal's objective of adjudicative and dispute resolution excellence.

Adjudication

The Tribunal is tripartite in nature, comprised of neutral Presiding Officers and member representatives of employers and employees/trade unions. The Members are expected to bring the perspective and concerns of their community to the task of adjudication. All of the Presiding Officers have adjudicative experience or cross-appointments with other adjudicative agencies. The Tribunal holds hearings where evidence is presented and oral arguments are made. Pay equity issues are often complex; hearings can take multiple days to complete. Tribunal decisions are issued in writing and posted on accessible websites (www.canlii.org). Parties are encouraged to seek independent legal advice before coming to the Tribunal.

Mediation

Almost every case is scheduled for a pre-hearing conference before a Presiding Officer, different from the one who will hear the case. The purpose of the pre-hearing conference is to identify and narrow the issues in dispute, organize the litigation to ensure that it is ready for hearing and explore opportunities to settle some or all of the issues. Pre-hearings are more informal than a hearing and provide an opportunity for parties to ask questions about the Tribunal's hearing procedures. Pre-hearings reduce hearing time, saving time and expense for both parties and the Tribunal. In appropriate cases, a mediator is assigned to a file who facilitates both substantive and procedural agreements to ensure that the parties are ready to proceed on their first hearing date, or if they can settle the application altogether without the need for litigation. In every case where a mediator has been appointed, at least one issue has been resolved in advance of the first hearing date.

IT Initiatives and Electronic Filing

The Tribunal's forms, in French and English, are available electronically on its website and are hosted by Ontario Shared Services. A total of seven forms are currently available to be submitted electronically, and parties can file correspondence, submissions and other material electronically. In 2024-2025, 98% of the total number of forms and submissions filed with the Tribunal were filed electronically.

All OLRB staff and PEHT Presiding Officers, Deputy Presiding Officers and Members are issued laptops with VPN to allow them electronic access to files while working remotely.

The OLRB continues to build its statistical data and reporting capabilities on a Power BI platform allowing for future access to real-time data, which the PEHT may also access.

Caseload Processing

The total caseload for the fiscal year 2024-2025 amounted to 9 applications, which was a combination of 4 pending applications carried over from the previous year and 5 new applications. The Tribunal's caseload each year is made up of two parts: the cases carried over into the year from the previous year and the cases filed during the current year.

During the 2024-2025 fiscal year, the Tribunal disposed of 5 applications. Two applications were granted, one was dismissed, one was terminated and one was settled. A total of four files were pending at year-end.

The Tribunal has made a practice in its Annual Report of providing caseload data of the kind set out in the preceding paragraphs and in the Caseload Statistics table. These numbers alone do not always provide a meaningful picture of the demand that those cases place on adjudicative resources, principally because that demand varies significantly from one application to another. A more nuanced understanding emerges from statistics relating to the number of pre-hearing conference dates scheduled and held (2), hearings scheduled (18) and held (6), and number of written decisions issued this year: interim decisions (22) and final decisions (5). Even then, of course, there is considerable variation in the complexity of the decisions and the amount of time required to generate the reasons. As set out above, the Tribunal's case load was dominated by the *Glen Hill Terrace Christian Homes* matter(Tribunal File 2001-18-PE), as it is understood that many potential applications are impacted by the Tribunal's decision in this matter.

Caseload Statistics

	Caseload				Disposed of						
Fiscal Year	Total	Pending April 1	Received Fiscal Year	Re-Opened	Total Disposed	Granted	Dismissed	Terminated	Settled	Pending Other Case	Pending March 31
2024-25	9	4	5	0	5	2	1	1	1	0	4
2023-24	17	10	4	3	13	4	6	0	3	0	4
2022-23	34	23	9	2	24	6	2	11	3	2	10
2021-22	31	20	9	2	8	2	1	2	3	0	23
2020-21	27	21	6	-	7	1	4	1	1	0	20
2019-20	39	29	10	-	18	1	13	0	1	3	21
2018-19	36	31	5	-	8	3	0	2	3	-	29
2017-18	44	37	7	-	13	4	2	2	5	-	31
2016-17	46	25	21	-	13	3	0	2	8	-	37
2015-16	45	13	32	-	21	5	3	1	12	-	25
2014-15	30	18	12	-	17	3	2	2	10	-	13
2013-14	31	20	11	-	14	5	2	4	3	-	18
2012-13	35	21	14	-	11	0	4	4	3	-	23
2011-12	39	21	18	-	21	3	4	3	11	-	21
2010-11	35	13	22	-	16	4	3	5	4	-	21
2009-10	50	28	22	-	37	8	4	1	24	-	13
2008-09	48	25	23	-	20	0	4	0	16	-	28
2007-08	34	12	22	-	9	2	1	0	6	-	25
2006-07	25	10	15	-	13	3	4	0	6	-	12
2005-06	16	5	11	-	6	3	2	0	1	-	10
2004-05	5	0	5	-	0	0	0	0	0	-	5

Definition of Terms:

1) Granted means that the application was, in whole or in large part, successful.
2) Dismissed means that the application was, in whole or in large part, not successful.
3) Terminated means that the application was not granted, dismissed or settled but was terminated at the parties' request or abandoned.
4) Settled includes all cases where the parties, either with or without the assistance of the Tribunal, settled the dispute, as well as cases that were adjourned.

Key Decisions

Trumble, Applicant v. Pay Equity Hearings Tribunal, Respondent; May 22, 2024 (2024 ONSC 3036)

Application for judicial review brought by employee challenging the Tribunal's dismissal of their application. The Applicant alleged that the 2019 pay equity plan put in place by the Township did not achieve pay equity as required by the Pay Equity Act, R.S.O 1990, c.P.7. The Township's pay equity plan had been approved by the Tribunal. The Applicant objected to the Township's failure to increase her salary under its pay equity plan. The Tribunal dismissed the application, and the Applicant sought judicial review. Though the Applicant objected to numerous factual and procedural decisions made by the Tribunal, the Divisional Court found that the Applicant was able to present comprehensive submissions before the Tribunal and afforded deference to the Tribunal's findings. The Divisional Court reiterated that the court is not the body with primary responsibility for determining pay equity issues in Ontario. Rather, the Legislature has assigned that responsibility to the Tribunal. The Divisional Court held that deference will be afforded to the Tribunal with respect to pay equity issues considering the expertise and experience members have with complex issues surrounding pay equity. In dismissing the application for judicial review, the Divisional Court held that Tribunal's decision was transparent, intelligible, and justified in law and fact.

Ontario Public Service Employees Union/Syndicat des Employés de la Fonction Publique de l'Ontario, Local 166, Applicant v. Craigwood Youth Services, Respondent; November 14, 2024 (PEHT Case No: 2547-23-PE)

Application brought by Union alleging that the employer had not made proper pay equity adjustments. Respondent employer argued on a preliminary basis that the application ought to be stayed/dismissed for delay. The Tribunal found that there was actual and presumed prejudice that resulted in delay for matters that predated 2013 in filing the instant application. The Union argued that the delay was attributable to the parties engaging in "meaningful negotiations" during the period of delay. The Tribunal did not accept that a delay from 2006 to 2019 amounted to a justifiable delay, as that is not evidence of "meaningful negotiations. The Tribunal also found that the Union's challenge to how pay equity payments were calculated arose in 1995 when the plan was agreed to and deemed approved, and as such a delay from 1995 to 2019 caused actual and presumed prejudice. The Tribunal however found that once the application was filed, the period from 2013 to the date of application was an acceptable period as the employer did not establish prejudice during that period of time since it has a statutory record keeping obligation and the issue in dispute was one of objective calculation. As such, the employer's motion to dismiss the application for delay was successful on two of the three grounds, but the period of time from 2013 onwards was set for hearing.

Ontario Secondary School Teachers' Federation, District 17, Applicant v Simcoe Muskoka Catholic District School Board, Respondent; April 30, 2024 (PEHT Case No: 0165-21-PE)

This matter returned to the Tribunal following the decision (differently constituted) of Simcoe Muskoka Catholic District School Board, 2018 CanLII 123879 (ON PEHT). In that decision, the Tribunal found that the Simcoe Muskoka Catholic District School Board had not negotiated the amended pay equity plan in good faith. The parties were directed by the Tribunal to reach an agreement, failing which, a Review Officer would be directed to prepare a pay equity plan on the parties' behalf. The parties failed to reach an agreement and therefore a Review Officer ordered pay equity plans. In the instant application, the Ontario Secondary School Teacher's Federation, District 17 asserted that the Review Officer's order was unreasonable and that the Review Officer was bound to the terms and conditions the parties had agreed to before the negotiations broke down. The Tribunal held that the Review Officer was not bound by the Terms of Reference in an earlier decision given it was unsigned and no one who negotiated the Terms of Reference presented evidence before the panel in the instant case. The Tribunal held that in cases where a Review Officer has been directed to prepare a pay equity plan pursuant to an order under section 21(1)(a) of the Act, the Tribunal will provide deference to the choices made by the Review Officer in the same way the Tribunal provides deference to a deemed approved plan. Further, the Tribunal noted that banding is a well-established and common method for determining comparability in a pay equity plan. With respect to retroactivity, the Tribunal found that the Review Officer's conclusions were unreasonable. The Tribunal confirmed that retroactivity will not be truncated due to delay on part of one or both parties.

Court Activity

Parties may seek judicial review of a PEHT decision to the Divisional Court. In 2024-2025, there was one application filed and withdrawn. In addition, the judicial review application referenced above was dismissed on May 29, 2024.

Performance Measures

Efficient Case Processing

2024-2025 Commitments

- 75% of new files opened within two business days after an application is filed in accordance with the Tribunal's Rules of Practice.
- 75% of confirmations of filing of applications sent to parties within four business days of application filed in accordance with the Tribunal's Rules of Practice.
- 75% of files closed within two business days following final decision.

2024-2025 Achievements

- 100% of new files opened within two business days after an application is filed in accordance with the Tribunal's Rules of Practice.
- 100% of confirmations of filing of applications sent to parties within four business days of application filed in accordance with the Tribunal's Rules of Practice.
- 80% of files closed within two business days following final decision.

Adjudication and Disposition

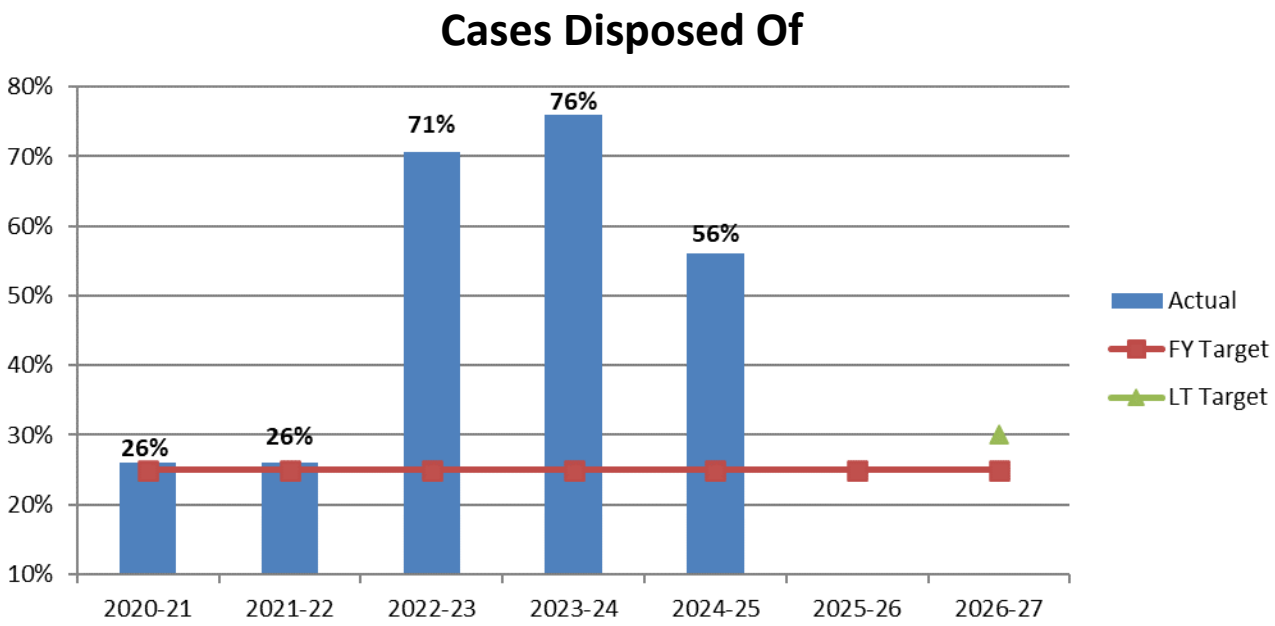
2024-2025 Commitments

- 90% of files reviewed by Presiding Officer or Deputy Presiding Officer within two weeks of response date.
- Where a pre-hearing conference is held, in 50% of those cases at least one issue is resolved.
- 25% of outstanding cases disposed of during the year.

2024-2025 Achievements

- 100% of files reviewed within two weeks of response date.
- Where a pre-hearing conference was held, the parties resolved at least one procedural or substantive issue in every instance.
- 56% of cases disposed of during the year overall.

Note: The settlement rate and time to conclude cases recognizes the complex nature of pay equity disputes which results in few negotiated settlements. As a result, almost all cases are decided only after lengthy hearings. In general, the same counsel represent the parties in pay equity cases and the scheduling of hearings is further extended by the availability of counsel as well as Presiding Officers and Members who are cross-appointed to other Tribunals. In addition, a number of cases may arise out of the same Order or be otherwise related or will remain pending at the Tribunal as they work their way through the courts on judicial review or appeal, which also impacts the disposal rate.



Ombudsman Review

The Ontario Ombudsman has the authority to investigate complaints about the Ontario Government and its agencies, including the Tribunal. There were no new or outstanding investigations in 2024/25.

Information and Privacy Commissioner of Ontario

The Information and Privacy Commissioner of Ontario has the authority to investigate complaints about the Ontario Government and its agencies, including the Tribunal. There were no new or outstanding investigations in 2024-2025.

Requests for Access to Documents in the Tribunal's Adjudicative Files

Since the Superior Court Decision in *Toronto Star v. AG Ontario*, 2018 ONSC 2586 (CanLII) and the subsequent enactment of the *Tribunal Adjudicative Records Act* ("TARA") in 2019, the Tribunal receives more frequent requests for adjudicative records. During the 2024-2025 fiscal year, the Tribunal received and processed three requests for documents from Tribunal files. Those making requests included parties to a case, lawyers not involved in the file and members of the public. The requests sought records in active files currently being heard by Presiding and Deputy Presiding Officers and older closed files. Requests were processed in accordance with the Tribunal's Policy, TARA and the Tribunal's Rules of Practice, as applicable.

Financial Performance

In accordance with the Ministry of Labour, Immigration, Training and Skills Development, Delegation of Financial Authority Framework, financial authority is delegated to the Presiding Officer (Chair) of the Tribunal. The Presiding Officer is required to ensure that public funds are used with integrity and honesty. The Tribunal's operating budget is included in the Ministry's estimates and allocation process, and the Tribunal is required to report to the Ministry each quarter with respect to its expenditures and planned future financial commitments. The total annual remuneration paid by the Tribunal for OIC appointees was $198,586.

The PEHT's financial performance for the 2024-2025 fiscal year resulted in a savings for the Tribunal. Salaries and wages and transportation/communication costs are comparable to the previous fiscal year with only minor non-material changes in salaries due to cost-sharing arrangements with the OLRB. Services expenditures were marginally underspent due to lower part-time per diem costs. Supplies and equipment expenses were not incurred this fiscal as the Tribunal was able to operate with existing equipment and supplies.

All figures in $000.0 thousand

Account	Expenditure Estimates	In-year Board Approvals	Year-end Budget	Year-end Actuals	Variance	% Variance
Salaries & Wages	275.8	(64.6)	211.2	186.8	24.4	*11.6%*
Benefits	39.70	-	39.7	18.7	21.0	*53.0%*
ODOE:						
Transportation & Communication	14.9	-	14.9	0.1	14.8	*99.2%*
Services (Including Lease)	134.9	(90.0)	44.9	32.9	12.0	*26.7%*
Supplies & Equipment	1.0	-	1.0	0.2	0.8	*84.7%*
Total ODOE	**150.8**	**(90.0)**	**60.8**	**33.2**	**27.6**	*45.4%*
Grand Total	**466.3**	**(154.6)**	**311.7**	**238.6**	**73.1**	***23.4%***

Appendix A

Order in Council Appointments

The Tribunal's adjudicators (Presiding Officer, Alternate Presiding Officer, Deputy Presiding Officer and Members) are all appointed by the Lieutenant Governor in Council as Order in Council appointments (OICs), for a fixed term. The following is a chart of OICs working in 2024-2025, their appointment terms and remuneration:

Name	First Appointed	Term of Appointment	Annual Renumeration
Presiding Officer			
Ross, David	August 13, 2019	April 9, 2028	$ 186,697.74
Alternate Presiding Officer			
Rowan, Caroline	August 6, 2020	August 5, 2025	$ 68.49
Deputy Presiding Officer			
Sanderson, Douglas	April 13, 2023	April 12, 2028	$ 2,758.00
P/T Members (Employer)			
Bolton, Lori	September 13, 2017	September 25, 2027	$ 3,841.50
Greenside, Patricia	November 21, 2019	November 27, 2029	$ 2,955.00
Phillips, Carol	August 15, 2012	September 28, 2024	$ -
Roth, Stephen	December 12, 2019	December 11, 2029	$ 2,265.50
Zabek, Carla	April 4, 2012	April 3, 2027	$ -
Hasan, Tisha	November 7, 2024	November 6, 2026	$ -

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* The Alternate Presiding Officer was cross-appointed from the OLRB until November 1, 2024. A cost recovery model is in place between OLRB and PEHT for full-time OLRB appointees appointed to the PEHT, where applicable. Part-time Appointees are paid on a per diem basis. Their annual renumeration is the actual amount paid to them by the PEHT. There is one FTE for the PEHT which is held by the Presiding Officer. The Alternate Presiding Officer renumeration represents a final payment made to the Appointee for cross-appointed work.

Accountability Statement

The Tribunal's Annual Report for the fiscal year ending March 31, 2025 was prepared under my direction for submission to the Minister of Labour, Immigration, Training and Skills Development in accordance with the Agencies and Appointments Directive as issued by Management Board of Cabinet.

The Public Accounts of Ontario are the annual financial statements that are prepared in accordance with the accounting principles for governments issued by the Public Sector Accounting Board (PSAB). The Public Accounts consist of the financial report of the Government of Ontario and the financial reports of each ministry. In accordance with the Ministry's Delegation of Financial Authority Framework, financial authority is delegated to the agency. Each year the Tribunal verifies that all its transactions are reflected accurately and completely in the Public Accounts through the execution of a Certificate of Assurance.

As an agency of the Ministry of Labour, Immigration, Training and Skills Development, the Tribunal's Annual Report is subject to the minimum reporting requirements established in the Agencies and Appointments Directive, including:

- Financial statements that have been audited or subject to the appropriate level of external assurance;
- Analysis of operational performance;
- Analysis of financial performance;
- Names of appointees, term of appointments and remuneration;
- Performance measures, targets achieved/not achieved and action to be taken.

This report covers the fiscal year April 1, 2024 to March 31, 2025.

For More Information

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