

# **Annual Report**

Employment Equity Act

# **2001**

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# Highlights

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## THE BUSINESS CLIMATE

The year 2000 witnessed continued growth in the Canadian economy, and came at the end of a decade-long sustainable surge of gains in incomes and job creation. Just as the new millennium was ushered in with concerns around the Y2K bug, the year 2000 ended with preoccupations about the impact of new technologies, individual choices, and free trade in a globalised Canadian economy. A new privacy law, *the Personal Information and Electronics Documents Act* was introduced to help consumer confidence in using new and secure technologies, especially in e-commerce. The knowledge-based industries are fast becoming the economic engines of Canada, and human talent is now the fuel that runs those engines. Canadian industries continued to consolidate and rationalise their operations in response to deregulation and the technological breakthroughs. Although the federal Department of Finance has turned down two bank mergers in 1998, it did approve one in 2000, and there were hopes that other mergers could be approved under the new legislation for financial services. In transportation, trucking continued to show healthy growth in 2000, however airlines and railway companies grew by only 1.0%. The merger of Canadian Airlines into Air Canada was the big story in air transportation. In the communications industries, a convergence of sectors was taking place as giant corporations were expanding into all aspects of telecommunications, broadcasting, and the print media.

## GOOD PRACTICES

The Employment Equity *Act* requires employers to submit an annual statistical report and a narrative report. The narrative report lists the measures taken by employers to improve the situation of designated group members within their workforces, the corresponding results achieved and the related consultation undertaken with employee representatives.

In 2000, employers have indicated that hiring the best candidates and expanding the client base are

essential to profitability. These objectives were made possible by a successful implementation of employment equity plans. Employers are seeking global markets that require new skills and talents. Some employers are achieving success by integrating employment equity initiatives and pursuing ethno-cultural diverse markets. Employers are developing awareness campaigns of employment equity. Maintaining open communication with employees in fast-paced, technology-driven, global work environment has become essential to retaining human resources, and ultimately to the company's success. Employers said that communication with employees should be repeated and on going as recognising the achievement of equity in the workplace does not happen with sporadic isolated communication efforts. Some employers continue to develop ways to facilitate partnerships with external agencies representative of the designated groups and they enjoy better results than those who use traditional methods. Employers are sharing knowledge and resources with other stakeholders through equity-focused workshops and conferences.

## EMPLOYER RATINGS

In this report, individual employers are assessed on their numerical results with regard to the situation of designated group members in their workforce and the efforts they made in 2000 to improve the situation of these groups. The ratings evaluate these elements which are summarised in six indicators.

The rating measures the extent to which members of a group were represented in an employer's workforce, and received treatment similar to other employees (in terms of the types of jobs they have and their salaries) as of the end of 2000. It also reflects the progress that an employer has made during 2000 in improving the situation of a designated group.

- The results for 2000 show that the highest number of best ratings were for Aboriginal Peoples, where a total of 140 out of 390 employers received an “A” for this designated group.
- Transportation led employers in the best rating for Aboriginal employees, where 83 companies received an “A” for this designated group.
- 101 employers were rated “A” for members of visible minorities - against only 74 last year - while 88 employers were rated “A” for women - against 76 last year. Also, there were 84 employers receiving a “B” for women (against 84 last year) compared to 47 who received the same rating for members of visible minority groups (against 60 last year), and 16 employers who had “B” for Aboriginal Peoples (against 37 last year).
- In both top ratings (“A” and “B”), members of visible minority groups arrived at third place after Aboriginal Peoples and women in all companies under the *Act*. Women were in first place in Banking and Communications while Aboriginal were first in Transportation and the Other sectors.
- Almost half of the employers received “C” or lower for Aboriginal Peoples and women, compared to 62.0% who did so for members of visible minority groups.
- The worst situation, as in previous years, was for persons with disabilities, where only 21 employers received an “A” for this group (against only 16 last year), and another 16 received a “B” (against 17 last year). Over 90.0% of employers received a “C” or lower for this designated group.

## THE WORKFORCE

- An increase was observed in 2000 in the number of employees reported by federally regulated companies under the *Act* compared to 1999. The increase from 589,000 to over 612,000 (a rise of 24,000 employees, or 4.0%) was due to the increase in the number of employers from 336 in 1999 to 394 in 2000. Sectorally, there was a slight drop to no change in the workforce in Banking and the

Other sectors, but a rise of 12,600 in Transportation and 13,500 in Communications.

- Communications remained the largest industry in the workforce under the *Act*, accounting for 34.5% of the total, while Transportation surpassed Banking at 28.9%. Together, Transportation and Communications employers account for two thirds of the workforce and are members of FETCO (the umbrella organisation of federally regulated Employers in Transportation and Communications). Banking came third at 28.2%, while the Other sectors accounted for 8.4% of the workforce under the *Act*.
- Almost 9 in 10 employees under the *Act* worked in four provinces in 2000: Ontario, Quebec, British Columbia, and Alberta.
- At 101,800, the number of hires increased dramatically in 2000, and this was the highest level since 1990. Hires totalled 74,300 in 1999. Communications, the fastest growing industry, accounted for almost 38.2% of all new hires in the current reporting year, followed by Transportation at 34.7%, Banking at 21.2% and the Other sectors at 6.0%.
- The number of terminations increased dramatically as well in 2000, from 73,000 to 93,600. Employers under the *Act* hired more people than they terminated a situation that was observed only in 1998 and 1999 over the past ten years.
- The number of employees promoted rose also in 2000 from 52,000 to 60,400, with Banking accounting for over half of all promotions.

## THE DESIGNATED GROUPS

### *Representation*

The four designated groups experienced different changes in their representation in the workforce under the *Act* in 2000, but only visible minorities had an increase.

- The representation of women decreased from 45.0% to 44.0%, while that of employees with disabilities fell from 2.4% to 2.3%.
- During the same period, the representation of Aboriginal employees was unchanged at



1.5%, while visible minority employees increased from 10.5% to 10.7%.

- Women's representation increased in Communications and the Other sectors but fell in Banking and Transportation. Aboriginal employees' representation was stable to rising in all four industrial sectors, with a significant rise in Transportation. Representation of persons with disabilities and visible minorities increased in Banking and Communications but fell in Transportation and the Other sectors.
- Almost 9 in ten women in the workforce under the *Act* were located in the four most populated provinces, namely, Ontario, Quebec, British Columbia, and Alberta. New Brunswick had the highest women's representation in 2000, while Saskatchewan and Manitoba had the lowest.
- Over three-quarters of Aboriginal employees in the workforce under the *Act* were located in four provinces: Ontario, Manitoba, British Columbia, and Alberta.
- Almost three-quarters of all employees with disabilities in the workforce under the *Act* were located in three provinces, namely, Ontario, Alberta, and British Columbia. Their representation improved in five regions, most notably in Ontario, and fell in three others, notably in British Columbia.
- Almost 96.0% of visible minority employees were located in four provinces, namely, in Ontario, British Columbia, Alberta, and Quebec.

### *Workforce Flows*

#### **Women**

Women had a lower share of hirings in 2000, falling from 39.3% to 38.6%. However, in terms of numbers, almost 40,000 women were hired in 2000 compared to around 30,000 in 1999. This is the highest level of hires since 1989 and almost 14,000 higher than the number of women hires in 1997. Women's share of hires rose in five occupational groups but fell in seven.

More women were terminated in 2000, as their share of all terminations in the workforce under the *Act* rose from 40.7% to 41.3%. The rise in

women's terminations was reflected in Communications and the Other sectors, but rose in Banking and was unchanged in Transportation.

Women received 4,300 more promotion opportunities in 2000, but this represents a slightly smaller share of all promotions in 2000 against 1999. Almost 67.4% of promotion activities in Banking went to women and women still accounted for a majority (53.4%) of all persons promoted in the workforce.

#### **Aboriginal Peoples**

Aboriginal Peoples again had a higher share of hires in the workforce under the *Act* this reporting year (1.6% in 2000 against 1.4% in 1999 and 1.3% in 1998). Transportation led the hiring of Aboriginal Peoples, accounting for almost half of all hires from this designated group.

Terminations of Aboriginal employees as a proportion of all terminations, increased from 1.5% to 1.6% in 1999. It fell in Banking and the Other sectors. Hires of Aboriginal employees exceeded terminations in 2000, a positive departure from trends in previous years.

More Aboriginal employees were promoted in 2000, but this designated group accounted for the same share of all persons promoted as in 1999 (1.4%). The share of promotions rose in all industrial sectors except in Banking where it fell by 0.2% to 1.3%.

#### **Persons with disabilities**

Persons with disabilities' share of hirings in the workforce under the *Act* rose by 0.1% in 2000 to 1.0%. Hiring of this designated group rose in Banking and Communications but fell in the Other sectors and was unchanged in Transportation.

The share of this designated group in all terminations by employers under the *Act* fell marginally to 1.9%, which was still almost double their hiring share. Most terminations of employees with disabilities occurred in Banking and Communications. More employees with disabilities were terminated than hired. This has been the case every year over the past ten years, leading to serious erosion of this group in the workforce under the *Act*.

The share of persons with disabilities in the number of employees promoted in 2000 was unchanged at 1.9%.

### Members of visible minority groups

Members of visible minority groups had a higher share of hirings in the workforce under the *Act* in 2000. The share rose from 10.7% to 12.1% after two years of decline. Among the four major industrial sectors, only the Other sectors showed a decrease in the share of hirings of members of this designated group.

Employers under the *Act* terminated more visible minority employees in this reporting year compared to 1999. Almost 80.0% of these terminations occurred in Banking and Communications. Hirings exceeded terminations of visible minority employees, and this was the trend every year since 1995.

The share of visible minority employees in the number of persons promoted in 2000 increased to 14.4% in 2000, the highest ever since 1987, and was also higher than their 2000 representation in the workforce.

### Occupational Profile

The workforce under the *Act* was largely concentrated in administrative and clerical personnel jobs in 2000, followed by professional and management jobs. The concentration varied across industrial sectors. Whereas almost 75.0% of employees in Banking were in clerical and professional positions, only 24.0% were in these two occupations in Transportation.

The representation of women has been increasing in managerial and professional jobs and decreasing in administrative and clerical occupations. Banking had the highest representation of women (71.0%), where they have been moving up to more managerial and professional positions. Women were the majority in middle and other management in Banking in 2000 (51.0%). The lowest representation of women was in Transportation (23.0%), but they made good progress in several occupations in this sector.

Almost 6 out of 10 Aboriginal employees in the workforce under the *Act* were largely concentrated

in three occupational groups in 2000, namely, clerical personnel, skilled crafts and trades and semi-skilled manual work. The representation of this designated group rose in five occupations in 2000, but fell mildly in three occupations.

In 2000, the representation of persons with disabilities increased mildly in three occupational groups, but fell in eight.

A majority of visible minority employees worked in 5 occupational groups, as managers, professionals, administrative and clerical personnel and manual workers. This designated group was more concentrated in the professional and semi-professional occupations compared to other designated groups. Over 17.0% of visible minority employees were in these two groups, against 12.0% of women, 7.0% of Aboriginal employees, and 10.0% of employees with disabilities.

### SALARIES

The salary gap between all men and all women in the workforce under the *Act* narrowed again in 2000. Women earned on average 79.0% of what men earned for full-time work. The gap also narrowed for both men and women with disabilities against all men and women, as well as for visible minority men against all men. In contrast, the gap widened between Aboriginal men and women against all men and women, and between visible minority women against all women.

Given that women are designated as an employment equity group, and the fact that a salary gap exists between women in each minority designated group against all women, a situation of double jeopardy exists for Aboriginal women, visible minority women, and women with disabilities. These employees are disadvantaged for being women and also for belonging in another designated group. This is evident not only in the salary gap but also in the distribution of income and in the concentration in lower occupations. While only 23.0% of all women earned \$50,000 and over in 2000 compared to 45.0% of all men in the workforce under the *Act*, this ratio was only 13.0% of Aboriginal women, 18.0% of women with disabilities, and 20.0% of visible minority women.

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# Introduction

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*The Canadian economy continued in the path of growth in 2000, but the impact on the labour market was tilted towards emphasis on knowledge workers and on industries that are related to new technologies. While overall employment grew in Canada, the impact in the workforce subject to the Employment Equity Act was uneven. Transportation and Communications experienced growth in employment and business opportunities, while the Banking sector underwent workforce adjustments and consolidation of operations in 2000.*

*There was also an increase in the number of employees and employers reported in federally regulated companies covered by the Employment Equity Act in 2000. The increase was partly related to the economic situation, but also to the addition of over 80 employers to the list of reporting companies. The new companies that reported for the first time in 2000 were small, employing fewer but more highly qualified people. On the other hand, a number of companies in Banking, Transportation and Communications merged and/or continued to reduce their personnel. In the process, manual and other low skill workers have been losing ground, while professional and technical and managerial workers were in demand.*

*This changing environment affected the designated group members. The following pages will review the situation of these designated groups in 2000, how they fared, and whether they benefited from the positive economic climate.*

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## THE 2000 ANNUAL REPORT

In June 2001, employers covered under the Employment Equity Act submitted their fourteenth annual report. The information in these reports depicts the employment situation of the four designated groups in their workforce and the progress that organisations have made toward achieving an equitable representation of the groups during 2000. This *Annual Report* provides a consolidation and an analysis of the data contained in the individual employers' reports. Chapter 1 describes the measures that employers have taken to recruit and retain members of the designated groups in their workforce. Succeeding chapters discuss the business climate in industries covered by the Act, present profiles of the workforce under the Act and of the four designated groups, and provide an assessment of employers' results.

Additional information is provided in the appendices. Appendix A contains a glossary that explains key concepts used throughout this report and Appendix B provides the rating methodology used

in evaluating the employers' performance. Appendix C includes statistical tables that consolidate the information from employer reports.

## THE EMPLOYMENT EQUITY ACT

The purpose of the *Employment Equity Act* is to achieve equality in the workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. In the fulfilment of that goal, employers are asked to correct disadvantages in employment experienced by the designated groups. Employment equity means not only the removal of barriers facing the designated groups, but also taking special measures and accommodating differences.

The core obligations of employers in relation to implementing employment equity are:

- to survey their workforce to collect information on the number of members of designated groups;
- to carry out a workforce analysis to identify any under-representation of members of designated groups;

- to review their employment systems, policies and practices to identify and remove employment barriers; and
- to prepare an employment equity plan that outlines what their organisation will do to both remove employment barriers, and institute positive policies and practices. (The employment equity plan must include a timetable and establish short-term and long-term numerical goals.)

The *Act* states that federally regulated employers in the private sector and Crown corporations with 100 or more employees must report annually to the Minister of Labour on their progress in achieving a representative workforce. A provision of the *Act* allows the government to fine employers who:

- fail to file an employment equity report;
- fail to include in the report any information that is required; or
- provide false or misleading information in the report.

The penalty is up to a maximum of \$10,000 per day and a maximum of \$50,000 per calendar year.

### THE FEDERAL PUBLIC SERVICE

The current report analyses the reports received from federally regulated employers and Crown corporations. The federal public service is also covered by the *Employment Equity Act* but federal departments are required to report to the President of the Treasury Board who prepares a separate report to Parliament.

### SEPARATE EMPLOYERS

Separate employers are Special Operating Agencies of the Government of Canada listed as Schedule I Part II of the *Public Service Staff Relations Act*. They are public sector employers outside the federal Public Service and are subject to the *Act* if they employ 100 employees or more. In 1996,

there were just over half a dozen. Today, there are approximately 30, 15 of which employ 100 or more employees, including the Canada Customs and Revenue Agency, the Canadian Food Inspection Agency, the Office of the Auditor-General, and the National Film Board. These employers engage approximately 60,000 individuals.

The Labour Program of HRDC provides support to federally regulated employers in the private sector and the TBS provides similar support to federal public service departments, but neither organisation is charged with providing support to separate employers. In 2000, the TBS funded HRDC/Labour for one year to develop a program to provide support for separate employers. A stable source of funding was to be explored in 2001.

### THE FEDERAL CONTRACTORS PROGRAM

The Minister of Labour is also responsible for administering the Federal Contractors Program for Employment Equity (FCP). The program requires employers who do business with the Government of Canada to achieve and maintain a fair and representative workforce. It requires companies that employ 100 or more people, and which obtain goods and services contracts valued at \$200,000 or more, to implement an employment equity plan that meets the program criteria. Companies having received contracts are subject to on-site compliance reviews carried out by HRDC.

### MERIT AWARDS

Through the Merit Awards program, the Department recognises the special efforts and achievements of organisations in implementing employment equity. Employers covered by either the Federal Contractors Program or the Employment Equity Act may compete for these awards. The 11th Merit Award Ceremony was held in March 2001 (Details in Chapter 2).

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Readers who would like more data on members of designated groups or information on the assessment of employers' results should communicate with:

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The report will be available on the Web through the Workplace Equity Electronic Dissemination Information System (WEEDIS) site under Human Resources Development Canada - Labour at:

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workplace\\_equity/leep/](http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/leep/)



# 1. The Business Climate

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*Employers covered under the Act are influenced by the economic environment in which they operate. Hiring, promotion and termination activities often respond to movements in the business cycle, general levels of inflation, unemployment, and business expectations. Thus, the business climate provides a background perspective to the data reported by employers on the four designated groups, and demonstrates whether progress in representation of a designated group is linked to the industry and the economy or is particular to an employer's workforce.*

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In 2000, inflation, interest rates, and unemployment were low, while economic growth was sustained and positive. Continued prosperity in the USA helped the Canadian economy.

The Canadian economy continued to grow in 2000 at a healthy pace of 5.0%, while inflation, interest rates, and unemployment were low. Continued prosperity in the USA helped the Canadian economy. The surge was generated by exports of high tech equipment and business investment in new machinery, especially in computers.

Just as the new millennium was ushered in with concern around the Y2K bug, the year 2000 ended with preoccupations about the impact of new technologies on the economy, individual choices, and freer trade in a globalized Canadian economy.

First, a new privacy law, *the Personal Information and Electronics Documents Act*, (Bill C-6) was introduced to help consumer confidence in using new and secure technologies, especially in on-line transactions, including e-commerce. The new law passed through the House of Commons to take effect on January 1, 2001. It applies to the federally regulated private sector, including transportation, telecommunications, financial institutions, and inter-provincial trade. The law will cover any commercial activity that uses information about an identifiable individual. The individual's consent

would be required before personal information is collected, used or disclosed to third parties. Provinces will have three years to pass their own similar legislation or the federal law will apply within their province. Quebec and Ontario have already developed similar laws.

The North American Free-Trade Area (NAFTA), the European Union, and the World Trade Organization have opened the path in the new millennium toward accessible global markets. A steady decline in the value of natural resources compared to human resources was taking place (despite the temporary rise in the prices of petroleum products), as knowledge-based industries are fast becoming the economic engines of countries, and human talent the fuel that runs those engines. Talent is already becoming scarce on a global basis. As the boomer generation starts to retire, human assets will become even more precious. Unlike the natural resources, human resources are mobile, and they could move out of Canada, or in cases where they were on the outside, Canada could fail to attract them. When people do not feel valued they leave and go to a country where they feel more appreciated, where there is a culture of winning and creative opportunities. Employment equity helps in the attraction and retention of talent. If global companies are in competition over human resources, countries should be equally involved.

**Silicon Valley in Ottawa** In 2000, the Ottawa region was becoming the Silicon Valley of the North. With the highest Research and Development expenditure per capita in Canada and the highest educated workforce in the country, the National Capital Region witnessed growth in the areas of telecommunications, semiconductors, and software. It was expected that the high tech industry in Ottawa would surpass the federal government as the leading employer in the region, with 1,000 companies employing 75,000 people. Only 15% of the workforce in the Ottawa region work in the federal government. Growth of the high tech industries in Ottawa was not an overnight success, as the city had the infrastructure in place almost 30 years ago, when the National Research Council and Bell Northern Research made the city their home. In Ottawa, 48% of the population between the ages of 25 and 64 years have post-secondary education, compared to only 35% in the U.S.

With more open economies and industrial consolidation, the volume and scope of mergers and acquisitions applications brought to government regulators around the world has grown threefold over the past four years. In 1999, almost 5,000 deals were submitted for regulatory review in the United States compared to about 700 in Canada. Increasingly cross-border deals were being signed that would have wide-ranging economic impact. Corporations want to find the greatest savings and economies of scale from mergers, but this has resulted in a consolidation of market shares in a number of industries. And as concentration increases within industries, antitrust regulators started to pay attention. Mergers can place too much power over a market in the hands of a single player, or they can lead to oligopolies where an industry is dominated by a small circle of players colluding to raise prices or curb competition.

## BANKING

Mergers and high technology continued to dominate the banking industry in 2000. Although the federal Department of Finance had already turned down two major bank mergers in 1998, it did approve one in 2000, and there were hopes that other mergers could be approved under new legislation. As consolidation swept through the global financial services industry, the big banks in Canada complained that they were prevented from merging. In 1998, the banks justified merger

plans by the need to be bigger at home in order to better compete on a world scale. The United States has already introduced legislation allowing such mergers among American banks.

In February 2000, the Department of Finance approved Toronto Dominion Bank's \$7.8-billion takeover of Canada Trust Financial Services Inc., subject to the new company divesting some of its credit card business. Without this condition, Canada Trust would have switched from MasterCard to Visa because of the merger, thus increasing Visa's credit market share in Canada to over 60%. Also, in May, TD sold the retail banking businesses of 13 branches in Ontario for \$51 million. The move aimed to satisfy Competition Bureau concerns about the merger. The Bank of Montreal bought 12 branches in Ontario and the Laurentian Bank of Canada bought the branch in Paris. Staff at the 13 branches kept their jobs.

TD also started rationalizing its operations following the merger. It planned to cut expenses by \$450-million annually by closing 275 of its combined 1,642 retail branches and cutting 4,900 full-time jobs (10% of its workforce). TD already froze both hiring and general expenditures, consolidated upper management, and slashed several executive jobs.

The other big banks were hopeful that new legislation (Bill C-38) to regulate the financial services industry might allow mergers by examining each proposal on its own merits (see box below). The financial sector continued to consolidate around the world. Eight mergers took place over a period of 12 weeks in the United States. Citibank, the world's biggest banker, merged with the Travelers Group, an insurance and investment house. This was also the case in the United Kingdom where the Royal Bank of Scotland took over National Westminster Bank for \$49 billion.



*The Department of Finance tabled a bill (C-38) in June 2000 that would give it wide-ranging discretion over mergers of big banks, the takeover of smaller banks and corporate investments that banks might make. The 900-page legislation, the largest in Canadian history, would provide reform to the financial services system. The legislation will create a formal process for the government to review proposed mergers between major banks. The spirit of the new law is to provide banks, insurance companies and other financial institutions the flexibility they need to compete in the global market place while protecting consumers. There was a concern that the new rules could allow the takeover of the relatively small National Bank or Laurentian Bank, two Montreal-based banks. Canadian banks are now permitted to own other financial institutions such as trust companies and insurance companies but not non-financial corporations such as real estate holdings. There are exceptional investments permitted such as in the information technology sector but only at the government's discretion.*

*The legislation will also help consumers. It will require banks to offer basic, low-cost chequing accounts, and the government will appoint a banking ombudsman to handle specific complaints from customers, and establish a new consumer protection agency, the Financial Consumer Agency, to ensure banks comply with regulatory measures. The legislation includes provisions for mergers, along with other forms of alliances among banks and insurers. The banks have to prepare a prospectus that includes public-interest studies on the economic impact of their deals, including ways to mitigate layoffs and other fallout. The House of Commons Finance Committee, the Office of the Superintendent of Banks and the Competition Bureau should also approve the deal. When these approvals are granted the Minister of Finance will decide if the merger will go ahead. The Canadian Bankers Association in a submission to the Parliamentary Committee generally welcomed the government's plan to overhaul financial services legislation, but raised some issues that it would like to see addressed in the legislation.*

In 2000, the banking industry was rapidly reshaped by new technologies. A growing number of people were doing banking over the Internet as all Canadian banks had some form of on-line services in 2000. Also, the number of American banks with Internet services has grown from one in 1995 to 3,000 today. To facilitate marriage with technology, Canadian banks entered into partnership with Internet providers or purchased companies in the on-line business. A survey in December revealed that 20% of Canadians used on-line banking, up from only 10% in 1999. The main reason for not banking on-line was the lack of a computer or on-line access. Another survey by the Canadian Bankers Association showed that Canadians are the world's highest users of automated-banking machines and debit cards. The Bank of Montreal expects the number of customers using its mobile banking system to rise from 6,000 in 2000 to 150,000 in 2002.

The National Bank of Canada's IT subsidiary merged with Cognicase Inc. in May 2000 to be able to provide electronic financial services. This followed TD Bank's deal with *Commerce One Inc.* in early 2000, in an e-commerce agreement designed to build an on-line market, and Royal Bank's deal with AOL Canada to provide Internet services. Also, in July, the Royal Bank bought a stake in CashEdge Inc. of New York, an Internet company, to allow on-line services to customers. The National Bank deal is the closest that a Canadian bank has gone toward acquiring a technology firm.

Wireless banking was another service started in 2000 by the largest Canadian banks. Customers would be able to execute any transaction from almost anywhere, using a digital telephone for example with a browser-enabled digital PCS (personal communications services), facilitated by Bell Mobility and Telus. Also, some Canadian banks started offering integrated personal pages that allow customers to view their financial situation (investments, deposits, expenditures, earnings etc.). The Bank of Montreal and the Royal Bank initiated this service.

In contrast, Canadian banks have also closed hundreds of branches over the period 1999-2000. Alternate methods of delivering some banking services meant consumers did not have to attend a branch. However, it was estimated that 2,700 communities in Canada still had no banking services in 2000. There was concern about the erosion of people-based banking and customer satisfaction facing the forceful entry of technology. Banks offer an average of 500 products and services and the jury is still out as to whether technology did save time and money for customers compared to less technology but longer lineups and slower service. But surveys show that customers were using Internet sites of banks, which had physical branches in their neighborhood, but stayed away from dot-com firms with no physical presence. There were two virtual banks in Canada in 2000, ING Direct and Citizens Bank of Canada, neither made a dent in the market share of the Big Six.

Canadian banks also continued to expand their foreign operations where the Bank of Montreal

and the TD Bank were the largest foreign banks in the United States in 2000. The Royal Bank spent \$4 billion on purchases outside Canada since its planned merger with Bank of Montreal failed to materialize in 1998. In September 2000, the Royal Bank bought the Minneapolis-based brokerage firm Dain Rauscher Corp for \$1.5 billion US. This firm had 3,800 employees and almost a billion US dollars in annual revenues. But CIBC, Canada's third largest bank, placed its U.S. retail brokerage operations up for sale in October, citing long-term needs as a reason for this step.

## TRANSPORTATION

Trucking continued to show healthy growth in 2000, however airlines and railways grew by only 1.0% a year, while marine shipping dropped 1.0% during the period.

### *Air Transportation*

The merger of Canadian Airlines into Air Canada was the big story in air transportation in 2000. While the two companies accounted for 80.0% of domestic air travel, smaller airlines, such as WestJet Airlines, CanJet, Skyservice, RootsAir, and others expanded their services in 2000.

Resolving labour issues was high on Air Canada's agenda. Early in 2000, more than 8,000 employees of Air Canada and Canadian Airlines reached agreement with the airlines that will put them on equal footing when the two airlines are merged. The Canadian Airline Workers Union represents these employees. Other unions including the Canadian Union of Public Employees and the International Association of Machinists also negotiated joint agreements with the airlines. The pilots were concerned about Air Canada's plan to start a discount airline to compete with the Calgary based WestJet Airlines. They feared that Air Canada needed to reduce wages to be able to offer discount seats, and the union worried that its pilots - who are paid up to \$240,000 a year - could end up at the lower paid subsidiary. Plans to transfer regional jets to regional subsidiaries also caused concern.

The Air Canada pilots union also filed an application in May with the Canadian Industrial Relations Board to have Air Canada and Canadian Airlines

declared a single employer operating a single airline. This would facilitate the integration of pilots unions at both airlines, with a combined 3,400 membership. Also at the end of the year, Air Canada announced plans to slash 3,500 jobs from its total workforce of 46,000. Fuel costs and an uncertain economic environment, were cited as reasons. Air Canada was also preoccupied with restructuring of Canadian Airlines' \$3.5 billion debt. The debt was owed to 75 banks, leasing companies, and financial institutions.

In American developments that impacted Canadian industry, the Chicago-based United Airlines (UAL), the world's largest airline, announced a \$4.3 billion takeover bid of US Airways, the sixth largest American airline, in May. This bid encountered objections by key unions and raised antitrust questions. Critics expected higher prices, flight delays, and reduced service. UAL is part of the international Star Alliance, which includes Air Canada and Lufthansa among others, and has a mileage agreement with Delta Airlines. US Airways and American Airlines, the world's second largest airline, also have their own partnership. UAL and US Airways will have a combined \$26.6 billion US revenues. This merger was attempted in 1995, but was blocked by UAL's pilots union. UAL is 55% owned by employees. In Europe, British Airways and KLM Royal Dutch explored merger options in June, at a time when their American partners, American Airlines and Northwest Airlines also explored mergers.

### *Land Transportation*

In 2000, Transport Canada proposed a regulation that truck drivers would be required to have at least 10 hours off duty for every 24-hour period. This could mean drivers would end up spending 104 hours behind the wheel in a single week. The United States is working towards two nights off after five shifts.

In March, the \$6 billion (US) merger of the Montreal-based Canadian National Railway Co. and the Burlington Northern Santa Fe Corp of Fort Worth Texas, was derailed by the US federal government moratorium on mergers in the country's railway industry for at least 15 months. That would have made the new entity the biggest

railway in North America. The railways planned to challenge the decision by the Surface Transportation Board in court. CN also announced plans to acquire Wisconsin Central Transportation for \$1.8 billion (US), to strengthen its northern States network.

### **Trucking**

*In 2000, Statistics Canada indicated that succession was an issue for the trucking industry, as replacement of older drivers by a younger generation seemed difficult. The Canadian Trucking Alliance said in July that it had a driver shortage.*

*While the whole economy grew by 2 per cent a year from 1990 to 1998, trucking expanded at a pace of 5% annually, which generated more demand for truck drivers. Two-thirds of all Canadian trade with the United States moves by road. By 1998, about 250,000 people, almost 2% of the entire labour force, were truckers. In the period 1990-1999, the truck driver workforce grew 13% compared with a 9% gain for all jobs. Almost 60% of truckers work in companies whose sole business is trucking, while the rest work at companies whose main business is not trucking, but use drivers to deliver goods.*

*Trucking is male-dominated. Almost 55% of workers in the trucking industry are men, but 97% of truck drivers are men. Only 27% of truck drivers have post-secondary education, compared with 52% of all workers. Truckers work long hours, 50-55 hours a week on average. The average of all other workers is 36 hours. About one-fifth of salaried truckers worked 60 hours or more each week, compared with only 2% of workers in other industries, and one-third of self-employed truckers. Drivers in long distance trucking put in more hours, especially to the United States, compared to cross-town deliveries. Drivers drive but also load-unload their trucks, clear customs, and do other routine duties.*

*The average earnings of a full-time truck driver came to \$673 a week, just above the \$666 average for all full time workers, but the hourly rate was slightly lower compared to workers with similar levels of skills (e.g., machine operators). Many long-haul drivers may not see their families for days or for several weeks. As drivers approach retirement age, fewer Canadians are choosing this occupation. Over time, the Canadian trucking industry may have a tough time finding people to fill the gap.*

*Employment equity could help trucking employers to attract members of the four designated groups (women, visible minorities, Aboriginal Peoples, and persons with disabilities) to replenish the lost human capacity.*

## **COMMUNICATIONS**

The communications industries continued to converge in 2000 as several mergers and takeovers led to a massive technological integration of businesses and the creation of media giants, unprecedented in size in Canadian history. The mergers and takeovers are illustrations of the convergence of the telecommunications and broadcasting sectors. In 2000, any Canadian media company with strategic assets that was not

in a position to consolidate became a target of acquisition.

The boundaries between print media, broadcasting, the Internet and telecommunications companies have blurred so much that the industries are now virtually indistinguishable. In 2000, the CRTC started weighing the social and cultural impact of convergence and was active in regulatory activities. Its mandate includes the regulation of broadcasting and telecommunications in the best interest of the Canadian public.

### **Broadcasting**

In July, CanWest Global Communications Corp of Winnipeg acquired almost 200 Canadian publications from Hollinger Inc., at a cost of \$3.5-billion paid through a debt issue. This acquisition has transformed CanWest into Canada's largest media giant. The company would control a Canadian network of 15 television stations, including Global Television, 14 urban dailies, and more than 100 small newspapers and trade publications, half of the *National Post* newspaper, and a dozen popular Web sites tied to the newspapers and television stations. Despite a strong cash position, key lenders reportedly pressured Hollinger Inc. to sell assets in order to reduce its over \$2.4 billion debt load. In 2000, Hollinger owned 77 daily newspapers, including 59 in Canada, and 302 other publications.

In February, Bell Canada Enterprises (BCE) expanded into cable television business, by launching a \$2.3 billion cash bid for Canada's largest private broadcaster, CTV Inc. In addition to gaining CTV's 25 local affiliates and national news and sports services, BCE would also pick several specialty TV channels and CTV's 68.0% stake in NetStar Communications Inc. This move gave BCE a major content producer to strengthen its Internet presence, Sympatico. BCE owns the country's largest phone company, Bell. The future of the Internet lies in being able to deliver audio and video services to consumers, and CTV will give BCE the means to produce that content. BCE would also offer new delivery options to CTV through Sympatico and its direct-to-home TV satellite service, ExpressVu Inc. In a separate activity, BCE also announced a deal with Thomson Corp. to launch a new company that

would include *The Globe and Mail* and its Internet sites, and CTV Inc.

Corus Entertainment Inc., a big player in the broadcasting business, challenged BCE's takeover of CTV. In September, Corus struck a \$540-million deal for Nelvana Ltd., an animation house that has a worldwide distribution network. This allowed Corus to launch a television channel for children. Corus has interests in 10 specialty channels, including YTV, Treehouse and the Family Channel. In addition, Corus and Nelvana each own 20 per cent of *Teletoon*.

In September 2000, Quebecor acquired Quebec's largest cable company, Groupe Videotron Ltee, for \$4.9-billion. The new entity called Quebecor Media brought together the cable giant Groupe Videotron Ltee and Quebecor Inc. Caisse de dépôt et placement du Québec, a provincial crown responsible for the management of the public pension fund, has invested \$2.3-billion and will own 45.0% of the assets of the new entity based in Montreal. In November, *Quebecor Inc.*, in a bid to reduce costs, cut more than 100 jobs at Videotron and the TVA Network, the province's biggest private cable and Internet provider and the biggest broadcaster. *Quebecor* spent much time trying to integrate newly acquired *Videotron*, TVA, the Canoe Internet portal, the Sun Media chain of tabloid newspapers, the printing giant *Quebecor World* and a stable of magazines.

In February 2000, Thomson Corp., announced plans to sell five of its newspapers, for \$450 million. Thomson hoped to raise as much as \$3.8 billion from the sale of its entire newspaper operations (130 publications) to free resources for its Internet-related businesses. The move out of newspapers was in line with Thomson's transformation into a specialized publishing and information house that drew a growing share of revenues from electronic products and services. Thomson's \$6-billion holdings included Thomson Financial, Thomson Learning, and West Group. Sun Group, which is owned by Quebecor Inc., and Hollinger Inc. headed the list of prospective buyers of Thomson's newspapers. CanWest expressed interest in the purchase as well.

Canadian Broadcasting Corporation (CBC) continued to have financial difficulties in 2000. It announced plans to streamline its workforce in January in order to cut \$4 million from its annual budget. The CRTC has instructed the CBC to reduce sports programming, strengthen regional content and discontinue broadcasts of movies as a condition of its seven-year license renewal. The corporation's budget has been reduced by \$250-million, and has shed more than 3,000 positions since the budget cuts began in 1995. Almost 500 more were terminated in 2000. CBC will also sell its transmission assets, which are worth hundreds of millions of dollars. These assets included 608 transmission towers, 750 transmission sites and 2500 transmitters. *Télémedia* of Montreal and Canadian Tower showed interest in acquiring them, but the sale requires approval by the Treasury Board of Canada.

The CRTC awarded several broadcasting licenses in 2000, including one to *CHUM Ltd.* of Toronto to launch a television station in Victoria, B.C. This placed the company in direct competition with Can West's CHEK TV. CanWest already owned three B.C. stations including BC-TV. The CRTC also awarded a license to *Trinity Television Inc.* of Winnipeg to set up a station to offer religious programming in B.C. Also, Craig Broadcasting System Inc. was permitted by the CRTC to offer digital television services through a new \$15-million multi-point distribution service (MDS) in British Columbia.

The CRTC asked cable and broadcasting companies to help develop new guidelines for introducing the technology that will replace current analog systems. In 2000, less than 8% of Canadian homes subscribed to digital cable that can carry 600 channels. The CRTC wanted to bring the 40 cable providers to the digital age without losing the benefits it has long established to Canadians.

### *Telecommunications*

In June 2000, the Canadian Industrial Relations Board (CIRB), the federal tribunal responsible for adjudicating labour relations, rendered a decision involving the Internet arm of CITY-TV. It ruled that workers involved in new media were entitled to join the company's primary union. The case

centered on whether broadcasting over the Web (webcasting) is broadcasting for the purposes of federal jurisdiction. The board ruled that webcasting is akin to broadcasting and falls under the federal mandate. Under the Canadian Constitution, the federal government, through the CRTC, regulates broadcasting entities. The CIRB's decision was consistent with the findings of the CRTC in April 2000, when it ruled that Internet broadcasting could be considered broadcasting under the *Broadcasting Act*. However, the CRTC would not bring webcasters under its regulatory domain.

The board has addressed the issue of the Internet and federal jurisdiction in a decision involving the Internet services division of Island Telecom of PEI, which would have a significant impact on the regulation of Internet providers. When Island Tel contested the union application on the ground that ITAS is not a federally regulated business and falls outside the board's jurisdiction, CIRB took a close look at what an ISP does and how it should be treated from a regulatory perspective. The board eventually characterized ISPs as the gatekeepers to the Internet. Given the vital role of an ISP in facilitating Internet access, the CIRB ruled that all ISPs are an "integral part of the process of transmission of digital bits from one province to another, and from one country to another, through telephone lines for interconnected computers". This description led the board to rule that ISPs are within the definition of a "telecommunication service within federal jurisdiction". The integral role played by ISPs in the network communications process is sufficient to invoke federal jurisdiction.

E-commerce and ISP companies have not performed well in 2000. A U.S. survey in July, said that one in five Internet companies that cut their staff in December 1999, has gone out of business in 2000, and that retail oriented web companies had initiated the most layoffs. In Aug 2000, Quebecor slashed 65 jobs in Canoe, its Internet unit, about one third of the positions in that unit. This came after a series of losses and despite Quebecor's commitment to the Internet business. Towards the end of 2000, there was a general trend of decline in the stocks of high tech companies.

The CRTC in September recommended to the cable and telephone companies to stimulate competition in high-speed Internet -access and e-mail areas as the market needed more providers. Rogers Wireless Communications Inc. announced in November, plans to spend \$400-million over three years to add new technology to handle advanced data traffic using the global system for mobile communications (GSM).

Vancouver based Telus Corp. made a \$4.6 billion takeover bid for wireless provider *Cleartel Communications Inc.* in August. This would create the largest telecom mergers in Canadian history. Telus merged with BC Telecom in 1998 in a \$4.8-billion deal to create a large western Canadian telecom company. Bell Canada also built alliances around the same time with Manitoba Telecom and Atlantic Canada's telecom companies. Manitoba Telecom planned to cut 230 jobs in 2000 as part of a restructuring.

BCE Inc. announced a new corporate structure in October, comprising four businesses: Bell Canada, Teleglobe Inc., BCE Emergis, and a media alliance that will group CTV Inc., *The Globe and Mail* and the Sympatico-Lycos Internet portal. A fifth group, BCE Ventures, was created for more peripheral properties, including Bell Canada International, Telesat Canada, Look Communications and CGI Group. In October also, BCE overhauled the overseas long-distance carrier, Teleglobe, to become a stand-alone private company. This came after the announcement in February 2000 that BCE bought 77.0% of Teleglobe for \$7.6 billion and the deterioration of profit margins after two years of deregulation in the telecommunications industry.

## OTHER SECTORS

The European Union's antitrust regulator blocked a \$17.2-billion merger among Alcan Aluminium Ltd of Montreal, Pechiney SA of France, and Alusuisse Lonza Group AG of Zurich. The deal was supposed to form the world's largest aluminum company in the world, but the regulators feared that it might dominate Europe's aerospace and automotive as well as beverage can sheet markets.

The Aboriginal Peoples of the Northwest Territories sought a stake in a multi-billion dollar pipeline project to carry natural gas to U.S. consumers, that passes through the Mackenzie Valley in the Northwest Territories. They feared that a majority stake would go to project financiers, producers and pipeline firms and they received advice from the Bank of Montreal's Aboriginal Banking Unit.

## 2. Good Practices

*The Employment Equity Act requires employers to submit an annual statistical report outlining the representation of designated group members in their workforces as well as a narrative report. The narrative report lists the measures taken by employers to improve the situation of designated group members within their workforces, the corresponding results achieved and the related consultation undertaken with employee representatives. Here, measures which have yielded results or which look promising are shared with all employers as good practices.*

*In 2000, employers have indicated that the measures they have adopted to remove barriers have increased employment opportunities for designated group members. Companies indicated that achieving a diverse workforce is integral to competitiveness and economic success. Globalization and technology impact the way companies implement employment equity strategies. Employers report that accommodation measures are improving morale and job satisfaction for all employees - not just members of designated groups.*

*Communication with employees and having leadership support from senior company officials were seen as integral to achieving good self-identification survey response rates. Increasingly, employers established partnerships with outreach agencies, and solidified their commitment to employment equity initiatives through the collective bargaining process and through networking with other employers.*

### THE BUSINESS CASE

The primary reason for employment equity is to correct disparities between women, Aboriginal Peoples, persons with disabilities, and visible minorities and other members of the workforce. Aside from the legal obligation to implement the legislation, there are economic reasons for doing so. Employment equity is a fundamental business asset as evidenced by employers in their narrative reports.

*If we want to succeed in business we must transform our internal culture to recognise diversity as a fundamental value.*

*Canada Post*

Canadian companies are recognising that to be profitable they must expand their customer base and hire the best candidates. Employers are seeking global markets that require a new set of skills and talents. Globalization is rapidly changing demographics in Canada, and, some employers are achieving success by integrating employment equity initiatives and pursuing ethno-culturally diverse markets.

*Employment equity is a key learning and strategic advantage for AT & T Canada and has the full support of senior leaders within the organisation.*

*AT&T*

Employers are recognising that cultural and language competencies add to their organisation's competitive strength. Many employers stated that emphasising the importance of employment equity overcame resistance to self-identification when re-surveying their workforce. Results appear particularly good when senior executives support diversity initiatives.

Employers are finding that the cost of developing, implementing and communicating employment equity initiatives is more than offset by the benefits. The benefits include:

Increased global competitiveness; higher productivity; higher morale among all employees; decreased diversity-related grievances; better corporate reputation; increased customer service and satisfaction; lower absenteeism; and increased profitability and a better bottom line.

## COMMUNICATION

*Since communications concerning employment equity take place year round we have been able to maintain the number of employees in each designated group. In 2000, we were able to increase the number of women in non-traditional and technical trades.*

**Montreal Port Authority**

Employers in all industrial sectors are developing awareness campaigns of employment equity and adopting more employment equity initiatives. Increasingly, employers are recognizing the business sense in striving to develop and maintain a diverse workforce that reflects the community. Technology is dramatically impacting the manner in which employers conduct business. Year 2000 saw healthy economic activity. As a result, maintaining open communication with employees in fast-paced, technology-driven, global work environments has become essential to retaining human resources, and ultimately to the company's success. Companies are adopting more comprehensive communication strategies to attract and retain talent.

*Two key vehicles for capturing feedback from employees are the Bank's Workplace Equality Advisory Councils and Affinity Groups. These groups hold meetings on a monthly basis to share information on implementing workplace equity at the local level and to discuss emerging issues/concerns facing the Bank with respect to the implementation of workplace equity goals.*

**Bank of Montreal**

Employers emphasized the importance of repeated and on-going communication with employees, recognizing that achievement of equity in the workplace does not happen with one isolated communication. Employers are more effective with repeated communications. Popular methods used to initiate communication include the voluntary self-identification surveys, newsletters, bulletin boards, internal memos and pamphlets. Many employers indicate that a year-round comprehensive communication strategy is effective in achieving a diverse workforce.

The following are some initiatives employers are taking to implement employment equity:

- Many employers implement an "open-door" policy, which, encourages employees to establish and maintain clear channels of communication with the employer on equity related issues;
- Several employers have initiated "exit interviews" designed to see what negative experiences an employee may have had with an organization. This activity helps the employer with retention;
- Some employers advertise job openings in national publications that target specific designated groups;
- Many employers report having diversity committees that meet regularly and who plan and deliver workshops to employees and managers on an on-going basis;
- Some employers celebrate days such as the International Day for the Elimination of Racial Discrimination, National Aboriginal Day and the International day of Disabled Persons, which increases awareness of equity issues;
- Some employers have developed Intranet sites with diversity-specific information. One employer's website has a multi-cultural calendar for continued awareness of diversity issues and observance of multi-cultural festivities within the company;
- Many companies commented that the introduction of flexible holidays accommodates culturally diverse workforces;
- Several employers indicate accommodation such as supplemental maternity benefits, and assisting persons with disabilities.

## PARTNERSHIP

*Considerable time is spent by our staff networking with key agencies of the north, such as band and community leaders, outreach officers and economic development officers. This non-traditional recruitment practice is very successful for our northern candidates and is displayed in our fair representation of Aboriginal Persons.*

**Cogema Resources Inc.**



In addition, employers continue to develop creative ways to facilitate the implementation and achievement of a diverse and representative workforce. They seek partnership arrangements with external agencies representative of the designated groups and they enjoy better results than those who employ traditional methods do, for example, faxing job postings to these organizations.

For instance, Laidlaw Transit solicits recommendations from external organisations representative of the four designated groups. Craig Broadcast System continues its involvement with Inter Provincial associate for Native Employment. They credit their association with outreach organisations as the reason for acquiring Aboriginal employees. Purolator credits their close working relationship with Work-Able and Good Will Industries as the reason they were able to employ some people with LifeWorks, an organisation that assists persons with disabilities. The National Gallery of Canada co-operates with the Inuit Art Foundation through its Cultural Industries Training Program, which, is intended to introduce the participants to career opportunities. Bearskin Lake Air Service Limited developed and implemented a cross-cultural awareness program with the assistance of a local multi-cultural association.

Forging these type of partnerships not only leads to the recruitment of a talented workforce, but they remind designated group members of a company's commitment to the principles of employment equity, which, in turn, fosters a fulfilling work environment conducive to productivity.

## SHARING PRACTICES

*The major consultation/learning event that brings together diversity committee members, senior management and human resources professionals from across the country was held in November 2000. This year's theme was " Leveraging and Measuring Diversity within CMHC". Over 60 participants gathered to assess the corporation's diversity management progress, celebrate successes, expand their knowledge regarding building an inclusive workforce and measuring diversity, and plan priorities for the upcoming year.*

**Canada Mortgage and Housing Corporation**

Corporate communication strategies extend beyond partnerships with associations representative of the designated groups. Employers are pursuing their commitment to employment equity through the sharing of knowledge and resources with other stakeholders. Equity-focused workshops and conferences are quickly becoming common place in corporate boardrooms. Many employers indicated they took part in such conferences, focusing on such issues as removing barriers, improving access and awareness for persons with disabilities. This year reveals an increase in the number of employers working in conjunction with employee bargaining units to review employment equity results and revise policy. Many employers are pursuing equity in the workplace through collective agreement mechanisms.

For such situations, some employers are turning to organisations serving designated group members to have them assess the specific situation and propose measures. Rogers Communications Inc. has called upon both the Canadian National Institute for the Blind and the Canadian Council on Rehabilitation and Work to help establish reasonable accommodation measures for their employees with disabilities.

### *THE TOP TEN BENEFITS OF EMPLOYMENT EQUITY*

*There are many benefits accruing from the implementation of the Employment Equity Act, and these are the top ten:*

#### ***Removing the Barriers Facing 70% of Canada's Labour Force***

*The four designated groups make up six or seven of every 10 Canadians in the labour market. Professors Edward Harvey and William Blakely of the University of Toronto estimated that the underemployment of these groups cost the Canadian economy around \$50 billion annually, which is almost 5% of the Gross Domestic Product of Canada. Removing barriers facing the employment of these groups would help reclaim some of this wasted output which more than offsets the small cost.*

#### ***Supporting the Government's Inclusion Agenda***

*The Government of Canada has recognised inclusion as one of its core policies for a future Canada. The 2001 Speech from the Throne emphasised that Canada's strength lies in its diversity and has set forth the tone for Canada's workforce and called for devoting attention and resources to achieving the skilled workforce that the economy demands. The speech mentioned key activities, including "leading Canada into the new millennium, building a stronger, ever more inclusive Canada, strengthening the fabric of our society in an era of increasing globalisation, building a world leading economy driven by innovation, ideas, and talents".*

### **Accessing the Pool of Human Capital for a Knowledge-Based Economy**

The 21st century is now being moved by brainpower. The industrialised countries have experienced a shift from dependence on natural resources and manufactured goods to a market that is based on knowledge. Members of the four designated groups represent a strategic resource to our rapidly growing knowledge based economy. For example, visible minorities have a higher proportion of professionals and technical experts than other Canadians, while banking services rely heavily on women (over 70% of the workforce in that sector).

### **Confronting the Double Whammy of Brain Drain and Brain Waste**

Almost 40,000 skilled Canadians leave this country every year to countries with more opportunities and better pay. Although Canada has a skilled workforce, the reality is that we cannot guarantee a sustainable supply of skills. HRDC forecasts that we will need over one million skilled workers over the next few years. Hence the need to attract and retain talent from the pool of skilled Canadians. This is made more possible by removing barriers and accommodating differences. Otherwise, we will face a double whammy: both brain drain through out-migration, and a brain waste through the underemployment of skilled people in Canada.

### **Replenishing the Declining Stock of Human Capital**

Immigration and equity policies are two major tools available to replenish and strengthen the stock of skills. The designated groups account for a majority of the skilled population of Canada (10 million out of a total of 15 million). On the other hand Canada receives 250,000 immigrants every year, 80% of whom are members of visible minority groups. Over the next five years, an additional one million new Canadians will be members of visible minorities. These are great pools of talent, and employment equity endeavours to help creating the necessary labour market conditions for both their employment and advancement.

### **Improving Canada's International Economic Competitiveness**

Over the past decade, Canadians have witnessed a new world of emerging technologies, converging international markets and trading arrangements, which had a huge impact on the domestic labour market and on industrial structures. These changes have made employment equity more relevant to the 21st century. Designated groups are now viewed as valuable assets in a globalised economy where a country that does not use its human resources to the fullest will fall back.

### **Assuring Canada's Standing as a World Leader**

Many countries are looking to Canada as a model society that integrates its entire population in prosperity and social peace. Just in the past year, several countries around the world, including South Africa, Holland, and the Tcheck Republic sought Labour's expertise in the area of employment equity. Canada as a diverse society, is seen as very wealthy in human capital. For example, Canada has a stock of heritage languages other than English and French, that could be exploited in the new economy in dealing with our trade partners. Employment equity is a corner policy of this leadership role.

### **Creating a Business Case for Private Businesses**

In the labour intensive service industries, a lack of recognition of the diversity of a client base will lead customers to look elsewhere. Many employers covered by the Employment Equity Act have indicated that they are more competitive when they have a diverse workforce. Banks with diverse workforces can serve a multi-ethnic multi-lingual clientele, which contributes to the company's financial balance sheet.

### **Improved Human Resources Management for Better Performance**

Many employers report every year that implementing employment equity practices has led to an overall improvement in human resources management and a modern corporate culture that speaks a universal language useful in a globalised economy. A company with no barriers in its employment systems will have an improved image, a solid team, and strong human resources management.

### **Confirming the New Thinking that Equity and Efficiency Go Together**

The social impact of employment equity is that it encourages the redistribution of opportunities and ultimately of wealth to all skilled members of society. Twentieth century tradition maintained that you could sustain efficiency, and thus produce greater wealth, or sustain equity, and thus less wealth but better distribution. Researchers are now reviewing this dogma and are discovering that achieving equity leads to higher standards of living for every body.

In sum, while some benefits of employment equity are quantifiable in dollar terms, others are less so but are obviously important to this country.

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## MERIT AWARDS

Employers who excel in good practices receive Employment Equity Awards and Employment Equity Vision Awards. The criteria for selecting the winners included quality of employment equity programs; results achieved; good faith efforts; innovation and responsiveness; special measures, reasonable accommodation; involvement of the organisation at all levels.

The Vision Award is presented in recognition of creative and innovative approaches to the implementation of equity and fairness in the workplace. The Vision Award comes in the form of a bronze statue designed by an Aboriginal artist.

### *2001 Vision Awards*

1. Bank of Montreal Group of Companies

The Certificate of Merit Award recognises organisations for special and continuing efforts towards attaining a representative workforce. The Certificates of Merit are framed replicas of the Vision statue with inscriptions of the company's name.

### *2001 Certificates of Merit*

1. DaimlerChrysler Canada Inc. and Canadian Auto Workers Union
2. Amex Canada Inc.
3. Rogers AT&T Wireless Inc.
4. Yanke Group of Companies

Since 1990, twenty-five Vision Awards have been attributed and 70 certificates of merit have been given out to employers who had exceptional performance in employment equity.



## 3. Employer Ratings

*This chapter presents an assessment of the quantitative results that employers achieved in working toward a representative and equitable workforce during the reporting year ending December 31, 2000. This assessment is based entirely on the numerical data contained in the employers' reports. Qualitative measures undertaken by employers to implement employment equity are covered in the Good Practices chapter of this report and in the narrative section of each employer's report.*

*The assessment consists of a single rating that measures six different indicators. The indicators assess the extent to which designated groups are represented in the organisation, and whether their jobs and salaries are similar to those of other employees in the same organisation. They also show the extent to which employers have improved the situation of designated groups in their workforce during the year, through promotions, hirings, and retention activities.*

*The results an employer has obtained in relation to the six indicators can help to identify areas in which the employer could improve the employment situation of members of the four designated groups.*

*The chapter provides a brief description of the six indicators associated with the ratings, followed by summary results. For details about the methodology used to calculate the indicators, please refer to Appendix B or contact Labour Standard and Workplace Equity staff at HRDC.*

### THE INDICATORS

The ratings provide a comprehensive measure of six indicators that reflect the situation of each designated group in a company's workforce at the end of the reporting year, and the progress that an employer has made during the reporting year in improving the situation of a designated group. A single letter, representing the rating, summarises an employer's evaluation in terms of the following six indicators.

- **Indicator one – Representation** – measures whether the representation of members of a designated group in the employer's workforce is adequate. "Adequacy" is measured in terms of the extent to which the group's representation in the employer's workforce is compared against the group's availability in the Canadian labour force. The benchmark is determined according to the latest available Census data and is weighted to fit the regional distribution of the employer's workforce.
- **Indicator two – Clustering** – shows the degree to which members of a designated group are equitably represented across the 14 occupational groups compared with that of other employees in the company. The objective is to assess whether the jobs that group members occupy are equivalent to those that other employees in the same organisation occupy.
- **Indicator three – Salary Gaps** – compares the salaries of members of a designated group with those of other employees in the organisation. The objective is to determine the extent to which the salaries of employees from the group differ from the salaries of other employees.
- **Indicator four – Hirings** – measures recruitment of members of designated groups by the employer against the labour market availability of the designated group. The shares of hirings are adjusted to take into consideration the impact of the hires the members of a designated group received according to the occupational group to which they were hired.
- **Indicator five – Promotions** – shows whether an employer has promoted a fair number of members of a designated group by comparing the

share of promotions that the group received with the representation of the group in the employer's workforce. The share of promotions is adjusted to take into consideration the impact of the promotions the members of a designated group received according to the occupational group to which they were promoted.

- **Indicator six – Terminations** – measures whether designated groups are adversely affected by the employer's termination activities. The expectation is that designated groups are not disproportionately terminated to their representation in the organisation.

#### THE RATINGS

The rating is represented by an alphabet (A, B, C, D, or Z) for each of the four designated groups. An "A" represents the highest rating, and "Z" the lowest. The ratings provide a comprehensive measure of the six indicators in a single score. A

score from 0 to 16 (1 being the least score) based on the sum of the individual scores of the six indicators, is assigned to each designated group in an employer's workforce.

Each indicator receives a score ranging from 0 to 4 points. Once the points obtained for indicators 1 to 6 are added up, an alphabetical mark, representing the rating of an employer, is assigned. The maximum total score for the rating is 16 points (100%). A score of 13-16 points gets an "A", a score of 11-12 points gets a "B", a score of 8-10 points gets a "C", and a score of 1-7 gets a D. Employers reporting no designated group members among their workforces get a rating of "Z", which is equivalent to no points received. Employers who submit no report get an "R", and those who miss the deadline get an "L".

The following table provides details on the significance of each rating.

RATING	RESULTS	EXPLANATION
<b>A</b>	Indicates superior performance in all indicators.	The organisation made outstanding progress in improving the representation of the group in its workforce through hiring and promoting group members. The situation of the designated group in the company compares very well with the group's labour market availability, receives adequate shares of hirings and promotions, compares favourably with other employees in terms of salary and occupational distribution and does not adversely suffer from termination compared to other employees.
<b>B</b>	Indicates good performance but that problems persist.	The rating reflects an adequate ability of the company to meet its obligations under the Employment Equity Act, but needs to develop a long-term strategy to achieve sustainable progress. The situation of the designated group in the company compares relatively well with the labour market availability and the jobs and salaries of other employees in the organisation. But systemic barriers persist in achieving adequate representation, and problems exist in occupational distribution and salaries. This rating also reflects that hirings and promotions of members of a designated group may not be adequate, and members of a designated group are leaving the organisation at a greater proportion compared to other employees.
<b>C</b>	Indicates moderate to less than average performance.	The situation of the group in the company does not compare well with the labour market availability of the group or the jobs and salary of other employees in the organisation. The organisation failed to hire and/or promote members of the group at a rate sufficient to maintain their representation in the company.
<b>D</b>	Indicates poor performance	Legislative obligations are not being met and low scores are achieved in all indicators. Follow up and Employment Systems Review are required to detect and remove barriers.
<b>Z</b>	Indicates no presence of a designated group in the employer's workforce.	The organisation showed no representation of members of a designated group in its workforce. This could occur for several reasons: no workforce survey or workforce analysis conducted; no hiring of designated group members; and no retention policies. The employer needs to conduct an Employment Systems Review and engage in efforts to hire designated group members.

## SMALL NUMBERS

In situations where an employer reports no activity in hiring new employees, promoting or terminating existing employees, the calculation of the rating will be adjusted and will only include those indicators where an activity has taken place.

Similarly, when representation, hiring, promotion, and retention numbers of a designated group are very small (less than 5 employees), the calculation will include only those indicators where the presence of a designated group is five and over.

## SUMMARY OF RESULTS

The table below provides an overview of the situation of designated group members and the progress that employers achieved during 2000. More detailed results for each of the four industrial sectors covered under the Act and by employer appear in the table following this chapter.

NUMBER OF EMPLOYERS BY RATING BY DESIGNATED GROUPS						
Designated Group	Rating					Total
	A	B	C	D	Z	
Women	88	84	160	57	1	390
Aboriginal Peoples	140	50	31	63	52	390
Persons with disabilities	21	16	126	136	21	390
Members of visible minorities	101	47	112	55	32	390

As the table shows, a large number of employers received high ratings indicating good results for the situation of women, Aboriginal Peoples and members of visible minorities in their workforce, but a similarly high number received low ratings. There were no employers who received straight four "A's" (i.e., for each designated groups), but at least 22 employers received three "A's". However, 61.0% of all employers (i.e., 238 companies) received at least one "A".

For persons with disabilities, the majority of employers assessed received low score and only a handful received top ratings for this designated group.

There were a significant number of employers who received a rating of "Z" for the minority-designated groups. Around fifty employers submitted their first report in 2000 by gender, hence they are rated for women only.

### Results by sector

#### Banking

Almost all of the banks, with a few exceptions, attained good results ("A" and "B" ratings) for

women and members of visible minority groups. As in previous years, results for persons with disabilities were poor for all employers in this sector, but were evenly distributed across the high, medium and low ratings for Aboriginal Peoples.

#### Transportation

This sector had the largest number of employers with good results for Aboriginal Peoples in their workforce among the four major industrial sectors. There were 83 employers out of 228 in Transportation who received an "A" for Aboriginal Peoples. For the other three designated groups, however, only a minority of employers received an "A", while a majority received low ratings. Members of visible minority groups did relatively well in this sector in 2000, where 48 employers received an "A" and 22 employers received a "B".

#### Communications

In Communications, a fair number of employers received an "A" for women (36 of 91) and for Aboriginal peoples (29 of 91), and visible minorities (25 of 91). Only 5 employers received an "A" for persons with disabilities. A larger number of companies received either an "A" or a "B" for

women (74 of 91), followed by Aboriginal Peoples (43 of 91) and visible minorities (39 of 91). The figure for Aboriginal Peoples shows significant improvement over last year, as it even surpassed visible minorities. However, of the 91 companies reporting this year in this sector, only 11 had ratings better than a “C” for persons with disabilities.

### Other Sectors

About one third of employers in the Other sectors received high ratings for women, Aboriginal Peoples and members of visible minorities. While performance was consistent for these three groups in ratings “A” and “B”, employers received fewer “C’s” and more “D’s” for Aboriginal Peoples. A majority of employers (45 of 50) received low ratings for persons with disabilities in their workforces.

## HOW TO READ THE LIST OF INDIVIDUAL RESULTS

In the table that follows, each employer covered under the Employment Equity Act is listed by its legal name along with an assessment for each designated group. The number of employees for each employer appears in the first column after the legal name. Then, results for the rating are given for each of the groups.

The following codes appear in the table. There were 62 employers who submitted a late report this year, 1 no report, and 5 who submitted a voluntary report. Under Part III of the Employment Equity Act, the Minister of Labour is authorised to issue monetary penalties against employers for late reporting and for knowingly submitting false information.

CODE	RESULT	EXPLANATION
*	An asterisk indicating small population.	The asterisk attached to the letter indicates that the employer’s workforce included fewer than ten members of a designated group.
L	Indicates employer has submitted a late report	The employer has submitted a report too late for inclusion in the annual report.
M	Late amendment	An amendment to the report was requested from an employer, but was received after the closing of the database.
N	Not included in the database	Report received too late to be included in the database.
P	Indicates serious problems with the data in the report	The employer has submitted a report but had serious problems with the data. Revisions were not made in time to be included in the rating.
R	Indicates no report submitted	The employer has failed to submit a report as required in the Employment Equity Act and Regulations, and failed to submit a late report.
V	Voluntary	Employer submitting a voluntary report.
X	Excluded from the database	Report excluded from the database.



<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
<b><i>BANKING SECTOR</i></b>					
BANCA COMMERCIALE ITALIANA OF CANADA	269	B	Z	Z	B
BANK OF AMERICA CANADA	348	A	Z	C	A
BANK OF CANADA	1,260	B	A	C	A
BANK OF MONTREAL	22,273	A	B	C	A
BANK OF NOVA SCOTIA (THE)	27,098	A	A	C	A
CANADIAN IMPERIAL BANK OF COMMERCE	34,245	A	B	C	B
CANADIAN WESTERN BANK	553	C	D*	D*	C
CITIBANK CANADA LIMITED	1,144	A	A*	C	A
CITIZENS BANK OF CANADA	170	B	D*	D*	A
DEUTSCHE BANK OF CANADA	207	B	A*	D*	A
HSBC BANK CANADA	4,384	A	B	C	A
ING BANK OF CANADA	253	B	Z	D*	B
LAURENTIAN BANK OF CANADA	2,898	A	C*	C	C
MBNA CANADA BANK	687	A	A	D	B
NATIONAL BANK OF CANADA	11,514	A	A	C	C
NATIONAL BANK OF GREECE (CANADA)	253	B	Z	Z	C*
NATIONAL BANK OF PARIS (CANADA)	249	A	Z	D*	B
ROYAL BANK OF CANADA	36,325	A	B	C	A
SOCIÉTÉ GÉNÉRALE (CANADA)	109	C	Z	Z	A
SYMCOR SERVICES INC.	3,386	A	B	C	A
THE TORONTO-DOMINION BANK	24,331	A	A	C	A
<b><i>TRANSPORTATION SECTOR</i></b>					
1641-9749 QUEBEC INC.	321	C			
L 3087-9449 QUÉBEC INC.	188	C	Z	Z	A
3793486 CANADA LTÉE/LTD.	393	D	A	D*	D*
L 3846113 CANADA INC.	114	B	A*	A*	C
L 591182 ONTARIO LTD.	282	C	Z	Z	C*
L 682439 ONTARIO INC.	173	D*			
L A.J. BUS LINES LTD.	122	A	A*	C*	D*
L ACRO AEROSPACE INC.	371	C	D*	D*	A
ADBY TRANSPORT LIMITED	93	C	B*	D*	D*
AEROGUARD INC. AND AEROGUARD COMPANY LTD.	487	A	A*	C	A

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
AIR BC LIMITED	1,121	B	C	D	C
AIR CANADA	24,633	A	A	C	C
AIR CREEBEC INC.	170	C	A	D*	D*
AIR FRANCE COMPAGNIE NATIONALE	252	A	Z	D*	A
AIR INUIT LTD.	312	C	B	D*	A
AIR NOVA INC.	1,325	B	C*	C	D
AIR ONTARIO INC.	988	B	A*	C	C
AIR TRANSAT A.T. INC.	2,662	B	A	C*	C
ALCAN SMELTERS AND CHEMICALS LIMITED	206	C	A*	A	Z
ALGOMA CENTRAL CORPORATION	781	D	A	C	A
ALGOMA CENTRAL RAILWAY INC.	187	C	A*	D*	Z
ALLIANCE PIPELINE LTD.	176	A			
ALLIED SYSTEMS (CANADA) COMPANY	1,737	D	A	C	C
AMERICAN AIRLINES INC.	285	A	D*	A	A
<b>L APEX MOTOR EXPRESS LTD.</b>	<b>142</b>	<b>B</b>			
<b>L ARMOUR TRANSPORT INC.</b>	<b>392</b>	<b>C</b>	<b>B*</b>	<b>C*</b>	<b>A*</b>
ARNOLD BROS TRANSPORT LIMITED	539	C	A	C	C
ATCO FRONTEC CORPORATION	267	C	A	C*	A
ATLANTIC TOWING LIMITED	201	D*	Z	Z	Z
ATLANTIC TURBINES INTERNATIONAL INC.	190	D	B*	Z	Z
ATOMIC TCT LOGISTICS INC.	902	C	C	D*	C
AUTOCAR CONNAISSEUR INC.	135	C	Z	Z	A*
<b>L B &amp; R ECKEL'S TRANSPORT LTD.</b>	<b>169</b>	<b>D</b>			
BAX GLOBAL (CANADA) LIMITED	265	A	A*	B*	A
<b>L BAY FERRIES LIMITED</b>	<b>127</b>	<b>C</b>			
BC MARITIME EMPLOYERS ASSOCIATION	3,482	D	A	C	B
BCR MARINE LTD.	216	C	D*	D*	C
BEARSKIN LAKE AIR SERVICE LIMITED	403	B	B	D*	A
BIG FREIGHT SYSTEMS INC.	318	D	C	D*	A*
BIG HORN TRANSPORT LTD.	155	C*	A	B	C*
BISON DIVERSIFIED INC.	656	C	A	D	C
BRADLEY AIR SERVICES	1,116	B	C	C	A
BREWSTER TRANSPORT COMPANY LIMITED	101	C			
BRITISH AIRWAYS	241	A	Z	D*	B

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
BROOKVILLE CARRIERS INC.	253	D	A*	D*	B*
<b>L BRUCE R. SMITH LIMITED</b>	<b>251</b>	<b>C</b>			
BYERS TRANSPORT LIMITED	310	C	D*	Z	C*
<b>L CALAC TRUCKING LTD.</b>	<b>327</b>	<b>C</b>	<b>D*</b>	<b>Z</b>	<b>Z</b>
CALGARY AIRPORT AUTHORITY	136	B	D*	D*	C*
CALM AIR INTERNATIONAL LIMITED	368	B	B	D*	B*
CANADA 3000 AIRLINES LIMITED	1,808	B	C*	D*	C
CANADA CARTAGE SYSTEM LIMITED	786	D	A*	C*	C
CANADA MARITIME AGENCIES LIMITED	262	B	A*	D*	C
CANADIAN FREIGHTWAYS EASTERN LIMITED	160	C	A*	A*	D
CANADIAN FREIGHTWAYS LIMITED	917	C	A	C	C
CANADIAN NATIONAL RAILWAY COMPANY	17,012	C	C	C	C
CANADIAN PACIFIC RAILWAY COMPANY	14,294	C	A	B	B
CANADIAN REGIONAL AIRLINES (1998) LTD.	1,988	B	A	C	C
<b>L CANXPRESS LTD.</b>	<b>196</b>	<b>C</b>			
<b>L CARON TRANSPORTATION SYSTEMS PARTNERSHIP</b>	<b>170</b>	<b>C</b>	<b>D*</b>	<b>D*</b>	<b>Z</b>
CAST NORTH AMERICA INC.	113	B	Z	D*	A
<b>L CATHAY PACIFIC AIRWAYS LIMITED</b>	<b>340</b>	<b>A</b>	<b>C*</b>	<b>D*</b>	<b>A</b>
CHALLENGER MOTOR FREIGHT INC.	636	C	A	D	A
CHC HELICOPTERS INTERNATIONAL INC.	386	C	B	C*	A
CLARKE INC.	798	C	A*	Z	D
CONAIR GROUP LTD.	502	D	B	C*	A
CONSOLIDATED AVIATION FUELING AND SERVICES	366	C	A*	D*	B
<b>L CONSOLIDATED FASTFRATE INC.</b>	<b>802</b>	<b>C</b>			
<b>L D&amp;W FORWARDERS INC.</b>	<b>133</b>	<b>D</b>			
DAY AND ROSS INC.	1,578	C	B	D	B
DELTA AIR LINES INC.	283	A	Z	A	C
DICOM MONTREAL	92	C	Z	Z	B*
DIRECT INTEGRATED TRANSPORTATION	815	D	B	C*	C
EDMONTON REGIONAL AIRPORTS AUTHORITY	160	B	B*	C*	C*
EMERY AIR FREIGHT CORPORATION	382	A	A*	C	A
ENBRIDGE PIPELINES INC.	709	C	C	C	C
<b>L ENTREPRISES DE TRANSPORT J.C.G. INC.</b>	<b>206</b>	<b>C</b>			
ERB ENTERPRISES INC.	921	C	A*	C	C

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
EUROCOPTER CANADA LIMITED	138	D			
EXECAIRE INC.	208	D	Z	D*	C*
<b>N FEDNAV LIMITED</b>					
FIELD AVIATION COMPANY INC.	435	D	D*	D*	B
FLOYD SINTON LIMITED	144	A			
<b>L FRED GUY MOVING &amp; STORAGE LTD.</b>	<b>152</b>	<b>C</b>			
GERTH TRANSPORT LTD.	258	C	Z	Z	Z
<b>L GLOBAL FORWARDING COMPANY LIMITED</b>	<b>169</b>	<b>D</b>	<b>A*</b>	<b>A*</b>	<b>D*</b>
GOJIT LOGISTIQUE INC.	140	B	Z	Z	A
GOSSELIN EXPRESS LTD	123	C			
GREAT CANADIAN RAILTOUR COMPANY LTD.	182	A			
GREATER TORONTO AIRPORTS AUTHORITY	743	C	Z	C*	C
GREYHOUND CANADA TRANSPORTATION CORPORATION	1,836	C	A	C	C
GRIMSHAW TRUCKING AND DISTRIBUTING LTD.	243	D	A	C*	C*
H & R TRANSPORT LTD	500	C			
H.M. TRIMBLE AND SONS (1983) LTD.	290	D	A	C*	D*
<b>V HALIFAX EMPLOYERS ASSOCIATION INC.</b>	<b>453</b>	<b>D*</b>	<b>A</b>	<b>A</b>	<b>A</b>
HELIJET INTERNATIONAL INC.	139	C	Z	D*	C
<b>L HIGH TECH EXPRESS &amp; DISTRIBUTION INC.</b>	<b>119</b>	<b>C</b>			
HIGHLAND MOVING AND STORAGE LTD.	103	C	Z	Z	Z
<b>L HIGHLAND TRANSPORT</b>	<b>114</b>	<b>B</b>	<b>A*</b>	<b>A*</b>	<b>C</b>
HORIZON AIR INDUSTRIES INC.	113	A			
HUDSON GENERAL AVIATION SERVICES INC.	1,838	B	C	D	A
<b>L HUNTERLINE MANAGEMENT SERVICES</b>	<b>350</b>	<b>D</b>	<b>D*</b>	<b>Z</b>	<b>C*</b>
HUTTON TRANSPORT LIMITED	153	C*			
INCHCAPE SHIPPING SERVICES INC.	89	B	Z	Z	B
INNOTECH AVIATION LIMITED	267	D	A*	D*	B
INTERNATIONAL AIR TRANSPORT ASSOCIATION	389	A	B*	D*	A
J. & T. MURPHY LIMITED	321	A			
J.D. SMITH AND SONS LTD.	240	C	A*	A	C
<b>L J.I. DENURE (CHATHAM) LIMITED</b>	<b>188</b>	<b>B</b>	<b>A*</b>	<b>Z</b>	<b>D*</b>
JAY'S MOVING AND STORAGE	125	B	A	D*	D*
JET TRANSPORT LTD.	166	C	Z	C*	D*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	865	D	A	B	A
L KENMORE TRANSPORTATION INC.	260	C	Z	D*	A
L KENN BOREK AIR LTD.	256	D	A	D*	C
KINDERSLEY TRANSPORT LTD.	652	C	B	Z	B
KLEYSEN TRANSPORT LTD.	261	D	A	C	C
KRISKA HOLDINGS LTD.	377	D	D*	C*	B
L KUNKEL BUS LINES LTD.	155	A			
L L.E. WALKER TRANSPORT LIMITED	175	C			
LAIDLAW CARRIERS INC.	392	D	A	C	C*
LAIDLAW TRANSIT LTD.	184	D	A	C*	A
LEVY TRANSPORT LTD	323	C			
L LIBERTY LINEHAUL INC.	138	C			
LOGISTEC CORPORATION	156	C	Z	D*	C*
LUFTHANSA GERMAN AIRLINES	139	A	Z	Z	A
MACKINNON TRANSPORT INC	162	D			
MARINE ATLANTIC INC.	1,151	C	D*	C*	D*
MARITIME EMPLOYERS ASSOCIATION	1,130	C	A*	C	C
MEYERS TRANSPORT LIMITED	296	C	A*	B	C
MIDLAND TRANSPORT LIMITED	1,060	C	A*	C	C
MILL CREEK MOTOR FREIGHT	298	C	A*	D*	D*
MONTREAL AIRPORTS	643	C	D*	D*	C
MONTREAL PORT AUTHORITY	337	C	Z	D*	C*
MONTSHIP INC.	123	B	Z	D*	A
MULLEN TRUCKING INC.	357	C	A	D*	C*
MUNICIPAL TANK LINES LIMITED	136	C	A*	D*	C*
N. YANKE TRANSFER LTD.	373	C	B	D*	C
NAV CANADA	5,424	C	C	C	C
NESEL FAST FREIGHT INC.	267	C	A*	D*	C*
NORTHERN TRANSPORTATION COMPANY LIMITED	244	C	B	Z	D*
NORTHUMBERLAND FERRIES LIMITED	194	C	Z	D*	D*
OC TRANSP	2,149	C	A	B	A
OCEAN SERVICES LIMITED	179	C*	D*	D*	A
OK TRANSPORTATION LTD.	185	D	A*	B	C

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
PACIFIC COASTAL AIRLINES LIMITED	211	B	A*	D*	D*
PAUL'S HAULING LTD.	259	D	B*	C*	D*
PEACE BRIDGE BROKERAGE LIMITED	697	A	A	C	A
PENETANG-MIDLAND COACH LINES LIMITED	361	C	B*	C	A
PENNER INTERNATIONAL INC.	132	C			
<b>L PENTASTAR TRANSPORTATION LTD.</b>	<b>284</b>	<b>C</b>	<b>A</b>	<b>D*</b>	<b>D*</b>
PLH AVIATION SERVICES INC.	165	D			
<b>L POLE STAR TRANSPORT INCORPORATED</b>	<b>325</b>	<b>D</b>	<b>A*</b>	<b>C*</b>	<b>D*</b>
PORTER TRUCKING LTD.	233	C	A*	D*	B*
PREMAY EQUIPMENT LTD.	105	D*	D*	D*	D*
<b>L PROVINCIAL AIRLINES LIMITED</b>	<b>262</b>	<b>C</b>	<b>A</b>	<b>D*</b>	<b>A*</b>
QUEBEC NORTH SHORE AND LABRADOR RAILWAY	455	C*	D*	Z	Z
QUIK X TRANSPORTATION INC.	184	A	Z	Z	Z
RAILINK CANADA LTD.	282	C	Z	Z	Z
<b>L RAINBOW TRANSPORT (1974) LTD.</b>	<b>181</b>	<b>C</b>			
REIMER EXPRESS LINES	1,240	C	B	C	C
<b>L RIDSDALE TRANSPORT LTD</b>	<b>232</b>	<b>D</b>			
RIVTOW MARINE INC.	243	D	B*	C*	C
<b>L ROBYNS TRANSPORTATION AND DISTRIBUTION SERVICES LTD.</b>	<b>202</b>	<b>B</b>			
<b>L ROSEDALE TRANSPORT LIMITED</b>	<b>159</b>	<b>C*</b>			
<b>L ROSENAU TRANSPORT LTD.</b>	<b>282</b>	<b>C</b>			
<b>X ROYAL AVIATION INC</b>					
RYDER TRUCK RENTAL CANADA LIMITED	695	C	A*	D	B
SAFETY-KLEEN LTD.	313	C			
SASKATCHEWAN TRANSPORTATION COMPANY	230	D	A	C	C*
SCHNEIDER NATIONAL CARRIERS CANADA	669	D	C*	D*	C
SEASPAN INTERNATIONAL LTD.	1,262	D	A	C	C
SECUNDA MARINE SERVICES LTD.	329	D	C*	D*	A*
SERCO FACILITIES MANAGEMENT INC.	369	C	A	D*	A
SERVICES AÉROPORTUAIRES HANDLEX INC.	651	A	A*	D*	D
SHARP BUS LINES LTD.	394	B	A	D*	D*
<b>L SKYSERVICE AIRLINES CORPORATED</b>	<b>275</b>	<b>B</b>	<b>A*</b>	<b>D*</b>	<b>B</b>
<b>L SKYSERVICE F.B.O. INC. AND SKYSERVICE AVIATION INC.</b>	<b>277</b>	<b>C</b>			

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
SLH TRANSPORT INC.	1,500	D	B	C	C
SMT (EASTERN) LIMITED	208	C	A*	C	D*
SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	397	B	A	D*	A*
SPAR AEROSPACE LIMITED	614	D	D*	C	C
<b>L</b> <b>SPEEDY HEAVY HAULING A DIVISION OF CAGE LOGISTICS INC.</b>	<b>263</b>	<b>D</b>			
ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	571	C	A*	C	B
<b>L</b> <b>SWANBERG BROS. TRUCKING LTD.</b>	<b>167</b>	<b>C*</b>			
<b>R</b> <b>TALLMAN TRANSPORTS LTD.</b>					
TIPPET RICHARDSON LIMITED	179	C	C*	A	B
TNT CANADA INC.	260	A	A*	C*	A
TORONTO PORT AUTHORITY	120	C	A*	A	C
TRANS MOUNTAIN PIPE LINE COMPANY LTD.	227	C	D*	C*	C
TRANSCANADA PIPELINES LIMITED	2,364	C	A	C	B
<b>L</b> <b>TRANSFREIGHT INC.</b>	<b>328</b>	<b>C</b>	<b>A*</b>	<b>D*</b>	<b>A</b>
TRANSIT WINDSOR	255	C	D*	C*	A
TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.	308	C			
TRANSPORT ASSELIN LTÉE	201	C			
TRANSPORT BERNIERES INC.	143	C			
TRANSPORT BESNER INC.	351	D			
TRANSPORT CABANO KINGSWAY INC.	1,405	C	A	C	C
TRANSPORT COUTURE ET FILS LTÉE.	137	C			
TRANSPORT DESGAGNÉS INC.	102	C*	B*	Z	A*
TRANSPORT GUILBAULT INC.	155	Z	Z	Z	Z
TRANSPORT MORNEAU INC.	169	C			
<b>L</b> <b>TRANSPORT NJN INC.</b>	<b>139</b>	<b>C</b>	<b>Z</b>	<b>Z</b>	<b>D*</b>
TRANSPORT ROBERT (1973) LTÉE	228	D*	B*	D*	D*
TRANSPORT THIBODEAU INC.	402	C	B*	B	B
TRANSPORT THOM LTÉE	152	C			
TRANSX LTD.	1,002	C	A	D	C
TRENTWAY WAGAR INC.	588	C	A*	D*	C
<b>L</b> <b>TRI-LINE EXPRESSWAYS LTD.</b>	<b>170</b>	<b>A</b>	<b>D*</b>	<b>D*</b>	<b>C*</b>
TRIMAC TRANSPORTATION MANAGEMENT LTD.	278	B	A*	D*	B
TSI TERMINAL SYSTEMS INC.	218	C	A*	D*	C
TST SOLUTIONS INC.	1,133	C	D*	C	C

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
<b>L UNITED AIRLINES, INC.</b>	<b>167</b>	<b>A</b>	<b>A*</b>	<b>D*</b>	<b>A</b>
UPPER LAKES GROUP INC.	721	C	Z	A	D*
US AIRWAYS INC.	103	A	Z	Z	A
VAN-KAM FREIGHTWAYS LTD.	245	C	D*	B	A
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	278	B	D*	C*	A
VANCOUVER PORT AUTHORITY	142	A	D*	D*	B
<b>L VERSPEETEN CARTAGE LTD.</b>	<b>214</b>	<b>C</b>			
VIA RAIL CANADA INC.	3,033	C	A	C	C
VOYAGEUR AIRWAYS LIMITED	164	D			
WACKENHUT OF CANADA LIMITED	1,527	C	A	D	A
<b>L WARREN GIBSON LIMITED</b>	<b>428</b>	<b>C</b>	<b>A*</b>	<b>D*</b>	<b>D*</b>
<b>L WASAYA AIRWAYS LIMITED PARTNERSHIP</b>	<b>145</b>	<b>D</b>			
WESTCAN BULK TRANSPORT LTD.	472	D	C*	C	D
WESTCOAST ENERGY INC.	1,023	C	B	A	A
WESTERN STEVEDORING COMPANY LIMITED	111	D	A*	D*	D*
WESTJET AIRLINES LTD.	1,589	B	C	C	C
<b>L WESTSHORE TERMINALS LTD.</b>	<b>185</b>	<b>C</b>	<b>Z</b>	<b>D*</b>	<b>D*</b>
WILLIAMS MOVING AND STORAGE (BC) LTD.	289	C	B	D*	C*
WINNIPEG AIRPORT AUTHORITY	122	B	C*	C*	D*
WORLDWIDE FLIGHT SERVICES	641	C	C*	D*	A
XTL TRANSPORT INC.	158	B			
YELLOW FREIGHT SYSTEM, INC.	288	C	Z	D*	C
<b>COMMUNICATIONS SECTOR</b>					
ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	156	B	D*	D*	A*
ALIANTELECOM INC.	6,081	A	B	C	C
ALLIANCE ATLANTIS COMMUNICATIONS	192	A			
AMTELECOM GROUP INC.	1,174	B	B	D*	A
AT & T CANADA CORP.	4,477	A	A	C	A
<b>L BCTV (A DIVISION OF GLOBAL)</b>	<b>224</b>	<b>B</b>	<b>D*</b>	<b>D*</b>	<b>C</b>
BELL CANADA	27,191	A	B	D	C
BELL INTRIGNA INC.	337	B	D*	C*	B
BELL MOBILITY CELLULAR INC.	2,030	A	A	C	A



<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
BELL NEXXIA	1,612	B	B*	C	C
BLACKBURN RADIO INC.	110	B	A*	Z	D*
CABLE ATLANTIC INC.	165	B	D*	A*	Z
CALL-NET ENTERPRISES	2,462	A	B	C	B
CANADA POST CORPORATION	56,468	A	A	C	A
CANADIAN BROADCASTING CORPORATION	6,620	A	A	C	C
CANADIAN SATELLITE COMMUNICATIONS INC.	638	A	A*	C	A
CANPAR TRANSPORT LTD.	1,577	D	C	C	B
CANWEST TELEVISION INC.	147	A	D*	D*	C
CF TÉLÉVISION INC.	163	C	Z	D*	B
CHCH	182	B	D*	C*	D*
CHUM LIMITED	1,898	A	C*	C	D
CICT TELEVISION (A DIVISION OF GLOBAL)	192	B	C*	D*	C
COGECO CÂBLE (CANADA) INC.	358	B	D*	Z	Z
COGECO CABLE SYSTEMS INC.	901	B	B*	C	C
COGECO RADIO-TÉLÉVISION INC.	237	B	A*	D*	Z
CONNEXIM SOCIÉTÉ EN COMMANDITE	357	C	Z	D*	C
CORUS ENTERTAINMENT INC.	1,718	A	D	D	C
CRAIG BROADCAST ALBERTA INC.	287	B	A*	C	C
CRAIG BROADCAST SYSTEMS INC.	166	B	D*	D*	D*
CTV INC. NETSTAR COMMUNICATIONS	328	A	D*	D*	A
CTV TELEVISION INC. - ATV/ASN	197	C	Z	A	A*
CTV TELEVISION INC. - CFCN	148	B	A*	D*	D*
CTV TELEVISION INC. - CFQC	177	C	D*	B*	A*
CTV TELEVISION INC. - CFRN	108	A	A*	D*	D*
CTV TELEVISION INC. - CFTO/CTV	1,028	A	A	C	A
CTV TELEVISION INC. - CIVT	169	A	B*	D*	B
CTV TELEVISION INC. - CJOH	118	B	D*	Z	B*
CTV TELEVISION INC. - CKCO	123	B	D*	D*	D*
CTV TELEVISION INC. - MCTV	179	B	A*	B*	D*
DHL INTERNATIONAL EXPRESS LTD.	384	A	D*	D*	A
<b>L DYNAMEX CANADA INC.</b>	<b>530</b>	<b>A</b>	<b>B</b>	<b>D*</b>	<b>A</b>
ELYPS DISPATCH SOLUTIONS	222	B	Z	Z	B

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
EXPERTECH NETWORK INSTALLATION INC.	1,916	D	A	C	C
FEDERAL EXPRESS CANADA LTD.	4,503	A	B	C	A
GLOBAL COMMUNICATIONS LIMITED	430	A	A*	D*	C
GOLDEN WEST BROADCASTING LTD.	251	B	D*	D*	Z
GROUPE TVA INC.	914	B	D*	D*	D*
JIM PATTISON INDUSTRIES LTD.	134	C	A*	D*	D*
MANITOBA TELECOM SERVICES INC.	2,799	A	C	B	C
MARITIME BROADCASTING SYSTEM LIMITED	276	C	D*	B	D*
MAYNE NICKLESS TRANSPORT INC.	1,832	C	A	D	A
MICROCELL TELECOMMUNICATIONS INC.	2,473	A			
MOFFAT COMMUNICATIONS LIMITED	147	A	A*	D*	C*
MONARCH BROADCASTING LTD.	224	B	C*	B	D*
MUSIQUEPLUS/MUSIMAX	142	A	Z	Z	B*
NEWCAP BROADCASTING, A DIVISION OF NEWCAP INC.	338	B	A*	D*	C*
NORIGEN COMMUNICATIONS INC.	458	B			
NORTEL NETWORKS	162	D*	A*	D*	C
NORTHERN TELEPHONE LIMITED	261	A	D*	C*	C*
NORTHWESTEL INC.	586	C	C	A	A
PAGING NETWORK OF CANADA	207	A	Z	D*	A
PELMOREX INC.	297	A	A*	B*	B
PRIMUS TELECOMMUNICATIONS CANADA INC.	874	A			
PUROLATOR COURIER LTD.	12,184	C	A	C	A
RADIO 1540 LIMITED	121	C	Z	Z	B
<b>L RADIO ASTRAL</b>	<b>349</b>	<b>B</b>	<b>Z</b>	<b>Z</b>	<b>D*</b>
<b>L RADIO NORD INC.</b>	<b>140</b>	<b>A</b>	<b>A*</b>	<b>D*</b>	<b>Z</b>
RAWLCO COMMUNICATIONS LTD.	183	B	B*	C*	Z
REGIONAL CABLESYSTEMS INC.	330	C	D*	C	D*
RÉSEAU DES SPORTS (RDS) INC. (LE)	136	A	Z	D*	Z
ROGERS BROADCASTING LIMITED	1,672	A	B	D	B
ROGERS CABLE T.V. LIMITED	3,496	B	B	D	A
ROGERS COMMUNICATIONS INC.	857	A	A*	C	B
ROGERS WIRELESS INC.	3,639	A	A	C	A
RSL COM CANADA INC.	251	B	D*	D*	A
SHAW COMMUNICATIONS INC.	2,970	B	D	D	A

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
STANDARD RADIO INC.	437	B	A*	A	C
STRATOS GLOBAL CORPORATION	204	B	D*	Z	A*
TELE-MOBILE COMPANY	2,998	A			
<b>L TÉLÉBEC LTÉE</b>	<b>625</b>	<b>B</b>	<b>A*</b>	<b>C*</b>	<b>D*</b>
TELEGLOBE CANADA INC.	1,033	B	B*	C*	B
TÉLÉMÉDIA RADIO INC.	1,074	B	D	C*	C
TELESAT CANADA	482	D	D*	C	A
TÉLÉVISION QUATRE SAISONS	300	A	A*	D*	D*
TELUS COMMUNICATIONS (QC) INC.	1,462	A	D*	C	A*
TELUS INC.	20,676	B	C	C	C
THUNDER BAY TELEPHONE	298	B	D*	A	C*
UNITED PARCEL SERVICE CANADA LTD.	6,420	C	A	D	A
VIDEON CABLESYSTEMS INC.	715	B	A	C	B
VIDEOTRON LTD.	3,011	B	D*	C	C
VIDÉOTRON TÉLÉCOM INC.	763	C	B*	D*	C
<b>OTHER SECTORS</b>					
ADM AGRI INDUSTRIES LTD.	676	D	A	C	C
AGRICORE COOPERATIVE LIMITED	1,994	C	D	C	D
ATOMIC ENERGY OF CANADA LIMITED	3,300	B	B	C	A
BRINKS CANADA LIMITED	2,017	C	A	C	B
BUSINESS DEVELOPMENT BANK OF CANADA	1,188	B	D*	C*	C
CAMECO CORPORATION	1,217	C	A	C	A
CANADA COUNCIL (THE)	164	A	A*	D*	A
CANADA LANDS COMPANY CLC LIMITED	103	A	A*	D*	B
CANADA MALTING COMPANY LIMITED	186	C	B*	D*	C*
CANADA MORTGAGE AND HOUSING CORPORATION	1,623	A	A	C	A
CANADIAN BANKERS ASSOCIATION	152	A	Z	D*	C
CANADIAN MUSEUM OF CIVILIZATION	394	A	A*	D*	A*
CANADIAN MUSEUM OF NATURE	145	A	A*	D*	A*
CANADIAN PRESS (THE)	383	B	A*	B	C
CANADIAN WHEAT BOARD	450	A	C	D*	C
<b>L CAPE BRETON DEVELOPMENT CORPORATION</b>	<b>608</b>	<b>C</b>	<b>Z</b>	<b>C</b>	<b>Z</b>

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
CARGILL LIMITED	930	C	C*	C*	C
COGEMA RESOURCES INC.	428	C	A	C*	A
DEFENCE CONSTRUCTION (1951) LIMITED	227	C	B*	D*	A
EXPORT DEVELOPMENT CORPORATION	874	B	D*	C	A
<b>L FARM CREDIT CORPORATION</b>	<b>840</b>	<b>B</b>	<b>A</b>	<b>C</b>	<b>C</b>
FRESHWATER FISH MARKETING CORPORATION	156	A	A	C*	C*
GENERAL ELECTRIC CANADA INC.	165	C	Z	Z	A
HUDSON BAY MINING AND SMELTING CO. LIMITED	1,542	C	B	A	A
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	213	B	D*	D*	A
JAMES RICHARDSON INTERNATIONAL LIMITED	820	C	D*	C*	C
<b>L LANDMARK FEEDS INC.</b>	<b>311</b>	<b>C</b>			
MASTERFEEDS A DIVISION OF AGP INC.	261	C	D*	D*	D*
MDS NORDION INC.	825	B	D*	C	A
N.M. PATERSON AND SONS LIMITED	330	D	B*	C*	C
<b>L NATIONAL ARTS CENTRE CORPORATION</b>	<b>598</b>	<b>B</b>	<b>D*</b>	<b>D*</b>	<b>C</b>
NATIONAL CAPITAL COMMISSION	346	A	A*	D*	C*
<b>L NATIONAL GALLERY OF CANADA</b>	<b>208</b>	<b>A</b>	<b>D*</b>	<b>A*</b>	<b>A*</b>
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	227	A	A*	D*	D*
ONTARIO POWER GENERATION	14,923	C	B	C	B
PACIFIC ELEVATORS LIMITED	171	C	A	A	C
PARRISH AND HEIMBECKER LIMITED	916	C	C	C	C
PRINCE RUPERT GRAIN LTD.	111	C	A	D*	A*
REUTERS INFORMATION SERVICES (CANADA) LIMITED	136	C	Z	D*	A
RIDLEY INC.	410	D	C*	D*	B
ROBIN HOOD MULTIFOODS INC.	920	B	C	C	C
ROYAL CANADIAN MINT	591	C	A	C	B
SASKATCHEWAN WHEAT POOL	2,634	C	D	C	C
SÉCUR INC.	900	C	A	D*	D*
SECURICOR CANADA CASH SERVICES	3,020	C	A	C	B
SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	209	A	A*	D*	D*
TÉLÉFILM CANADA	94	A	Z	D*	D*
UNITED GRAIN GROWERS LIMITED	1,414	C	D	C	C
VERREAULT NAVIGATION INC.	104	D	Z	D*	Z
ZIRCATEC PRECISION INDUSTRIES INC.	185	C	A*	A	D*

## 4. Employers' Reports

*This chapter describes the employment situation of designated groups in the workforce under the Employment Equity Act in 2000. It also analyses how the situation of these groups has changed during the reporting year. The first section focuses on the entire workforce, while the following four sections examine the situation of women, Aboriginal Peoples, persons with disabilities and members of visible minority groups.*

### 4.1 The Workforce

- In 2000, the total workforce under the Act increased dramatically in the Transportation and Communications sectors, but decreased in Banking; the highest increase occurred in Communications. The net overall impact was a 4.0% increase in the workforce.
- 86 new employers reported for the first time this year, while 28 other employers who reported last year did not do so this year for a variety of reasons. Consequently, the number of employers increased 58 to 394.
- Total hirings as a ratio of the workforce rose in 2000 from 12.7% to 17.1%, and promotions also rose from 8.9% as a ratio of the workforce in 1999 to 10.2% in 2000. In contrast, terminations as a ratio of the workforce also rose from 12.5% to 15.7% in 2000.

THE NUMBER OF EMPLOYERS AND EMPLOYEES BY SECTOR, 1987, 1999 AND 2000						
SECTORS	EMPLOYERS			EMPLOYEES		
	1987	1999	2000	1987	1999	2000
Banking	23	21	21	169,632	174,760	172,447
Transportation	208	173	232	203,207	164,513	177,101
Communications	90	94	91	179,247	197,960	211,448
Other Sectors	52	48	50	43,331	51,526	51,348
ALL SECTORS	373	336	394	595,417	588,759	612,344

#### THE WORKFORCE IN 2000

The number of employees covered under the Act increased by 4.0% in 2000, compared to the previous year. The rise from 588,759 to 612,344 this year was related to positive economic conditions and to the higher number of employers reporting for the first time. The workforce under the Act increased by 12,585 employees in the Transportation sector and by 13,488 in the Communications sector, but was partially matched by a decrease in Banking (-2,313). The Other sectors experienced virtually no change in the workforce in 2000. The rise in Transportation and Communications explain all the increase in the workforce.

At least seven employers jointly added 13,000 employees in 2000. The largest additions occurred at Air Canada, Canada Post, MTT, Corus Entertainment, Trans Canada Pipelines, and Expertech Network. In contrast in the same period, three employers jointly lost 5,000, namely, the Royal Bank, the National bank, and Canadian Airlines.

Eighty-six employers submitted reports for the first time in 2001, adding almost 30,000 employees to the workforce under the Act. In contrast, 28 others submitted no reports for a variety of reasons subtracting almost 6,500 employees. For

example, employers may have experienced a reduction in their workforces to below 100 employees, or become consolidated with other employers, and could close down, while others may have submitted a report too late to be included in this report (see Chapter 3 for a list of these employers).

Some 86 organisations were added to the total number of employers covered in 2000, bringing this number to 394. There are some 55 new employers who were identified in 2001 and were requested to report in 2002.

In 2000, most employees covered worked full-time (85.1%) compared to 84.0% in 1999. While 14.1% worked part-time and 0.8% were temporary employees.

### *Sectoral Profile*

The three largest federally regulated industrial sectors under the Act accounted for almost 92.0% of the workforce. Communications came first at 34.5% of the total, followed by Transportation at 28.9% and Banking at 28.2%. Communications and Transportation experienced increases in their shares of the workforce of almost 1.0% each. Banking had a significant 1.5% drop in its share, while the Other sectors' share dropped 0.4%.

The number of employees in Banking has rebounded in 1998 after a secular decline in the period 1991-97, from the historical high of 184,956 realised in 1990. It stood at 174,760 in 1999 but dropped to 172,447 in 2000. The drop is largely due to consolidation and to improvement in technology. Transportation experienced a similar historical decline, falling from 208,514 in 1988, to 147,261 in 1997, but has reversed trend since then and rose to 177,101 in 2000. Consolidation is the major reason for the decline of the workforce in Transportation. The historical decline in Communications was not as severe as in Banking and Transportation, as the workforce in Communications dropped from 213,492 in 1990 to 191,198 in 1997, but rose back to 211,448 in 2000.

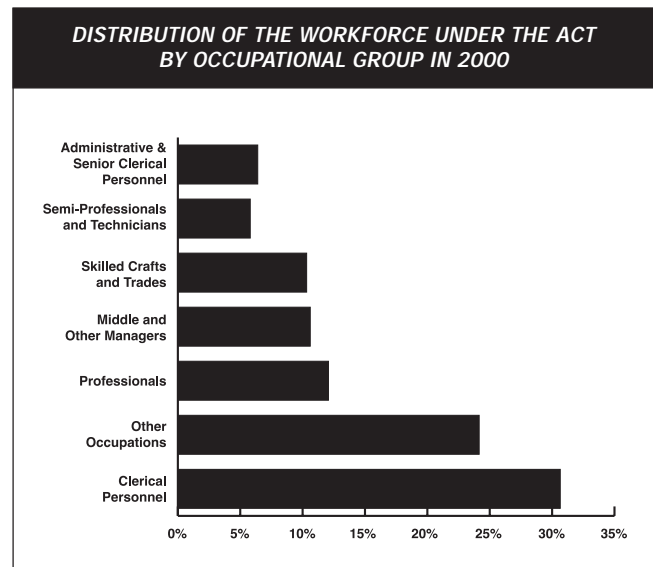
### *Regional Profile*

The four most populous provinces in Canada (Ontario, Quebec, British Columbia, and Alberta)

accounted for 86.1% of the workforce under the Act in 2000. Ontario had the lion's share of the workforce at 44.8%, followed by Quebec at 18.9%, British Columbia at 12.0%, and Alberta at 10.4%. Compared with the previous year, three of these four provinces showed an increase in their shares of the workforce under the Act, while British Columbia experienced a decline. The remaining 9 regions had among them 13.9% of the workforce under the Act. The three northern territories had a combined workforce under the Act of 1,194 employees, almost 0.2% of the total workforce.

In 2000, compared to the previous year, the number of employees covered by the Act decreased in six of the thirteen provinces and territories. The declines are most notable in British Columbia (-4,891), Nova Scotia (-854), and Manitoba (-686).

### *Occupational Profile*



More than one third of employees in the workforce under the Act were concentrated in administrative and clerical personnel jobs in 2000. Together, the clerical personnel and the administrative and senior clerical personnel categories grouped 37.1% of the workforce, almost unchanged compared to 1999.

On the other hand, a larger percentage of employees were found in professionals and semi-professionals than in the previous year. In 2000, they

accounted for 17.9% of the workforce, with 12.1% professionals and 5.8% semi-professionals and technicians.

Management (senior, middle and other) formed the third largest group with 11.4% in the workforce under the Act in 2000, compared to 11.0% in the previous year. The percentage in skilled crafts and trade work decreased again this year by 0.1% to reach 9.6%.

The concentration of employees varied in 2000 among sectors. For example, 74.8% of employees in Banking worked in clerical and professional positions, compared to 65.1% in Communications, 44.8% in the Other sectors, and only 24.4% in Transportation. In contrast, 46.6% of employees in Transportation had either skilled or semi-skilled jobs, compared to only 0.1% of employees in Banking. Another observation is the continued migration of employees in banks from clerical to senior clerical and professional personnel, as the former dropped by 1.1% in 2000 and the latter increased 1.3%.

#### *HIRINGS*

There were 101,836 new hires by employers under the Act in 2000, compared to 74,341 in 1999. This 27,500 rise brought the ratio of hiring to the workforce under the Act to 17.1% in 2000 from 12.7%. This is the highest ratio observed since 1990.

In the current reporting year, Communications remained leader, accounting for 38.2% of all hires by employers under the Act, followed by Transportation at 34.7%, Banking at 21.2%, and the Other sectors at 6.0%.

An increase in hirings as a ratio of the workforce occurred in all sectors, especially in Transportation, where it rose from 14.9% to 21.5%, and in Communications, where it increased from 14.6% to 18.7%. The year 2000 was unprecedented in terms of the number of new hires by employers in Communications and Transportation, at 38,864 and 35,380 respectively. The number in Communications was double that observed in 1996 (19,491 persons), and greater than the record 31,215 persons hired into that sector in 1989.

Employers in Banking hired 5,303 more people in 2000 compared to 1999, while Transportation hired 10,891 more and the Other sectors 819 more. As a ratio of the workforce in each sector, hirings increased from 9.4% to 12.6% in Banking, and 10.2% to 11.8% in the Other sectors. Not all hires are new additions from outside the workforce. Some hiring could be attributed to transfers of employees from companies whose assets were acquired by a company covered by the Act.

Approximately 67.6% of the new employees who joined the workforce under the Act during the year were full-time employees, 31.6% were part-time employees and only 0.8% temporary employees. This is a significant departure from the previous year, where 60.0% of hirings were into full time jobs.

#### *TERMINATIONS*

The number of terminations increased dramatically (by 28.4%) from 72,943 in 1999 to 93,640 in this reporting year. The level and the extent of the increase were the highest experienced since 1986. Almost 7 in 10 employees terminated in 2000 were in full-time jobs.

The number of terminations was lower than that of hirings in 2000. As a result, the net effect of hirings and terminations was positive for the third consecutive year. Terminations have exceeded hirings every year between 1990 and 1997. A total of 8,196 more people were hired than terminated during 2000 in the workforce under the Act, the largest to date and even surpassing the record 5,060 observed in 1998.

In 2000, employers under the Act hired 32,439 part-time workers, but terminated 25,154, an excess of 7,285 employees. However, the situation was less favourable for full-time work, where hirings exceeded terminations by only 911 jobs.

Communications accounted for 34.4% of all terminations, followed by 29.8% for Banking, 28.4% for Transportation, and 7.4% for the Other sectors. Compared to the previous year, terminations as a ratio of the sector workforce increased in Communications from 13.6% to 15.5%, and in

Banking from 10.9% to 16.2%, 13.5% to 16.1% in Transportation, and 10.2% to 13.6% in the Other sectors.

Employers in Transportation led the way in 2000 in terms of hiring more people than they terminated. Hirings exceeded terminations by 8,828 in that sector. The Communications sector also hired 6,601 more people than it terminated. In contrast, both Banking and the Other sectors had more terminations than hires. The Banking sector had 6,308 more terminations than hires as it continued to consolidate and reduce its workforce, while those in the Other sectors terminated 926 more than they hired.

### *PROMOTIONS*

There were 60,432 employees promoted by employers in the workforce under the Act in 2000, almost 8,500 higher than in 1999, but almost in line with the figure observed in 1998. As a ratio of the workforce under the Act, promotions rose from 8.9% to 10.2% in 2000.

Banking accounted for 51.4% of all promotions in the workforce under the Act, followed by Communications at 25.8%, Transportation at 15.0%, and Other sectors at 7.9%. In terms of numbers, promotions rose in all sectors, with Communications providing 3,176 additional promotions compared to last year, Banking 3,064, Transportation 2,142, and the Other sectors 132. As a ratio of the workforce, the share of employees promoted rose from 16.1% to 18.1% in Banking, 4.2% to 5.5% in Transportation, 6.4% to 7.5% in Communications, and 9.2% to 9.4% in the Other sectors. Banks still promoted the highest proportion of their employees compared to the other sectors this year.

### *SALARIES*

Average salaries in the workforce under the Act grew by \$1,971, or 4.0%, to reach \$51,175 in 2000. They grew by a cumulative 10.0% since 1998. In the current reporting year, almost 64.0% of the workforce under Act earned less than the

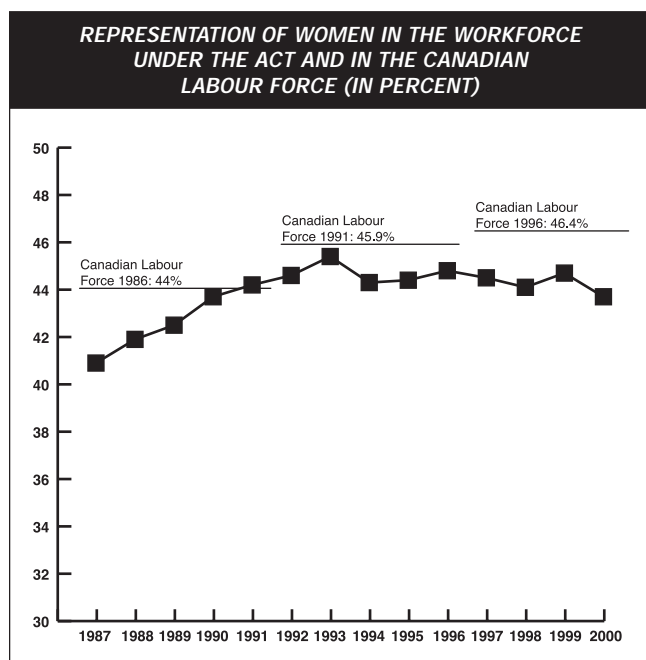
average salary against 66.8% last year. In the low salary scale, 13.6% earned less than \$30,000 in 2000, compared to 14.5% in the previous year. The fact that a higher percentage of the workforce earned above average salaries in 2000 (35.9% against 33.2%) represents an improvement over 1999. A slim majority of 50.5% of employees were in the mid-salary range of \$30,000 to \$49,999, compared to 52.3% in 1999.



## 4.2 Women

- Women's representation in the workforce under the Act fell slightly in 2000.
- More women were hired this year, but more were terminated than last year. However, the net effect was positive as hires exceeded terminations.
- Women's share of promotions decreased this year, but they continued to receive a majority of promotions.
- Women earned 78.8% of men's average salary, and the gender salary gap narrowed again this year. Women had the highest representation in Banking followed by Communications.
- Overall, women are still highly concentrated in clerical-related occupations, but are making important progress in management and professional occupations.

### REPRESENTATION



The representation of women in the workforce under the Act fell from 44.8% in 1999 to 43.7% in 2000. The level attained in the current reporting year compares well with their representation in 1987 at 40.9%. Using the 1996 labour market availability of women as a benchmark (46.4%), representation matched 94.2% of availability (the availability data from the 2001 census were not yet published when this report was prepared).

There were 260,214 women in the workforce under the Act in 2000. The number of women increased in full time jobs by 4,096 but fell in

part-time jobs by 4,329. In percentage terms, their representation in full-time work fell 0.5% to 39.9% in 2000, a level they maintained since 1990. Female representation also fell 1.1% in part-time work to 66.8%. They made up 71.2% of part-time employees under the Act in 1995, but this figure has continued to fall since then.

#### Sectoral Profile

In terms of distribution, 47.2% of all women in the workforce under the Act in 2000, were in Banking, followed by 33.3% in Communications, 14.5% in Transportation, and only 5.1% in the Other sectors. The ratios for the preceding year were 48.0% in Banking, 31.3% in Communications, 15.6% in Transportation, and 5.0% in the Other sectors. Therefore, only Communications showed a significant rise in the number of female employees.

Women's representation fell in Banking and Transportation in 2000. It decreased by 0.6% to 71.4% in Banking, in a declining trend women experienced since 1992 when their representation in Banking was at 76.3%. Representation also decreased in Transportation from 25.3% to 22.9%. The decline in Transportation erased the gain of 1999, but the level was in line with previous years and a great improvement over the 16.9% level observed in 1987. The rise of female representation in Communications from 41.4% to 41.7%, kept the level within the range of 40.0% - 42.0%,

observed for the past ten years. Women's representation also rose in the Other sectors from 25.2% in 1999 to 26.1% in 2000.

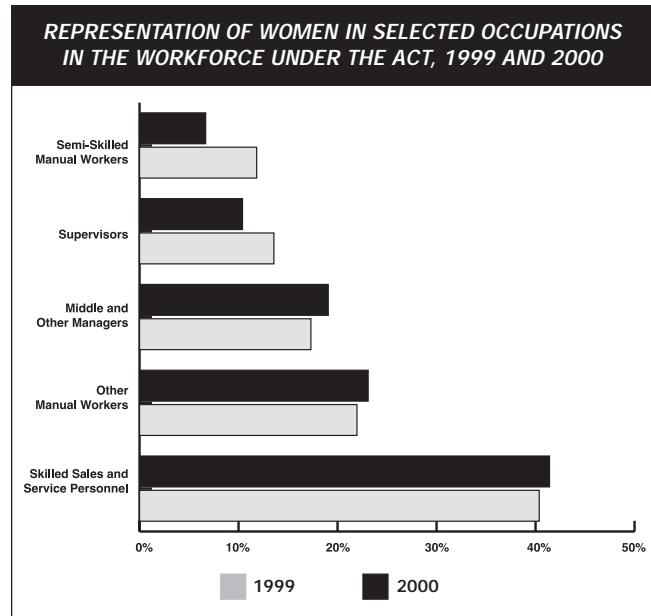
### Regional Profile

Almost 9 in 10 women in the workforce under the Act were located in the four most populated provinces, namely, Ontario (45.4%), Quebec (19.1%), British Columbia (12.1%), and Alberta (10.2%). Among these provinces this year, only British Columbia decreased its shares of women in the workforce under the Act, while the others increased their shares.

Women's representation fell in all four largest provinces 0.9% from 45.6% to 44.7% in Ontario, a slight drop in British Columbia at 44.5%, fell 1.6% to 44.6% in Quebec, and fell 1.8% to 43.3% in Alberta. Among the provinces New Brunswick had the highest women's representation (51.3%) in the workforce under the Act, in 2000. In contrast, Manitoba and Saskatchewan continue to have the lowest representation at 36.6% and 38.7% respectively. Nova Scotia again experienced the most significant increase in women's representation from 44.5% to 46.3%, while Prince Edward Island had the most decline from 51.9% to 47.3%. Among the territories, the Northwest Territories had the largest increase in women's representation from 26.8% in 1999 to 32.5% in 2000.

### Occupational Profile

Women in the workforce under the Act in 2000 were highly concentrated in clerical-related occupations and were found in the three following occupational groups: clerical personnel, administrative and senior clerical personnel, and supervisors. The proportion of this concentration for all women has increased from 63.7% in 1999 to 65.2% in 2000. In contrast, women in management and professional occupations accounted for 24.6% in 2000, up from 23.3% in 1999, and 22.6% in 1998. Women in management positions also rose from 10.1% in 1999 as a proportion of all women to 10.8% in 2000.



Women's representation increased in eight occupational categories in 2000 but fell in six. Most notably, women's representation fell in semi-skilled and other manual work (from 11.9% to 6.7% of all employees in this group) and in other manual workers (from 12.8% to 10.4%). The declines were minor in four occupational groups. In contrast, representation of women increased the most in senior management (from 17.3% to 19.1%) and middle and other management (from 42.6% to 42.9%), semi-professionals and technical (14.9% to 16.1%) skilled sales and service personnel (from 40.2% to 41.4%) and other sales and service personnel (21.4% to 23.1%). Their highest representation continues to be in clerical personnel (66.7%) and intermediate sales and service personnel (65.3%).

In *Banking*, the overall representation of women decreased from 72.0% to 71.4% and this occurred in five occupations, namely, professionals, supervisors, administrative and senior clerical personnel, skilled sales and service personnel, and clerical personnel. But these declines were offset by positive news in the sector, where women made important gains in management. Women are now the majority in middle and other management in Banking (rising from 50.5% to 50.7%), and senior management (from 21.7% to 23.7%). This

is significant as only two years ago, they accounted for 19.6% of senior managers. Women were also a majority in six occupations in 2000, most notably, clerical personnel (86.2%), administrative and senior clerical (83.0%), supervisors (79.9%), and professional and semi-professional (over 51.0%).

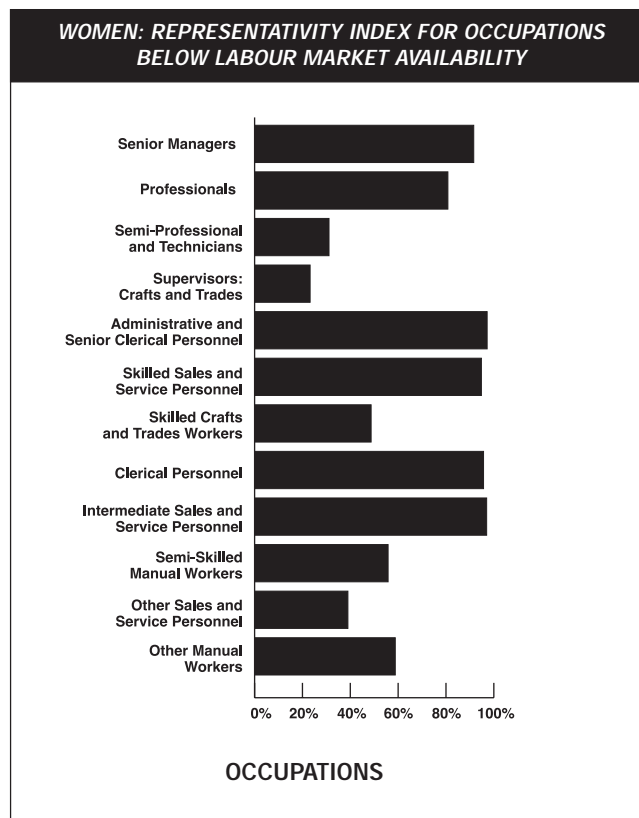
In *Transportation*, women's representation dropped significantly from 25.3% in 1999 to 22.9% in this reporting year. The decrease was mainly concentrated in a single occupation, semi-skilled manual workers where it dropped from 12.7% to 5.8%. In contrast, women's representation improved in almost all the other occupations. The magnitude of the increase was notable in senior management (increased from 11.3% to 14.2%), middle and other management (19.5% to 21.0%), administrative and senior clerical (75.3% to 78.2%), and other sales and service personnel (29.4% to 33.0%).

In *Communications*, women's representation rose in 8 occupational groups, fell in 4, and was unchanged in 2. The increases were notable in senior management (17.9% to 19.3%), middle and other management (42.9% to 43.5%), professionals (38.6% to 39.4%), and other sales and service personnel (30.6% to 33.2%). There were no significant drops this reporting year.

Women's representation rose in the Other sectors from 25.6% to 26.5%, and the increase occurred in 11 of the 14 occupational groups, most significantly in the two managerial groups and the two professionals groups. The decline occurred in only two occupational groups, namely, clerical personnel (78.7% to 77.9%) and other sales and service personnel (16.1% to 13.2%).

## REPRESENTATIVITY INDEX

Although women's representation in the workforce under the Act reached almost 94.2% of their labour market availability (43.7% of 46.4%), they remain under-represented in 12 occupations. They were severely under-represented in four occupational groups, where their representation was below 50.0% of their availability, namely, in semi-professionals and technicians, supervisors in



crafts and trades, skilled crafts and trades, and other sales and service personnel.

## HIRING

Women had a lower share of hirings in the workforce under the Act in 2000, compared to the previous year (39.3% to 38.6%). However, in terms of numbers, almost 40,000 women were hired in 2000 compared to around 30,000 in 1999. This is almost 14,000 more than the figure reported for 1997 and the highest level since 1989. The same trends are observed for women when hiring data are disaggregated into full-time and part-time jobs. Almost 25,000 women were hired into full-time jobs in 2000 against 16,600 in 1999, while 14,400 hired into part-time jobs, against 12,600 a year earlier.

The overall fall in women's hiring was reflected in clerical and manual work positions, but it rose in sales positions. The share of hirings fell in seven occupational groups, particularly in senior management (-1.2), semi-professional and technical (-3.6%), supervisors (-1.3%), clerical (-2.4%) and administrative and senior clerical (-4.7%), semi-

skilled manual work (-3.5%), and other manual workers (-5.3%). On the positive side, women's share of hirings rose in 5 occupational groups, namely middle and other management (+0.9%), professionals (+1.8), skilled sales and service personnel (+5.9%), intermediate sales and service personnel (+3.2%) and other sales and service personnel (+5.5%).

## TERMINATIONS

Employers under the Act terminated 8,854 more women in this reporting year compared to 1999. At 41.3%, the share of women who were terminated as a proportion of all terminations was higher than the 40.7% share observed in the previous year. The same rising trend was also observed for full-time and part-time women who were terminated in 2000. The share of women of total terminations ranged historically between 39.2% and 41.9%. On balance, more women were hired than terminated for total net hires of 923. Sectorally, women's terminations fell in Communications and Other sectors as a percentage of all terminations, but rose in Banking from 65.6% to 65.9%. Women's terminations were stable in Transportation at 22.6%. Their shares of total terminations fell 4.6% in the Other sectors and 1.2% in Communications.

In terms of numbers, women's terminations rose in all sectors, from 12,479 to 18,405 in Banking, 5,042 to 5,990 in Transportation, 10,670 to 12,602 in Communications, and 1,425 to 1,594 in the Other Sectors.

Women's share of terminations rose in seven occupational groups and fell in the other seven. Most significantly, more women were terminated in middle and other managers and other sales and service personnel groups. Fewer women were terminated, notably, in management, professionals, supervisors, and in sales personnel.

## PROMOTIONS

Women received 4,325 more promotion opportunities in 2000, gaining 32,258 out of a total of 51,911 promotions in the workforce. However, as a share of total promotions of employees under the Act, women had the slightly lower figure of

53.4% in 2000 compared to 53.8% in 1999. This share was the lowest since 1987 and lower than the peak of 59.7% in 1990. However, this was still higher than women's representation in the workforce and higher than men's share of promotions in 2000, which stood at 46.6%. Except for Banking, women's share of promotions was higher than their representation in every industrial sector. Almost 67.4% of promotion activities in Banking went to women in 2000 compared to 68.3% in 1999, and in both years it was lower than their representation rate which stood at 71.4%. Historically, women received on average 72.0% of promotion activities in Banking. In terms of numbers, 1,801 more women were promoted in Banking in 2000 for a total of 20,938.

Women's share of promotions also fell in the Other sectors from 31.4% in 1999 to 28.9%, but this remained higher than their 26.1% representation. The share of promotions rose in Communications from 43.7% to 47.1%, a level that is much higher than their 41.7% representation in that sector. The share rose also in Transportation from 28.1% to 29.0%, also higher than their 22.9% representation.

## SALARIES

**AVERAGE SALARIES OF WOMEN WORKING FULL-TIME  
AS A PERCENTAGE OF AVERAGE SALARIES  
OF MEN, BY SECTOR, 2000**

Banking	63.5%
Transportation	74.4%
Communications	86.6%
Other sectors	80.0%
<b>ALL SECTORS</b>	<b>78.8%</b>

The salary gap between women and men working full-time narrowed in 2000, but the large imbalance between men and women in the upper and lower salary ranges persisted.

The average salary of women working full-time in the workforce under the Act was \$44,036 in 2000, or 78.8% of men's average salary (\$55,920), a noticeable improvement from 77.6% in 1999. The dollar increase in women's average salary was reflected in all four major industrial sectors under the Act, but it was highest in the Other sectors (+\$3,000). However, as men's average salary also increased in some sectors in 2000, the gap in fact

increased in Transportation where women's average salary as a proportion of men's dropped from 75.3% to 74.4%. Otherwise, the gap narrowed in Banking, Communications, and the Other sectors. Banking continued to be the sector where women suffer from the greatest gap (earning only 63.5% of men's salaries), but the best improvement was in the Other sectors where women earned 80.0% of men's salaries against 78.4% in 1999.

While women in the Other sector continued to enjoy the highest average salary in the workforce under the Act (\$48,309), it was in Communications where they experienced the smallest salary gap, where they earned 86.6% of men's salaries.

Around 19.8% of full-time women earned less than \$30,000 in 2000 compared to only 9.5% of men. In the upper salary range (over \$50,000), only 22.7% of women were in this band compared to 44.7% of men. In other words, there were ten women for every five men in the lower salary band, while in the upper band the ratio was ten women for every 20 men. In the mid-range band (\$30,000 - \$49,999), 45.8% of men were in this range, against 57.5% of women. In a positive light, compared to 1999, women earning less than \$30,000 actually dropped by 3.0% while those earning over \$50,000 increased by 3.5%.

There was an improvement for women working full-time in Banking, where only 23.3% earned less than \$30,000 against 27.4% in 1999. In contrast, 23.6% of women in Banking earned over \$50,000 in 2000 against 20.1% in 1999. The situation was not similar in Transportation where the percentage of women who earned less than \$30,000 in 2000 increased from 30.2% to 32.4%, but those earning over \$50,000 also increased from 13.5% to 16.8%. Women had it best in Communications where only 10.4% of all women earned less than \$30,000 in 2000, against 13.1% in 1999, while 21.5% of all women earned over \$50,000 in 2000 against 18.6%. In the Other sectors, women earning less than \$30,000 accounted for 15.1% of all women in the sector in 2000 against 18.2% in 1999, while those earning over \$50,000 had a sizeable increase from 30.4% in 1999 to 37.6% in 2000, the highest among the four industrial sectors.

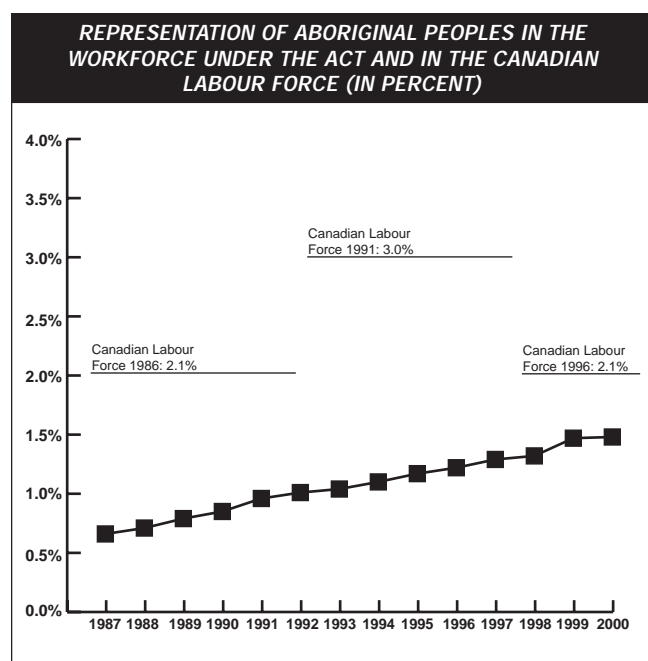
In contrast, the ratio of men in the lower salary band ranged between 5.8% and 13.1% across the four major industrial sectors in 2000. Also, 59.0% of men in the Other sectors earned over \$50,000, followed by 57.7% of men in Banking.



## 4.3 Aboriginal Peoples

- *Aboriginal Peoples in 2000 maintained the same level of representation as in 1999, but the 1.5% level was still the highest achieved since 1987.*
- *Their representation rose in all sectors except in Banking, where it fell 0.1% to 1.2%.*
- *Over three-quarters of all Aboriginal employees under the Act worked in four provinces, and the majority was concentrated in three occupations.*
- *Hiring of Aboriginal Peoples increased this year, as did terminations. However, the net effect was positive as hires exceeded terminations.*
- *This designated group received more promotion opportunities this year.*
- *The majority of promotions of Aboriginal employees occurred in Banking.*
- *The difference in average salary between Aboriginal men and all men and Aboriginal women and all women widened this year.*

### REPRESENTATION



The representation of Aboriginal Peoples in the workforce under the Act was unchanged at 1.5% in 2000. But this remained the highest level achieved since 1987 when representation was only 0.7%. Without 2001 census information, representation cannot be compared to labour market availability this year. However, the level achieved this year was still short of the estimated availability of Aboriginal Peoples in the Canadian labour force observed in 1996 at 2.1%.

There were 8,789 Aboriginal employees in the workforce under the Act in 2000, of whom 1,987 (or 22.6%) were in Banking, 2,975 (33.9%) in Transportation, 2,635 (30.0%) in Communications, and 1,192 (13.6%) in the Other sectors.

The number of Aboriginal employees increased in both full-time and part-time jobs by 277 and 35 jobs respectively, and the representation of the group in part-time jobs was higher than in full-time jobs (1.7% against 1.4%).

#### *Sectoral Profile*

Aboriginal Peoples' representation rose or was unchanged in all sectors in 2000 except in Banking where it fell from 1.3% to 1.2%. It plateaued at 1.8% in Transportation, but rose 0.2% to 1.3% in Communications, and 0.1% to 2.4% in the Other sectors. Since 1996, the rise in Aboriginal representation was most remarkable in Transportation (from 1.2% to 1.8%), but it rose also in Communications (from 1.1% to 1.3%), and in the Other sectors (from 2.0% to 2.4%). However, Aboriginal representation in Banking had no progress as it fluctuated since 1996 in the range of 1.1% to 1.3%.

#### *Regional Profile*

Over three-quarters of Aboriginal Peoples in the workforce under the Act in this reporting year

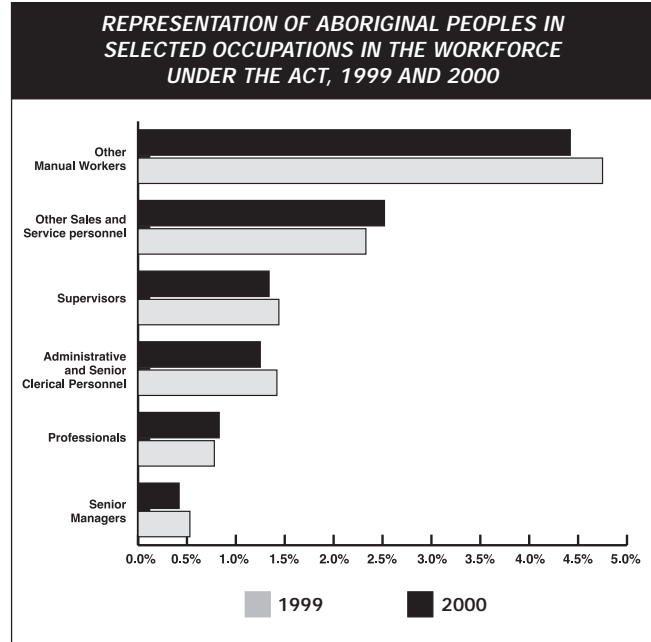
were located in four provinces: Ontario, Manitoba, British Columbia, and Alberta. The number of Aboriginal employees exceeded 1,000 in each one of these provinces. Their representation was unchanged at 1.1% in Ontario and at 1.9% in Alberta, but rose from 1.5% to 1.6% in British Columbia, and from 3.9% to 4.2% in Manitoba.

The Aboriginal representation as a percentage of the workforce under the Act in 2000 was higher than the national average in all western provinces and the territories as well as in Newfoundland. Aboriginal employees accounted for 18.1% of the workforce under the Act in the Northwest Territories, 6.0% in the Yukon, 4.8% in Saskatchewan, 4.2% in Manitoba, and 3.0% in Newfoundland. In contrast, Eastern and Central Canada (except Newfoundland), had lower Aboriginal representation, ranging from 0.6% in Prince Edward Island to 1.1% in Ontario.

### *Occupational Profile*

Almost 6 out of 10 Aboriginal employees in the workforce under the Act were largely concentrated in three occupational groups in 2000, namely, in clerical personnel, skilled crafts and trades and in semi-skilled manual workers. The distribution of Aboriginal employees in the 14 occupational groups shifted, with 4 occupations showing an increase, namely, professionals (from 6.4% to 6.8%), skilled crafts and trades (from 12.2% to 12.3%), semi-skilled manual workers (from 15.0% to 15.7%) and other sales and service personnel (from 2.0% to 2.9%). As a result of the shift in distribution, eight occupations showed a decrease, most notably in administrative and senior clerical personnel (from 6.2% to 5.4%). Over one third of all Aboriginal employees worked in clerical positions in 2000.

The percentage of Aboriginal employees in the two management groups fell by 0.2% to 6.1% in 2000, but rose slightly to 11.8% in the two professional groups.



As a percentage of the workforce, Aboriginal employees' representation rose in five occupations, but fell in three and was unchanged in six. The most notable rise was in other sales and service personnel (+0.4%), while all the declines were mild. The representation was above the global average of 1.5% in five occupations, most notably in other manual workers at 4.4%. The lowest representation was in senior management at 0.4%.

In Banking, Aboriginal employees' representation dropped in 9 occupational groups in 2000, and rose in one only. The most significant drops were in skilled crafts and trades (-1.0%) and other sales and service personnel (-0.7%). The rise occurred in skilled crafts and trades (+5.3%) but this reflected the hiring of one Aboriginal person in that group. A significant decline occurred in the two management groups where the combined representation fell from 1.4% to 1.1%.

Aboriginal Peoples fared better in Transportation, where representation rose in 9 occupations and fell in only three. Representation increased more significantly in administrative and senior clerical personnel (up 0.2%) and intermediate sales and service personnel (+0.2%), but fell (-0.2%) in semi-skilled manual work.

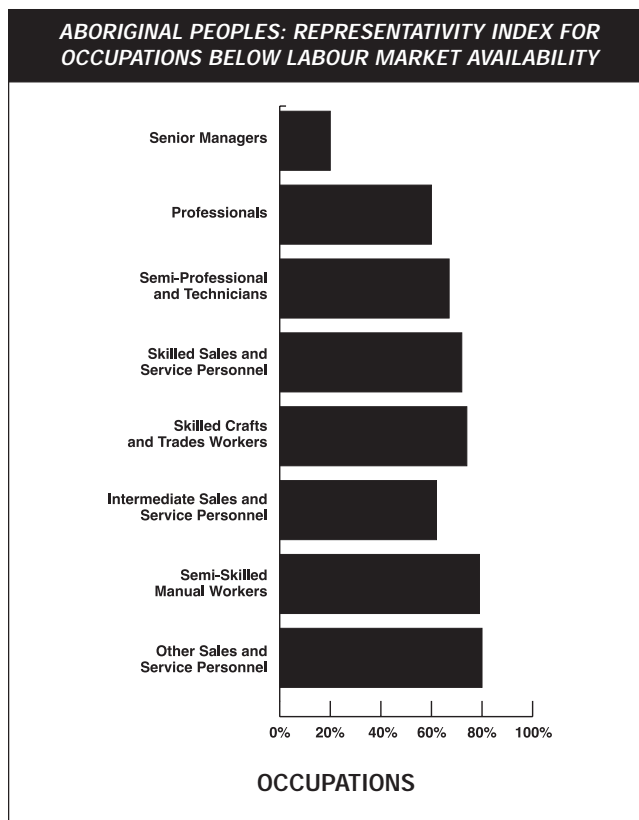


Although overall Aboriginal employees' representation in Communications rose 0.2% to 1.3% in 2000, it actually fell or remained the same in 9 occupations. The most notable declines were again in other manual workers (-3.8%), as it stood at 10.5% down from 18.1% in 1997. Aside from other manual workers, Aboriginal representation ranged between 0.3% in senior management to 2.2% semi-skilled manual workers. A 0.2% decline occurred in the senior management category and it was significant considering the 0.3% representation of Aboriginal employees in this occupational group. In contrast, of the five occupations where Aboriginal employees' representation increased, the most notable increase was in semi-skilled manual work (+1.4%).

Aboriginal employees' representation in the Other sectors rose from 2.3% to 2.4% and this was attributed to a boost in 7 occupations. The representation of this designated group in the Other sectors was above 2.4% in three occupations, namely, in other manual work (6.0%), semi-skilled manual work (4.5%), skilled crafts and trades (4.4%).

### REPRESENTATIVITY INDEX

Representativity index measures the percentage of representation of a designated group in the workforce under the Act, against labour market availability in the Canadian workforce. Aboriginal Peoples' representation in the workforce reached almost 70.5% of their labour market availability of the group in 2001 (1.5% of 2.1%). They were adequately represented in 3 occupations, but under-represented at varying degrees in 11 occupations. Their representation hit almost 80.0% of labour market availability in five occupations, but was between 50.0% and 79.0% in five, and severely under-represented in one occupation, namely, senior management, at 15.4% of their labour market availability.



### HIRING

Aboriginal Peoples had a higher share of hirings in the workforce under the Act (1.6% in 2000, compared to 1.5% in the previous year). This was still below the 1994 peak of 1.9%. The number of Aboriginal persons hired into the workforce under the Act was over 1,600 in the current reporting year, of whom 65.0% were placed in full-time jobs. The number of Aboriginal Peoples hired exceeded 1,000 in five out of the 13 reporting years (i.e., in 1989-1990, 1998-2000).

The hiring of Aboriginal employees was uneven in the four industrial sectors, with Transportation accounting for almost half of the 1,628 hires, followed by Communications, at 30.3%, Banking at 12.4%, and the Other sectors at 8.5%. At 2.3%, the Other sectors had the highest level of hirings of Aboriginal Peoples in 2000, followed by Transportation at 2.2%. However, of all new positions offered in Banking, only 0.9% went to Aboriginal Peoples down from 1.0% in 1999. The

share of Aboriginal Peoples in all hiring rose most notably in Communications from 0.8% in 1999 to 1.3% in 2000.

In the type of employment, 8 out of 10 Aboriginal hires into Transportation and the Other sectors were into full-time jobs, against less than 7 out of 10 in Banking, and 4 out of 10 in Communications.

The percentage of Aboriginal Peoples hired into the workforce under the Act in 2000 increased in 6 occupational groups, most notably in other sales and service personnel (+1.0%), semi-skilled manual work (+0.6%), and senior management (+0.4%). There were declines in 7 occupations, most notably in other manual work (-3.7%), skilled sales and service personnel (-0.5%), and semi-professionals and technical work (-0.4%). The drop in other manual workers from 6.3% in 1999 to 2.6% was an anomaly in the data as the 2000 figure was in line with years that preceded 1999.

#### TERMINATIONS

Over 1,450 Aboriginal employees were terminated in 2000, the fifth year in a row where Aboriginal terminations exceeded 1,000. Seven out of ten terminations were from full-time jobs. As a percentage of all terminations, more Aboriginal employees were terminated in 2000 compared to 1999 (1.6% against 1.5%). Sectorally, Aboriginal Peoples' terminations were lower in Banking (-0.2% to 1.4%) and the Other sectors (-0.7% to 2.4%), higher in Communications (+0.3% to 1.3%) and Transportation (+0.1% to 1.9%).

In 2000, the number of Aboriginal Peoples hired was higher than that terminated in the workforce under the Act. The net result was positive and an improvement over the past five years, as it represented a declining trend that started in 1995. In the period 1995-99, terminations exceeded or equalled hirings in every year.

#### PROMOTIONS

More Aboriginal employees were promoted in 2000, but their share of all promotions in the workforce under the Act remained at 1.4%. The

share was unchanged since 1995, although representation rose from 1.2% to 1.5% in the same period. In total, Aboriginal Peoples had almost 900 promotions in 2000 compared to 740 in 1999. Over 9 in 10 promotions of Aboriginal Peoples went to those in full-time jobs.

Over 45.0% of the Aboriginal Peoples' share of promotion activities occurred in Banking, followed by around 13.0% to 23.0% for each of the other three major sectors. The share of promotions of this designated group rose in three major industrial sectors, most notably in Transportation (+0.5% to 2.2%), and fell in Banking (-0.2% to 1.3%). In all sectors, Aboriginal employees' share of promotions was equal or higher than their representation.

A rise in the share of promotions of Aboriginal employees occurred in 9 occupations, most notably in semi-skilled manual work (+1.7%) and other sales and service personnel (+1.7%). The share decreased in 5 occupations, most significantly in skilled sales and service personnel (-1.1%).

#### SALARIES

The salary gap between Aboriginal women and all women widened again for the fourth year, and also widened between Aboriginal men and all men in 2000 after narrowing in 1999. The imbalance was persistent for the two Aboriginal gender groups against the total in upper and lower salary ranges.

The average salary of Aboriginal women working full-time in the workforce under the Act was \$37,923 in 2000 against \$44,036 earned by all women. The salary gap widened again this year, as Aboriginal women earned 86.1% of the average salary earned by all women. The gap narrowed in Banking and the Other sectors but widened in Transportation and Communications. Aboriginal women in Communications continued to earn the highest average salary in the workforce under the Act (\$40,261), and to enjoy the smallest gap in relation to all women's salaries in the sector (91.4%).

For Aboriginal men, the gap widened against all men, with Aboriginal men earning 86.3% of what

all men earned in 2000, down from 86.9%. Aboriginal men's average salary was \$48,238 in 2000 against \$55,920 for all men.

Almost 29.0% of Aboriginal women in the workforce under the Act working full-time earned less than \$30,000 in 2000 compared to 19.8% of all women. Only 13.2% of Aboriginal men were in this low range against 9.5% of all men. In the upper salary range, 12.9% of Aboriginal women earned over \$50,000 compared to 22.7% of all women. Aboriginal men were better off than women and Aboriginal women in the upper range as 34.0% of them earned \$50,000 and over in 2000. But this was still lower than all men whose proportion in the upper range reached 44.7% in 2000. Proportionally in the workforce under the Act, there were four men in the upper salary range for every two women, and in the Aboriginal workforce, there were five men against two women. Therefore, the double jeopardy for Aboriginal women is clear.

earned over \$50,000 in Banking, 30.7% in Transportation, 28.6% in Communications, and 42.3% in the Other sectors. In other words, there were seven Aboriginal men earning over \$50,000 against two Aboriginal women in Banking, but 4 against 2 in the other three major sectors.

<i>PERCENTAGE OF ABORIGINAL MEN AND WOMEN IN THE WORKFORCE UNDER THE ACT WHO EARNED \$50,000 OR MORE, 1999 AND 2000</i>			
	1999	2000	Change (% Points)
<b>Aboriginal Men</b>	31.3%	34.0%	2.7
<b>All Men</b>	42.8%	44.7%	1.9
<b>Aboriginal Women</b>	10.7%	12.9%	2.2
<b>All Women</b>	19.2%	22.7%	3.5

The stratification was worse than the total average in Transportation, where 47.9% of Aboriginal women employees earned less than \$30,000, and in Banking, where 35.2% were in the lower salary range. In contrast, in Communications and the Other sectors Aboriginal women in low salaries were a small minority (11.9% and 17.4%).

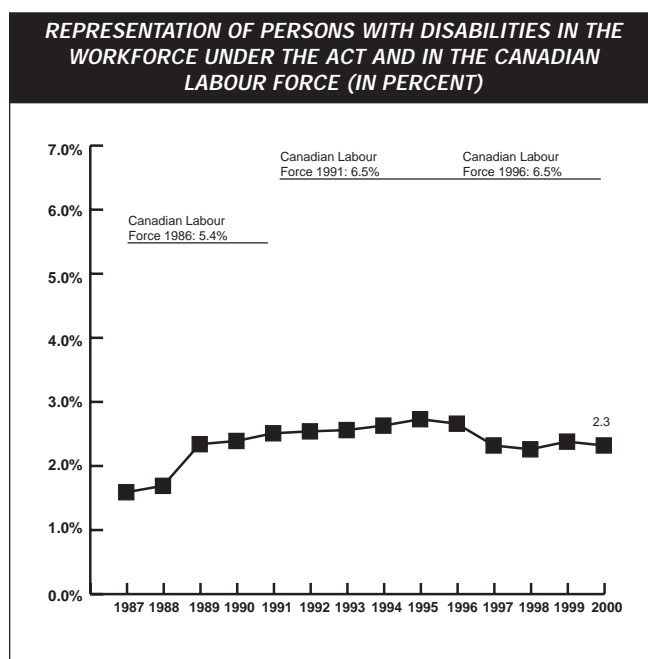
Almost 19.1% of Aboriginal women in the Other sector earned \$50,000 and over, the highest rate amongst the four industrial sectors. Banking (13.7%) and Communications (13.4%) followed this. Transportation had the lowest share of Aboriginal women earning at least \$50,000 (8.1%). However, Aboriginal women in the upper salary range experienced a serious imbalance against Aboriginal men, where 48.8% of them



## 4.4 Persons with Disabilities

- The representation of persons with disabilities fell this year, continuing a declining trend that started in 1996. The decrease is mainly attributed to activities in the Transportation sector.
- From a geographic perspective, over 7 in 10 employees with disabilities were located in three provinces in 2000.
- This group's share of hirings was higher in 2000, but its share of terminations was lower, while the share of promotions was unchanged during the same period.
- The salary gap between men and women with disabilities and all men and women narrowed in 2000.

### REPRESENTATION



The representation of persons with disabilities decreased in the workforce under the *Act* in 2000. This decrease was in line with a declining trend that started in 1996. Persons with disabilities represented 2.3% of the workforce in 2000, compared to 2.4% in 1999. There were 13,929 employees with disabilities in the workforce under the *Act*, down 139 from the level observed in 1999. The drop occurred in both full-time and part-time jobs.

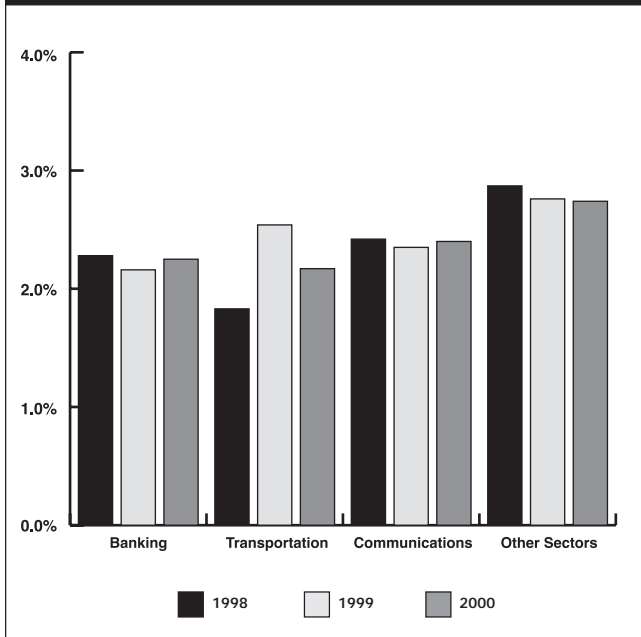
The representation of persons with disabilities in 2000 was short of the record 2.7% that was observed in 1995, while the number at 13,929 is also much lower than the historical record of 16,063, reported in 1995. Another benchmark to compare representation to is the labour market availability, which is estimated from the Health and Limitation Survey conducted by Statistics Canada. The last time this was estimated, it was based on the 1991 survey, which is already ten years old. The 2001 HALS survey results are to be released next year and are expected to show a labour availability of this designated group higher than 6.5%.

There were 8,797 men with disabilities in the workforce under the *Act* in 2000 and 5,132 women. Men were the majority at 63.2% of the total. The number of men with disabilities dropped by 184 in 2000, while women actually increased by 45 persons.

#### *Sectoral profile*

The representation of employees with disabilities ranged between 2.2% and 2.8% across the four industrial sectors. Over one third of these employees were in Communications, followed by 27.9% in Banking, and 25.7% in Transportation. The remaining 10.0% was in the Other sectors.

REPRESENTATION OF PERSONS WITH DISABILITIES IN THE WORKFORCE UNDER THE ACT BY SECTOR, 1999 AND 2000



*Transportation* and the *Other* sectors were the two major industrial sectors where the number of persons with disabilities decreased significantly in 2000. It dropped from 4,132 to 3,569 in Transportation (-13.7%), bringing the representation of employees with disabilities in that sector to 2.2% from 2.5%, the lowest among the four sectors. It also declined from 1,508 to 1,401 in the Other sectors (-7.5%) bringing representation to 2.8% from 3.0%.

The representation of employees with disabilities increased in *Banking* from 2.2% to 2.3%, but this remained a sharp contrast with 1990 when representation was 4.1% in the sector. The number of employees with disabilities in Banking decreased from 7,528 in 1990 to 3,873 in 2000.

Representation also increased in *Communications* from 2.3% to 2.4%, or from 4,624 to 5,037 employees. This sector was the largest employer of this designated group.

### Regional Profile

Almost three-quarters of all employees with disabilities, in the workforce under the Act in 2000, were located in three provinces, namely,

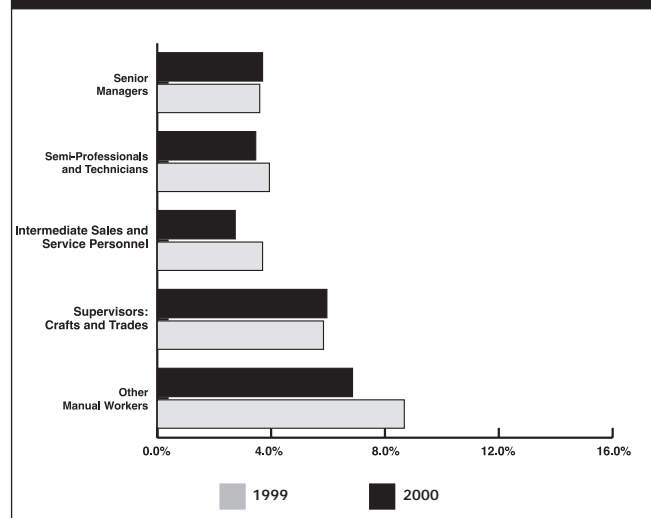
Ontario, Alberta, and British Columbia. Ontario had 44.3%, followed by Alberta at 13.6%, and British Columbia at 13.5%. Quebec and Manitoba had less than ten per cent of employees with disabilities each, at 9.9% and 7.3% respectively. In terms of numbers, Ontario had 6,056 employees with disabilities, Alberta 1,863, and British Columbia 1,845, Quebec 1,358, and Manitoba 963. The Atlantic Provinces and the northern territories had among them 11.6% of employees with disabilities in the workforce under the *Act*.

The representation of employees with disabilities in the workforce under the *Act*, improved in five regions, most notably in Ontario (+0.9% or a gain of 87 employees), and Newfoundland (+0.3% or 39 employees). But it fell in three regions, most notably in British Columbia (-1.1% or a loss of 167 employees), and Alberta (-0.4% or 65 employees).

### Occupational Profile

The representation of employees with disabilities increased mildly (+0.1%) in three occupational groups only. However, it fell in 8 occupational groups, most notably in other manual work (-0.9%), intermediate sales and service (-0.5%), and semi-professional and technical occupations (-0.3%). These movements had an impact on the concentration of persons with disabilities in several occupations. The share increased in

REPRESENTATION OF PERSONS WITH DISABILITIES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 1999 AND 2000



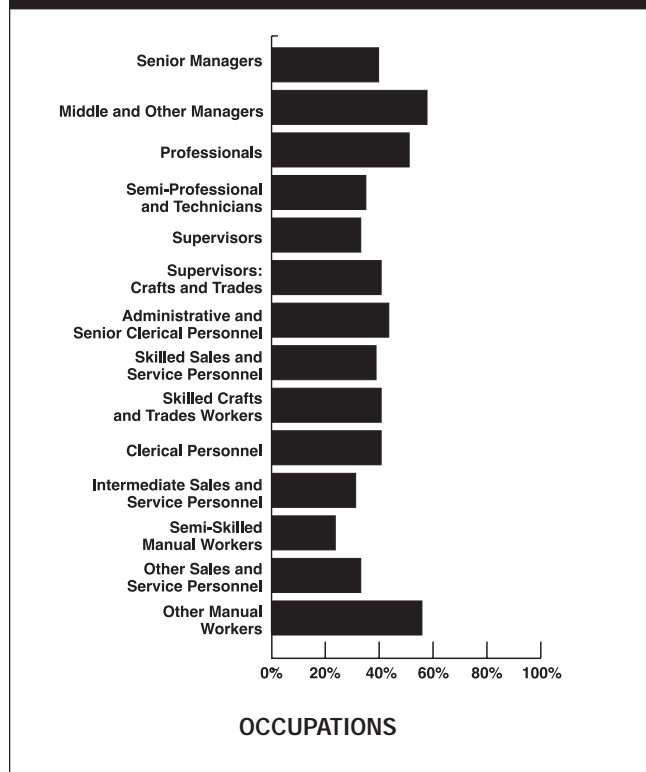
clerical personnel from 33.7% to 35.4%, and in professionals from 9.9% to 10.5%, but fell in skilled crafts from 13.2% to 12.6%.

The representation of employees with disabilities was over 2.3% in five occupations: supervisors-crafts and trades (3.0%), skilled crafts and trades workers (3.1%), clerical personnel (2.7%), other sales and service personnel (2.4%), and other manual workers (3.4%).

### REPRESENTATIVITY INDEX

The representativity index measures the percentage of the representation of a designated group against its labour availability in the Canadian workforce. Employees with disabilities' representation in the workforce under the Act in 2000 was sharply below their labour availability estimated in 1991 at 6.5%. The ratio of representation to availability was only 35.4%. This designated group remains under-represented in all 14 occupations without exception, and is severely under-represented in 12 occupations (where representation is below 50.0% of availability).

**PERSONS WITH DISABILITIES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW LABOUR MARKET AVAILABILITY**



### HIRING

Persons with disabilities' share of hirings in the workforce under the *Act* in 2000 rose 0.1% to 1.0%. However, the share still follows a declining trend that started in 1993 at 1.7%, and this is the only group where the share of hirings is much below representation of employees with disabilities in the workforce (1.0% against 2.3%). Furthermore, the current share of hiring at 1.0% is a fraction of the availability of this designated group in the Canadian labour force. There were 991 persons with disabilities hired into the workforce under the Act in the current reporting year. The year 1989 had the highest number of persons with disabilities hired at 1,308 persons.

Hiring of persons with disabilities fell only in the Other sector (-0.1% to 0.9% of all hires in the sector) and was unchanged in Transportation at 0.9%. It rose in Banking (+0.1% to 1.1%) and Communications (+0.1 to 1.0%). Communications accounted for 38.6% of persons with disabilities hired, followed by Transportation at 32.8%, Banking at 23.2%, and the Other sectors at 5.5%. In 2000, as compared with the previous year, the recruitment of employees with disabilities increased in 7 occupations and fell in 5, but the total impact was positive as the increases exceeded the declines and the overall share in recruitment increased to 1.0%. Hiring of persons with disabilities increased significantly in senior management (from 0.6% to 0.8%), supervisors crafts and trades (from 0.5% to 1.5%) and in administrative and senior clerical personnel (from 1.0% to 1.4%). There were no notable drops.

### TERMINATIONS

As a percentage of all terminations, employers under the *Act* terminated fewer employees with disabilities in this reporting year (1.9%) compared to 1999 (2.0%). This share was lower than the designated group's representation in the workforce under the *Act*, and is much lower than the peak of terminations of 2.5% observed in 1995. But it is almost double the intake through hirings in 2000 (1.0%). The number of terminations of employees with disabilities was 1,797 up from 1,479 in 1999.

Sectorally, Banking and Communications accounted for two-thirds of all terminations of employees with disabilities. The remaining one-third was divided between Transportation (23.7%) and the Other sectors (11.5%). The termination of employees with disabilities was lower in Banking (from 2.5% to 2.1%) and Communications (from 1.9% to 1.8%), higher in the Other sectors (from 2.9% to 3.0%), and unchanged in Transportation (1.6%).

The rate at which employees with disabilities are leaving the workforce is alarming. In 2000, the number of employees with disabilities terminated was higher than that hired. The net result was a drop in persons with disabilities' employment. This situation has become a trend that resulted in the population of persons with disabilities in the workforce under the *Act* eroding from 16,063 in 1995 to 13,929 in 2000. In the period 1995-2000, terminations exceeded hirings in every year, and the number of employees with disabilities leaving the workforce exceeded those who were hired by 4,275 persons.

Persons with disabilities were the only designated group in which more people have been terminated than hired in the past six years. Moreover, persons with disabilities were the only designated group under the *Act*, which experienced net declines over the past 14 years, with the exception of 1989. Over the entire period, the net effect of hirings less terminations was 9,568 persons with disabilities. In 1989, the only year that this was reversed, the net addition was only 63 employees. If not for more effective use of self-identification surveys by employers, the representation of persons with disabilities would have decreased much more severely as the net intake is almost always negative. Representation figures of persons with disabilities are sometimes improved by the fact that more employees, already in the company, self-identify as belonging to this designated group.

## PROMOTIONS

The share of promotions received by employees with disabilities as a percentage of all promotion

activities by employers under the *Act* was unchanged in 2000 at 1.9%, but was below their representation of 2.3%. It was also much lower than the record level of 2.8% observed in 1990. The share of promotions has been declining for this designated group since 1990. In terms of numbers, there were 1,135 employees with disabilities promoted in 2000, up from 979 in 1999. The 15.9% increase in the number is offset by the larger 16.4% rise in the total number of promotions (51,911 to 60,432).

Three-quarters of the share of promotions earned by persons with disabilities occurred in Banking and Communications. These two sectors account for 64.2% of all persons with disabilities in the workforce under the *Act*. The remaining quarter of promotions to employees with disabilities was divided between Transportation (15.1%) and the Other sectors (10.0%).

The share of promotions of this designated group rose in Banking from 1.7% to 1.9%, but dropped in Transportation (from 2.1% to 1.9%) and Communications (2.0% to 1.6%). It remained unchanged at 2.4% in the Other sectors. Despite the drop, Banking still accounted for 50.0% of all the promotions earned by employees with disabilities in the workforce under the *Act*. It should be noted that the share of promotions of employees with disabilities was lower than their representation in every sector.

## SALARIES

The salary gap between men with disabilities and all men and women with disabilities and all women narrowed in 2000. In 2000, men with disabilities in the workforce under the *Act* earned on average 95.9% of what all men earned for full-time work. The average salary of men with disabilities was \$53,638 in that year compared to \$55,920 for all men in the workforce. The average salary of women with disabilities represented 95.8% of the average salary of all women, but this figure was lower than in 1997 when it reached 95.9%. Women with disabilities earned \$42,197 in 2000 compared to \$44,036 for all women.



**AVERAGE SALARIES OF PERSONS WITH DISABILITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX AND BY SECTOR, 2000**

	Men with disabilities	Women with disabilities
Banking	100.5%	97.7%
Transportation	97.8%	101.9%
Communications	90.8%	90.8%
Other sectors	96.4%	93.4%
ALL SECTORS	95.9%	95.8%

Among the four major industrial sectors, men with disabilities had their highest average salary in Banking (\$70,262) and the lowest in Communications (\$47,327). They also had the widest salary gap in Communications where they earned 90.8% of all men's average salary. Men with disabilities' salary gap disappeared in Banking in 2000 where they earned 100.5% of all men's salaries. In other words, men with disabilities in Banking had higher salaries compared to all men in 2000.

Women with disabilities again had their highest average salary in the Other sectors (\$45,272) and the lowest in Transportation (\$39,879). But this average salary in Transportation was higher than that of all women, and consequently women with disabilities have closed the gap against all women and even surpassed them in earnings. Women with disabilities had the widest gap in Communications (90.8%).

The percentage of men with disabilities in the workforce earning \$50,000 or more was lower than the percentage of all men (44.7% compared to 39.9%). The relation was reversed for the lower salary band as only 7.4% of men with disabilities earned less than \$30,000 on average compared to 9.5% of all men.

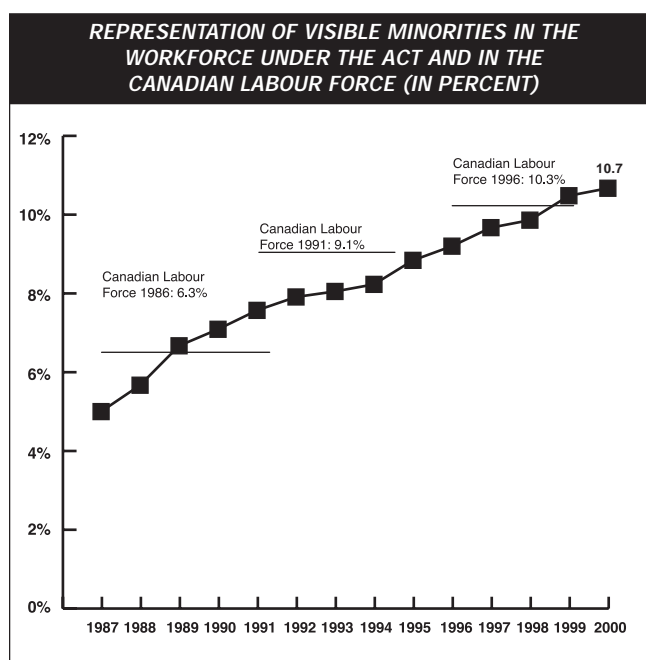
A slightly higher percentage of women with disabilities than the percentage of all women in the workforce earned less than \$30,000 in 2000 (20.2% compared to 19.8%). At the other end of the salary scale, 18.1% of women with disabilities earned \$50,000 or more compared to 22.7% of all women.



## 4.5 Members of Visible Minorities

- The representation of members of visible minority groups increased again in 2000.
- Members of this group had higher shares of hiring and promotions in 2000 compared to 1999.
- Although the share of terminations was higher this year, the net effect of hirings minus terminations was positive as hirings exceeded terminations. Of note also is the fact that the share of promotions received by visible minority employees was higher than their representation in the workforce under the Act.
- The salary gap narrowed for visible minority men against all men, but slightly widened for visible minority women against all women.

### REPRESENTATION



In 2000, the workforce under the *Act* included 63,869 members of visible minorities. Their representation increased again, from 10.5% in 1999 to 10.7% in 2000. This level is a significant improvement for visible minorities over the past five years, but is lower than the forecast of their labour market availability of 14.0%, expected in the 2001 census. The 10.3% labour availability figure established in the 1996 Census should be viewed as a minimum benchmark and used as proxy comparison until more recent data are available.

Almost 8 in 10 visible minority employees were in Banking and Communications in 2000. Banking

had 44.8% of employees in this designated group, followed by Communications with 32.0%, Transportation with 17.8%, and the Other sectors with 5.5%.

Historically, there were more visible minority women in the workforce under the *Act* than visible minority men, but this is changing as women exceeded men by only 0.4% in 2000 compared to a difference of 12.0% in 1987. The number of visible minority men increased more significantly than visible minority women in the past three years, as men's share rose by 5,275 employees (up 20.0%) and women's by 3,500 (up 12.2%).

The representation of members of visible minorities increased more significantly in part-time work, by 0.6% to 11.7% in 2000. In contrast, the increase was small in full-time work, rising 0.2% to 10.6%. The number of visible minority employees in full-time jobs increased by almost 2,700 to 53,962, while that in part-time was almost unchanged. As a result, the percentage of members of visible minorities working full-time in 2000 was 84.2% against 85.1% of all employees in the workforce under the *Act* who worked full-time.

#### *Sectoral Profile*

The representation of members of visible minorities increased in two of the four industrial sectors in 2000, but fell in the other two.

Surprisingly, Transportation, which experienced the most significant increase in the representation of members of visible minority groups in the past

two years, had a lower representation rate for this designated group of 6.9% in 2000 compared to 7.1% in 1999. In contrast, Banking had the highest improvement in representation of this group from 15.8% to 16.6%, followed by Communications, where the share rose from 9.4% to 9.9%. The Other sectors experienced a decline in representation of visible minorities from 7.3% to 6.9%.

### Regional Profile

Almost 96.0% of visible minority employees in the workforce under the *Act* in this reporting year were located in four provinces and in the following order of magnitude: Ontario, British Columbia, Alberta, and Quebec. Ontario alone accounted for two-thirds of all visible minority employees in Canada under the Act. This province had 40,230 visible minority employees, followed by British Columbia with 11,022 (or 17.5%). The remaining provinces and territories had combined only 4.4% of all visible minority employees under the Act.

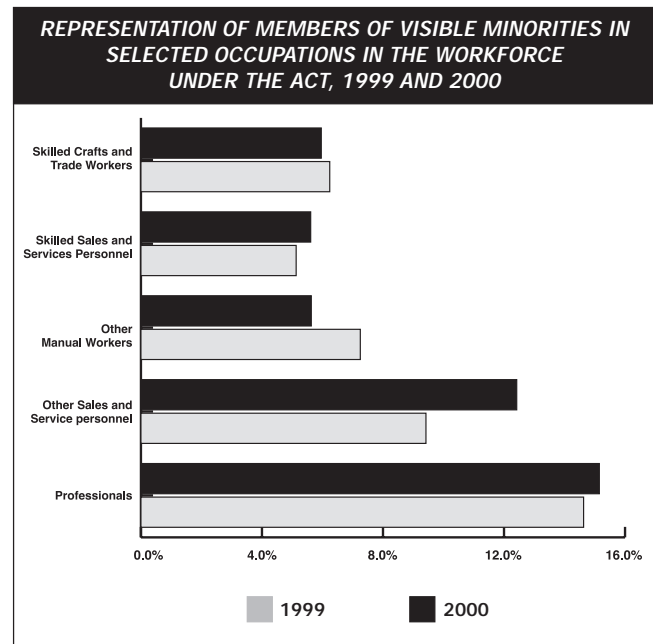
The number of visible minority employees exceeded 1,000 in three other provinces, namely, Alberta (4,568), Quebec (4,349) and Manitoba (1,538).

The representation of visible minority employees as a percentage of the workforce under the Act improved by 0.5% to 15.4% in Ontario, by 0.3% to 4.0% in Quebec, and by 0.2% to 5.3% in Manitoba. Representation rate was unchanged at 15.8% in British Columbia and at 7.6% in Alberta. The third Prairie province, Saskatchewan, also had higher representation of visible minority employees at 3.0%. Only Prince Edward Island and the three northern territories experienced a decline in the representation of this designated group.

### Occupational Profile

In 2000, eight out of ten visible minority employees in the workforce under the Act worked in 5 occupational groups, namely, middle and other managers, professionals, administrative and senior clerical personnel, clerical personnel, and semi-skilled manual workers. This distribution is stable now over several previous years.

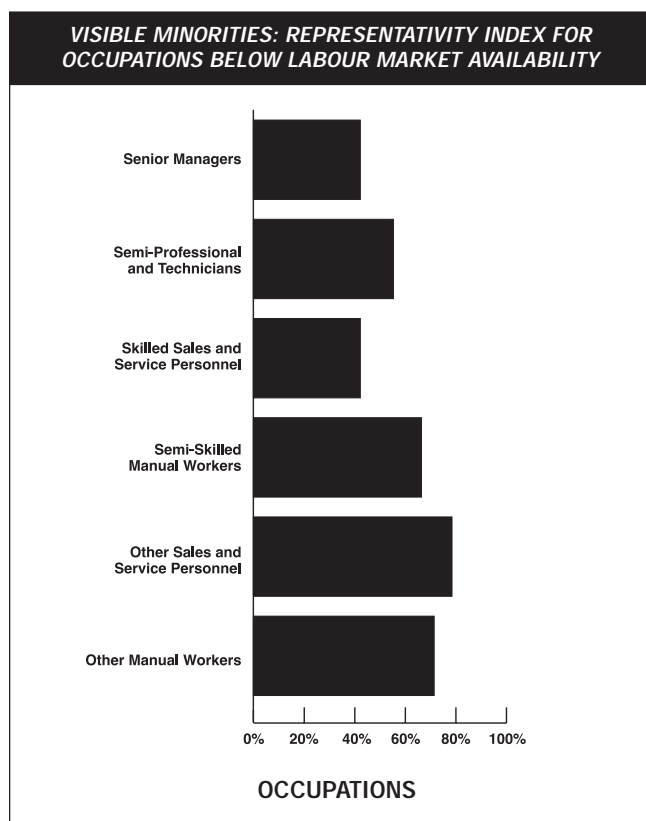
Visible minority employees were relatively more concentrated in the professionals group compared to the other designated groups. Over 17.1% of all visible minority employees were professionals in 2000, against 11.7% of women, 6.8% of Aboriginal Peoples, and 10.5% of persons with disabilities. However, only 8.5% of visible minority employees were in the two management groups, against 11.4% for the entire workforce, 11.9% for all men, 11.2% for women, 9.9% of employees with disabilities and 6.1% of Aboriginal employees.



The representation of visible minority employees increased in 9 occupations in the workforce under the Act, most notably in other sales and service personnel (up 3.0%), professionals (+0.5%), and skilled sales and service personnel (+0.5%). Representation dropped in 5 occupational groups, most notably in other manual work (dropped - 1.6%). Compared to their overall representation of 10.7% in the workforce under the *Act*, visible minority employees made up 15.2% of professionals, 12.4% of supervisors, 16.1% of administrative and senior clerical personnel, 12.9% of clerical personnel, and 12.4% of other sales and service personnel.

### REPRESENTATIVITY INDEX

The representativity index measures the percentage of representation of a designated group against the Canadian workforce. Visible minority employees' representation in the workforce under the *Act* has reached 10.7% in 2000, which is 76.4% of their expected labour market availability of 14.0%. Also, they remain under-represented in 9 occupations, most severely in four (senior management at 43.3% of labour availability and skilled sales and service personnel at 45.6%, semi-professionals and technicians at 52.9% and other manual workers at 50.3%).



### HIRING

Members of visible minority groups had a higher share of hirings in the workforce under the *Act* in 2000 (12.1% compared to 10.7% in the previous year). This was another historical record since 1997 when the share of hirings was also 12.1%. It also compares favourably with share of representation at 10.7%.

More than 12,200 members of visible minority groups were hired into the workforce under the

*Act* in the current reporting year. This represents the highest number ever of visible minorities hired. The last record year was 1989 when 10,602 visible minority persons were hired, but that made only 10.1% of all hires in that year, and was the only time the number of visible minority hires exceeded 10,000 persons.

The hiring of members of visible minorities rose in the three major industrial sectors, but fell in the Other sectors, exactly the opposite of what happened in 1999. Communications accounted for 4 in 10 visible minority hires, followed by Banking and Transportation at almost 3 in 10 hires each. The Other sectors accounted for 3.4% of all visible minority hirings, a sharp decline from 1999 when these sectors accounted for almost 6.5% of all hires of visible minorities.

The recruitment of members of visible minority groups was strong in Banking in 2000, accounting for 16.6% of all hires in the sector compared to 14.4% in the previous year. Hiring of members of visible minority groups rose 2.3% to 9.7% in Transportation, 1.1% to 12.6% in Communications, but fell 2.9% to 7.0% in the Other sectors. The Other Sector recruited 419 visible minority persons in 2000.

In the type of employment, slightly over 7 out of 10 visible minority hires into Banking, Transportation, and the Other sectors were into full time jobs, against less than 5 out of 10 in Communications.

Three-quarters of hirings of members of visible minority groups, into the workforce under the *Act*, occurred in three occupations only, namely, professionals (13.4%), clerical personnel (36.4%), and semi-skilled manual workers (21.5%). The remaining one quarter was distributed unevenly across the remaining occupations. Almost 3.8% were hired into the middle and other managers occupation but slightly less than 0.1% were hired into the senior managers group.

The percentage of members of visible minority groups hired into the workforce under the *Act* increased in 9 occupations, with very significant

increases, reaching a 6.0% rise in some occupations. Decreases occurred also in 4 occupations, reaching a maximum decline of 1.7%. The increases were most notable in intermediate sales and service personnel (up 5.7% to 14.8%), other sales and service personnel (+4.4% to 14.4%), administrative and senior clerical personnel (+3.0% to 14.8%), skilled sales and service personnel (+2.2% to 6.9%). The declines were most noticeable in senior management (down from 3.2% to 1.6%), supervisors - crafts and trades (dropped by -1.5% to 2.8%) and other manual work (-1.7% to 3.3%).

There were 4,350 more members of visible minority groups hired into the workforce under the *Act* in 2000. This increase was reflected mainly in professionals (+408), clerical personnel (+1,534), semi-skilled manual workers (+906). Compared to an overall share of hirings of 12.1% in 2000, the recruitment of members of visible minority groups reached 15.3% in professionals, 14.8% in administrative and senior clerical personnel, 14.2% in clerical personnel, and 14.4% in other sales and service personnel.

## TERMINATIONS

Over 10,300 visible minority employees were terminated in 2000, almost 3,200 more than the number terminated in 1999. As a percentage of all terminations, employers under the *Act* terminated more visible minority employees in this reporting year compared to 1999. At 11.1%, the share of visible minority employees who were terminated as a proportion of all terminations was 1.3% higher than that observed in the previous year (9.8%), and was also higher than their representation in the workforce under the *Act* (10.7%).

Sectorally, Communications accounted for 39.6% of all terminations of visible minority employees, followed by Banking at 39.0%, Transportation at 17.7% and the Other sectors at 3.7%. With the exception of the Other sectors, the termination of members of visible minority groups was higher in all sectors in 2000. The share of terminations rose 0.8% to 6.9% in Transportation, 0.7% to 14.5% in Banking, and 1.9% to 12.7% in Communications. It fell 0.6% to 5.5% in the Other sectors.

In 2000, the number of visible minority employees terminated was smaller than that hired in the workforce under the *Act*. The net result was a rise in visible minority employment, and was in line with the trend established since 1995. In the period 1995-2000, hirings exceeded terminations in every year for a cumulative positive impact of 5,419 employees.

In the employment type in 2000, more members of visible minorities were hired than were terminated in part-time work (by 1,171) than in full time work (+798).

## PROMOTIONS

The share of promotions received by members of visible minority groups of all promotion activities by employers under the *Act* increased 0.3% in 2000 to 14.4%. The share in this reporting year is also much higher than the level of representation of visible minority employees of 10.7%. It is also the highest level of promotions received by visible minority employees since the first year of reporting under the *Act* in 1987. The rise has followed a trend that started in 1993 at 8.4%.

In 2000, 8,727 visible minority employees were promoted compared to 7,315 in 1999. Over 9 in 10 of these promotions occurred in full-time jobs, similar to the previous year.

Almost 9 in 10 promotions of members of visible minority groups occurred in Banking and Communications. The remainder was divided between Transportation 7.6% and the Other sectors 4.0%. The share of promotions of this designated group was unchanged at 18.3% in Banking, still the highest achieved since 1987, and 1.7% higher than visible minority representation in the sector in 2000. The share rose 1.5% to 13.0 in Communications, the highest historically and 3.2% higher than visible minority representation in the sector. It also rose 1.4% to 7.4% in Transportation, a level that is also better than representation. In contrast, promotions' share fell 0.4% to 7.4% in the Other sectors, compared to a representation level of 6.9% in 2000.

The share of promotions of members of visible minority groups, in the workforce under the *Act*, increased in 7 occupations and decreased in 6. Most significantly, their share of promotions rose in intermediate sales and service (up 6.2%), skilled sales and service (+2.0%), senior management (+1.1%), professionals (up 1.0%). Notable declines in the share of promotions occurred in other manual work (down 2.9%), semi-skilled manual work (-2.3%), and other sales and service personnel (-1.5%), and supervisors-crafts and trades (-2.2%).

Visible minority employees received 19.1% of all promotions going to professionals, 19.3% of promotions to administrative and senior clerical personnel, and 16.7% to clerical personnel. These shares were significantly higher than the representation of visible minority employees in these occupations, e.g., 15.2% in professionals, 16.1% in administrative and senior clerical personnel, and 12.9% in clerical personnel.

## SALARIES

**AVERAGE SALARIES OF MEMBERS OF VISIBLE MINORITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX, 1999 AND 2000**

	1999	2000
Visible minority men	92.4%	92.8%
Visible minority women	96.4%	96.4%

In 2000, the average salary of visible minority men working full-time was \$51,884, or 92.8% of what all men in the workforce earned for this type of work. With an average salary of \$42,447 the same year, visible minority women earned 96.4% of what all women earned for full-time work. The salary gap was less than 7.2% for visible minority men, and less than 3.6% for visible minority women. This gap narrowed a bit for visible minority men this year, but slightly wider for visible minority women.

The widest salary gap between visible minority men and all men in 2000 continued to be in Banking, as visible minority men earned on average 82.8% of all men's average salary. The salary gap between visible minority men and all

men was 17.2% in Banking, 14.9 in Transportation, 9.2% in Communications. In contrast, visible minority women's gap was highest in Transportation (7.9%), followed by Communications (5.9%), and Banking (2.7%). Of note is the fact that both visible minority women and visible minority men earned higher salaries than all men and women in the Other sectors, where their earnings were 113.7% and 107.0% respectively of the two control groups.

**PERCENTAGE OF VISIBLE MINORITY MEN IN THE WORKFORCE UNDER THE ACT WHO EARNED \$50,000 OR MORE, 1999 AND 2000**

	1999	2000	Change (% Points)
Visible Minority Men	36.2%	38.9%	0.2
All Men	42.8%	44.7%	1.2
Visible Minority Women	16.9%	20.1%	3.2
All Women	19.2%	22.7%	3.5

In 2000, 13.9% of visible minority men earned less than \$30,000 compared to 9.5% of all men in the workforce under the *Act*. The situation was better at the other end of the salary scale, where 38.9% of visible minority men earned \$50,000 or more, against 44.7% of all men. Visible minority women were not far behind all women in terms of salary bands. For instance, 21.6% of visible minority women earned \$30,000 or less compared to 19.8% for all women, a difference of 1.8%. The difference was also small for those earning \$50,000 or more, as 20.1% of visible minority women being in that group compared to 22.7% for all women. But these findings also confirm the presence of double jeopardy for visible minority women against all men: while visible minority women remain behind all women in every salary band, all women also remain behind all men, creating a two-tier stratum.





# Appendix A: Glossary of Terms

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## *Average Salary Calculations*

Estimates of average salaries are based on information from Form 3 of the employers' reports. Salary information is reported by salary ranges. Estimates of average salaries for full-time work were calculated using the midpoint of each range as a proxy for its salary value. For the highest salary range (\$70,000 and over), the mean value for the range was derived in 1987 from projections of the salary distribution curve. For each year following 1987, this value was adjusted using the consumer Price Index. For reporting year 1997, this value was adjusted to take into account that the highest salary range went from \$70,000 and over to \$100,000 and over.

## *Canadian labour force*

The term "Canadian labour force" (or "labour force") is used to describe those people 15 years of age or older who worked in Canada at any time from January 1, 1995 until May 1996 (the time of the last Census). For persons with disabilities, data from the 1991 Health and Activity Limitations Survey (HALS) conducted by Statistics Canada were used. In this case, the data refers to people aged 15 to 64 years and who worked sometime between January 1, 1986 and June 1991. The Canadian labour force is distinct from the "workforce under the Act" (see definition, below).

## *Census Metropolitan Area (CMA)*

A Census Metropolitan Area is an urban region identified by Statistics Canada as having a population of more than 100,00 people. The Employment Equity Act identifies eight designated CMAs. They are: Vancouver, Calgary, Edmonton, Regina, Winnipeg, Toronto, Montreal and Halifax.

## *Changes in representation*

Many factors contribute to the changes in the representation levels of members of designated groups in the workforce under the *Act* from one year to another. Some of these factors directly

affect the employment situation of members of designated groups in the workforce and relate to employment equity. For instance, the number of employees hired and promoted represents opportunities employers had to improve the representation of designated groups in their workforce. Other factors, such as changes in the rate of self-identification of members of designated groups and changes in the composition of the groups of employers reporting under the *Act*, affect the statistical profile of the designated groups. However they do not actually improve the employment situation of individuals in these groups.

## *Concentration*

Refers to the extent to which members of a designated group are found in a particular occupational groups or geographic area. If Aboriginal peoples are concentrated in one type of job, a high percentage of Aboriginal Peoples work at that occupation.

## *Distribution*

Refers to how members of a designated group are spread or dispersed (in terms of percentages) among regions, sectors, occupational groups, salary ranges, etc. For example, if we said that "Women are distributed evenly among the four industrial sectors in the "workforce under the Act", it would mean that 25% of all women in the workforce are found in each of the sectors.

## *Employment Equity*

### *Occupational Groups (EEOG)*

Employers are required to categorise their employee data by occupational category on several forms when they prepare their report. The employment Equity Regulations specify the 14 occupational groups that employers now use. These groups are related to the new National Occupational Classification (NOC) that Statistics Canada uses in collecting labour force data.

### *Industrial Sector*

Most employers covered by the *Act* fall in one of three main federally regulated sectors in Canada: Banking, Communication and Transportation. For the purpose of this report, the grouping "Other Sectors" includes all Crown corporations and individual industries (e.g., nuclear energy, grain elevators, and metal mines) that fall under federal jurisdiction, but are not included in the first three sectors

### *Representation*

Refers to the percentage of all employees in a particular occupation, salary range, sector, etc. who are members of a designated group. For example, if 45% of all employees in sector X are women, their representation in that sector is 45%. Similarly, if the representation of women is high in a particular occupation, a high percentage of all employees in it are women.

### *Terminations*

Refers to the number of employees terminated from the workforce. A terminated employee is defined as an employee who retired, resigned, was laid off or dismissed, or otherwise ceased to be an employee in a company covered by the *Act*.

### *Wage gaps*

The estimated average salary of women is expressed as a percentage of men's estimated average salary, for full time work. For the other designated groups, the average salaries of men and women in a designated group are expressed respectively as a percentage of the average salaries of all men and of all women in the workforce. This percentage gives an indication of the differences in earning between the groups.

### *Workforce or workforce under the Act*

In this report, the terms "workforce" or "*workforce under the Act*" always refer to those people who work for employers covered under the *Employment Equity Act*. The figures are derived from employers' reports. The workforce under the *Act* is distinct from the "Canadian labour force" (see definition, above).

# Appendix B:

## Ratings Methodology

The following rating methodology is based on the numerical data contained in the six reports that employers covered by the Employment Equity Act prepare each year. The ratings provided in the Annual Report to Parliament do not reflect the degree of difficulty encountered by employers in achieving equity for designated groups. The qualitative side of the current or future status of the company and the difficulty of accommodating various designated group members is normally viewed within the context of an audit conducted by the Canadian Human Rights Commission (CHRC).

The purpose of rating employers is:

- To evaluate quantitatively the situation of designated group members in individual companies covered by the Act and the progress made by the groups in these companies; and
- To provide companies with a tool that summarises their quantitative performance and allows them to make comparisons.

Please note that the ratings have a limited focus compared to the extensive audits performed by the CHRC. It is the responsibility of the Canadian Human Rights Commission (CHRC) to verify whether employers have met their obligations as stipulated in the Employment Equity Act (sections 5, 9 to 15 and 17).

The methodology contains the following elements:

- Six indicators showing representation, clustering, salary gap, hirings, promotions and terminations;
- An alphabetical employer rating based on the sum of the six indicators (A, B, C, D, or Z).

### Ratings and Indicators

The ratings provide a measure of the six indicators in a single score. Data gathered from employers and from the Census information on the labour force are used to generate this measure of quantitative performance. A score from 1 to 16 (1 being the least score) is assigned for each designated group in each employer's workforce. Using standard methods in statistics, weights are attached to the component data parts, which ultimately combine to create a rating that summarises all 6 indicators. This comprehensive index is an objective and accurate measure of an employer's quantitative performance.

The six indicators are based on the numerical data submitted annually by individual employers covered by the Act. They reflect the situation of the designated groups in the company's workforce at the end of a calendar year. They indicate the progress experienced by the designated group members in representation, occupational distribution and salary, as well as their shares of hirings and promotions and the company's efforts in retention.

A good situation would meet the following conditions:

- An employer's workforce should mirror the labour market availability of a designated group in the Canadian labour market<sup>4</sup>
- Members of designated groups would work in the same types of jobs as other employees in the same organisation as reflected in the 14 occupational categories, and receive adequate shares of hirings and promotions.

<sup>4</sup> While equalling or surpassing the labour market availability of the four designated groups is an important milestone in achieving a representative workforce, it is not the perfect benchmark for an employer. For example, the occupational distribution of the designated groups has some imperfections such as inadequate educational opportunities. Other barriers to entry also exist in the labour market, and the weakness of the occupational data by industry is that not all available/potential employers are included.

- Members of designated groups would earn, on average, the same salaries as other employees in the same organisation, and not adversely suffer terminations.

### Indicator 1 - Representation

Indicator 1 measures the representation of designated groups in the employer's workforce against the labour market availability of the designated group. Availability data are used as an external benchmark for the employer, and its calculation is based on Canadian census data for provinces and CMAs in which the employer has employees.

Shares of designated groups in an employer's workforce are compared against the labour market availability for each designated group.

#### Example:

*Zoom Airlines has 1,000 employees, of whom 100 (or 10%) are members of visible minority groups. The labour market availability of visible minority groups is 9%. Zoom Airlines is considered having adequate representation for this designated group since its representation is equal to/ higher than the labour market availability.*

#### Scoring for Indicator One

The scores for this indicator range from 0 to 4, as explained below:

- A representation that is 90% and over of labour availability receives 4 points;
- A representation between 75% and 89% of availability receives 3 points;
- A representation between 65% and 74% of availability receives 2 points;
- And a representation between 50% and 64% receives one point.
- Any representation of less than 50% of the labour market availability receives no points.

#### Example

*In Zoom Airlines, women represent 40% of the employer's workforce, and their labour market availability is 45%, then the ratio of representativity would be 89% (40 divided by 45), and the employer receives 3 points.*

### Indicator 2 - Clustering

Indicator 2 tests clustering, showing the degree to which designated groups are equitably represented in all 14 occupational groups. It measures the extent of concentration of designated groups in the 14 occupational groups by weighing their representation and percentage share in each occupational group, and calculating an occupational equity index. The objective is to determine whether members of a designated group are concentrated in particular types of jobs that tend, for example, to offer lower salaries and less chance for advancement than those held by the rest of an organisation's employees.

#### Example

*The Thrifty Trust Company employs 3,000 people, 2,000 of whom are women. About 600 (20%) employees of all employees are in the Middle and Other Managers occupational groups. However, only 6% of women are in these occupations, although they represent 66% of all employees in the company. Most women are working in lower-end Clerical Workers jobs. These figures indicate that women are under-represented in the managerial jobs, with a large concentration of women working in a particular area (in this case, the lower end clerical jobs).*

#### Scoring for Indicator Two

There are 14 occupational groups for employment equity purposes (EEOGs). They represent groupings of 522 individual occupations classified according to the National Occupational Classification code (NOC). In NOC, jobs are classified according to "skill type" (the type of work performed) and "skill level" (the minimum level of education or experience required of the job). The skill levels associated with the classification system are used to assign a value to each of the fourteen EEOGs (shown in the chart below). The representation share of a designated group found in an occupation is then multiplied by each value. For example, the EEOG "Senior Managers" is accorded a value of 6, and "Other Manual Workers", at the lower-end, a value of 1. The other 12 EEOGs are assigned weights anywhere between 2 and 5. The results of each calculation are added up and the sum is divided by the percentage representation of the group in the employer's workforce to obtain an equity index.

Senior Managers	6
Middle and Other Managers	5
Professionals	4
semi-professionals and technicians	3
Supervisors	3
Supervisors: Crafts and Trades	3
Administrative and Senior Clerical Personnel	3
Skilled Sales and Service Personnel	3
Skilled Crafts and Trades Workers	3
Clerical Personnel	3
Intermediate Sales and Service Personnel	2
Semi-Skilled Manual Workers	2
Other Sales and Service Personnel	2
Other Manual Workers	1

The index of an equitably distributed designated group is 100. An index below 100 denotes that the group occupies lower occupational levels. The lower the index (below 100) the greater the degree to which the designated group is “compressed” or clustered in the lower occupational levels of the employer’s workforce.

The scores for this indicator range from 0 to 3, as explained below:

- If the value of the index obtained for the designated group were at least 90%, the company would receive a score of 3 points towards the calculation of its rating for that designated group.
- If the value index obtained for the designated group were between 65% and 89%, the company would receive a score of 2 points.
- Results between 50% and 64% would receive one point.
- If the result were below 50%, the company would receive a score of 0 for that designated group.

### Indicator 3 - Salary Gap

Indicator 3 compares average full-time salaries of the designated groups against the control group. The objective is to determine the distribution of designated group members among the various salary ranges to determine the extent to which their salaries differ from those of the control group. Three salary ranges are used: under \$30,000, \$30,000 to \$49,999, and over \$50,000.

#### Scoring for Indicator Three

For scoring purposes, each of the three salary ranges has a weighting value assigned to it:

- \$50,000 and over gets a weight of 3,
- \$30,000 to \$49,999 gets a weight of 2, and
- Less than \$30,000 gets a weight of 1.

#### Example:

To assess the “fairness” of the salaries of members of a given designated group in relation to other workers at Triple-T Transport, these steps are followed:

- For each of the three salary ranges (column one), the weighting value (column 2) is multiplied by the percentage representation of members of the particular designated group (column 3). The results of this multiplication are shown in column 3 and are added together in the last row.
- These steps are repeated for each designated group as well as for the control group.
- The total result for the designated group is compared to the total result for the control group.

Salary range	Value	Designated Group Percentage representation	Weight	Control Group Percentage representation	Weight
\$50,000	3	29%	0.87	30%	0.9
\$30,000 to \$49,999	2	55%	1.10	60%	1.2
Less than \$30,000	1	16%	0.16	10%	0.1
<b>Total</b>		<b>100%</b>	<b>2.13</b>	<b>100%</b>	<b>2.20</b>

The cumulative weight of 2.13 for the designated group is divided by the cumulative weight of the control group, 2.20, to arrive at the ratio of the salary of the designated group to the control group of 96.8%.

The score for this indicator range from 0 to 3 points, as explained below:

- Because the value obtained for the designated group is at least 90% of the value obtained for the control group (96.8%), the company would receive a score of 3 for the designated group towards the calculation of the rating.
- If the value obtained for the designated group had been between 65% and 89% of the value obtained for the control group, the company would have received a score of 2 for the designated group.
- If the value obtained for the designated group had been between 50% and 64% of the value obtained for the control group, the company would have received a score of 1 for the designated group.
- Any values below 50% would earn 0 points for the company.

#### *Indicator 4 - Hirings*

This indicator measures hirings of designated groups against their labour market availability. The percentage of a designated group out of all hiring activities by an employer is compared to the labour market availability of the designated group.

##### *Scoring for Indicator Four:*

According to its report, *Power Grain* had 250 employees on December 31, 1999. Of these, 110 were women. The labour market availability of women is 46%. Using these numbers we could calculate the percentage of women hired:

$$110 / 250 * 100 = 44\%$$

This is divided by the labour market availability:

$$44\% / 46\% = 96\%$$

The scores for this indicator range from 0 to 2, as explained below:

- Using the *Power Grain* example, we get a result of 96%. Because the score was 90% or greater, the company would receive a score of 2.
- If the result had been between 50% and 89%, the company would have received a score of 1.
- If the result were less than 50%, the company would receive a score of 0.

#### *Indicator 5 - Promotions*

This indicator shows whether designated groups receive a fair share of promotions commensurate with their representation in the workforce. It compares the representation of the group in the employer's workforce with the share of promotions that the group's members received. Since the number of promotions tends to decrease as people go up in the hierarchical structure of a company, different types of promotions have different impacts, in terms of salary and status in the company. This bias is corrected by adjusting the total number of promotions that all groups received with weights ranging from 1 to 6 depending on the occupational group in which they occurred. The approach is similar to the one used in calculating indicator 2 (see values assigned to the 14 occupational groups on page B-2). The shares of representation of the designated group are adjusted the same way.

The adjusted shares of promotions are then compared to the adjusted shares of representation.

##### *Scoring for Indicator Five*

For example, about 10% of *Unlimited TV's* workforce belongs to group X (i.e., their adjusted representation is 10%). In 1999, the group received about 12% of the adjusted promotions that took place in the company. Therefore members of the group apparently received at least their fair share of promotions.

Using the *Unlimited TV* example, we could compare the adjusted share of promotions of group X to its adjusted representation in the company's workforce in the following manner:

*Ratio of promotions to representation:*  
 $(12\% / 10\%) * 100 = 120\%$

Therefore, the share of promotions is 0.2 or 20% superior to the share of representation.

The scores for indicator five range from 0 to 2, as explained below:

- Because the result was 90% or greater, the company would receive 2 points towards the calculation of the rating.
- A result between 50% and 89% would receive 1 point.
- A result of less than 50% would yield no points.

### *Indicator 6 - Terminations*

Indicator 6 measures whether designated groups are adversely affected by the employer's termination activities. It compares the percentage of terminations of each designated group as a proportion of the group's representation in the employer's workforce to the percentage of total terminations divided by the total number of employees. The expectation is that designated groups are not disproportionately terminated compared to their representation in the organisation.

#### *Scoring for Indicator six*

International Traders Inc. had 1,000 employees on December 31, 1999, of whom 200 were women. The company terminated 90 employees of whom 25 were women.

To measure the impact of terminations on women, the percentage of women terminations to women's representation is calculated first:

$$25 / 200 = 12.5\%$$

Then the percentage of all terminations as a ratio of all employees is calculated:

$$90 / 1,000 = 9\%$$

By dividing the two ratios, we can obtain a measure of the impact:

$$12.5\% / 9\% = 1.39$$

(Or approximately 140%).

This means that women are terminated at a disproportionately higher level compared to their presence in the organisation.

The scores for this indicator range from 0 to 2:

- A ratio of women's terminations to total terminations of 90% and over would receive no points.
- That between 50% and 89% would receive one point.

A result of less than 50% would yield two points.

### *Total Result for the Rating*

The points obtained for indicators 1 to 6 are added to arrive at a total score for the rating of an employer. The maximum total score for a rating is 16 (100%). An alphabetical mark is granted for each score, where a score of 13-16 gets an "A", a score of 11-12 gets a "B", a score of 8-10 gets a "C", and a score of 1-7 points gets a "D". A report that is received after the deadline gets an "L" citation. Employers who submit no report for a designated group get an "R" citation (no report submitted). When an employer has less than 10 full-time employees, an asterisk will appear next to the rating for a designated group (e.g., B\*).

### *Special situations*

#### *No Representation Problem*

When a company reports no members of a certain designated group in its workforce, it gets a "Z" for that group. A "Z" is the lowest rating, with zero representation of a designated group.

#### *No-activity Problem*

Where an employer reports no activity in hiring, promotion, and termination, the calculation of the rating will be adjusted and will include only those indicators where an activity has taken place.

### Small numbers problem

When representation, hiring, promotion, and terminations numbers of a designated group are very small (less than five employees), the calculation will include only those indicators where the presence of a designated group is significant

SUMMARY RATINGS AND SCORES – B-1 • RATING SCORES			
SIGNIFICANT NUMBERS		NO-ACTIVITY AND SMALL NUMBERS PROBLEM	
RATING	INDICATORS (1-6)	INDICATORS (1-3) CALCULATED	INDICATORS (1-3) PLUS 1 FROM (4-6) CALCULATED
A	13-16	8-10	10-12
B	11-12	7	9
C	8-10	5-6	6-8
D	1-7	1-4	1-5

SUMMARY RATINGS AND SCORES – B2 • RATINGS SCHEDULE FOR A DESIGNATED GROUP		
Rating	Index	Citation
A	80 - 100	Very Good Performance in all six indicators
B	70 - 79	Good performance
C	60-69	Moderate to Less than Average Performance
D	<60	Poor performance
Z	0 –	Employer has no members of a designated in the workforceL-Report or corrected report submitted more than 30 days after deadline.
R	–	No report submitted.

SUMMARY RATINGS AND SCORES – B3 • EXAMPLE ASSIGNMENT OF A RATING FOR A DESIGNATED GROUP		
Indicator	Points Earned	Maximum Points
Representation	2	4
Clustering	2	3
Salary Gap	2	3
Hirings	2	2
Promotions	1	2
Terminations	2	2
<b>Total</b>	<b>11</b>	<b>16</b>
<b>Rating</b>	11 of 16	B

SUMMARY RATINGS AND SCORES – B4 • RATING OF EMPLOYERS					
Name of Employer	Number of Employees	Women	Aboriginal Peoples	Persons with Disabilities	Members of visible minorities
Air Waves	485	B	C	D	D
Sirius Networks	1327	C	B	B	A
Condor Machines	341	A	B	A	A
International Traders	3122	A	A	B	C



## Appendix C: Statistical Summary

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Under section 20 of the *Employment Equity Act*, each year the Minister is required to table in Parliament an analysis and consolidation of employers' reports received under the Act. The following tables represent the consolidation of employers' reports for 2000<sup>1</sup>.

This is the twelfth consecutive year that an analysis and consolidation of federally regulated employers' reports have been made available under the *Employment Equity Act*. The consolidation includes detailed tables for 2000 and a set of tables showing the representation of designated groups for 1987, 1999 and 2000.

Data for 1999 could be different from last year's consolidation. For instance, data now include

amendments and additions submitted too late to be incorporated in last year's consolidation.

The tables in this Appendix present data aggregated to include full-time, part-time and temporary employees. The only exceptions to this rule are the last three tables. Table 9 is a summary of data on designated groups comparing their representation in the workforce with the percentage of all employees hired, promoted or terminated who were members of the groups. It includes only permanent workers (full-time and part-time). The last two tables present data on full-time and part-time salaries printed separately.

The list on the following page presents the tables that make up the consolidation for 2000<sup>2</sup>.

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<sup>1</sup> Please see the chapter "Employer Ratings" for a complete listing of the employers included in the consolidation for 2000.

<sup>2</sup> More detailed data are available upon request. If you need such data, please refer to p. 2 of this report for details on how to communicate with Labour Standards and Workplace Equity staff.

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TABLE 1  
Members of Designated Groups by Sex, Industrial Sector and Subsector, 2000

Sector and Subsector	All Employees		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Central Bank	1,751	742	1,009	24	12	12	134	66	68
Chartered Banks and Other Banking-Type Intermediaries	170,696	48,661	122,035	1,971	397	1,574	28,489	9,398	19,091
<i>Banking Sector</i>									
Air Transport Industries	172,447	49,403	123,044	1,995	409	1,586	28,623	9,464	19,159
Service Industries Incidental to Air Transport	44,896	26,612	18,284	774	403	371	4,110	2,145	1,965
Railway Transport and Related Service Industries	16,721	12,547	4,174	242	177	65	2,086	1,422	664
Water Transport Industries	36,490	32,500	3,990	739	679	60	2,132	1,849	283
Service Industries Incidental to Water Transport	6,666	5,894	772	155	120	35	217	181	36
Truck Transport Industries	6,874	6,141	733	118	114	4	223	218	5
Public Passenger Transit Systems Industries	40,244	34,003	6,241	646	541	105	1,342	1,035	307
Other Service Industries Incidental to Transportation	7,800	5,863	1,937	208	153	55	522	424	98
Pipeline Transport Industries	697	269	428	18	9	9	119	64	55
<i>Transportation Sector</i>	4,499	3,305	1,194	76	63	13	316	204	112
Telecommunication Broadcasting Industries	164,887	127,134	37,753	2,976	2,259	717	11,373	7,759	3,614
Telecommunication Industries	34,552	20,363	14,189	376	188	188	1,961	1,025	936
Other Telecommunication Industries	90,246	48,134	42,112	851	419	432	7,749	3,951	3,798
Postal and Courier Service Industries	1,578	969	609	2	2	0	45	29	16
<i>Communications Sector</i>	85,072	53,800	31,272	1,430	818	612	10,802	7,078	3,724
Metal Mines	211,448	123,266	88,182	2,659	1,427	1,232	20,557	12,083	8,474
Coal Mines	3,187	2,827	360	496	435	61	104	99	5
Meat and Poultry Products Industries	608	594	14	0	0	0	0	0	0
Fish Products Industry	916	603	313	14	11	3	13	9	4
Flour, Prepared Cereal Food and Feed Industries	264	134	130	72	37	35	5	5	0
Stamped, Pressed and Coated Metal Products Industries	2,578	2,071	507	44	38	6	132	77	55
Shipbuilding and Repair Industry	591	417	174	18	11	7	53	36	17
Industrial Chemicals Industries n.e.c.	170	158	12	0	0	0	0	0	0
Project Management, Construction	1,175	860	315	6	5	1	58	44	14
Grain Elevator Industry	227	155	72	5	3	2	10	4	6
Electric Power Systems Industry	8,590	6,602	1,988	164	116	48	272	187	85
Farm Products, Wholesale	14,923	11,961	2,962	102	86	16	1,474	1,218	256
Business Financing Companies	450	190	260	15	5	10	25	8	17
Other Real Estate Operators	2,902	1,406	1,496	32	19	13	167	84	83
Architectural, Engineering and Other Scientific and Technical Services	103	52	51	1	1	0	12	6	6
Other Business Services	3,300	2,533	767	60	44	16	403	341	62
Foreign Affairs and International Assistance	6,456	4,974	1,482	133	103	30	494	348	146
Human Resource Administration, Federal Government	315	108	207	1	0	1	34	12	22
Economic Services Administration, Federal Government	872	363	509	14	8	6	32	13	19
Museums and Archives	1,623	684	939	36	14	22	147	54	93
Motion Picture Exhibition	1,060	466	594	18	10	8	31	18	13
Theatrical and Other Staged Entertainment Services	288	156	132	4	3	1	15	10	5
Business Associations	598	396	202	2	1	1	12	12	0
<i>Other Employees covered under the Act</i>	152	47	105	0	0	0	23	5	18
<b>Total - All Sectors</b>	<b>600,220</b>	<b>337,618</b>	<b>262,602</b>	<b>8,867</b>	<b>5,045</b>	<b>3,822</b>	<b>64,072</b>	<b>31,897</b>	<b>32,175</b>

TABLE 2  
Representation of Designated Groups by Industrial Sector and Subsector for 1987, 1999 and 2000

Sector and Subsector	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)
<i>All Sectors</i>	40.9	44.6	43.8	0.7	1.5	1.5	1.6	2.4	2.3	5.0	10.4	10.7
<i>Banking</i>	76.1	72.0	71.4	0.6	1.3	1.2	1.8	2.2	2.3	9.5	15.8	16.6
<i>Air Transport</i>	36.5	40.1	40.7	0.4	1.5	1.7	0.8	1.9	1.2	3.5	9.9	9.2
<i>Services to Air Transport</i>	27.2	25.2	25.0	0.3	1.1	1.4	0.4	1.4	1.4	3.5	8.6	12.5
<i>Railway Transport</i>	8.1	10.2	10.9	0.8	2.0	2.0	1.6	3.9	3.7	2.7	6.0	5.8
<i>Water Transport</i>	11.9	11.2	11.6	1.4	2.3	2.3	1.5	1.4	1.4	3.4	3.1	3.3
<i>Services to Water Transport</i>	6.9	10.1	10.7	0.8	2.0	1.7	1.6	3.4	3.2	1.3	6.2	7.7
<i>Truck Transport</i>	13.6	15.5	15.5	0.7	1.9	1.6	1.3	2.0	1.6	1.5	3.8	3.3
<i>Public Passenger Transit Systems</i>	17.0	41.9	24.8	1.1	2.1	2.7	3.1	3.1	3.7	2.1	6.3	6.7
<i>Pipeline Transport</i>	18.3	25.9	26.5	1.2	1.8	1.7	4.2	3.2	3.2	5.4	6.9	7.0
<i>Transportation</i>	16.9	25.3	22.9	0.7	1.8	1.8	1.4	2.5	2.2	2.6	7.0	6.9
<i>Telecommunication Broadcasting</i>	34.8	40.5	41.1	0.4	1.1	1.1	1.3	1.8	1.7	2.9	5.2	5.7
<i>Telecommunication Carriers</i>	46.7	47.5	46.7	0.5	1.0	0.9	1.1	2.0	2.0	4.6	8.9	8.6
<i>Postal and Courier Service</i>	35.0	36.1	36.8	0.8	1.3	1.7	1.7	2.9	3.2	4.1	11.4	12.7
<i>Communications</i>	39.6	41.5	41.7	0.6	1.1	1.3	1.4	2.3	2.4	4.0	9.3	9.7
<i>Metal Mines</i>	7.0	11.6	11.3	2.7	15.8	15.6	1.2	4.5	4.3	1.0	3.5	3.3
<i>Grain Elevator Industry</i>	15.1	22.7	23.1	0.5	1.9	1.9	1.4	2.5	2.4	1.1	2.9	3.2
<i>Electric Power Systems Industry</i>	—	18.9	19.8	—	0.7	0.7	—	3.4	3.3	—	9.7	9.9
<i>Architectural, Engineers and Others</i>	20.7	22.7	23.2	0.3	1.7	1.8	2.8	3.9	3.7	5.6	12.1	12.2
<i>Other Business Services</i>	19.1	23.5	23.0	0.2	1.7	2.1	0.4	1.7	1.9	6.1	10.7	7.7
<i>Other Sectors</i>	21.2	25.6	26.5	0.9	2.3	2.4	2.3	2.9	2.7	2.6	7.2	6.9

TABLE 3  
Members of Designated Groups by Sex, Census Metropolitan Area and Province, 2000

Metropolitan Area and Province/Territory	All Employees		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Calgary	28,394	15,521	12,873	484	224	260	2,576	1,289	1,287
Edmonton	17,153	10,027	7,126	336	154	182	1,460	794	666
Halifax	7,600	4,172	3,428	77	54	23	312	154	158
Montréal	79,994	43,050	36,944	424	224	200	3,771	1,897	1,874
Regina	3,853	1,898	1,955	77	39	38	163	86	77
Toronto	153,591	82,470	71,121	1,353	692	661	34,599	16,633	17,966
Vancouver	47,381	26,613	20,768	599	338	261	9,768	4,525	5,243
Winnipeg	21,955	13,605	8,350	858	493	365	1,380	809	571
<i>Census Metropolitan Areas</i>	<b>359,921</b>	<b>197,356</b>	<b>162,565</b>	<b>4,208</b>	<b>2,218</b>	<b>1,990</b>	<b>54,029</b>	<b>26,187</b>	<b>27,842</b>
Ontario	260,673	144,107	116,566	2,840	1,584	1,256	6,056	3,856	2,200
Quebec	110,348	61,259	49,089	730	401	329	1,358	840	518
Nova Scotia	14,504	7,784	6,720	115	79	36	521	327	194
New Brunswick	12,912	6,285	6,627	122	62	60	331	177	154
Manitoba	28,960	18,371	10,586	1,227	726	501	963	703	260
British Columbia	69,617	38,611	31,006	1,105	593	512	1,845	1,077	768
Prince Edward Island	1,038	547	491	6	3	3	23	12	11
Saskatchewan	15,778	9,674	6,104	757	550	207	547	352	195
Alberta	60,486	34,285	26,201	1,140	552	588	1,863	1,180	683
Newfoundland	6,282	3,335	2,947	186	104	82	130	73	57
Yukon	401	172	229	24	6	18	13	8	5
Northwest Territories	789	533	256	143	87	56	10	7	3
Nunavut	4	0	4	0	0	0	0	0	0
Canada	<b>600,220</b>	<b>337,618</b>	<b>262,602</b>	<b>8,867</b>	<b>5,045</b>	<b>3,822</b>	<b>13,929</b>	<b>8,797</b>	<b>5,132</b>
				<b>8,867</b>	<b>5,045</b>	<b>3,822</b>	<b>64,072</b>	<b>31,897</b>	<b>32,175</b>

\* The total for Canada is not equal to the sum of Provincial totals.

TABLE 4  
Representation of Designated Groups by Census Metropolitan Area and Province for 1987, 1999 and 2000

Metropolitan Area and Province/Territory	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)	1987 (%)	1999 (%)	2000 (%)
Calgary	47.6	46.8	45.3	0.5	1.7	1.7	1.9	3.7	3.3	5.6	9.1	9.1
Edmonton	44.5	43.4	41.5	0.7	1.8	2.0	2.0	3.3	2.9	4.4	8.4	8.5
Halifax	41.2	49.8	45.1	0.5	0.6	1.0	1.6	2.2	3.5	1.9	3.7	4.1
Montréal	39.0	46.4	46.2	0.3	0.6	0.5	1.1	1.3	1.2	3.0	4.4	4.7
Regina	42.9	51.0	50.7	0.4	2.2	2.0	2.4	4.5	4.7	1.6	3.7	4.2
Toronto	47.1	46.9	46.3	0.6	0.9	0.9	1.5	2.0	2.0	12.0	21.8	22.5
Vancouver	40.4	46.4	43.8	0.5	1.2	1.3	1.5	2.6	2.4	7.9	20.9	20.6
Winnipeg	32.7	38.3	38.0	0.8	3.6	3.9	1.8	3.3	3.3	2.9	5.9	6.3
Ontario	44.2	45.6	44.7	0.7	1.1	1.1	1.6	2.4	2.3	7.3	14.9	15.4
Quebec	39.8	46.1	44.5	0.4	0.7	0.7	1.1	1.3	1.2	2.6	3.7	3.9
Nova Scotia	34.4	44.4	46.3	0.4	0.8	0.8	3.5	3.4	3.6	1.3	2.9	3.2
New Brunswick	32.2	49.7	51.3	0.4	0.8	0.9	1.8	2.3	2.6	1.1	1.6	1.6
Manitoba	30.5	36.9	36.6	1.0	3.9	4.2	1.7	3.3	3.3	2.6	5.0	5.3
British Columbia	41.5	44.8	44.5	0.7	1.5	1.6	1.7	2.7	2.7	6.2	15.8	15.8
Prince Edward Island	38.0	51.9	47.3	0.2	0.5	0.6	1.2	1.6	2.2	1.0	1.1	0.7
Saskatchewan	35.1	39.1	38.7	1.4	4.8	4.8	1.8	3.5	3.5	1.2	2.9	3.0
Alberta	45.3	45.1	43.3	0.7	1.9	1.9	1.9	3.4	3.1	4.0	7.6	7.6
Newfoundland	38.4	48.1	46.9	0.6	2.4	3.0	1.0	1.5	2.1	0.7	0.8	0.9
Yukon	31.4	58.9	57.1	3.8	7.2	6.0	0.8	3.7	3.2	1.4	5.3	4.5
Northwest Territories	21.9	26.8	32.4	9.6	17.6	18.1	1.4	1.2	1.3	2.5	1.8	2.8
Nunavut	—	23.9	100.0	—	17.6	0.0	—	2.1	0.0	—	4.2	0.0
Canada	40.9	44.6	43.8	0.7	1.5	1.5	1.6	2.4	2.3	5.0	10.4	10.7

**TABLE 5**  
Members of Designated Groups in 2000 and their representation by Occupational Group in 1999 and 2000

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999
Senior Managers	4,810	17.3	917	19.1	20	0.4	89	1.9	152	3.2
Middle and Other Managers	63,674	42.5	27,324	42.9	523	0.8	1,284	2.0	5,307	8.3
Professionals	72,452	42.2	30,836	42.6	600	0.8	1,465	2.0	10,978	15.2
Semi-Professionals and Technicians	34,803	16.1	5,591	14.9	449	1.3	602	1.7	1,674	4.8
Supervisors	21,333	61.7	13,160	61.8	285	1.3	444	2.1	2,648	12.4
Supervisors: Crafts and Trades	9,467	3.8	380	4.0	196	2.1	281	3.0	393	4.2
Administrative and Senior Clerical Personnel	38,423	82.5	31,681	82.9	480	1.2	784	2.0	6,196	16.1
Skilled Sales and Service Personnel	7,916	41.4	3,278	40.2	98	1.2	142	1.8	444	5.6
Skilled Crafts and Trades Workers	57,445	2.6	1,604	2.8	1,090	1.9	1,758	3.1	3,424	6.0
Clerical Personnel	183,977	66.7	122,645	67.9	2,796	1.5	4,930	2.7	23,659	12.9
Intermediate Sales and Service Personnel	27,601	65.3	18,030	65.8	415	1.5	377	1.4	2,755	10.0
Semi-Skilled Manual Workers	61,960	6.7	4,141	11.9	1,389	2.2	1,315	2.1	4,818	7.7
Other Sales and Service Personnel	10,357	23.1	2,391	21.4	261	2.5	252	2.4	1,286	12.4
Other Manual Workers	6,002	10.4	624	12.8	265	4.4	206	3.4	338	5.6
Total number of employees	600,220	43.8	262,602	44.6	8,867	1.5	13,929	2.3	64,072	10.7

**TABLE 6**  
Members of Designated Groups Hired in 2000 and their representation in Hirings by Occupational Group in 1999 and 2000

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999
Senior Managers	510	21.2	102	20.0	2	0.4	4	0.8	8	1.6
Middle and Other Managers	5,982	37.3	2,288	38.2	44	0.7	54	0.9	466	7.8
Professionals	10,834	35.1	4,000	36.9	73	0.7	83	0.8	1,656	15.3
Semi-Professionals and Technicians	5,541	24.1	1,133	20.4	69	1.2	44	0.8	288	5.2
Supervisors	1,512	52.4	789	52.2	20	1.3	12	0.8	164	10.8
Supervisors: Crafts and Trades	470	10.3	42	8.9	5	1.1	7	1.5	13	2.8
Administrative and Senior Clerical Personnel	4,501	70.4	2,958	65.7	42	0.9	62	1.4	666	14.8
Skilled Sales and Service Personnel	1,559	29.3	549	35.2	5	0.3	8	0.5	107	6.9
Skilled Crafts and Trades Workers	5,321	4.0	236	4.4	90	1.7	44	0.8	410	7.7
Clerical Personnel	31,609	66.2	20,182	63.8	445	1.4	364	1.2	4,499	14.2
Intermediate Sales and Service Personnel	6,607	67.4	4,453	64.2	141	2.1	46	0.7	975	14.8
Semi-Skilled Manual Workers	23,398	8.2	1,927	8.2	553	2.4	220	0.9	2,657	11.4
Other Sales and Service Personnel	2,785	26.7	899	32.3	93	3.3	38	1.4	400	14.4
Other Manual Workers	1,969	13.8	168	8.5	51	2.6	13	0.7	65	3.3
Total number of employees	102,598	39.6	39,726	38.7	1,633	1.6	999	1.0	12,374	12.1

TABLE 7  
Members of Designated Groups Promoted in 1999 and their representation in Promotions by Occupational Group in 1999 and 2000

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999
Senior Managers	653	27.0	172	26.3	2	0.3	8	1.2	26	4.0
Middle and Other Managers	12,221	47.7	5,722	46.8	102	0.8	214	1.8	1,213	9.9
Professionals	12,287	50.3	6,094	49.6	127	1.0	234	1.9	2,349	19.1
Semi-Professionals and Technicians	2,169	16.0	422	19.5	39	1.8	28	1.3	122	5.6
Supervisors	3,704	65.4	2,384	64.4	41	1.1	58	1.6	557	15.7
Supervisors: Crafts and Trades	1,037	4.5	47	4.5	19	1.8	25	2.4	48	6.9
Administrative and Senior Clerical Personnel	8,098	79.2	6,436	79.5	115	1.4	144	1.8	1,565	19.3
Skilled Sales and Service Personnel	913	46.2	437	47.9	6	0.7	20	2.2	86	9.4
Skilled Crafts and Trades Workers	2,058	4.9	101	4.9	54	2.6	66	3.2	127	6.2
Clerical Personnel	13,863	69.3	9,476	68.4	261	1.9	284	2.0	2,316	16.7
Intermediate Sales and Service Personnel	1,471	55.0	812	55.2	29	2.0	16	1.1	188	12.8
Semi-Skilled Manual Workers	1,438	10.2	98	6.8	62	4.3	30	2.1	97	6.7
Other Sales and Service Personnel	390	20.9	80	20.5	8	2.1	4	1.0	27	6.9
Other Manual Workers	200	13.5	24	12.0	8	4.0	5	2.5	9	4.5
Total number of employees	60,502	53.8	32,305	53.4	873	1.4	1,136	1.9	8,730	14.4

TABLE 8  
Members of Designated Groups Terminated in 2000 and their representation in Terminations by Occupational Group in 1999 and 2000

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999
Senior Managers	689	16.1	109	15.8	2	0.3	11	1.6	20	2.9
Middle and Other Managers	8,848	37.8	3,499	39.5	75	0.8	179	2.0	758	8.6
Professionals	10,955	40.1	4,323	39.5	101	0.9	192	1.8	1,634	14.9
Semi-Professionals and Technicians	3,788	19.7	781	20.6	59	1.6	65	1.7	225	5.9
Supervisors	2,081	58.2	1,170	56.2	34	1.6	47	2.3	226	10.9
Supervisors: Crafts and Trades	758	6.3	43	5.7	11	1.5	18	2.4	27	3.6
Administrative and Senior Clerical Personnel	5,427	74.3	4,077	75.1	82	1.5	114	2.1	780	14.4
Skilled Sales and Service Personnel	1,399	31.6	388	27.7	9	0.6	16	1.1	81	5.8
Skilled Crafts and Trades Workers	4,330	2.9	160	3.7	63	1.5	127	2.9	281	6.5
Clerical Personnel	28,575	69.9	19,992	70.0	432	1.5	641	2.2	3,781	13.2
Intermediate Sales and Service Personnel	3,509	62.0	2,105	60.0	66	1.9	65	1.9	341	9.7
Semi-Skilled Manual Workers	19,940	7.4	1,547	7.8	414	2.1	245	1.2	1,977	9.9
Other Sales and Service Personnel	1,805	20.8	522	28.9	59	3.3	41	2.3	203	11.2
Other Manual Workers	1,911	9.3	87	4.6	52	2.7	42	2.2	49	2.6
Total number of employees	94,015	40.7	38,803	41.3	1,459	1.6	1,803	1.9	10,383	11.0



**TABLE 9**  
 Total Number of Members of Designated Groups and their Representation with the  
 Number and Percentage Hired, Promoted and Terminated in Permanent Jobs by Sector, 1999 and 2000

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000
<b>All Sectors</b>										
Employees	584,273	595,079	260,447	260,214	8,477	8,789	14,024	13,880	61,206	63,869
Hirings	74,341	101,836	29,209	39,330	1,041	1,628	684	991	7,934	12,326
Promotions	51,911	60,432	27,933	32,258	739	872	979	1,135	7,315	8,727
Terminations	72,943	93,640	29,616	38,597	1,110	1,458	1,479	1,797	7,151	10,357
Net Effect	1,398	0	-407	0	-69	0	-795	0	783	0
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	44.6	43.7	1.5	1.5	2.4	2.3	10.5	10.7
Share of Hiring	100.0	100.0	39.3	38.6	1.4	1.6	0.9	1.0	10.7	12.1
Share of Promotions	100.0	100.0	53.8	53.4	1.4	1.4	1.9	1.9	14.1	14.4
Share of Terminations	100.0	100.0	40.6	41.2	1.5	1.6	2.0	1.9	9.8	11.1
<b>Banking</b>										
Employees	174,283	171,956	125,510	122,724	2,205	1,987	3,760	3,873	27,575	28,586
Hirings	16,318	21,621	9,851	12,641	169	201	164	230	2,350	3,586
Promotions	28,011	31,075	19,132	20,938	404	394	479	597	5,118	5,684
Terminations	19,037	27,929	12,479	18,405	296	392	468	591	2,627	4,040
Net Effect	-2,719	0	-2,628	0	-127	0	-304	0	-277	0
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	72.0	71.4	1.3	1.2	2.2	2.3	15.8	16.6
Share of Hiring	100.0	100.0	60.4	58.5	1.0	0.9	1.0	1.1	14.4	16.6
Share of Promotions	100.0	100.0	68.3	67.4	1.4	1.3	1.7	1.9	18.3	18.3
Share of Terminations	100.0	100.0	65.6	65.9	1.6	1.4	2.5	2.1	13.8	14.5
<b>Transportation</b>										
Employees	164,396	164,513	41,547	37,592	2,895	2,975	4,132	3,569	11,582	11,372
Hirings	24,489	35,380	6,903	9,617	504	796	225	325	1,833	3,442
Promotions	6,895	9,037	1,937	2,622	117	200	146	171	413	664
Terminations	22,251	26,552	5,042	5,990	407	497	363	426	1,354	1,835
Net Effect	2,238	0	1,861	0	97	0	-138	0	479	0
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.3	22.9	1.8	1.8	2.5	2.2	7.0	6.9
Share of Hiring	100.0	100.0	28.2	27.2	2.1	2.2	0.9	0.9	7.5	9.7
Share of Promotions	100.0	100.0	28.1	29.0	1.7	2.2	2.1	1.9	6.0	7.3
Share of Terminations	100.0	100.0	22.7	22.6	1.8	1.9	1.6	1.6	6.1	6.9

**TABLE 9 (Continued)**  
 Total Number of Members of Designated Groups and their Representation with the  
 Number and Percentage **Hired, Promoted and Terminated in Permanent Jobs by Sector, 1999 and 2000**

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000
<i>Communications</i>										
Employees	195,159	207,881	80,700	86,646	2,242	2,635	4,624	5,037	18,381	20,429
Hirings	28,399	38,864	10,941	15,239	237	493	244	382	3,239	4,879
Promotions	12,384	15,560	5,413	7,323	117	171	245	254	1,427	2,029
Terminations	26,524	32,263	10,670	12,602	248	407	499	573	2,858	4,102
Net Effect	1,875	0	271	0	-11	0	-255	0	381	0
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	41.4	41.7	1.1	1.3	2.4	2.4	9.4	9.8
Share of Hiring	100.0	100.0	38.5	39.2	0.8	1.3	0.9	1.0	11.4	12.6
Share of Promotions	100.0	100.0	43.7	47.1	0.9	1.1	2.0	1.6	11.5	13.0
Share of Terminations	100.0	100.0	40.2	39.1	0.9	1.3	1.9	1.8	10.8	12.7
<i>Other Sectors</i>										
Employees	50,435	50,639	12,690	13,220	1,135	1,192	1,508	1,401	3,668	3,482
Hirings	5,135	5,954	1,514	1,824	131	138	51	54	512	419
Promotions	4,621	4,753	1,451	1,372	101	107	109	113	357	350
Terminations	5,131	6,880	1,425	1,594	159	162	149	207	312	380
Net Effect	4	0	89	0	-28	0	-98	0	200	0
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.2	26.1	2.3	2.4	3.0	2.8	7.3	6.9
Share of Hiring	100.0	100.0	29.5	30.6	2.6	2.3	1.0	0.9	10.0	7.0
Share of Promotions	100.0	100.0	31.4	28.9	2.2	2.3	2.4	2.4	7.7	7.4
Share of Terminations	100.0	100.0	27.8	23.2	3.1	2.4	2.9	3.0	6.1	5.5

TABLE 10  
Members and Share of Designated Groups in Permanent Full-Time Employment by Sex and Salary Range, 2000

Salary Range	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities					
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women
Under \$15,000	2,828	2,203	625	22.1	50	28	22	1.8	32	28	4	1.1	170	118	52
\$15,000 - \$19,999	5,248	2,914	2,334	44.5	138	66	72	2.6	90	51	39	1.7	723	441	282
\$20,000 - \$24,999	20,902	9,121	11,781	56.4	498	237	261	2.4	415	191	224	2.0	2,738	1,269	1,469
\$25,000 - \$29,999	40,588	14,922	25,666	63.2	735	432	473	1.8	905	345	560	2.2	5,897	2,001	3,896
\$30,000 - \$34,999	48,915	20,031	28,884	59.0	919	432	487	1.9	1,062	486	576	2.2	6,790	2,344	4,446
\$35,000 - \$37,499	31,684	14,964	16,720	52.8	553	307	246	1.7	788	417	371	2.5	3,823	1,458	2,365
\$37,500 - \$39,999	60,763	35,829	24,934	41.0	955	544	411	1.6	2,069	1,350	719	3.4	6,500	3,307	3,193
\$40,000 - \$44,999	64,510	36,891	27,619	42.8	982	644	338	1.5	1,749	1,222	527	2.7	6,867	3,593	3,274
\$45,000 - \$49,999	51,877	32,763	19,114	36.8	640	451	189	1.2	1,222	887	335	2.4	4,434	2,318	2,116
\$50,000 - \$59,999	67,669	47,609	20,060	29.6	912	715	197	1.3	1,523	1,160	363	2.3	5,771	3,487	2,284
\$60,000 - \$69,999	41,793	30,980	10,813	25.9	449	359	90	1.1	980	809	171	2.3	3,887	2,604	1,283
\$70,000 - \$84,999	36,455	28,314	8,141	22.3	310	256	54	0.9	774	674	100	2.1	3,511	2,537	974
\$85,000 - \$99,999	17,884	14,426	3,458	19.3	118	100	18	0.7	400	353	47	2.2	1,568	1,177	391
\$100,000 and over	19,406	15,718	3,688	19.0	111	99	12	0.6	368	306	62	1.9	1,283	918	365
Total number of employees	510,522	306,685	203,839	39.9	7,370	4,500	2,870	1.4	12,377	8,279	4,098	2.4	53,962	27,572	26,390

TABLE 11  
Members and Share of Designated Groups in Permanent Part-Time Employment by Sex and Salary Range, 2000

Salary Range	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities					
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women
Under \$5,000	3,898	2,111	1,787	45.8	48	27	21	1.2	43	17	26	1.1	345	166	179
\$5,000 - \$7,499	3,056	1,163	1,893	61.9	46	11	35	1.5	35	12	23	1.1	351	125	226
\$7,500 - \$9,999	5,560	2,332	3,228	58.1	128	65	63	2.3	93	36	57	1.7	672	346	326
\$10,000 - \$12,499	8,743	3,760	4,983	57.0	177	91	86	2.0	140	60	80	1.6	1,255	727	528
\$12,500 - \$14,999	8,713	2,890	5,823	66.8	162	70	92	1.9	169	52	117	1.9	1,141	543	598
\$15,000 - \$17,499	8,805	2,666	6,139	69.7	159	41	118	1.8	181	59	122	2.1	1,078	446	632
\$17,500 - \$19,999	8,732	2,339	6,393	73.2	145	36	109	1.7	143	38	105	1.6	1,233	521	712
\$20,000 - \$22,499	7,634	1,774	5,860	76.8	128	32	96	1.7	152	36	116	2.0	975	317	658
\$22,500 - \$24,999	7,563	1,826	5,737	75.9	113	23	90	1.5	151	39	112	2.0	886	299	587
\$25,000 - \$29,999	10,003	2,612	7,391	73.9	172	55	117	1.7	221	76	145	2.2	1,005	347	658
\$30,000 - \$34,999	5,725	2,002	3,723	65.0	77	28	49	1.3	92	35	57	1.6	466	173	293
\$35,000 - \$39,999	3,251	1,401	1,850	56.9	43	20	23	1.3	55	26	29	1.7	285	129	156
\$40,000 - \$49,999	1,874	928	946	50.5	16	9	7	0.9	17	6	11	0.9	151	71	80
\$50,000 and over	837	228	609	72.8	5	3	2	0.6	11	2	9	1.3	64	13	51
Total number of employees	84,394	28,032	56,362	66.8	1,419	511	908	1.7	1,503	494	1,009	1.8	9,907	4,223	5,684