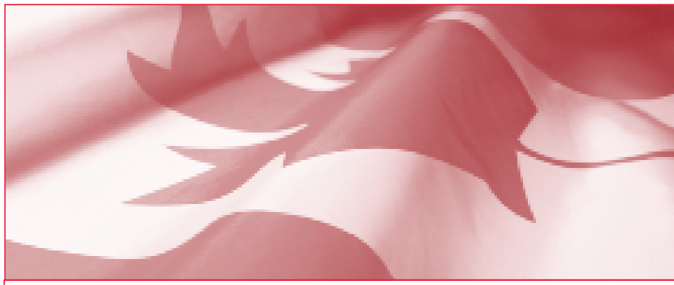

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Annual Report

Employment Equity Act

2003

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Employment Equity Act

2003

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Ottawa, Canada K1A 0J2

Her Excellency the Right Honourable Adrienne Clarkson,
C.C., C.M.M., C.O.M., C.D.
Governor General of Canada

Your Excellency,

I welcome this opportunity to present to you the 16th Annual Report to Parliament on the *Employment Equity Act.*

The *Employment Equity Act* requires employers within the federal jurisdiction, including federally regulated private sector employers, Crown Corporations, federal public sector companies and federal contractors, to develop and implement equity programs in an effort to achieve a fair and representative work force.

This report details the progress of employment equity as it relates to persons from the four designated groups identified in the *Act:* women, visible minorities, persons with disabilities and Aboriginal Peoples. The findings present the growth and development of these groups for the period 1987-2002.

The results for 2002 confirm that there have been solid achievements made under the *Act* in Canada's labour force. The designated groups have experienced varied levels of improvement. However, continued work is needed to increase representation in some areas and to sustain the current levels of achievement.

The data collected for this report were submitted by employers regulated by the *Act,* with a combined work force of over two million.

Clearly, we have come a long way since the early days of employment equity. Achieving a workplace that responds to the needs and concerns of all its employees, regardless of gender, aboriginal ancestry, minority status or disability is not just a concept, but rather an active and thriving practice for many employers today.

I am proud to pursue the Government of Canada's commitment to achieving a fair and equitable work force and I will continue ensure that Canadians in the work force are treated with respect and judged on merit.

Respectfully submitted,

Claudette Bradshaw

Claudette Bradshaw

Canada

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Highlights

The Business Climate

The Canadian economy improved in 2002, growing at a solid pace of 3.4%, which was more than double the growth rate of 2001 (1.5%). The Canadian workforce remained dynamic with 525,000 new jobs created, of which 244,000 went to women. The Organization for Economic Cooperation (OECD) and Development reported in 2002 that Canada had excellent regulatory systems for the promotion of economic growth compared to other OECD countries. It said that the Canadian regulatory system is one of the most transparent in the world with public consultation a key part of government policy.

Globalization, consolidation and technological change reshaped the Canadian banking industry in 2002. While the banks' desire to move to bigger institutions that can compete internationally has been established since 1998, smaller actors did well. Canadian banks continued to expand or adjust their activities in the U.S., however the Argentine financial crisis in 2002 was a reminder of the risks that Canadian banks faced in Latin America.

Industrial deregulation in the 1990s paved the way for Canada's media convergence of newspapers, broadcasting media and the Internet. Investors expected that convergence would lead to profits, but in 2002, conglomerates were still struggling to break even and realize significant returns on investments. While industry observers criticized the trend as too much concentration in a handful of companies, convergence did bring benefits in better technologies and in news-gathering, which combined the resources of radio, TV, newspapers and the Internet.

In the transportation sector, the air industry continued to be shaped by regional competition and challenges of deregulation. Air Canada, the largest air transportation company, performed reasonably well in 2002, despite its heavy debts and the need to restructure and reduce capacity. Several regional airlines sprung up in key provinces, while Air Canada created regional airlines of its own to maintain a share of the market. In land transportation, the shortage of skilled labour was an issue in the trucking industry, which added to operating costs. The industry was affected by the downturn in the U.S. economy which resulted in reduced cross-border trade. The rail transportation industry rationalized some of its operations in 2002 and experienced drops in revenues due to poor grain harvest in western Canada.

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 2002, measures undertaken by employers helped increase designated group representation in the federally regulated workforce. Many employers found that a diverse workforce was not only indicative of a strong presence among market place competitors, but also of economic success and improved morale among all employees, including designated group members.

Employers recognized that employment equity is a useful tool to manage the human resources side of their business operations, and to prevent and correct inequalities in their workforces. Workplace equity is now an accepted business practice. It helps employers establish pools of human resources and as such makes good business sense, especially in a human-capital oriented knowledge-based economy.

The Good Practices chapter contains information on the *Good Pratices Index* (GPI) which measures the degree of fulfilment of the employer obligation to submit a narrative report. In 2002, over two thirds of employers received the highest GPI score of 5, while almost 25 received scores of 3 or lower.

Employer Ratings

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 2002 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 2002. It also reflects the progress that an employer has made during 2002 in improving the situation of a designated group.

- The results for 2002 show that the highest number of best ratings was for Aboriginal Peoples, where a total of 179 out of 404 employers who submitted complete reports received an "A" for this designated group.
- Transportation led employers in the best rating for Aboriginal employees, where 115 companies received an "A" for this designated group.
- 125 employers were rated "A" for members of visible minorities – against 109 last year – while 94 employers were rated "A" for women – against 91 last year. Also, there were 84 employers receiving a "B" for women (against 87 last year) compared to 50 who received the same rating for members of visible minority groups (against 63 last year), and 61 employers who had "B" for Aboriginal Peoples (against 50 last year).
- In combining both top ratings ("A" and "B"), Aboriginal Peoples arrived at first place, followed by women and visible minorities, in that order, in all companies under the Act. Also in terms of combined top ratings, women were in first place in Banking, while Aboriginal Peoples were first in Transportation, Communications and the Other Sectors.
- Only 40.0% of the employers received "C" or lower for Aboriginal Peoples, compared to 56.0% of employers who did so for members of visible minority groups.
- The worst situation, as in previous years, was for persons with disabilities, where only 25 employers received an "A" for this group (against 26 last year), and 23 others received a "B" (against 28 last year). Almost 88.0% of employers received a "C" or lower for this designated group.

The Workforce

- An increase was observed in 2002 in the number of employees reported by federally regulated private companies under the Act compared to 2001. The workforce rose from 635,000 to 640,000 (a rise of 5,000 employees, or 0.7%), while the number of employers rose from 418 to 421. Sectorally, there was an increase in the workforce in Banking (a rise of 1,000 or 0.5%), and in Transportation (a rise of 3,600 or 2.0%), and the Other sectors (a rise of 3,000 or 6.7%). The workforce in Communications decreased by 3,000 or 1.4%.
- Communications remained the largest industry in the workforce under the Act, accounting for 33.2% of the total, followed by Banking at 30.8% and Transportation at 28.5%. The

Other sectors accounted for 7.5% of the workforce under the Act.

- Almost 9 in 10 employees under the Act worked in four provinces in 2002: Ontario, Quebec, British Columbia, and Alberta.
- There were 83,700 new hires in 2002 compared to 108,300 in 2001. Transportation was again the leader in recruitment in 2002, accounting for 36.8% of all hires by employers, followed by Communications at 32.2%, Banking at 25.6% and the Other sectors at 4.6%.
- Terminations statistics dropped again this reporting year from 91,300 to 87,500. Employers under the Act hired fewer people than they terminated, as a result, the net effect was negative for the first time since 1997. Terminations exceeded hiring by 3,800 in 2002.
- The number of employees promoted fell again in 2002 to 42,100 from 51,000 in 2001.

The Designated Groups

Representation

The representation of the three minority designated groups (Aboriginal Peoples, persons with disabilities and visible minorities) rose in 2002, while that of women fell.

- The representation of women decreased from 44.8% to 44.4% in 2002, but that of Aboriginal Peoples rose from 1.6% to 1.7%, and of persons with disabilities from 2.3% to 2.4% and of visible minorities from 11.7% to 12.2%.
- With the exception of visible minorities, the designated groups experienced little or no progress in their representation levels by major industrial sector in 2002. Women's and Aboriginal Peoples' representation rose only in Transportation, but fell in the Other sectors and was unchanged in Banking and Communications. Similarly, the representation of persons with disabilities rose only in Banking but was unchanged in the remaining major industrial sectors. In contrast, visible minorities' representation rose in every sector except in the Other sector where it fell.
- Almost 9 in ten women in the workforce under the Act were located in the four most populated provinces, Ontario, Quebec, British Columbia, and Alberta. The Yukon and New Brunswick continued to have the highest women's representation in 2002, while Saskatchewan, Manitoba and the Northwest Territories had the lowest.
- Almost 8 in 10 Aboriginal employees in the workforce under the Act were located in four provinces: Ontario, Manitoba, Alberta, and British Columbia.
- Similarly, almost 8 in 10 employees with disabilities in the workforce under the Act were located in four provinces: Ontario, Quebec, Alberta, and British Columbia.
- The vast majority of visible minority employees (96.3%) were located in four provinces: Ontario, British Columbia, Alberta, and Quebec.

Workforce Flows

Women

Women had a smaller share of hirings in 2002, dropping from 41.6% to 39.1% of all hirings. Over 32,700 women were hired in 2002, compared to 45,000 in 2001. The decrease in women's hiring was reflected in 10 of the 14 occupational groups.

Fewer women were terminated in 2002, (35,000 compared to 36,700 in the previous year), but women's share of all terminations changed very little over the same period (from 40.2% to 40.1%). Women terminations in 2002 fell only in Banking (a reflection of better retention), but increased in the three other major industrial sectors.

Women received 53.5% of all promotion opportunities in 2002, slightly higher than the 53.2% level observed in the previous year. Women had 22,500 promotion opportunities in 2002 against 27,100 in 2001. Almost 67.3% of promotion activities in Banking were received by women, followed by Communications where women won 47.3% of all promotions in that sector.

Aboriginal Peoples

Aboriginal Peoples again had a higher share of hires in the workforce under the Act this reporting year (1.9% in 2002 against 1.7% in 2001 and 1.6% in 2000). 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 again from 1.7% in 2001 to 1.9% in 2002. Terminations increased in Transportation and Communications and the Other sectors but decreased in Banking. Terminations of Aboriginal employees exceeded hirings in 2002 by 100 people.

More Aboriginal employees were promoted in 2002, as their share of all persons promoted rose from 1.6% in 2001 to 1.7% in 2002. Their share of promotions rose in all industrial sectors, most notably in the Other sectors (from 2.3% in 2001 to 3.9% in 2002).

Persons with disabilities

Persons with disabilities' share of hirings in the workforce under the Act fell by 0.2% in 2002 to 1.0%. Hiring of this designated group was unchanged in Banking at 0.8%, but fell in the other three sectors.

The share of this designated group in all terminations by employers under the Act in 2002 was 2.0%, compared to 1.9% in the previous year. This is unfavourable considering that their share of hirings was only 1.0% in 2002. More employees with disabilities were terminated than hired and 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 2002 was slightly higher at 2.0%.

Members of visible minority groups

Members of visible minority groups had a higher share of hirings in the workforce under the Act in 2002. The share rose to 12.8%, a historical record, from 10.7% in 1999 and 12.7% in 2001. Among the four major industrial sectors, Banking and the Other sectors showed an increase in the share of hirings of members of this designated group.

The share of visible minority employees in the number of terminations by federally regulated employers under the Act in 2002 rose from 10.8% to 11.0%. Almost 8 in 10 terminations occurred in Banking and Communications. Hirings exceeded terminations of visible minority employees again this year, and this was the trend every year since 1995.

The share of visible minority employees in the number of persons promoted in 2002 increased to 15.2%, the highest since 1987, and was also higher than their 2002 representation in the workforce (12.2%).

Occupational profile

Almost two thirds of the workforce under the Act were largely concentrated in administrative and clerical personnel and professional and management jobs in 2002. The concentration varied across industrial sectors: whereas 76.8% of employees in Banking were in clerical and professional positions, only 23.3% were in these two occupations in Transportation.

Women in the workforce under the Act in 2002 were concentrated in clerical and sales occupations (63.8%), but their representation has been increasing in senior managerial and professional jobs (25.5%). 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 2002. The lowest representation of women was in Transportation (25.3%), but they made good progress in several occupations in that sector.

Almost 6 out of 10 Aboriginal employees in the workforce under the Act were concentrated in three occupational groups in 2002: clerical personnel, skilled crafts and trades and semi-skilled manual work. The representation of this designated group rose in 8 occupations in 2002.

In 2002, the representation of persons with disabilities increased slightly in 9 occupations.

Almost 8 in 10 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 20.5% of visible minority employees were in these two groups, against 15.1% of women, 12.5% of Aboriginal employees, and 15.0% of employees with disabilities.

Salaries

The salary gap between men and women in the workforce under the Act widened slightly from 21.4% to 21.9% in 2002. Women earned on average 78 cents for every dollar earned by men for full-time work. The salary gap narrowed for men belonging to the three minority groups (Aboriginal Peoples, persons with disabilities and visible minorities) against all men, and for women in the three minority groups 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 men, a situation of double jeopardy exists for Aboriginal women, visible minority women, and women with disabilities. Double jeopardy is evident not only in the salary gap but also in the distribution of income and in the concentration in lower occupations. While only 27.8% of all women earned $50,000 and over in 2002 compared to 50.8% of all men in the workforce under the Act, this ratio was only 17.4% of Aboriginal women, 22.4% of women with disabilities, and 24.4% of visible minority women (the percentage for this last group is close to all women).

1. Coverage

The Minister of Labour is responsible for the Employment Equity Act which covers federally regulated private sector employers, the federal public sector, and many contractors doing business with the federal government.

In 2002, over two million employees at 1,425 private and public institutions were either covered by the Act or worked at companies doing business with the federal government.

Introduction

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.

This report focuses mainly on private sector federally regulated employers, and provides an overview of the designated groups in the workforces of other types of employers. The subsequent chapters will review the situation of the designated groups in federally regulated private sector companies, and how they fared in terms of hiring and promotion in 2002.

On June 1, 2003, federally regulated private sector employers covered under the *Employment Equity Act s*ubmitted their sixteenth 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 2002. This Annual Report provides a consolidation and an analysis of the data contained in the individual employers' reports. Chapter 2 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 explains the good practices index. Appendix D lists federal government departments, special operating agencies, and federal contractors and their respective workforces. Appendix E includes statistical tables that consolidate the information from employer reports.

Coverage

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;

EMPLOYER TYPES COVERED BY THE *EMPLOYMENT EQUITY ACT*, 2002

EMPLOYERS	TOTAL EMPLOYEES	WOMEN				ABORIGINAL PEOPLE			
	#	#	R	WFA	RI	#	R	WFA	RI
Federally Regulated Private Sector	640,033	284,175	44.4	47.3	93.9	10,881	1.7	2.6	65.4
Federal Public Service	157,510	82,663	52.5	48.7	100.0	5,980	3.8	1.7	100.0
Separate Employers	69,451	38,198	55.0	48.7	100.0	1,325	1.9	1.7	100.0
Federal Contractors	1,136,725	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**2,003,719**	**405,036**	**46.7**	**48.7**	**95.9**	**18,186**	**2.1**	**2.6**	**80.7**
EMPLOYERS	**TOTAL EMPLOYEES**	**PERSONS WITH DISABILITIES**				**VISIBLE MINORITIES**			
Federally Regulated Private Sector	640,033	15,041	2.4	6.5	36.2	78,084	12.2	12.6	96.8
Federal Public Service	157,510	8,331	5.3	4.8	100.0	10,772	6.8	8.7	78.1
Separate Employers	69,451	3,031	4.4	4.8	90.9	5,228	7.5	8.7	86.2
Federal Contractors	1,136,725	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**2,003,719**	**26,403**	**3.0**	**6.5**	**46.9**	**94,084**	**10.9**	**14.0**	**77.5**

KEY: R – Representation (%), **WFA** – Workforce Availability Rate (%), **RI** – Representativity Index (%) (R divided by WFA)

- 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).

Four types of employers are covered by the Act, namely, private sector employers and Crown Corporations, the federal Public Service, the Special Operating Agencies of the Government of Canada (also known as separate employers), and federal contractors.

Private Sector Employers and Crown Corporations

The Minister of Labour administers a program for federally regulated private sector employers and Crown Corporations. The criteria for coverage under this type of employers are (1) to have a minimum threshold of 100 employees and to (2) be involved in a federal undertaking (banking, communications, and transportation). Almost 425 employers were covered under this program in 2002, with a total workforce of 640,000 employees.

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.

Chapter 4 (Employer Ratings) provides a list of federally regulated private sector employers while *Appendix E* provides a statistical summary of this private sector.

The Federal Public Service

Under the *Public Service Staff Relations Act, I-I*, the federal Public Service comprises 68 departments, agencies, and commissions, for which the Treasury Board is the employer. These organisations vary in size, from large departments with more than 20,000 employees, to small institutions with as little as 10 employees. The 100-employee threshold applies to the entire federal Public Service which is considered as one employer under the Act, and not to individual departments. The President of the Treasury Board prepares a single report to Parliament. Appendix D contains employment equity information on the various organisations in the federal Public Service.

As of March 31, 2002, women's representation in the federal Public Service stood at 52.5%, exceeding their workforce availability rate of 48.7%; Aboriginal Peoples at 3.8%, double their workforce availability rate of 1.7%; persons with disabilities at 5.3%, exceeding their workforce availability rate of 4.8%; and visible minorities at 6.8%, are below their relevant workforce availability rate of 8.7%. The availability figures for the federal Public Service are derived from the 1996 census and the 1991 Health and Activity Limitations Survey (HALS), and are adjusted to fit the occupational profile of the Public Service workforce.

In fiscal year 2001-2002, women accounted for 56.8% of all hires into the federal Public Service, Aboriginal Peoples 4.5%, persons with disabilities 2.8%, and visible minorities 10.0%. In contrast, the share of women in all terminations from the federal Public Service was 53.9%, that of Aboriginal Peoples 4.5%, persons with disabilities 4.6%, and visible minorities 6.3%. Women received 60.4% of all promotions, while Aboriginal Peoples received 4.1%, persons with disabilities 4.8%, and visible minorities 7.7%.

Women earning $50,000 or more in fiscal year 2001-2002 as a proportion of all female employees in the federal Public Service stood at 33.3%, compared to a proportion of 58.3% for men. The proportion was 36.1% for Aboriginal Peoples, 39.5% for persons with disabilities, and 44.4% for visible minorities.

Special Operating Agencies ("separate employers")

Special Operating Agencies of the Government of Canada are listed in Schedule I Part II of the *Public Service Staff Relations Act*. They are separate public sector employers outside the federal Public Service. Unlike federal departments, individual separate employers 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 Minister of Labour provides support to federally regulated employers in the private sector and the Treasury Board provides similar support to federal public service departments, but neither organisation is budgeted to provide support to separate employers. In 2000, the Treasury Board funded HRDC/Labour for one year to provide support for separate employers. The statutory review of the *Employment Equity Act* explored the idea of establishing a stable source of funding.

Since 2000, HRDC has identified the employment equity needs of separate employers and provided assistance to enable them to discharge their statutory obligations under the Act. HRDC was helpful in the following areas: technical and general advice and consultation; training on legislative requirements, equity process, National Occupational Classification and availability data, workforce analysis, employment systems review, and reporting software; technical support and guidance regarding census information; development of products, tools and methods (e.g. Workforce Analysis Application, Beyond 20/20); and assistance in preparing for audits by the Canadian Human Rights Commission.

There were 15 Separate Employers covered by the Act as at December 31, 2002. These are listed along with workforce information in Appendix D.

The Federal Contractors Program

The Minister of Labour is also responsible for administering the Federal Contractors Program for Employment Equity (FCP). The objective of the FCP is to ensure that suppliers of goods and services who do business with the Government of Canada achieve and maintain a fair and representative workforce, in compliance with the program *Criteria for Implementation* and the *Employment Equity Act*. The program covers provincially regulated employers that have a workforce in Canada of 100 or more employees and are bidding on or are awarded contracts valued at $200,000 or more. Companies having received contracts are subject to on-site compliance reviews carried out by HRDC/ Labour staff.

Since its inception in 1986 this program continues to cover companies in a great variety of industrial sectors: FCP includes all types of manufacturing such as aircraft and parts; automobiles, buses and parts; pharmaceuticals, plastics, household furnishings, furniture, electronics, computers and office equipment. FCP applies to the delivery of a wide variety of services in the tourism sector, for example hotels and vehicle rentals, and in education and health. The program does not extend to provincial or territorial governments or their affiliates.

Bidding on Government Contracts and the Certification Process

When suppliers bid on goods and services contracts valued at $200,000 or more they must sign a *Certificate of Commitment* agreeing to implement employment equity if they are awarded the contract. Usually, the chief executive officer of the company signs the certificate of commitment – which is available on the HRDC website. The certificate form is also included in the bid package. Employers of 100 or more employees who want to plan ahead are encouraged to take initiative: they can obtain a Certificate from the Federal Contractors Program or the website and send a signed copy to the Manager, Workplace Equity – Operations unit at HRDC/Labour. HRDC/Labour will then assign the supplier its own unique certificate number which can be used each time that the organization bids on a federal government contract of $200,000 value.

Employer Obligations under the FCP

When an organization signs a certificate, that company agrees to commence implementation of employment equity once it has received its first contract of $200,000 or more. Specifically, the organization agrees to allow an HRDC/ Labour officer to visit its premises so as to verify its compliance with FCP requirements. When conducting the on-site compliance audit, the HRDC officer examines/verifies whether the contractor has:

- Communicated information on its employment equity program to all employees;
- Appointed a senior official who is responsible for implementing employment equity throughout the organization;
- Conducted a proper *self identification survey* of its employees to determine those who wish to self-identify as Aboriginal persons, members of visible minorities or as persons with a disability;

- Compared the representation of designated groups in its workforce with their availability in the labour market so as to identify the under-representation of designated groups;
- Identified all barriers to the designated groups by conducting an *employment systems review* of relevant employment policies and practices within the organization;
- Prepared an *employment equity plan* which addresses problems identified in the employment systems review and sets out realistic short-term and long-term goals;
- Adopted a time frame (usually 3 to 5 years) for carrying out necessary action to achieve its goals; and
- Designed a system for regular monitoring and revision of its employment equity plan.

The Compliance Review Process

Since 1987, the Federal Contractors Program has conducted compliance reviews of contractor's obligations. Many reviews resulted in a finding of compliance with the requirements described above.

Commencing in 2000, HRDC has committed itself to improvements in administering FCP. Over the past three years, the program underwent an evaluation and received some additional resources to assist in conducting a greater number of compliance reviews. The House Committee on Human Resources Development and the Status of Persons with Disabilities has reviewed the *Employment Equity Act* and produced a report in June 2002 that suggested improvements to the Federal Contractors Program. A restructuring of the program took place in the fall of 2002 aiming at streamlining activities and accelerating the audit process across Canada. A *Compliance Management Board* was created in 2002 to ensure that FCP reviews maintain consistency and uniformity among employers in various regions of the country.

The table below shows estimates of designated group representation at FCP companies at the end of 2002. It is derived from workforce surveys at 120 FCP companies. More accurate information will be available in future releases of the Minister's Annual Report.

Appendix D of this report includes a list of federal contractors covered by the Act and data on their workforces.

ESTIMATES OF DESIGNATED GROUP REPRESENTATION IN FCP COMPANIES, 2002

	#	R	WFA	RI	#	R	WFA	RI
Total Employees	Women				Aboriginal Peoples			
1,147,876	399,461	34.8	47.3	73.6	25,253	2.2	2.6	84.6
Total Employees	Persons with Disabilities				Visible Minorities			
1,147,876	21,810	1.9	6.5	29.2	130,858	11.4	12.6	90.5

KEY: **R** – Representation (%), **WFA** – Workforce Availability Rate (%), **RI** – Representativity Index (%) (R divided by WFA)

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

Policy, Reporting, and Data Development
Labour Standards and Workplace Equity
Labour Branch
Human Resources and Skills Development Canada
Place du Portage, Phase II
165 Hotel de Ville
10th Floor
Gatineau, Quebec
K1A 0J2

Mr. Kamal Dib
Telephone: (819) 953-7499
Fax: (819) 997-5151

Readers can also reach program staff through the Internet at the following address:
kamal.dib@hrdc-drhc.gc.ca

The report is available on the Web through the Workplace Equity Electronic Dissemination Information System (WEEDIS) site at: http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/leep/2002

2. The Business Climate

This chapter presents the significant trends and events, which occurred in 2002 for the industries covered under the Act. Industrial consolidation, concentration activities, as well business growth, or in some cases failure, continued to have an impact on the dynamics of employment equity data.

Employers covered under the Act are frequently 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. This section provides the background perspective to the data reported by employers on the four designated groups, and demonstrates where progress in representation of a designated group may be linked to the industry and the economy or is particular to an employer's workforce.

The Canadian economy improved in 2002, growing at a solid pace of 3.4%, which was more than double the growth rate of 2001 (1.5%). The Canadian workforce remained dynamic with 525,000 new jobs created, of which 244,000 went to women. Canada was the only country in the Group of Seven industrialized countries that enjoyed government budget surplus and a trade surplus, while the Canadian dollar showed healthy gains against the U.S. dollar.

The number of people brought into the labour force was at a level unseen since 1976, with the majority of these jobs being full time. Overall in 2002, total employment in Canada was 12.5 million full time and 2.9 million part time workers. The services-producing sector remained the largest and the fastest growing employer in Canada, with 11.4 million workers. It also had the largest concentration of knowledge workers in Canada, employing almost two thirds of science and technology workers. The second largest sector, the goods-producing sector, employed 3.9 million, followed by trade, and manufacturing.

The labour force participation rate stood at 67.5% in 2002, a level attained only once before (in 1990), and female participation also hit a record high of 60.7%. The Canadian participation rate surpassed that of the U.S. for the first time since 1981. As recently as 1996, the employment gap between Canada and the U.S. was almost 5.0 percentage points, reflecting Canada's relatively weaker economic performance. At that time, observers recommended that Canada should emulate the American model of success and make its labour market "more flexible", i.e., diminish the influence of labour standards and universal social services in favour of deregulation. However, in 2002, Canada not only surpassed the U.S. in labour participation, it also registered a gain of over half a million new jobs, while the U.S. economy lost almost a million jobs (for example, the number of manufacturing jobs fell 3.5% in the U.S., compared with an increase of 5.6% in Canada).

The U.S. economy was hit in 2002 by a hail of corporate scandals, unethical accounting practices and prospects of war in Iraq, which dampened enthusiasm of investors around the world. The arrest of several top officials at Enron Corp. aroused suspicion in financial investors and had a negative impact on equity markets. WorldCom led the field of a number of large scale bankruptcies, registering the largest bankruptcy filing in U.S. history. Canada found some insulation from these events due first to a larger portion of small and medium sized firms in Canada, which tend to make more risky investments than do larger conglomerates, and second to the nature of the Canadian economy that is intrinsically tied to its oil and natural gas resources, both of which have significant impacts on investment (higher oil and gas prices in the world market would encourage greater exploration activity of these resources in Canada).

Canadian deregulation helped the economy In October 2002, the Organization for Economic Co-operation and Development (OECD) reported that Canada had excellent regulatory systems for the promotion of economic growth compared with other OECD countries and that many past reforms have directly contributed to Canada's improved economic performance during the 1990s. For example, telecommunication and trucking sectors greatly improved after more competition was allowed in the late 1980s and 1990s and changes to the financial services sector helped promote deeper and more liquid financial markets. The report also said that Canada's regulatory system is one of the most transparent in the world with public consultation a key part of government's regulatory policy. "Canada is a regulatory leader and innovator and should continue to sustain the momentum", the report concluded. Deregulation of the telecommunication industry was a great success with considerable competition introduced in long-distance telephone, wireless phone and Internet services and rail transportation has made significant progress as well.

HOWEVER, the report warned that airline deregulation was not working and recommended relaxing foreign ownership rules to expand options for more competition. It also recommended removing inter-provincial trade barriers. The report said that the air transport industry continued to be heavily dominated by a single airline and was critical of foreign ownership restrictions in the telecommunications sector. The OECD report recognised that restrictions would protect Canadian culture but that they discouraged investment in infrastructure.

Banking

Globalization, consolidation and technological change continued to reshape the Canadian financial services industry in 2002. While the desire to move to bigger institutions that can compete internationally has been established since 1998, smaller actors (such as MBNA, Capital One, Fidelity Investments, GE Capital) did well. They increased their share price between 10 and 20-fold since 1990, while the bigger players barely doubled their share prices over the same period.

In merger developments, Scotiabank and Bank of Montreal (BMO) held merger talks in 2002. This was encouraged by a new financial services legislation passed through Parliament in 2001 laying out the rules for bank mergers. Also, the Senate Finance Committee issued a report in December 2002 suggesting that bank mergers are good for the Canadian economy. If accepted, a Scotiabank-BMO merger would give the new entity 20.0% share of loans, credit cards, and personal bank deposits in the Canadian system, making it the largest Canadian bank. Scotiabank would also benefit from access to BMO's presence in the U.S.

The Scotiabank-BMO talks were part of a series in the industry. In 1998, Royal Bank (RBC) and BMO unveiled plans for a merger that was subsequently rejected by the federal government. Toronto Dominion Bank (TD) followed with a proposal to merge with Canadian Imperial Bank of Commerce (CIBC), which was also rejected. However, TD was successful in its $7.8 billion acquisition of Canada Trust in 2000 which served as a blueprint for future bank mergers. TD is Canada's number two bank with assets of $301 billion. It had declared plans to reduce spending by $450 million within three years by closing 275 retail branches and cutting 4,900 full-time jobs. Other merger talks in 2002 involved BMO and Manulife Financial while early in 2002, Sun Life bought Clarica Life Insurance Co., of Waterloo, Ont., in an all share deal valued at $6.9 billion.

Canadian banks continued to expand or adjust their activities in the U.S. RBC was building its U.S. presence in retail banking, life insurance and wealth management, and so far picked up about 2.5 million customers through a series of acquisitions. In the period October to December 2002, CIBC scaled back some of its U.S. operations, announcing the closing down of its electronic banking unit, Amicus. CIBC had expected that Amicus would be its vehicle to penetrate retail banking in the U.S., similar to CIBC's partnership with Loblaw Cos.' President's Choice Financial which signed up over one million clients in Canada since 1998. But after two years in operation, Amicus did not meet CIBC's expectations. The shut down of Amicus involved several U.S.-located operations with 1,100 staff members.

CIBC also announced cutting 710 jobs at its U.S. investment banking and wealth management operations, and selling its U.S. retail brokerage firm, CIBC Oppenheimer for $257-million U.S. to New-York based Fahnestock Viner Holdings. CIBC bought Oppenheimer in 1997 for $525 million to enter the U.S. investment banking industry and inherited the firm's retail business. These cutbacks resulted in $508 million in restructuring costs to CIBC. The bank also underwent pressure to shore up its losses by selling off other assets, including its stake in CIBC Mellon and a merchant bank holding in Shoppers Drug Mart. However, CIBC had no plans to divest its U.S. investment banking business which operates as CIBC World Markets. CIBC continued to rationalize operations between retail and wholesale banking in 2002, especially after it experienced sharp declines in profits.

Canadian banks and the Argentine Crisis The Argentine economy collapsed in 2002 as unemployment skyrocketed and per capita income was cut in half while the normal chain of payments, deposits and other banking transactions fell apart. The crisis in Argentina was a reminder of the risks faced by Canadian banks in Latin America, as it caused substantial losses to Scotiabank in the first quarter of 2002. This Canadian bank maintained sizeable presence in Argentina, but had to set aside $750 million to cover losses from loans and operations in that country that seemed promising in 1999. Banks operating in Argentina have suffered huge losses because of the devaluation of the peso and the restrictions on their operations.

Financial institutions, most notably those that are foreign-owned or controlled, as well as the International Monetary Fund that was advising the government, were viewed by the Argentine public as culprits in the disaster. This sentiment came after the government imposed a freeze on depositors' accounts with the option that those with dollar-denominated accounts can use them to purchase government bonds or convert to below-market peso rates. Senior bankers from Scotiabank's Argentine subsidiary, as well as from Citibank and BankBoston, among other foreign-owned operations, were barred from leaving the country pending an investigation into the banks' financial transactions. The Argentine crisis hurt Latin America's prospects after a decade of embracing freer trade, foreign investment, liberalized markets and democracy.

Communications

Industrial deregulation in the 1990s paved the way for Canada's media convergence of newspapers, broadcasting media (television and radio) and the Internet. Investors expected that convergence would lead to profits, but in 2002, conglomerates were still struggling to break even and realize significant returns on investments as achieving commercial success and enticing advertisers to join the convergence spectrum did not materialize. While industry observers criticised the trend as too much media concentration in a handful of companies, convergence did bring benefits in better technologies and in news-gathering which combined the resources of radio, TV, newspapers and the Internet.

Telecommunications

The entire telecom sector took a beating on financial markets following a series of accounting scandals in the U.S. in the first half of 2002 that have frightened investors. At the top of the list was WorldCom, which carried half of the U.S. Internet traffic, and its subsidiary MCI, the U.S.'s second largest long distance phone company. WorldCom faced bankruptcy after reporting $3.8 billion US in operating expenses as capital investment, thereby inflating profits, while U.S. telephone carrier Qwest was reviewed by security regulators and faced criminal investigation.

The severe downturn in the world's communications industry spiralled into Canada and took its toll on companies facing decreasing market shares and regulatory decisions. This environment dragged share prices and credit ratings along with it and pushed Canadian companies, especially smaller ones, into drastic cost reduction measures. Canadian phone companies saw a decline in the number of local lines for the first time in many years as customers turned to cable or high-speed lines to provide Internet service or substitute cellular phones.

To improve business prospects, the federal government considered the relaxation of rules of foreign investment in the Canadian telecommunication industry. The existing rules capped foreign ownership at 46.7% through a combination of stakes in the holding and operating company levels. Relaxed ownership rules would be welcome news by the big players, i.e., BCE, Rogers, and Telus, who are at a disadvantage compared to similar U.S. companies, partly because ownership restrictions in Canada deny them access to large pools of foreign capital.

If the tight investment environment and the regulatory and ownership frameworks were difficult for the giants who controlled almost 95.0% of business in telecommunication, the impact was greater on medium-sized and small telecom companies in Canada who held less than 4.0% share of the market even after 10 years in operation (smaller companies include Microcell, GT Group, and AT & T Canada). Several smaller companies went under in 2002. GT Group Telecom filed for court protection from creditors in late June.

The regulatory framework had a major impact on the telecom industry's performance in 2002. The CRTC ruled in June that the cost of basic household telephone service cannot increase in the next four years unless the annual inflation rate exceeded 3.5%. It also rejected a request to raise the price on pay phones. Some telecom companies viewed the CRTC's decision as hurting business chances to grow or to attract foreign investment. The CRTC's decisions were in line with its 1998 ruling that set up the price-cap regime, replacing the previous system that guaranteed the phone companies a return on capital. The new regime was designed to curb the power of incumbent telephone companies – Bell Canada and Telus Corp and some regional players –and spur local competition. The CRTC denied Bell Canada and Telus a rate increase and granted a discount in network access fees to their smaller competitors. The situation of the two giants and several smaller players will be discussed below.

Bell Canada, a subsidiary of the Montreal media giant BCE, whose business is concentrated in Ontario and Quebec, had 12 million network access lines in 2002, 3.5 million cellular phone subscribers, and almost one million Internet subscribers. Bell Canada employed 45,000 people in 2002, out of the BCE group's overall workforce of 75,000. Bell intensified efforts to compete with Telus Corp., largely operating in western Canada, by launching in April 2002 a $1-billion company, Bell West Inc. The former monopolies were in intense competition as Bell Canada moved west and Telus headed east. Bell West was created in partnership with Manitoba Telecom Services Inc., and by combining the assets of Bell Intrigna and Bell Nexxia. Bell Canada fully owned Bell Nexxia's assets in the west and one-third of Bell Intrigna, and 22.0% of Manitoba Telecom.

Bell West, the new entity, is 60.0% owned by Bell and 40.0% by Manitoba Telecom. It focused on extending telephone, data and Internet services in Alberta and British Columbia. The partnership was expected to generate revenues of $400 million in 2002, and a market share of 24.0% by 2005. Bell Canada planned to invest $500 million over three years in Bell West to cover network and services expansion and marketing efforts. The deal gave Manitoba Telecom an option to sell its stake in Bell West to Bell Canada for a minimum price of $650 million.

The B.C.-based Telus has been expanding in the eastern provinces in the last few years, but the creation of Bell West was expected to influence its strategy. Early in 2002, Telus Corp. offered voluntary buy-outs and retirement packages to 11,000 of its 30,000 employees. This decision was partly in response to the CRTC ruling on fees which Telus calculated will cost the company about $75 million a year in lost profits. In July 2002, Telus announced another plan to cut 6,000 jobs and close most retail stores, especially on its own turf in western Canada. The cuts included 5,000 union positions and 1,000 management positions (the Telecommunications Workers Union represents 17,000 Telus employees). Telus, formed through the merger of BC Telecom and Telus Alberta in 1999, has been under pressure due to its $8.8 billion debt and declining share price. It has already cut 1,000 management positions in 2001, with the aim of becoming more efficient and attaining profitability.

In contrast, in June 2002, Bell Canada decided not to make anticipated job cuts despite the CRTC ruling that would cost the company about $1 billion by 2006. BCE said that the planned cuts have been compensated for by expanding the workforce in growth areas, and that the company would not use the reduction in the workforce as a way to drive up earnings. But the company decided it would cut its capital spending by $300 million to cope with the reduced revenue, to about $4.2 billion in 2002 from $4.5 billion in 2001. The reduction was mainly in building networks for carrying business data. The capital spending cuts helped to maintain the 2002 profit targets.

In September 2002, Bell Globemedia, also a subsidiary of BCE, bought a 29.0% minority interest in Sympatico-Lycos Inc. (a joint Internet venture), from Terra Lycos, a subsidiary of Terra Networks in Spain. Globemedia's other assets included CTV television network and The Globe and Mail newspaper. Lycos.com had 4 million Canadian users in 2002 and the new structure would allow Lycos to continue to serve these users.

In other developments in 2002, most small telecom companies were in disarray, as AT&T Canada, Call-Net Enterprises, and GT Group faced severe financial conditions. The problems were reportedly compounded by the CRTC decision which determined the fees new telephone carriers must pay to entrenched phone companies Telus Corp and Bell Canada, to use their networks. The CRTC decided to reduce fees by 15.0% to 20.0%, which was below the small companies' expectations. The smaller companies expected to get additional savings from a number of pending CRTC proceedings, such as a review of prices for digital network access. The new lower fees would save the smaller companies $140 million to $160 million annually, on top of $325 million a year they gained from other regulatory decisions.

The CRTC modified its rules in December 2002 so that telephone companies were required to get the regulator's approval for changes to rates, terms and conditions for services sold by affiliates. These rules will ensure that big phone companies do not unfairly take advantage of their dominant position in the industry, and that they strengthen the regulatory safeguards to ensure fair and sustainable competition in telecommunications. The CRTC also ruled that Bell Canada broke "bundling rules" providing some services through its wholly owned data communications subsidiary Bell Nexxia Inc., without the commission's approval. Under CRTC rules, a bundle is a suite of services sold for a single rate. Nexxia was established in 1999 to provide a national high capacity communication services for big businesses. The CRTC's decision was welcomed by Bell's competitors who argued that the fees Bell charges them for access to its networks were unfair.

Telecommunications technology The situation in the communications sector was reflected in allied industries in manufacturing. Nortel networks Corp., a telecommunications equipment maker and Canada's largest technology company, chopped thousands of jobs to cut operating costs, and improve profitability. The trend at reducing its workforce that started at the end of 2000, culminated in April and May 2002 with an additional cut of 6,000 jobs that brought total employment to 42,000 workers down from 98,000. By the end of these cuts, Nortel would have reduced its workforce by 50,500 employees (or 53.4%) since the start of 2001. The latest cuts were made through product divestitures and partnerships. The company also placed its once-profitable optical components business for sale to cut losses. Optics was the product area which fuelled the company's rapid growth in 1999 and 2000 and established Nortel as the world's leading provider of networks that telephone companies and other services providers use to carry telecommunications traffic throughout the world.

Canadian firms like Nortel networks and JDS Uniphase have seen dramatic decreases in revenue following the telecom and technology market implosion. Companies spend $11.5 billion annually on research and development of which Nortel alone usually contributed almost $2 billion. However, in 2002, Nortel cut its R&D spending by 37.0% while Uniphase slashed its R&D by 41.0% from $100.0 million to $58.0 million. According to Statistics Canada, spending on research and development by Canadian industries declined in 2002 because of a massive drop in expenditures by telecommunications firms. Companies made substantial cut-backs while the scandal-ridden collapse of Enron Corp and WorldCom and others dampened the industry. This was the first time planned R&D expenditure in Canada has declined since 1972. However, Nortel expected to spend $1 billion dollars on restructuring activities in 2003 and that the optical networks market would recover in 2004.

Parliamentary review of foreign ownership in telecommunications In November 2002, the House of Commons Standing Committee on Industry started a review of the law restricting foreign ownership to minority stakes (maximum 20.0%) in domestic telephone companies. One option was a licensing regime that would evaluate mergers and acquisitions on a case by case basis. In the U.S., there are no ownership restrictions in principle, but phone companies are licensed and the federal regulator can reject takeover bids if they are deemed not in the public interest. A licensing regime similar to that in the U.S. would allow Canadian phone companies to pursue foreign capital and the government could still protect national interests, such as preventing an outright takeover of a domestic business pillar like Bell Canada or Telus Corp. Canada could impose conditions on further foreign investment in Bell or Telus, such as keeping headquarters in Canada and the CEO a Canadian and the majority of its directors is Canadian. The aim of the review would be to increase the amount of money invested in Canada's telecom infrastructure and encourage the further development of advanced services like high-speed Internet and next-generation mobile networks. Such infrastructure aids economic growth as businesses in other industries can use it to lower costs, increase productivity and create new job opportunities. Access to foreign cash would also lower cost of capital for phone companies.

The committee's review was limited to phone companies, irking those in the cable television business that operate under the same ownership restriction and compete with telecom companies in selling of Internet services. Some phone companies offer television services and some cable companies will eventually sell phone services as technology improves. For example Rogers Communications is a telecom company that provides Internet services on its cable networks and owns Rogers Wireless Communications Inc., a mobile phone firm that falls under the review mandate. Cable and the broadcast business fall under the Department of Canadian Heritage, where foreign ownership remains restricted.

Phone companies are supportive of the Parliamentary review which was expected to be completed early in 2003. Smaller companies have lobbied to have restrictions removed as Canada is one of the few developed countries that limits investments in telecom. The committee reported its findings to the Department of Industry in February 2003.

Broadcasting

Direct-to-home Satellite television providers and wireless TV distributors caused a dent in the market share of cable-TV providers in 2002. Cable TV's subscriber base slipped to less than 8 million households in 2002, while satellite TV subscribers climbed to 2 million in 2002 from 970,000 in 2000, doubling in two years. However, some cable companies such as Rogers Cable Inc., the TV distribution arm of Rogers Communications, did not feel threatened by satellite TV, while SaskTel started offering TV services to residential customers. (SaskTel, owned by the Saskatchewan government, is one of four Canadian phone companies with a TV licence). Moreover, Shaw Communications of Calgary, which has extensive interests in Shaw Cablesystems and in Star Choice Communications, continued to expand its cable services on the premise that cable TV can bundle packages of services better than satellite, such as high-speed Internet access, digital TV and video-on-demand. Despite some customer losses, cable remained in 2002 the dominant force in cities with expansive infrastructure and a strong market presence. After years of investment, cable TV's capital costs are expected to decline and revenue per subscriber to increase.

The picture was not always rosy for satellite TV service in 2002. First, its customer offering was limited to digital TV services and pay-per-view programming, and since the mid-1990s, satellite companies took in massive expenses to lure customers. BCE has sunk more than $1 billion into its subsidiary Bell ExpressVu since 1998 without significant positive returns at a time when shareholders were looking for profitable forecasts. Star Choice had over 800,000 subscribers in 2002 and Bell ExpressVu had more than 1.2 million customers. In contrast, the U.S. market is served by two giants: EchoStar Communications and DirectTV Inc., and both companies enjoyed continued growth in 2002.

Parliamentary review of media concentration In November 2002, the House Standing Committee on Canadian Heritage listened to representatives of media outlets, such as Rogers, Shaw, CanWest Global and BCE, who argued for loosening of ownership restrictions. Other participants argued against mergers and acquisitions and criticized further convergence and that each time the media merged, hundreds of employees lost their jobs. The U.S. experience provided a lesson: since the U.S. government passed the *Telecommunications Act* in 1996, over 1,700 commercial radio stations disappeared into bigger conglomerates, leading to higher concentration of news outlets into fewer companies, such as AOL Time Warner (which owns CNN), and General Electric (owns NBC, MSNBC, and CNBC) and News Corp. (which owns Fox News). These conglomerates also owned studios, print properties, music labels and specialty channels. Those against further convergence also argued that cable deregulation led to a 30.0% rate increase to customers. A similar trend emerged in Canada, where CTV stations for example had a diverse group of owners, while newspaper chains such as The Globe and Mail and Southam newspapers, as well as several TV stations had different proprietors. In 2002, only two companies, BCE and CanWest owned or controlled most of these outlets.

Some companies faced the challenge from satellite by innovative practices or restructuring. Cogeco Cable Inc., Canada's fourth largest cable provider, announced plans in 2002 to launch new cable-TV services such as video-on-demand and time-shift programming. Competition from satellite-TV, caused Cogeco's subscriptions to erode from 880,000 customers to 836,000 in 2002. Groupe Videotron, Canada's third largest cable company owned by Quebecor Inc., announced cuts of $40 million in annual costs as it faced competitive pressures from satellite and digital television providers. The plan involved payroll cuts by 26.0% of the 3,000 jobs, and the sale of Videotron's residential cable connection service and the computer systems division. Both divisions had 800 employees in 2002. Entourage Technology Solutions, owned by Bell Canada, made an offer on the cable division of Videotron.

In Quebec, a single takeover led to the concentration of several radio stations in the hands of one company. In September 2002, Astral Media Inc. reached an agreement with the federal Competition Bureau to go ahead with the acquisition of 19 radio stations from Telemedia Inc., mostly FM stations in Quebec and eastern Canada for $228 million, and with the sale of 6 AM stations it owned or partly owned for $13 million to Quebecor Media and its partner Radio Nord and TVA. Astral's acquisition started in May 2001 and was approved by the CRTC in April 2002, but was halted by the federal Competition Bureau over concern that Astral would control too much of the French-language radio market. The September 2002 agreement placed the Rock Détente FM network and Radio Energie network, both in Quebec, as well as several stations in Atlantic Canada, in Astral's control, which gave the company more than one third of Quebec's radio advertising business and 40.0% of listeners in the province. It also made Astral the only market player in private radio in several significant cities. Astral revenues were expected to increase by $35 million annually from these acquisitions.

Transportation

Air Transportation

Air Canada, the largest air transportation company, performed reasonably well in 2002 because of a dramatic reduction in capacity and the expansion in business due to the failure of *Canada 3000* airline in November 2001. Between December 2000 and October 2001, Air Canada announced plans to cut 12,500 jobs, but many of those cuts were averted through job sharing programs, while the company has hired back hundreds of laid off employees. The healthy performance came after expectations that the airline would need to restructure to handle its $12 billion debt. In 2002, Air Canada had 300 planes and 38,000 employees, including those at affiliated *Tango* discount and *Jazz* regional services. Until November 2001, *Canada 3000,* with about 40 planes and 30.0% of the airline market, was the only domestic scheduled carrier to compete with Air Canada nationally and internationally.

In March 2002, Air Canada announced plans to launch a new airline, *Air Jazz,* combining its four regional air carriers into a single entity and branding, with 4,420 employees and 120 medium to small planes to serve 80 destinations from coast to coast. These airlines were: *AirBC Ltd, Canadian Regional Airlines Ltd., Air Ontario* and *Air Nova.* The airlines were integrated in January 2000.

In July 2002, two new regional airlines, namely, *HMY Airways Inc.* and *Canada West Aviation Inc.,* announced the launch of charter service in western Canada. The new businesses were encouraged by the bankruptcy of *Canada 3000 Inc.* which had a 1.25 million seat capacity in western Canada. Other players in the industry did not act quick enough to benefit from the exit of *Canada 3000* but were more interested in the regional markets. Calgary-based *WestJet Airlines,* a discount carrier, continued to expand its fleet and show profits in 2002, but had no international routes and had limited presence in central and eastern Canada. Starting in the spring of 2002, Air Canada began to experience regional competition, as *WestJet* began flying from Toronto to Calgary and Edmonton, and *CanJet Airlines* and *JetsGo Corp* became active out of Montreal and Halifax.

Air Canada came to the realization that passengers cared more about prices than perks, so it removed business class seats out of dozens of planes to add in more passengers and it created two discount brands: *Tango Airlines* and *Air Zip* to compete with low-cost competitors. Air Canada's attempts to compete with regional players faced a bumpy road. In May 2002, the Canadian Union of Public Employees (CUPE) filed an application with the Canadian Industrial Relations Board asking that Air Canada and Zip

Air, a discount subsidiary of Air Canada that operates in British Columbia and Alberta, be declared a single "common employer". The union wanted the board to stop Air Canada from hiring outside existing union contracts for its subsidiary. Air Canada was concerned that a decision in favour of CUPE that represented flight attendants, would affect the potential of the low-cost subsidiary to survive, as Air Canada wanted to maintain Air Zip's competitive prices with other regional carriers. Zip did purchase the services of pilots and mechanics from Air Canada but it went outside the company to hire 150 flight attendants and customer service workers. CUPE argued that the Canadian Labour Code did not allow Air Canada to "sever" a chunk of its business to become a separate entity.

An earlier attempt by Air Canada to fashion a discount carrier through an agreement with *Skyservice Airlines Inc.,* was blocked by the Air Canada Pilot's Association because flying would have gone to pilots outside the union. As a result Air Canada reached an agreement with the pilots' union to have its pilots work on the discount carrier for reduced wages and more liberal work rules. The agreement prevented Zip from growing beyond 20 aircraft.

In August 2002, Air Canada's unions questioned the airline's decision to temporarily lay off 1,300 workers at the same time as it was hiring new lower paid workers for its discount Zip Airline . Air Canada argued that the cuts were needed in order to reduce costs ahead of the low season and were temporary. And that in order for Air Canada to grow, Zip should be launched with pay scales and working conditions comparable to WestJet, and that employees agree to lower pay at Zip. The Canadian Auto Workers union, which represented Air Canada's customer sales and service agents, negotiated with Zip in May on pay and work rules for the new carrier. In 2002, Jazz Airlines, Air Canada's regional service, announced plans to cut 500 jobs because of a sharp reduction in passenger traffic. The company also announced cuts to routes and services.

There was more turbulence in the U.S. airline industry in 2002 as US Airways Group filed for bankruptcy protection in August 2002, while American Airlines announced plans to cut another 7,000 jobs after a previous cut of 20,000 jobs. United Airlines, Air Canada's partner, facing financial difficulties, announced plans to close down 5 of its 17 U.S. centres, cutting 900 jobs. The industry's dynamics reflected the fact that there was still too much capacity in the U.S. airline industry, especially in the "Big Seven" companies who had a combined loss of over $6.0 billion U.S. in 2002.

Further deregulation in air transport The federal Department of Transport announced in may 2002 the elimination of rules that designated just one Canadian air carrier – usually Air Canada – to fly scheduled service between Canada and most other countries. The new policy did not need parliamentary approval and was designed to attract new Canadian carriers offering scheduled international flights. The department hoped that the new policy would encourage competition, innovation and growth in the Canadian airline industry and promote international travel options for Canadian consumers.

There were renewed talks of the "open sky" initiative between Canada and the U.S. in 2002. Although both countries signed an open sky treaty in 1995, the airline industry remained a highly regulated and protected sector. While airlines in Canada and the United States have freedom to fly trans-border routes, they are prohibited from flying domestic flights in each other's country, while foreign investment is capped at 25.0% of voting shares in airline companies. If implemented, the open sky treaty would give Canadian companies new competition on domestic routes and access to major markets in the U.S., but U.S. companies who were in financial difficulties were hesitant to support such a move. The shift in opinion in 2002 came in response to similar discussions in Europe about creating a single aviation area in the continent.

Land Transportation

In 2002, the shortage of skilled labour was an issue in the truck transport industry. Trucking companies had a difficult time finding drivers to haul their freight, resulting in more pressure for an increase in rates. Increased insurance premiums, licensing and other taxes, and the fluctuating cost of diesel, also added to the pressure for higher rates and environmental protection laws. Over 400,000 Canadians make their living in the trucking industry, and over 220,000 Canadians work as truck drivers.

Cross-boarder traffic was down by 20.0% in 2002 as the U.S. economy continued to suffer a downturn. Much of Canada's foreign trade is with the U.S. ($330 billion) and it is largely moved by trucks. Over 10 million trucks cross the border every year to the U.S. while there are 32 million truck trips per year on Canada's highways. The Canadian trucking industry generated $30 billion in revenues in 2002.

Rail transport was a far second in freight transportation between the two countries. In November 2002, the two largest rail transport companies in Canada experienced drops in revenue due to poor grain harvest in western Canada. Canadian National Railway announced plans to cut 1,150 of its 24,000 workers due to lower revenues, while Canadian Pacific Rail, said it had no plans to cut its workforce, although it made some cuts in 2001. Meanwhile Via Rail, a federal crown corporation, enjoyed higher ridership, especially in the Montreal-Toronto corridor which carried 4 million passengers in 2002. It also received a $170 million subsidy to cover uneconomic routes.

Skill shortage in truck transport The issue of skill shortage in the trucking industry came up again in 2002, as driver turnover increased while not enough new and younger drivers came to the labour market. Over the past five years, the industry witnessed an exodus of retirees as the average working age continued to rise. Industry analysts argued that the quality of life, level of respect and compensation drivers receive all have to be improved to attract more workers. The industry was looking into providing drivers with more leisure time and rely more on company drivers as owners operators are becoming fewer in numbers. Owner-operators average age was rising while their bankruptcy rate was 55.0%. Some teamster unions argue that employers should start treating owners/ operators as company drivers and extending the same benefits to them. The shortage of skilled workers in the trucking industry goes beyond just the driver, as the management category was getting older and it was difficult to get talented replacements for other categories. Industry watchers predict that labour costs would definitely rise in truck transportation leading to higher rates as driver scarcity would lead workers to hunt for higher salaries.

3. Good Practices

The Employment Equity Act requires federally regulated employers to submit an annual statistical report outlining the representation of designated group members present in their workforces, as well as a qualitative narrative report. Included in the qualitative report are the measures taken by employers to remove barriers and to improve the situation of designated groups within their workforces, as well as the results achieved by the measures, and the related consultations conducted among management and employee representatives.

In 2002, measures undertaken by employers helped increase designated group representation in the federally regulated workforce. Many employers found that a diverse workforce was not only indicative of a strong presence among marketplace competitors, but also of economic success and improved morale among all employees, including designated group members.

Many factors impacted the implementation of employment equity within federally regulated companies, most prominently, technology and globalization. Both factors involved consolidation of business activities, mergers and acquisitions, capital investment, and labour dynamics.

The Good Practices Index is calculated as a summary measure of the employers' narrative report.

The Business Case

In 2002, employers continued to recognize employment equity as a useful tool to manage the human resources side of their business operations, and to prevent and correct inequalities in their workforces. Many saw employment equity as a fundamental business asset to enhance their standing among business competitors and forge ahead with corporate planning.

Workplace equity is now an accepted business practice. It helps employers establish pools of human resources and as such makes good business sense, especially in a human-capital oriented knowledge-based economy. Employers believe that workplace equity is the right thing to do as all people are entitled to succeed, grow, and enjoy the benefits of their work and talents.

Some employers reported that they emphasize client service to ensure that customers do business with people from similar backgrounds.

FCC believes that diversity is a business advantage, bringing new ideas and new ways of doing things to the corporation and making FCC more competitive in a global marketplace. It supports our corporate objectives of inspiring innovation and continuously improving the factors contributing to employee satisfaction.

Farm Credit Canada

We believe it is critical to the success of employment equity that all employees understand that a diverse workforce will enhance the Bank's ability to perform and succeed.

Canadian Western Bank

Others integrate employment equity actions into their business plans, as equity is not only a legal obligation but it helps in achieving more corporate success. To remove barriers to fair representation of the designated groups, employers integrate employment equity plans, along with reasonable accommodation into business planning.

The involvement of senior management in these Employment Equity meetings sets a strong standard for the company. Reuters believes this type of environment promotes higher productivity and morale resulting in increased profitability.

Reuters Canada

Embracing employment equity makes good business sense for Canada Post as it is perceived as adding value in the employee and customer value chain and is seen as a business imperative for the corporation. We will continue to develop initiatives that will bring us beyond employment equity, to a truly diverse organization in the longer term.

Canada Post

Oceanex (1997) Inc. believes that providing employees with a safe, inclusive work environment allows them to fully utilize their talents, thus making a valuable contribution to the business. *Air Inuit* considers the diversity of its team as strength to meet the challenges of the marketplace.

At RBC Financial Group, we recognize that providing an equitable workplace where people understand and respect diversity is key to attracting, retaining and engaging employees and to effectively serving our clients. Employment equity practices, procedures and accountabilities are integrated into our business strategies and planning processes. Special initiatives and resources also support the implementation of plans.

Royal Bank of Canada

Employers who submitted a narrative report for 2002 cited the following benefits from implementing employment equity in their workforces:

- A workforce representative of Canadian culture and diversity;
- An Increase in global competitiveness and productivity;
- High employee morale and decreased absenteeism;

Our business objectives and our objectives for diversity and employment equity go hand in hand. And as we apply our considerable strengths to achieving our business goals, with a strong diversity focus, we see no limits to what we are able to accomplish as individuals, as a company and, even, as a nation.

Bell Canada

- Amicable relationships with customers and clients;
- Enhanced corporate reputation; and
- Increased profitability and a better bottom line.
- Employment equity contributes to business success.

Communication

In 2002, employers reported that their communication plans included employment equity measures and were supported by senior management, specifically in self-identification campaigns. This has led to higher response rates and better understanding of employment equity by the workforce.

Employers have used a variety of media to communicate the obligations, objectives and advantages of employment equity to their employees and clients. Commitment to employment equity also appeared in corporate literature and in job advertisements to attract candidates from the designated groups. Employers used several methods in communication and education, such as websites, newsletters, internal publications, bulletin boards, memos from senior management, workshops, meetings and focus groups, advertisements, special events, employee handbooks and new recruitment packages, and special training sessions for managers and employees.

The Montreal Port Authority shares its employment equity philosophy with both managers and employees on a regular basis, whether in job advertisements or through other means of communication.

Montreal Port Authority

Employers realize that year-round communication efforts contribute to successful employment equity strategies and not the submission of the report as an isolated event.

Employer reports have identified several methods for communicating with employees, including:

- Voluntary self-identification surveys;
- Posting and publication of policies;
- Periodical assessment of employee perceptions
- Guidelines and benchmarks for hiring, training, and retention.
- Focus groups and committees devoted to employment equity, workshops, presentations and information sessions for employees;
- Dialogue with managers concerning their position on employment equity;
- Internal and external newsletters and magazines with articles on employment equity;
- Bulletin boards where job openings and recent employment equity news are posted;
- Company web sites including information concerning employment equity plans;
- Internal employment equity memos and pamphlets; and
- Exit interviews.

Although communication and education tools are crucial, consistency and perseverance in their application are also instrumental in establishing equity as a continuous process.

The Bank took care to reflect its diverse population in various publishing initiatives, both in print and electronic media. These included videos and other images produced for the external web site and internal documents, such as the Way Forward, the Bank's medium-term plan.

Bank of Canada

Employers gave priority to employee surveys which are essential to conduct a workforce analysis and for the choice of accommodation measures. With emphasis on employment equity and commitment to its implementation, employers overcome employee resistance to self-identification and increase survey response rates. Some employers integrate the self-identification questionnaire into the documentation stream for all new hires while others make it part of new employee orientation to achieve more accurate information regarding designated groups.

Many organizations realize that in order to make a difference in representation and job fairness, including career development for members of the designated groups, hiring managers should have an understanding of and a solid commitment toward the objectives and advantages of employment equity.

An accommodation policy was developed and is included in the Valuing Diversity training program. This policy will make managers more aware of their obligation to accommodate and encourage an environment where accommodating differences is seen as a way of increasing productivity.

Sprint Canada Inc.

For the purposes of educating managers about the relevance of employment equity to Air France and to enhance diversity at all levels within our organization, we participated in training sessions on immigrant and visible minorities workforce management as well as on international mobility.

Air France

In its commitment to employment equity, the *Business Development Bank* appointed a senior manager as the champion of an action committee on maximizing the effectiveness of workplace equity initiatives. At *Canadian Press*, hiring managers are routinely reminded of the need to seek candidates from the designated groups**.**

Employers are becoming increasingly sensitive to employee needs and are establishing or enhancing the communication process within their organizations. Under its employment equity program, *Canada Post* has established a process for ongoing consultation with bargaining agents for the purpose of reviewing employment equity results. Some employers have formalized the consultation process through employment equity committees, and have established policies aiming for barrier and discrimination free work environment that is also respectful of and accommodating to all employees.

> *Our two internal Diversity Committees in Mississauga and Montréal consist of employees across occupational levels and designated groups. We meet on a quarterly basis and review the most recent workforce analysis, new policies and initiatives and monitor our progress on the Employment Equity Plan.*
>
> ***The Weather Network & MétéoMédia***

The *Winnipeg Airport Authority* has a committee to review hiring practices and policies and recommend changes to adapt to the designated groups needs. The *Edmonton Airports Authority* had success in its equity initiatives in collaboration with the union. At *Airborne Energy Solutions Ltd.,* regular meetings are held to discuss staff issues and issue directives regarding corrective actions on workplace equity issues. Many employers have informal dialogue with union representatives to ensure that employment equity is not perceived as a threat to employment or promotion opportunities. At *CTV Inc CKY*, new employees undergo an orientation program which provides information on the company's equity initiatives.

Sharing Good Practices

The sharing of good practices has become more prevalent in 2002. Employment equity initiatives are becoming common among companies, demonstrating a positive penetration of good practices.

In 2002, employers established strong relationships with outreach agencies representing designated groups, to communicate job postings as well as the company's commitment to employment equity. Many companies demonstrated their commitment through the collective bargaining process and through contacts with other employers. Employers made equity-related inroads through employee assistance plans, such as special needs accommodation and management skills. In larger organizations such as *Bell Canada*, regional offices have their own equity officers, and their own initiatives and activities. Highly centralized organizations can help regional operations with general guidance on commitment and objectives. However, implementation measures are more efficiently handled at the local level.

Good practices noted by employers in this reporting year include:

- Maintain an "open-door" policy that encourages and fosters a positive environment for employer and employees;
- Advertise employment opportunities in specific publications geared towards members of designated groups;
- Celebrate cultural holidays such as *National Aboriginal Day*, the *International Day for the Elimination of Racial Discrimination* and *Women's Day;*
- Accommodation of employees with special needs, especially those with disabilities, to ease their integration into the workforce;

- Promote barrier-free workplaces through accommodation. As workplaces become more complex, accommodating solutions become increasingly individualized. Employers recognize that successful accommodation involves positive encouragement from senior managers, and the development of supportive corporate cultures. Practices included private workspaces, visual and hearing aids, job coaches, and diversity training provided to managers and staff.

Employers use recruitment as a tool to achieve better designated group representation in the workforce. Hence, the focus is on widening the pool of potential candidates through outreach measures.

In 2002, employers devoted substantial resources to develop effective ways to implement employment equity. Most employers have committees to review policies and plans and monitor employer compliance with obligations under the *Employment Equity Act*. Focus groups meet periodically to identify solutions to barriers to employment.

Maintaining transparency with employees is essential to successful implementation of employment equity. This is especially true when acquisitions are made and new employees are added to the company's workforce.

Having a comprehensive human resources strategy is key to attracting new talent and retaining staff. Many companies hope to increase their human capital by reaching out to a diverse audience and to a broader pool of candidates for employment. Employers encourage career development and retention of employees from designated groups by offering training and development opportunities. *Spar Aviation Services* maintained contact with recruitment agencies and employment counseling organizations that facilitate the hiring of designated groups.

The recruiting network at *MCTV/CTV* includes post-secondary institutions, youth employment services, local newspapers, specific magazines, Aboriginal employment organizations, vocational resource centers and Internet career sites. *Shaw Communications Inc* emails job postings to organizations and associations that assist designated group members in finding employment. *Bearskin Lake Air Service Ltd.* increased the number of women in male-dominated positions as well as the representation of persons with disabilities by giving designated group members an opportunity to participate in job shadowing, apprenticeships and work placements. *PageNet* developed practices to treat individuals from the designated groups without discrimination in all employment practices, including recruitment, hiring, education, promotion, transfer, dismissal, compensation and other terms and conditions of employment.

IDRC offers reasonable accommodation to persons with disabilities, in the form of workstation setup, equipment and tools, and alternative work arrangements.

Bank of Montreal piloted a workshop on working with persons with disabilities for managers, and delivered almost 200 workshops to 3,600 employees on a wide variety of wellness issues.

Retirement offers opportunity for staffing giving qualified candidates from the four designated groups a chance for employment or career development. Increasing representation for the four designated groups can start at the preparation level as training or education support to improve employability and facilitate transition into the labour market or into advanced career opportunities.

Having designated group members in upper management positions is a boost to the employment equity program within the organization.

> *Our newly promoted CEO & Harbour Master is a member of the designated groups as is our Human Resources Manager. This has brought increased support to the employment equity plan.*
>
> ***Toronto Port Authority***

Serco has taken measures to attract and retain an Aboriginal workforce through targeted employment programs combined with training and development programs and through building positive relationships with local community groups. *Greyhound* has developed a partnership with the Congress of Aboriginal Peoples and the Canadian Bus Association to develop Aboriginal employment initiatives. *NorthernTel* is fostering relationships with the Aboriginal communities to attract and retain additional Aboriginal employees. The company awards scholarships to Aboriginal students studying in a telecommunications-related program at the post-secondary level.

Alliance Pipeline offers awards to Aboriginal students who pursue post-secondary education in a field related to the oil and gas industry. *Nasittuq* has an Aboriginal scholarship program and has established contacts with educational institutions, including *Kativik School Board*, *Nunavut Sivunik*, *NWT and Nunavut College*. In partnership with the National Association of Friendship Centers, *RBC* provides training, employment, sponsorships, and student awards and youth development program to Aboriginal people.

Many employers have entered into collective agreements with unions allowing for specific creation of positions which are not subject to the provisions of collective agreements and which can be filled by designated groups. Such initiatives are useful in providing opportunities for training and development for candidates or employees from the designated groups. Continued progress can be made by providing for greater flexibility within collective agreements for specified employment equity positions.

Transit Windsor improved the wording in the collective agreement to mirror terminology in the *Canada Labour Code*. It now states that the employer will not discriminate against employees in respect to their training, upgrading, promotions, transfer, and layoff, discharge, because of race, ancestry, creed, colour, nationality, origin, gender, religion or disability. At *Manitoba Telecom Services (MTS)*, the need to achieve equality in the workplace through support measures and the reasonable accommodation of differences is reflected in collective agreements with three unions confirming the commitment to employment equity.

Alliance Atlantis expanded its diversity committee to include diverse employees and managers in all areas of expertise. *Sprint Canada* emphasized the importance of valuing differences in people, acknowledging that diversity fosters a productive workforce; it offers courses to employees on accommodation, harassment and discrimination, and on how company policies deal with these issues. The *City of Ottawa* placed emphasis on its recruitment initiatives to hire a diverse workforce that reflects the population of greater Ottawa.

Employers are developing internship programs for members of the designated groups to help them acquire work experience with the expectation that future opportunities will open up for them.

The internship program at *CITV/CTV* has a high percentage of visible minorities. *ATV/ASN* works with educational institutions in the promotion of internships, co-operative education programs and job shadowing opportunities for students in employment equity groups. *Bank of Montreal* provided 13 internships, bridging intern experiences into employment opportunities in areas of under-representation identified through workforce analysis. At *Global Television*, the annual internship program in the newsroom has proved to be very successful in encouraging and developing aspiring journalists from ethnic communities.

Organizations are devoting resources to encourage potential employees from the designated groups to pursue education in non-traditional fields. Each year, *CN* offers scholarships for women studying in non-traditional fields, scholarships for children and grandchildren of employees with disabilities and an Aboriginal scholarships program. *CTV* believes that supporting technical colleges and universities through grants to visible minorities and students with disabilities is an essential step toward a more diverse workforce. *RDS* has a scholarship plan to students from the four designated groups to help them pursue post-secondary education in Quebec in television related fields.

Exit interviews help employers learn more about weaknesses and strengths within their organization. To achieve this goal, the knowledge and experience of terminated employees is valuable. Employers have established an exit interview process to capture critical data about departing employees. This helps employers assess employee perceptions of the work environment and the changes that can be expected through employment equity measures. Some employers conduct personal interviews while others have a questionnaire. This consultation is becoming increasingly common among employers as an observation method of any particular patterns. Of all voluntary measures implemented by employers, exit interviews are among the most popular as shown in employers' narrative reports.

Shaw Communications conducted exit interviews with employees to keep informed on their reasons for leaving and the impact that this may have on employment equity issues and planning. *Navigata Communications* conducted exit interviews to remedy possible HR issues in the organization. At *Corus*, the exit interview questionnaire has been modified and expanded to include more specific questions addressing concerns around barriers to promotion and mobility within the organization. At Edmonton Airport the exit interview contained questions related specifically to employment equity program and initiatives.

Some employers are using results of exit interviews to find out whether resignations were not the result of any issues, real or perceived, with respect to designated groups, while other employers analyzed data to identify ways to improve recruitment and retention of designated group members.

As a result of exit interviews at *Sprint Canada*, recommendations for additional training and coaching for managers to be sensitive to the diversity of their employees have been provided to senior management. At *DHL Worldwide Express*, specific questions on harassment were included in the exit interview to measure progress with the designated groups. *CTV Specialty Television Inc.* conducted exit interviews to identify possible employment barriers or internal inequities along with other relevant information.

Partnerships

In 2002, many companies sought help from other organizations that cater to the needs of the designated groups. They worked together with these organizations to achieve their employment equity goals and to maintain high morale among existing employees.

Partnerships are beneficial to the companies' current and long term success. The partnerships are effective in recruiting and retaining a qualified and diverse workforce, as well as working towards improved morale. Employees will be reminded of the company's dedication to diversity and to the principles of employment equity. This effectual work environment will prove to be expedient to success and productivity.

Employers acknowledge community involvement as being essential for the successful integration of equity and diversity management practices into the core values and culture of their organizations.

These are initiatives made by employers for effective working relationships with other organizations to foster employment equity:

Téléfilm has made networking with community associations representing the four designated groups an integral part of its employment equity plan.

> *Work has started with outreach agencies to help us gain a better understanding of the various issues of attraction, selection and retention of Aboriginal and the Disabled designated group members. Through our outreach partners, we are getting a better understanding of the diversity landscape in Canada along with strategies for tapping into this valuable resource.*
>
> ***AT&T Canada***

Freshwater Fish Marketing Corporation was successful in working with and hiring employees through local Aboriginal employment agencies / newspapers and Canada Employment Centers, while *CFQC Television* networked with several organizations and interest groups to promote Aboriginal employment in all industries.

Participation in job fairs was an efficient tool for employers to reach a large pool of candidates with the aim of improving designated group representation.

Employers such as the *Société de transport de l'Outaouais*, *MBNA*, and *Corus* systematically send job postings to community support groups involved in helping members of the designated groups. Some employers such as *Canpar Transport* utilized the services of employment agencies while others are giving presentations close to Aboriginal reserves and making special efforts with employment centers that specialize in placing members of this designated group. *CFCN* remains committed to developing contacts within the community and to increase visibility of the designated groups through concrete support for their initiatives, events and community interaction. The *TD Bank Financial Group* worked with Aboriginal businesses and organizations to foster positive, on-going relationships and activities to create recruiting opportunities for Aboriginal men and women.

Good Practices Index (GPI)

Section 18 of the *Employment Equity Act* requires employers to include a narrative part in their annual report "*describing (a) the measures taken by the employer during the reporting period to implement employment equity and the results achieved; and (b) the consultations between the employer and its employees' representatives during the reporting period concerning the implementation of employment equity*".

Up to calendar year 2000, employers have been rated on their statistical profile (see Chapter 4), but not on their qualitative activities that are contained in the narrative reports. The Good Practices Index is a summary measure of the fulfillment of the reporting obligation to complete a timely narrative report with its three elements.

The GPI appears in the last column of the table that accompanies the next chapter. It has a maximum value of five points and a minimum of zero. Almost 80.0% of employers obtained a GPI of 4 or 5 points, while about 20.0% obtained a GPI between 1 and 3 points.

An employer can obtain four points by submitting a timely narrative report that includes measures, results, and consultation. The fifth point is obtained when the statistical report contains no significant variations in data or when such variations exist but are properly explained in the narrative.

Merit Awards 2003

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

On Oct 8th 2003, the Labour Program presented the 13th annual Employment Equity Merit Awards. Recipients were as follows:

Vision Award:

1. IBM Canada
2. Pelmorex Inc.

Certificates of Merit:

1. Shell Canada Limited
2. Yanke Group of Companies
3. University of British Columbia

Since 1990, twenty-eight Vision Awards have been attributed and seventy-seven Certificates of merit have been given out to employers who had exceptional performance in employment equity.

4. 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, 2002. This assessment is based entirely on the numerical data contained in the employers' reports. See table at end of chapter.

Qualitative measures undertaken by employers to implement employment equity are covered in the Good Practices chapter of this report. The table at the end of this chapter contains a list of employers showing the Good Practices Index. The narrative section of each employer's report can be found on workplace equity's web site.

The assessment consists of a single rating that measures six 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 HRSD.

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 Rating

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 rating 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
A	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	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 hiring 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.

RATING	RESULTS	EXPLANATION
C	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.
D	Indicates poor performance.	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.
Z	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 2002. 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				
	A	B	C	D	Z
Women	94	84	160	71	2
Aboriginal Peoples	179	61	32	61	65
Persons with disabilities	25	23	133	164	53
Members of visible minorities	125	50	113	80	30

As the table above 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 three employers who received straight four "A's" (i.e., for each designated groups) this year, namely, *Emery Air Freight Corporation*, *TNT Canada Inc.*, and *Canadian Museum of Nature*. On the other hand, there were 27 employers who received 3 "A's", 119 employers received 2 "A's", and 171 employers who received one "A". Almost 80.0% of all employers (i.e., 320 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 2002 by gender only; hence they are rated women.

Results by sector

Banking

All 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.

There were 17 banks who received an "A" for women, 15 for visible minorities and 7 for Aboriginal employees.

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 115 employers out of 224 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 2002, where 66 employers received an "A" and 27 employers received a "B".

Communications

In Communications, a fair number of employers received an "A" for women (32 of 82) and for Aboriginal Peoples (36 of 82), and visible minorities (27 of 82). Only 3 employers received an "A" for persons with disabilities.

A larger number of companies received either an "A" or a "B" for women (67 of 82), followed by Aboriginal Peoples (52 of 82) and visible minorities (40 of 82). However, of the 82 companies reporting this year in this sector, only 7 had ratings better than a "C" for persons with disabilities.

Other Sectors

About half of all 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", the majority of employers (42 of 51) 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.

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, inaccurate or incomplete information.

CODE	RESULTS	EXPLANATION
*	An asterisk indicates small population.	The asterisk attached to the letter indicates that the employer's workforce included fewer than ten members of a designated group.
G	By Gender.	Employers who submit a report for the first time submit by gender only.
L	Indicates employer has submitted a late report.	The employer has submitted after the June 1st deadline without asking for an extension from HRDC and therefore is subject to a fine.
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.

Legend: Total: Total number of employees; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

	NAME	Total	W	AP	PWD	VM	GPI
	BANKING SECTOR						
G	**ABN AMRO BANK N.V., CANADA BRANCH**	**90**	**C**				**5**
	BANK OF AMERICA (CANADA)	280	A	Z	C	B	5
	BANK OF CANADA	1,030	A	B	C	A	4
	BANK OF NOVA SCOTIA	26,038	A	B	C	A	5
	BMO FINANCIAL GROUP	23,206	A	A	C	A	5
	BNP PARIBAS (CANADA)	214	A	Z	D*	A	5
	CANADIAN IMPERIAL BANK OF COMMERCE	34,026	A	B	C	A	3
	CANADIAN WESTERN BANK	628	B	B	D*	A	4
	CITIBANK CANADA	1,149	B	A*	C*	A	4
	CITIZENS BANK OF CANADA	273	A	D*	D*	A	5
	HSBC BANK CANADA	4,560	A	C	C	A	5
	ING BANK OF CANADA	528	A	A*	D*	A	4
	INTESABCI CANADA	285	A	Z	Z	A	5
	LAURENTIAN BANK OF CANADA	3,115	A	D*	D	C	4
	MANULIFE BANK OF CANADA	101	B	Z	D*	D*	5
	MBNA CANADA BANK	1,021	A	A	C	B	5
	NATIONAL BANK OF CANADA	12,572	A	A	D	B	5
	NATIONAL BANK OF GREECE (CANADA)	289	B	Z	Z	C*	5
	ROYAL BANK OF CANADA	38,179	A	A	C	A	4
	SOCIÉTÉ GÉNÉRALE (CANADA)	97	A	Z	Z	A	5
	SYMCOR INC.	3,479	A	A	D	A	5
	THE TORONTO-DOMINION BANK	32,530	A	C	C	A	5
TRANSPORTATION SECTOR							
	101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	173	C	B	D*	A*	5
	1641-9749 QUÉBEC INC.	334	C	C*	C*	D*	5
	3087-9449 QUÉBEC INC.	212	C	Z	D*	A	5
	3793486 CANADA LTÉE/LTD.	546	D	A	D*	C	5

Legend: Total: Total number of employees; **W:** Women; **AP:** Aboriginal Peoples;
PWD: Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

	NAME	Total	W	AP	PWD	VM	GPI
	3846113 CANADA INC.	126	B	A*	A*	A	4
	591182 ONTARIO LTD.	326	C	A*	D*	D*	5
	682439 ONTARIO INC.	217	D*	D*	D*	C*	5
	A.J. BUS LINES LTD.	127	A	A*	D*	D*	3
	ACRO AEROSPACE INC.	330	D	D*	D*	A	5
V	**ADBY TRANSPORT LIMITED**	**97**					
	AEROGUARD CO. LTD., AEROGUARD INC., AEROGUARD EASTERN LTD.	1,102	A	A	D	A	4
	AIR CANADA	33,098	C	B	D	B	4
	AIR CANADA JAZZ (FORMERLY AIR NOVA INC.)	4,270	C	A	C	D	4
	AIR CREEBEC INC.	185	C	A	D*	D*	5
	AIR FRANCE COMPAGNIE NATIONALE	263	A	Z	D*	A	5
	AIR INUIT LTD/LTÉE	356	C	B	D*	A	5
	AIR TRANSAT A.T. INC.	2,194	B	A	C*	C	5
	AIRBORNE ENERGY SOLUTIONS LTD.	159	D	D*	D*	A*	4
G	**AIRPORT GROUP CANADA INCORPORATED**	**274**	**A**				**5**
	ALBANY BERGERON & FILS INC.	105	C	Z	Z	Z	4
	ALCAN SMELTERS AND CHEMICALS LIMITED	211	C*	A*	A	Z	5
	ALGOMA CENTRAL CORPORATION	852	D	A	C	A	5
	ALGOMA CENTRAL RAILWAY INC.	161	D	A*	D*	Z	5
	ALLIANCE PIPELINE LTD.	186	A	A*	A	B	5
	ALLIED SYSTEMS (CANADA) COMPANY	1,344	C	A	C	C	5
G	**ALPINE HELICOPTERS LIMITED**	**108**	**C**				**5**
	AMERICAN AIRLINES INC.	251	A	Z	A	A	4
	APEX MOTOR EXPRESS LTD.	134	B	A*	D*	A	2
	ARMOUR TRANSPORT INC.	426	C	A*	C	A*	1
L	**ARNOLD BROS. TRANSPORT LTD.**	**502**	**C**	**A**	**C**	**C**	**4**
G	**ARROW TRANSPORTATION SYSTEM INC.**	**255**	**C**				**1**
	ATLANTIC TOWING LIMITED	282	D*	Z	Z	D*	5

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	NAME	Total	W	AP	PWD	VM	GPI
	ATLANTIC TURBINES INTERNATIONAL INC.	231	C	C*	D*	Z	5
V	**AUTOCAR CONNAISSEUR INC.**	**74**					
G	**AVMAX GROUP INC.**	**275**	**D**				**5**
	B & R ECKEL'S TRANSPORT LTD.	197	D	A	C*	D*	5
	BAX GLOBAL (CANADA) LIMITED	226	A	A*	D*	A	4
	BAY FERRIES LIMITED	135	C	Z	Z	D*	5
	BCR MARINE LTD.	208	C	C*	Z	C	4
L	**BEARSKIN LAKE AIR SERVICE LIMITED**	**399**	**B**	**B**	**C**	**A**	**4**
	BIG FREIGHT SYSTEMS INC.	295	C	B	D*	A*	5
	BIG HORN TRANSPORT LTD.	116	C*	B*	A	D*	4
	BISON TRANSPORT INC.	763	D	B	D	C	4
	BRADLEY AIR SERVICES	1,037	C	C	C	A	5
	BREWSTER TRANSPORT COMPANY LIMITED	77	C*	D*	D*	D*	4
	BRITISH AIRWAYS	245	A	Z	D*	B	2
	BRITISH COLUMBIA COAST PILOTS LTD.	109	D*	Z	Z	Z	5
	BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	3,499	D	A	B	B	5
	BRUCE R. SMITH LIMITED	259	C	D*	C*	A	2
G	**BUFF-MAR CARTAGE LIMITED**	**242**	**C**				**5**
	BYERS TRANSPORT LIMITED	329	C	A*	B	B	3
	CALAC TRUCKING LTD.	326	D	B*	C	D*	2
	CALGARY AIRPORT AUTHORITY	139	B	D*	D*	B	5
	CALM AIR INTERNATIONAL LIMITED	336	B	B	D*	D*	4
	CANADA CARTAGE SYSTEM LIMITED	869	D	A*	D*	C	4
	CANADA MARITIME AGENCIES LIMITED	301	A	A*	D*	C	4
	CANADIAN FREIGHTWAYS LIMITED	941	C	A	C	C	5
	CANADIAN NATIONAL RAILWAY COMPANY	14,324	C	A	C	C	5
	CANADIAN PACIFIC RAILWAY COMPANY	13,381	C	A	B	B	4
	CANJET AIRLINES, A DIVISION OF IMP GROUP LIMITED	276	B	A*	D*	C	5
	CANXPRESS LTD.	118	C	D*	Z	D*	4

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	NAME	Total	W	AP	PWD	VM	GPI
	CARON TRANSPORTATION SYSTEMS PARTNERSHIP	202	D	A*	D*	D*	5
	CASCADE AEROSPACE INC.	479	D	A	C*	A	5
	CASCADE CARRIERS	126	C	Z	D*	C*	5
	CAST NORTH AMERICA INC.	84	B	Z	D*	A	4
	CATHAY PACIFIC AIRWAYS LIMITED	347	A	C*	Z	A	2
	CELADON CANADA, INC.	253	C	A*	C	C*	5
	CHALLENGER MOTOR FREIGHT INC.	965	C	A	C	B	5
	CHC HELICOPTERS INTERNATIONAL INC.	432	C	B	C*	C	4
	CITY OF OTTAWA	2,206	C	A	B	A	5
L	**CLARKE INC.**	**801**	**C**	**A**	**D**	**C**	**1**
	CLEAN HARBOR CANADA INC.	336	C	A*	B	C	5
	CONAIR GROUP LTD.	125	D	Z	D*	D*	5
	CONSOLIDATED AVIATION FUELING AND SERVICES	362	C	A*	D*	B	4
L	**CONSOLIDATED FASTFRATE INC.**	**908**	**C**	**D***	**D***	**C**	**3**
	CONTRANS CORP.	27	B	B*	D*	D*	5
	COONEY GROUP OF COMPANIES	300	D	A*	C*	D*	5
	D&W FORWARDERS INC.	121	C	A*	A*	A	5
	DAY AND ROSS INC.	1,628	C	B	C	B	5
	DELTA AIR LINES, INC.	271	A	Z	D*	C	5
	DICOM EXPRESS INC.	144	C	Z	Z	B	2
	DIRECT INTEGRATED TRANSPORTATION	803	C	A	C	B	5
	EAGLE GLOBAL LOGISTICS INC.	386	B	A*	D*	A	5
	ECL GROUP OF COMPANIES LTD.	356	D	D*	C*	C	5
	EDMONTON REGIONAL AIRPORTS AUTHORITY	162	A	C*	D*	B	5
	EMERY AIR FREIGHT CORPORATION	292	A	A*	A	A	5
V	**EMPIRE TRANSPORTATION LTD.**	**94**					
	ENBRIDGE PIPELINES INC.	713	C	C	C	C	5
L	**ENTREPRISES DE TRANSPORT J.C.G. INC.**	**285**	**C**	**D***	**D***	**Z**	**3**
	ERB ENTERPRISES INC.	1,081	C	A	D	C	5

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	NAME	Total	W	AP	PWD	VM	GPI
	EUROCOPTER CANADA LIMITED	143	C	A*	D*	A*	4
	EXECAIRE INC.	213	D	Z	D*	C*	4
G	**FED EX GROUND PACKAGE SYSTEM, LTD**	**608**	**C**				**5**
V	**FEDNAV LIMITED**	**88**					
	FIELD AVIATION COMPANY INC.	402	D	D*	D*	A	3
	FLOYD SINTON LIMITED	156	A	A*	D*	D*	5
	FRED GUY MOVING & STORAGE LTD.	89	C*	A*	B	A*	4
	GLOBAL FORWARDING COMPANY LIMITED	107	D	Z	D*	Z	3
	GLOBEGROUND NORTH AMERICA, INC.	2,027	A	D	D	A	5
	GOJIT LOGISTIQUE INC.	251	C	A*	Z	B	2
	GOSSELIN EXPRESS LTD	148	C	Z	D*	Z	4
	GRAY LINE OF VICTORIA LTD.	297	C	C*	C*	A	5
	GREAT CANADIAN RAILTOUR COMPANY LTD.	165	A	A*	Z	A	5
	GREATER TORONTO AIRPORTS AUTHORITY	893	C	B*	C	B	5
	GREYHOUND CANADA TRANSPORTATION CORPORATION	2,121	C	A	C	B	5
	GRIMSHAW TRUCKING AND DISTRIBUTING LTD.	251	C	A	C*	D*	4
L	**GROUP 4 FALCK (CANADA) LTD.**	**775**	**A**	**Z**	**Z**	**Z**	**5**
	H & R TRANSPORT LTD	528	D	D*	Z	D	4
	H.M. TRIMBLE AND SONS (1983) LTD.	317	D	A	C*	D*	4
N	**HALIFAX EMPLOYERS ASSOCIATION INC.**	**434**	**D**	**A**	**A**	**A**	**5**
	HALIFAX INTERNATIONAL AIRPORT AUTHORITY	115	C	A*	A*	A*	5
L	**HARBOUR AIR LTD.**	**107**	**B**				**5**
	HELIJET INTERNATIONAL INC.	128	D	D*	D*	C	5
	HELIPRO INTERNATIONAL - A DIVISION OF ACRO AEROSPACE INC.	141	C	D*	D*	A	5
	HIGHLAND MOVING AND STORAGE LTD.	114	C	Z	Z	Z	4
	HORIZON AIR INDUSTRIES INC.	119	A	D*	Z	A	5
	HUTTON TRANSPORT LIMITED	160	C	B*	C*	Z	4
	INNOTECH AVIATION LIMITED	163	C	A*	Z	A	4

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	NAME	Total	W	AP	PWD	VM	GPI
G	**INTERMAP TECHNOLOGIES CORPORATION**	**102**	**D**				**5**
	INTERNATIONAL AIR TRANSPORT ASSOCIATION	417	B	B*	D*	A	5
	J. & T. MURPHY LIMITED	400	A	D*	D	D*	5
	J.D. SMITH AND SONS LTD.	242	C	A*	B*	C	5
G	**J.S. CRAWFORD & SON TRANSPORTATION INC.**	**165**	**C**				**5**
	JAY'S MOVING AND STORAGE LTD	129	B	B	D*	A*	5
	JET TRANSPORT LTD.	120	D	D*	B*	D*	5
	JULES SAVARD INC.	182	C*	D*	Z	Z	3
	KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	703	D	A	C	A	5
	KENMORE TRANSPORTATION INC.	115	C	Z	Z	B*	3
	KENN BOREK AIR LTD.	283	D	A	D*	C	4
	KINDERSLEY TRANSPORT LTD.	680	C	C	D*	C	5
	KLEYSEN TRANSPORT LTD.	242	C	A	C*	C	4
	KRISKA HOLDINGS LTD.	311	C	D*	C*	C	5
	KUNKEL BUS LINES LTD.	173	A	A*	D*	D*	3
	L.E. WALKER TRANSPORT LIMITED	209	C	D*	D*	D*	4
	L-3 COMMUNICATIONS, SPAR AEROSPACE LIMITED	628	D	D*	C	B	5
	LAIDLAW TRANSIT	6,442	A	A	C	C	4
	LEVY TRANSPORT LTD	74	D*	A*	Z	Z	2
	LIBERTY LINEHAUL INC.	134	C	D*	Z	D*	5
	LOGISTEC CORPORATION	168	C	Z	D*	D*	4
L	**LOGISTIQUE MONDIALE EXEL (CANADA) INC.**	**291**	**A**	**A**	**Z**	**C**	**4**
	LUFTHANSA GERMAN AIRLINES	110	A	Z	Z	A	5
	MACKIE MOVING SYSTEMS CORPORATION	120	B	A*	D*	A*	4
	MACKINNON TRANSPORT INC	163	D	A*	C*	D*	5
	MARINE ATLANTIC INC.	1,186	C	C*	C	A*	5
	MARITIME EMPLOYERS ASSOCIATION	1,111	C	A*	C*	C	5
	MCKEVITT TRUCKING LTD.	123	C	A*	D*	A*	2
V	**MEL HALL TRANSPORT LIMITED**	**92**					

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	NAME	Total	W	AP	PWD	VM	GPI
	METROWIDE DRIVER SERVICES INC.	96	C	Z	B*	B	5
	MEYERS TRANSPORT LIMITED	273	D	A	A	C	4
	MIDLAND TRANSPORT LIMITED	1,024	C	A	C	B	4
	MILL CREEK MOTOR FREIGHT	157	C	A*	D*	D*	5
	MONTREAL AIRPORTS	579	B	A*	D*	C	5
	MONTREAL PORT AUTHORITY	329	C	Z	D*	C*	5
	MONTSHIP INC.	119	B	Z	D*	B	4
	MULLEN TRUCKING INC.	382	D	A	D*	D*	4
	MUNICIPAL TANK LINES LIMITED	129	C	A*	D*	C*	3
	N. YANKE TRANSFER LTD.	507	C	B	C*	C	5
	NASITTUQ CORPORATION	240	D	A	D*	A	5
	NAV CANADA	5,694	C	C	C	C	5
	NESEL FAST FREIGHT INCORPORATED	235	C	A*	D*	C	5
L	**NORTHERN TRANSPORTATION COMPANY LIMITED**	**261**	**C**	**B**	**D***	**D***	**3**
	NORTHUMBERLAND FERRIES LIMITED	155	C	Z	D*	D*	5
	OCEAN SERVICES LIMITED	156	D*	Z	D*	A*	4
	OCEANEX(1997) INC.	237	C	B*	D*	D*	5
	OK TRANSPORTATION LIMTED	151	C	A*	D*	C	5
	PACIFIC COASTAL AIRLINES LIMITED	220	B	B*	D*	C	1
	PAUL'S HAULING LTD.	263	D	A	C*	D*	4
	PCY CARRIERS INC.	234	D	D*	D*	C*	5
	PEACE BRIDGE BROKERAGE LIMITED	653	A	B	B	A	5
	PENETANG-MIDLAND COACH LINES LIMITED	259	B	A*	C*	C	2
	PENNER INTERNATIONAL INC.	162	C	Z	Z	D*	2
G	**PENSKE LOGISTICS CANADA**	**200**	**D***				**5**
	PENTASTAR TRANSPORTATION LTD.	199	C	B	D*	D*	5
	PERIMETER AVIATION LTD.	286	D	B	D*	D*	2
	PLH AVIATION SERVICES INC.	215	C	A	A	B	5
	POLE STAR TRANSPORT INCORPORATED	349	D	A*	C	D*	2

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	NAME	Total	W	AP	PWD	VM	GPI
	PORTER TRUCKING LTD.	233	C	A	D*	C	2
	PREMAY EQUIPMENT LTD.	90	D*	D*	D*	D*	4
N	**PRINCESS CRUISES (BC) LTD.**						
	PROVINCIAL AIRLINES LIMITED	399	B	A	D*	A*	5
G	**PRUDHOMME GROUP OF COMPANIES.**	**135**	**D**				**5**
	QUEBEC NORTH SHORE AND LABRADOR RAILWAY	422	C	D*	Z	Z	5
	QUIK X TRANSPORTATION INC.	224	B	D*	C*	C	5
	RAILAMERICA INC.	311	C	A	C*	C*	5
	RAINBOW TRANSPORT (1974) LTD.	225	D	A	C*	C*	5
	REIMER EXPRESS LINES LTD.	1,367	C	A	C	C	5
	RIDSDALE TRANSPORT LTD	281	C	A	C*	D*	5
	RIVTOW MARINE INC.	226	C	A*	D*	C	4
	ROBYNS TRANSPORTATION AND DISTRIBUTION SERVICES LTD.	150	C	B*	D*	C*	3
	ROSEDALE TRANSPORT LIMITED	245	D	B*	C*	A	5
	ROSENAU TRANSPORT LTD.	294	D	A	C	C*	5
	RYDER TRUCK RENTAL CANADA LIMITED	632	C	A*	C	C	5
	SASKATCHEWAN TRANSPORTATION COMPANY	229	C	A	A	D*	5
	SCHNEIDER NATIONAL CARRIERS, CANADA	635	C	A*	D*	D	4
G	**SEABOARD LIQUID CARRIERS LIMITED**	**368**	**D**				**5**
	SEASPAN INTERNATIONAL LTD.	1,135	D	A	C	C	5
L	**SECUNDA MARINE SERVICES LIMITED**	**315**	**D**	**C***	**D***	**D***	**0**
	SERCO FACILITIES MANAGEMENT INC.	530	C	A	C*	A	5
	SERVICES AÉROPORTUAIRES HANDLEX INC.	747	A	B*	D*	B	4
L	**SGT 2000 INC.**	**440**	**C**				**4**
	SKY SERVICE F.B.O. INC. AND SKYSERVICE AVIATION INC.	311	D	A*	D*	D*	5
	SKYSERVICE AIRLINES INC.	905	B	D*	C*	C	3
	SKYWARD AVIATION LTD.	233	B	B	D*	D*	4
L	**SLH TRANSPORT INC.**	**1,334**	**D**	**A**	**C**	**C**	**4**

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	SMT (EASTERN) LIMITED	197	C	A*	C*	D*	5
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	452	C	A	B	A	4
	ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	564	B	A	A	A	5
	SUNBURY TRANSPORT LIMITED	103	B	Z	Z	Z	4
	SWANBERG BROS. TRUCKING LTD.	191	D	B	D*	D*	4
	T.E.A.M. LOGISTICS SYSTEMS INC.	92	C	Z	Z	Z	2
	TALLMAN TRANSPORTS LTD.	92	C*	Z	Z	D*	3
	TERASEN PIPELINES (TRANS MOUNTAIN) INC.	242	C	D*	B	C	3
V	**THE BLM GROUP INC.**	**91**					
	TIPPET-RICHARDSON LIMITED	195	C	B*	A	B	5
	TNT CANADA INC.	281	A	A*	A	A	5
	TOKMAKJIAN LIMITED CAN-AIR	238	D	A*	D*	B	4
	TORONTO PORT AUTHORITY	105	C	A*	A*	C*	4
	TRANSCANADA PIPELINES LIMITED	1,763	B	A	C	C	5
	TRANSFREIGHT INC.	359	C	A*	D*	A	5
	TRANS-FRT. MCNAMARA INC.	111	C	Z	D*	D*	1
	TRANSIT WINDSOR	266	B	B*	C*	A	5
L	**TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.**	**341**	**C**	**C***	**C***	**D***	**4**
L	**TRANSPORT ASSELIN LTÉE**	**118**	**C**	**C***	**Z**	**A***	**4**
	TRANSPORT BERNIERES INC.	166	C	Z	Z	Z	4
	TRANSPORT CABANO-KINGSWAY INC.	1,514	C	A*	C	C	5
	TRANSPORT COUTURE ET FILS LTÉE.	164	C	Z	Z	Z	4
	TRANSPORT DESGAGNÉS INC.	94	D*	B*	Z	A*	4
L	**TRANSPORT GUILBAULT INC.**	**136**	**Z**	**Z**	**Z**	**Z**	**3**
	TRANSPORT HERVE LEMIEUX (1975) INC	236	D	A*	D*	C*	5
	TRANSPORT MORNEAU INC.	249	C	D*	D*	Z	4
	TRANSPORT NJN INC.	157	B	Z	Z	D*	5
	TRANSPORT ROBERT(1973) LTÉE	275	D*	D*	D*	D*	4

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	NAME	Total	W	AP	PWD	VM	GPI
L	**TRANSPORT THIBODEAU INC.**	**453**	**D**	**A***	**A**	**B**	**5**
	TRANSPORT THOM LTÉE	179	C	B*	D*	A*	5
	TRANSX LTD.	950	C	A	D	C	5
	TRAVELERS TRANSPORTATION SERVICES INC.	327	C	A*	C*	C	4
	TRENTWAY WAGAR INC.	618	C	A*	D*	C	5
	TRIMAC TRANSPORTATION MANAGEMENT LTD.	264	B	A*	D*	A	4
	TSI TERMINAL SYSTEMS INC.	251	C	A*	D*	B	5
	TST SOLUTIONS INC.	1,069	C	D*	C	C	4
	UNITED AIRLINES, INC.	177	A	A*	D*	A	4
M	**UPPER LAKES GROUP INC.**	**632**					**1**
	US AIRWAYS GROUP INC.	93	A	Z	Z	A	5
	VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	286	B	D*	B	A	5
	VANCOUVER ISLAND HELICOPTERS LTD.	216	D	D*	Z	Z	5
	VANCOUVER PORT AUTHORITY	151	A	D*	C*	A	5
	VAN-KAM FREIGHTWAYS LTD.	269	B	C*	C	A	5
	VERSPEETEN CARTAGE LTD.	231	D	Z	D*	A*	4
	VIA RAIL CANADA INC.	3,443	C	B	B	C	5
	VOYAGEUR AIRWAYS LIMITED	210	D	A*	C*	A*	5
	WARREN GIBSON LIMITED	644	D	A*	C	C*	4
	WASAYA AIRWAYS LIMITED PARTNERSHIP	184	C	B	D*	D*	5
	WESTCAN BULK TRANSPORT LTD.	517	D	C	C	D	5
	WESTCOAST ENERGY INC.	952	C	B	B	A	5
	WESTERN STEVEDORING COMPANY LIMITED	107	D	A*	D*	D*	5
	WESTJET AIRLINES LTD.	3,094	A	C	D	D	4
	WESTSHORE TERMINALS LTD.	176	C	Z	D*	D*	4
	WILLIAMS MOVING AND STORAGE (BC) LTD.	315	C	A	D*	C*	5
	WINNIPEG AIRPORT AUTHORITY	115	D	B*	C*	C*	5
	WORLDWIDE FLIGHT SERVICES	918	C	A	D*	A	5
	XTL TRANSPORT INC.	142	A	A*	Z	D	4

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	NAME	Total	W	AP	PWD	VM	GPI
	YELLOW TRANSPORTATION, INC.	237	C	A*	D*	C	4
	COMMUNICATIONS SECTOR						
	ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	175	C	D*	D*	A*	3
	ALIANT	5,967	A	B	C	A	3
	ALLIANCE ATLANTIS COMMUNICATIONS	359	A	A*	C*	C	5
	AMTELECOM GROUP INC.	1,232	B	B	D*	A	5
	AT & T CANADA CORP.	3,564	B	A	C	B	5
	BCE NEXXIA INC.	1,237	B	A*	C	C	5
	BELL CANADA	27,447	A	C	D	C	5
	BELL EXPRESSVU LTD	1,423	B	A	C	B	4
	BELL MOBILITY INC.	3,127	A	A	D	A	5
	BELL WEST INC.	655	A	A*	C*	C	5
	BLACKBURN RADIO INC.	112	B	D*	D*	D*	5
	CALL-NET ENTERPRISES	1,873	A	B	C	A	5
	CANADA POST CORPORATION	56,214	A	B	C	B	5
	CANADIAN BROADCASTING CORPORATION	7,237	A	A	C	C	5
	CANPAR TRANSPORT L.P.	1,665	D	A	C	A	5
	CHTV TELEVISION A DIVISION OF GLOBAL COMMUNICATIONS LIMITED	152	B	A*	C*	D*	4
	CHUM LIMITED	2,433	A	A	C	C	5
	CICT TELEVISION (A DIVISION OF GLOBAL)	180	A	D*	D*	C*	5
	CITV TELEVISION (A DIVISION OF GLOBAL)	158	B	D*	D*	C*	5
	COGECO CABLE CANADA INC.	347	B	Z	Z	Z	2
	COGECO CABLE SYSTEMS INC.	804	B	A*	D	C	5
M	**CONNEXIM SOCIÉTÉ EN COMMANDITE**	**605**					**3**
	CORUS ENTERTAINMENT INC.	1,903	A	C	C	C	5
	CRAIG BROADCAST ALBERTA INC.	255	A	A*	D*	C	5
	CRAIG BROADCAST SYSTEMS INC.	154	A	A	A	B*	5

Legend: Total: Total number of employees; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

	NAME	Total	W	AP	PWD	VM	GPI
	CTV INC. - CJOH	119	B	Z	Z	A*	5
	CTV INC./RDS	156	B	A*	D*	Z	5
	CTV SPECIALTY TELEVISION INC.	402	A	D*	D*	B	5
	CTV TELEVISION INC - CFQC	155	B	D*	B*	A*	5
	CTV TELEVISION INC. - ATV/ASN	191	C	Z	C	A*	5
	CTV TELEVISION INC. - CFCF	137	B	Z	D*	B*	5
	CTV TELEVISION INC. - CFCN	147	A	A*	D*	D*	5
	CTV TELEVISION INC. - CFRN	106	A	A*	D*	D*	5
	CTV TELEVISION INC. - CFTO/CTV	1,084	A	B*	C*	A	4
	CTV TELEVISION INC. - CIVT	181	A	A*	D*	B	4
	CTV TELEVISION INC. - CKCO	127	B	A*	D*	D*	5
	CTV TELEVISION INC. - CKY	106	B	A*	D*	B*	5
	CTV TELEVISION INC. - MCTV	126	B	A*	D*	D*	5
L	**DHL INTERNATIONAL EXPRESS LTD.**	**434**	**A**	**B***	**D***	**A**	**4**
	DYNAMEX CANADA CORP.	529	B	B	C*	A	5
G	**EASTLINK**	**565**	**B**				**5**
	EXPERTECH NETWORK INSTALLATION INC.	1,944	D	A	C	C	5
	FEDERAL EXPRESS CANADA	4,272	B	A	B	A	5
	GLOBAL COMMUNICATIONS LIMITED	366	B	A*	D*	C	5
	GLOBAL COMMUNICATIONS LTD	103	C	Z	D*	D*	4
	GLOBAL COMMUNICATIONS LTD.	248	B	D*	D*	C	4
	GLOBAL TELEVISION QUEBEC LIMITED PARTNERSHIP	114	A	Z	Z	C*	5
	GOLDEN WEST BROADCASTING	290	B	D*	D*	Z	4
	GROUPE RADIO ASTRAL INC.	775	A	Z	Z	D*	5
	GROUPE TVA INC.	892	B	D*	Z	C*	5
	JIM PATTISON INDUSTRIES LTD.	403	C	C*	C	C*	5
	MANITOBA TELECOM SERVICES INC.	3,131	A	B	B	B	4
	MARITIME BROADCASTING SYSTEM LIMITED	260	B	Z	C*	B*	4
	MAYNE LOGISTICS LOOMIS INC.	1,781	C	A	D	A	2

Legend: **Total:** Total number of employees; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

	NAME	Total	W	AP	PWD	VM	GPI
	MICROCELL SOLUTIONS	1,891	B	B	C	A	4
	MUSIQUEPLUS INC.	156	B	Z	Z	A	4
	NAVIGATA COMMUNICATIONS INC.	265	B	B*	D*	A	4
	NEWCAP BROADCASTING, A DIVISION OF NEWCAP INC.	523	B	A	C*	C*	5
	NORTHERNTEL LIMITED PARTNERSHIP	246	B	A*	C*	D*	4
	NORTHWESTEL INC.	605	C	C	C	A	4
	PAGING NETWORK OF CANADA INC.	154	A	B*	D*	A	4
	PELMOREX INC.	284	A	A*	A	B	5
	PERSONA COMMUNICATIONS INC.	370	C	C*	C*	D*	4
	PRIMUS TELECOMMUNICATIONS CANADA INC.	610	A	A	C*	A	5
	PUROLATOR COURIER LTD.	11,632	C	A	C	A	4
	RADIO 1540 LIMITED	124	C	Z	Z	C	3
	RADIO NORD COMMUNICATIONS INC.	197	B	A*	B*	Z	4
	RAWLCO COMMUNICATIONS LTD.	168	B	A	C*	D*	5
	ROGERS COMMUNICATIONS INC.	11,873	A	B	D	A	5
	SHAW COMMUNICATIONS INC.	6,253	C	B	D	A	4
	STANDARD RADIO INC.	942	A	D*	C	D	5
	STRATOS GLOBAL CORPORATION	223	A	D*	D*	A*	5
	TÉLÉBEC S.E.C.	542	A	D*	C*	D*	5
	TELEGLOBE CANADA INC.	569	A	A*	D*	B	2
	TELE-MOBILE COMPANY AND TM MOBILE INC.	5,104	A	A	C	A	4
	TELESAT CANADA	467	C	B*	C*	A	5
	TELUS COMMUNICATIONS (QC) INC.	1,669	B	B*	C	C	4
	TELUS COMMUNICATIONS INC.	16,384	B	B	C	B	5
N	**THE SCORE TELEVISION NETWORK LTD.**						
	THUNDER BAY TELEPHONE	314	A	D*	A	C*	5
	TQS INC.	464	B	A*	D*	D*	3
	UNITED PARCEL SERVICE CANADA LTD.	6,566	C	A	D	A	5

Legend: **Total:** Total number of employees; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

	NAME	Total	W	AP	PWD	VM	GPI
	VIDEOTRON LTD.	2,340	C	D*	C*	C	5
	VIDÉOTRON TÉLÉCOM LTÉE	514	B	A*	D*	C	5
OTHER SECTORS							
L	**ADM AGRI-INDUSTRIES LTD.**	**963**	**D**	**Z**	**Z**	**C**	**4**
	AGRICORE UNITED	2,449	C	C	C	C	5
	ATOMIC ENERGY OF CANADA LIMITED	3,473	B	B	C	A	5
	BRINK'S CANADA LIMITED	1,849	C	A	C	C	5
	BRUCE POWER LP	3,275	C	B	B	B	5
	BUSINESS DEVELOPMENT BANK OF CANADA	1,231	B	A	C	A	5
	CAMECO CORPORATION	1,380	C	A	B	A	5
	CANADA COUNCIL FOR THE ARTS	177	A	A	C*	A	5
	CANADA LANDS COMPANY CLC LIMITED	87	B	Z	D*	C*	5
	CANADA MALTING COMPANY LIMITED	185	C	D*	D*	C*	5
	CANADA MORTGAGE AND HOUSING CORPORATION	1,703	A	A	C	A	5
L	**CANADIAN BANKERS ASSOCIATION**	**137**	**A**	**Z**	**D***	**B**	**4**
	CANADIAN DEPOSIT INSURANCE CORPORATION	111	B	C*	Z	A	5
	CANADIAN MUSEUM OF CIVILIZATION CORPORATION	364	A	A*	C*	A*	5
	CANADIAN MUSEUM OF NATURE	153	A	A*	A*	A*	4
	CANADIAN PRESS (THE)	386	B	A*	C	C	5
	CANADIAN WHEAT BOARD	509	A	B	D	C	4
	CARGILL LIMITED	905	C	C	C	C	4
	COGEMA RESOURCES INC.	301	C	A	D*	A	5
	DEFENCE CONSTRUCTION (1951) LIMITED	259	B	D*	D*	A	5
	EXPORT DEVELOPMENT CANADA	997	B	C*	C	A	5
	FARM CREDIT CANADA	924	B	B	C	B	5
	FRESHWATER FISH MARKETING CORPORATION	159	A	A	C*	C*	5
	GENERAL ELECTRIC CANADA INC	213	B	Z	Z	A	4
	HUDSON BAY MINING AND SMELTING CO. LIMITED	1,456	C	C	A	A	5

Legend: Total: Total number of employees; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **GPI:** Good Practices Index

NAME	Total	W	AP	PWD	VM	GPI
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	223	B	D*	D*	A	5
JAMES RICHARDSON INTERNATIONAL LIMITED	691	C	D*	C*	C	5
LANDMARK FEEDS INC.	346	D	C*	D*	D*	4
MASTERFEEDS A DIVISION OF AGP INC.	354	C	D*	D*	D*	5
MDS NORDION	805	B	D*	C	A	5
N.M. PATERSON AND SONS LIMITED	249	D	A*	D*	D*	4
NATIONAL ARTS CENTRE CORPORATION	657	B	D*	D*	A	5
NATIONAL CAPITAL COMMISSION	382	A	A*	C*	B*	5
NATIONAL GALLERY OF CANADA	250	A	B*	C*	C*	4
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	224	A	A*	A	C*	5
NEWLIFE MILLS LTD.	228	C	D*	B	D*	4
ONTARIO POWER GENERATION	11,064	C	A	C	B	5
PACIFIC ELEVATORS LIMITED	103	Z	A*	A*	C*	3
PARRISH AND HEIMBECKER LIMITED	861	B	D	C	C	3
PRINCE RUPERT GRAIN LTD.	105	C	A	D*	C	5
REUTERS CANADA LIMITED	124	B	Z	D*	B	5
RIDLEY INC.	386	C	D*	D*	C	5
ROBIN HOOD MULTIFOODS	853	B	A	C	B	4
ROYAL CANADIAN MINT	510	A	C	C	A	4
SASKATCHEWAN WHEAT POOL	1,171	C	C	B	C	5
SÉCUR INC.	783	C	A	D*	C	5
SECURICOR CANADA LTD.	2,914	C	A	C	C	5
SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	210	A	Z	D*	D	4
TÉLÉFILM CANADA	148	A	A*	D*	D*	5
VERREAULT NAVIGATION INC.	87	D*	Z	Z	Z	4
ZIRCATEC PRECISION INDUSTRIES INC.	241	C	A*	A	D*	5

5. Employers' Reports

This chapter describes the employment situation of designated groups in the workforce of federally regulated employers under the Employment Equity Act in 2002. It also analyses how the situation of these groups has changed during the reporting year. The first section focuses on the total workforce, while the following four sections examine the situation of women, Aboriginal Peoples, persons with disabilities and members of visible minority groups.

5.1 The Workforce

- *In 2002, the total workforce under the Act increased in the Banking, Transportation, and the Other sectors, but decreased in Communications; the net overall impact was a one per cent increase in the workforce.*
- *30 new employers reported for the first time this year, while 25 other employers who reported last year did not do so this year for a variety of reasons. Consequently, the number of employers increased to 423.*
- *Total hiring as a ratio of the workforce significantly fell in 2002 from 17.2% to 13.1%, promotions also had a significant drop from 8.0% as a ratio of the workforce in 2001 to 6.6% in 2002. Terminations as a ratio of the workforce also fell from 14.4% to 13.7% in 2002.*

THE NUMBER OF EMPLOYERS AND EMPLOYEES BY SECTOR, 1987, 2000 AND 2001

SECTORS	EMPLOYERS			EMPLOYEES		
	1987	2001	2002	1987	2001	2002
Banking	23	22	22	169,632	195,870	196,828
Transportation	208	249	265	203,207	178,984	182,616
Communications	90	92	84	179,247	215,330	212,335
Other Sectors	52	55	51	43,331	45,231	48,254
All Sectors	**373**	**418**	**423**	**595,417**	**635,415**	**640,033**

The Workforce in 2002

The number of employees covered under the Act increased by almost one per cent in 2002 compared to the previous year. The modest rise from 635,400 to 640,033 this year was largely related to the low number of new hires in 2002. The workforce under the Act increased by 4,600 employees, and the increase occurred in three of the four major industrial sectors, namely, in Banking, Transportation and the Other sectors.

Thirty employers submitted reports for the first time in 2002, adding almost 30,000 employees to the workforce under the *Act*. In contrast, 25 others submitted no reports for a variety of reasons subtracting almost 6,700 employees from the total count. For example, employers who did not show up in this report may have experienced a reduction in their workforces to below 100 employees, or become consolidated with other employers or closed down, while others may have submitted a report too late to be included in this report (see Chapter 4 for a list of these employers). In addition, there was a reduction of 18,700 jobs especially in the Communications sector.

The historical dynamics in the workforce of the Communications sector were not as severe as in Banking and Transportation, as the workforce in Communications dropped from 213,500 in 1990 to 191,200 in 1997, but broke the historical high in 2001 as the workforce in the sector stood at 215,300. The workforce in this sector fell slightly in 2002 to 212,300. Improvement in technology and convergence activities led to the robustness of the sector.

Sectoral Profile

The three largest federally regulated industrial sectors under the Act accounted for almost 92.5% of the workforce. Communications came first at 33.2% of the total, followed by Banking at 30.8%, Transportation at 28.5% and the Other sectors at 7.5%.

The Other sectors experienced a significant increase in the workforce of almost 6.7%, while Transportation had a 2.1% increase, and Banking a 0.5% increase. On the other hand, Communications had a 1.4% decrease in the workforce under the Act. At 196,800, the number of employees in Banking was at a historical high in 2002, surpassing the 1990 record of 185,000. This breaks the declining trend of the 1990s, and shows a 24,000 increase over the year 2000. The dynamic changes in banking are largely due to consolidation and acquisitions that allowed banks to diversify into non-traditional financial areas for banks.

Transportation experienced a similar historical decline, falling from 208,500 in 1988 to 147,300 in 1997, but has reversed trend since then and reported a workforce of 182,600 in 2002. While the decline is explained largely by deregulation and consolidation activities in the sector, the rebound is attributed to increased trade and travel flows with the U.S. and within Canada in recent years and the rising dependence on truck transport.

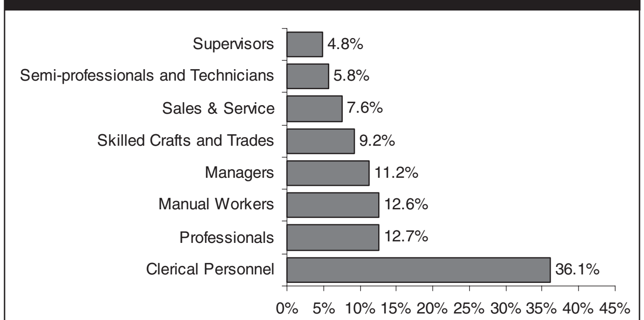
Regional Profile

The four most populous provinces in Canada (Ontario, Quebec, British Columbia, and Alberta) accounted for 87.0% of the workforce under the *Act* in 2002. Ontario had the lion's share of the workforce at 46.0%, followed by Quebec at 18.6%, British Columbia at 12.2%, and Alberta at 10.2%. Compared with the previous year, the workforce shares of Ontario and Alberta under the Act were almost unchanged, while Quebec showed an increase and British Columbia experienced a decline.

The remaining 9 regions had among them 13.0% of the workforce under the Act. The three northern territories had a combined workforce under the *Act* of 1,143 employees, almost 0.2% of the total workforce.

Occupational Profile

DISTRIBUTION OF THE WORKFORCE UNDER THE ACT BY OCCUPATIONAL GROUP IN 2002



More than one third of employees in the workforce under the Act were concentrated in administrative and clerical personnel jobs in

2002. Together, the clerical personnel and the administrative and senior clerical personnel categories grouped 36.1% of the workforce, 1.4% lower than 2001. On the other hand, a larger percentage of employees were found in professional jobs than in the previous year. In 2002, professional and semi-professional and technical jobs accounted for 18.5% of the workforce compared to 18.2% a year earlier.

Management (senior, middle and other) formed the third largest group with 11.2% in the workforce under the Act in 2002, a slight increase from 11.1% in the previous year. The percentage in skilled crafts and trade work was unchanged this year at 9.2%.

The concentration of employees in certain occupations varied in 2002 among sectors. For example, 76.8% of employees in Banking worked in clerical and professional positions, compared to 63.8% in Communications, 45.4% in the Other sectors, and only 23.3% in Transportation. Compared to last year, this concentration was lower in three of the major industrial sectors. In 2001, the concentration was 77.0% in Banking, 65.0% in Communications, 45.4% in the Other sectors, and 23.5% in Transportation.

In contrast, 48.0% of employees in Transportation were in the skilled or semi-skilled occupational groups, compared to only 0.2% of employees in Banking. Another observation in 2002 was the difference in the share of management jobs amongst the various sectors. For example, the two management categories accounted for 18.1% of all employees in Banking, but only 5.5% in Transportation and 10.5% in Communications and 8.7% in the Other sectors.

Hirings

There were 83,700 new hires by private sector employers under the *Act* in 2002, compared to 108,300 in 2001 and 102,600 in 2000. The 24,600 decline in one year brought the ratio of hiring to the workforce under the Act to 13.1% in 2002 compared to 17.2% in 2001. However, excluding the comparison with 2001 and 2000, the 2002 figure of 83,700 was the highest since 1989.

The outlier years of 2000 and 2001 witnessed exceptionally high levels of hiring because of mergers and acquisitions, where employers considered merged workforces as new hires. Not all hires were new additions from outside the workforce. Some hiring was attributed to transfers of employees from companies whose assets were acquired by a company covered by the Act. For example, Air Canada had a recruitment level of almost 11,500 in 2001 but only 977 in 2002. While financial difficulties in the past three years could explain the low recruitment level, most of the decline in 2002 could be attributed to the fact that Air Canada integrated Canadian Airlines workforce of over 10,000 employees in 2001 and this move was reflected in the recruitment figure for 2001.

In the current reporting year, Transportation was the leader in recruitment, accounting for 36.8% of all hires by employers under the Act, followed by Communications at 32.2%, Banking at 25.6%, and the Other sectors at 4.6%.

A decrease in hiring as a ratio of the sector's workforce occurred in all sectors in 2002. The ratio fell in Banking from 14.8% to 10.9%, in Transportation from 23.2% to 16.7%, and in Communications from 15.4% to 12.9%. It also fell in the Other sectors from 10.6% to 8.0%. The year 2002 showed sharp declines in total hiring per sector, especially in Transportation where hiring declined to 30,800 from 41,500 in 2001, and in Banking from 28,900 to 21,400, Communications from 33,100 to 27,400, and in the Other sectors, from 4,800 to 3,800.

The chapter on the business climate shows the link between those declines and the situation in each industrial sector. For example, consolidation, mergers and acquisitions, and the dire circumstances in the high tech and the IT industries led to lower hiring levels in the Communications sector in 2002 compared to 2001. Employers in Transportation hired 10,700 fewer people in 2002 compared to 2001, while Banking hired 7,500 less.

Approximately 66.4% of the new employees who joined the workforce under the Act in 2002 were full-time employees, 33.6% were part-time employees and 3.8% temporary employees. This is a departure from the previous year, where 67.6% of hirings were into full time jobs, 31.6% into part-time jobs and only 0.8% into temporary jobs.

Terminations

The number of terminations decreased by 4.1% from 91,300 in 2001 to 87,500 in 2002 (i.e., from 14.4% as a percentage of the workforce in 2001 to 13.7% in 2002). The level in 2002 was in line with 2000 and 2001, but was much higher than the levels experienced in the 1990s. The number of terminations was higher than that of hirings in 2002. As a result, the net effect of hirings and terminations was negative for the first time since 1997. Terminations have exceeded hirings every year between 1990 and 1997, but hirings exceeded terminations every year between 1998 and 2001. A total of 3,800 fewer people were hired than terminated during 2002 in the workforce under the *Act* .

Communications accounted for 35.7% of all terminations followed by Transportation at 31.2%, 26.0% for Banking, and 7.1% for the Other sectors. Compared to the previous year, terminations as a ratio of each sector's workforce increased in Communications from 12.7% to 14.7%, but dropped in Banking from 12.9% to 11.5%, and in Transportation from 16.7% to 14.9%. It decreased very significantly in the Other sectors from 22.2% to 12.8%%.

Transportation was the only industrial sector where hirings exceeded terminations in 2002. Hirings exceeded terminations by 3,500 in that sector. The Communications sector hired 3,800 fewer people than it terminated, and Banking hired 1,300 fewer than it terminated, while the Other sectors had 2,300 more terminations than hires.

Promotions

There were 42,100 promotion actions by employers in the workforce under the Act in 2002, almost 8,900 lower than in 2001, and the lowest level since 1993. As a ratio of the workforce under the Act, promotions fell from 8.0% in 2001 to 6.6% in 2002.

Banks still promoted the highest proportion of their employees compared to the other sectors this year. Banking accounted for 53.0% of all promotions in the workforce under the Act, followed by Communications at 23.6%, Transportation at 15.8%, and Other sectors at 7.4%. As a ratio of the workforce, the share of employees promoted fell from 14.1% in 2001 to 11.3% in Banking, 4.6% to 3.6% in Transportation, 5.2% to 4.7% in Communications, and 8.7% to 6.5% in the Other sectors.

Salaries

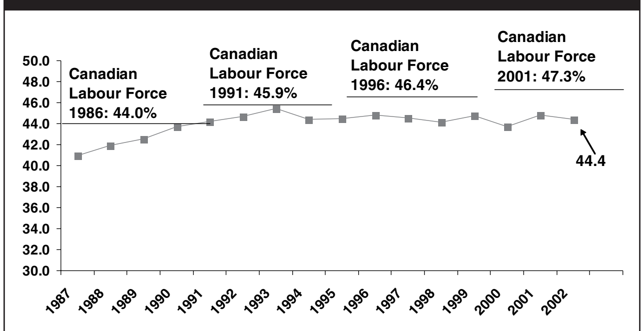
Average salaries in the workforce under the *Act* grew by $2,211, or 4.2%, to reach $55,414 in 2002. They grew by a cumulative 18.7% since 1997. In the current reporting year, 58.5% of the workforce under the Act earned less than $50,000 against 61.6% last year. In the low salary scale, 11.1% earned less than $30,000 in 2002, compared to 12.3% in the previous year. The proportion of employees earning $50,000 and over increased in 2002 to 41.5% against 38.4% in 2001. Almost half of the workforce (47.4%) was in the mid-salary range of $30,000 to $49,999, compared to 49.3% who were in that range in 2001.

5.2 Women

- *Women's representation in the workforce under the Act fell in 2002, but remained at a healthy level.*
- *Significantly fewer women were hired this year and fewer were terminated.*
- *Women's share of promotions increased this year; they continued to receive a majority of promotion opportunities.*
- *Women earned 78.1% of men's average salary, which was 0.5% lower than the rate observed last year.*
- *Women had the highest representation in Banking (71.1%) followed by Communications (41.2%).*
- *Women are still highly concentrated in clerical-related occupations, but are making progress in management and professional occupations, where they accounted for 36.0% of all employees.*

Representation

REPRESENTATION OF WOMEN IN THE WORKFORCE UNDER THE ACT AND IN THE CANADIAN LABOUR FORCE (IN PER CENT)



The representation of women in the federal private sector workforce under the Act dropped slightly from 44.8% in 2001 to 44.4%. This year's women representation compares very well with 1987 (at 40.9%) and is almost 93.9% of their labour market availability of 47.3% (as estimated from the 2001 Canada census). There were 280,000 women in the workforce under the Act in 2002, almost 5,000 fewer than the figure in 2001.

In terms of distribution, 47.4% of all women in the federal private sector workforce under the Act in 2002 were in Banking, followed by 31.3% in Communications, 15.6% in Transportation, and only 4.7% in the Other sectors. The ratios for the preceding year were 48.8% in Banking, 31.2% in Communications, 15.5% in Transportation, and 4.4% in the Other sectors. Therefore, only Banking showed a significant decrease in the share of female employees in 2002.

Women's representation in 2002 rose in Transportation by 0.6% to 25.4% and fell in the Other sectors by 0.5% to 27.5%. It was virtually unchanged in Banking at 71.1% and in Communications at 41.2%.

In 2002, almost 9 in 10 women in the workforce under the Act were located in the four most populated provinces, namely, Ontario (46.9%), Quebec (18.7%), British Columbia (11.9%), and Alberta (9.9%). Among these provinces this year, only Quebec increased the share of women in the workforce under the Act, in the other three the share decreased.

Women's representation, rose in Quebec from 44.9% to 45.1%, but fell in British Columbia from 44.3% to 43.8% and in Ontario from 46.2% to 45.8% and in Alberta from 44.9% to 43.6%.

Among all ten provinces, New Brunswick continued to have the highest women's representation (52.0%) in the workforce under the Act, in 2002, while Manitoba and Saskatchewan continued to have the lowest representation at 37.2% and 41.9% respectively. Among the territories, the Northwest Territories had the lowest representation of women in Canada (at 30.9%) while the Yukon had the highest representation (58.6%).

As in previous years, women in the workforce under the Act in 2002 were highly concentrated in the four clerical and sales occupations. Almost two-thirds of all female employees were in these occupations, clerical personnel (47.0%), administrative and senior clerical personnel (9.6%), and intermediate and skilled sales and service personnel (7.2%). However, the proportion of this concentration for all women has decreased from 65.9% in 2001 to 63.8% in 2002, and has increased in management and professional occupations from 24.4 in 2001 to 25.5% of all women in 2002. Also the share of women in management positions as a percentage of all women increased from 10.0% to 10.4% in 2002.

Women's representation increased in eleven occupational categories in 2002 and fell in three. Most notably, women's representation continued to fall in other manual work (from 8.9% to 7.3%) and in skilled service and sales personnel (from 45.8% to 37.7%) and in administrative and senior clerical personnel (from 81.0% to 80.1%). In contrast, representation of women increased the most in other sales and service personnel (from 24.2% to 28.5%) and in clerical personnel (from 66.6% to 67.7%). The highest representation of women in 2002 continues to be in administrative and senior clerical personnel (80.1%), in clerical personnel (67.7%) and in intermediate sales and service personnel (66.1%).

In Banking, the overall representation of women in 2002 was stable at 71.0% compared to last year. Women representation in this sector increased in 12 occupations and decreased in 2. Most notably, it increased in the two management occupations, and the professional occupations, but dropped in the administrative and clerical personnel. Women's representation in Banking increased in senior management (from 25.4% to 26.4%), in the middle and other managers group (from 49.5% to 51.0%) and in the professional group (from 53.0% to 53.7%), and in semi-professionals from 56.4% to 57.7%. Women were also a majority in several other occupations in Banking in 2002, most notably, clerical personnel (84.7%), administrative and senior clerical personnel (79.0%), and supervisors (83.6%).

In Transportation, women's representation rose from 24.8% in 2001 to 25.3% in this reporting year. The rise occurred in 9 occupational groups, most notably in middle and other management (increased from 22.2% to 22.9%), professionals (from 32.2% to 33.9%) and other sales and service personnel (from 32.7% to 43.3%). Women made up 68.8% of intermediate sales and service personnel in this sector and 60.8% of clerical personnel.

In Communications, women's representation was almost unchanged at 41.2%. It rose slightly in 12 occupational groups and dropped in the remaining 2. The increase in Communications was most notable in supervisors (from 48.3% to 51.4%) and in administrative and senior clerical personnel (from 82.3% to 83.7%), while the decline was notable in the sales occupations: in the skilled sales and service personnel (from 57.7% to 53.0%), and in the intermediate sales and service personnel (from 58.8% to 57.6%).

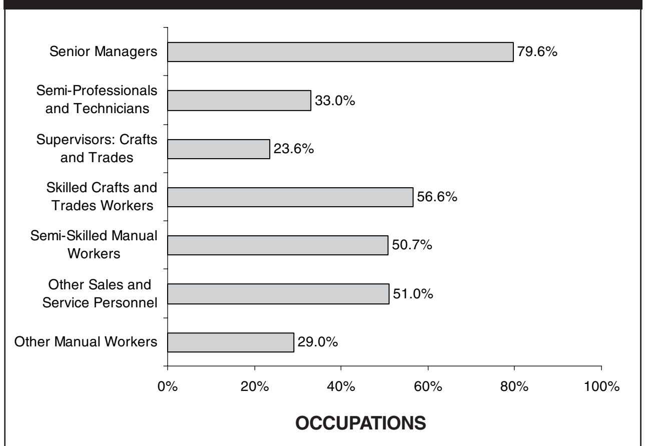
Women made up 20.6% of senior management in the Communications sector and 43.5% of middle and other managers.

Women's representation fell in the Other sectors from 28.5% to 27.5%, and the decrease occurred in 8 of the 14 occupational groups, most significantly in senior management, in the two sales occupational groups, and in other manual work. Women representation rose most notably in the supervisors group and clerical personnel as well as in semi-skilled manual work. Women's representation in this was highest in the two clerical occupations (81.2% and 78.8%).

Representativity Index

Although women's representation in the workforce under the Act reached 93.9% of their labour market availability (44.4% of 47.3%), they remain severely under-represented in six occupational groups, where their representation was below 60.0% of their availability, notably, in semi-professionals and technicians, supervisors in crafts and trades, skilled crafts and trades, and other sales and service personnel.

WOMEN: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW LABOUR MARKET AVAILABILITY IN 2002



Hiring

Women had a smaller share of hirings in the workforce under the Act in 2002, compared to the previous year; it dropped from 41.6% in 2001 to 39.1% in 2002, but was in line with the share over the past five years.

The decrease in women's hiring was reflected in ten occupations, most notably, middle and other managers, (from 37.7% to 33.7%), administrative and senior clerical personnel (from 66.0% to 62.6%), and intermediate sales and service personnel (from 67.4% to 61.9%). The share of hirings rose in four occupational groups, particularly in senior management (from 18.1% to 19.2%) and semi-professionals and technicians (from 20.5% to 27.4%).

Terminations

Employers under the Act terminated 1,650 less women in this reporting year compared to the year 2001. At 40.1%, the share of women who were terminated as a proportion of all terminations was only slightly lower than the 40.2% share observed in the previous year. Women's share of total terminations ranged historically between 39.0% and 42.0%. On balance, 2,350 more women were terminated than hired in 2002. Sectorally, women's terminations fell in Banking but rose in the three other remaining sectors. Women's terminations stood at 62.7% of all terminations in Banking in 2002, and 41.6% in Communications, 30.0% in the Other sectors, and 25.4% in Transportation. Women's share of terminations rose in eight occupational groups and fell in six. Most significantly, more women were terminated in the two sales and service personnel occupational groups but less in the middle and other management occupational group and in other manual work.

Promotions

Women received 53.5% of all the promotion opportunities in the workforce under the Act in 2002, slightly higher than the 53.2% share they had in 2001. However, the higher share for women was from a smaller number of total promotions that stood at 42,100 in 2002 against 51,000 in 2001. As a result women had only

22,500 promotion opportunities in 2002 against 27,100 in 2001.

The 53.5% share for women in 2002 was the lowest since 1987 and lower than the peak of 59.7% observed in 1990. However, this share was still higher than women's representation in the workforce and higher than men's share of promotions in 2002, which stood at 46.5%. Almost 67.3% of promotion activities in Banking went to women in 2002, against 28.9% in Transportation, 47.3% in Communications and 28.2% in the Other sectors. Historically, women received on average 72.0% of promotion activities in Banking.

Salaries

AVERAGE SALARIES OF WOMEN WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF MEN, BY SECTOR, 2002	
Banking	64.0%
Transportation	74.1%
Communications	86.5%
Other Sectors	78.5%
All Sectors	**78.1%**

The salary gap between women and men working full-time continued to widen in 2002, and 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 $47,481 in 2002 compared to men's average salary of $60,806. The gender gap widened in 2002 to 21.9%, from 21.4% in 2001 (i.e., on average, a woman earned 78 cents for every dollar earned by a man).

Women's average salary increased in all four major industrial sectors under the Act, and the increase was highest in the Other sectors (+$3,350). The salary gap decreased only in Banking in 2002, but widened in the three other major industrial sectors. But Banking continued to be the sector where women suffer from the greatest gap (earning only 64.1% of men's salaries), while the Communications sector had the smallest gap where women earned 86.5% of men's salaries.

Women in the Other sectors continued to enjoy the highest average salary in the workforce under the Act ($54,400), but had an average of only $42,600 in Transportation.

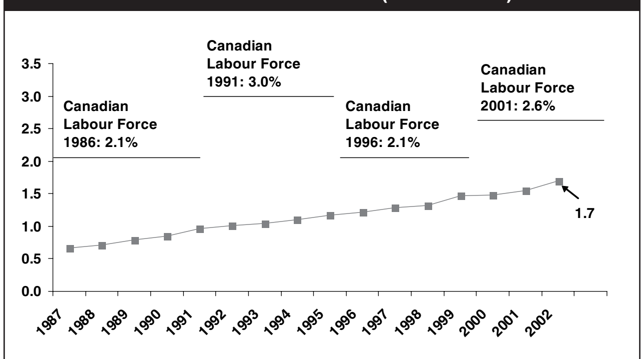
Around 15.9% of women working full-time earned less than $30,000 in 2002 compared to only 7.9% of men working full-time. In the upper salary range (over $50,000), only 27.8% of women were in this band compared to 50.8% of men. In other words, there were twenty women for every ten men in the lower salary band, while in the upper band the ratio was five women for every 10 men. In the mid-range ($30,000 - $49,999), 41.4% of men were in this range, against 56.3% of women.

5.3 Aboriginal Peoples

- *In 2002, Aboriginal Peoples increased their level of representation by 0.1% to 1.7%, the highest achieved since 1987.*
- *Representation rose in Transportation but fell in the Other sectors. It was unchanged in Banking and Communications.*
- *Almost 80.0% 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 negative as terminations exceeded hires.*
- *Aboriginal Peoples received a higher share of promotion opportunities this year.*
- *The difference in average salary between Aboriginal men and all men and Aboriginal women and all women narrowed for the first time since 1996.*

Representation

REPRESENTATION OF ABORIGINAL PEOPLES IN THE WORKFORCE UNDER THE ACT AND IN THE CANADIAN LABOUR FORCE (IN PER CENT)



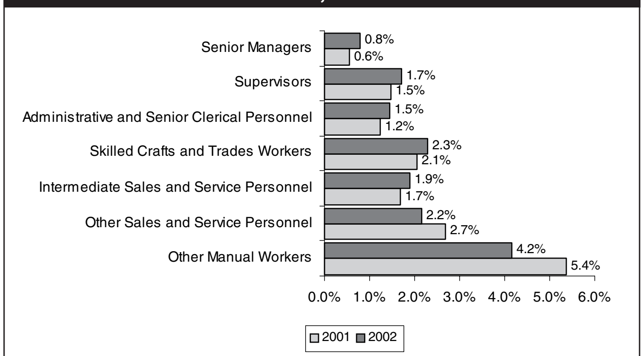
The representation of Aboriginal Peoples in the private sector workforce under the Act increased from 1.6% to 1.7 in 2002, the highest level achieved since 1987 when representation was less than 0.7%. However, the 2001 census information showed the 2002 representation gap of Aboriginal Peoples against the labour market availability as the widest since 1996. The 1.7% achieved in 2002 fell far short of the estimated availability of Aboriginal Peoples in the Canadian labour force of 2.6% observed in the 2001 Canada census.

There were 10,500 Aboriginal employees in the workforce under the Act in 2002, of whom 2,100 (or 20.0%) were in Banking, 4,100 (39.0%) in Transportation, 3,050 (29.0%) in Communications, and 1,200 (11.7%) in the Other sectors.

In 2002, Aboriginal Peoples' representation rose in Transportation from 2.1% to 2.3% but fell in the Other sectors from 2.7% to 2.6%. It remained unchanged at 1.1% in Banking and at 1.4% in Communications. Since 1996, the rise in Aboriginal representation was most remarkable in Transportation (from 1.2% to 2.3%), but it rose also in Communications (from 1.1% to 1.4%), and in the Other sectors (from 2.0% to 2.7%). However, Aboriginal representation in Banking has not progressed for the past seven years as it remained at 1.1% since 1996.

Almost 8 of every 10 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 four provinces. At 1.1%, their representation was 0.1% higher in Ontario. It also rose significantly by 0.6% to 5.1% in Manitoba, and by 0.3% to 2.0% in British Columbia, but dropped by 0.1% to 2.2% in Alberta.

REPRESENTATION OF ABORIGINAL PEOPLES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2001 AND 2002



Regional Aboriginal representation as a percentage of the workforce under the Act in 2002 was higher than their national representation average in all western provinces and the territories as well as in Newfoundland. Aboriginal employees accounted for 17.0% of the workforce under the Act in the Northwest Territories, 6.2% in the Yukon, 5.5% in Saskatchewan, 5.1% in Manitoba, and 3.4% in Newfoundland. In contrast, Eastern and Central Canada (except Newfoundland), had lower Aboriginal representation, compared to the national level ranging from 0.5% in Prince Edward Island to 1.2% in Ontario. They represented only 0.8% of the workforce under the Act in Quebec.

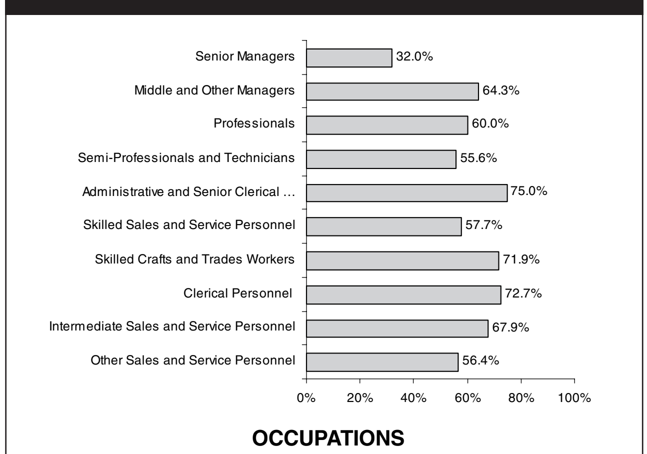
Over 6 out of 10 Aboriginal employees in the workforce under the Act were concentrated in three occupational groups in 2002, in clerical personnel, skilled crafts and trades and as semi-skilled manual workers. The distribution of Aboriginal employees in the 14 occupational groups shifted slightly, with 8 occupations showing an increase, notably, middle and other managers (from 5.4% to 5.9%), and semi-skilled manual workers (from 17.2% to 18.8%). The other six occupations showed a decrease, most notably, in administrative and senior clerical personnel (from 5.5% to 4.7%) and clerical personnel (from 30.0% to 29.0%). Over one-third of all Aboriginal employees worked in clerical positions in 2002.

As a percentage of the workforce, Aboriginal employees' representation rose in 12 occupations, and fell in the remaining two. The most notable rise was in senior management (from 0.6% to 0.8%) and supervisors (from 1.5% to 1.7%), while the decline occurred in other sales and service personnel (from 2.7% to 2.2%) and other manual work (from 5.4% to 4.2%). Representation was above the global average of 1.7% in six occupations, most notably in other manual workers at 4.2%, semi-skilled manual workers at 2.2%, and supervisors (crafts and trades) at 2.4%. The lowest representation was in senior management at 0.8%.

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 People's representation in the workforce reached almost 65.4% of their labour market

ABORIGINAL PEOPLES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW MARKET AVAILABILITY IN 2002



availability of the group in 2002 (1.7% of 2.6%). However, they remain significantly under-represented in 10 occupations (below 80% of availability), and severely under-represented in one occupation, namely, senior management, at 32.0% of their labour market availability.

Hiring

Aboriginal Peoples had a higher share of hirings in the workforce under the Act (1.9% in 2002, compared to 1.7% in the previous year). The share in 2002 was the highest since 1987. The number of Aboriginal persons hired into the workforce under the Act was 1,600 in the current reporting year. The number of Aboriginal Peoples hired exceeded 1,000 in seven out of the 16 reporting years (i.e., in the years 1989-1990 and 1998-2002).

The hiring of Aboriginal employees was uneven in the four industrial sectors, with Transportation accounting for 54.8% of the hires, followed by Communications, at 26.4%, Banking at 12.1%, and the Other sectors at 6.7%. The share of Aboriginal Peoples in hirings by industrial sector in 2002 was highest in Transportation and the Other sectors (at 2.8% each), followed by Communications (at 1.5%). However, of all new positions offered in Banking, only 0.9% went to Aboriginal Peoples in 2002.

The percentage of Aboriginal Peoples hired into the workforce under the Act in 2002 increased in 9 occupational groups, most notably in semi-professional and technical (from 1.3% to 2.0%) and intermediate sales and service personnel (from 1.7% to 3.3%) and other manual work (from 4.3% to 5.3). There were declines in 5 occupations, most notably in senior management (not one hire of Aboriginal Peoples into this occupation in 2002), and supervisors (from 1.4% to 0.5%).

Terminations

Over 1,650 Aboriginal employees were terminated in 2002, the seventh year in a row where Aboriginal terminations exceeded 1,000. As a percentage of all terminations, more Aboriginal employees were terminated in 2002 compared to 2001 (1.9% against 1.7%). Sectorally, Aboriginal Peoples' terminations as a percentage of all terminations decreased in Banking (from 1.2% to 1.1%) but increased in the Other sectors (from 2.2% to 2.5%), and in Communications (1.4% to 1.6%) and Transportation (2.1% to 2.8%). In 2002, the number of Aboriginal Peoples terminated exceeded the number of Aboriginal hires in the workforce under the Act by almost 100. This reversed the positive net results in 2000 and 2001, but was in line with the worsening trend between 1995 and 1999 when terminations exceeded hires.

Promotions

The share of Aboriginal employees with promotion opportunities increased from 1.6% to 1.7% in 2002. The share was above the 1.2% to 1.6% range observed between 1995 and 2001. Over 39.0% of the Aboriginal Peoples' share of promotion activities occurred in Banking, followed by 22.4% in Communications, 21.4% in Transportation and 16.9% in the Other sectors.

The share of promotions of this designated group rose in all four major industrial sectors, most notably in the Other sectors (from 2.3% to 3.9%), and Communications (from 1.5% to 1.6%). A rise in the share of promotions of Aboriginal employees occurred in 9 occupations, most notably in middle and other management (from 0.8% to 1.1%), skilled crafts and trades (from 4.2% to 5.9%), semi-skilled manual work (from 3.8% to 5.5%). The share declined in 5 occupations, notably in other manual work (from 4.7% to 2.9%), and skilled sales and service personnel (2.1% to 1.4%).

Salaries

The salary gap between Aboriginal women and all women in 2002 narrowed for the first time since 1996, and also narrowed between Aboriginal men and all men. However, the salary imbalance was persistent for both upper and lower salary ranges.

The average salary of Aboriginal women working full-time in the workforce under the Act was $41,429 in 2002 against $47,481 earned by all women. The salary gap narrowed this year, as Aboriginal women earned 87.3% of the average salary earned by all women. For Aboriginal men, the gap narrowed, as they earned 85.4% of what all men earned in 2002 ($51,941 against $60,806).

Almost 22.6% of Aboriginal women in the workforce under the Act working full-time earned less than $30,000 in 2002 compared to 15.9% of all women. Only 11.5% of Aboriginal men were in the low range against 7.9% of all men.

In the upper salary range, 17.4% of Aboriginal women earned over $50,000 compared to 27.8% of all women. Over 40.1% of Aboriginal men were in the upper bracket of $50,000 and more, which was better than both Aboriginal women and all women, but lower than all men whose proportion in the upper range reached 50.8% in 2002. 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 impact of double jeopardy for Aboriginal women is clear.

PERCENTAGE OF ABORIGINAL WOMEN AND MEN IN THE WORKFORCE UNDER THE ACT WHO EARNED $50,000 OR MORE, 2000 – 2002

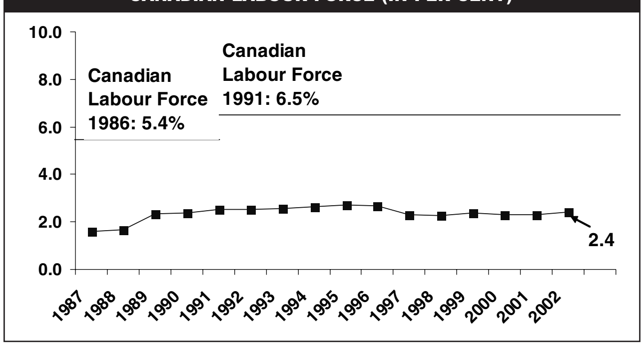
	2000 (%)	Change (% points)	2001 (%)	Change (% points)	2002 (%)
Aboriginal Men	34.0	1.4	35.4	4.7	40.1
All Men	44.7	2.7	47.4	3.4	50.8
Aboriginal Women	12.9	2.4	15.3	2.1	17.4
All Women	22.7	2.7	25.2	2.6	27.8

5.4 Persons with Disabilities

- *The representation of persons with disabilities slightly improved this year, however, the rate at which employees with disabilities are leaving the workforce since 1996 is disquieting.*
- *This group's shares of hiring and terminations were lower in 2002, but the share of promotions was higher.*
- *The salary gap narrowed in 2002 between women with disabilities and all women and between men with disabilities and all men.*

Representation

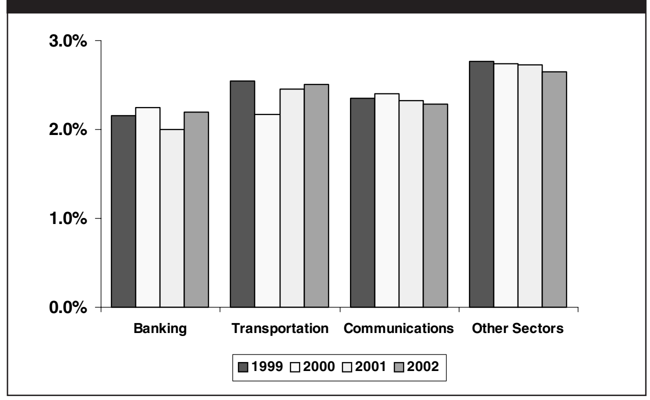
REPRESENTATION OF PERSONS WITH DISABILITIES IN THE WORKFORCE UNDER THE ACT AND IN THE CANADIAN LABOUR FORCE (IN PER CENT)



At 2.4%, the representation of persons with disabilities in the workforce under the Act in 2002 increased for the first time in 8 years, reversing a declining trend that started in 1995, when representation of this group peaked at 2.7%. There were 14,800 employees with disabilities in the workforce under the Act in 2002, up 300 from the level observed in 2001 and down 1,600 from the historical record of 16,100 observed in 1995. This year's representation compares unfavourably with the labour availability benchmark for persons with disabilities in the Canadian workforce of 6.5%.

The representation of employees with disabilities ranged between 2.2% and 2.7% across the four industrial sectors. About 32.8% of these employees were in Communications, followed by 30.9% in Transportation, and 27.7% in Banking. The remaining 8.6% was in the Other sectors.

REPRESENTATION OF PERSONS WITH DISABILITIES IN THE WORKFORCE UNDER THE ACT BY SECTOR, 1999 – 2002



The share of persons with disabilities in the workforce rose only in Banking but was unchanged in the other three major industrial sectors in 2002. It increased from 2.0% to 2.2% in Banking but was unchanged at 2.5% in Transportation, 2.3% in Communications and 2.7% in the Other sectors.

Banking was the sector in 2002 where representation of this designated group was the lowest of the four major industrial sectors. At

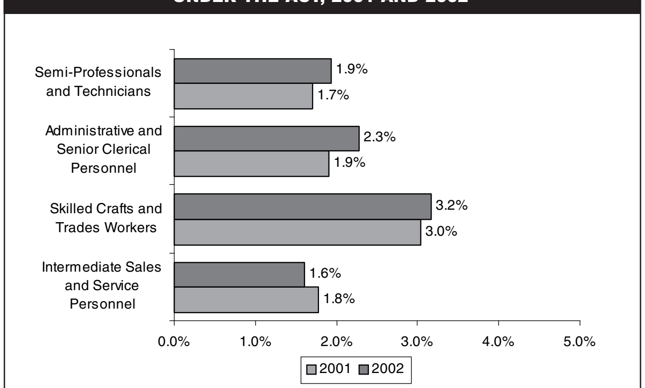
2.2%, the representation is a sharp contrast with 4.1%, observed in 1990. Also notable was the decline in the number of employees with disabilities in Banking from 7,500 in 1990 to 4,100 in 2002.

Almost 82.2% of all employees with disabilities in the workforce under the Act in 2002 were located in four provinces, Ontario, British Columbia, Alberta, and Quebec. Ontario had 44.2% of all employees with disabilities, followed by British Columbia at 15.1%, Alberta at 13.1%, and Quebec at 9.8%. Ontario had 6,400 employees with disabilities, British Columbia 2,150, Alberta 1,900, and Quebec 1,450. The Atlantic Provinces and the northern territories had among them 6.6% of employees with disabilities in the workforce under the Act, while Manitoba had 8.0% and Saskatchewan had 3.2%.

In terms of representation of employees with disabilities in the workforce under the Act, Manitoba had the highest share in 2002 at 3.5%, followed by Saskatchewan at 3.4%. Quebec had the lowest rate among the provinces at 1.3%, and the Northwest Territories also had the low rate of 1.3% among the territories.

The representation of employees with disabilities increased slightly in nine occupational groups in 2002, most notably in semi-professional and technical (from 1.7% to 1.9%) and in administrative and senior clerical personnel (from 1.9% to 2.3%). It fell in the remaining five occupations, notably in intermediate sales and service personnel (from 1.8% to 1.6%) and other sales and service personnel (from 2.3% to 2.2%).

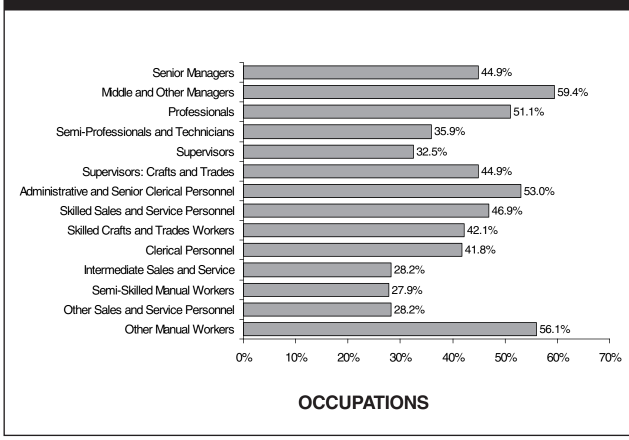
REPRESENTATION OF PERSONS WITH DISABILITIES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2001 AND 2002



Representativity Index

The representativity index measures the percentage of representation of a designated group against its labour availability in the Canadian workforce. At only 36.9%, this index was very low for persons with disabilities in 2002 (2.4% divided by 6.5%). This designated group remains seriously under-represented in all 14 occupational groups without exception, and is severely under-represented in 11 occupations (where representation is below 50.0% of availability).

PERSONS WITH DISABILITIES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW MARKET AVAILABILITY



Hiring

Persons with disabilities' share of hirings in the workforce under the Act in 2002 fell from 1.2% to 1.0%. The share of hiring in 2002 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 in the workforce (1.0% against 2.4%). Furthermore, the current share of hiring at 1.0% is a fraction of the 6.5% availability of this designated group in the Canadian labour force. Only 800 persons with disabilities were hired into the workforce under the Act in 2002, which is equivalent to the number observed in 1988.

Hiring of persons with disabilities was unchanged at 0.8% of total hirings in Banking in 2002, but fell from 1.7% to 1.2% in Transportation, and from 0.9% to 0.8% in Communications, and from 1.2% to 0.9% in the Other sectors.

In 2002, as compared with the previous year, the recruitment of persons with disabilities increased only in 5 occupations and fell in 9, and the total impact was negative as the declines exceeded the increases and the overall share in recruitment decreased to 1.0%. Hiring of persons with disabilities increased in senior management from 0.7% to 0.9%, and in skilled sales and service personnel (from 0.2% to 0.7%), and fell significantly in skilled crafts and trades (from 2.3% to 1.4%), and intermediate sales and services personnel (from 2.0% to 0.9%).

Terminations

Persons with disabilities accounted for 2.0% of all terminations in 2002, higher than the 2001 level of 1.9%. This share was lower than the designated group's representation in the workforce under the Act and much lower than the peak of terminations of 2.5% observed in 1995. Compared to a declining intake through hirings in 2002 of only 1.0%, the labour market dynamics for this group are not showing improvement. The number of terminations of employees with disabilities in 2002 was 1,750, unchanged from 2001, against total hiring of persons with disabilities of only 800 in 2002.

Sectorally, Banking accounted for 23.9% of the total number of persons with disabilities terminated in 2002, Transportation for 29.8%, Communications for 37.2% and the Other sectors for 9.1%. The share of termination of employees with disabilities of all terminations in each sector in this reporting year was lower in Banking (from 1.9% to 1.8%) and the Other sectors (from 3.4% to 2.5%) and higher in Transportation (from 1.6% to 1.9%) and Communications (from 1.7% to 2.1%).

The rate at which employees with disabilities are leaving the workforce is alarming. In 2002, the number of employees with disabilities terminated was again higher than that hired. This situation has become a trend that resulted in the population of persons with disabilities in the workforce under the Act eroding from 16,100 in 1995 to 14,800 in 2002. 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 5,800 persons.

Persons with disabilities were the only designated group in which more people have been terminated than hired in the past seven years. Moreover, persons with disabilities were the only designated group under the Act, which experienced net declines over the past 15 years, with the exception of 1989.

Promotions

At 2.0%, the share of promotions received by employees with disabilities as a percentage of all promotion activities by employers under the Act in 2002 was higher by 0.1%, but was below their representation of 2.4%. It was also much lower than the record 2.8% share of promotions observed in 1990. The share of promotions of persons with disabilities has been declining since 1990.

The share of promotions of this designated group rose in Communications from 1.8% to 1.9% and the Other sectors from 1.9% to 2.2%, but fell in Transportation from 2.2% to 2.1%. It was unchanged at 1.9% in Banking. Banking accounted for 50.9% of all the promotions of employees with disabilities in the federally regulated private sector workforce under the Act, followed by 22.8% in Communications, 17.3% in Transportation and 8.5% in the Other sectors.

Salaries

AVERAGE SALARIES OF PERSONS WITH DISABILITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX AND BY SECTOR, 2002		
	MEN WITH DISABILITIES	WOMEN WITH DISABILITIES
Banking	98.4	96.5
Transportation	95.1	100.9
Communications	92.0	91.9
Other Sectors	95.6	90.9
All Sectors	**94.7**	**95.4**

The salary gap between men with disabilities and all men narrowed in 2002 to 5.3% (men with disabilities earned 94.7% of all men's salaries for full-time work in 2002 compared to 94.3% in 2001). The gap also narrowed for women with disabilities against all women to only 4.6% (95.4% in 2002 from 94.9%). The average salary of men with disabilities was $57,600 in 2002 and of women with disabilities $45,300.

The percentage of men with disabilities in the workforce earning $50,000 or more was lower than the percentage of all men (45.8% compared to 50.8%). Only 22.4% of women with disabilities earned $50,000 or more, compared to 27.8% of all women. For the lower salary band, the differences were smaller as only 6.8% of men with disabilities earned less than $30,000 on average compared to 7.9% of all men, while 16.2% of women with disabilities earned less than $30,000 in 2002 compared to 15.9% of all women.

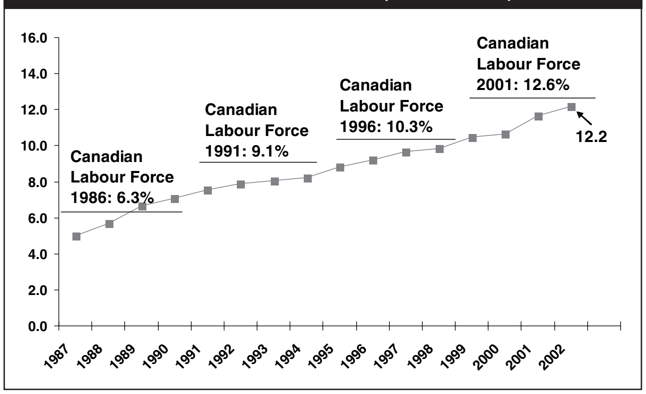
For the test of double jeopardy, there were four women for every two men in the low salary bracket, but one woman against two men in the upper salary bracket. In contrast, there were five women with disabilities for every two men with disabilities in the lower salary bracket, but only one woman with disabilities against two men with disabilities in the upper bracket. Consequently, women with disabilities suffered double jeopardy in the lower salary brackets in 2002 as they were worse off compared to all women and to men with disabilities.

5.5 Members of Visible Minorities

- *The representation of members of visible minority groups increased again dramatically in 2002.*
- *Members of this group had higher shares of hiring and promotions in 2002 compared to 2001, but also a slightly higher share of terminations.*
- *The salary gap narrowed for visible minority men and visible minority women in 2002.*

Representation

REPRESENTATION OF MEMBERS OF VISIBLE MINORITIES IN THE WORKFORCE UNDER THE ACT AND IN THE CANADIAN LABOUR FORCE (IN PER CENT)



In 2002, the workforce under the Act included 77,000 members of visible minorities. Their representation increased again, from 11.7% in 2001 to 12.2% in 2002. This level is a significant improvement for visible minorities from 1987, when their representation was 5.0%. But representation in 2002 was still lower than their labour market availability of 12.6%.

Over three quarters of visible minority employees in the workforce were in Banking and Communications in 2002. Banking had 44.6% of all employees in this designated group in the workforce under the Act, followed by Communications at 31.9%, Transportation at 19.0%, and the Other sectors at 4.4%.

The representation of members of visible minorities increased in three of the four major industrial sectors in 2002. Banking continued to have the highest representation of visible minorities at 18.4% in 2002 (compared to 17.1% in 2001), followed by 11.6% in Communications, 8.0% in Transportation and 7.0% in the Other sectors.

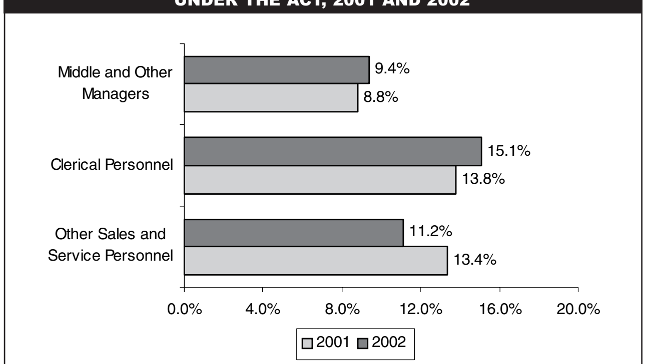
At least 96.3% of visible minority employees in the workforce under the Act in this reporting year were located in four provinces and in the following order of magnitude: Ontario, British Columbia, Quebec, and Alberta. The remaining provinces and territories had combined only 3.7% of all visible minority employees under the Act. Ontario alone accounted for two-thirds of all visible minority employees. This province had 47,500 visible minority employees, followed by British Columbia with 14,000 (or 18.6%). Aside from Ontario and British Columbia, the number of visible minority employees exceeded 1,000 in three other provinces, Quebec (5,850), Alberta (5,300), and Manitoba (1,600). It is noted that Ontario and British Columbia had a combined share of 81.5% of all visible minority employees in Canada, while Quebec had only 7.8%.

In terms of visible minority representation, it was highest in British Columbia at 18.9%, followed by Ontario at 17.0%, with Alberta and Quebec distant third and fourth at 8.6% and 5.2% respectively. The lowest visible minority representation was in Newfoundland at 1.0%.

In 2002, eight out of ten visible minority employees in the workforce under the Act worked in five occupational groups, middle and other managers (8.0%), professionals (18.0%), administrative and senior clerical personnel (7.4%), clerical personnel (38.1%), and semi-skilled manual workers (9.1%).

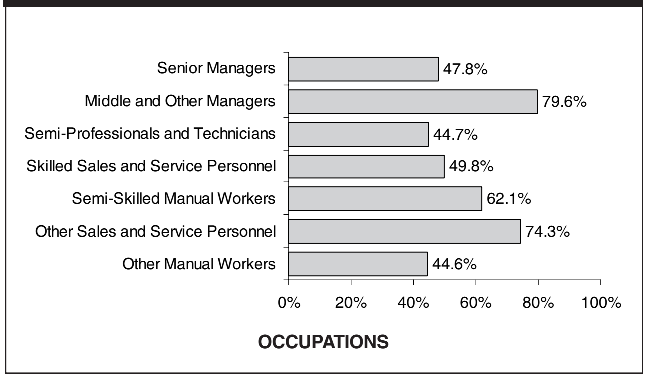
Visible minority employees have been relatively concentrated in the two professional groups (professionals and semi-professionals and technicians) compared to the other designated groups. Over 20.5% of all visible minority employees were professionals in 2002, against 15.1% of women, 12.5% of Aboriginal Peoples, and 15.0% of persons with disabilities. In contrast, only 8.2% of visible minority employees were in the two management groups, compared to 10.4% of women, 9.6% of persons with disabilities and 6.2% of Aboriginal employees.

REPRESENTATION OF MEMBERS OF VISIBLE MINORITIES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2001 AND 2002



The representation of visible minority employees increased in 10 occupational groups, notably in middle and other managers (from 8.8% to 9.4%), professionals (from 16.5% to 17.4%), clerical personnel (from 13.8% to 15.1%), and semi-skilled manual work (from 8.5% to 9.4%). It decreased in 4 occupational groups most notably in other sales and service personnel (from 13.4% to 11.1%) and administrative and senior clerical personnel (from 17.5% to 17.0%). Visible minority representation was above the average level of 12.2% in the following four occupations: professionals, supervisors, administrative and senior clerical personnel, and in clerical personnel.

VISIBLE MINORITIES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW MARKET AVAILABILITY IN 2002



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 12.2% in 2002, which is 96.8% of their expected labour market availability of 12.6%. However, they remain significantly under-represented in 7 occupations: senior management (at 47.8% of availability), middle and other management (79.6% of availability), semi-professionals and technicians (44.7% of availability), skilled sales and service personnel (49.8% of availability), semi-skilled manual workers (62.1% of availability), other sales and service personnel (74.3% of availability) and other manual workers (44.6% of availability).

Hiring

Members of visible minority groups had a higher share of hirings in the workforce under the Act in 2002 (12.8% compared to 12.7% in the previous year). This was another historical record for visible minorities (the last peak for visible minority hiring was 12.1% and it was observed in 1997). The 2002 level compares favourably with the share of representation at 12.2%. Almost 10,700 members of visible minority groups were hired into the workforce under the Act in the current reporting year, down from 13,700 last year.

Communications accounted for 40.3% of all visible minority hires in 2002, followed by 32.6% in Banking, 24.6% in Transportation, and only 2.4% in the Other sectors, a sharp decline from 1999 when the Other sectors accounted for almost 6.5% of all hires of visible minorities.

The hiring of members of visible minorities rose in Banking and the Other sectors, but fell in Transportation and Communications. Visible minorities accounted for 16.3% of all hires in Banking in 2002, compared to 13.8% in the previous year. The share was also higher in Communications (from 15.5% to 15.7%), but lower in Transportation (from 10.1% to 8.5%) and the Other sectors (from 8.7% to 6.7%).

Almost 75.0% of all hirings of members of visible minority groups into the private sector workforce under the Act occurred in three occupations, professionals (11.3%), clerical personnel (41.5%), and semi-skilled manual workers (22.0%). The remaining 25.0% was distributed unevenly across the other 11 occupations, 5.4% in middle and other management, and 4.6% in administrative and senior clerical personnel. A very small number of visible minorities (less than 0.1%) were hired as senior managers.

The share of hiring of members of visible minority groups in the workforce under the Act rose in 7 occupational groups in 2002, most significantly in middle and other management (from 9.1% to 10.7%) and supervisors crafts and trades (from 4.4% to 5.8%), and other sales and service personnel (from 13.4% to 16.2%). The share fell in 7 occupational groups most notably in supervisors (from 10.5% to 8.1%), and skilled crafts and trades (from 13.8% to 9.2%).

Terminations

Employers under the Act terminated the employment of 9,600 visible minority persons, which represents 11.0% of all terminations in 2002. There were 9,800 visible minority terminations in 2001, representing 10.8% of all terminations.

Sectorally, Communications accounted for 43.2% of all terminations of visible minority employees in the workforce under the Act, followed by Banking at 33.3%, Transportation at 18.6% and the Other sectors at 4.9%.

The share of terminations of visible minorities rose in all sectors except in Transportation (from 7.9% to 6.6%). It rose in Banking (from 13.8% to 14.1%), and Communications from 12.5% to 13.3%), and the Other sectors (from 6.2% to 7.7%).

In 2002, the number of visible minority employees hired was greater by 1,100 people than those terminated in the workforce under the Act. This was in line with the trend established since 1995. In the period 1995-2002, hirings exceeded terminations in every year for a cumulative positive impact of 10,400 employees.

Promotions

The share of promotions received by members of visible minority groups of all promotion activities by employers under the Act increased from 14.6% in 2001 to 15.2% in 2002. The share in this reporting year is also much higher than the level of representation of visible minority employees of 12.2%. It is also the highest level of promotions received by visible minority employees since the first year of reporting under the Act in 1987. In 2002, 6,400 visible minority employees were promoted compared to 7,400 in 2001.

Almost 90.0% of promotions of members of visible minority groups occurred in Banking and Communications. The remainder was divided between Transportation 6.7% and the Other sectors 4.1%.

The share of promotions of this designated group rose in the three major industrial sectors but fell in the Other sectors. It rose in Banking (from 18.9% to 19.4%), and in Communications from (12.1% to 13.7%), and Transportation (from 6.3% to 6.5%), but fell in the Other sectors (from 9.3% to 8.4%).

The share of promotions of members of visible minority groups in the workforce under the Act, increased in eight occupational groups, most significantly in semi-professionals and technicians (from 6.1% to 7.4%), supervisors crafts and trades (from 3.9% to 6.4%), clerical personnel (from 15.3% to 17.1%). The share fell in four occupational groups, significantly in senior management (from 5.4% to 4.9%), administrative and senior clerical personnel (from 21.6% to 20.2%), and skilled sales and service personnel (from 9.8% to 7.5%).

Salaries

In 2002, the salary gap narrowed between visible minority men and all men and between visible minority women and all women. Visible minority women earned 95.5% of all women's average salaries compared to 95.1% a year earlier, while visible minority men earned 92.5% of all men's salary compared to 92.2% a year earlier.

PERCENTAGE OF VISIBLE MINORITY WOMEN AND MEN IN THE WORKFORCE UNDER THE ACT WHO EARNED $50,000 OR MORE, 2000 – 2002

	2000 (%)	Change (% points)	2001 (%)	Change (% points)	2002 (%)
Visible Minority Men	38.9	2.7	41.6	3.2	44.8
All Men	44.7	2.6	47.4	3.4	50.8
Visible Minority Women	20.1	1.9	22.0	2.4	17.4
All Women	22.7	2.5	25.2	2.6	27.8

In 2002, 10.7% of visible minority men earned less than $30,000 compared to 7.9% of all men in the workforce under the Act. At the upper end of the salary scale, 44.8% of visible minority men earned $50,000 or more, against 50.8% of all men.

AVERAGE SALARIES OF MEMBERS OF VISIBLE MINORITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX, 2000 – 2002

	2000 (%)	2001 (%)	2002 (%)
Visible Minority Men	92.8	92.2	92.5
Visible Minority Women	96.4	95.1	95.5

Visible minority women were not too far behind all women in terms of salary bands. For instance, 17.3% of visible minority women earned $30,000 or less in 2002 compared to 15.9% for all women. The difference was not as small for women earning $50,000 or more, as 24.4% of visible minority women being in that band compared to 27.8% for all women. These findings confirm the presence of double jeopardy for visible minority women: while visible minority women remain behind all women in every salary band, all women also remain behind all men, creating a double impact that is caused by the minority status. In 2002, the ratio of all women to all men in the lower salary band was 4 to 2, while the same ratio for visible minority women to visible minority men was 6 to 2.

Appendix A: Glossary of Terms

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 Census Metropolitan Areas. They are: Vancouver, Calgary, Edmonton, Regina, Winnipeg, Toronto, Montreal and Halifax.

Changes in Representation

Many factors contribute to the change in the representation of members of designated groups in the workforce under the Act. 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.

Clustering

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 categorize 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

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 summarizes 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 Canadian Human Rights Commission (CHRC). It is the responsibility of the CHRC to verify whether employers have met their obligations as stipulated in the Employment Equity Act (sections 5, 9 to 15 and 17).

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.

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
- 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.
- 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%

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

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.

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 he control group.

		DESIGNATED GROUP		CONTROL GROUP	
SALARY RANGE	VALUE	PERCENTAGE REPRESENTATION	WEIGHT	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
Total		100%	2.13	100 %	2.20

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, 2002. 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 77). 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 2002, 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, 2002, 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 termination 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.

B1 • RATINGS 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

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 group in the workforce
L	-	Report or corrected report was submitted 30 days after deadline
R	-	No report submitted.

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
Total	11	16
Rating	11 of 16	B

B4 • RATING OF EMPLOYERS					
NAME OF EMPLOYER	NUMBER OF EMPLOYEES	WOMEN	ABORIGINAL PEOPLE	PERSONS WITH DISABILITIES	MEMBERS OF VISIBLE MINORITIES
Air Waves	485	B	C	D	D
Sirius Networks	1,327	C	B	B	A
Condor Machines	341	A	B	A	A
International Traders	3,122	A	A	B	C

Appendix C: GPI Methodology (Good Practices Index)

> Section 18 of the *Employment Equity Act* states the following:
>
> ***18.*** *(6) An employer shall include in a report a description of*
>
> *(a) the measures taken by the employer during the reporting period to implement employment equity and the results achieved; and;*
>
> *(b) the consultations between the employer and its employees' representatives during the reporting period concerning the implementation of employment equity.*

While the employer ratings are used to measure progress by employers in their statistical profile, the Good Practices Index (GPI) measures the degree of the fulfillment of the obligation to submit a timely and complete narrative report. The GPI is a summary measure of the fulfillment of the reporting obligation to complete a timely narrative report with its three elements: results, measures and consultations. It is not intended as a rating of the contents of the narrative reports. The Canadian Human Rights Commission (CHRC) uses the employer annual reports, including narratives, in its conduct of audits of employers under the *Employment Equity Act.*

The GPI has a maximum value of five points and a minimum of zero. An employer can obtain one point by simply meeting the deadline (i.e., submitting the narrative report anytime between January 2 and June 1st). The employer earns one point for the inclusion of each of the three elements of the narrative:

1. Measures undertaken to improve the situation of the designated groups (one point).
2. Results of measures taken in previous years (one point).
3. Consultations with employees' representatives including unions (one point).

A fifth point is obtained when an employer realizes that the statistical report contains abnormal variations from the previous year (in the counts of representation, hiring, terminations, and promotions), and provides an appropriate explanation in the narrative. If the statistical report contained no variations, the employer should state that in the narrative and that will still earn one point.

HRSDC staff will alert employers of the missing elements in their narrative report during the 30-day period that follows the submission of their report. Employers will have an opportunity to report on these missing elements and avoid losing points. HRSDC staff will not verify the contents of the narrative report as these are used by the CHRC in the conduct of audits. However, HRSDC will ensure that no fraud is involved in the preparation of the report (such as submitting the same narrative report from previous years, including irrelevant text). An accurate, timely and full report is expected from each employer so that credible data is passed to the CHRC and is used in the preparation of the Minister of Labour's Annual Report to Parliament.

Scoring Examples

Employer X *submitted a report on May 30, which includes a narrative report containing measures, results and consultations. The narrative also explained the reasons why the workforce in the Quebec branch went down from 150 to 20 employees ("only administrative staff was kept in Quebec; all other staff moved to headquarters"), and why the total workforce of Employer X increased from 1,100 to 2,900 ("because the employer acquired two other companies during the calendar year, namely, …").*

This employer obtains a maximum GPI score of 5 points for the narrative report.

Employer Y *submitted a report on June 15. The narrative portion contained measures and results but no consultations. The statistical portion of the report had noticeable variations that were not explained in the narrative. This employer receives a GPI of 2 points, and loses 3 points.*

- *for missing the legislated deadline of June 1;*
- *for failing to report on consultations; and*
- *for failing to explain the variations in the statistical portion of the report.*

Appendix D: Federal Public Service and Federal Contractors

The data for the Federal Public Service is based on the fiscal year ending March 31, 2002.

The data for the Special Operating Agencies is the most recent data available.

The data for the Federal Contractors is based on calendar year 2002. Future updates to this table may include more details.

Federal Public Service as of March 31, 2002

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons With Disabilities		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Human Resources Development Canada	23,846	16,713	70.1	813	3.4	1,895	7.9	1,683	7.1
National Defence	17,761	6,527	36.7	407	2.3	956	5.4	704	4.0
Correctional Service Canada	13,961	5,789	41.5	862	6.2	776	5.6	595	4.3
Public Works and Government Services Canada	12,321	6,239	50.6	276	2.2	690	5.6	930	7.5
Fisheries and Oceans Canada	9,905	2,947	29.8	217	2.2	227	2.3	296	3.0
Health Canada	8,365	5,562	66.5	578	6.9	389	4.7	956	11.4
Statistics Canada	6,076	3,111	51.2	126	2.1	319	5.3	645	10.6
Agriculture and Agri-Food Canada	5,624	2,490	44.3	134	2.4	230	4.1	368	6.5
Industry Canada	5,306	2,586	48.7	120	2.3	285	5.4	435	8.2
Environment Canada	5,256	2,099	39.9	101	1.9	194	3.7	406	7.7
Citizenship and Immigration Canada	4,781	3,010	63.0	116	2.4	280	5.9	652	13.6
Royal Canadian Mounted Police (Civilian Staff)	4,364	3,388	77.6	174	4.0	228	5.2	210	4.8
Transport Canada	4,282	1,750	40.9	98	2.3	218	5.1	313	7.3
Natural Resources Canada	4,271	1,623	38.0	91	2.1	168	3.9	341	8.0
Department of Justice Canada	4,239	2,721	64.2	142	3.3	220	5.2	371	8.8
Indian and Northern Affairs Canada	3,740	2,305	61.6	1,117	29.9	114	3.0	184	4.9
Department of Foreign Affairs and International Trade	3,689	1,769	48.0	79	2.1	126	3.4	230	6.2
Veterans Affairs Canada	3,494	2,421	69.3	96	2.7	185	5.3	209	6.0
Canadian Heritage	1,760	1,193	67.8	57	3.2	85	4.8	129	7.3
Public Service Commission of Canada	1,494	1,000	66.9	48	3.2	104	7.0	141	9.4
Canadian International Development Agency	1,438	837	58.2	33	2.3	61	4.2	111	7.7
Passport Office	1,065	776	72.9	25	2.3	34	3.2	110	10.3
Treasury Board of Canada Secretariat	1,050	642	61.1	24	2.3	71	6.8	77	7.3
Department of Finance Canada	992	492	49.6	13	1.3	33	3.3	70	7.1
Immigration and Refugee Board	891	602	67.6	24	2.7	40	4.5	189	21.2
Canadian Grain Commission	685	219	32.0	29	4.2	44	6.4	60	8.8
Privy Council Office	662	383	57.9	19	2.9	23	3.5	26	3.9
National Archives of Canada	620	315	50.8	19	3.1	35	5.6	23	3.7
Atlantic Canada Opportunities Agency	529	294	55.6	9	1.7	19	3.6	5	0.9
National Library of Canada	486	311	64.0	13	2.7	27	5.6	27	5.6

Federal Public Service as of March 31, 2002

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons With Disabilities		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Canadian Space Agency	462	184	39.8	4	0.9	8	1.7	44	9.5
Registry of the Federal Court of Canada	456	303	66.4	10	2.2	31	6.8	37	8.1
Canadian Radio-television and Telecommunications Commission	376	220	58.5	8	2.1	24	6.4	19	5.1
Economic Development Agency of Canada for the Regions of Quebec	369	210	56.9	5	1.4	14	3.8	22	6.0
Western Economic Diversification Canada	353	195	55.2	21	5.9	26	7.4	37	10.5
National Parole Board	298	231	77.5	16	5.4	18	6.0	15	5.0
Solicitor General Canada	280	169	60.4	11	3.9	15	5.4	14	5.0
Office of the Chief Electoral Officer	257	122	47.5	9	3.5	17	6.6	14	5.4
Canadian Transportation Agency	256	150	58.6	4	1.6	17	6.6	13	5.1
Transportation Safety Board of Canada	229	79	34.5	2	0.9	8	3.5	11	4.8
Canadian Human Rights Commission	207	137	66.2	9	4.3	25	12.1	19	9.2
Communication Canada	182	112	61.5	3	1.6	5	2.7	2	1.1
Office of the Registrar of the Supreme Court of Canada	158	101	63.9	8	5.1	13	8.2	12	7.6
Office of the Secretary to the Governor General	150	93	62.0	1	0.7	13	8.7	8	5.3
Offices of the Information and Privacy Commissioners	138	78	56.5	2	1.4	9	6.5	5	3.6
Canadian Centre for Management Development	137	97	70.8	8	5.8	3	2.2	6	4.4
Tax Court of Canada	118	78	66.1	5	4.2	7	5.9	6	5.1
Office of the Commissioner of Official Languages	115	72	62.6	5	4.3	3	2.6	2	1.7
Status of Women Canada	111	104	93.7	4	3.6	9	8.1	13	11.7
Canada Industrial Relations Board	92	61	66.3	1	1.1	3	3.3	3	3.3
Canadian International Trade Tribunal	85	45	52.9	0	0.0	2	2.4	4	4.7
Canadian Dairy Commission	61	34	55.7	0	0.0	0	0.0	2	3.3
Office of the Commissioner for Federal Judicial Affairs	52	34	65.4	2	3.8	2	3.8	2	3.8
Patented Medicine Prices Review Board Canada	38	21	55.3	0	0.0	1	2.6	4	10.5
Canadian Forces Grievance Board	35	24	68.6	3	8.6	0	0.0	2	5.7
International Joint Commission	31	11	35.5	0	0.0	0	0.0	1	3.2
Hazardous Materials Information Review Commission Canada	23	11	47.8	0	0.0	1	4.3	1	4.3
Canadian Intergovernmental Conference Secretariat	21	13	61.9	0	0.0	0	0.0	0	0.0
Military Police Complaints Commission	20	13	65.0	0	0.0	0	0.0	0	0.0

Federal Public Service as of March 31, 2002

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons With Disabilities		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Canadian Human Rights Tribunal	16	10	62.5	1	6.3	0	0.0	0	0.0
National Farm Products Council	12	7	58.3	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	11	7	63.6	0	0.0	2	18.2	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	10	6	60.0	0	0.0	0	0.0	0	0.0
Law Commission of Canada	10	8	80.0	0	0.0	0	0.0	0	0.0
NAFTA Secretariat, Canadian Section	8	3	37.5	0	0.0	0	0.0	1	12.5
Copyright Board Canada	6	3	50.0	0	0.0	0	0.0	1	16.7
Civil Aviation Tribunal of Canada	4	4	100.0	0	0.0	0	0.0	0	0.0
Millennium Bureau of Canada	4	2	50.0	0	0.0	0	0.0	0	0.0
Total	157,510	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8

Federal Public Service as of March 31, 2002
Special Operating Agencies "Separate Employers" 2002

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons With Disabilities		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Canada Customs and Revenue Agency	50,000	29,888	58.7	1,272	2.5	2,712	5.3	6,182	12.1
Canadian Food Inspection Agency	5,585	2,508	44.9	84	1.5	162	2.9	369	6.6
Canadian Forces Personnel Support Agency	5,800	3,706	63.9	87	1.5	110	1.9	75	1.3
Canadian Nuclear Safety Commssion	481	193	40.1	11	2.3	14	2.9	56	11.6
Canadian Security Intelligence Service[1]	2,091	962	46.0	27	1.3	56	2.7	171	8.2
Communications Security Establishment	1,215	429	35.3	10	0.8	38	2.6	43	3.5
The Financial Transactions and Reports Analysis Centre of Canada	160	76	47.5	1	0.6	4	2.5	22	13.8
The National Energy Board of Canada	310	177	57.1	10	3.2	15	4.8	28	9.0
The National Film Board of Canada	447	128	28.6	6	1.3	5	1.1	28	6.3
The National Research Council of Canada	3,711	1,262	34.0	28	0.8	104	2.8	503	13.6
The Natural Sciences and Engineering Research Council	317	227	71.6	3	1.0	10	3.2	11	3.5
Office of the Auditor General of Canada	587	318	54.2	9	1.5	16	2.7	46	7.8
Office of the Superintendent of Financial Institutions	460	198	43.0	3	0.7	20	4.3	87	18.9
Parks Canada	5,046	2,055	40.7	446	8.8	275	5.5	105	2.1
The Social Sciences and Humanities Research Council	170	117	68.8	4	2.4	13	7.6	7	4.1
Statistical Survey Operations	2,466	1,953	79.2	74	3.0	111	4.5	210	8.5
Total	78,846	44,197	56.1	2,075	2.6	3,665	4.6	7,943	10.1

1 *Total number of employees in Column 1 is estimated from 2001 figures.*

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
3M Canada Company	1,908	Anixter Canada Inc.	480
ABB Canada Inc.	2,628	Aoco Limited	300
ABB-Bomem Inc.	180	AON Reed Stenhouse Inc.	1,500
Accenture Inc.	1,200	APG Solutions & Technologies Inc.	400
Acco Canada Inc.	212	Apotex Inc.	450
Acklands-Grainger Inc.	2,000	Apple Canada Inc.	124
Acres International Limited	680	APV Canada Inc.	118
Acrodex Inc.	250	Aramark Canada Ltd.	8,249
Acton International Inc.	500	Arborite division de/of Premark Canada Inc.	200
Adcom Inc.	100	Archive Iron Mountain	780
Adecco Employment Services Limited	500	Armtec Limited	380
ADGA Group Consultants Inc.	350	Arteif Furniture Manufacturing Inc.	107
ADI Group Inc.	140	Arthur Andersen LLP	1,800
Adobe Systems Inc.	362	Artopex Plus Inc.	290
ADT Security Services Canada Inc.	1,200	Ash Temple Ltd.	485
AGAT Laboratories Ltd.	250	Ashland Canada Corp.	523
Agfa Inc.	253	AstraZeneca Canada Inc.	1,500
Agilent Technologies Canada Inc.	315	ATCO Gas and Pipelines Ltd.	2,000
Ahearn & Soper Inc.	135	Atco Structures Inc.	225
Air Liquide Canada Ltée	2,000	Atlantic Blue Cross Care	675
Aircraft Appliance & Equipment Ltd.	125	Atlantic Building Cleaning Limited	470
AIT Corporation	115	Atlantic Tractors & Equipment Ltd.	278
Ajilon Canada Inc.	184	Atlantic Wholesalers Limited	7,000
Alberta Cancer Board	1,200	Atlantis Systems International	166
Alberta Research Council	500	Atlas Specialty Steels Div. of Slater Stainless Court	635
Alcatel Canada Inc.	550	Aurora Laboratory Services Ltd./ALS Chemex	240
Algonquin College of Arts & Technology	1,300	Autodesk Canada Inc.	386
Aliments Martel Inc.	383	Avcorp Industries Inc.	485
All Care Health Services Limited	450	Aventis Pasteur Limited	949
Allard-Johnson Communications Inc.	140	Aventis Pharma Inc.	657
Allied International Credit Corp.	380	Avery Dennison Canada Inc.	220
Allied Shipbuilders Ltd.	109	Aviscar Inc./Avis Rent-A-Car	1,350
Alliedsignal Aerospace Canada	1,142	Avnet International Canada Ltd.	170
Allstream Corp.	2,420	Av-tech Inc.	200
Allstream IT Services	350	AVW Telav Inc.	611
Alstom Canada Inc. Appareillage haute tension	250	Axidata Inc.	150
Alumicor Limited	270	Azon Canada Inc.	139
Ambassador Resort Hotel & Conference Centre Kingston	180	Babcock & Wilcox Canada	1,100
Amec Earth & Environmental Ltd.	900	Ballard Power Systems Inc.	700
AMEC Inc.	1,200	Bardon Supplies Limited	280
Amex Canada Inc.	3,700	Bartle & Gibson Ltd.	300
Amphenol Canada Corp.	225	Baxter Corporation	300
AMS Management Systems Canada Inc.	112	Baxter Foods Limited	390
Anachemia Canada Inc.	123	Bayer Inc.	2,006
Andrew Sheret Ltd.	220	BD Canada (Becton Dickinson and Company)	202

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
BDO Dunwoody LLP	2,000	Campbell Ford Sales Ltd.	130
BDP Business Data Services Limited	750	Canac Marquis Grenier Ltée	500
Beaulieu Canada	1,700	Canad Corporation of Manitoba Inc.	1,300
Beckman Coulter Canada Inc.	183	Canada Bread Atlantic Limited	1,000
Bee Clean Building Maintenance Inc.	400	Canada Bread Company, Limited	3,000
Bell Helicopter Textron	1,300	Canada Capital Building Services Ltd.	120
Belron Canada Inc.	955	Canada Catering Co. Limited	600
Best Facilities Services Ltd.	520	Canadian Bank Note Co Ltd.	500
Betz Dearborn Inc.	180	Canadian Blue Bird	440
BFGoodrich Landing Gear Division, Oakville	592	Canadian Buttons Limited	381
Biorex Inc.	125	Canadian Corps of Commissionnaires	18,000
Black & McDonald Limited	1,200	Canadian Linen and Uniform Service	1,800
BOC Canada Limited	1,000	Canadian Niagara Hotels Inc.	1,200
Bodycote Materials Testing Inc.	530	Canadian Standards Association	500
Boehringer Ingelheim (Canada) Ltd.	285	Canadian Technical Tape Ltd.	100
Boeing Canada Technology	850	Canadian Waste Services Inc.	3,578
Boeing Canada Technology	650	Canamera Foods	782
Bolands Limited	200	Cancer Care Ontario	250
Bombardier Aéronautique	17,401	Canon Canada Inc.	400
Bombardier Inc.	24,200	Caris-Universal Systems Ltd.	150
Bosch Rexroth Canada Corp.	360	Carleton University	2,500
Boulangerie Lanthier Ltée/Lanthier Bakery Ltd.	150	Carrier Canada Ltd.	450
Bowater Pâtes et Papiers Canada Inc.	5,686	Carsen Group Inc.	115
Bowdens Media Monitoring Limited	270	Carswell Publishing, a Division of Thomson Canada	587
Bridge Brand Food Services Ltd.	858	Cartem Inc.	155
Bridgestone Firestone Canada Inc.	1,800	Carter-Horner Corp.	230
Bristol Aerospace Ltd.	1,500	Cascades East Angus Inc.	300
Bristol Myers Squibb Canada Inc.	450	Cascades Resources	581
Brookfield Lepage Johnson Controls	1,690	Casino Nova Scotia Hotel	302
Brother International Corporation Ltd.	136	Castrol Canada Inc.	135
Browning-Ferris Industries Ltd.	500	Catholic Social Services	1,200
BTI Canada Inc.	900	CBCL Limited	150
Buck Consultants Limited	175	CCH Canadian Limited	360
Budget Car & Truck Rentals Of Ottawa	180	CDI Corporate Education Services	1,000
Burns Int'l Security Services Limited	3,205	CEGEP Saint-Jean-sur-Richelieu	253
Burntsand Inc.	105	Centennial Foods Corporation Ltd.	515
C & D Cleaning and Security Services Ltd.	250	Central Health Services/Retirement Residences Inc.	2,400
Cablecom Int'l Network Cabling Inc.	180	Central Precision Limited	158
CAE Inc.	4,026	Centre de recherche industrielle du Québec	250
Cafeteria de la Capitale Inc.	176	Centre Hospitalier Universitaire de Québec	7,000
Caisse centrale Desjardins	250	Century Vallen Limited	290
Calcon Management LP as Agent of Balboa Land Investments Inc.	350	CGI (formely Cognicase Inc.)	2,800
Calian Limited	110	CH2M HILL Canada Limited	430
Camco Inc.	2,000	Champion Road Machinery Ltd.	827
Camosun College	1,000	Château Cartier Resort	180

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Chaussures STC Inc.	125	Corporation Compuware du Canada	132
Chemise Empire Ltée	115	Corporation de l'École Polytechnique	1,500
Chemise JML Shirts Inc.	215	Corporation Technologies Eicon	350
Chesapeake Display and Packaging	101	CPI Canada - Communications & Power Industries Canada Inc.	326
Chevron Canada Limited	370	Crane Canada Inc.	393
Chip Reit No.32 Operations Ltd.	220	CS Brooks Inc.	890
CIA Inc.	150	CSG Security Inc.	850
CIMA Société d'Ingénierie	425	Cummins Est du Canada Inc.	290
Cisco Systems Canada Co.	355	Cummins Mid Canada Ltd.	128
CIT Financial Limited	700	Cummins Ontario Inc.	100
Cité de la Santé de Laval	2,856	Custom Foam Systems Ltd.	130
Clariant (Canada) Inc.	161	Cutler-Hammer Engineering Services Division	100
Clarica Life Insurance Company	7,500	D. Bertrand et Fils Inc.	184
Clean Harbors Canada Inc.	550	DaimlerChrysler Canada Ltd.	14,200
Cleyn & Tinker Inc.	634	Dairyworld Foods	2,500
CMC Electronique Inc.	1,012	Dalhousie University	4,200
Coast Hotels Limited	800	Dalsa Inc.	250
Coast Paper Limited	360	Danka Canada Inc.	700
Cochrane Group Inc.	300	Data Business Forms	1,325
Cognos Inc.	1,493	Data General (Canada) Co.	135
Collectcorp Group of Companies	300	Datacard Canada Inc.	100
Collège Ahuntsic	800	Davey Tree Services A Division of Davey Tree	150
Collège universitaire de Saint-Boniface	250	Decision One Corporation	242
Colony Hotel Toronto/SingDeer Investment Ltd.	360	Delcan Corporation	500
Com Dev Ltd.	570	Dell Computer Corporation	492
Comcare Health Services	5,200	Deloitte & Touche LLP	6,600
Communications Québecor Inc.	13,100	Delphi Solutions Corp.	200
Compass Group Canada (Beaver) Ltd.	18,000	Delta Bessborough - Legacy Hotels Corporation	185
Compugen Inc.	425	Delta Chelsea - Great Eagle Hotels (Canada) Ltd.	849
Computer Associates Canada Ltd.	170	Delta Ottawa Hotel & Suites	220
Computer Sciences Canada Inc.	700	Delta Vancouver Suites (Delta Hotels)	135
Concentra Managed Care Inc.	115	Deschênes & Fils Ltée	316
Concordia University	2,848	Dessau-Soprin Inc.	1,250
Conestoga-Rovers & Associates Limited	1,000	Diamond and Schmitt Architects Incorporated	110
Connors Bros Limited	1,500	Diemaco (1984) Inc.	100
Conor Pacific Canada	100	Dillon Consulting Limited	330
Consolidated Service Industries Corporation	180	DISCO Tissus de performance	450
Consoltex Inc.	853	Distal Inc.	250
CookshireTex Inc.	120	Dollar Thrifty Automotive Group Canada Ltd.	435
Co-Op Atlantic	682	Dollco Printing/The Dollco Corporation	300
Corel Systems Corporation	500	Domtar Inc.	12,000
Corpav Presentation Group	240	Domtar Inc.	12,000
Corporate Express Canada Inc.	1,000	Domus Building Cleaning Co Ltee	450
Corporate Express Produit de Bureau Inc.	335	Dorothea Knitting Mills Ltd.	300
Corporate Health Consultants Ltd.	500	Doubletex Inc.	500

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Dover Industries Limited	525	Esselte Canada Inc.	200
DownEast Communications	460	Evans Consoles Inc.	270
Drake International Inc.	5,000	Eveready Canada	250
DRS Flight Safety and Communications	300	Everest & Jennings Canadian Ltd.	131
DST Output Canada Inc.	194	Excalibur Learning Resource Centre	140
Dufferin Construction Company	789	Exide Canada Inc. Battery Division	170
Duo Communications of Canada Ltd.	168	Expro Technologies Inc.	351
Dupont Canada Inc.	4,300	Fairmont le Château Frontenac	643
Durham Furniture Inc.	700	Fairmont le Reine Elizabeth	714
DY 4 Systems Inc.	200	Farmers Co-operative Dairy Limited	610
Dynamic Maintenance Ltd.	150	Federated Co-Operatives Ltd.	2,700
Dynex Facility Services Inc.	240	Fellfab Limited	195
E S Fox Limited	1,000	Financial Collection Agencies (International) Inc.	600
E1 Canada Limited	180	Finning International Inc.	250
Eagle-Picher Energy Products Corporation	180	Fisher Scientific Company	420
Earth Tech Canada Inc.	1,000	Ford Motor Co of Canada Ltd.	16,000
Eau Claire Hotel Operating Trust	280	Forintek Canada Corporation	187
EBA Engineering Consultants Ltd.	450	Formica Canada Inc.	368
EBCO Industries Ltd.	158	For-Net Inc.	900
Ecolab Co.	520	Franklin Empire Inc.	260
École de Langues de l'Estrie Inc.	300	Friesens Corporation	596
École de langues La Cité Inc.	130	Frisco Bay Industries du Canada Limitée	180
Edmonton Meat Packing Ltd.	150	Frontier Confertech (Canada) Inc.	165
EDS Canada Inc.	6,753	Fuji Photo Film Canada Inc.	250
Edulinx Canada Corporation	621	Fujitsu Consulting (Canada) Inc.	1,771
EECOL Electric Ltd.	500	Future Electronics Inc.	2,417
Elan Data Makers Div Horton Trading Ltd.	250	G&K Services Canada Inc.	1,112
Electro Sonic Inc.	400	G. A. Boulet Inc.	155
Eli Lilly & Co.	760	G.N. Johnston Equipment Co. Ltd.	749
EMC Corporation of Canada	190	Garda du Canada	3,000
Emco Limited	700	Garlock of Canada Ltd.	271
EMS Technologies Canada Ltée	530	GasTOPS Ltd.	120
Enfield Cleaning Services Ltd.	115	Gaz Métropolitain Inc.	1,374
Engel Canada Inc.	450	GE Canada Inc.	4,059
Enseignes Imperial Signs div of Jim Pattison Industries Ltd.	230	GE Capital Fleet Services	297
Enterprise Rent A Car Canada Limited	2,000	GE Capital Information Technology Solutions Inc.	1,000
Entreprises Dominion Blueline Inc.	225	GEAC Canada Limited	250
Entretien JMP Ltd.	100	General Chemical Canada Ltd.	500
Entrust Limited	350	General Dynamics Canada Ltd.	1,200
Enviro-Test Laboratories	100	General Dynamics Land Systems - Canada	700
Epson Canada Limited	180	General Motors of Canada Ltd.	26,000
Equifax Canada Inc.	1,007	General Motors of Canada Ltd. Diesel Division	1,245
Ericsson Canada Inc.	1,900	Genpharm Inc.	395
Ernst & Young LLP	3,440	Gescan Division of Sonapor Canada Inc.	200
Esri Canada Ltd.	105	Getronics Canada Inc.	400

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
GFS Canada Inc. (Gordon Food Service)	400	Holiday Inn Select Toronto Airport	150
GGI Group Inc.	130	Holiday Inn The Palace - 742718 Alberta Ltd.	135
Giffels Associates Limited	400	Holiday Inn Toronto Yorkdale	175
GlaxoSmithKline Inc.	1,800	Honeywell Limited	4,472
Glentel Inc.	1,000	Hôpital du Saint-Sacrement	2,000
Global Upholstery Co Inc.	1,100	Hôpital Laval	2,000
Golder Associates Ltd.	1,331	Hôtel Château Mont Sainte-Anne Inc.	190
Goodfellow Inc.	700	Hotel Dieu Hospital	1,400
Goodyear Canada Inc.	4,377	Hôtel Gouverneur Place Dupuis	185
Gowling Lafleur Henderson LLP	2,000	Hôtel Loews Le Concorde/Place Montcalm Hotel Inc.	338
Grand & Toy Limited	2,405	Hôtel Wyndham Montréal/Compagnie Hospitalité Montréal	286
Grant Emblems Limited	150	Houle Electric Ltd.	200
Grant Thornton LLP	1,150	Hub Meat Packers Ltd.	764
Graphic Controls Canada Ltd.	400	Hummingbird Communications Ltd.	1,300
Gray Forgings & Stamping Limited	139	Huntingdon Mills (Canada) Ltd.	250
Groupe 3-Soft Inc.	107	Husky Injection Molding Systems Ltd.	1,200
Groupe CGI Inc.	10,000	Husky Oil Limited	2,500
Groupe Conseil Saguenay	100	Hyatt Regency Vancouver	500
Groupe IST Inc.	10,000	Hydro Agri Canada (Nutrite)	175
Groupe Lacasse Inc.	700	Hydrogenics Corporation	120
Groupe LGS Inc.	650	Ian Martin Limited	900
Groupe Santé Médisys Inc.	420	IBI Group	400
Groupe Thomson Technicolor Canada Inc.	376	IBM Canada Ltd.	18,658
Guillevin International Inc.	1,321	ICG Propane Inc.	1,500
HA Simons Ltd.	900	ICI Canada Inc. (Color Your World)	1,400
Harbour Towers Hotel and Suites	109	ICN Canada Limitée	145
Harper Detroit Diesel Limited	150	Ideal Revetement Co Ltée	100
Harris & Roome Supply	255	IDS Intelligent Detection Systems Inc.	225
Harris Canada Inc.	450	IKON Office Solutions Inc.	1,800
Hatch Associates Ltd.	500	IMC (Canada) Global Ltd.	1,450
Haworth Ltd.	170	IMP Aerospace Components Ltd.	260
Hay Group Limited	129	IMP Group Limited	1,130
Herman Miller Canada Inc.	118	Imperial Oil Canada Limited	7,500
Héroux Inc.	500	Imprimeries Transcontinental Inc.	11,500
Hertz Canada Limited	450	IMT Corporation	300
Hewitt Equipement Ltée	900	Indal Technologies Inc.	200
Hewlett Packard (Canada) Ltd.	1,800	Industries de Maintenance Empire Inc.	1,200
Hilroy Mead Westbaco Company	250	Inscape Corporation	625
Hilton Canada Inc.	1,721	INSO Micro Boutique Educative Inc.	109
Hitachi Construction Machinery Co. Ltd.	275	Institut national de la recherche scientifique	700
Hitachi Data Systems Inc.	108	Institut National d'Optique	160
Hoffmann La Roche Limited	900	Institut Philippe Pinel de Montréal	500
Holiday Inn Plaza La Chaudière	157	Integrated Power Systems Corp.	260
Holiday Inn Select Halifax Centre	125	Intelicom Security Services Ltd.	100
Holiday Inn Select Montréal Centre-Ville	160	Intercity Packers Ltd.	120

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Intercon Security Limited	2,100	La Chemise Perfection Inc.	420
Intercontinental Toronto Centre	365	Laboratoires Abbott Ltée	1,093
Intergraph Canada Ltd.	165	Labstat International Inc.	130
Intermap Technologies Corp.	166	Lab-Volt (Québec) Limitée	210
Intertec Security & Investigation Ltd.	500	Laliberté et associés inc.	900
Iron Ore Company of Canada	1,800	Lauzon T Ltee & Al	150
Irving Equipment	300	Le Groupe Induspac Inc.	398
Irving Oil Limited	2,299	LeBLANC Ltd.	369
Irving Shipbuilding Inc.	1,877	Lenbrook Industries Ltd.	130
Island Farms Dairies	330	Les Distributeurs R. Nicholls Distributors Inc.	147
ISM Information Systems	18,794	Les Emballages Mitchel Lincoln Ltee	310
J&A Building Services Ltd.	650	Les Fromages Saputo Ltée	450
Jacques Whitford & Associates Limited	750	Les Lainages Victor Ltée	241
JH Ryder Machinery Ltd.	370	Les produits biologiques Shire	110
JL Richards & Associates Limited	100	Les Sous-Vêtements U M Inc.	145
Joe's Janitorial Services Ltd.	115	Levitt-Safety Limited	225
John Deere Limited	1,471	Lewisfoods Inc.	125
Johnson & Johnson Inc.	750	Lexi-Tech International	130
Johnson & Johnson Medical Products Inc.	200	Lexmark Canada Inc.	234
Johnson Controls LP	716	Liberty Health	506
Jones Packaging Inc.	300	Lincoln Electric Company of Canada LP	231
JTI-MacDonald Corp.	564	Litton Systems Canada Ltd.	800
Justice Institute of British Columbia	285	Liverton Hotels Inc.	370
Kaufman Footwear	1,140	Livingston Group Inc.	800
Kaverit Steel and Crane ULC	115	Location de voitures compacte (Québec)	235
Keilhauer Industries Ltd.	300	Lockheed Martin Canada Inc.	520
Kelly Services (Canada) Ltd.	308	Logidec/Moore Wallace Inc.	140
KI Pembroke, Inc.	405	London King Street Purchaseco Inc.	150
Kiewit Offshore Services	500	Lotus Development Canada Limited	100
Kinecor Inc.	850	Louis Garneau Sports inc.	240
Klohn Crippen Consultants Ltd.	172	Lucent Technologies Canada	150
Knoll North America Corporation	1,200	Lumonics Inc.	165
Kodak Canada Incorporated	1,325	Lyreco (Canada) Inc.	388
Komex International Ltd.	200	MacDonald Dettwiler & Associates Ltd.	1,500
Kone Inc.	501	Mack Canada Inc.	326
Kone Inc.	500	Magellan Aerospace Corporation	504
Kone Québec Inc.	120	Magellan Aerospace Fleet Industries Limited	335
Kontzamanis Graumann Smith MacMillan Inc.	120	Maintenance Eureka Limitée	250
Koprash Investment Inc.	500	Mallette S.E.N.C.	200
Kortex Computer	110	Manac Inc. (Industries Tanguay)	987
KPMG Consulting LP	635	Manitoba Hydro	4,637
Kromar Printing Ltd.	130	Manpower Temporary Services	1,000
Krug Inc.	450	Mapinfo Canada Inc.	100
L.P. Royer Inc.	115	Marconi Medical Systems Canada Inc.	370
L3 Communications Wescam Inc.	276	Maritime Paper Products Limited	300

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Marriott Château Champlain	320	Nasittuq Corporation	313
Marriott Corporation of Canada Ltd.	6,500	National Car Rental (Canada) Inc.	916
Marsh & Mclennan Limited	600	National Paper Goods Limited	170
Marshall Macklin Monaghan Limited	399	National Steel Car Limited	1,200
Mastech Canada	150	Natrel Inc. division d'Agropur Coopérative	3,000
MaxSys Professionals and Solutions Inc.	125	Navistar International Corporation Canada	1,998
Maxxam Analytics Inc.	650	NBS Technologies Inc.	850
Mayhew and Associates, Inc.	230	NCR Canada Ltd.	1,200
McCormick Rankin Corporation	220	NCS Pearson	120
McGill University	5,000	Nelson Lumber Company Ltd.	400
McGregor Industries Inc.	600	Neptune Food Services Inc.	500
Mckenzies Sales Limited	120	NetManage Canada Inc.	103
McKesson Canada	1,561	New Brunswick Electric Power	2,400
McMaster University	3,300	Newbridge Networks Corporation	3,000
McNeil Consumer Healthcare/McNeil PDI Inc.	410	NexInnovations Inc.	1,410
MD Robotics Ltd.	500	NFO CF Group	120
Med-Emerg International Inc.	300	Nienkamper Furniture & Accessories Inc.	161
Med-Eng Systems Inc.	175	Nissan Canada Inc.	258
Mediagrif Interactive Technologies	313	Nor-Don Collection Network Inc.	600
Mediascan Canada Inc.	175	NORDX/CDT Inc.	721
Medtronic of Canada	226	Norecol Dames & Moore Inc.	215
Memorial University of Newfoundland	3,263	Norimco - Div of Bata Industries Ltd.	725
Merck Frost Canada Ltd.	1,600	Norr Limited	160
Messier Dowty Inc.	520	Nortel Networks	25,000
Metafore Corporation	500	North Atlantic Petroleum	600
Metro Catering Executive Class Catering Inc.	157	North Douglas Sysco Food	266
Metropolitan Parking Inc.	350	Northfield Metal Products Ltd.	400
Michelin Amérique du Nord (Canada) Inc.	466	Northstar Aerospace Inc.	250
Microsoft Canada Corporation	650	Northumberland Co-operative Limited	280
Minolta Business Equipment Canada Ltd.	850	Norwest Soil Research Ltd.	250
Minto Developments Inc.	1,300	Nova Scotia Community College	1,368
Mitel Corporation	1,800	Nova Scotia Textiles Limited	100
Mitel Networks Corporation	1,545	Novartis Pharmaceuticals Canada Inc.	750
Mohawk Council of Akwesasne	800	Novopharm Limited	460
Montel Inc.	195	NRCS Inc.	210
Moore North America	1,550	Nurun Inc.	387
Morbern Inc.	400	O'Connor Associates Environmental Inc.	160
Morneau Sobeco Inc.	845	Oerlikon Aérospatiale Inc.	325
Morrison Hershfield Limited	110	Omnilogic Systems Group	500
Motor Coach Industries Ltd.	2,000	Online Enterprises Inc. (dba) Online Business Systems	155
Motorola Canada Limited	720	OnX Incorporated	367
Mount Saint Vincent University	350	Onyx Industrie Inc.	250
MPB Technologies Inc.	100	Onyx Industries Inc.	208
Multi Marques Inc.	2,500	Open Text Corporation	330
Mustang Survival Corp.	300	Operation Springboard	180

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Optech Incorporated	182	PPG Canada Inc.	2,000
Oracle Corporation Canada Inc.	1,000	Pratt & Whitney Canada Corporation Inc.	7,131
Ortho-McNeil Inc.	700	Praxair Canada Inc.	2,100
Osram Sylvania Ltd.	676	Prevost Car Inc.	1,500
Otis Canada Inc.	770	PricewaterhouseCoopers LLP	4,109
Ottawa (JCST) Purchasco Inc.	113	Pritchard Engineering Co Ltd.	135
OC Association for Persons with Developmental Disabilities	300	Procter & Gamble Inc.	2,600
Ottawa Marriott/1210478 Ontario Inc.	295	Profac Facilities Management Services Inc.	1,100
Paccar du Canada Ltée	740	Protexion Products (1997) Inc.	100
Pacific Produce Co Ltd.	350	Pylon Electronics Inc.	250
Pacific Regeneration Technologies Inc.	400	Quantum Management Services Ltd.	275
Pacific Safety Products Inc.	190	Quebecor World Inc.	6,000
Packard Bell Nec	100	Queen's University	6,046
Pak N' Stack Ltd.	100	Quicklaw Inc.	165
Pan Pacific Hotel Vancouver	520	Qunara Inc.	200
Panalpina Inc.	375	Radisson Plaza Hotel Saskatchewan	170
Panasonic Canada Inc.	400	Ramada Inn 400/401	100
Papiers Perkins Ltée	850	Rational Software Canada Co.	170
Paprican	350	Ratiopharm Inc.	370
Park Town Motor Motels Ltd.	130	Raymond Chabot Grant Thornton	1,500
Parmalat Dairy & Bakery Inc.	2,800	Raytheon Canada Limited	400
Parrish & Heimbecker Ltd.	1,000	Raytheon Elcan Optical Technologies	600
Patterson Dentaire Canada Inc.- Patterson Dental Canada Inc.	450	RBA Inc.	658
Peacock Inc.	708	RBC Dominion Securities Inc.	5,599
Peerless Garments Ltd.	200	RE Gilmore Investments Corp.	550
Penske Truck Leasing Canada Inc.	760	Recall Corporation o/a MobileShred Inc.	118
PerkinElmer Optoelectronics	204	Recochem Inc.	185
Petro-Canada Inc.	4,000	Régulvar Inc.	210
Pfizer Canada Inc.	1,339	Reid Crowther & Partners Limited	534
Pharmacia & Upjohn Inc.	550	Reliable Window Cleaners (Sudbury) Ltd.	250
Pharmascience Inc.	499	Relizon Canada Inc.	1,055
Pharmx Rexall Drug Stores BC Ltd.	250	Rentokil Initial Canada Limited	5,000
Philip Analytical Services Inc.	686	Residence Inn By Marriott Hotel	150
Philips & Temro Industries Ltd.	290	Reuters Information Services	234
Philips Electronics Limited	650	RGO Office Products Partnership	210
Pierceys Building Supplies	158	Ricoh Canada Inc.	750
Pillowtex Canada Inc.	200	Ricoh Image Communication	650
Pinchin Environmental Ltd.	110	Roche Diagnostics Canada Div. of Hoffman Laroche	310
Pioneer Balloon Canada Limited	200	Roche Ltée Groupe-Conseil	366
Pirelli Câbles et Systèmes Inc.	500	Rolland Inc. division des papiers fins	1,500
Pitney Bowes of Canada Ltd.	1,300	Rolls Royce Canada Limited	1,600
Point Hope Shipyard Co. Ltd.	205	Rousseau Métal Inc.	300
Polar Bear Corporate Education Solutions	211	Royal Lepage Limited	1,666
Ponton Coleshill Edwards and Associates	146	Russel Metals Inc.	8,000
Powell Equipment (1978) Limited	535	Ryerson Polytechnic University	1,164

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Safety-Kleen Canada Inc.	211	Simplex Grennell	1,500
Saft Power Systems Inc.	136	Simtran Technologies Inc.	100
Saint Mary's University	800	Sisca Inc.	120
Samsonite Canada Inc.	180	Skyjack Inc.	300
Samuel Son & Co. Limited	926	SMED International Inc.	2,104
Sandwell Engineering Inc.	1,300	Smith Lyons Torrence Stevenson & Mayer	900
Sanofi-Synthelabo Canada Inc.	250	Smiths Detection (Toronto) Ltd.	250
SAP Canada Inc.	140	Snap-on Tools of Canada Ltd.	550
SAS Institute (Canada) Inc.	152	SNC Lavalin Inc.	4,194
Saskatchewan Indian Federated College	150	SNC Technologies Inc.	850
Saskatchewan Research Council	215	Sobeys Ontario	13,000
SATCOM div of EMS Technologies Canada Ltd.	150	Sodexho Canada Inc.	1,185
Sault College of Applied Arts and Technology	400	Sonepar Distribution Inc.	950
SCA Hygiene Products Inc.	223	Sony of Canada Ltd.	1,100
Scepter Corporation	240	Soucy International Inc.	350
Schenker of Canada Limited	650	SoupExperts Inc.	150
Schering-Plough Canada Inc.	427	Source Medical Corporation	500
Schindler Elevator Corporation	350	South East Resource Development Council Corp.	184
Schneider Electric	1,600	Spar Aerospace Limited	787
Scotsburn Co-operative Services Ltd.	600	Sparkling Spring Water a div of Danone Waters of North America	140
Scythes Inc./Flying Colours International	100	SPB Canada Inc.	552
Seanix Technology Canada Inc.	120	Spectrum Signal Processing Inc.	165
Securiguard Services Limited	150	St Joseph Printing Limited	500
Securitas Canada Limited/Sécuritas Canada Limitée	9,500	St. John's Dockyard Limited	150
Securitex inc.	113	St. Joseph Print Group Inc.	595
Sed Systems Inc.	250	St. Lawrence College	400
Serca Foodservices Inc. (Western Division)	338	Stanchem Inc.	450
ServiceMaster of Ottawa - 1351120 Ontario Inc.	120	Standard Aero Ltd.	1,600
Shannahan's Investigation & Security Limited	450	Standard Knitting Limited	100
Sharp Electronics of Canada Ltd.	160	Stanfields Ltd.	450
Sharps Audio Visual Ltd.	200	Stantec Consulting Ltd.	2,200
Shell Canada Limited	3,454	Steels Industrial Products Ltd.	140
Sheraton Centre Toronto Hotel Starwood Hotels Canada	809	Storagetek Canada Inc.	200
Sheraton Hamilton Hotel Starwood Hotels Canada	200	Strongco Inc.	1,100
Sheraton Laval	253	Stryker Bertec Medical Inc.	180
Sheraton Ottawa Hotel	165	Subaru Canada Inc.	111
Sheraton Vancouver Wall Centre Hotel	375	Sun Microsystems of Canada Inc.	550
Sheraton Winnipeg Hotel	165	Suncor Energy Inc.	3,609
Sico Inc.	859	Superior Propane Inc.	1,262
Siemens Canada Limited	4,000	Supreme Office Products Limited	280
Siemens Westinghouse	550	Supremex Inc.	700
Sierra Systems Consultants Inc.	746	Surgenor Pontiac Buick Limited	276
Sifto Canada Inc.	590	Swift Denim	750
Simmons Canada Inc.	550	Swish Maintenance Limited	230
Simon Fraser University	1,700	Symantec Corporation	100

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Symbol Technologies Canada ULC	150	TRA Atlantic	392
Sysco Food Services of Ontario	450	Transcontinental Direct	300
Sysco Québec	250	Transcontinental Group LGM Graphics Inc.	180
Sysco Serca Foodservice Inc.	4,000	Transcontinental Printing Inc.	550
Sysco-Konings Wholesale	450	Transport St-Léonard Inc.	100
Tab Products of Canada Limited	165	Trent University	700
Tannis Trading Inc.	155	Tyco Electronics Canada Ltd.	365
Taro Pharmaceuticals Inc.	362	UAP Inc.	4,289
Tayco Panelink Ltd.	300	Ultra Electronics Maritime Systems	260
TCH International Inc.	246	Ultramar Ltée	1,000
Technologies Multipartner (TMI) Inc.	650	UMA Group Ltd.	750
Tecsult Inc.	645	Uniclean Building Maintenance Contractor	250
Teknion Corporation	2,738	Unisource Canada Inc.	1,630
Télé Université	200	Unisys Canada Inc.	290
Telemedia Communications Inc.	540	Université de Montréal	5,000
Telus National Systems Inc.	472	Université d'Ottawa	2,110
Tenaquip Limited	275	Université du Québec à Montréal	3,350
Terra Footwear Ltd.	120	Université Laval	4,000
Texcan A Division of Sonapar Canada	100	University College of the Fraser Valley	700
Thales Systems Canada , division of Thales Canada Inc.	100	University of Alberta	3,700
The 500 Staffing Services Inc.	100	University of British Columbia	8,000
The Cambridge Towel Corporation	300	University of Calgary	5,000
The Canadian Salt Company Limited	867	University of Guelph	6,000
The Codville Company	665	University of Lethbridge (The)	781
The Cohos Evamy Partners	180	University of Manitoba	6,000
The Conference Board of Canada	300	University of New Brunswick St-John	1,474
The Fairmont Vancouver Airport	236	University of Saskatchewan	6,000
The Fairmont Waterfront Hotel	409	University of Toronto	6,700
The Gibbard Furniture Shops Limited	125	University of Victoria	4,096
The Great West Life Assurance Company	2,870	University of Waterloo	2,900
The Legacy Hotels Operating as The Fairmont Winnipeg	229	University of Western Ontario	6,046
The Lowe-Martin Group	285	University of Windsor	1,604
The McElhanney Group Ltd.	470	UtiliCorp Networks Canada (Alberta) Ltd.	100
The North West Company Inc.	4,500	Valcom Manufacturing Group Inc.	400
The Pepsi Bottling Group/Société du groupe d'embouteillage Pepsi	1,000	Vancouver Marriott Pinnacle Hotel	250
The Prince George Hotel	140	Vancouver Shipyards Co. Ltd.	250
The Sutton Place Hotel Toronto	400	Vapor Rail Inc.	250
The Westin Edmonton/Starwood	310	Victor Innovatex Inc.	120
The Westin Harbour Castle	575	Victoria Shipyards Co Ltd.	150
Therapex Div of E-Z-EM Canada Inc.	249	Vitalaire Healthcare	550
Thyssen Krupp Elevator	1,098	Vitality Foodservice Canada Ltd.	150
Toromont Industries Ltd.	2,000	Vita-Tech Laboratories Limited	350
Toronto Auto Auctions Limited	660	Volkswagen Canada Inc.	980
Toshiba of Canada Ltd.	500	VON Canada	5,000
Total Credit Recovery Limited	485	VWR Canlab	200

Federal Contractors 2002

Employer	# Employees	Employer	# Employees
Wabush Mines	750	William M. Mercer Limited	1,000
Wajax Industries Limited	1,700	Winpack Technologies Inc.	200
Walbar Canada Inc.	740	Wood Wyant Inc.	385
Wardrop Engineering Inc.	330	Wyeth Ayerst Canada Inc.	1,650
Warner Lambert Canada Inc.	1,370	Xantrex Technology Inc.	250
Warren Shepell Consultants Group	155	Xception International Inc.	110
Watson Wyatt & Company	230	Xerox The Document Company	4,300
Webcom Ltd.	300	Xwave Solutions Incorporated	2,300
Wesco Distribution Canada Inc.	725	Yamaha Motor Canada Ltd.	171
Westburne Québec Inc.	583	Yonge Street Hotels Ltd.	150
Westburne Ruddy Electric	2,391	York University	3,116
Western Star Trucks a Division of Freightliner Ltd.	600	Zellers Inc.	65,000
Westower Communications Ltd.	340	Zenon Environmental Inc.	900
WG Thompson & Sons Limited	340	Zodiac Hurricane Technologies Inc.	148
Whitehall Robins Inc.	194	Zomax Canada Company	130
Wilkinson Steel & Metals A Division of Premetalco Inc.	250		

Appendix E: Statistical Summary

Under section 20 of the *Employment Equity Act,* each year the Minister is required to table in Parliament an analysis and consolidation of the employers' reports received under the Act. The following tables represent the consolidation of employers' reports for 2002.

This is the sixteenth 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 2002 and a set of tables showing the representation of designated groups for 1987, 2001 and 2002.

Data for 2001 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 2002.

A complete listing of employers in this consolidation appears at the end of Chapter 4, Employer Ratings.

More detailed information could be obtained from HRSD/Labour Staff. Information on how to communicate with staff appears at the end of Chapter 1.

List of Tables

Table 1
Members of Designated Groups by **Sex, Industrial Sector and Subsector,** 2002

Sector and Subsector	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Central Bank	**1,030**	485	545	**12**	6	6	**13**	10	3	**110**	61	49
Chartered Banks and Other Banking – Type Intermediaries	**185,419**	53,447	131,972	**2,056**	433	1,623	**4,085**	1,354	2,731	**34,245**	11,626	22,619
Banking Sector	**186,449**	53,932	132,517	**2,068**	439	1,629	**4,098**	1,364	2,734	**34,355**	11,687	22,668
Truck and Bus Body and Trailer Industries	**182**	173	9	**1**	1	0	**0**	0	0	**0**	0	0
Air Transport Industries	**54,433**	33,054	21,379	**1,247**	661	586	**860**	561	299	**5,332**	2,903	2,429
Service Industries Incidental to Air Transport	**18,040**	12,996	5,044	**345**	257	88	**351**	283	68	**2,478**	1,594	884
Railway Transport and Related Service Industries	**33,191**	29,339	3,852	**863**	784	79	**1,396**	1,299	97	**2,128**	1,785	343
Water Transport Industries	**6,826**	6,003	823	**154**	115	39	**107**	100	7	**226**	184	42
Service Industries Incidental to Water Transport	**7,008**	6,207	801	**264**	257	7	**396**	386	10	**822**	725	97
Truck Transport Industries	**43,391**	36,454	6,937	**847**	727	120	**873**	754	119	**2,053**	1,538	515
Public Passenger Transit Systems Industries	**14,368**	8,612	5,756	**311**	200	111	**435**	321	114	**1,135**	735	400
Other Transportation Industries	**103**	73	30	**0**	0	0	**0**	0	0	**0**	0	0
Other Service Industries Incidental to Transportation	**653**	249	404	**11**	4	7	**30**	13	17	**119**	58	61
Pipeline Transport Industries	**4,057**	2,901	1,156	**70**	53	17	**124**	98	26	**325**	209	116
Transportation Sector	**182,252**	136,061	46,191	**4,113**	3,059	1,054	**4,572**	3,815	757	**14,618**	9,731	4,887
Telecommunication Broadcasting Industries	**37,887**	22,558	15,329	**425**	234	191	**591**	400	191	**2,823**	1,588	1,235
Telecommunication Industries	**87,581**	47,839	39,742	**1,111**	579	532	**1,758**	1,020	738	**10,124**	5,431	4,693
Other Telecommunication Industries	**2,542**	1,423	1,119	**20**	13	7	**26**	16	10	**408**	232	176
Postal and Courier Service Industries	**84,325**	53,061	31,264	**1,495**	837	658	**2,473**	1,673	800	**11,203**	7,424	3,779
Communications Sector	**212,335**	124,881	87,454	**3,051**	1,663	1,388	**4,848**	3,109	1,739	**24,558**	14,675	9,883
Metal Mines	**3,137**	2,763	374	**499**	437	62	**113**	104	9	**89**	83	6
Meat and Poultry Products Industries	**861**	559	302	**11**	9	2	**30**	20	10	**12**	7	5
Fish Products Industry	**334**	200	134	**80**	44	36	**6**	6	0	**11**	8	3
Flour, Prepared Cereal Food and Feed Industries	**3,130**	2,523	607	**34**	31	3	**30**	24	6	**94**	64	30
Stamped, Pressed and Coated Metal Products Industries	**510**	344	166	**14**	8	6	**13**	11	2	**41**	27	14
Shipbuilding and Repair Industry	**87**	82	5	**0**	0	0	**0**	0	0	**0**	0	0
Industrial Chemicals Industries n.e.c.	**1,259**	904	355	**5**	4	1	**24**	20	4	**64**	48	16
Project Management, Construction	**259**	168	91	**2**	1	1	**1**	1	0	**12**	6	6
Grain Elevator Industry	**5,858**	4,497	1,361	**127**	93	34	**150**	124	26	**160**	109	51
Electric Power Systems Industry	**14,339**	11,455	2,884	**112**	95	17	**407**	378	29	**1,336**	1,106	230
Farm Products, Wholesale	**509**	222	287	**18**	5	13	**12**	5	7	**27**	10	17
Business Financing Companies	**3,152**	1,548	1,604	**37**	21	16	**69**	34	35	**219**	100	119
Deposit Insurers	**111**	55	56	**1**	1	0	**0**	0	0	**12**	5	7
Other Real Estate Operators	**87**	42	45	**0**	0	0	**1**	0	1	**8**	4	4
Architectural, Engineering and Other Scientific and Technical Services	**3,473**	2,628	845	**103**	82	21	**176**	149	27	**537**	431	106
Other Business Services	**6,056**	4,670	1,386	**98**	71	27	**113**	94	19	**414**	291	123
Foreign Affairs and International Assistance	**314**	109	205	**4**	0	4	**4**	2	2	**35**	8	27
Human Resource Administration, Federal Government	**707**	300	407	**22**	13	9	**17**	7	10	**35**	15	20
Economic Services Administration, Federal Government	**1,703**	713	990	**41**	13	28	**57**	27	30	**163**	58	105
Museums and Archives	**1,244**	537	707	**21**	13	8	**37**	19	18	**49**	25	24
Theatrical and Other Staged Entertainment Services	**657**	393	264	**5**	1	4	**7**	4	3	**32**	19	13
Business Associations	**137**	42	95	**0**	0	0	**1**	0	1	**25**	6	19
Other Services n.e.c.	**131**	102	29	**0**	0	0	**0**	0	0	**0**	0	0
Other Employees covered under the Act	**48,055**	34,856	13,199	**1,234**	942	292	**1,268**	1,029	239	**3,375**	2,430	945
Total – All Sectors	**629,654**	350,106	279,548	**10,468**	6,104	4,364	**14,790**	9,319	5,471	**76,945**	38,552	38,393

Table 2
Representation of Designated Groups **by Industrial Sector and Subsector** for 1987, 2001 and 2002

Sector and Subsector	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	2001 (%)	2002 (%)	1987 (%)	2001 (%)	2002 (%)	1987 (%)	2001 (%)	2002 (%)	1987 (%)	2001 (%)	2002 (%)
All Sectors	40.9	44.9	44.4	0.7	1.6	1.7	1.6	2.3	2.4	5.0	11.7	12.2
Banking	76.1	71.0	71.1	0.6	1.1	1.1	1.8	2.0	2.2	9.5	17.1	18.4
Air Transport	36.5	39.5	39.3	0.4	1.9	2.3	0.8	1.7	1.6	3.5	9.7	9.8
Services to Air Transport	27.2	25.6	28.0	0.3	1.6	1.9	0.4	1.5	1.9	3.5	13.6	13.7
Railway Transport	8.1	11.3	11.6	0.8	2.2	2.6	1.6	3.9	4.2	2.7	6.2	6.4
Water Transport	11.9	11.8	12.1	1.4	2.5	2.3	1.5	1.9	1.6	3.4	3.1	3.3
Services to Water Transport	6.9	11.1	11.4	0.8	2.7	3.8	1.6	4.9	5.7	1.3	10.5	11.7
Truck Transport	13.6	15.4	16.0	0.7	1.9	2.0	1.3	2.1	2.0	1.5	4.1	4.7
Public Passager Transit Systems	17.0	40.0	40.1	1.1	2.1	2.2	3.1	2.7	3.0	2.1	6.9	7.9
Pipeline Transport	18.3	28.3	28.5	1.2	1.8	1.7	4.2	3.4	3.1	5.4	8.0	8.0
Transportation	16.9	24.7	25.3	0.7	2.0	2.3	1.4	2.5	2.5	2.6	7.6	8.0
Telecommunication Broadcasting	34.8	40.4	40.5	0.4	1.1	1.1	1.3	1.6	1.6	2.9	7.0	7.5
Telecommunication Carriers	46.7	45.7	45.4	0.5	1.1	1.3	1.1	2.0	2.0	4.6	10.0	11.6
Postal and Courier Service	35.0	36.6	37.1	0.8	1.7	1.8	1.7	3.0	2.9	4.1	13.2	13.3
Communications	39.6	41.3	41.2	0.6	1.4	1.4	1.4	2.30	2.3	4.0	10.8	11.6
Metal Mines	7.0	11.3	11.9	2.7	16.5	15.9	1.2	3.6	3.6	1.0	3.0	2.8
Flour, Prepared Cereal Food and Feed Industries	20.2	18.1	19.4	0.5	2.1	1.1	1.7	1.4	1.0	1.9	3.4	3.0
Grain Elevator Industry	15.1	23.2	23.2	0.5	1.7	2.2	1.4	2.9	2.6	1.1	4.1	2.7
Electric Power Systems Industry	0.0	20.7	20.1	0.0	0.6	0.8	0.0	2.9	2.8	0.0	11.5	9.3
Business Financing Companies	49.4	50.0	50.9	0.0	1.2	1.2	0.9	1.7	2.2	3.4	5.7	6.9
Architectural, Engineers and Others	20.7	24.0	24.3	0.3	2.6	3.0	2.8	5.1	5.1	5.6	14.9	15.5
Other Business Services	19.1	23.0	22.9	0.2	2.3	1.6	0.4	2.3	1.9	6.1	7.8	6.8
Other Sectors	21.2	28.0	27.5	0.9	2.7	2.6	2.3	2.7	2.6	2.6	7.7	7.0

Table 3
Members of Designated Groups by **Sex, Census Metropolitan Area and Province**, 2002

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	Total	Men	Women
Calgary	**31,486**	17,237	14,249	**508**	245	263	**925**	535	390	**3,169**	1,571	1,598
Edmonton	**17,060**	10,051	7,009	**431**	243	188	**511**	334	177	**1,589**	832	757
Halifax	**8,422**	4,571	3,851	**86**	61	25	**289**	184	105	**318**	158	160
Montréal	**86,880**	47,360	39,520	**616**	315	301	**1,107**	659	448	**5,322**	2,728	2,594
Regina	**3,283**	1,567	1,716	**70**	33	37	**156**	76	80	**138**	61	77
Toronto	**170,254**	91,220	79,034	**1,588**	810	778	**3,371**	2,031	1,340	**41,499**	20,170	21,329
Vancouver	**53,736**	30,853	22,883	**938**	580	358	**1,501**	992	509	**12,992**	6,396	6,596
Winnipeg	**21,617**	13,381	8,236	**1,017**	615	402	**771**	555	216	**1,406**	825	581
Census Metropolitan Areas	**392,738**	216,240	176,498	**5,254**	2,902	2,352	**8,631**	5,366	3,265	**66,433**	32,741	33,692
Ontario	**279,595**	151,581	128,014	**3,340**	1,860	1,480	**6,426**	3,985	2,441	**47,540**	23,577	23,963
Quebec	**112,902**	61,961	50,941	**945**	508	437	**1,442**	885	557	**5,851**	3,013	2,838
Nova Scotia	**14,839**	7,691	7,148	**127**	87	40	**490**	286	204	**460**	220	240
New Brunswick	**13,147**	6,314	6,833	**126**	66	60	**351**	192	159	**228**	115	113
Manitoba	**28,181**	17,697	10,484	**1,427**	865	562	**984**	723	261	**1,577**	944	633
British Columbia	**74,108**	41,621	32,487	**1,453**	860	593	**2,162**	1,363	799	**14,031**	6,923	7,108
Prince Edward Island	**1,075**	562	513	**5**	3	2	**23**	13	10	**6**	3	3
Saskatchewan	**13,866**	8,059	5,807	**759**	550	209	**467**	287	180	**429**	229	200
Alberta	**61,808**	34,855	26,953	**1,319**	708	611	**1,891**	1,182	709	**5,302**	2,682	2,620
Newfoundland	**6,650**	3,495	3,155	**223**	128	95	**147**	95	52	**67**	38	29
Yukon	**386**	160	226	**24**	8	16	**12**	7	5	**14**	9	5
Northwest Territories	**757**	523	234	**129**	75	54	**10**	6	4	**21**	13	8
Canada	**629,654**	350,106	279,548	**10,468**	6,104	4,364	**14,790**	9,319	5,471	**76,945**	38,552	38,393

* *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, 2001 and 2002

Metropolitan Area and Province/Territory	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)
Calgary	47.6	46.8	45.3	0.5	1.8	1.6	1.9	3.2	2.9	5.6	9.9	10.1
Edmonton	44.5	41.7	41.1	0.7	2.3	2.5	2.0	2.9	3.0	4.4	9.2	9.3
Halifax	41.2	46.2	45.7	0.5	1.0	1.0	1.6	3.4	3.4	1.9	4.1	3.8
Montréal	39.0	45.6	45.5	0.3	0.5	0.7	1.1	1.3	1.3	3.0	5.5	6.1
Regina	42.9	52.4	52.3	0.4	2.0	2.1	2.4	4.4	4.8	1.6	4.0	4.2
Toronto	47.1	46.9	46.4	0.6	0.9	0.9	1.5	1.9	2.0	12.0	23.6	24.4
Vancouver	40.4	43.4	42.6	0.5	1.5	1.7	1.5	2.6	2.8	7.9	22.4	24.2
Winnipeg	32.7	38.2	38.1	0.8	4.1	4.7	1.8	3.4	3.6	2.9	6.6	6.5
Ontario	44.2	46.2	45.8	0.7	1.1	1.2	1.6	2.2	2.3	7.3	16.3	17.0
Quebec	39.8	44.9	45.1	0.4	0.7	0.8	1.1	1.3	1.3	2.6	4.7	5.2
Nova Scotia	34.4	48.8	48.2	0.4	0.8	0.9	3.5	3.5	3.3	1.3	3.3	3.1
New Brunswick	32.2	51.8	52.0	0.4	0.9	1.0	1.8	2.5	2.7	1.1	1.6	1.7
Manitoba	30.5	37.5	37.2	1.0	4.5	5.1	1.7	3.4	3.5	2.6	5.6	5.6
British Columbia	41.5	44.3	43.8	0.7	1.7	2.0	1.7	2.7	2.9	6.2	17.5	18.9
Prince Edward Island	38.0	48.9	47.7	0.2	0.4	0.5	1.2	2.2	2.1	1.0	0.8	0.6
Saskatchewan	35.1	42.3	41.9	1.4	5.3	5.5	1.8	3.3	3.4	1.2	3.2	3.1
Alberta	45.3	44.9	43.6	0.7	2.1	2.1	1.9	3.1	3.1	4.0	8.4	8.6
Newfoundland	38.4	47.8	47.4	0.6	3.1	3.4	1.0	2.3	2.2	0.7	0.7	1.0
Yukon	31.4	57.6	58.5	3.8	5.7	6.2	0.8	2.6	3.1	1.4	4.3	3.6
Northwest Territories	21.9	31.8	30.9	9.6	16.1	17.0	1.4	1.0	1.3	2.5	3.0	2.8
Nunavut												
Canada	40.9	44.9	44.4	0.7	1.6	1.7	1.6	2.3	2.3	5.0	11.7	12.2

Table 5
Members of Designated Groups in 2002 and their representation by **Occupational Group** in 2001 and 2002

Occupational Group	All Employees	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
	Number	2002	2002	2001	2002	2002	2001	2002	2002	2001	2002	2002	2001
Senior Managers	4,890	976	20.0	19.6	38	0.8	0.5	94	1.9	1.9	191	3.9	3.7
Middle and Other Managers	65,536	28,220	43.1	42.4	616	0.9	0.8	1,323	2.0	1.9	6,150	9.4	8.8
Professionals	79,730	35,829	44.9	44.5	749	0.9	0.9	1,509	1.9	1.9	13,836	17.4	16.5
Semi-Professionals and Technicians	36,477	6,301	17.3	16.9	559	1.5	1.4	706	1.9	1.7	1,963	5.4	5.1
Supervisors	20,633	13,079	63.4	63.3	350	1.7	1.5	422	2.0	2.0	2,612	12.7	12.9
Supervisors: Crafts and Trades	9,570	443	4.6	4.4	228	2.4	2.4	292	3.1	3.1	492	5.1	4.7
Administrative and Senior Clerical Personnel	33,513	26,852	80.1	81.0	487	1.5	1.2	762	2.3	1.9	5,697	17.0	17.5
Skilled Sales and Service Personnel	7,208	2,721	37.7	45.8	109	1.5	1.3	142	2.0	1.9	502	7.0	6.8
Skilled Crafts and Trades Workers	57,904	1,931	3.3	3.0	1,327	2.3	2.1	1,832	3.2	3.0	4,243	7.3	6.9
Clerical Personnel	194,087	131,370	67.7	66.6	3,035	1.6	1.5	4,949	2.5	2.6	29,322	15.1	13.8
Intermediate Sales and Service Personnel	30,249	20,001	66.1	65.9	574	1.9	1.7	488	1.6	1.8	3,517	11.6	11.0
Semi-Skilled Manual Workers	74,350	8,471	11.4	11.4	1,964	2.6	2.5	1,845	2.5	2.4	6,961	9.4	8.4
Other Sales and Service Personnel	10,434	2,983	28.6	24.2	223	2.1	2.7	231	2.2	2.3	1,160	11.1	13.4
Other Manual Workers	5,073	371	7.3	8.9	209	4.1	5.4	195	3.8	3.8	299	5.9	6.2
Total number of employees	629,654	279,548	44.4	44.9	10,468	1.7	1.6	14,790	2.3	2.4	76,945	12.2	11.7

Table 6

Members of Designated Groups Hired in 2002 and their representation in **Hirings by Occupational Group** in 2001 and 2002

Occupational Group	All Employees	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
	Number	2002	2002	2001	2002	2002	2001	2002	2002	2001	2002	2002	2001
Senior Managers	358	68	19.0	18.1	0	0.0	0.2	3	0.8	0.7	11	3.1	3.3
Middle and Other Managers	5,358	1,805	33.7	37.7	41	0.8	0.6	39	0.7	0.9	573	10.7	9.1
Professionals	8,060	3,158	39.2	38.9	71	0.9	0.7	64	0.8	0.7	1,206	15.0	15.6
Semi-Professionals and Technicians	3,701	1,013	27.4	20.5	74	2.0	1.3	34	0.9	1.0	189	5.1	5.7
Supervisors	992	502	50.6	50.7	5	0.5	1.4	5	0.5	0.7	80	8.1	10.5
Supervisors: Crafts and Trades	414	51	12.3	12.5	10	2.4	3.2	6	1.4	1.6	24	5.8	4.3
Administrative and Senior Clerical Personnel	3,538	2,215	62.6	66.0	41	1.2	0.9	34	1.0	0.9	496	14.0	12.4
Skilled Sales and Service Personnel	833	234	28.1	28.6	9	1.1	0.6	6	0.7	0.2	58	7.0	6.8
Skilled Crafts and Trades Workers	3,421	119	3.5	4.4	83	2.4	2.4	46	1.3	2.3	315	9.2	13.8
Clerical Personnel	28,352	17,840	62.9	64.4	396	1.4	1.5	265	0.9	1.1	4,439	15.7	14.9
Intermediate Sales and Service Personnel	3,799	2,350	61.9	67.4	127	3.3	1.7	33	0.9	2.0	444	11.7	11.5
Semi-Skilled Manual Workers	20,517	2,096	10.2	10.7	565	2.8	2.4	229	1.1	1.1	2,350	11.5	12.1
Other Sales and Service Personnel	2,866	1,183	41.3	27.4	76	2.7	2.8	30	1.0	1.4	463	16.2	13.4
Other Manual Workers	1,482	88	5.9	6.2	79	5.3	4.3	19	1.3	0.8	42	2.8	3.4
Total number of employees	**83,691**	**32,722**	**39.1**	**41.6**	**1,577**	**1.9**	**1.7**	**813**	**1.0**	**1.2**	**10,690**	**12.8**	**12.7**

Table 7

Members of Designated Groups Promoted in 2002 and their representation in **Promotions by Occupational Group** in 2001 and 2002

Occupational Group	All Employees	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
	Number	2002	2002	2001	2002	2002	2001	2002	2002	2001	2002	2002	2001
Senior Managers	411	103	25.1	25.7	4	1.0	1.1	2	0.5	0.9	20	4.9	5.4
Middle and Other Managers	8,328	4,218	50.6	48.5	94	1.1	0.8	150	1.8	1.7	917	11.0	10.7
Professionals	8,261	4,158	50.3	51.0	97	1.2	1.1	137	1.7	1.9	1,684	20.4	19.7
Semi-Professionals and Technicians	1,815	405	22.3	18.8	36	2.0	1.8	30	1.7	2.1	138	7.6	6.1
Supervisors	2,526	1,610	63.7	65.1	42	1.7	1.5	42	1.7	1.7	384	15.2	14.8
Supervisors: Crafts and Trades	835	57	6.8	5.3	19	2.3	2.3	25	3.0	2.2	53	6.3	3.9
Administrative and Senior Clerical Personnel	4,340	3,331	76.8	76.7	69	1.6	1.7	92	2.1	2.1	874	20.1	21.6
Skilled Sales and Service Personnel	416	155	37.3	53.0	6	1.4	2.1	9	2.2	1.4	31	7.5	9.8
Skilled Crafts and Trades Workers	1,251	60	4.8	4.2	72	5.8	4.1	39	3.1	2.1	81	6.5	6.6
Clerical Personnel	11,833	7,993	67.5	69.7	192	1.6	1.5	252	2.1	2.0	2,021	17.1	15.3
Intermediate Sales and Service Personnel	435	257	59.1	49.4	15	3.4	2.7	6	1.4	1.5	45	10.3	9.4
Semi-Skilled Manual Workers	1,128	92	8.2	8.8	61	5.4	3.8	30	2.7	2.5	98	8.7	6.6
Other Sales and Service Personnel	309	43	13.9	15.6	5	1.6	1.3	4	1.3	2.7	30	9.7	10.8
Other Manual Workers	210	18	8.6	7.6	6	2.9	4.7	1	0.5	2.5	10	4.8	6.6
Total number of employees	42,098	22,500	53.4	53.2	718	1.7	1.6	819	1.9	1.9	6,386	15.2	14.6

Table 8
Members of Designated Groups Terminated in 2002 and their representation in
Terminations by Occupational Group in 2001 and 2002

Occupational Group	All Employees	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
	Number	2002	2002	2001	2002	2002	2001	2002	2002	2001	2002	2002	2001
Senior Managers	590	116	19.7	17.7	3	0.5	0.3	15	2.5	1.9	16	2.7	1.9
Middle and Other Managers	6,759	2,445	36.2	39.4	57	0.8	0.8	136	2.0	2.0	579	8.6	8.5
Professionals	10,025	4,087	40.8	38.9	86	0.9	0.7	181	1.8	1.7	1,516	15.1	13.8
Semi-Professionals and Technicians	3,435	758	22.1	21.1	58	1.7	1.5	69	2.0	1.8	200	5.8	5.2
Supervisors	1,913	1,041	54.4	53.0	32	1.7	1.2	30	1.6	1.4	183	9.6	9.7
Supervisors: Crafts and Trades	741	67	9.0	6.0	24	3.2	2.2	24	3.2	2.3	30	4.0	2.3
Administrative and Senior Clerical Personnel	3,992	2,817	70.6	70.7	47	1.2	1.1	83	2.1	2.0	442	11.1	13.1
Skilled Sales and Service Personnel	1,827	785	43.0	31.4	21	1.1	1.0	40	2.2	1.5	101	5.5	4.2
Skilled Crafts and Trades Workers	4,715	155	3.3	3.3	106	2.2	1.8	160	3.4	3.5	291	6.2	6.1
Clerical Personnel	28,046	18,732	66.8	67.7	475	1.7	1.7	605	2.2	2.0	3,660	13.0	12.9
Intermediate Sales and Service Personnel	3,278	1,987	60.6	61.4	100	3.1	2.3	55	1.7	2.0	278	8.5	7.8
Semi-Skilled Manual Workers	18,469	1,279	6.9	7.8	528	2.9	2.3	279	1.5	1.3	1,999	10.8	11.4
Other Sales and Service Personnel	2,160	704	32.6	24.4	57	2.6	2.7	33	1.5	2.3	263	12.2	10.5
Other Manual Workers	1,553	84	5.4	9.3	70	4.5	3.9	23	1.5	1.8	69	4.4	4.0
Total number of employees	**87,503**	**35,057**	**40.1**	**40.2**	**1,664**	**1.9**	**1.7**	**1,733**	**2.0**	**1.9**	**9,627**	**11.0**	**10.8**

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,** 2001 and 2002

	All Employees		Women		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities	
	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002
All Sectors										
Employees	624,836	623,302	278,471	275,577	9,711	10,346	14,442	14,742	73,305	76,522
Hirings	104,264	81,360	42,081	31,025	1,763	1,542	1,257	805	13,458	10,502
Promotions	50,638	41,915	26,873	22,379	791	716	978	816	7,407	6,375
Terminations	89,153	85,834	35,202	33,824	1,504	1,647	1,703	1,719	9,654	9,497
Net Effect	15,111	-4,474	6,879	-2,799	259	-105	-446	-914	3,804	1,005
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	44.6	44.2	1.6	1.7	2.3	2.4	11.7	12.3
Share of Hiring	100.0	100.0	40.4	38.1	1.7	1.9	1.2	1.0	12.9	12.9
Share of Promotions	100.0	100.0	53.1	53.4	1.6	1.7	1.9	1.9	14.6	15.2
Share of Terminations	100.0	100.0	39.5	39.4	1.7	1.9	1.9	2.0	10.8	11.1
Banking										
Employees	190,485	183,690	134,935	130,261	2,086	2,028	3,862	4,070	33,023	34,119
Hirings	25,491	19,741	15,210	11,212	232	157	216	175	3,765	3,347
Promotions	27,363	22,140	18,716	14,895	319	280	524	414	5,184	4,306
Terminations	23,350	21,127	14,951	13,049	294	237	454	400	3,337	3,077
Net Effect	2,141	-1,386	259	-1,837	-62	-80	-238	-225	428	270
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	70.8	70.9	1.1	1.1	2.0	2.2	17.3	18.6
Share of Hiring	100.0	100.0	59.7	56.8	0.9	0.8	0.8	0.9	14.8	17.0
Share of Promotions	100.0	100.0	68.4	67.3	1.2	1.3	1.9	1.9	18.9	19.4
Share of Terminations	100.0	100.0	64.0	61.8	1.3	1.1	1.9	1.9	14.3	14.6
Transportation										
Employees	178,472	181,791	44,134	46,059	3,583	4,105	4,384	4,570	13,657	14,598
Hirings	41,533	30,871	12,745	7,914	889	863	702	373	4,187	2,627
Promotions	8,165	6,647	1,849	1,919	189	154	180	142	511	429
Terminations	30,238	27,323	7,466	5,945	646	749	494	517	2,382	1,793
Net Effect	11,295	3,548	5,279	1,969	243	114	208	-144	1,805	834
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	24.7	25.3	2.0	2.3	2.5	2.5	7.7	8.0
Share of Hiring	100.0	100.0	30.7	25.6	2.1	2.8	1.7	1.2	10.1	8.5
Share of Promotions	100.0	100.0	22.6	28.9	2.3	2.3	2.2	2.1	6.3	6.5
Share of Terminations	100.0	100.0	24.7	21.8	2.1	2.7	1.6	1.9	7.9	6.6

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,** 2001 and 2002

	All Employees		Women		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities	
	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002
Communications										
Employees	212,054	209,871	87,352	86,214	2,903	3,039	4,989	4,833	23,227	24,433
Hirings	32,521	26,839	12,632	10,548	485	415	286	222	5,098	4,270
Promotions	11,183	9,892	5,145	4,671	172	161	198	187	1,349	1,357
Terminations	27,257	31,117	10,871	12,944	385	509	472	644	3,422	4,155
Net Effect	5,264	-4,278	1,761	-2,396	100	-94	-186	-422	1,676	115
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	41.2	41.1	1.4	1.4	2.4	2.3	11.0	11.6
Share of Hiring	100.0	100.0	38.8	39.3	1.5	1.5	0.9	0.8	15.7	15.9
Share of Promotions	100.0	100.0	46.0	47.2	1.5	1.6	1.8	1.9	12.1	13.7
Share of Terminations	100.0	100.0	39.9	41.6	1.4	1.6	1.7	2.1	12.6	13.4
Other Sectors										
Employees	43,618	47,507	12,008	12,914	1,139	1,172	1,207	1,265	3,397	3,336
Hirings	4,687	3,826	1,486	1,312	157	106	53	35	408	249
Promotions	3,923	3,120	1,162	873	111	120	76	70	363	263
Terminations	8,275	6,188	1,905	1,857	179	152	283	157	513	472
Net Effect	-3,588	-2,362	-419	-545	-22	-46	-230	-122	-105	-223
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	27.5	27.2	2.6	2.5	2.8	2.7	7.8	7.0
Share of Hiring	100.0	100.0	31.7	34.3	3.3	2.8	1.1	0.9	8.7	6.5
Share of Promotions	100.0	100.0	29.6	28.0	2.8	3.8	1.9	2.2	9.3	8.4
Share of Terminations	100.0	100.0	23.0	30.0	2.2	2.5	3.4	2.5	6.2	7.6

Table 10

Members and Share of Designated Groups in **Permanent Full-Time Employment by Sex and Salary Range,** 2002

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	4,248	2,897	1,351	31.8	113	2.7	93	20	53	1.2	45	8	220	5.2	167	53
$15,000 – $19,999	3,913	2,414	1,499	38.3	120	3.1	70	50	72	1.8	51	21	319	8.2	218	101
$20,000 – $24,999	14,795	6,672	8,123	54.9	408	2.8	199	209	285	1.9	148	137	1,969	13.3	874	1,095
$25,000 – $29,999	36,003	12,835	23,168	64.4	731	2.0	266	465	892	2.5	352	540	6,396	17.8	2,257	4,139
$30,000 – $34,999	46,782	18,919	27,863	59.6	911	1.9	451	460	1,064	2.3	518	546	7,987	17.1	2,887	5,100
$35,000 – $37,499	26,885	12,241	14,644	54.5	584	2.2	305	279	647	2.4	327	320	4,108	15.3	1,590	2,518
$37,500 – $39,999	30,243	14,716	15,527	51.3	583	1.9	315	268	806	2.7	464	342	3,910	12.9	1,622	2,288
$40,000 – $44,999	89,081	52,039	37,042	41.6	1,598	1.8	950	648	2,777	3.1	1,789	988	10,365	11.6	5,289	5,076
$45,000 – $49,999	58,340	32,628	25,712	44.1	945	1.6	626	319	1,548	2.7	1,066	482	6,433	11.0	3,245	3,188
$50,000 – $59,999	79,594	54,368	25,226	31.7	1,233	1.5	951	282	1,823	2.3	1,374	449	8,157	10.2	4,815	3,342
$60,000 – $69,999	46,500	32,843	13,657	29.4	630	1.4	497	133	1,164	2.5	938	226	4,747	10.2	3,098	1,649
$70,000 – $84,999	42,621	32,298	10,323	24.2	477	1.1	383	94	1,004	2.4	846	158	4,797	11.3	3,390	1,407
$85,000 – $99,999	22,807	18,110	4,697	20.6	218	1.0	186	32	474	2.1	416	58	2,491	10.9	1,869	622
$100,000 and over	28,361	22,677	5,684	20.0	208	0.7	178	30	532	1.9	448	84	2,124	7.5	1,541	583
Total number of employees	**530,173**	**315,657**	**214,516**	**40.5**	**8,759**	**1.7**	**5,470**	**3,289**	**13,141**	**2.5**	**8,782**	**4,359**	**64,023**	**12.1**	**32,862**	**31,161**

Table 11
Members and Share of Designated Groups in Permanent **Part-Time Employment by Sex and Salary Range**, 2002

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	4,433	2,235	2,198	49.6	88	2.0	46	42	59	1.3	37	22	434	9.8	190	244
$5,000 – $7,499	3,250	1,167	2,083	64.1	58	1.8	19	39	45	1.4	17	28	366	11.3	131	235
$7,500 – $9,999	7,269	3,137	4,132	56.8	136	1.9	67	69	108	1.5	45	63	1,042	14.3	545	497
$10,000 – $12,499	9,091	3,992	5,099	56.1	202	2.2	102	100	143	1.6	52	91	1,413	15.5	808	605
$12,500 – $14,999	9,088	3,106	5,982	65.8	136	1.5	56	80	165	1.8	58	107	1,443	15.9	734	709
$15,000 – $17,499	9,106	2,731	6,375	70.0	170	1.9	55	115	181	2.0	50	131	1,395	15.3	575	820
$17,500 – $19,999	8,914	2,496	6,418	72.0	146	1.6	36	110	129	1.4	31	98	1,304	14.6	519	785
$20,000 – $22,499	8,459	2,217	6,242	73.8	131	1.5	37	94	183	2.2	49	134	1,314	15.5	503	811
$22,500 – $24,999	7,986	2,132	5,854	73.3	133	1.7	44	89	147	1.8	47	100	1,162	14.6	446	716
$25,000 – $29,999	10,295	3,019	7,276	70.7	141	1.4	42	99	200	1.9	55	145	1,302	12.6	512	790
$30,000 – $34,999	6,671	2,265	4,406	66.0	103	1.5	38	65	109	1.6	35	74	690	10.3	291	399
$35,000 – $39,999	4,371	1,522	2,849	65.2	105	2.4	28	77	80	1.8	27	53	315	7.2	123	192
$40,000 – $49,999	2,846	1,455	1,391	48.9	27	0.9	17	10	39	1.4	18	21	223	7.8	112	111
$50,000 and over	1,350	594	756	56.0	11	0.8	7	4	13	1.0	4	9	95	7.0	37	58
Total number of employees	**93,129**	**32,068**	**61,061**	**65.6**	**1,587**	**1.7**	**594**	**993**	**1,601**	**1.7**	**525**	**1,076**	**12,498**	**13.4**	**5,526**	**6,972**