

Annual Report

Employment Equity Act

2004

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Enquiries Centre
Human Resources and Skills Development Canada
140 Promenade du Portage, Phase IV, Level 0
Gatineau, Quebec
K1A 0J9

Fax: (819) 953-7260
E-mail: publications@hrsdc-rhdcc.gc.ca

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

Your Excellency,

It is my privilege to present to you the 17th Annual Report to Parliament on the *Employment Equity Act*.

Overall, the purpose of the *Employment Equity Act* is to achieve equality and eliminate barriers in the workplace so that no person shall be denied employment opportunities for reasons unrelated to ability. Furthermore, the Act seeks to ensure progress towards a more representative work force.

The *Employment Equity Act* requires employers within the federal jurisdiction—including federally regulated private sector employers and crown corporations with more than 100 employees, federal public sector organizations regardless of the number of employees, and federal contractors with 100 or more employees who secure contracts valued at more than \$200,000—to develop and implement equity programs in an effort to achieve a fair and representative Canadian work force.

This report outlines the development of employment equity as it relates to members of the groups identified in the Act: women, members of visible minorities, persons with disabilities and Aboriginal peoples. The findings detail the progress and achievements made by these groups for the period 1987-2003.

The data collected for this report was submitted by employers regulated by the Act, with a combined work force of over two million employees. Employers reaffirmed in their reports that employment equity is not only the right thing to do, but that it makes good business sense to have a representative and diverse work force.

The main findings of this year's report indicate that overall results have been positive. However, results achieved for persons with disabilities were limited compared to the other groups. This indicates the need for further effort to increase their representation.

The foundation of our country is built on the principles of fairness and equity. Employment equity is recognized as a key policy in the Government's agenda of social inclusion. We have made much progress since 1987, and I am proud to continue the Government of Canada's commitment to achieving a fair and representative work force.

Sincerely,

The Honorable Joe Fontana, P.C., M.P.

Canada 

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Introduction

From Equity to Prosperity

Fairness in the workplace makes good business sense. A diverse workforce not only improves competitiveness, it can also mean a higher standard of living for more Canadians. Employment equity can only bolster Canada's ability to make use of all its many talents to stimulate growth and prosperity.

How does employment equity help business? In an increasingly knowledge-based world, employers must compete to maintain their market share. New human resource management techniques are needed just to survive. Employment equity can be an invaluable tool in developing a competitive edge. The Canadian labour market workforce is a huge talent pool that has yet to be fully utilized. Various industrial sectors depend on fair employment practices to attract individuals who know how to build sustainable links with customers. Hence, the theory that there is a trade-off between equity and efficiency no longer holds true, if it ever did. The two goals can now be clearly seen to be complementary.

Canada is recognized as a world leader in employment equity. This program enjoys corporate and societal support and has become a cornerstone of our national value structure. Canadians realize that wasted talent means wasted money. Some experts have estimated that underemployment of women, Aboriginal Peoples, persons with disabilities and members of visible minorities costs nearly 5% of Canada's Gross Domestic Product (GDP) each year. Employment Equity is no less vital in replenishing Canada's aging workforce.

Without equity policies, Canada would look less attractive to skilled immigrants, the vast majority of whom are now likely to be members of visible minority groups. They need to be more fully and fairly integrated into the Canadian economy.

The purpose of the *Employment Equity Act* is to achieve equality in the workplace for the four designated groups. Employers are required to address and correct disadvantages in employment that are experienced by those groups. But the program is not limited to the removal of employment barriers; it also means taking special measures to encourage greater fairness and adjusting the workplace to accommodate workers who have been disadvantaged in the past.

Employers have four core obligations in implementing employment equity:

- to survey the participation of designated group members in their workforce: their representation levels, occupational groups and salary distribution, and their share of hirings, promotions and terminations;
- to carry out an analysis of any under-representation of the four designated groups;
- to review their employment systems, policies and practices in order to identify and remove employment barriers; and
- to prepare a plan outlining how they propose to remove barriers and introduce positive policies and practices. The plan must also include a timetable complete with short and long-term numerical goals.

On June 1, 2004, federally regulated private sector employers covered by the Act submitted their annual employment equity reports to the Labour Program. The information presented here describes the employment situation of the four designated groups and the progress that

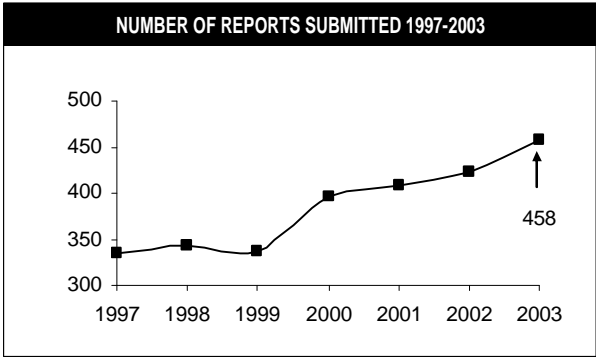
employers made toward achieving equitable representation in 2003. The Annual Report provides a detailed analysis of the data contained in employer reports. It also summarizes workforce information for other employers covered by the Act.

Executive Summary

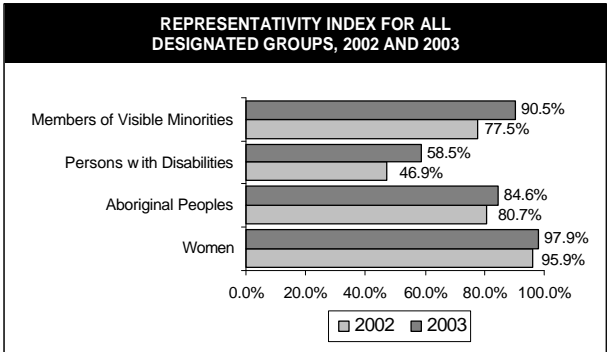
Organisations covered by the Act

Four types of employers are covered by the *Employment Equity Act*: federally regulated private sector employers¹, the Federal Public Service, Separate Employers², and employers under the Federal Contractors Program (FCP). In 2003, these employers accounted for 13% of the Canadian workforce or over 2.2 million employees, compared to 2 million in 2002.

The number of reports received from federally regulated employers has steadily increased. Almost 460 reports covering a total workforce of approximately 620,000 were submitted in 2003, compared to 423 in 2002.



Overall, the situation of the designated groups covered by the Act improved in 2003 as measured by the “Representativity Index”³ (RI).



- Women went from 95.9% to 97.9%;
- Aboriginal Peoples went from 80.7% to 84.6%;
- Persons with disabilities went from 46.9% to 58.5%; and
- Members of visible minorities went from 77.5% to 90.5%.

The Business Climate

The Canadian economy grew by 1.7% in 2003, compared to 3.4% in 2002. This slowdown was caused by a variety of domestic and international events. Increased competition and operating costs, along with workforce restructuring, resulted in a drop in the federally regulated private sector workforce from 640,000 in 2002 to 620,000 in 2003. Employers nevertheless continued to make progress in improving the situation of the designated groups.

Banking Sector

In 2003, several Canadian banks sought to expand their operations in foreign markets. Others cut jobs in their operations and

¹ Includes Federal Crown Corporations.
² Separate Operating Agencies of the Government of Canada.
³ The “Representativity Index” measures the percentage of representation of a designated group against its estimated availability in the Canadian labour market workforce.

technology divisions. Studies suggest that there is still strong customer demand for in-person services, an area where women and visible minorities are well represented.

Transportation Sector

A weaker tourism industry and increased fuel costs put a financial damper on employers in the air transportation sector in 2003. Airlines around the world were forced to reduce their workforces, and Air Canada was no exception. Trucking companies had to grapple with a shortage in skilled labour, a problem that is rapidly becoming critical for this industry. Railway companies were hit by a reduction in demand for services and forced to reduce their workforces.

Communications Sector

Media convergence increased competition in the Communications sector in 2003. Companies such as Telus and Shaw Communications Inc. were both trying to improve their share of the same markets. An important case was also brought before the Canada Industrial Relations Board (CIRB) by CanWest Global Communications and union representatives, seeking to consolidate a variety of regional bargaining units into a single bargaining unit.

Other Sectors⁴

Employers in the Other sectors reduced their workforces last year. A strong Canadian dollar hurt exports in the wheat industry, and trade disputes with American companies raised the possibility of new tariffs on Canadian wheat sold in the U.S.A. These

events forced employers like the Saskatchewan Wheat Pool (SaskPool) to cut jobs to maintain profitability.

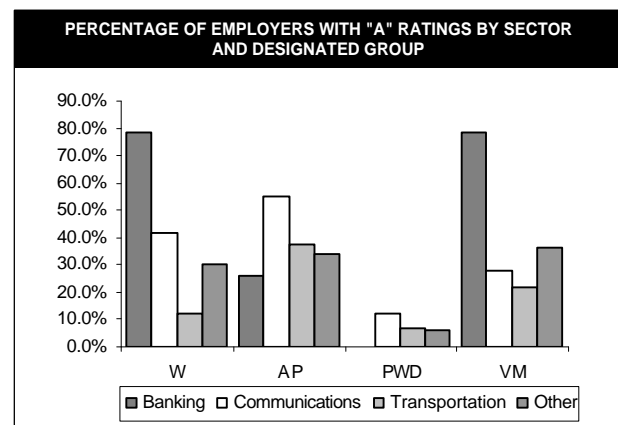
Good Practices

Employers continue to recognize that employment equity can be a useful human resources management tool. Not only is it a legal obligation, it also corrects inequalities in the workplace and thereby contributes to greater corporate success.

Employer Performance Ratings⁵

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 to improve the situation of these groups.

Performance Ratings by Sector



- **Banking:** more than three-quarters of the banks received “A” ratings for both women and members of visible minorities.

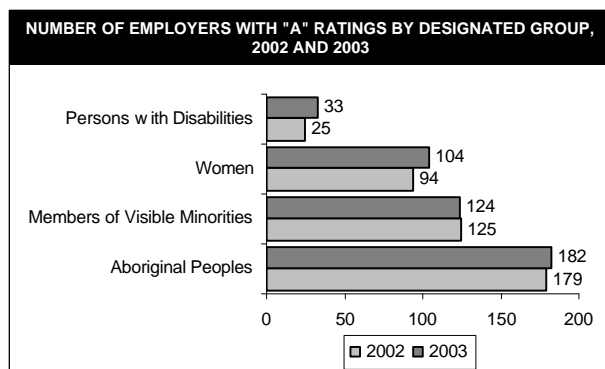
⁴ Includes Uranium, Grain, etc.

⁵ An “A” rating indicates that the organization made outstanding progress in improving the representation of designated group members in its workforce through hirings and promotions.

- **Communications:** roughly 55% of employers received “A” ratings for Aboriginal Peoples, while a little over one-third received “A” ratings for women.
- **Transportation:** about 38% of employers received “A” ratings for Aboriginal Peoples, while one in five received “A” ratings for members of visible minorities.
- **Other:** just over one-third of these employers received “A” ratings for visible minorities, while a similar proportion received “A” ratings for Aboriginal Peoples.

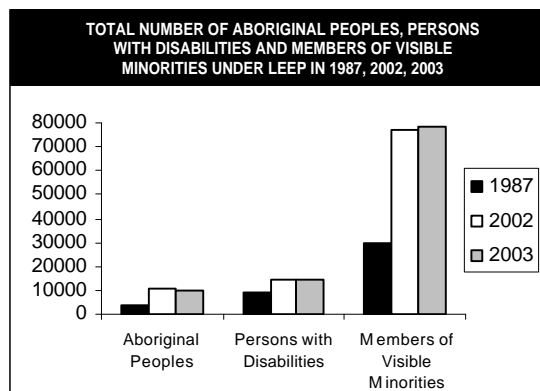
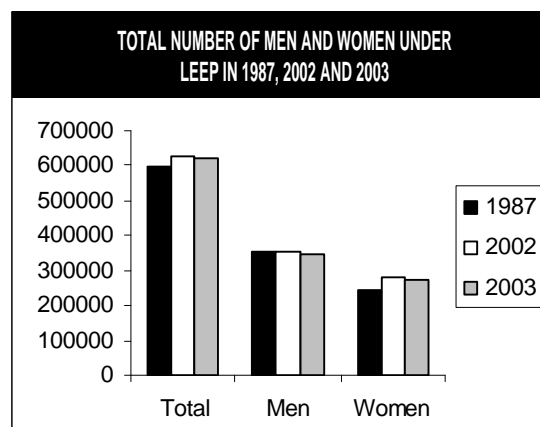
Performance Ratings by Designated Group

- **Aboriginal Peoples:** enjoyed the highest number of “A” ratings (182) among all employers in 2003.
- **Members of visible minorities:** benefited from the second highest number of “A” ratings (124) in 2003.
- **Women:** 104 employers received an “A” rating and accounted for the highest number of “B” ratings.
- **Persons with Disabilities:** This group had only 33 “A” ratings in 2003, compared to 133 “C” and 152 “D” ratings. This was nevertheless a small improvement over 2002.



The Workforce

This section describes the employment situation of designated groups in the workforce of federally regulated private sector employers in 2003.



- The workforce covered by the Act decreased as a whole by three per cent in 2003, from 640,000 to 620,000. All four industries registered a decrease, the largest being in the Banking sector (6.5%).
- The three largest sectors accounted for almost 93% of the workforce: Communications (34%), Banking (30%) and Transportation (29%).
- The transportation sector was the leader in recruitment, accounting for 41% of all hires, followed by Communications with 31%, Banking 23%, and the Other sectors 5%.

- The number of terminations decreased from 87,500 in 2002 to 81,800 in 2003. The Transportation sector had the highest terminations rate close to 40%.
- There were 40,700 promotions, almost 1,500 lower than in 2002, and the lowest level overall since 1993.

The Designated Groups

The following four sections outline the progress of designated groups under the Act:

Women

Overall Representation

- Representation of women in the federally regulated private sector dropped slightly to 44.0% in 2003.
- In the Federal Public Service, more than half of all employees were women (53%), roughly the same proportion as a year earlier. The same was true for Separate Employers, where women's representation stood at 51%.
- Almost 12% of women are members of more than one designated group. As a proportion of all women in the Federal Public Service, visible minority women made up 5%, women with disabilities, 3.7%, and Aboriginal women, 3.2%, well below their labour force availability.

Hires and Terminations

- Women in the federally regulated private sector had a smaller share of hires in 2003, dropping from 39% in 2002 to 36% this year.
- In the Federal Public Service, women accounted for almost 56% of all hires.

Promotions and Salaries

- Women in the federally regulated private sector received roughly 53% of all promotions in 2003, marginally lower than in 2002 and the lowest since 1987. The gender wage gap widened to 22.4% from 21.9% in 2002, which meant that, on average, a woman earned 78 cents for every dollar earned by a man. The average full-time salary for men was \$62,600 compared to \$48,600 for women.
- In the Federal Public Service, women received 61% of all promotions.

Occupational Profile

- As in previous years, both in the private and public sectors, women still tended to cluster in clerical and retail positions.
- Women generally remain under-represented in management, which strongly suggests that a "glass ceiling"⁶ persists.

Aboriginal Peoples

Overall Representation

- Representation of the Aboriginal Peoples in the federally regulated private sector remained constant at 1.7% in 2003, the highest level achieved since 1987 when it was less than 0.7%.

⁶ A **glass ceiling** is an unofficial or invisible barrier to upper management or similar positions within an organization which certain groups, particularly women, are perceived as being unable to cross.

- In the Federal Public Service, the rate was 3.9%, exceeding the availability rate of 2.6%. Separate Employers achieved a rate of 2.4% for Aboriginal Peoples last year, slightly below their availability rate.
- Aboriginal Peoples are the fastest growing demographic group in the country. The average number of children per Aboriginal woman is higher than for the general Canadian population. The average age for this group is lower than the overall Canadian population.

Hires and Terminations

- Aboriginal Peoples received 4.5% of all hires into the Federal Public Service in 2003, compared to less than 2% in the federally regulated private sector.
- Aboriginal employees also accounted for nearly 2% of all terminations in 2003, as they did in 2002. The turnover rate for Aboriginal employees is very high, making recruitment and retention even more important.

Promotions and Salaries

- At 1.7%, the share of promotions that went to Aboriginal employees in the federally regulated private sector remained constant in 2003.
- The salary gap between Aboriginal women and all women and between Aboriginal men and all men, narrowed for the second consecutive year.
- The average salary of Aboriginal women working full-time in the private sector workforce under the Act was approximately \$42,700, as against the \$48,600 average for all women. Almost one-quarter of Aboriginal women earned less than \$30,000, compared to 15% of all women;

Occupational Profile

- Six out of every ten Aboriginal employees in the federally regulated private sector work in just three occupational groups: clerical personnel, skilled crafts and trades or semi-skilled manual workers.

Persons with Disabilities

Overall Representation

- In 2003, there was a small drop in the representation of persons with disabilities in the federally regulated private sector, from 2.4% to 2.3%. This is consistent with a downward trend that started in 1995, when their workforce share had reached 2.7%. Their representation is substantially below the labour market availability rate of 5.3%.
- Representation of persons with disabilities in the Federal Public Service was 5.6%, somewhat in excess of the labour force availability rate. For Separate Employers, the figure remained 4.6%.

Hires and Terminations

- Persons with disabilities' share of hires in the workforce under the Act rose slightly last year, from 1.0% to 1.1% for federally regulated private sector employers, compared to 3.1% for the Federal Public Service. This is the only group whose proportion of hires is significantly below its representation in the workforce (1.1% versus 2.4%).
- In the federally regulated private sector, employees with disabilities accounted for 1.9% of all those terminated in 2003, compared to 2.0% in 2002. This was,

however, lower than their representation in this workforce, and much lower than the peak of 2.5% observed in 1995.

- Persons with disabilities are the only designated group in which more people have been terminated than hired in the past ten years.

Promotions and Salaries

- At 1.9%, the share of promotions received by federally regulated private sector employees with disabilities was below their representation of 2.4%.
- The salary gap between men with disabilities and all men narrowed to 4.9%. Men with disabilities earned just over 95% of the average male salary for full-time work in 2003, compared to 94.7% in 2002. At 95.4%, the gap for women with disabilities relative to all women was unchanged. The average salary for men with disabilities was approximately \$59,500 and for women with disabilities was \$46,300.
- Women with disabilities are the least likely of all women to have worked full-time for the full year, and they are the most likely to have gone without work all year.

Occupational Profile

- Most employees with disabilities were concentrated in clerical occupations.
- In the federally regulated private sector, their representation increased slightly among semi-professional and technicians and supervisors: craft and trades.

Visible Minorities

Overall Representation

- The only group to increase its representation in 2003 was the visible minorities group. Its employment share in the federally regulated private sector rose once again, from 12.2% in 2002 and to 12.7% in 2003. For the first time, visible minority representation surpassed the corresponding labour market availability figure of 12.6%.
- For the Federal Public Service and Separate Employers, the situation is significantly different. There, visible minority representation stands at only 7.4% and 9.9% respectively.

Hires and Terminations

- Members of visible minority groups in the federally regulated private sector had a slightly higher share of hires in 2003 than in 2002. It is now almost 13%, undeniable progress.
- The proportion of hires that went to visible minorities rose in 7 occupational groups in 2003, most significantly for supervisors (from 8.1% to 11.3%), skilled sales and service personnel (from 7.0% to 8.9%), and semi-skilled manual workers (from 11.5% to 13.6%).
- In total, 9,650 visible minority employees were terminated in 2003, which represents 11.8% of the total and compares to 11% in 2002.
- In the Federal Public Service, 10% of all hires were from this group.

Promotions and Salaries

- The share of promotions received by members of visible minorities in the federally regulated private sector increased from 15.2% in 2002 to 16.4% in 2003. This clearly exceeds their overall level of representation (12.7%).

Occupational Profile

- Visible minority employees were concentrated in two occupational groups: professionals and semi-professionals and technicians.

- Their representation increased in 12 out of 14 occupational groups, notably among administrative and senior clerical personnel (from 17.0% to 18.1%) and other sales and service personnel (from 11.1% to 15.5%).
- Members of visible minorities are rarely found in senior management positions. Out of 78,773 visible minorities, only 191 are senior managers, which represents 0.2%.

Chapter 1: Organisations covered by the Act

The Minister of Labour is responsible for the Employment Equity Act. The Act applies to federally regulated private sector employers⁷, the federal public sector, and many contractors who do business with the federal government.

In 2003, over 2.2 million employees in approximately 1,400 private and public institutions were covered by the Employment Equity Act.

Organisations Covered by the Act

TYPES OF EMPLOYERS COVERED BY THE EMPLOYMENT EQUITY ACT, 2003																	
EMPLOYERS	#	#	R	WFA	RI	#	R	WFA	RI	#	R	WFA	RI	#	R	WFA	RI
	TOTAL EMPLOYEES	WOMEN			ABORIGINAL PEOPLES				PERSONS WITH DISABILITIES				MEMBERS OF VISIBLE MINORITIES				
Federally Regulated Private Sector	620,502	272,971	44.0	47.3	93.0	10,274	1.7	2.6	65.4	14,425	2.3	5.3	43.4	78,773	12.7	12.6	100.0
Federal Public Service	163,314	86,162	52.8	47.3	100.0	6,426	3.9	2.6	100.0	9,155	5.6	5.3	100.0	12,058	7.4	12.6	58.7
Separate Employers	79,331	40,416	50.9	47.3	100.0	1,909	2.4	2.6	92.3	3,556	4.5	5.3	84.9	7,853	9.9	12.6	78.6
TOTAL	863,147	399,549	46.3	47.3	97.9	18,609	2.2	2.6	84.6	27,136	3.1	5.3	58.5	98,684	11.4	12.6	90.5
Federal Contractors*	1,363,875																
GRAND TOTAL	2,227,022																

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

*Federal Contractors are only subject to individual compliance audits. As such, availability and representation data for the designated groups are not available.

Four types of employers are covered by the Act: Private Sector Employers including Crown Corporations, the Federal Public Service, Separate Employers, and Federal Contractors.

Private Sector Employers

The Minister of Labour is responsible for the Legislated Employment Equity Program (LEEP) for federally regulated Private Sector Employers, including Federal Crown Corporations. The Act applies to employers that (1) have a minimum of 100 employees

at any given time during the reporting year and (2) are involved in a federally regulated undertaking (banking, communications, transportation and other federally regulated sectors, such as grain handling and longshoring sectors). In 2003, almost 460 employers, with a combined workforce of approximately 620,000 employees, reported under this program. However, that total increases to 703,000 when taken at the peak period of employment. Chapter 4 provides a list of those employers who reported in 2003. *Appendix A* provides a statistical summary of their workforce under the Act.

⁷ Includes Federal Crown Corporations.

The Act requires employers who meet the above criteria to implement Employment Equity and to report annually to the Minister of Labour on their progress in achieving a representative workforce. The Act provides for a monetary penalty if employers:

- fail to file an employment equity report;
- fail to include any required information; or
- include false or misleading information.

The penalty is up to \$10,000 per day with a maximum of \$50,000 in any calendar year. To date, no employer has been fined.

The Federal Public Service

The Federal Public Service falls under Schedule I, Part I of the *Public Service Staff Relations Act*. In 2003, it was made up of 71 departments, agencies, and commissions for which the Public Service Human Resources Management Agency of Canada (PSHRMAC)⁸ is the employer. These organisations vary from large departments with more than 20,000 employees to small institutions with as few as 10 employees. Departments report to the President of the PSHRMAC who then prepares a single report for Parliament. Chapter 6 contains statistical information on the employment situation of the four designated groups in these organisations.

Separate Employers

Separate Employers are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (PSSRA). These are federal public

sector employers outside the Federal Public Service. The original *Employment Equity Act* in 1986 did not take Separate Employers into account. Over the past decade, however, as a result of program review and government restructuring, the number has grown to 31, 16 of which employ 100 or more employees. Some of the larger Separate Employers are *Parks Canada*, *Canada Revenue Agency*, the *Canadian Food Inspection Agency*, the *Office of the Auditor-General*, and the *National Film Board*. These sixteen organizations employ approximately 80,000 employees.

Federal Contractors Program

The Minister of Labour is responsible for the Federal Contractors Program (FCP). The goal 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 *Criteria for Implementation* and the *Employment Equity Act*. The program covers provincially regulated employers with a workforce of 100 or more employees in Canada who bid on and are awarded contracts valued at \$200,000 or more. As a condition of bidding, the contractor must sign a *Certificate of Commitment* agreeing to implement employment equity. They are also subject to audits carried out by HRSDC/Labour staff.

Appendix B lists Government of Canada departments, Separate Employers and federal contractors, along with their respective workforces.

⁸ Initially, the Secretariat of the Treasury Board led the Employment Equity Program. Since December 12, 2003, the new Public Service Human Resources Management Agency of Canada has assumed that responsibility.

Chapter 2: Business Climate

Employers covered by the Act are affected by the economic environment in which they operate. Hiring, promotion and termination activities tend to reflect movements in the business cycle.

This chapter describes significant economic trends and events that occurred in 2003 as they affected the industries covered by the Act. It also explains the circumstances that led to the decrease in the federally regulated private sector workforce this year. Industrial consolidation or concentration, as well as business growth, or failure, all have an impact on the dynamics of employment equity.

The Canadian economy grew by 1.7% in 2003, compared to 3.4% in 2002. The slowdown can be partly explained by several well-publicized events. Tourism and related industries were damaged by natural disasters in British Columbia (forest fires) and Nova Scotia (Hurricane Juan). The outbreak of the Severe Acute Respiratory Syndrome (SARS) discouraged foreign visitors and investors. Canada's beef industry was hurt by a U.S. ban on Canadian cattle exports following the discovery of a "mad cow" in the Prairies. It took strong growth in the U.S.A., a rebound from the effects of SARS and recovery from the August power outage in parts of Canada and the U.S. to bring about an increase in exports in 2003.

Approximately 271,000 jobs were created during the year, nearly all of them full-time (243,900). The total available labour force was estimated at 17 million (9.1 million males and 7.9 million females), and the actual participation rate was 67.5%. Of the total number of employed workers (15.7 million), 12.8 million were full-time and 2.9 million were part-time. The majority were employed in the services sector (11.8 million). Of the total labour force, 1.3 million were unemployed, which represents an unemployment rate for the year of 7.6%.

The total workforce reported under the *Employment Equity Act* declined in 2003 (see chapter 5 for a statistical summary of fluctuations in the workforce). While a variety of domestic and international events contributed to this reduction, only a closer inspection of each of the four sectors can provide a thorough explanation.

Banking Sector

The banking sector was generally successful in improving the workforce representation of the four designated groups. The situation in the banks compares particularly well with the labour market availability of women and members of visible minorities.

There were no bank mergers in 2003. Instead, the focus shifted to expansion into U.S. markets as a way of maintaining a competitive edge and a healthy international presence, particularly in retail banking. In 2000, the Department of Finance set rules for bank mergers that included obtaining approval from the Competition Bureau and the Office of the Superintendent of Financial Institutions before the merger could be authorized by the Minister of Finance. These rules reflected a concern that mergers could lead to thousands of Canadians losing their

jobs and to the closure of branches in small communities. This would almost certainly have had a negative impact on designated group representation in this sector owing to the high concentration of women and visible minorities in branch-level occupations.

There was nevertheless some significant activity in 2003. The Royal Bank of Canada Financial Group (RBC), Canada's largest financial institution, was also the most active this year. RBC announced plans to add 60 retail branches in the south-eastern United States and to increase its roster of U.S. financial consultants from 1,850 to 2,500. Centura Banks, a wholly owned subsidiary of RBC, acquired Admiralty Bancorp Inc. of Florida for \$150 million. This acquisition extends the Group's growing U.S. financial services platform. This now includes RBC Centura, RBC Dain Rauscher, RBC Capital Markets, RBC Mortgage, RBC Builder Finance and RBC Liberty Insurance. In February 2003, Great-West Life Assurance Company of Winnipeg made a \$7.1 billion bid to buy Canada Life Financial Corp. of Toronto. That bid, if successful, would create the largest life insurance company in Canada in terms of revenue, profit, and stock market value.

A comparison of total employees reported in 2002 and 2003 shows a slight overall reduction. This is partly due to restructuring plans and job cuts at banks such as the Canadian Imperial bank of Commerce (CIBC), which reduced its workforce by 1,500 jobs. A majority of these jobs were in operations and technology; cuts in the retail division will be accomplished through attrition.

Automation

A survey of consumers released in January 2004 showed that over fifty percent of respondents prefer to deal with a teller at a branch of a bank, while only 25% indicated that they do some of their banking on-line (either on the Internet or through automated machines).

Transportation Sector

A number of employers in this sector drew attention to the negative effects that various political and economic events had on their business costs and performance in 2003. Demand for travel declined while fuel prices went up. These factors are reflected in the overall workforce reduction in transportation from 2002 to 2003. Employers in the trucking and shipping industries also reported that current labour shortages significantly affected their recruitment efforts.

Despite these difficulties, most employers in this sector maintained a focus on employment equity. Initiatives and plans continued to be implemented, although some employers noted that hirings were limited.

Air Transport

The Iraq war and the SARS outbreak help explain a significant decline in passenger air travel in Canada and elsewhere in 2003. At the same time, sharp increases in fuel prices have added to the financial burden and damaged the aviation industry generally. As a result, hiring and promotional opportunities have been few and far between. Airlines in North America (some of which filed for bankruptcy) eliminated

tens of thousands of jobs and incurred billions of dollars in losses. U.S. airline losses alone were estimated at \$10.7 billion in 2003, of which \$4 billion was attributed to the Iraq war. Hundreds of flights were cut and huge layoffs announced. Similar restructuring and lay-off announcements were made by several European airlines, including KLM, Finnair, and British Airways.

Taking into account the events and consequences of September 11, 2001, the airline industry as a whole continued to make concessions and restructuring decisions involving workforce reductions throughout 2002 and 2003. Many found it necessary to make cuts just to maintain their competitiveness. As a result, employment opportunities and turnover rates remain well below normal across the industry. This in turn has a direct impact on job opportunities for designated groups and on employment equity data.

During 2003, several large airlines streamlined operations, changed aircraft types, and overall became more cost and fuel efficient. The net result was another slight decrease in employee numbers this reporting year.

PLH Aviation Services Incorporated

United Airlines continued to experience significant financial challenges as the result of filing for Chapter 11 bankruptcy protection with the United States Bankruptcy Court for the Northern District of Illinois, on December 9, 2002. As the result of this filing, in January and February of 2003, United Airlines reduced its work force by approximately 10,000 employees.

United Airlines Inc.

A report commissioned by the federal Department of Transport released in 2003 found that the level of airline competition in Canada was inadequate, and recommended that the Government take immediate steps to open up the industry to allow foreign-owned companies to operate in Canada. It also recommended easing or abolishing the rule that no foreign entity may acquire more than 25% of a Canadian airline. Another recommendation would permit point-to-point service within Canada by foreign-owned carriers.

Air Canada, Canada's largest airline company, faced another challenging year in 2003. It filed for bankruptcy protection on April 1, 2003 and reported a sizeable workforce reduction during the year. The company had an estimated \$12 billion debt, \$373 million of which required servicing in 2003. To reduce its debt Air Canada sold one third of its Aeroplan frequent flier program to Onex Corporation for \$245 million. The company also contemplated selling the regional carrier Air Canada Jazz as well as stakes in ground service and baggage handling operations.

Despite these financial woes, Air Canada managed to retain 70.0% of the airline market. Zip (a subsidiary of Air Canada) and WestJet, a competitor, engaged in a fare war in early 2003, with both airlines offering cheap tickets to Canadian destinations. The discounting of fares followed a Quebec Court decision in January that struck down a key provision of the *Competition Act* giving the Competition Commissioner the power to issue a cease and desist order unilaterally against a dominant airline, such as Air Canada, that was deemed to be engaging in "anti-competitive" behaviour.

Although Air Canada faced many labour issues in 2003, it remained dedicated to its employment equity plan. The company spends an annual \$3 billion (or 31% of its annual costs) on salaries and benefits. In March 2003, the company announced plans to lay off 3,600 employees, roughly one-tenth of its workforce, to help “create a more efficient, lower cost airline”. The company projected that these cuts would save \$200 million a year. At the same time, it asked its unions to agree to a 27.0% cut in wages. Later in the year, Air Canada announced further cuts of 7,800 jobs, and the remaining employees would be required to work longer hours for less money. These cuts were to be implemented over three years and would be on top of the 16,000 announced lay-offs that stemmed from the merger between Air Canada and Canadian Airlines in 2000. By the end of 2003, Air Canada reported that it had achieved \$1.1 billion in annual labour cost savings.

Meanwhile, other airlines posted mixed results in 2003. WestJet has seen its business grow by 40.0% a year since its launch in 2000. Jetsgo, another airline company that was becoming a national carrier in 2003, was the third largest airline company after Air Canada and WestJet. Air Transat, on the other hand, announced 500 lay-offs in May 2003, due to a slump in the tourism industry. United Airlines, despite many lay-offs since September 11, 2001, remained committed to equity principles and practices and continued to embrace the competitive value of a diverse workforce.

Truck Transport

The trucking industry has been struggling with a shortage of skilled drivers as older workers leave the industry. This, however, has opened the way for more drivers from designated groups, such as visible minorities and Aboriginal Peoples. The Manitoba

Trucking Association signalled in March 2003 that the shortage of drivers and operational workers (dispatchers, terminal managers, supervisors and dock men) was an “employment crisis” and one of the “biggest challenges facing the industry”.

A total of 265,000 people, the overwhelming majority of them male, reported “truck driver” as their occupation in 2003, 29.0% more than in 1991. The growth is attributed to increased reliance on trucking, ease in learning the necessary skills, the relative cost-efficiency of truck transportation, and an increased demand for “just-in-time” service. In addition, industry deregulation has led to lower load rates and an increase in the number of owner operators. However, higher fuel costs and insurance rates, as well as competition from American truckers moving goods from Canada to the U.S., have cut into industry revenues.

In February 2003, Transport Canada announced new rules that restrict drivers to a maximum of 13 hours driving time a day (down from 16 hours), 60 hours a week, 70 hours over a week and a half, and 120 hours over two weeks. This averages out at 84 hours every seven days compared to the previous maximum of 108.

Rail Transport

The Government introduced a bill to amend the *Canada Transportation Act* and to create a separate *VIA Rail Act*. The amendment would block railway mergers deemed contrary to the public interest. A railway merger approval authority would also be given to the Minister of Transport and the Cabinet over and above the Competition Bureau process. The House of Commons Standing Committee on Transport also recommended reducing subsidies to VIA Rail by \$9 million, which meant that the

government provided VIA Rail with \$257.2 million in 2003-04, compared to \$266.2 million in the previous fiscal year.

The rail industry's workforce shrank in 2003, owing in part to a reduction of demand. Canadian Pacific Railway (CPR) of Calgary, Canada's second largest railway reported that fuel costs and cold weather reduced demand for services such as grain shipments. CPR owns 22,500 km of track in Canada and the U.S.; a one dollar rise in fuel prices could translate into a \$10.0 million loss in operating income. In response, the company planned to lay off 300 of its 16,000 employees. It also has plans to cut another 520 jobs over the next three years.

Most employers in this sub-sector have not updated their employment equity plans and goals for some time as they have focused on downsizing in order to survive. Canadian National (CN) Railway Company of Montreal made a successful \$1 billion bid for BC Rail, owned by the British Columbia government, which is Canada's third largest railway with almost 1,800 employees. In doing so, it announced plans to cut the acquired workforce by 430 jobs while expanding its fleet of rail cars. CN also announced plans to buy more rail lines in the U.S.A. in order to boost exports from western Canada, thus adding to the company's presence in that country. These purchases are part of a \$500 million cross-border deal announced in October 2003.

European-Style Train Service in Canada

Talk of a European-style rapid rail service in the Windsor-Quebec corridor linking Toronto and Montreal made news in 2003.

Championed by Bombardier, a transportation manufacturer headquartered in Montreal, it would reduce travel time between downtown Montreal and Toronto while raising fuel-efficiency and lowering pollution. While the cost of such a service would have been prohibitive 20 years ago, new technologies,

larger populations and greater road congestion have made the idea more attractive. Bombardier's new JetTrain requires no installation of overhead electrical lines and would cost \$3 billion instead of the initial \$20 billion proposed in 1998 based on the French TGV model. Bombardier also claims that JetTrain would emit 40% less pollutants than cars.

Communications Sector

The workforce in this sector declined in 2003, owing mainly to cost-cutting measures and company restructuring. These in turn were the result of increased competition and media convergence strategies.

Telecommunications

Following a string of bankruptcies and company restructurings in 2001 and 2002, the Canadian telecom industry showed some signs of recovery and increasing stability in 2003. Overall revenues were \$35.3 billion in 2003, compared to \$33.5 billion in 2002. The decline in revenues from two years ago has been an international phenomenon: Nortel Networks Limited in Canada, Alcatel in France, and Lucent Technologies in the U.S.A. all shed many jobs and business lines. Nortel alone has cut 60,000 jobs, two thirds of its workforce, and lost \$40 billion in market value since its peak in 2001.

The telephone services sector also improved in 2003, as compared to the previous year, when three suppliers (Teleglobe, 360 Networks, and Group Telecom) went out of business. Sprint Canada, Call-Net and AT&T undertook restructuring in 2003, while the big regional telephone companies, led by Bell Canada, entered a period of relative stability. Bell Canada's parent company, BCE, has shed many of its non-core assets to pay down the debt left by a media-convergence buying spree. Other

regional players, such as Telus in the west, MTS in Manitoba, and Aliant in eastern Canada, were all in relatively good shape.

Capital spending by Canadian carriers on telecommunications equipment dropped again this year, from \$7.2 billion in 2002 to \$5.8 billion, or 20.0%, as industry players focused on slashing costs and postponed the introduction of new services to 2004 and 2005. This came on the heels of a 46.0% drop in capital spending in 2002. The largest decline was at Rogers AT&T Wireless. Spending last year was only \$413 million compared with \$550 million in 2002, as the company completed its high-speed wireless network. Bell Canada trimmed spending from \$3 billion to \$2.65 billion and Telus from \$1.7 billion to \$1.5 billion. Capital spending is expected to stabilize in 2004.

Canada's biggest telecom companies made several important employment decisions in 2003. Bell Canada undertook a major reorganization, reducing its number of executives to 100 and cutting 1,700 jobs, thus bringing its total workforce down to 42,000. In December 2003, Bell Canada requested that the CRTC approve plans to expand high-speed Internet service to rural areas of Ontario and Quebec, including several Aboriginal communities, at a cost of \$150 million.

Telus of Vancouver completed its 2001 reorganization plan to cut 6,500 jobs and save \$540 million a year. It thereby reduced the size of its fixed-line workforce by more than one-fifth. However, the company also announced a \$500 million investment program that will create 800 jobs in Quebec. This investment will qualify for a 10-year provincial tax exemption, and the province will provide an additional \$16 million for job creation.

Meanwhile, Telus negotiated a new contract with the Telecommunications Workers Union (TWU) in 2003. Workers had been without a contract since the company merged with BC Tel in 2000. Employees in five former unions continued to work under the terms of their previous contracts. TWU won successor status to represent all 17,000 unionized employees, and resisted the loss of 5,000 members under Telus' plan.

Microcell, with its Fido brand, the smallest of four wireless telephone service providers in Canada, announced plans to double its subscriber base to 2.4 million by 2008. The company also received approval to swap \$1.7 billion in debt for equity issue.

In March 2003, the CRTC rejected AT&T's appeal of a major regulatory decision capping local residential rates till 2006. The CRTC also cut prices that competitors pay established players like Bell Canada for network facilities and services by 15%. This was considered insufficient by AT&T and other companies. Meanwhile, Bell Canada claimed that such cuts have lowered its operating profits by \$1 billion.

On-Site CRTC Inspections

The CRTC warned in April 2003 that it was getting tougher with anti-competitive behaviour among phone industry players, and that it was prepared to crack down on companies that disobey competition rules. It warned that on-site inspections would begin as early as June 2003. CRTC auditors would visit companies and access corporate offices and documents as part of fact-finding missions that could lead to prosecution in case of breaches of the law. The CRTC announced that in the first three months of 2003 there had been six occasions when competition rules and commission decisions had been violated. They included improper bundling of services in order to under-price competitors, and disregard for "win-back" rules which restrict former monopolies that are trying to lure back customers who have gone to a competitor.

Broadcasting

One of Canada's largest media companies, CanWest Global Communications, and the unions representing its employees went before the Canada Industrial Relations Board early in 2003. The unions were seeking to create a single bargaining unit to replace the existing 13 separate units, and to negotiate a common contract with the company's TV stations. CanWest owns 16 conventional TV stations, 11 big-city daily newspapers, and seven specialty channels. The unions used the "common employer" argument. Company lawyers countered that, since station managers are the ones who make decisions, oversee budgets, conduct labour negotiations and devise local programming, the individual station is the appropriate employer.

CHUM Limited and CanWest competed for TV licences in Calgary and Edmonton in April 2003. In its application to the CRTC, CHUM committed to spending \$300 million to expand its Citytv network into Alberta. CanWest, on the other hand, wanted to launch a third Alberta station by taking control of a CBC affiliate. Alberta is the home province of Craig Broadcasting System, which considers the entry of rivals a direct challenge to its market share.

Both Telus and Shaw put forward convergence strategies in 2003. These have now become standard in the communications industry. As a result, these companies wound up being direct competitors in several markets, and in particular the market for high-speed Internet service. Telus which entered the market in 2003, immediately signed up almost 500,000 subscribers, compared to 900,000 for Shaw. The latter lodged several complaints with the CRTC, accusing Telus of engaging in anti-competitive behaviour. At the same time, Shaw was considering

entering the telephone services market, and Telus announced plans to offer TV programming, videos and movies on demand over its high-speed Internet network to subscribers in Alberta and British Columbia. This move was opposed by the Telecommunications Workers Union (TWU), which filed an intervention with the CRTC on the grounds that the company had failed to provide sufficient information on job opportunities.

Foreign Investment

A House of Commons Standing Committee on Industry, Science, and Technology considered altering rules restricting foreign entry to minority stakes in Canadian phone companies. Some broadcasting companies, such as CanWest, support raising the limit and even scrapping foreign ownership limits altogether as long as broadcasters get the same treatment. Foreign ownership was limited to 46.7% for the operating arms of domestic phone and cable TV firms. The industry convergence that started over a decade ago as a result of technological improvements and government deregulation has brought many communications products, such as telephone, Internet, cable and satellite TV broadcasting, media productions and printed media, within a single corporate entity. Canadian content rules are enforced by the CRTC, and changes in foreign ownership limits would not alter this. The CRTC requires that broadcasters have an overall Canadian content of 60% during prime time, plus 8 hours of "priority Canadian" content (drama) weekly.

In September 2003, the government considered endorsing the recommendation made by the Industry Committee to eliminate foreign ownership restrictions on cable television and telecommunications companies. However, the Canadian Heritage Committee made the opposite recommendation: to maintain restrictions on foreign ownership of up to 20% of an operating company, and a third of a holding firm. Opponents of lifting the restrictions claim the industry is a key component of Canada's cultural sector; proponents argue that the industry needs greater access to capital in order to expand.

Videotron, a cable TV and high-speed Internet provider owned by Quebecor Inc., endured a lengthy work stoppage by its 2,200 unionized workers. The employer eventually dropped its plan to transfer 650 employees to Entourage Technology Solutions, which had first sparked the dispute in May 2002.

The reception of satellite signals from outside of Canada was a concern for broadcasters in 2003. Nearly 500,000 households receive foreign signals, at a cost of \$400 million a year to Canadian business. To combat satellite piracy, many companies have proposed to add digital channels and ethnic channels to their rosters. In November 2003, Department of Justice Canada considered enacting legislation to ban illegal signals.

Visible Minorities in Media Jobs

In January 2003, the Minister of Canadian Heritage said that Canadian media outlets should reflect Canada's growing diversity. There are too few members of visible minorities in the senior ranks. Jobs for visible minorities should go beyond on-camera television work and extend to management in both broadcast and print media. The CRTC insisted on a diversity plan for each licence renewal in 2003. Of the 2,600 news gathering jobs, only 65 (or 2.6%) were held by visible minorities or Aboriginal Peoples, compared to a total labour market availability of over 15%.

Other Sectors

Other sectors under federal jurisdiction saw a slight reduction in their workforces in 2003. Among the industries faced with laying off employees were nuclear energy and agriculture. Atomic Energy of Canada

Limited (AECL) announced plans to reduce its workforce by 200 in mid-2003. These lay-offs mainly affected scientists and engineers at the Mississauga, Ontario offices. The situation at Agricore United, the largest grain company in Canada, reflected two years of drought on the Prairies. Company revenues shrank substantially in 2003 and its workforce was reduced by 5% to improve efficiency.

The grain industry encountered set-backs in 2003 as prices fell internationally. A strong Canadian dollar negatively affected wheat exports. The Saskatchewan Wheat Pool (SaskPool) of Regina, Canada's No. 2 grain company and Saskatchewan's largest private sector employer with almost 1,600 employees, restructured its debt in 2003 to secure new credit of \$375 million from its lender banks. Key to restructuring was the conversion of medium term notes to a new series maturing in 2008. The provincial government lifted a 10% ownership limit on outside investment in SaskPool. As a result, their employment goals will be adjusted for the newly formed business units once their organizational structure has been finalized.

The Canadian Wheat Board (CWB) experienced further difficulties exporting wheat to the U.S.A., as the U.S. Commerce Department (at the request of the North Dakota Wheat Commission) imposed a series of new duties between March and August 2003. The cumulative rate went as high as 14.2%, a jump of 40%. The Commerce Department argued that Canadian wheat is illegally subsidized and is being exported to the United States at less than cost value. The new levies would

cost the CWB, the exclusive seller of Western Canadian wheat on world markets, as much as \$50 million in additional duties and make Canadian wheat more expensive in the U.S. market. Additional duties would also have the effect of bringing the Crown Corporation into a deficit situation for the first time in 10 years.

Trade Dispute: The Grain Industry

The U.S. Commerce Department has found minimal evidence of illegal subsidies or dumping by the CWB, and its random checks of imports that led to new duties in 2003 were based on shipments from 27 Canadian farmers among tens of thousands. An Organization for Economic Co-Operation Development (OECD) study released in September 2003 showed that U.S. farmers are subsidized at a rate that almost doubles the Canadian rate, as 30% of U.S. farmers' income came from subsidies against 18% in Canada, which translates into an extra subsidy of \$45 per tonne of wheat for the American farmer.

Chapter 3: Good Practices

The Employment Equity Act requires federally regulated employers to submit an annual statistical report on the representation of the four designated groups in their workforce, as well as a qualitative narrative report. Included in this qualitative report are the measures taken to remove barriers and to improve the situation of designated groups, together with the results achieved, and any related consultations between management and employee representatives.

In 2003, various measures undertaken by employers helped increase designated group representation in the workforce under the Act. Several employers found that a diverse workforce not only made for a strong presence in the market place, it also promoted economic success and improved morale among employees.

The Business Case

In 2003, employers continued to recognize employment equity as a useful human resources management tool and a good way to prevent and correct inequalities in the workplace. Many saw it as a fundamental business asset that enhanced their standing over competitors and facilitated corporate planning.

More than a mere reflection of the multicultural environment, fairness in the workplace becomes a definite advantage the more it is supported by good employment practices generally. Employment equity helps employers enlarge their talent pool, especially in today's knowledge-based economy. Employers increasingly believe that employment equity is not only a legal obligation, it is the right thing to do. It also contributes to greater corporate success.

Some employers promote service to their clientele by ensuring customers can do business with people like themselves. Many make a point of integrating good

employment equity practices, such as the reasonable accommodation of special needs, as part of their business plans.

In the narrative part of their 2003 reports, employers identified the following benefits of implementing employment equity:

- a workforce that reflects Canadian culture and diversity;
- increased global competitiveness and productivity;
- high employee morale and less absenteeism;
- better relations with customers and clients;
- improved corporate reputation; and
- greater profitability and a better bottom line.

Employer reports also demonstrate that employment equity contributes to business success. When people of diverse backgrounds and talents are brought together, results are more effective and organizations become more creative.

One of AIR INUIT's most remarkable characteristics is that our team includes individuals of all cultural backgrounds. This diversity of experience provides us with great strength – tolerance and teamwork – to meet the challenges that an exceptional landscape and a challenging market place presents to us.

AIR INUIT

Communication

In 2003, many employers reported that their business communication plans included employment equity features that had explicit support from senior management, and particularly in self-identification campaigns. This led to higher employee response rates and better overall understanding of the goals of employment equity.

Fairness in the workplace means that people of all backgrounds are entitled to succeed, grow, and make full use of their talents. Canadian employers are increasingly committed to equality of opportunity and to treating people from the designated groups without discrimination.

Employers have used a wide variety of media outlets to convey this commitment to their employees and clients. Employer commitment is also featured increasingly in corporate literature and in job advertisements as employers try to attract candidates from the designated groups. The following are just some of the tools used for communication and educational purposes: intranets and websites, newsletters or other internal publications, bulletin boards, messages from senior management, workshops, meetings and focus groups, advertisements, special diversity days or events, employee handbooks and new hire packages, training and orientation sessions for managers and employees, etc...

A sound communication strategy is a prerequisite for putting employment equity into practice. The Canadian Press, like a growing number of employers, provides new employees with information on the purpose of the *Employment Equity Act* along with an equity questionnaire. Others, like SLH Transport, include educational material about employment equity policy and initiatives in their company newsletters.

Documentation, visibility, continuity, emphasis, confidentiality and openness are among the key factors to look for in a successful communication strategy.

- Documentation: verbal explanations may be useful but they are not sufficient. Some employers, like ACRO Aerospace Inc., put written information on employment equity in their orientation packages as well as providing toll-free and confidential access to an Employment Equity manager.
- Visibility: at Kenn Borek Air Ltd., “a memo explaining the Employment Equity Program and commonly asked questions is posted at all company bases to increase employment equity awareness and understanding.”
- Continuity: the Canadian Western Bank believes in letting employees know about its initiatives and strategies on diversity on an ongoing basis, while Bradley Air Services’ monthly Employee Newsletter features an article dedicated to employment equity in each edition.
- Emphasis: CAFAS Fueling, ULC emphasizes the advantages of good workforce representation as part of its regular communication with employees;

- Confidentiality: Tippet-Richardson Limited reported that it has made good use of a communication strategy whereby “employees were approached on an individual basis, explained the importance of employment equity, and assured that the records are kept confidential and on a separate file”;
- Openness: Westjet Airlines Ltd. held periodic focus groups with employees to discuss fairness issues and to develop solutions to perceived barriers.

Employer reports identified several other methods of reaching out to employees. They include:

- voluntary self-identification surveys that help quantify diversity in the workplace;
- committees devoted to employment equity that are responsible for conducting workshops, presentations and sessions with employees;
- dialogue with managers about their position on employment equity;
- internal and external newsletters and magazines with sections and/or articles on employment equity;
- bulletin boards where job openings and recent employment equity news are posted;
- company internet web sites that contain information on employment equity plans;
- internal employment equity memos and pamphlets; and
- exit interviews.

Some employers have adopted a proactive approach to equity by making it a continuous process rather than a one-time

task. They realize that year-round efforts, not just the submission of a report, are what make an employment equity strategy successful.

Workforce Survey

More and more employers are giving priority to workforce surveys as part of the employment equity process. They see this as an essential starting point before taking more comprehensive steps. Emphasis on communication and an explicit commitment to employment equity have helped employers overcome employee resistance to self-identification surveys and improved response rates. This was done by providing relevant information to employees with their orientation packages, and occasionally by including letters from top executives.

To ensure a better response rate, follow-up questionnaires have been mailed to those employees who did not return the form the first time. As a result, there has been a noticeable increase in the number of employees who identify themselves as a member of a designated group.

All new employees receive an employment equity package during the orientation they receive from HR on their first day of work. The package includes a memo defining Employment Equity, TBI Canada's commitment and responsibility, the questionnaire and the accompanying cover letter.

TBI Canada

Educating Managers

While general education of the entire workforce is important, many organizations now realize that in order to make a difference in job fairness and career development for members of the designated

groups, managers need to have a sound understanding of, and a solid commitment to, the objectives of employment equity. Educating managers then becomes an employment equity priority. They are encouraged to give ongoing and concrete support to equity goals by:

- providing a listing of organizations, websites and magazines that are aimed towards the designated groups for purposes of posting job opportunities; and
- giving guidance on how to put employment equity into practice through a management advisory group.

Attending workshops and seminars also provides opportunities to network with other employment equity practitioners and gain valuable information and insights. At Reuters Canada Limited, hiring managers are given specific guidelines on how to recruit and retain suitable staff, backed up by the Human Resources division, which generates a diverse candidate pool for open positions.

The Leadership Hiring program to all managers/supervisors of the company (...) provides a structured, objective approach to the overall hiring process and ensures a consistent, fair and equitable approach to hiring. This re-introduction was supported throughout the year with one-on-one coaching to hiring managers.

Landmark Feeds Inc.

Consultations

Employers are increasingly sensitive to employee needs and are looking for ways to improve their communications process. There are consultations with employees, either formally through their official

representatives according to Employment Equity requirements or informally through open door policies and one-on-one discussions. Although communication between employers and employees is obviously not limited to employment equity issues, equity is now a key part of such discussions.

Twelve focus groups were held (in Toronto, Vancouver and Calgary) in June by RBC Royal Bank, which involved over 150 employees representing a cross-section of ethnicity and position levels. The result was the establishment of a Minority Advisory Board whose mandate is to increase awareness of issues, identify solutions and provide networking opportunities.

Royal Bank of Canada

J.D. Smith and Sons Limited has an employee advisory committee with representation from the designated groups and various levels of authority to gather input on equity-related matters. At Manitoba Telecom Services, there have been consultations with the unions to resolve situations related to harassment and the accommodation of special needs.

Informal discussions also contribute to positive employer-employee relations and are becoming part of the regular communication process in some organizations. Many hold informal dialogues with local union representatives in an effort to prevent employment equity from being perceived as a threat to the employment or advancement of non-designated groups.

In small organisations like TSI Terminal Systems Inc. “size allows for most communications with staff to take place on an on-going basis, most often informally, on a one-to-one or small group basis”. Rawlco

Radio Ltd. “believes that regular on-going dialogue with all employees, not just representatives, is key to addressing all concerns”. TD has “additional venues for employees to provide input and feedback on diversity initiatives through the creation of a website, generic email address and Human Resource group who meet weekly to discuss equity issues”.

To support the objective of improved designated group representation, CMHC has added in each region and sector a “follow-up on the representation indicators and discussions of the staffing processes, as well as strategies for continuing to improve employment equity objectives”.

Employers also discuss with local union representatives ways to improve the overall understanding of employment equity programs and the self-identification process (Prince Rupert Grain Ltd.), or to conduct employment systems reviews (Bradley Air Services).

GlobeGround North America Inc. formed a project team to develop communication awareness within the organization “through newsletters, a website feedback address and a guide outlining principles and guidelines of our communication strategy”.

Communication and opportunities for consultation on a national and regional basis occur through conference calls and on-site meetings to share successes, ideas, best practices and employee feedback.

Purolator

Employment Equity Committees

The mandate of employment equity committees is to “review employment equity policies for comments/suggestions, and to foster an environment of understanding,

acceptance and education around diversity” (Citizens Bank of Canada). They also “review progress toward hiring and promotion goals, and recruitment of designated group members” (Worldwide Flight Services).

Some employers establish a formal consultation process by creating an employment equity committee. Others have broader diversity committees aimed at creating a discrimination-free work environment that is respectful, accommodating and welcoming to all.

In 2003, employers continued to devote substantial resources to developing ways to put their employment equity plans into practice. Most have committees to review policies and to monitor their compliance with their obligations under the Act. Focus groups are also used to identify solutions to perceived barriers in employment. Being open with employees is seen as essential to the success of employment equity. This is especially true when acquisitions occur and new employees are added to the company workforce.

FCC’s Diversity Advisory Committee. The group’s mandate is to address issues related to the four designated groups, raise awareness of diversity throughout the Corporation and lead the change in attitudes that will help build commitment to a diverse workplace.

Farm Credit Canada

Many employers aim for a consultation framework in which all segments of the workforce are represented, not only union officials. CHUM Limited’s employment equity committee meets on a regular basis and consists of a “cross-section of employees of the designated groups, including management, union and non-union

employees”. The Bank of Canada’s employment equity committee is composed of employee representatives from across the Bank, including designated group members, and advises Corporate Services on the development and implementation of the employment equity program. At Edmonton Regional Airports Authority, the committee consists of seven members. They represent the four designated groups and a cross-section of employees, as well as the local union. All employees of Pole Star Incorporated received a letter describing the employment equity committee and encouraging them to take part in the committee’s monthly meetings to monitor and review the equity data, to develop practical measures and ensure they are carried out.

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, discuss scholarships, internships, communication measures, new policies and initiatives, and monitor our progress on the Employment Equity Plan.

Pelmorex

Other employers rely on employment equity consultants to chair the joint labour-management employment equity committee, provide ongoing guidance in all matters pertaining to the employment equity plan, generate ideas and act as catalysts for promoting diversity within the organization, and for better responding to customer needs.

Sharing Good Practices

In 2003, many companies demonstrated their commitment to employment equity initiatives both through the collective

bargaining process with labour unions and through contacts with other employers. In some cases, these initiatives have targeted one designated group in particular.

Sharing good practices has become more prevalent. The following are some good practices noted by employers in their reports:

- maintain an “open-door” policy that encourages a positive environment for employer and employees;
- advertise employment opportunities in specific national or regional publications geared towards members of designated groups;
- celebrate specific cultural holidays such as National Aboriginal Day or the International Day for the Elimination of Racial Discrimination;
- provide flexible holiday policies to allow employees to celebrate their own special days;
- accommodate employees who need special help, especially those with disabilities, as a way of making them more comfortable in their work environment;
- promote a workplace barrier-free; as the workplace becomes more complex, accommodative solutions become more individualized; and
- recognize that successful accommodation involves encouragement from senior managers, and the development of a supportive environment; among the practices employers use to meet the special needs of employees are private workspaces, visual or hearing aids, job coaches, and diversity training for managers and staff.

Recruitment and Retention

It is now widely accepted that appropriate recruitment practices are essential to achieving more equitable workforce representation. Widening the pool of potential candidates by reaching out to more than one of the designated groups could be a solution.

Some employers offer recruitment training to their Human Resources specialists. Others provide leadership training to designated group members so that there will be a good pool of candidates available when vacancies arise.

To reach a broad range of potential applicants, many employers send all job postings to community organizations that represent or assist designated groups. Rosedale Transport Limited has a recruitment and retention committee which meets every six weeks to discuss recruitment, workplace equity and the retention of drivers. The National Bank of Canada has a special recruiter to attract persons with disabilities and improve its pool of potential candidates. Navigata Communications Inc. continues to work with an employment service which helps mentally and physically challenged individuals become candidates for available positions.

Detailed job postings for all non-union jobs were placed in various media (internet, newspaper, intranet, terminals, on websites for designated groups where available). Outreach letters were sent to women's organizations, Aboriginal centers, and groups assisting people with disabilities."

Allied Systems (Canada) Company

The company partnered with Equitek, an employment outreach network focused specifically on designated group members, to distribute job postings to some 200 diversity related organizations across Canada.

Bell Mobility Inc.

There are two ways in which the benchmarks for representation of designated group members can be achieved at management levels:

- by creating availability within the internal market through skill development and educational support; and
- by putting into effect measures to remove workplace barriers and ensure that the special needs of designated group members can be met.

Companies with a comprehensive human resources strategy are able to attract new talent and retain the talents they have. Many include employment equity information and job advertisements on their web sites in order to reach a diverse audience and attract suitable candidates. Others provide training in bias-free interviewing and the use of a fair and objective selection process as a way of ensuring a consistent and equitable approach to the entire process.

Focus on training and development, as well as equity-oriented training, is essential to enhancing promotional opportunities for designated group employees.

Ontario Power Generation

Connecting with Aboriginal Peoples

Some employers are focusing their employment equity efforts on particular designated groups. Successful inclusion sometimes requires special attention and accommodation for one designated group in particular, while at the same time taking into account the type of business, the work environment, and previous experience with other groups.

Some employers make special efforts to build relations with the Aboriginal communities in order to attract candidates. Canada Post, for instance, introduced several initiatives under its Progressive Aboriginal Relations program to strengthen relations with Aboriginal Peoples and improve its hiring, retention and promotion rates.

Rawlco Radio Ltd. has sponsored Aboriginal Awareness Seminars to educate staff on a wide range of issues related to Saskatchewan's Aboriginal population. It also provided financial support to the University of Saskatchewan to recruit and retain more First Nations and Métis students in its business programs. Warren Gibson Limited contacted an employment placement group that deals specifically with Aboriginal Peoples to explore opportunities to recruit qualified Aboriginal candidates. Canadian Helicopters Limited has developed partnerships with Aboriginal associations as a means of improving the proportion of Aboriginal employees in its workforce.

A number of employers are allocating scholarship funds to support Aboriginal youth education. The Northern Transportation Company Limited launched a leadership training bursary in the Northwest Territories “to recognize academic and community leadership amongst the youth of

the North”. Similarly, the Canadian Western Bank, in partnership with the University of Alberta, “continues to participate in a scholarship program for the benefit of Aboriginal students”. Northwestel Inc. provides scholarships annually to Aboriginal students who are pursuing post-secondary education, and the recipients receive priority for any summer employment opportunities”. Cameco Corporation provides financial support to Saskatchewan Aboriginal students who enrol in engineering, geology, or commerce along with summer employment opportunities and a two-year employment contract after graduation.

Training and development programs targeting designated groups can also present a business advantage. To address the shortage of skilled professional drivers, ECL Group of Companies Ltd. is actively working with the Canadian Trucking Human Resources Council (CTHRC) on the “future professional driver workforce within the Aboriginal and Immigrant populations, and addressing the special needs of these groups in relationship to essential skills and development strategies”.

Nasittuq Corporation has established contacts with educational institutions, participated in college and apprenticeship programs, set up a scholarship program for Aboriginal students, and sponsored external courses, seminars and post-secondary programs for its employees. Alliance Pipeline’s Aboriginal Apprenticeship Program provides an opportunity for Aboriginal Peoples to gain experience in the oil and gas industry. FCC has joined with Aboriginal Peoples in a number of community and business initiatives, including adult learning programs, urban outreach, and financial support to the First Nations University of Canada.

Accommodating Persons with Disabilities

Serious commitment to employment equity involves consistent workplace accommodation of special needs. At the Canadian Broadcasting Corporation, accommodations for employees with physical disabilities include telephone devices and professional-grade earphones for the hearing impaired, as well as large screen monitors and large fonts for those with visual impairments.

Alcan Primary Metal Group reassigns workers with reduced physical abilities to more suitable positions. Menlo Worldwide Forwarding Inc has made special efforts to recruit and retain women and persons with disabilities in its Material Handler position. At Canada Cartage Systems Limited, “employment policies, practices and support policy systems are in place to make reasonable accommodation for any member of any designated group for health, religious or family needs”.

Our goal is to prevent hiring barriers and to actively identify and attract qualified candidates from all the designated groups. We have accessible premises and consistently demonstrate a willingness to accommodate people’s needs, e.g. ergonomic workplace assessments as required, designated prayer rooms, work hours accommodations, etc.

Paging Network of Canada Inc.

TransCanada Pipelines’ Duty to Accommodate Policy “recognizes that sometimes fairness requires treating people the same despite their differences, other times it means treating them as equals by accommodating their differences”. Some employers attended “Duty to Accommodate” workshops as an opportunity to network with other equity

practitioners and to discuss best practices. The St. Lawrence Seaway Management Corporation developed modified work programs to “accommodate employees who are unable to perform their regular duties as a result of a work-related injury or illness”. CTV Inc. MCTV works closely with unions to “develop early return-to-work programs and accommodation programs for individuals with temporary and permanent disabilities”.

Securicor Canada Ltd. continues to work with its national property manager to “improve workplace sites (physical environment and future physical sites) so that persons with disabilities will be able to function more comfortably and effectively”. The City of Ottawa created for the first time an award to recognize architectural and interior design innovations to lower workplace barriers and provide accessibility for all.

The National Bank of Canada took part in the colloquium “Hiring persons with disabilities, for a change” as a way of underscoring its commitment to this group. It also used the occasion to make a presentation on the services it provides to employees with sensory and functional limitations.

A positive relationship with unions can be very helpful when the need for accommodations arise. Work training programs can also bring disabled workers back into the workplace or facilitate an early return to regular duties for someone who has been temporarily disabled.

For CanJet Airlines, an accommodation policy for employees with disabilities demonstrates a strong commitment to overcoming barriers in the workplace. Transport TFI 1 has modified the interior of their trucks to make all controls easy to

reach to make sure that drivers with disabilities can do their work without undue effort.

At Midland Transport Limited, disability management continues to be a growth area. Information packages and procedures are prepared for injured workers to help them adjust to workplace injuries and facilitate their return to work. A “disability management co-ordinator works closely with managers to provide accommodations and modified work assignments for disabled workers”.

Persona Communications Inc. joined together with the Canadian Council on Rehabilitation and Work in a “Partners for Workplace Inclusion” program to help people with disabilities develop pre-employment skills through on-the-job training and volunteer opportunities. The Canadian Wheat Board assists employees on short or long term disability and provides alternative job accommodations to employees returning to work.

Some employers have created employee advisory bodies to get direct feedback on special needs. Others have focused more on career development measures for persons with disabilities.

Workplace Diversity

Employment equity enables Canadian businesses to increase both their local and global competitiveness by making the best use of all available skills. In many organizations, equity issues are inseparable from the achievement of broader diversity. More and more employers are acknowledging and featuring workforce diversity within their organizations. Although higher representation does not in itself fulfill the goal of employment equity, it remains a good start and a

potential indicator of implementation of the Act. Employers go beyond mere cultural diversity by making sure that employees from the designated groups enjoy career opportunities commensurate with their skills and qualifications.

At the Royal Bank of Canada, employee diversity councils have been created to support and implement diversity and employment equity strategies. The Canadian Western Bank has made diversity management a key ingredient of effective management, and Bell Canada’s web site on diversity provides information on all aspects of diversity, including employment equity and human rights. CHMC has added a questionnaire on diversity in the workplace to its internal and external recruiting system in order to monitor designated group representation throughout the staffing process.

BMO’s commitment to diversity and workplace equity is supported by a comprehensive infrastructure, which includes goal setting, monitoring and evaluation. Through an extensive suite of online management information reports, the Chairman and all BMO executives monitor progress towards these benchmarks on a quarterly basis.

BMO Financial Group

A large number of employers now permit the substitution of religious holidays to accommodate those of different beliefs along with adjusted work schedules to accommodate those with different religious practices. Others have reassigned responsibilities to accommodate employees who have a permanent disability due to accidental injury or disease.

Persona Communications Inc. has developed an equity-related events calendar which identifies those days, weeks and months of

the year when the various designated groups, or related initiatives, are recognized. The Citizens Bank of Canada held a potluck Lunch and Learn to celebrate the International Day for the Elimination of Discrimination, in order to “renew our personal commitment to overcome all forms of racism and discrimination and to show that we respect, accept and celebrate all cultural diversity”.

Internships/Scholarships

Many employers are developing internships for members of the designated groups. This helps them acquire valuable work experience while waiting for employment opportunities to open up. Internships are not only for entry level employees; they can be extended to include management positions.

Career Bridge – Bell Canada helped launch this innovation internship program that provides Canadian work experience for new immigrants looking for jobs in their respective areas of expertise.

Bell Canada

Ability Edge is a program that connects young people with disabilities to meaningful work experiences with Canadian companies. Blackburn Radio Inc. continues to work with local colleges for “internship placements targeting members of the designated groups”. Scotiabank has provided “internships since 1996, focusing primarily on Aboriginal and disabled graduates”. The Canadian Museum of Civilization has a program to help Aboriginal trainees improve their knowledge and experience in museum work.

Another way to provide work experience to members of designated groups is through co-op programs with higher education institutions. Employers continue to make

use of various work and training placements. Working with high schools and community colleges, they offer some designated group members an opportunity to take part in job-shadowing, apprenticeships and other work placements. They also maintain relationships with colleges and universities to foster possible career opportunities and co-op placements for designated group members.

The Canada Lands Company Ltd. has an internship program to give young Aboriginal Peoples a better chance in the job market. It offers them both work experience and valuable references. Job openings in this program have been advertised in publications geared toward Aboriginal youth.

A number of organizations are now encouraging future employees from the designated groups to pursue education in non-traditional fields. Cameco Corporation “continues to sponsor women in geology scholarship fund” and Canadian National offers scholarships to women studying in non-traditional fields.

CIBC places a high value on being involved with the external communities in which it does business, as well as with educational equity initiatives, understanding that without educational equity, employment equity will never be fully realized.

Canadian Imperial Bank of Commerce

Exit Interviews

Exit interviews can help employers learn more about the weaknesses and strengths of their organization. In this regard, the knowledge and experience of departing employees can be invaluable.

Many employers use an exit interview process to capture critical data about departing employees. This helps assess employee perceptions of the work environment as well as changes that could be achieved through employment equity measures. Some employers conduct personal interviews, while others have a questionnaire that is filled out by hand or online. This type of consultation is on the increase among reporting organizations. Of all the voluntary steps taken by employers, exit interviews are now the most common.

Although not limited to members of designated groups, exit interviews can be very useful in detecting problems, setbacks or barriers (whether real or perceived) to the integration or promotion of members of a designated group. They can also be about general changes in human resource policies or processes.

All employees of Exeaire and Innotech Aviation are subject to an exit interview “to determine whether departures are related to any systematic problems”. Exit interviews at the Royal Canadian Mint are used to identify any issue involving a designated group. Williams Moving and Storage (BC) Ltd. is promoting “a system of exit interviews with the various levels of management to ensure that the designated groups are not leaving in disproportionate numbers ...”. TransCanada Pipelines Limited uses exit interviews “to identify issues and concerns to both the overall employee population and also issues and concerns specific to the designated groups, and to identify appropriate corrective actions”.

Some employers use the results of exit interviews analysis to demonstrate that resignations were not the result of issues, real or perceived, that affect designated

groups. Others analyze the data to pinpoint ways to improve recruitment and retain members of the designated groups.

Partnerships

In 2003, many companies continued to seek the help of outside organizations that specialize in dealing with the needs of designated groups. This not only helps them achieve their employment equity goals, it also keeps up the morale of existing employees. Employers established strong relationships with such specialist agencies to convey the company’s support for employment equity and to advertise appropriate job openings.

Partnerships are effective in recruiting and retaining a qualified and diverse workforce and could be conducive to organizational success. They can also improve overall employee morale by demonstrating to employees the company’s steady dedication to the principles of employment equity.

Community Networking

A growing number of employers appreciate the value of community involvement in making diversity management practices a part of their organizational culture. To broaden the applicant pool, many employers advertise recruitment opportunities through designated group organizations. Others have built a network of activities in partnership with community organizations. Participation in job fairs, for instance, can be a great way to reach a large pool of candidates and improve employment equity results.

The following are some of the initiatives employers have used to develop and maintain effective working relationships with external organizations.

HSBC Bank Canada and the Toronto Port Authority joined the Inclusion Network, an Aboriginal Internet job site that connects to over 300 Aboriginal employment centres across Canada. As part of its long-term strategy to encourage designated groups to pursue telecommunication careers, Manitoba Telecom Services sponsors a High School Career Mentorship program that is highly representative of the designated groups.

Enbridge Pipelines Inc. recruited a manager for its Aboriginal relations strategy which involves “building and enhancing relationships with Aboriginal stakeholders and communities”. Provincial Airlines Ltd. worked with employers and community based organizations to provide more job opportunities for persons with disabilities. At Federal Express Canada, outreach recruitment relations were established with Career Edge, the Paraplegic Association of Ontario and Jobs Market for Persons with Disabilities.

To attract qualified applicants from members of visible minorities, the Edmonton Regional Airports Authority included in its distribution list an organization that assists immigrants with employment searches. Westcoast Energy Inc. took part in the Aboriginal Employment Partnership Initiative, which helps create job training for Aboriginal Peoples.

CHUM Limited joined in the National Aboriginal Achievement Foundations’ ‘Taking Pulse Forum’, a “full day meeting of Canada’s top executives to share ideas about how to provide the Aboriginal community with improved access to the Canadian job market”. Northwestel Inc. works with many First Nations to find potential employees for remote communities. Société Air France has

ongoing working relations with agencies for purposes of recruiting and integrating multi-ethnic staff.

Bell West Inc. works with many post-secondary institutions to offer exciting employment opportunities for current students and new grads from the designated groups. Access Communications Co-operative Limited joined in work term programs and work experience initiatives sponsored by high schools in collaboration with agencies representing the designated groups.

Financial support, mock interviews, and serving on boards, are just a few of the ways organizations have helped the agencies dedicated to promoting the four designated groups. Conferences, seminars, networking and the sharing of best practices with other organizations are other common devices for encouraging diversity and employment equity.

One advantage of being in the broadcast industry is that it enables the employer to provide support to the four designated groups through regular news coverage and special programming or promotional material. CHEK TV educates not only its employees but also its viewers on issues pertaining to employment equity. CHAN TV participates in CanWest Global’s ‘Broadcaster of the Future Awards’, which are offered to members of designated groups hoping to pursue careers in broadcasting.

Outreach recruitment efforts at TBayTel include sending all open job postings to 21 external agencies. Symcor Inc. posts job openings and maintains contacts with 20 organizations across the country. Not only have successful hires occurred as a result, but accommodation information,

ideas and support have been provided to employers. Airborne Energy Solutions Ltd. has a full-time manager responsible for promoting relations with native communities in Northern Canada and providing employment and training opportunities for Aboriginal Peoples.

The Aboriginal Employment Partnership Initiative is a new partnership between the British Columbia government, Aboriginal organizations and the Royal Bank. Its goal is to identify suitable jobs, “project future employment vacancies and training requirements and examine economic opportunities for Aboriginal businesses”.

Collective Agreements

Quite a number of employers have entered into agreements with their unions that provide for the specific creation of employment equity positions that are not subject to the seniority provisions of the collective agreement. Such initiatives can prove extremely useful in providing

opportunities for training candidates or employees from the designated groups. Continued progress can be made through greater flexibility within collective agreements for the creation of designated employment equity positions.

Videotron Ltd. for example, pays for union release time for members of its Access to Equality Committee, a management-labour body that looks into the situation of designated groups and promotes workplace equity. Upper Lakes Group Inc. works with those unions who do most of the hiring “to make them aware of our needs and commitment to employment equity”.

Frequently, measures to improve the situation of designated groups are discussed at the bargaining table and put into effect for the duration of a collective agreement. CTV Specialty television Inc. / RDS, for instance, negotiated a new clause in the collective agreement that allows them to consider members of designated groups first before making hiring decisions.

Chapter 4:

Employer Performance Ratings

This chapter presents an assessment of the quantitative results that federally regulated private sector employers achieved in working toward a representative and equitable workforce during the reporting year ending December 31, 2003. It is based entirely on the numerical data contained in the employers' reports.

The quantitative assessment consists of a single rating derived from six different indicators. The indicators measure 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 that organisation. They also reflect the extent to which employers have improved the situation of designated groups during the year, through promotions, hirings, and retention activities.

This chapter also evaluates the degree to which employers' employment equity reports were in compliance with the requirements of the Act. This is done through the Report Compliance Index (RCI).

For more details about the methodology used to calculate the performance ratings or the RCI, please refer to the Technical Guide.

The Ratings

RATING	RESULTS	EXPLANATION
A	Indicates superior performance in all six indicators.	The organisation made outstanding progress in improving the representation of the designated group in its workforce through hiring and promoting group members. Their situation compares very well with the group's labour market availability. The group receives adequate shares of hirings and promotions, compares favourably with other employees in terms of salary and occupational distribution and does not suffer adversely from termination compared to other employees.
B	Indicates good performance, but problems persist.	The rating reflects an adequate ability to meet the company's obligations under the Act. However, the employer still needs to develop a long-term strategy for sustainable progress. The situation of the designated group in the company compares relatively well with the labour market availability and with the jobs and salaries of other employees in the organisation. But there are some systemic barriers to achieving adequate representation, as well as problems in the occupational distribution and salaries. This rating also suggests that the hiring and promotion of members of a designated group may be less than adequate, or that members of a particular group are leaving the organisation in disproportionate numbers.

RATING	RESULTS	EXPLANATION
C	Indicates average to less than average performance.	The situation of the designated group in the company does not compare well with its labour market availability or with the jobs and salary of other employees. The organisation also failed to hire and/or promote members of the group at a rate sufficient to maintain its representation in the company.
D	Indicates poor performance.	Legislative obligations are not being met and the company scores low on all six indicators. A follow up and an 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 appears to have no representation of a designated group in its workforce. This could occur for several reasons: no workforce survey or workforce analysis has been conducted; there was no hiring of designated group members; or there are no retention policies. The employer needs to conduct an Employment Systems Review and engage in specific efforts to hire designated group members.

Summary of the Ratings

The two tables below provide a general overview of the situation of designated groups across the rating spectrum, and a more specific look at each industry. More detailed results for each of the four sectors and by individual employer appear in the table at the end of this chapter.

NUMBER OF EMPLOYERS BY RATING BY DESIGNATED GROUP					
	RATING				
DESIGNATED GROUP	A	B	C	D	Z
Women	104	79	175	82	1
Aboriginal Peoples	182	52	33	62	59
Persons with Disabilities	33	19	133	152	51
Members of Visible Minorities	124	64	109	70	21

NUMBER OF EMPLOYERS BY RATING BY DESIGNATED GROUP BY SECTOR⁹																				
	Banking					Communications					Transportation					Other				
	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z
Women	18	4	0	0	0	34	34	11	1	0	36	33	143	78	1	16	8	21	3	0
Aboriginal Peoples	6	6	0	3	7	45	11	4	12	7	114	30	21	35	40	17	5	8	12	5
Persons with Disabilities	0	0	12	6	4	10	3	35	26	5	20	8	66	110	36	3	8	20	10	6
Members of Visible Minorities	18	2	2	0	0	23	19	24	10	3	65	38	65	55	17	18	5	17	6	1

⁹ Totals may not add up since first year employers report by gender only.

As these two tables show, a large number of employers received high ratings for the situation of women, Aboriginal Peoples and members of visible minorities in their workforce. However, a similar number received low ratings for these groups. When it comes to persons with disabilities, the vast majority of employers scored poorly; only a handful received top ratings for this designated group.

As in 2002, there were three employers who received straight “A’s” for each designated group. In 2003, these employers were Pelmorex Inc., PBB Global Logistics Inc., and Canadian Museum of Nature.

There were 30 companies who received three “A’s”, 88 companies who received 2 “A’s”, and 161 companies who received 1 “A”.

Report Compliance Index (RCI) Summary

As in the previous year, the majority of employers obtained a high RCI. This year 269 employers obtained an RCI of 5 out of 5, and 115 obtained 4 out of 5. Another 27 employers received 3 out of 5, 24 received 2 out of 5, and only 5 employers received 1 out of 5. Unlike last year, no employers received an RCI of 0 in 2003.

How to Read the List of Individual Results

In the table that follows, each employer covered under the *Legislated Employment Equity Program* is listed by its legal name together with its assessment for each designated group (the performance ratings). The number of employees for each employer appears in the first column after the legal name¹⁰. The last column is dedicated to the employers RCI. Below is an explanation of the codes that appear in the table on the left of certain employers’ names.

CODE	RESULTS	EXPLANATION
*	An asterisk indicates a small employee population.	The asterisk indicates that the employer's workforce included fewer than ten members of a particular designated group.
F	Indicates employers with no employees as of December 31.	Employers are required to submit a Report when they have 100 or more employees on any given day of the calendar year. It is possible for an employer to have 100 or more employees during the year but no employees on December 31 st . When this is the case, the employer does not receive a rating.
G	By gender.	Employers reporting for the first time do so by gender. As a result, the performance rating is only calculated for women.
L	Indicates employer has submitted a late report.	The employer submitted a report after the deadline of June 1 st , without permission from HRSDC, and may be subject to a monetary penalty.
M	Late amendment.	An amendment to the report was requested but was either not received or received after the closing of the database.

¹⁰ Note: Employers with 100 or more employees on any given day of the calendar year receive a rating, but total number of employees in this column is based on the figure for December 31, 2003.

CODE	RESULTS	EXPLANATION
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 data problems. Revisions were not made in time to be included in the performance rating.
R	Indicates no report submitted.	The employer failed to submit a report as required in the <i>Employment Equity Act and Regulations</i> .
V	Voluntary.	The employer is not covered by the Act but has submitted a voluntary report.
X	Excluded from the database.	The report was excluded from the database.

Legend: Total: Number of employees as of December 31, 2003; **W:** Women; **AP:** Aboriginal Peoples
PWD: Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

	<i>Name</i>	<i>Total</i>	<i>W</i>	<i>AP</i>	<i>PWD</i>	<i>VM</i>	<i>RCI</i>
BANKING SECTOR							
	ABN AMRO BANK N.V., CANADA BRANCH	95	B	Z	D*	A	5
	BANK OF AMERICA NATIONAL ASSOCIATION, CANADA BRANCH	246	A	Z	C*	A	5
	BANK OF CANADA	1,063	A	A	C	A	5
	BANK OF MONTREAL	23,129	A	A	C	A	5
	BANK OF NOVA SCOTIA	27,158	A	B	C	A	5
	BNP PARIBAS (CANADA)	220	B	Z	D*	A	5
	CANADIAN IMPERIAL BANK OF COMMERCE	30,112	A	B	C	B	5
	CANADIAN WESTERN BANK	684	B	D	C*	A	5
	CITIBANK CANADA	1,145	A	B*	C*	A	4
	CITIZENS BANK OF CANADA	329	A	D*	D*	A	5
V	DEUTSCHE BANK AG, CANADA BRANCH	77					
	HSBC BANK CANADA	4,501	A	B	D	A	5
	ING BANK OF CANADA	662	A	A*	D*	A	4
	INTESA BANK CANADA	266	A	Z	Z	A	5
	LAURENTIAN BANK OF CANADA	2,690	A	D*	C	C	5
	MANULIFE BANK OF CANADA	122	A	Z	Z	B*	4
	MBNA CANADA BANK	1,253	A	A	C	A	5
	NATIONAL BANK OF CANADA	12,546	A	A	C	A	5
	NATIONAL BANK OF GREECE (CANADA)	307	A	Z	Z	C*	5
	ROYAL BANK OF CANADA	38,585	A	B	C	A	5
	SOCIÉTÉ GÉNÉRALE (CANADA)	99	B	Z	Z	A	4
	SYMCOR INC.	3,032	A	A	D	A	4
	THE TORONTO-DOMINION BANK	35,781	A	B	C	A	5
TRANSPORTATION SECTOR							
	101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	156	C	B*	Z	A*	2
G	1507953 ONTARIO INC.	133	D				5
	1641-9749 QUÉBEC INC.	387	D	D*	D*	D*	5
	168886 CANADA INC.	1,310	D	A	C	C	5
	3087-9449 QUÉBEC INC.	234	C	Z	D*	A	3
	3846113 CANADA INC.	126	B	A*	A*	B	3
	591182 ONTARIO LTD.	328	C	A*	C*	D*	5
	682439 ONTARIO INC.	181	D*	A*	D*	D*	4
L	A.J. BUS LINES LTD.	129	A	A*	D*	D*	2
	ACRO AEROSPACE INC. – HELIPRO INTERNATIONAL	126	D	D*	D*	A	4
	ACRO AEROSPACE INC.	323	D	D*	D*	A	5
G	ACTIVE TRANSPORT INC.	115	C				5
	AEROGUARD CO. LTD., AEROGUARD INC., AEROGUARD EASTERN LTD.	1,470	A	A	C	A	4
	AIR CANADA	24,579	A	A	C	B	5

Legend: Total: Number of employees as of December 31, 2003; **W:** Women; **AP:** Aboriginal Peoples
PWD: Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

	<i>Name</i>	<i>Total</i>	<i>W</i>	<i>AP</i>	<i>PWD</i>	<i>VM</i>	<i>RCI</i>
	AIR CREEBEC INC.	199	C	A	D*	D*	3
G	AIR GEORGIAN LIMITED	194	D				5
	AIR INUIT LTD/LTÉE	377	C	B	D*	A	4
G	AIR NORTERRA INC.	208	A				5
G	AIR TINDI LTD.	118	C				4
	AIR TRANSAT A.T. INC.	1,866	B	A	C*	C	5
	AIRBORNE ENERGY SOLUTIONS LTD.	175	D	D*	D*	A*	5
	ALBANY BERGERON & FILS INC.	110	C	Z	D*	Z	5
	ALCAN SMELTERS AND CHEMICALS LIMITED	200	C*	A*	A	Z	4
	ALGOMA CENTRAL CORPORATION	790	C	A	C	A	5
	ALLIANCE PIPELINE LTD.	182	A	A*	A	B	5
	ALLIED SYSTEMS (CANADA) COMPANY	1,340	C	A	B	C	5
	ALPINE HELICOPTERS LIMITED	107	C*	A*	Z	Z	5
	AMERICAN AIRLINES, INC.	234	A	Z	A	A	4
G	ANDLAUER TRANSPORTATION SERVICES INC.	637	C				5
	APEX MOTOR EXPRESS LTD.	134	B	A*	D*	A	3
	ARMOUR TRANSPORT INC.	417	C	A*	C*	A*	5
	ARNOLD BROS. TRANSPORT LTD.	359	C	A	C	C	5
L	ATLANTIC TOWING LIMITED	289	D*	Z	Z	D*	4
L	ATLANTIC TURBINES INTERNATIONAL INC.	240	D	C*	D*	Z	4
V	AUTOCAR CONNAISSEUR INC.	72					
L,G	AUTOCARS ORLEANS EXPRESS INC.	155	D				4
	AVMAX GROUP INC.	291	D	D*	D*	B	5
G	AYR MOTOR EXPRESS INC.	167	D				5
L	B & R ECKEL'S TRANSPORT LTD.	212	D	A	D*	D*	4
G	B.R GRÉGOIRE INC.	168	C				5
G	BANDSTRA TRANSPORTATION SYSTEMS LTD.	104	C				5
	BAX GLOBAL (CANADA) LIMITED	229	A	A*	D*	B	5
	BAY FERRIES LIMITED	136	D	Z	Z	D*	4
	BCR MARINE LTD.	53	D	A*	Z	D*	4
	BEARSKIN LAKE AIR SERVICE LIMITED	298	B	A*	D*	B	5
	BIG FREIGHT SYSTEMS INC.	254	D	B	D*	A*	5
	BIG HORN TRANSPORT LTD.	128	D*	A*	A	D*	5
	BISON TRANSPORT INC.	873	D	A	D	C	3
	BRADLEY AIR SERVICES	926	B	C	C	A	4
	BREWSTER TRANSPORT COMPANY LIMITED	62	D*	Z	Z	D*	3
	BRITISH AIRWAYS	256	A	Z	D*	A	2
	BRITISH COLUMBIA COAST PILOTS LTD.	110	D*	D*	Z	D*	5
	BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	3,479	D	A	A	B	3
G	BROOKVILLE CARRIERS VAN LP	178	C				5

Legend: Total: Number of employees as of December 31, 2003; **W:** Women; **AP:** Aboriginal Peoples
PWD: Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

	<i>Name</i>	<i>Total</i>	<i>W</i>	<i>AP</i>	<i>PWD</i>	<i>VM</i>	<i>RCI</i>
L	BRUCE R. SMITH LIMITED	308	C	D*	D*	B	1
	BUFF-MAR CARTAGE LIMITED	249	B	A*	D*	C	4
	BYERS TRANSPORT LIMITED	320	C	B*	B	D	4
G	CAFAS FUELING, ULC	116	C*				5
	CALAC TRUCKING LTD.	354	D	A	C	C	2
	CALGARY AIRPORT AUTHORITY	139	C	Z	D*	C*	5
	CALM AIR INTERNATIONAL LIMITED	340	B	B	D*	B	4
	CANADA CARTAGE SYSTEM LIMITED	1,024	D	A	C*	C	5
	CANADA MARITIME AGENCIES LIMITED	410	A	A*	D*	A	4
G	CANADIAN AIR TRANSPORT SECURITY AUTHORITY	133	A				5
	CANADIAN FREIGHTWAYS LIMITED	950	C	A	C	C	4
	CANADIAN NATIONAL RAILWAY COMPANY	13,637	C	B	C	C	5
	CANADIAN PACIFIC RAILWAY COMPANY	12,956	C	A	C	B	5
	CANJET AIRLINES, A DIVISION OF IMP GROUP LIMITED	347	B	A*	D*	C	5
G	CANSHIP UGLAND LTD.	157	D				5
	CANXPRESS LTD.	98	C	C*	Z	D*	5
	CARON TRANSPORTATION SYSTEMS PARTNERSHIP	228	D	D*	C*	D*	3
	CASCADE AEROSPACE INC.	405	D	A	C*	A	5
	CASCADE CARRIERS LTD.	139	C	D*	D*	C*	5
	CATHAY PACIFIC AIRWAYS LIMITED	344	A	C*	Z	A	4
	CELADON CANADA INC.	255	C	A*	D*	C	1
G	CENTRAL MOUNTAIN AIR LTD.	182	C				5
	CHALLENGER MOTOR FREIGHT INC.	1,106	D	B	C	B	5
	CHC HELICOPTERS INTERNATIONAL INC.	420	C	B	C*	B	5
	CITY OF OTTAWA	2,224	C	A	B	A	5
	CLARKE INC.	758	C	A*	D*	D	5
G	CLIMAN TRANSPORT (2747-7173 QUÉBEC INC.)	138	C				5
	CONAIR GROUP LTD.	134	D	Z	Z	A*	5
	CONSOLIDATED AVIATION FUELING OF TORONTO, ULC	269	C*	A*	D*	B	5
	CONSOLIDATED FASTFRATE INC.	920	C	D*	C*	C	5
	COONEY GROUP OF COMPANIES	328	C	C*	C*	D*	5
G	CORPORATION JETSGO	547	A				5
	D&W FORWARDERS INC.	134	C	A*	A*	A	4
G	DANFREIGHT SYSTEMS INC.	248	C				5
	DAY AND ROSS INC.	1,658	C	B	D	A	5
	DELTA AIR LINES INC.	272	A	Z	D*	C	5
V	DESGAGNES MARINE CARGO INC.	93					
	DICOM EXPRESS INC.	123	C	Z	Z	B	2
	DIRECT INTEGRATED TRANSPORTATION	833	C	A	C	C	3
G	DUROCHER TRANSIT INC.	129	C				5

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	EAGLE GLOBAL LOGISTICS INC.	392	A	B*	D*	A	4
G	EASSONS TRANSPORT LIMITED	96	D				5
	ECL GROUP OF COMPANIES LTD.	328	C	D*	D*	C*	4
	EDMONTON REGIONAL AIRPORTS AUTHORITY	159	B	B*	D*	B	5
G	ELGIN CARTAGE LIMITED	127	C				5
G	ELGIN MOTOR FREIGHT INC.	114	C				5
	ENBRIDGE PIPELINES INC.	734	B	C*	C	B	5
	ERB ENTERPRISES INC.	1,097	C	A	C	C	5
	EUROCOPTER CANADA LIMITED	140	C	A*	D*	A*	4
	EXECAIRE, A DIVISION OF I.M.P GROUP LIMITED	212	D	C*	D*	C*	4
	EXEL GLOBAL LOGISTICS (CANADA) INC.	319	A	A*	D*	C	5
G	EXPRESS GOLDEN EAGLE INC.	118	C				5
	FEDEX GROUND PACKAGE SYSTEM LTD.	656	C	B*	Z	B	5
V	FEDNAV LIMITED	87					
	FIELD AVIATION COMPANY INC.	397	D	C*	D*	C	3
	FLOYD SINTON LIMITED	231	A	A*	D*	Z	5
	GLOBEGROUND NORTH AMERICA INC.	2,129	A	D	D	A	4
	GOJIT	274	D	B*	Z	B	2
	GOSSELIN EXPRESS LTD.	173	C	Z	Z	Z	2
	GRAYLINE OF VICTORIA LTD.	284	C	D*	C*	A	3
	GREAT CANADIAN RAILTOUR COMPANY LTD.	174	A	A*	Z	B	5
	GREATER TORONTO AIRPORTS AUTHORITY	952	B	A	C	B	5
	GREYHOUND CANADA TRANSPORTATION CORPORATION	2,100	C	A	C	B	5
	GRIMSHAW TRUCKING AND DISTRIBUTING LTD.	252	D	B	C*	D*	4
	GROUP 4 FALCK (CANADA) LTD.	523	A	Z	D*	A	5
	H & R TRANSPORT LTD.	539	C	D*	Z	C	2
	H.M. TRIMBLE AND SONS (1983) LTD.	239	D	A	C*	C	4
	HALIFAX EMPLOYERS ASSOCIATION INC.	500	C	A	A	A	5
	HALIFAX INTERNATIONAL AIRPORT AUTHORITY	112	C	A*	A*	A*	5
	HARBOUR AIR LTD.	61	C*	Z	Z	Z	2
	HÉLICOPTÈRES CANADIENS LIMITÉE/CANADIAN HELICOPTERS LIMITED	565	D	A	D*	C	4
	HELIJET INTERNATIONAL INC.	145	C	D*	D*	B	5
	HIGHLAND MOVING AND STORAGE LTD.	168	C	Z	Z	D*	1
	HORIZON AIR INDUSTRIES INC.	118	A	D*	Z	A	5
G	HOYT'S MOVING & STORAGE LIMITED	99	C				5
	HUTTON TRANSPORT LIMITED	154	C	B*	C*	Z	5
G	IMP GROUP LIMITED	144	C*				5
	INNOTECH AVIATION LIMITED	153	C	Z	Z	A	4
	INTERNATIONAL AIR TRANSPORT ASSOCIATION	388	A	B*	D*	A	5
	J. & T. MURPHY LIMITED	411	B	Z	C	D*	5

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	J.D. SMITH AND SONS LTD.	247	C	A*	A	B	5
G	J.E. FORTIN INC.	106	C				5
	JAY'S MOVING AND STORAGE LTD.	111	B	A	D*	B*	5
	JAZZ AIR INC.	3,684	B	A	C	C	5
	JET TRANSPORT LTD.	84	D*	Z	D*	D*	5
G	JOHN GRANT HAULAGE LTD.	98	C*				5
	JULES SAVARD INC.	180	C*	D*	Z	Z	3
G	KEITH HALL & SONS TRANSPORT LIMITED	132	C*				5
	KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	796	D	A	C	A	4
G	KELTIC TRANSPORTATION INC.	121	C				5
	KENN BOREK AIR LTD.	303	D	A	D*	C	4
	KINDERSLEY TRANSPORT LTD.	693	C	C*	D*	C	4
	KLEYSER TRANSPORT LTD.	259	C	A	C*	C	4
G	KOCH TRANSPORT LIMITED	147	C				5
	KRISKA HOLDINGS LTD.	350	D	C*	C*	B	4
	KUNKEL BUS LINES LTD.	180	A	A*	D*	D*	4
	L.E. WALKER TRANSPORT LIMITED	280	C	A*	D*	D*	4
	L-3 COMMUNICATIONS, SPAR AEROSPACE LIMITED	575	D	D*	C	A	4
G	LABRADOR AIRWAYS LTD.	174	C				5
G	LAIDLAW CARRIERS TANK LP	150	C				5
G	LAIDLAW CARRIERS VAN LP	122	C				5
	LAIDLAW TRANSIT LTD.	6,768	A	A	C	C	3
L,G	LANGDON'S COACH LINES CO. LIMITED	21	B*				4
G	LES ARMOIRES FORTIER INC.	244	C				5
V	LÉVY TRANSPORT LTÉE	76					
	LIBERTY LINEHAUL INC.	117	C	D*	Z	Z	2
G	LINAMAR TRANSPORTATION INC.	159	C				5
G	LODWICK TRANSPORT LIMITED	99	D				5
L	LOGISTEC CORPORATION	166	C	Z	D*	C*	4
	LUFTHANSA GERMAN AIRLINES	90	A	Z	Z	A	5
	MACKIE MOVING SYSTEMS CORPORATION	115	A	D*	D*	A*	5
	MACKINNON TRANSPORT INC.	166	C	A*	C*	D*	5
G	MAERSK CANADA INC. AND ASSOCIATED COMPANIES	145	A				5
	MARINE ATLANTIC INC.	1,269	B	C*	B	A	5
	MARITIME EMPLOYERS ASSOCIATION	1,097	C	A*	C*	C	5
	MCKEVITT TRUCKING LTD.	133	C	A*	D*	A*	4
	MENLO WORLDWIDE FORWARDING INC.	275	B	A*	A	A	5
V	METROWIDE DRIVER SERVICES	99					
	MEYERS TRANSPORT LIMITED	284	C	A	C	C	4
	MIDLAND TRANSPORT LIMITED	1,110	C	A	C	C	4

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	MILL CREEK MOTOR FREIGHT	133	C	A*	D*	D*	3
	MONTREAL AIRPORTS	589	B	A*	D*	C	5
	MONTREAL PORT AUTHORITY	321	C	Z	D*	C*	4
	MONTSHIP INC.	144	B	Z	D*	A	5
	MULLEN TRUCKING INC.	373	D	A	D*	D*	5
	MUNICIPAL TANK LINES LIMITED	102	C*	A*	D*	C*	5
G	MUSKOKA TRANSPORT LIMITED	190	C				5
	N. YANKE TRANSFER LTD.	626	C	B	D	C	5
G	TRANSPORT JACQUES AUGER INC.	244	D				5
	NASITTUQ CORPORATION	248	C	A	D*	A	5
	NAV CANADA	5,677	C	B	C	C	5
	NESEL FAST FREIGHT INCORPORATED	246	C	A*	D*	B	5
G	NORMANDIN TRANSIT INC.	226	C				5
V	NORTHERN INDUSTRIAL CARRIERS LTD.	73					
	NORTHERN TRANSPORTATION COMPANY LIMITED	220	C	B	A*	D*	3
	NORTHUMBERLAND FERRIES LIMITED	174	D	Z	D*	D*	4
G	NORTHWEST TRANSPORT LTD.	107	C				5
L	OCEAN SERVICES LIMITED	106	D*	Z	Z	A*	4
	OCEANEX (1997) INC.	239	C	B*	D*	D*	4
L	OK TRANSPORTATION LIMITED	151	C*	A*	Z	B	2
G	OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	116	B				5
	PACIFIC COASTAL AIRLINES LIMITED	215	B	B*	D*	D	2
	PAUL'S HAULING LTD.	249	D	B	D*	D*	4
	PBB GLOBAL LOGISTICS INC.	644	A	A	A	A	4
	PCY CARRIERS INC.	248	D	D*	D*	C*	5
	PENETANG-MIDLAND COACH LINES LIMITED	233	B	C*	D*	A	4
	PENNER INTERNATIONAL INC.	165	C	Z	Z	D*	2
	PENSKE LOGISTICS LLC	211	C*	Z	D*	C*	5
	PENTASTAR ENERGY SERVICES LTD.	241	C	B	D*	D*	4
	PERIMETER AIRLINES (INLAND) LTD.	287	C	B	D*	D*	2
	PLH AVIATION SERVICES INC.	203	D	A	A	A	4
	POLE STAR TRANSPORT INCORPORATED	322	C	A*	C*	D*	5
	PORTER TRUCKING LTD.	197	C	A*	D*	D*	2
V	PREMAY EQUIPMENT LTD.	94					
V	PRINCESS CRUISES BC LTD.	78					
	PROVINCIAL AIRLINES LIMITED	366	B	A	D*	A*	5
	PRUDHOMME GROUP OF COMPANIES	142	C	D*	C*	D*	2
	PW TRANSPORTATION LTD.	321	C	Z	D*	D	4
	QUEBEC NORTH SHORE AND LABRADOR RAILWAY	396	C	D*	Z	Z	5

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	QUIK X TRANSPORTATION INC.	221	B	A*	D*	C	5
	RAILAMERICA INC.	291	C	B*	A	C*	5
	RAINBOW TRANSPORT (1974) LTD.	240	C	A	C*	C*	5
	REIMER EXPRESS LINES LTD.	1,308	C	A	B	C	5
	RIDSDALE TRANSPORT LTD.	221	D	A	Z	D*	4
	RIVTOW MARINE INC.	175	C	A*	D*	C	5
	ROBYNS TRANSPORTATION AND DISTRIBUTION SERVICES LTD.	157	D	C*	D*	B	2
	ROSEDALE TRANSPORT LIMITED	276	C	B*	C*	A	5
	ROSENAU TRANSPORT LTD.	309	D	A	C	C*	4
G	RTL ROBINSON ENTERPRISES LTD.	189	D				5
	RYDER TRUCK RENTAL CANADA LIMITED	708	C	A	C	B	5
	SASKATCHEWAN TRANSPORTATION COMPANY	222	D	A	A	D*	5
	SCHNEIDER NATIONAL CARRIERS, CANADA	674	D	A*	D*	C	4
	SEABOARD LIQUID CARRIERS LIMITED	409	D	Z	D*	C*	4
	SEASpan INTERNATIONAL LTD.	1,140	D	A	C	C	5
L	SECUNDA MARINE SERVICES LIMITED	267	D	D*	D*	C*	1
	SERCO FACILITIES MANAGEMENT INC.	500	C	A	D*	A	5
	SERVICES AÉROPORTUAIRES HANDLEX INC.	749	A	D*	D*	B	5
	SGT 2000 INC.	516	D	Z	Z	A	1
V	SHANNAHAN'S INVESTIGATION & SECURITY LTD.	478					
	SKY SERVICE F.B.O. INC. AND SKYSERVICE AVIATION INC.	287	D	A*	D*	D*	4
	SKYSERVICE AIRLINES INC.	1,143	B	C*	C*	C	5
	SKYWARD AVIATION LTD.	240	C	B	D*	D*	4
	SMT (EASTERN) LIMITED	188	D	A*	C*	D*	3
	SOCIÉTÉ AIR FRANCE	283	A	Z	D*	A	5
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	451	B	A	C*	A	5
	ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	560	C	A	A	A	4
L	SUNBURY TRANSPORT LIMITED	100	A	Z	Z	Z	3
G	SUNWEST HOME AVIATION LTD.	141	D				5
	SWANBERG BROS. TRUCKING LTD.	195	D	A	D*	D*	5
V	TALLMAN TRANSPORTS LTD.	93					
	TBI CANADA	189	C	A*	C*	A	5
	TERASEN PIPELINES (TRANS MOUNTAIN) INC.	295	B	D*	C	B	4
G	THUNDER AIRLINES LIMITED	96	C				5
	TIPPET-RICHARDSON LIMITED	185	D	C*	A	B	5
	TNT CANADA INC.	272	A	A*	C	A	4
	TORONTO PORT AUTHORITY	95	C	Z	D*	C*	4
	TRANSCANADA PIPELINES LIMITED	1,656	B	A	C	B	5
	TRANSFREIGHT INC.	306	B	A*	D*	A	4

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	TRANS-FRT. MCNAMARA INC.	112	C	A*	D*	D*	2
	TRANSIT WINDSOR	267	C	C*	C*	A	3
	TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.	213	C	Z	D*	D*	5
	TRANSPORT ASSELIN	184	C	D*	Z	Z	3
G	TRANSPORT BELMIRE INC.	123	C				5
	TRANSPORT BERNIERES INC.	164	C	Z	Z	Z	4
	TRANSPORT CABANO-KINGSWAY INC.	1,575	C	A*	C	C	5
	TRANSPORT COUTURE ET FILS LTÉE	177	D	Z	Z	Z	4
G	TRANSPORT FORESTVILLE INC.	85	D*				5
	TRANSPORT GUILBAULT INC.	217	Z	Z	D*	A*	5
G	TRANSPORT GUY BOURASSA INC.	216	C				5
	TRANSPORT HERVE LEMIEUX (1975) INC.	231	D	A*	D*	B	4
	TRANSPORT MORNEAU INC.	293	D	D*	D*	Z	4
	TRANSPORT NJN INC.	145	C	Z	Z	D*	2
	TRANSPORT ROBERT (1973) LTÉE	247	D*	C*	D*	Z	4
	TRANSPORT TFI 1, SEC	253	C	D*	D*	A*	4
	TRANSPORT THIBODEAU INC.	470	D	A*	A	C	4
	TRANSPORT THOM LTD.	169	C	D*	D*	A*	5
G	TRANSPORT W. J. DEANS INC.	91	C				5
	TRANSX LTD.	898	C	A	C	D	4
	TRAVELERS TRANSPORTATION SERVICES INC.	347	D	A*	C	C	3
	TRENTWAY-WAGAR INC.	591	C	A*	D*	C	5
	TRIMAC TRANSPORTATION MANAGEMENT LTD.	237	B	A*	D*	B	5
	TSI TERMINAL SYSTEMS INC.	257	D	A*	D*	B	4
	TST SOLUTIONS INC.	1,054	C	A*	C	C	5
G	WESBELL GROUP OF COMPANIES INC. (THE)	128	C				5
	UNITED AIRLINES INC.	162	A	A*	D*	C	4
V	UNITED VAN LINES (CANADA) LTD.	87					
	UPPER LAKES GROUP INC.	405	D	D*	C*	C*	5
	US AIRWAYS GROUP INC.	108	A	Z	Z	A	3
	VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	304	B	D*	C*	B	5
	VANCOUVER ISLAND HELICOPTERS LTD.	213	D	D*	D*	D*	5
	VANCOUVER PORT AUTHORITY	157	A	D*	A*	A	5
L	VAN-KAM FREIGHTWAYS LTD.	254	B	C*	C*	B	3
	VERSPEETEN CARTAGE LTD.	226	C	D*	D*	A	4
	VIA RAIL CANADA INC.	3,360	C	A	B	C	4
	VOYAGEUR AIRWAYS LIMITED	239	C	A	C*	A	5
	WARREN GIBSON LIMITED	637	D	A	C	C*	3
	WASAYA AIRWAYS LIMITED PARTNERSHIP	292	B	A	D*	D*	4
	WESTCAN BULK TRANSPORT LTD.	524	D	C*	C	D	5

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WESTCOAST ENERGY INC.	829	C	B	B	A	5
WESTERN STEVEDORING COMPANY LIMITED	141	D	A*	D*	D*	5
WESTJET AIRLINES LTD.	3,830	A	C	D	D	5
WESTSHORE TERMINALS LTD.	174	C	Z	D*	D*	4
WILLIAMS MOVING AND STORAGE (BC) LTD.	301	C	B	D*	C	5
WINNIPEG AIRPORTS AUTHORITY INC.	118	C	C*	B*	D*	5
WORLDWIDE FLIGHT SERVICES	1,064	C	B	D*	A	5
XTL TRANSPORT INC.	147	A	A*	Z	C	4
YELLOW TRANSPORTATION INC.	237	C	A*	D*	C	5
COMMUNICATIONS SECTOR						
ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	174	B	D*	D*	A*	5
ALIAN T	6,025	A	B	C	A	2
ALLIANCE ATLANTIS BROADCASTING INC.	350	A	Z	C*	B	5
ALLSTREAM CORP.	3,292	B	A	C	B	4
BELL CANADA	28,868	A	B	C	C	5
BELL EXPRESSVU LTD.	1,323	B	A	C	B	4
BELL MOBILITY INC.	3,411	A	A	C	B	5
BELL WEST INC.	762	A	B*	C*	B	5
BLACKBURN RADIO INC.	117	B	A*	D*	D*	5
CALL-NET ENTERPRISES	1,703	A	A	C	A	5
CANADA POST CORPORATION	54,896	A	A	C	B	5
CANADIAN BROADCASTING CORPORATION	7,394	A	A	C	C	5
CANPAR TRANSPORT L.P.	1,666	D	A	C	A	5
CENTURY II HOLDINGS INC.	1,118	B	A	B	A	5
CHUM LIMITED	2,583	A	B	C	C	5
COGECO CABLE (CANADA) INC.	848	A	A*	D	C	5
COGECO CABLE CANADA INC.	347	A	Z	Z	Z	3
CONNEXIM SOCIÉTÉ EN COMMANDITE	600	B	D*	D*	A	2
CORPORATION OF THE CITY OF THUNDER BAY (THE) TELEPHONE DEPARTMENT	318	B	A*	A	B*	5
CORUS ENTERTAINMENT INC.	1,836	B	C	C	C	5
CRAIG MEDIA INC.	558	A	A	C	B	4
CTV – Total	3088					
CTV INC. – CTV SASKATCHEWAN	154	B	D*	A	B*	5
CTV INC. – CFCF	135	A	A*	D*	B*	5
CTV INC. – CFRN	110	A	D*	D*	D*	5
CTV INC. – CJOH	123	A	D*	D*	A*	5
CTV INC. – CKY	100	A	B*	A	B*	5
CTV INC. – MCTV	123	A	A*	A	D*	5
CTV SPECIALTY TELEVISION INC.	393	B	A*	A	D	5

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	CTV SPECIALTY TELEVISION INC. / RDS	180	B	A*	D*	Z	5
	CTV TELEVISION INC. – ATV/ASN	184	C	A*	A	A*	5
	CTV TELEVISION INC. – CFCN	151	B	C*	A*	D*	5
	CTV TELEVISION INC. – CFTO/CTV	1,112	A	A	A	B	5
	CTV TELEVISION INC. – CIVT	190	A	B*	D*	B	5
	CTV TELEVISION INC. – CKCO	133	A	A*	C*	D*	5
	DHL INTERNATIONAL EXPRESS LTD.	2,555	C	A	C	A	4
	DYNAMEX CANADA CORP.	534	B	A	C	A	4
	EASTLINK	588	A	A	C	B	5
	EXPERTECH NETWORK INSTALLATION INC.	1,810	C	A	C	C	5
	FEDERAL EXPRESS CANADA	4,153	B	A	B	A	5
	GLOBAL COMMUNICATIONS LTD. – Total	1337					
	GLOBAL COMMUNICATIONS LTD. – CH	153	B	Z	D*	C*	5
	GLOBAL COMMUNICATIONS LTD. – CICT	180	B	C*	D*	C*	5
	GLOBAL COMMUNICATIONS LTD. – CITV	150	B	D*	D*	C*	5
	GLOBAL COMMUNICATIONS LTD.	402	B	A*	D*	C	5
	GLOBAL COMMUNICATIONS LTD.	100	C	Z	D*	Z	5
	GLOBAL COMMUNICATIONS LTD.	251	A	D*	D*	C	5
	GLOBAL TELEVISION QUEBEC, LIMITED PARTNERSHIP	101	B	Z	Z	C*	5
	GOLDEN WEST BROADCASTING LTD.	292	B	D*	D*	D*	4
	GROUPE RADIO ASTRAL INC.	905	A	Z	D*	D	4
	GROUPE TVA INC.	915	A	D*	Z	C*	5
	JIM PATTISON INDUSTRIES LTD.	410	B	B*	C	C	5
F	LES SERVICES DE GESTION TÉLÉGLOBE CANADA INC.						
F	MANALTA INVESTMENT COMPANY LTD.						
	MANITOBA TELECOM SERVICES INC.	3,045	A	B	C	C	5
	MARITIME BROADCASTING SYSTEM LIMITED	235	B	D*	C*	A*	5
	MICROCELL SOLUTIONS	2,046	B	A	C	B	4
	MUSIQUEPLUS INC.	154	B	Z	Z	A	5
	NAVIGATA COMMUNICATIONS INC.	221	A	A*	D*	A	4
	NEWCAP BROADCASTING, A DIVISION OF NEWCAP INC.	635	B	A	C	C	5
	NORTHERNTEL LIMITED PARTNERSHIP	211	B	A*	D*	C*	5
	NORTHWESTEL INC.	564	C	C	A	A	5
	PAGING NETWORK OF CANADA INC.	160	A	A*	D*	B	4
	PELMOREX INC.	282	A	A*	A	A	5
	PERSONA COMMUNICATIONS INC.	374	C	A*	C*	C*	4
	PRIMUS TELECOMMUNICATIONS CANADA INC.	675	A	A	C*	A	5
L	PUROLATOR COURIER LTD.	10,590	C	A	D	A	3
	RADIO NORD COMMUNICATIONS INC.	201	B	A*	B*	C*	5
	RAWLCO RADIO LTD.	182	B	A	C*	D*	5

Legend: Total: Number of employees as of December 31, 2003; **W:** Women; **AP:** Aboriginal Peoples
PWD: Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

	<i>Name</i>	<i>Total</i>	<i>W</i>	<i>AP</i>	<i>PWD</i>	<i>VM</i>	<i>RCI</i>
	ROGERS COMMUNICATIONS INC.	11,595	A	A	C	A	5
	SHAW COMMUNICATIONS INC.	5,689	C	B	D	A	4
	STANDARD RADIO INC.	935	A	B	C	C	5
	STRATOS WIRELESS INC.	231	B	D*	D*	B*	5
	TÉLÉBEC S.E.C.	538	A	A*	C*	C*	5
G	TELEGLOBE	522	B				5
	TELE-MOBILE COMPANY AND TM MOBILE INC.	5,328	A	A	C	A	5
	TELESAT CANADA	467	B	A*	C*	A	5
	TELUS COMMUNICATIONS (QC) INC.	1,703	B	B*	C	C	4
	TELUS COMMUNICATIONS INC.	14,428	B	A	C	B	5
	THE SCORE TELEVISION NETWORK LTD.	142	C	A*	D*	C	5
	TQS INC.	442	B	A*	Z	D*	4
	UNITED PARCEL SERVICE CANADA LTD.	7,203	C	A	D	A	5
	VIDEOTRON LTD.	2,120	C	D*	C	B	5
	VIDÉOTRON TÉLÉCOM LTÉE	456	A	A*	D*	C	4
OTHER SECTORS							
L	ADM AGRI-INDUSTRIES LTD.	962	C	Z	Z	C	4
	AGRICORE UNITED	2,416	C	C	C	C	4
	ATOMIC ENERGY OF CANADA LIMITED	3,206	B	B	B	A	5
	BRINK'S CANADA LIMITED	1,937	C	A	C	C	5
	BRUCE POWER LP	3,482	C	A	B	B	4
	BUSINESS DEVELOPMENT BANK OF CANADA	1,367	B	A	C	A	5
	CAMECO CORPORATION	1,452	C	A	B	A	5
	CANADA COUNCIL FOR THE ARTS	175	A	A	C*	A	5
V	CANADA LANDS COMPANY CLC LIMITED	89					
L	CANADA MALTING COMPANY LIMITED	175	C	D*	D*	C*	2
	CANADA MORTGAGE AND HOUSING CORPORATION	1,720	A	A	B	A	5
	CANADIAN DEPOSIT INSURANCE CORPORATION	91	A	B*	Z	A	5
	CANADIAN MUSEUM OF CIVILIZATION CORPORATION	362	A	A*	C*	A	5
	CANADIAN MUSEUM OF NATURE	159	A	A*	A*	A*	5
	CANADIAN PRESS (THE)	386	B	A*	B	C	4
	CANADIAN WHEAT BOARD	487	B	C	D	C	5
	CARGILL LIMITED	920	C	C	C	C	5
	COGEMA RESOURCES INC.	265	C	A	D*	A*	5
	DEFENCE CONSTRUCTION (1951) LIMITED	306	C	D*	D*	A	4
G	DOVER INDUSTRIES LIMITED	173	C				5
	EXPORT DEVELOPMENT CANADA	1,003	A	D*	C	A	5
	FARM CREDIT CANADA	1,038	A	C	C	C	5
	FRESHWATER FISH MARKETING CORPORATION	174	A	A	B*	C*	4

Legend: **Total:** Number of employees as of December 31, 2003; **W:** Women; **AP:** Aboriginal Peoples
PWD: Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

	<i>Name</i>	<i>Total</i>	<i>W</i>	<i>AP</i>	<i>PWD</i>	<i>VM</i>	<i>RCI</i>
	HUDSON BAY MINING AND SMELTING CO. LIMITED	1,416	C	B	A	A	4
	INTERMAP TECHNOLOGIES CORPORATION	133	C	Z	D*	A*	2
	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	227	A	D*	C*	A	5
	JAMES RICHARDSON INTERNATIONAL LIMITED	645	C	D*	C*	C	4
	LANDMARK FEEDS INC.	343	D	C	Z	D*	5
	MASTERFEEDS A DIVISION OF AGP INC.	331	C	D*	D*	D*	5
	MDS NORDION	764	B	D*	C*	A	5
	N.M. PATERSON AND SONS LIMITED	245	D	C*	D*	D*	4
	NATIONAL ARTS CENTRE CORPORATION	693	B	D*	C*	A	4
	NATIONAL CAPITAL COMMISSION	384	A	A*	B	A	5
	NATIONAL GALLERY OF CANADA	255	A	D*	C*	B	4
	NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	208	A	A*	B	B*	5
	NEWLIFE MILLS LTD.	220	C	D*	C*	D*	2
	ONTARIO POWER GENERATION	11,013	C	B	C	B	5
V	PACIFIC ELEVATORS LIMITED	85					
	PARRISH AND HEIMBECKER LIMITED	871	B	D	C	C	4
	PRINCE RUPERT GRAIN LTD.	99	C	A	D*	C*	4
	REUTERS CANADA LIMITED	145	A	Z	Z	C	4
	RIDLEY INC.	381	C	D*	D*	C	5
	ROBIN HOOD MULTIFOODS CORP.	836	B	A	C	C	4
	ROYAL CANADIAN MINT	424	A	C	C	A	5
	SASKATCHEWAN WHEAT POOL	1,157	C	C	C	C	3
V	SEAWATCH INC.	157					
	SECURICOR CANADA LTD.	2,740	C	B	C	C	5
	SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	229	A	Z	D*	C*	5
	TELEFILM CANADA	174	A	A*	D*	B	4
	VERREAUULT NAVIGATION INC.	77	C*	Z	Z	Z	4
	ZIRCATEC PRECISION INDUSTRIES INC.	258	C	A*	A	D*	3

Chapter 5: Data Highlights – Employers' Reports (LEEP)¹¹

This chapter describes the 2003 employment situation of the four designated groups in the workforce of federally regulated private sector employers covered by the Employment Equity Act. It also analyses how the situation of these groups has changed over the year. The first section focuses on the total workforce. The following sections examine the situation of women, Aboriginal Peoples, persons with disabilities and members of visible minority groups separately.

5.1 Workforce

- *In 2003, the private sector workforce under the Act decreased in all sectors (Banking, Transportation, Communications and Other) by a total of three per cent.*
- *58 employers reported for the first time this year. Another 23 who reported last year did not do so this year, for various reasons. Overall, the number of employer reports increased to 458.*
- *Total hiring as a proportion of the workforce has decreased over the last two years, from 17.2% in 2001 to 13.1% in 2002, and to 12.4% in 2003. As a proportion of the workforce, promotions remained steady at 6.6% in 2003. Terminations, however, have decreased over the last two years, from 14.4% in 2001 to 13.7% in 2002, and again to 13.2% in 2003.*

NUMBER OF EMPLOYERS			
SECTOR	1987	2002	2003
Banking	23	22	23
Transportation	208	265	302
Communications	90	84	82
Other Sectors	52	52	51
All Sectors	373	423	458

NUMBER OF EMPLOYEES			
SECTOR	1987	2002	2003
Banking	169,632	196,828	184,449
Transportation	203,207	182,616	179,818
Communications	179,247	212,335	209,075
Other Sectors	43,331	48,254	47,160
All Sectors	595,417	640,033	620,502

¹¹ Totals may not equal the sum of components due to rounding and suppression.

The Workforce in 2003

The decline in overall employee numbers this year, from 640,033 to 620,502, was largely due to the high number of terminations and to the many mergers that occurred in 2003. The private sector workforce under the Act decreased by approximately 19,500 employees, and decreases occurred in all four sectors.

Fifty-eight employers submitted reports for the first time in 2003, resulting in an additional 10,000 employees. At the same time, 23 employers no longer submitted reports, thereby subtracting more than 6,000 employees from the total count. Among possible reasons for this change, employers may have reduced their workforce to fewer than 100 employees, or they may have merged with other employers, or simply closed down operations.

Sectoral Profile

The three largest federally regulated sectors under the Act accounted for almost 92.4% of the 2003 workforce. Communications came first with 33.7% of the total, followed by Banking with 29.7%, Transportation 29%, and the Other sectors 7.6%.

The workforce in the Banking sector decreased by a substantial 6.5%. The Other sectors showed a 2.4% decrease, while the Transportation and Communication sectors each declined by 1.6%.

At 184,000, the number of employees in Banking was at its lowest since 2000. This nevertheless represents an 11,500 increase over the figure for 2000. These changes are largely due to several bankruptcies and layoffs throughout the sector, as well as to an increased use of outsourcing.

Transportation also experienced a decline, falling from 182,600 in 2002 to 179,600 in 2003. The decline is largely attributable to the Iraq War and last year's SARS outbreak. The higher value of the Canadian dollar also resulted in lower exports, which in turn affected the Transportation sector.

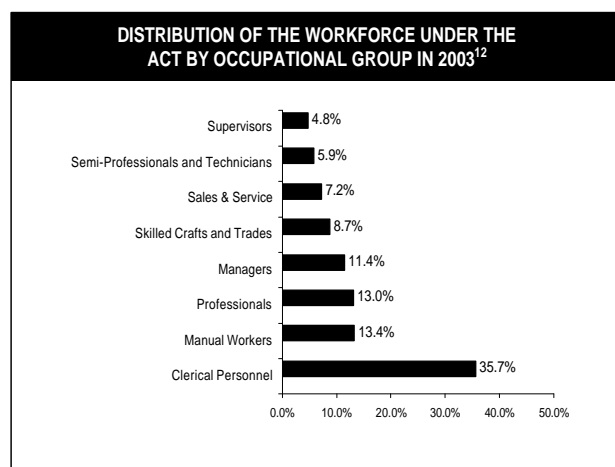
There was a similar decline in Communications, from 212,500 in 2002 to 208,900 in 2003, owing to some restructuring throughout the sector.

Regional Profile

Canada's four most populous provinces (Ontario, Quebec, British Columbia and Alberta) accounted for 87.2% of the workforce under the Act in 2003. Ontario had the lion's share at 46.8%, followed by Quebec with 18.7%, British Columbia 11.6%, and Alberta 10.2%. Compared with 2002, Ontario's share of this workforce increased, while British Columbia's experienced a decline. Those of Quebec and Alberta were practically unchanged.

The remaining 9 regions made up 12.8% of the workforce under the Act, while the three northern territories combined made up 1,145 employees, or 0.2% of the total workforce.

Occupational Profile



In 2003, more than one third of employees in the workforce were concentrated in administrative and clerical personnel jobs. Together, the clerical personnel and the administrative and senior clerical personnel categories accounted for 35.7% of the workforce, marginally lower than 2002. On the other hand, the percentage of employees found in professional jobs has been steadily increasing. In 2003, professional and semi-professional and technical jobs represented 18.9% of the workforce, compared to 18.5% in 2002 and 18.2% in 2001.

At 11.4%, management (senior, middle and other managers) formed the fourth largest group in the workforce in 2003, an increase from 11.2% in the previous year. The percentage in skilled crafts and trade work decreased to 8.7% from 9.2% in 2002.

In 2003, the concentration of employees in certain occupational categories differed from sector to sector. For example, 75.9% of employees in Banking worked in clerical and professional positions, compared to

64.5% in Communications, 44.8% in the Other sectors, and only 23.6% in Transportation. In 2002, the concentration was 76.8% in Banking, 63.8% in Communications, 45.4% in the Other sectors, and 23.3% in Transportation.

In contrast, 49.1% of employees in Transportation were in the skilled or semi-skilled occupational groups, compared to only 0.07% of those in Banking. Also noteworthy in 2003 was the difference from sector to sector in the share of management jobs. For example, the two management categories accounted for 19.0% of all employees in Banking, but only 5.5% in Transportation, 10.2% in Communications, and 8.9% in the Other sectors.

Hirings

There were 77,200 new hires in the workforce under the Act in 2003, compared to 83,700 in 2002 and 108,300 in 2001. The 6,600 decrease in one year reduced the overall ratio of hiring to the overall workforce to 12.4%, compared to 13.1% in 2002.

Transportation led the way in recruitment last year, accounting for 40.6% of all hires by employers under the Act. Communications followed, with 31.1%, Banking with 23.3%, and the Other sectors 5.1%.

Hiring as a ratio of the workforce increased in both the Transportation and the Other sectors in 2003. It rose from 16.7% to 17.4% in Transportation, and from 8.0% to 8.3% in the Other sectors. The ratio fell in Banking

¹² The supervisors category combines two occupational groups (supervisors and supervisors: crafts and trades); the sales and service category combines three occupational groups (skilled sales and service personnel, intermediate sales and service personnel, and other sales and service personnel); the managers category combines two occupational groups (senior managers and middle and other managers); the manual workers category combines two occupational groups (semi-skilled manual workers and other manual workers) and the clerical personnel category combines two occupational groups (administrative and senior clerical personnel and clerical personnel).

from 10.9% to 9.7% and in Communications from 12.9% to 11.5%. The year also witnessed sharp declines in total hiring in the Banking and Communications sectors. Total hirings in the Banking sector dropped from 21,400 to 17,900 while Communications experienced a similar decline from 27,400 to 23,900. Meanwhile, the total rose slightly in Transportation to 31,200 from 30,800 and in the Other sectors to 3,900 from 3,800.

Nearly 65.0% of the employees who joined the workforce under the Act in 2003 were full-time employees, 34.9% were part-time employees and 0.9% temporary employees. This marks a change from 2002 when 66.4% of hirings were into full-time jobs, 33.6% into part-time jobs and 3.8% into temporary jobs.

Terminations

The number of terminations decreased from 87,500 in 2002 to 81,800 in 2003 (i.e., from 13.7% as a percentage of the workforce in 2002 to 13.2% in 2003). The level in 2003 was in line with the period from 2000 to 2002, but much higher than the levels experienced in the 1990s. The number of terminations also exceeded the number of hirings. As a result, the net effect was negative for the second year in a row. Terminations exceeded hirings every year between 1990 and 1997, but there were more hirings than terminations every year between 1998 and 2001. In all, 4,600 fewer people were hired than terminated in 2003.

Transportation accounted for 39.1% of all terminations, followed by Communications with 31.3%, Banking 24.3%, and 5.2% in the Other sectors. Compared to the previous year, terminations, as a ratio of each sector's workforce, increased in Transportation, from 14.9% to 17.8%, but dropped in the other three sectors: from 11.5% to 10.8% in

Banking, from 14.7% to 12.3% in Communications, and in the Other sectors from 12.8% to 9.0%.

There were more terminations than hires in all four sectors in 2003. The Banking sector hired 1,900 fewer people than it terminated, Communications 1,700 fewer, and Transportation 7,200 fewer. The Other sectors had 350 more terminations than hires.

Promotions

At 6.6%, the ratio of promotions to the workforce under the Act remained unchanged from 2002. There were 40,700 promotions in the workforce in 2003, almost 1,500 fewer than in 2002. This was the lowest number of promotions since 1993.

Among the various sectors, banks again promoted the highest proportion of employees this year. They accounted for 51.8% of all promotions, followed by Communications with 21.8%, Transportation 19.1%, and the Other sectors 7.0%. The share of employees promoted increased in Banking from 11.3% in 2002 to 11.5%, and from 3.6% to 4.3% in Transportation. However, it fell from 4.7% to 4.2% in Communications, and from 6.5% to 6.1% in the Other sectors.

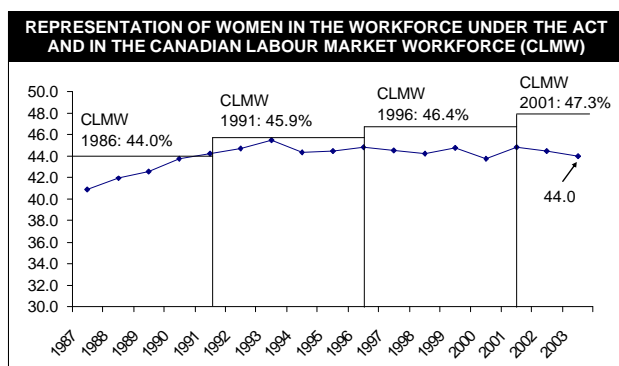
Salaries

Average salaries in the workforce under the Act grew by \$1,537, or 2.8% in 2003, to reach \$56,951. They have now grown by a cumulative 22.0% since 1997. In the current reporting year, 57.0% of the workforce earned less than \$50,000, compared to 58.5% last year. In the low salary range, 10.2% earned less than \$30,000 in 2003, compared to 11.1% in the previous year. Almost half of the workforce (46.8%) was in the mid-salary range of \$30,000 to \$49,999, compared to 47.4% in 2002.

5.2 Women

- The representation of women in the workforce under the Act fell slightly in 2003.
- Fewer women were hired this year, but fewer were terminated.
- Women's share of promotions decreased slightly this year, but they continued to receive a majority of the promotions available.
- Women earned 77.6% of the average salary for men, half a percentage point lower than last year's rate of 78.1%.
- Women were highly represented in Banking (70.3%), followed by Communications (40.8%).
- Women are still highly concentrated in clerical occupations, but are making some progress in the management and professional ranks.

Representation



In 2003, the representation of women in the workforce under the Act dropped slightly from 44.4% in 2002 to 44.0%. This year, women's representation compared very well with the 1987 figure of 40.9%. In fact, it was almost 93.0% of the labour market availability figure of 47.3% based on the 2001 Census. There were 273,000 women in the workforce in 2003, almost 7,000 fewer than there were in 2002.

In terms of their distribution, 47.5% of all women under the Act were in Banking, followed by 31.2% in Communications, 15.6% in Transportation, and only 4.8% in the Other sectors. The ratios for 2002 were 47.4% in Banking, 31.3% in

Communications, 15.6% in Transportation, and 4.7% in the Other sectors. Therefore, only Communications showed a decrease in the share of female employees in 2003.

Women's representation in 2003 fell in three of the four sectors. Their representation in Banking fell by 0.8% to 70.3%, in Communications by 0.4% to 40.8%, and in Transportation by 0.3% to 25.1%, while it increased by 0.1% in the Other sectors to 27.6%.

In 2003, almost 9 out of every 10 women in the workforce were employed in the four most populous provinces: Ontario (47.5%), Quebec (18.7%), British Columbia (11.4%), and Alberta (9.8%). However, only in Ontario did the share of women increase. Quebec remained unchanged, while British Columbia and Alberta recorded a decrease.

Women's representation in Ontario fell from 45.8% to 45.3%, in Quebec from 45.1% to 44.7%, and in Alberta from 43.6% to 43.1%. Women's representation in British Columbia was unchanged at 43.8%.

Among all ten provinces, New Brunswick continued to have the highest representation of women (50.8%) in its workforce in 2003.

Manitoba and Saskatchewan continued to have the lowest, with 37.1% and 41.7% respectively. The Northwest Territories had the lowest representation of women in the whole country (23.9%), while the Yukon had the highest (53.1%).

As in previous years, women were highly concentrated in the five clerical and sales occupations. Almost two-thirds of all female employees were either in clerical personnel (46.2%), administrative and senior clerical personnel (9.7%), or intermediate and skilled sales and service personnel (6.7%). However, this concentration has decreased from 63.8% in 2002 to 62.6%. Women's representation in management and professional occupations increased from 25.5% in 2002 to 26.5%. The shares of women in management positions, as a percentage of all women in the workforce, also grew in 2003, from 10.4% to 10.8%.

The representation of women increased in seven occupational groups in 2003, fell in six and stayed the same in one. The most notable declines were among skilled service and sales personnel (from 37.7% to 32.1%), administrative and senior clerical personnel (from 80.1% to 79.3%), and intermediate sales and service personnel (from 66.1% to 65.6%). The greatest increase in the representation of women was among other sales and service personnel (from 28.5% to 30.4%) and senior management (from 19.9% to 20.4%). The highest representation of women in 2003 continues to be among administrative and senior clerical personnel (79.3%), clerical personnel (67.1%) and intermediate sales and service personnel (65.6%).

In Banking, the overall representation of women in 2003 decreased from 71.0% to 70.3%. Their representation in this sector increased in 4 occupations and decreased

in 10. The increase was apparent in middle and other management (from 51.0% to 51.2%), in the semi-professionals and technicians group (from 57.7% to 59.2%) and in skilled sales and service personnel (from 20.0% to 50.0%). In 2003, women were also a majority in several other occupations, most notably among clerical personnel (84.6%), administrative and senior clerical personnel (79.2%), and supervisors (83.1%).

In Transportation, the overall representation of women fell from 25.3% in 2002 to 25.1% in this reporting year. However, a rise occurred in 8 occupational groups, particularly among senior management (from 13.9% to 15.2%), professionals (from 33.3% to 33.6%), semi-professionals and technicians (from 8.5% to 9.0%), and supervisors – crafts and trades (from 4.6% to 5.1%). Women also made up 69.0% of intermediate sales and service personnel in this sector, and 61.4% of clerical personnel.

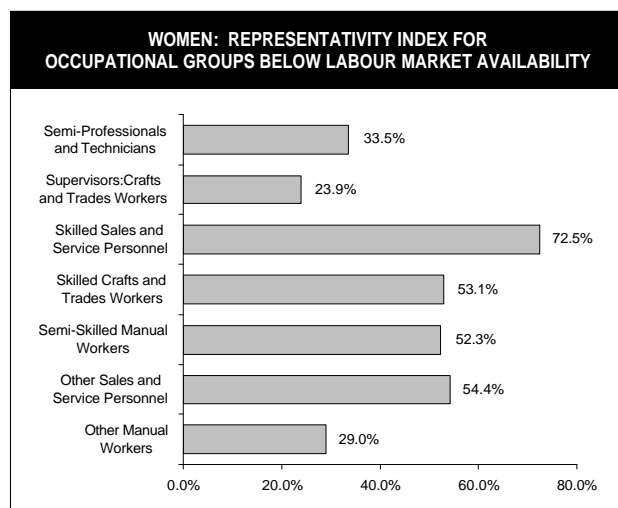
In Communications, the representation of women fell from 41.2% to 40.8%. It rose slightly in 5 occupational groups but dropped in the remaining 9. The most marked decreases occurred among skilled sales and service personnel (from 53.0% to 45.6%) and intermediate sales and service personnel (from 57.6% to 54.6%). At the same time, there was an increase in the management occupations: in senior management from 20.5% to 21.4%, and in middle and other management from 43.5% to 43.9%. Women also accounted for 40.3% of professionals in the Communications sector and 25.0% of semi-professionals and technicians.

Their representation also rose in the Other sectors, from 27.5% to 27.6%, and the increase occurred in 9 of the 14 occupational groups. Representation was down among

middle and other management and supervisors and among administrative and senior clerical personnel. It was highest in the two clerical occupations (80.9% and 79.7%).

Representativity Index

Although their representation in the workforce under the Act reached 93.0% of their labour market availability as per the 2001 Census (44.0% divided by 47.3%), women remained severely under-represented in six occupational groups where their representation was below 60.0% of availability, notably among semi-professionals and technicians, supervisors – crafts and trades, workers in skilled crafts and trades, and other sales and service personnel.



Hirings

Compared with their situation in 2002, women had a smaller share of the hirings in the workforce this year, dropping from 39.1% to 36.3%.

The decrease was observed in seven occupations, and most notably among supervisors (from 50.7% to 46.9%), skilled sales and service personnel (from 28.2% to

25.2%), and other sales and service personnel (from 41.2% to 36.0%). At the same time, their share of hirings rose in seven occupational groups, particularly in senior management (from 19.2% to 21.0%), middle and other management (from 33.7% to 35.9%), and among professionals (from 39.2% to 40.6%).

Terminations

Employers under the Act terminated 2,800 fewer women this year. At 39.4%, the share of women who were terminated as a proportion of all terminations was lower than the 40.1% in the previous year. Historically, women's share of all terminations has ranged between 39.0% and 42.0%. Overall, 4,250 more women were terminated than hired in 2003. Sectorally, women's terminations rose in Banking but fell in the other three sectors with 64.5% of all terminations in Banking, 40.5% in Communications, 28.8% in the Other sectors, and 24.5% in Transportation. It also rose in ten occupational groups and fell in four. In particular, more women were terminated among intermediate sales and service personnel and semi-skilled manual workers, but fewer in the senior management and supervisors – crafts and trades groups.

Promotions

Women received 52.8% of all promotions in this workforce in 2003, lower than the 53.5% they received in 2002. They also received a smaller number of promotions in 2003, only 21,400 out of 40,700, as against 22,500 in 2002 and 27,100 in 2001.

Women's share of promotions in 2003 was the lowest since 1987, and significantly lower than the peak of 59.7% observed in

1990. However, it was still higher than their representation in the workforce. Almost 66.6% of promotions in Banking went to women. The figures were 34.1% in Transportation, 44.3% in Communications, and 28.6% in the Other sectors. Historically, women have received an average of 72.0% of promotions in Banking.

Salaries

AVERAGE SALARIES OF WOMEN WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF MEN	
Banking	64.4%
Transportation	73.6%
Communications	86.9%
Other Sectors	78.1%
All Sectors	77.6%

The overall salary gap between women and men working full-time continued to widen in 2003, and the large imbalances in the upper and lower salary ranges persisted.

In 2003, the average salary of women working full-time in the workforce was \$48,588 compared to \$62,582 for men.

The gender gap grew in 2003 to 22.4%, from 21.9% in 2002, which means, on average, a woman earned 78 cents for every dollar earned by a man.

At the same time, women's average salary increased in all four sectors under the Act. The increase was highest in the Other sectors (+\$3,079). In 2003, the salary gap decreased in Banking and Communications, but widened in Transportation and the Other sectors. Banking, however, continued to be the sector where the gap was most pronounced (female earnings were only 64.4% of men's). The Communications sector had the smallest gap: here, women earned 86.9% of men's salaries.

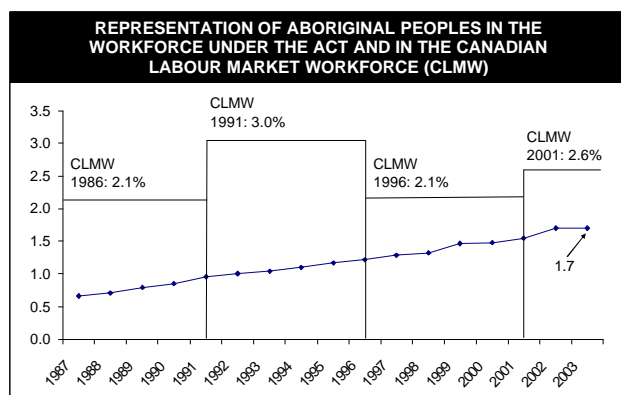
Women in the Other sectors continued to enjoy the highest average salary in the workforce under the Act (\$57,500), but the average in Transportation was only \$43,100.

In 2003, roughly 15.0% of women working full-time earned less than \$30,000, compared to only 7.1% of men. Only 29.3% of women were in the upper salary range of over \$50,000, compared to 52.2% of men. In the mid-range (\$30,000 – \$49,999), the figures were 40.7% for men and 55.7% for women.

5.3 Aboriginal Peoples

- In 2003, Aboriginal Peoples maintained the same level of representation, 1.7%.
- Representation rose in the Banking, Communications and Other sectors, but fell in Transportation.
- Almost 80.0% of all Aboriginal employees in the federally regulated private sector workforce under the Act worked in four provinces, and the majority were employed in three occupations.
- Hiring of Aboriginal Peoples decreased this year, as did terminations, contributing to a negative net effect.
- Aboriginal Peoples' share of promotions was unchanged from last year.
- The difference in average salary between Aboriginal men and all men and Aboriginal women and all women narrowed for the second consecutive year.

Representation



The representation of Aboriginal Peoples in the workforce remained at 1.7% in 2003, the highest level achieved since 1987 when their representation was less than 0.7%. However, based on the 2001 Census information, the gap between Aboriginal representation and their labour market availability is now the widest since 1996. The 1.7% achieved in 2003 fell far short of the availability for Aboriginal Peoples in the Canadian labour market workforce, which was 2.6%.

There were 10,300 Aboriginal employees in this workforce in 2003, 2,100 (20.4%) of whom were in Banking, 3,850 (37.4%)

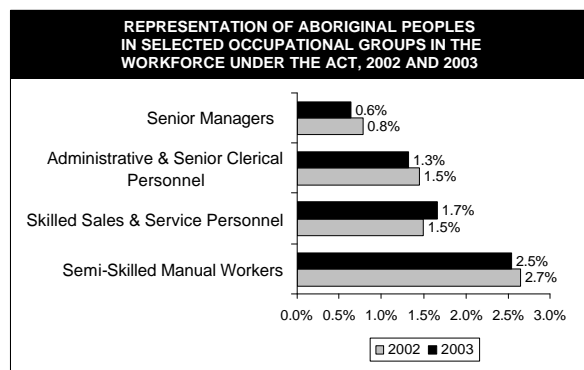
in Transportation, 3,050 (29.6%) in Communications, and 1,250 (12.1%) in the Other sectors.

In 2003, Aboriginal Peoples' representation increased in three of the four sectors. The Other sectors continued to have the highest representation, at 2.7% in 2003 (compared to 2.6% in 2002). It also increased to 1.5% in Communications (from 1.4% in 2002), and to 1.2% in Banking (from 1.1%), but fell in Transportation from 2.3% to 2.1%. Since 1996, the rise in Aboriginal representation has been most marked in the Transportation sector, from 1.2% to 2.3%. It has also grown in Communications (from 1.1% to 1.5%), and in the Other sectors (from 2.0% to 2.7%). This year's increase in Aboriginal representation in the Banking sector was the first in eight years, as it had previously remained at 1.1% since 1996.

In 2003, almost 8 of every 10 Aboriginal Peoples in this workforce were located in four provinces: Ontario, Manitoba, British Columbia, and Alberta. The number of Aboriginal employees exceeded 1,300 in each of these. At 1.2%, their representation was 0.1% higher in Ontario. It also rose by

0.3% in Manitoba, to 5.4%. The figure for British Columbia remained unchanged at 2.0%, but continued to fall by 0.01% in Alberta to 2.1%.

Regional Aboriginal representation as a percentage of the workforce under the Act, surpassed the national representation average in all western provinces and in the Territories. Aboriginal employees accounted for 15.8% of the workforce in the Northwest Territories, 5.9% in the Yukon, 5.6% in Saskatchewan, and 5.4% in Manitoba. Eastern and Central Canada by contrast, had much lower Aboriginal representation, ranging from 0.3% in Prince Edward Island to 3.3% in Newfoundland. They made up only 0.7% of the workforce in Quebec and 1.2% in Ontario.



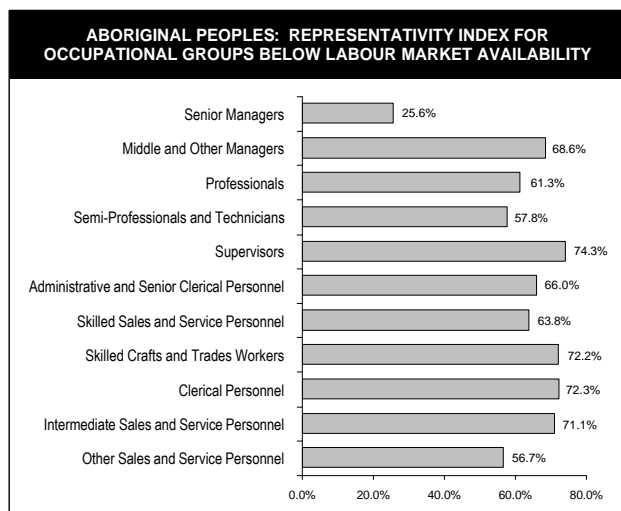
More than 6 out of every 10 Aboriginal employees were concentrated in three occupational groups in 2003: clerical personnel, skilled crafts and trades workers, and semi-skilled manual workers. Their distribution across the 14 occupational groups has shifted with 6 occupations showing an increase, notably among middle and other managers (from 5.9% to 6.2%), and semi-skilled manual workers (from 18.8% to 19.2%). There were, however, marked declines in five other occupations: among administrative and senior clerical personnel (from 4.7% to 4.3%), and among

skilled crafts and trades workers (from 12.7% to 12.2%). Three occupations showed no change, professionals, supervisors (crafts and trades) and other sales and service personnel. Over one-third of all Aboriginal employees worked in clerical positions in 2003.

As a percentage of the workforce, the Aboriginal representation rose in seven occupations, fell in four, and remained unchanged in three. The most notable increases were in middle and other management (from 0.9% to 1.0%) and among skilled sales and service personnel (from 1.5% to 1.7%). Notable declines occurred in senior management (from 0.8% to 0.6%), among administrative and senior clerical personnel (from 1.5% to 1.3%), and semi-skilled manual workers (from 2.7% to 2.5%). Representation was equal to, or greater than, the national average of 1.7% in seven occupations, most notably in other manual work (4.3%), semi-skilled manual work (2.5%), and among crafts and trades supervisors (2.5%). The lowest representation was in senior management, with 0.6%.

Representativity Index

This index measures the representation of a designated group in the workforce under the Act compared to its labour market availability in the Canadian workforce. Aboriginal representation reached almost 65.4% of their labour market availability as per the 2001 Census (1.7% divided by 2.6%). However, they remain significantly under-represented in eleven occupational groups (below 80% of availability), and severely under-represented in one: senior management, where representation is only 25.6% of availability.



Hirings

Aboriginal Peoples had a 1.9% share of hirings in the workforce in 2003. The number of Aboriginal persons hired in 2003 was almost 1,500 and has now exceeded 1,000 in 8 out of 17 reporting years (i.e., in 1989-1990, and 1998-2003).

The hiring of Aboriginal employees was uneven in the four sectors, with Transportation accounting for 53.4% of the total, followed by Communications, with 27.8%, Banking 12.3%, and the Other sectors 6.6%. Aboriginal Peoples' share of hirings was highest in Transportation (2.6%), followed by the Other sectors (2.5%), and Communications (1.7%). However, of all new positions offered in the Banking sector, only 1.0% went to Aboriginal candidates.

The percentage of Aboriginal Peoples hired in 2003 increased in 7 occupational groups, most notably in senior management (from 0.0% to 0.3%), among supervisors (from 0.5% to 1.8%) and skilled crafts and trades workers (from 2.4% to 3.2%). There were no changes in two occupational groups and declines in the remaining five, including the semi-skilled manual work group (from 2.8%

to 2.5%), other sales and service (from 2.7% to 2.4%), and other manual work (from 5.3% to 5.0%).

Terminations

Over 1,550 Aboriginal employees were terminated in 2003. This was the eighth year in a row that Aboriginal terminations have exceeded 1,000. In 2003, Aboriginal employees received 1.9% of all terminations, as they did in 2002. Taken sector by sector, Aboriginal Peoples' share of all terminations decreased in Transportation (from 2.8% to 2.3%) but increased in Banking (from 1.1% to 1.4%), Communications (from 1.6% to 1.7%) and the Other sectors (from 2.5% to 3.0%). In 2003, the number of Aboriginal Peoples terminated exceeded the number hired by almost 100. The net results were negative for the second year in a row, reversing the positive results of 2000 and 2001.

Promotions

In 2003, the share of promotions that went to Aboriginal employees remained unchanged at 1.7%. This was above the 1.2% to 1.6% range observed between 1995 and 2001. Almost 34.9% of these promotions occurred in Banking, followed by 24.0% in Transportation, 22.1% in Communications, and 18.8% in the Other sectors.

The share of promotions that went to Aboriginal employees rose in the Other sectors (from 3.9% to 4.5%) and in Communications (from 1.6% to 1.7%), but fell in Banking (from 1.3% to 1.1%) and Transportation (from 2.3% to 2.1%). Their share rose in 7 occupations, most notably in skilled sales and service (from 5.9% to 7.9%), other sales and service (from 1.7%

to 2.7%), and among other manual workers (from 2.9% to 5.5%). It also declined in 7 occupations, including intermediate sales and service (from 3.5% to 2.2%), and semi-skilled manual workers (from 5.5% to 3.1%).

Salaries

The salary gap between Aboriginal women and all women narrowed for the second consecutive year, as did that between Aboriginal men and all men.

The average salary of Aboriginal women working full-time in the workforce under the Act was \$42,687 in 2003, compared to an average \$48,588 earned by all women. The gap narrowed this year, as Aboriginal women earned 87.9% of the female average. It also narrowed for Aboriginal men, as they earned 85.9% of the average salary for men in 2003 (\$53,770 compared to \$62,582).

Almost 22.7% of Aboriginal women working full-time earned less than \$30,000 in 2003, compared to 15.0% of all women. And 10.3% of Aboriginal men were in the lowest salary range compared with 7.1% of all men.

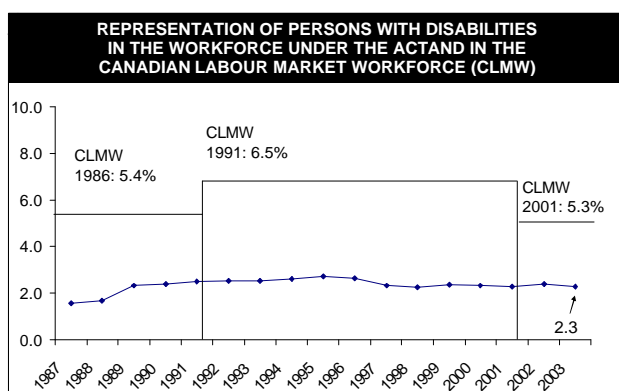
In the upper range, 20.6% of Aboriginal women earned over \$50,000, compared to 29.3% of all women. Almost 43.2% of male Aboriginal employees were in the upper bracket, which was more than both Aboriginal women and all women, but less than all men. The latter's proportion in the upper range reached 52.2% in 2003. In proportional terms, there were ten men in the upper salary range for every four women in the overall workforce, while in the Aboriginal workforce there were ten men for only three women. Therefore, the impact of double jeopardy for Aboriginal women is clear.

PERCENTAGE OF ABORIGINAL WOMEN AND MEN WHO EARNED \$50,000 OR MORE, 2001 – 2003					
	2001 (%)	Increase (% points)	2002 (%)	Increase (% points)	2003 (%)
Aboriginal Men	35.4	4.7	40.1	3.1	43.2
All Men	47.4	3.4	50.8	1.4	52.2
Aboriginal Women	15.3	2.1	17.4	3.2	20.6
All Women	25.2	2.6	27.8	1.5	29.3

5.4 Persons with Disabilities

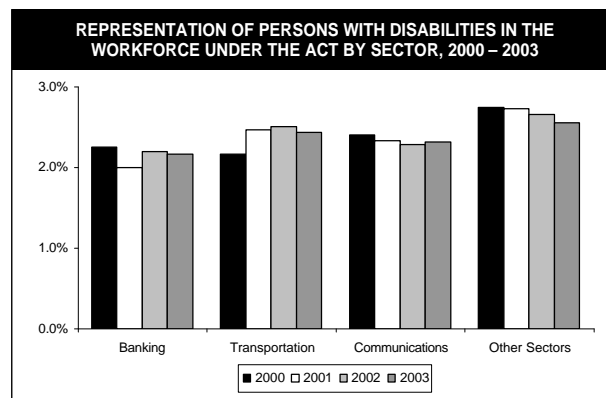
- The representation of persons with disabilities decreased this year, continuing a trend that started in 1996.
- This group's shares of promotions and terminations were also lower in 2003, but the share of hirings improved.
- In 2003, the salary gap between women with disabilities and all women narrowed, as did that between men with disabilities and all men.

Representation



At 2.3%, the representation of persons with disabilities in the workforce under the Act in 2003 continued a declining trend that started in 1996, when representation of this group stood at 2.7%. There were 14,400 employees with disabilities in this workforce in 2003, down 400 from the 2002 level, and down 1,700 from the historical high of 16,100 observed in 1995. This year's representation is well below the labour availability benchmark for persons with disabilities in the Canadian labour market workforce, which is 5.3%.

Representation of employees with disabilities ranged between 2.2% and 2.6% across the four sectors. About 33.7% of these employees were in Communications, followed by 30.3% in Transportation, 27.6% in Banking, and 8.4% in the Other sectors.



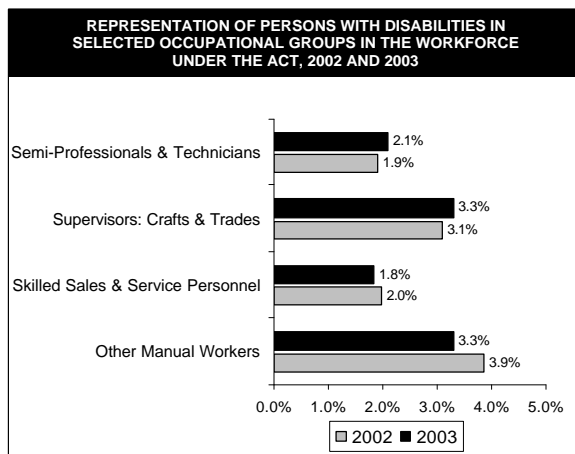
The share of persons with disabilities fell from 2.5% to 2.4% in Transportation but was unchanged in Banking (2.2%), Communications (2.3%), and the Other sectors (2.6%).

Banking was the sector where representation of this group was the lowest. At 2.2%, there was a sharp contrast with the 4.1% observed in 1990. The decline in the number of employees with disabilities in Banking, from 7,500 in 1990 to 4,000, was no less remarkable.

Almost 82.8% of all employees with disabilities in this workforce were located in four provinces: Ontario, British Columbia, Alberta, and Quebec. Ontario had 6,400 employees with disabilities (45.6%), followed by British Columbia with 2,000, or

14.2%, Alberta with 1,800, or 12.8%, and Quebec with 1,450, or 10.1%. The Atlantic Provinces and the northern territories had together 7.2% of employees with disabilities in this workforce, while Manitoba had 6.9% and Saskatchewan 3.1%.

In terms of representation, Manitoba had the highest share of employees with disabilities in 2003 (3.6%), followed by Nova Scotia (3.4%), while Quebec had 1.3%. Yukon had the highest rate among the territories with 5.9%, the Northwest Territories had 2.2%.

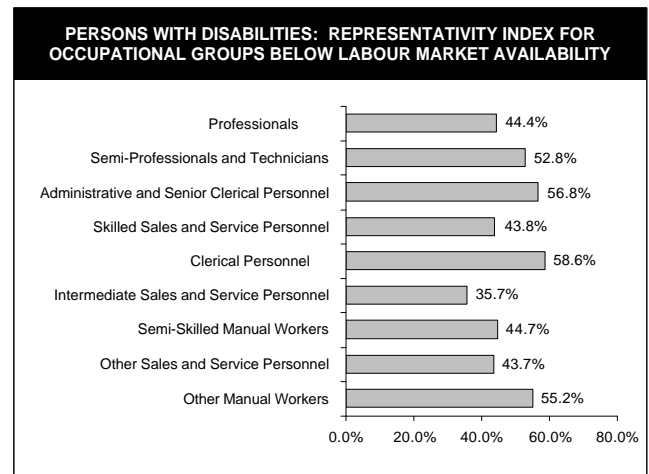


Representation of employees with disabilities increased slightly in three occupational groups in 2003, notably in the semi-professional and technical category (from 1.9% to 2.1%), and among supervisors – crafts and trades (from 3.1% to 3.3%). It was unchanged in five occupations and fell in the remaining six. The drop was most marked among skilled sales and service personnel (from 2.0% to 1.8%) and other manual workers (from 3.9% to 3.3%).

Representativity Index

This index measures the workforce share of a designated group compared to its availability in the Canadian labour market workforce. At only 43.4%, the representativity index was very low for

persons with disabilities in 2003 (2.3% divided by 5.3%). This group remains seriously under-represented in 11 of the occupational groups (below 80% of availability) and severely under-represented in 5 of these groups, where representation is below 50.0% of availability. This nevertheless shows some improvement over last year, when they were seriously under-represented in all 14 groups, and severely under-represented in 11 groups.



Hirings

In 2003, persons with disabilities' share of the hirings in this workforce rose slightly, from 1.0% to 1.1%. This was, however, the only group whose share was substantially below its representation in the workforce (1.1% as against 2.4%). Furthermore, this represents only a fraction of the 5.3% availability rate for this designated group in the Canadian labour market workforce. Only 800 persons with disabilities were hired this year, the same number as in 1988.

Hiring of persons with disabilities significantly increased in the Banking sector, from 0.8% to 1.3%, and in Communications, from 0.8% to 1.2%, but continued to fall in Transportation, from 1.2% to 1.0%, and in the Other sectors, from 0.9% to 0.7%.

The recruitment of persons with disabilities in 2003 increased in 8 occupational groups, and their overall share of recruitment increased to 1.1%. Hiring of persons with disabilities increased significantly in the supervisor group, from 0.5% to 1.3%, and among administrative and senior clerical personnel (from 1.0% to 1.7%). It remained unchanged, however, in two occupations and fell in the remaining four. The drops were steepest in the skilled crafts and trades group (from 1.4% to 0.9%), and among other manual workers (from 1.3% to 0.5%).

Terminations

Persons with disabilities accounted for 1.9% of all terminations in 2003, slightly lower than the 2002 figure of 2.0%. This share was lower than their representation in the workforce as a whole, and much lower than the high of 2.5% observed in 1995. The number of employees with disabilities terminated was 1,550, a decrease from 2002, but a significantly greater number than the 800 who were hired during the year.

Banking accounted for 27.2% of those terminated in 2003, Transportation 33.5%, Communications 31.8%, and the Other sectors 7.4%. Compared to 2002, the share of employees with disabilities terminated in each sector this year was higher in Banking (from 1.8% to 2.2%) and the Other sectors (from 2.5% to 2.7%) but lower in Transportation (from 1.9% to 1.6%) and Communications (from 2.1% to 2.0%).

The rate at which employees with disabilities are leaving the workforce is disquieting. Not only was the number of employees with disabilities terminated higher than the number of those hired, but this has now become a long-running trend that has taken the population of persons with disabilities in this workforce from 16,100 in

1995 to 14,400 in 2003. In the period 1995-2000, terminations exceeded hirings every year, and the total net loss of employees with disabilities amounted to over 5,800.

This is the only designated group in which more people have been terminated than hired in the past ten years. Moreover, it is the only group which has experienced net declines every year for the past 15 years, with the sole exception of 1989.

Promotions

This year, the share of promotions that went to employees with disabilities fell by 0.1% to 1.9%. This was well below their representation of 2.4%. It was also much lower than the record 2.8% share of promotions observed in 1990.

Their share of promotions grew in the Transportation sector, from 2.1% to 2.3%, in Communications from 1.9% to 2.0%, and in the Other sectors from 2.2% to 2.6%. However, it fell in Banking from 1.9% to 1.7%. Banking nevertheless accounted for 44.9% of all the promotions of employees with disabilities in the workforce under the Act, followed by 22.8% in Communications, 22.5% in Transportation, and 9.8% 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, 2003

	MEN WITH DISABILITIES	WOMEN WITH DISABILITIES
Banking	99.5%	96.8%
Transportation	96.1%	100.3%
Communications	91.6%	91.3%
Other Sectors	97.0%	94.0%
All Sectors	95.1%	95.4%

The salary gap between men with disabilities and all men in the workforce narrowed in 2003 to 4.9% (men with disabilities earned 95.1% of the average male salary for full-time work, compared to 94.7% in 2002). The gap was unchanged for women with disabilities relative to all women (95.4%). The average salary of men with disabilities was \$59,536 in 2003, and of women with disabilities \$46,338.

The percentage of men with disabilities in the workforce earning \$50,000 or more was lower than the percentage of all men (47.8% compared to 52.2%) while only 24.6% of women with disabilities earned \$50,000 or more, compared to 29.3% of all women. In

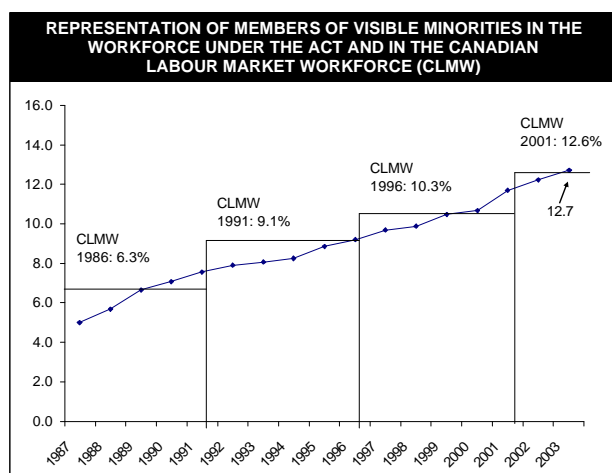
the lower salary range, the differences were smaller: 6.0% of men with disabilities earned an average of less than \$30,000, compared to 7.1% of all men, while 15.2% of women with disabilities earned less than \$30,000, compared to 15.0% of all women.

In the overall workforce under the Act, there were four women for every ten men in the upper salary bracket. By contrast, there were only three women with disabilities for every ten men with disabilities in the same bracket. What this indicates is that women with disabilities face a double disadvantage: their salary situation compares unfavourably with that of all women, and also with that of men with disabilities.

5.5 Members of Visible Minorities

- Representation of members of visible minority groups again increased dramatically in 2003, surpassing the workforce availability rate for the first time.
- Members of this group had higher shares of hirings, promotions and terminations in 2003 as compared to 2002. Hirings also continued to exceed terminations.
- The salary gap widened for visible minority men and visible minority women in 2003.

Representation



In 2003, the workforce under the Act included 78,800 members of visible minorities. Their representation increased again, from 11.7% in 2001 to 12.2% in 2002, and to 12.7% in 2003. This is a significant improvement from their situation in 1987, when visible minorities represented 5.0% of the workforce. In 2003, for the first time in history, their representation surpassed their labour market availability rate of 12.6%.

Over three quarters of visible minority employees were in the Banking and Communications sectors in 2003. Banking accounted for 45.0% of all employees in this group, followed by Communications with 31.6%, Transportation with 19.0%, and the Other sectors with 4.3%.

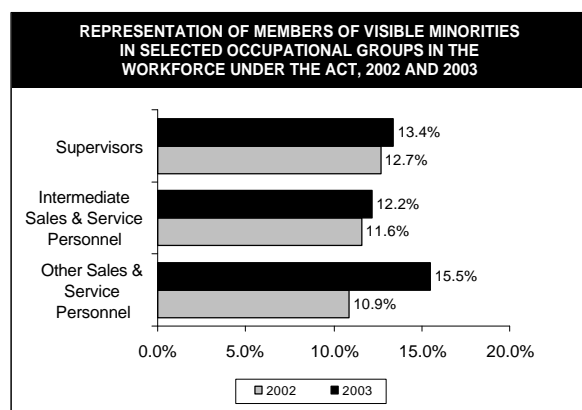
The representation of visible minorities increased in all four sectors in 2003. Banking continued to have the highest representation (19.3% compared to 18.4% in 2002), followed by Communications (11.9%) compared to 11.6% in 2002), Transportation (8.3% compared to 8.0% in 2002), and Other sectors (7.2% compared to 7.0% in 2002).

In 2003, over 96% of visible minority employees in the workforce were found in four provinces: Ontario, British Columbia, Quebec, and Alberta. Ontario alone accounted for almost two-thirds of all visible minority employees (48,900), followed by British Columbia with 13,900 or 18.0%. The number of visible minority employees exceeded 1,000 in three other provinces: Quebec (6,300), Alberta (5,500), and Manitoba (1,600).

Visible minority representation was highest in British Columbia, with 20.1%, followed by Ontario, with 17.5%. Alberta and Quebec came third and fourth, with 9.0% and 5.7% respectively. The lowest visible minority representation was in Prince Edward Island, which had 0.6%.

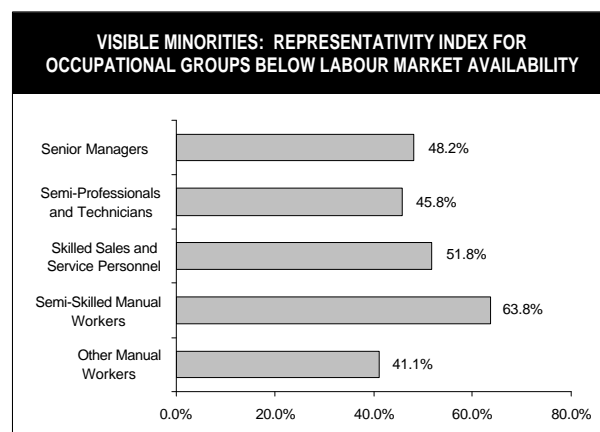
In 2003, eight out of ten visible minority employees were in five occupational groups: middle and other managers (8.3%), professionals (18.2%), administrative and senior clerical personnel (7.7%), clerical personnel (37.3%), and semi-skilled manual workers (9.5%).

Compared to other designated groups, visible minority employees were relatively concentrated in two occupational groups (professionals and semi-professionals and technicians). Over 20.8% of all visible minority employees were in the professionals group in 2003, compared to 15.7% of women, 12.8% of Aboriginal Peoples, and 15.4% of persons with disabilities. Only 8.5% of them were in the two management groups, however, compared to 10.8% of women, 9.9% of persons with disabilities and 6.5% of Aboriginal employees.



Representation of visible minorities increased in 12 occupational groups, notably among supervisors (from 12.7% to 13.4%), administrative and senior clerical personnel (from 17.0% to 18.1%), intermediate sales and service personnel (from 11.6% to 12.2%), and other sales and service personnel (from 11.1% to 15.5%). There were decreases in 2 occupational groups: skilled crafts and trades work (from 7.3% to 7.1%) and other manual work (from 5.9% to 5.5%). Visible minority representation was above the overall workforce average of 12.7% in the following five occupational categories: professionals, supervisors, administrative and senior clerical personnel, clerical personnel, and among other sales and service personnel.

Representativity Index



This index measures the percentage of representation of a designated group against the Canadian labour market workforce. Visible minority employees' representation in the workforce under the Act reached 12.7% in 2003, which is slightly higher than the labour market availability rate of 12.6%. However, they remain significantly under-represented in 5 occupational groups: senior management (48.2% of availability), semi-professionals and technicians (45.8%), skilled sales and service personnel (51.8%), semi-skilled manual workers (63.8%), and other manual workers (41.1%).

Hirings

Members of visible minorities also had a greater share of hirings in the workforce in 2003 (12.9% compared to 12.8% in the previous year). This was another record for visible minorities (their previous high was 12.1% in 1997). Almost 10,000 members of visible minority groups were hired this year, down slightly from 10,700 in 2002.

The Communications sector accounted for 38.7% of all visible minority hirings in 2003, followed by 29.5% in Transportation,

29.0% in Banking, and 2.7% in the Other sectors. This represents a sharp decline from 1997, when the Other sectors made up almost 12.0% of all visible minority hires.

Hiring of members of visible minorities rose in Transportation, Communications and the Other sectors in 2003, but fell in Banking. They accounted for 9.4% of all hires in Transportation (up from 8.5% in 2002), 16.1% in Communications (15.7% in 2002), and 6.8% in the Other sectors (6.7% in 2002). At 16.0%, the share was lower in Banking, compared to 16.3% in the previous year.

Almost 77.0% of all visible minority hirings in the workforce occurred in three occupational groups: among professionals (12.1%), clerical personnel (33.1%), and semi-skilled manual workers (31.7%). The remaining 23.0% were distributed unevenly across the other 11 occupations: 4.4% in middle and other management, 4.5% in administrative and senior clerical personnel and fewer than 0.1% were hired as senior managers.

The share of hiring of members of visible minorities rose in 7 occupational groups in 2003, most significantly among supervisors (from 8.1% to 11.3%), skilled sales and service personnel (from 7.0% to 8.9%), and semi-skilled manual workers (from 11.5% to 13.6%). It remained unchanged among intermediate sales and service personnel and fell in the remaining 6 occupational groups, notably in the skilled crafts and trades (from 9.2% to 6.4%), and among other sales and service personnel (from 16.2% to 14.1%).

Terminations

Employers under the Act terminated 9,650 visible minority persons in 2003, which represents 11.8% of all terminations

in 2003. In comparison, there was 9,600 visible minority terminations in 2002, or 11.0% of the total.

Sectorally, Communications accounted for 38.5% of all terminations of visible minority employees, followed by Banking, with 31.9%, Transportation 26.6%, and the Other sectors 2.8%.

Visible minorities' share of terminations rose in Banking from 14.1% to 15.5%, in Transportation from 6.6% to 8.0%, and in Communications from 13.3% to 14.5%. There was a drop in the Other sectors from 7.7% to 6.4%.

In 2003, the number of visible minority employees hired was greater by almost 300 people than those terminated. This was in line with the overall trend established since 1995. From 1995 through 2003, hirings have exceeded terminations every year. This represents a cumulative gain of 10,700 employees.

Promotions

Of all the promotions in this workforce in 2003, the share that went to visible minority members increased from 15.2% in 2002 to 16.4%. This is much higher than their overall representation which is 12.7%. It is also the highest level of promotions received by visible minority employees since 1987, the first year of reporting under the Act. The rise followed a trend that began in 1993, when their share of promotions was 8.4%. In 2003, 6,700 visible minority employees were promoted, compared to 6,400 in 2002.

Almost 87.0% of these promotions occurred in Banking and Communications. Transportation (9.3%) and the Other sectors (3.5%) accounted for the rest.

The share of promotions of this designated group rose in the three major sectors but fell in Other sectors. In Banking, it rose from 19.4% to 21.4%, in Transportation from 6.5% to 8.0%, and in Communications from 13.7% to 14.5%. The Other sectors showed a small decline from 8.4% to 8.3%.

The share of visible minority members promoted throughout this workforce increased in ten occupational groups, most significantly among skilled sales and service personnel (from 7.5% to 11.2%), semi-skilled manual workers (from 8.4% to 11.7%), and other manual workers (from 4.8% to 7.7%). The share fell in four occupational groups, in particular, among semi-professionals and technicians, where it went from 7.2% to 6.4%.

Salaries

In 2003, the salary gap widened between visible minority men and all men and between visible minority women and all women. Visible minority women earned 95.0% of all women's average salaries compared to 95.5% a year earlier. Visible minority men earned 92.0% of the average male salary, compared to 92.5% a year earlier.

PERCENTAGE OF VISIBLE MINORITY WOMEN AND MEN IN THE WORKFORCE UNDER THE ACT WHO EARNED \$50,000 OR MORE, 2001 – 2003						
	2001 (%)	Change (% points)	2002 (%)	Change (% points)	2003 (%)	Change (% points)
Visible Minority Men	41.6	-1.5	40.1	-1.5	45.8	5.7
All Men	47.4	3.4	50.8	3.4	52.2	1.4
Visible Minority Women	22.0	-4.6	17.4	-4.6	25.4	8.0
All Women	25.2	2.6	27.8	2.6	29.3	1.5

In 2003, 10.3% of visible minority men earned less than \$30,000, compared to 7.1% of all men. At the upper end of the salary scale, 45.8% of visible minority men earned \$50,000 or more, compared to 52.2% of all men.

AVERAGE SALARIES OF MEMBERS OF VISIBLE MINORITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX, 2001 – 2003			
	2001 (%)	2002 (%)	2003 (%)
Visible Minority Men	92.2	92.5	92.4
Visible Minority Women	95.1	95.5	94.2

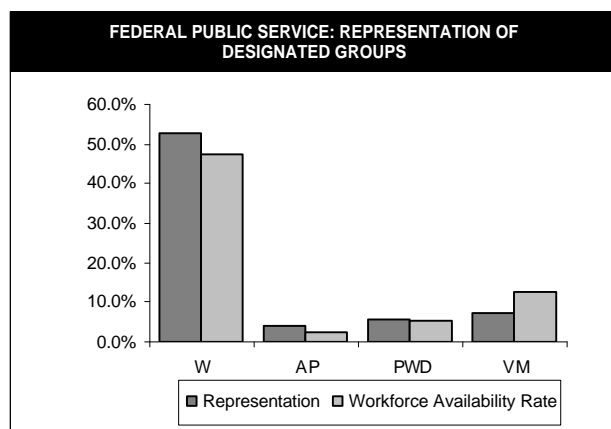
In 2003, 16.6% of visible minority women earned \$30,000 or less compared to 15.0% of all women. The difference was not as small for women earning \$50,000 or more: 25.4% of visible minority women were in this salary bracket, compared to 29.3% of all women. Although visible minority women continue to face a double disadvantage, their situation has relatively improved. In 2003, the proportion of visible minority women in the upper salary range was higher than the proportion of Aboriginal women (20.6%) and women with disabilities under the Act (24.6%).

Chapter 6: Data Highlights – Other Employers

This chapter describes the 2003 employment situation of the four designated groups in the workforces of the Federal Public Service, Separate Employers, and organisations covered by the Federal Contractors Program.

Federal Public Service

As of March 31, 2003, women's representation in the Federal Public Service stood at 52.8%, exceeding their workforce availability rate of 47.3%; Aboriginal Peoples' were at 3.9%, exceeding their availability rate of 2.6%; persons with disabilities' at 5.6%, exceeding their availability rate of 5.3%. Visible minorities' representation, however, was 7.4%, which is well below their availability rate of 12.6%.



KEY: **W** – Women; **AP** – Aboriginal Peoples; **PWD** – Persons with Disabilities; **VM** – Visible Minorities

In fiscal year 2002-2003, women accounted for 55.9% of all hires into the Federal Public Service, Aboriginal Peoples 4.5%, persons with disabilities 3.1%, and visible minorities

10.0%. Women's share of all terminations in the Federal Public Service was 53.7%, that of Aboriginal Peoples 5.0%, persons with disabilities 5.6%, and visible minorities 6.7%. Women received 61.0% of all promotions, Aboriginal Peoples 4.1%, persons with disabilities 4.9%, and visible minorities 9.4%.

In fiscal year 2002-2003, 40.9% of all female employees in the Federal Public Service earned \$50,000 or more, up from 33.3% the previous year. The proportion also rose significantly for Aboriginal Peoples (from 36.1% to 42.0%), persons with disabilities (from 39.5% to 45.7%), and for visible minorities (from 44.4% to 51.2%).

Separate Employers¹³

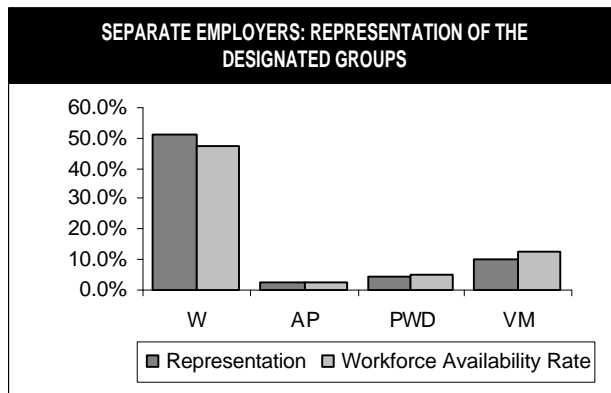
There were 16 Separate Employers¹⁴ covered by the Act as of March 31, 2003. This constitutes a workforce of 79,331 employees, a slight increase from the previous year.

Women's representation among Separate Employers was 50.9%. This exceeds their workforce availability rate of 47.3%. Aboriginal Peoples, at 2.4%, were slightly below their availability rate of 2.6%. Persons with disabilities also fell short of

¹³ Statistics for this workforce represent an approximation based on the reports submitted to the Public Service Human Resources Management Agency of Canada by Separate Employers listed in Appendix B.

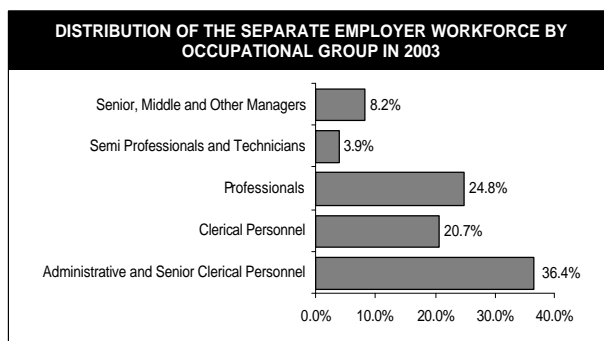
¹⁴ The EE Act applies only to employers with 100 or more employees. There are more than 30 Separate Employers in total but only 16 have more than 100 employees.

the 5.3% availability rate with representation of 4.5%; as did visible minorities with 9.9% (their availability rate¹⁵ was 12.6%).



KEY: **W** – Women; **AP** – Aboriginal Peoples; **PWD** – Persons with Disabilities; **VM** – Visible Minorities

More than half the employees in the Separate Employers' workforce were concentrated in two of the 14 occupational groups. Administrative and senior clerical personnel accounted for 36.4% of the workforce, while clerical personnel made up an additional 20.7%. A large percentage of employees were also found in professional and semi-professional and technical jobs, representing 24.8% and 3.9% of the workforce respectively. Taken together, the management groups (senior, middle and other managers) accounted for 8.2% of the workforce.



Almost seven out of every ten women in this workforce were in either clerical personnel (30.6%) or administrative and senior clerical personnel (39.3%). Supervisors were also more often women than men: 3.3% of the group compared to 2.3%. The remaining 11 occupational groups showed a lower representation of women than men. Most notably, women held a much lower proportion of jobs in the professional and semi-professional and technical categories, 17.6% and 2.6% of the workforce respectively. Women also held fewer managerial positions than men. Only 5.5% of women were middle and other managers compared to 11.0% of men, and 0.1% of women held senior manager positions compared to 0.3% of men.

Aboriginal Peoples were also highly concentrated among clerical personnel and administrative and senior clerical personnel, 38.9% and 25.7% respectively. Their representation was also above average in five other occupational groups, notably among semi-skilled manual workers (1.5% compared to the 0.7% average for all employees), other sales and service personnel (2.7% compared to an 0.8% overall average), and other manual workers (4.2% compared to 0.9%). In contrast, their combined representation in the professional and semi-professional and technical groups was 17.6% (12.0% and 5.6% respectively), significantly lower than the 28.5% representation for all employees. Aboriginal Peoples also held far fewer managerial positions than did employees as a whole (4.8% compared to the 8.2% average).

Persons with disabilities in the Separate Employers' workforce were even more concentrated in the clerical, and the administrative and senior clerical personnel

¹⁵ Some separate employers, such as the Canadian Security Intelligence Service (CSIS), have a *bona fide* reason to restrict hiring to Canadian citizens pursuant to the *Public Service Employment Act* and as a result have a different availability rate for visible minorities, which is 10.3%.

positions than were Aboriginal Peoples, with a representation of 39.6% and 26.2% respectively. Their representation was above average in four additional occupations: supervisors – crafts and trades (1.0%), semi-skilled manual workers (1.2%), other sales and service personnel (0.9%), and other manual workers (1.1%). Conversely, it was below average in professional (18.5% compared to 24.7%) and semi-professional and technical positions (2.6% compared to 3.8%). The same was true for supervisors (2.6% compared to 2.9%) and managers (6.2% compared to an 8.2% average). At the same time, persons with disabilities were more highly represented among middle and other managers than were the other three designated groups: 6.1%, compared to 5.5% for women, 4.8% for Aboriginal Peoples, and 5.8% for visible minorities.

Visible minorities represented a smaller share of clerical personnel than did employees as a whole in the Separate Employers' workforce: (18.3% compared to a 20.8%). Representation in the administrative and senior clerical occupations (36.5%) was almost equal to the average of 36.9%. Visible minorities were the only group to hold an above-average share of professional and semi-professional and technical jobs: 34.3% of professionals and 2.6% of semi-professionals and technicians, for a combined total of more than 8.0% above the average.

In 2003, women received 63.2% of the hires in this workforce. Visible minorities came next 10.4%, while Aboriginal Peoples and persons with disabilities each received approximately 3.0% of the total. Women also received more than half of the promotions with almost 56.5%. Visible minorities followed with slightly more than 11.0%, while persons with disabilities

received 3.7% and Aboriginal Peoples only 2.0%. Almost two thirds of the employees terminated during the year were women (66.0%), 3.3% were Aboriginal Peoples, and 4.2% persons with disabilities. Visible minorities accounted for 7.6% of those terminated and was the only designated group of which more employees were hired than terminated.

Federal Contractors Program (FCP)

Since 2000, HRSDC-Labour has taken steps to improve the administration of this program. It has been subject to an internal evaluation and has received additional resources to undertake more audits. The *House of Commons Standing Committee on Human Resources Development* and the *Status of Persons with Disabilities* also reviewed the *Employment Equity Act* and produced a report in June 2002 that recommended improvements to the Federal Contractors Program. In the fall of 2002, a restructuring of the program took place, aiming at streamlining activities and accelerating the audit process across Canada. A *Compliance Management Board* was created to ensure that FCP audits are conducted in a consistent manner across the country.

ESTIMATES OF DESIGNATED GROUP REPRESENTATION IN FCP COMPANIES, 2000-2003									
#	#	R	WFA	RI	#	R	WFA	RI	
Total Employees in Survey	Women				Aboriginal Peoples				
337,683	121,899	36.1%	47.3%	76.3%	6,945	2.1%	2.6%	80.8%	
Total Employees in Survey	Persons with Disabilities				Visible Minorities				
337,683	6,199	1.8%	5.3%	34.0%	36,699	10.9%	12.6%	86.5%	

KEY: **R** – Representation %, **WFA** – Workforce Availability Rate (%), **RI** – Representativity Index (%) (R divided by WFA). Please note: These figures do not represent the entire workforce under FCP, but only those who have been audited since 2000.

The above table provides estimates of designated group representation based on the FCP employers that have been audited since January 2000. The estimates are derived from workforce surveys conducted on 140 employers. An expanded information base will be provided in future Annual Reports.

Appendix B of this report includes a list of federal contractors covered by the Act along with their workforce data.

Chapter 7: Special Projects

This chapter provides an overview of the special projects that HRSDC-Labour is undertaking to enhance employment equity in Canada. It also describes the consultations that have taken place between HRSDC-Labour and foreign delegations interested in Canada's employment equity programs.

New Audit Framework for the Federal Contractors Program (FCP)

The *House of Commons Standing Committee on Human Resources Development and the Status of Persons with Disabilities* recommended that HRSDC-Labour do more to ensure that federal contractors comply with the requirements of the FCP. In reference to section 42(2) of the *Employment Equity Act*, the “equivalency clause” for FCP and LEEP, the Committee recommended a greater degree of operational equivalence between the two programs. In response, HRSDC-Labour established a New Audit Framework similar to the one used by the Canadian Human Rights Commission (CHRC)¹⁶.

The aim of the New Audit Framework is for workplace equity officers to work closely with the employer to achieve compliance with the FCP requirements of the Act. The audit process consists of four successive steps to be carried out over a period of approximately 10 months. HRSDC-Labour provides the employer with the tools necessary to implement employment equity.

The New Audit Framework comprises the following 4 steps:

1. **Initiation of Audit and Data Collection:** HRSDC-Labour officers contact employers to inform them that an audit will be carried out. Employers are then required to develop a communication strategy which includes mechanisms for consulting and collaborating with employee representatives. Employers must develop a Self-Identification Questionnaire to determine the composition of the workforce, code all of their positions on the basis of the 2001 National Occupational Classification (NOC), and enter pertinent data in an information system. HRSDC-Labour strongly encourages the use of the Employment Equity Computerized Reporting System (EECRS) Version 4.0, which facilitates subsequent analysis.
2. **Analysis:** When Step 1 has been satisfactorily completed, the workplace officer helps the employer prepare an analysis of its workforce to identify any gaps between the company's representation of the four designated groups and their labour force availability

¹⁶ The new Act of 1995 gave the CHRC the mandate to conduct compliance audits on legislated employment equity employers.

as determined by the 2001 Census of Canada. When the analysis has reached an acceptable standard, the officer guides the employer through an “Employment Systems Review” to identify systemic barriers to the fair representation of the designated groups in that workforce.

3. **Employment Equity Plan:** Successful completion of Steps 1 and 2 positions the employer to prepare an effective plan with numerical and qualitative goals. This becomes a “road map” to guide the organisation towards achieving a representative workforce.
4. **Audit Conclusion and Administration:** The final step involves an on-site visit during which the officer verifies the organisation’s commitment and approves its Employment Equity Plan. At this meeting, both parties will ensure that a monitoring system is in place to track the progress made toward the goals set out in the plan.

Strategic Planning for Employment Equity

Although the situation for the designated groups has improved since the Act came into force, there are still strong pressures to move more forcefully towards greater integration of the designated groups. In response to government inclusion policies and the speech from the throne, HRSDC-Labour has developed specific strategies and action plans. These include the Workplace Integration Strategy for Persons with Disabilities and the Racism-Free Workplace Strategy.

The Workplace Integration Strategy for Persons with Disabilities

The *House of Commons Standing Committee on Human Resources Development and the Status of Persons with Disabilities* reviewed the *Employment Equity Act* in 2002. In a report entitled “Promoting Equity in the Federal Jurisdiction: Review of the *Employment Equity Act*”, the Committee pointed out that there is significant under-representation of Persons with Disabilities and Aboriginal Peoples compared to the other designated groups. It was therefore recommended that the Minister of Labour develop and implement a strategy to remove workplace barriers and create greater upward mobility for these groups. Of the 2 million workers covered by the Act, only 48,200 are Persons with Disabilities. Based on a labour force availability rate of 5.3% there should be over 100,000.

The Workplace Integration Strategy for Persons with Disabilities aims to educate employers on the benefits of employing members of this designated group. Labour Program officials help employers develop action plans to remove the barriers that impede the advancement of persons with disabilities within the organisational hierarchy. A further goal is to encourage employers to take practical measures to accommodate the special needs of this group and thereby help to keep them in the workplace.

As a part of this strategy, HRSDC-Labour is working with the National Institute of Disability Management and Research (NIDMAR). NIDMAR has developed a comprehensive set of tools that employers

may use to ensure that workers who have experienced disabling injuries or illness in the workplace can return to work as quickly and safely as possible. The program features both rehabilitation and accommodation policies.

The Racism-Free Workplace Strategy

HRSDC-Labour has joined with the Department of Canadian Heritage to develop a Racism-Free Workplace Strategy. HRSDC-Labour is now the lead organisation for working directly with employers to provide education and training to over 1,500 employers across Canada on how to combat racism in the workplace.

The Strategy aims to remove impediments to the participation of Visible Minorities and Aboriginal Peoples in the workplace. It includes measures to educate employers on the strategic potential of employing this important source of human capital. In its first year the strategy has three phases:

Phase I will set the stage by preparing background materials, drafting a discussion paper to focus ensuing consultations, and holding meetings with major stakeholders such as the Assembly of First Nations, the National Métis Council, the Canadian Race Relations Foundation, and the Centre for Research-Action on Race Relations.

Background papers will also be produced on:

Closing the Knowledge Gap: by taking stock of existing published or otherwise available material on discrimination and its costs in the workplace; by analysing the evidence (quantitative and qualitative) of race-related employment barriers; and by comparing the situation in Canada with workplaces in other countries.

A Review of Approaches: by examining what has been done in Canada to remove race-based barriers in the workplace (policies, programs, initiatives, etc.) and determining which were successful and why. This review will encompass initiatives taken by employers under HRSDC-Labour jurisdiction as well as other government initiatives.

A Review of Workplace Barriers and Employer Practices: by analysing CHRC audits, summarizing common barriers and documenting good practices that employers have used to remove barriers, this review will create a baseline for collecting and analysing the audit data on an ongoing basis.

Phase II will ensure wide-ranging contacts with stakeholders and effective distribution of materials and tools to practitioners. HRSDC-Labour will conduct cross-Canada consultations and educational workshops with employers, unions and members of the public. The purpose of these meetings will be to examine actual barriers in the workplace and find ways to eliminate them. They should also facilitate discussion among stakeholders and establish a continuing program of cooperative activities.

A published report of findings will make examples of good practices available for the use of employers.

In partnership with the Public Service Human Resources Management Agency of Canada (PSHRMA), HRSDC-Labour will conduct engagement and education workshops for federal departments and Separate Employers to create a synergy between public sector employers, unions and other organisations.

HRSDC-Labour will also work with the CHRC to develop ways of collecting and analysing audit data, and implementing

recommendations identified in the background paper *Review of Workplace Barriers and Employer Practices*.

Finally, HRSDC-Labour will develop communication products and tools for employers, unions and employees to emphasize the benefits of integrating Aboriginal Peoples and visible minorities in the workplace and to explain the costs of racism and discrimination.

Phase III will evaluate the work accomplished and set future directions through a Needs Assessment and Action Plan. The findings of the consultations and the contracted projects will also serve as a basis for plans in future years.

Performance indicators and an accountability framework will be developed to assess progress in terms of outputs, goals and impacts. Benchmarks and milestones will also be identified and tracked in a final report by the Minister.

Foreign Interest in Canada's Employment Equity Experience

The Canadian employment equity model has attracted international interest and has helped make Canada a world leader in this area. Other countries have been inspired to develop their own employment equity programs. The Republic of South Africa's 1998 *Employment Equity Act* is one such example. A number of foreign delegations have also met with HRSDC-Labour representatives to discuss the Canadian experience. This international interest gives HRSDC-Labour an opportunity to showcase Canada's expertise in employment equity to the world.

The following international visits took place in 2004:

- In March, delegates from Denmark were briefed on how immigrants in Canada and visible minorities are integrated in the workplace;
- In June, a delegation from the Swedish Integration Board examined Canadian employment equity programs to see how they might be adapted for use in that country;
- In July, officers from the Mexican Interior Ministry's Unit for the Promotion & Protection of Human Rights met with HRSDC-Labour and other Government departments to develop a human rights policy guide and ways of consulting the public on human rights issues;
- In August, officials from the National Human Rights Commission of India inquired about Canada's policies, programs and legislative framework for promoting and protecting the rights of persons with disabilities;
- In September, delegates from the Equal Opportunities and Gender Policies Unit in Spain sought assistance in advancing plans to ensure equality for women in the workplace;
- In October, the Committee on Social Affairs of the Vietnamese Parliament conducted a study in Canada to collect information that would help improve gender equality through policies and legislation in that country.
- In November, the Migration Policy Group, an NGO from Belgium linked to the European Parliament, met with HRSDC-Labour officials to discuss and gain insight on local diversity issues in Canada.
- In December, The Center for the Advancement of Working Women (CAWW) from Japan met with HRSDC-Labour officials to discuss gender equality issues.

Appendix A: Statistical Summary

Under section 20 of the *Employment Equity Act*, each year the Minister of Labour is required to table in Parliament a consolidation and analysis of the employers' reports received under the Act.

This is the seventeenth consecutive year that consolidation of federally regulated employer reports has been made available. The consolidation includes detailed tables for 2003 as well as tables showing the representation of designated groups for 1987, 2002 and 2003.

Tables 1 to 8 in this Appendix present data aggregated to include full-time, part-time and temporary employees. 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 (table 10 and 11) present data on full-time and part-time salaries printed separately.

Please see the chapter "Employer Performance Ratings" for a complete listing of the employers included in the consolidation for 2003.

Table 1
Members of Designated Groups by Sex, Industrial Sector and Subsector, 2003

Sector and Subsector	All Employees		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities			
	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Central Bank	1,063	495	568	14	8	6	126	70	56	
Chartered Banks and Other Banking-Type Intermediaries	183,034	54,134	128,9	2,102	450	1,652	35,305	12,291	23,014	
Banking Sector	184,097	54,629	129,468	2,116	458	1,658	35,431	12,361	23,070	
Air Transport Industries	47,556	28,629	18,927	1,043	563	480	4,735	2,537	2,198	
Service Industries Incidental to Air Transport	18,616	13,476	5,14	340	253	87	3,067	1,930	1,137	
Railway Transport and Related Service Industries	31,764	27,975	3,789	808	732	76	2,051	1,683	368	
Water Transport Industries	6,838	5,876	962	146	110	36	223	178	45	
Service Industries Incidental to Water Transport	6,980	6,08	900	252	239	13	835	723	112	
Truck Transport Industries	48,170	40,468	7,702	870	736	134	2,478	1,865	613	
Public Passenger Transit Systems Industries	14,807	8,714	6,093	314	200	114	1,155	733	422	
Other Transportation Industries	590	464	126	1	1	0	46	38	8	
Other Service Industries Incidental to Transportation	644	217	427	10	1	9	109	47	62	
Pipeline Transport Industries	3,696	2,671	1,025	61	48	13	289	179	110	
Transportation Sector	179,661	134,570	45,091	3,845	2,883	962	14,988	9,913	5,075	
Telecommunication Broadcasting Industries	38,041	22,690	15,351	467	245	222	774	519	255	
Telecommunication Industries	85,757	47,280	38,477	1,079	586	493	1,670	962	708	
Other Telecommunication Industries	2,379	1,364	1,015	18	11	7	21	13	8	
Postal and Courier Service Industries	82,715	52,418	30,297	1,479	832	647	2,389	1,604	785	
Communications Sector	208,892	123,752	85,140	3,043	1,674	1,369	4,854	3,098	1,756	
Metal Mines	3,133	2,737	396	520	454	66	111	101	10	
Meat and Poultry Products Industries	871	565	306	10	9	1	27	18	9	
Fish Products Industry	402	247	155	104	65	39	7	7	0	
Flour, Prepared Cereal Food and Feed Industries	3,246	2,601	645	31	29	2	24	20	4	
Stamped, Pressed and Coated Metal Products Industries	424	290	134	10	6	4	11	9	2	
Shipbuilding and Repair Industry	77	72	5	0	0	0	0	0	0	
Industrial Chemicals Industries n.e.c.	1,168	838	330	5	4	1	22	18	4	
Project Management, Construction	306	203	103	2	1	1	2	1	1	
Grain Elevator Industry	5,718	4,375	1,343	125	95	30	116	98	18	
Electric Power Systems Industry	14,495	11,595	2,9	125	104	21	420	381	39	
Farm Products, Wholesale	487	210	277	16	3	13	13	4	9	
Business Financing Companies	3,408	1,648	1,760	42	22	20	69	34	35	
Deposit Insurers	91	46	45	1	1	0	0	0	0	
Other Real Estate Operators	87	43	44	0	0	0	0	0	0	
Architectural, Engineering and Other Scientific and Technical Services	3,339	2,557	782	98	80	18	167	142	25	
Other Business Services	5,208	4,036	1,172	83	56	27	95	78	17	
Foreign Affairs and International Assistance	307	106	201	5	1	4	6	4	2	
Human Resource Administration, Federal Government	733	309	424	19	12	7	30	13	17	
Economic Services Administration, Federal Government	1,720	711	1,009	42	13	29	63	28	35	
Museums and Archives	1,206	507	699	24	12	12	33	17	16	
Theatrical and Other Staged Entertainment Services	693	419	274	6	2	4	9	5	4	
Other Employees covered under the Act	47,119	34,115	13,004	1,268	969	299	1,225	978	247	
Total - All Sectors	620,502	347,531	272,971	10,274	5,985	4,289	14,425	9,020	5,405	39,011
							78,773	39,762	39,011	

Table 2
Representation of Designated Groups by Industrial Sector and Subsector for 1987, 2002 and 2003

Sector and Subsector	Women		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities					
	1987 (%)	2002 (%)	1987 (%)	2002 (%)	1987 (%)	2002 (%)	1987 (%)	2002 (%)				
<i>All Sectors</i>	40.9	44.4	44.0	0.7	1.7	1.7	1.6	2.3	2.3	5.0	12.2	12.7
<i>Banking</i>	76.1	71.1	70.3	0.6	1.1	1.1	1.8	2.2	2.2	9.5	18.4	19.2
<i>Air Transport</i>	36.5	39.3	39.8	0.4	2.3	2.2	0.8	1.6	1.5	3.5	9.8	10.0
<i>Services to Air Transport</i>	27.2	28.0	27.6	0.3	1.9	1.8	0.4	1.9	1.7	3.5	13.7	16.5
<i>Railway Transport</i>	8.1	11.6	11.9	0.8	2.6	2.5	1.6	4.2	4.1	2.7	6.4	6.5
<i>Water Transport</i>	11.9	15.3	14.1	1.4	2.2	2.1	1.5	1.5	1.4	3.4	3.2	3.3
<i>Services to Water Transport</i>	6.9	11.4	12.9	0.8	3.8	3.6	1.6	5.7	5.5	1.3	11.7	12.0
<i>Truck Transport</i>	13.6	16.0	16.0	0.7	2.0	1.8	1.3	2.0	2.0	1.5	4.7	5.1
<i>Public Passenger Transit Systems</i>	17.0	40.1	41.1	1.1	2.2	2.1	3.1	3.0	2.9	2.1	7.9	7.8
<i>Pipeline Transport</i>	18.3	28.5	27.7	1.2	1.7	1.7	4.2	3.1	3.1	5.4	8.0	7.8
<i>Transportation</i>	16.9	25.5	25.1	0.7	2.3	2.1	1.4	2.5	2.4	2.6	8.0	8.3
<i>Telecommunication Broadcasting</i>	34.8	40.4	40.4	0.4	1.1	1.2	1.3	1.6	2.0	2.9	7.4	8.2
<i>Telecommunication Carriers</i>	46.7	45.4	44.9	0.5	1.3	1.3	1.1	2.0	1.9	4.6	11.6	12.0
<i>Postal and Courier Service</i>	35.0	37.1	36.6	0.8	1.8	1.8	1.7	2.9	2.9	4.1	13.3	13.5
<i>Communications</i>	39.6	41.2	40.8	0.6	1.4	1.5	1.4	2.3	2.3	4.0	11.6	11.9
<i>Metal Mines</i>	7.0	11.9	12.6	2.7	15.9	16.6	1.2	3.6	3.5	1.0	2.8	2.9
<i>Flour, Prepared Cereal Food and Feed Industries</i>	20.2	19.4	19.9	0.5	1.1	1.0	1.7	1.0	0.7	1.9	3.0	3.0
<i>Grain Elevator Industry</i>	15.1	23.2	23.5	0.5	2.2	2.2	1.4	2.6	2.0	1.1	2.7	2.6
<i>Electric Power Systems Industry</i>	0.0	20.1	20.0	0.0	0.8	0.9	0.0	2.8	2.9	0.0	9.3	9.4
<i>Business Financing Companies</i>	49.4	50.9	51.6	0.0	1.2	1.2	0.9	2.2	2.0	3.4	6.9	7.0
<i>Architectural, Engineers and Others</i>	20.7	24.3	23.4	0.3	3.0	2.9	2.8	5.1	5.0	5.6	15.5	14.6
<i>Other Business Services</i>	19.1	22.9	22.5	0.2	1.6	1.6	0.4	1.9	1.8	6.1	6.8	8.4
<i>Other Sectors</i>	21.2	27.5	27.6	0.9	2.6	2.7	2.3	2.6	2.6	2.6	7.0	7.2

Table 3
Members of Designated Groups by Sex, Census Metropolitan Area and Province, 2003

Metropolitan Area and Province/Territory	All Employees		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Calgary	30,807	16,698	14,109	513	258	255	3,310	1,650	1,660
Edmonton	17,724	10,398	7,326	467	254	213	1,737	903	834
Halifax	7,811	4,215	3,596	101	62	39	322	151	171
Montréal	84,952	46,687	38,265	456	241	215	5,746	2,961	2,785
Regina	3,401	1,567	1,834	73	32	41	126	53	73
Toronto	167,103	90,112	76,991	1,584	826	758	41,815	20,395	21,420
Vancouver	50,014	28,904	21,110	895	555	340	12,762	6,285	6,477
Winnipeg	20,863	12,885	7,978	1,066	641	425	1,442	849	593
<i>Census Metropolitan Areas</i>	382,675	211,466	171,209	5,155	2,869	2,286	67,260	33,247	34,013
Ontario	279,667	153,036	126,631	3,338	1,870	1,468	48,902	24,483	24,419
Quebec	111,543	61,653	49,890	810	453	357	6,301	3,261	3,040
Nova Scotia	14,178	7,250	6,928	146	88	58	459	210	249
New Brunswick	12,856	6,330	6,526	115	58	57	213	100	113
Manitoba	27,009	17,001	10,008	1,453	887	566	1,568	944	624
British Columbia	69,289	38,952	30,337	1,378	796	582	13,915	6,852	7,063
Prince Edward Island	1,169	612	557	4	2	2	7	3	4
Saskatchewan	13,590	7,920	5,670	764	561	203	397	220	177
Alberta	60,797	34,572	26,225	1,303	695	608	5,471	2,801	2,670
Newfoundland	6,840	3,567	3,273	223	122	101	59	33	26
Yukon	290	136	154	17	6	11	14	9	5
Northwest Territories	855	651	204	135	92	43	47	32	15
Canada	620,502	347,531	272,971	10,274	5,985	4,289	78,773	39,762	39,011

* 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, 2002 and 2003

Metropolitan Area and Province/Territory	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	2002 (%)	2003 (%)	1987 (%)	2002 (%)	2003 (%)	1987 (%)	2002 (%)	2003 (%)	1987 (%)	2002 (%)	2003 (%)
Calgary	47.6	45.3	45.8	0.5	1.6	1.7	1.9	2.9	2.9	5.6	10.1	10.7
Edmonton	44.5	41.1	41.3	0.7	2.5	2.6	2.0	3.0	2.8	4.4	9.3	9.8
Halifax	41.2	45.7	46.0	0.5	1.0	1.3	1.6	3.4	3.5	1.9	3.8	4.1
Montréal	39.0	45.5	45.0	0.3	0.7	0.5	1.1	1.3	1.3	3.0	6.1	6.8
Regina	42.9	52.3	53.9	0.4	2.1	2.1	2.4	4.8	4.5	1.6	4.2	3.7
Toronto	47.1	46.4	46.1	0.6	0.9	0.9	1.5	2.0	2.0	12.0	24.4	25.0
Vancouver	40.4	42.6	42.2	0.5	1.7	1.8	1.5	2.8	2.8	7.9	24.2	25.5
Winnipeg	32.7	38.1	38.2	0.8	4.7	5.1	1.8	3.6	3.8	2.9	6.5	6.9
Ontario	44.2	45.7	45.3	0.7	1.2	1.2	1.6	2.3	2.3	7.3	17.0	17.5
Quebec	39.8	45.1	44.7	0.4	0.8	0.7	1.1	1.3	1.3	2.6	5.2	5.6
Nova Scotia	34.4	48.2	48.9	0.4	0.9	1.0	3.5	3.3	3.4	1.3	3.1	3.2
New Brunswick	32.2	52.0	50.8	0.4	1.0	0.9	1.8	2.7	2.6	1.1	1.7	1.7
Manitoba	30.5	37.2	37.1	1.0	5.1	5.4	1.7	3.5	3.6	2.6	5.6	5.8
British Columbia	41.5	43.8	43.8	0.7	2.0	2.0	1.7	2.9	2.9	6.2	18.9	20.1
Prince Edward Island	38.0	47.7	47.6	0.2	0.5	0.3	1.2	2.1	2.1	1.0	0.6	0.6
Saskatchewan	35.1	41.9	41.7	1.4	5.5	5.6	1.8	3.4	3.2	1.2	3.1	2.9
Alberta	45.3	43.6	43.1	0.7	2.1	2.1	1.9	3.1	3.0	4.0	8.6	9.0
Newfoundland	38.4	47.4	47.9	0.6	3.4	3.3	1.0	2.2	2.0	0.7	1.0	0.9
Yukon	31.4	58.5	53.1	3.8	6.2	5.9	0.8	3.1	5.9	1.4	3.6	4.8
Northwest Territories	21.9	30.9	23.9	9.6	17.0	15.8	1.4	1.3	2.2	2.5	2.8	5.5
Nunavut												
Canada	40.9	44.4	44.0	0.7	1.7	1.7	1.6	2.3	2.3	5.0	12.2	12.7

Table 5
Members of Designated Groups in 2003 and their representation by Occupational Group in 2002 and 2003

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	4,834	20.4	984	19.9	31	0.6	98	2.0	191	4.0
Middle and Other Managers	65,798	43.3	28,520	43.0	633	1.0	1,329	2.0	6,523	9.9
Professionals	80,820	45.1	36,428	44.9	741	0.9	1,470	1.8	14,346	17.8
Semi-Professionals and Technicians	36,531	17.5	6,405	17.3	571	1.6	752	2.1	2,008	5.5
Supervisors	20,622	63.3	13,045	63.4	322	1.6	409	2.0	2,760	13.4
Supervisors: Crafts and Trades	9,1580	4.7	429	4.6	230	2.5	306	3.3	503	5.5
Administrative and Senior Clerical Personnel	33,292	79.4	26,420	80.1	440	1.3	757	2.3	6,032	18.1
Skilled Sales and Service Personnel	6,644	32.1	2,134	37.8	110	1.7	122	1.8	482	7.3
Skilled Crafts and Trades Workers	54,161	3.1	1,695	3.3	1,249	2.3	1,655	3.1	3,850	7.1
Clerical Personnel	188,068	67.1	126,185	67.7	2,990	1.6	4,849	2.6	29,381	15.6
Intermediate Sales and Service Personnel	27,768	65.6	18,213	66.1	551	2.0	456	1.6	3,385	12.2
Semi-Skilled Manual Workers	77,694	11.7	9,101	11.4	1,968	2.5	1,839	2.4	7,491	9.6
Other Sales and Service Personnel	9,972	30.4	3,035	29.8	218	2.2	213	2.1	1,540	15.4
Other Manual Workers	5,140	7.3	377	7.3	220	4.3	170	3.3	281	5.5
Total number of employees	620,502	44.0	272,971	44.4	10,274	1.7	14,425	2.3	78,773	12.7
										12.2

Table 6
Members of Designated Groups Hired in 2003 and their representation in Hirings by Occupational Group in 2002 and 2003

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities		
	Number	%	Number	%	Number	%	Number	%	Number	%	
											2003
Senior Managers	320		67	20.9	1	0.3	3	0.9	8	2.5	3.1
Middle and Other Managers	5,067		1,819	35.9	39	0.8	40	0.8	440	8.7	10.7
Professionals	7,750		3,144	40.6	52	0.7	67	0.9	1,204	15.5	14.9
Semi-Professionals and Technicians	3,509		893	25.4	66	1.9	38	1.1	220	6.3	5.1
Supervisors	796		373	46.9	14	1.8	10	1.3	90	11.3	8.1
Supervisors: Crafts and Trades	397		49	12.3	11	2.8	6	1.5	19	4.8	5.8
Administrative and Senior Clerical Personnel	2,811		1,752	62.3	33	1.2	47	1.7	442	15.7	14.0
Skilled Sales and Service Personnel	811		204	25.2	11	1.4	6	0.7	72	8.9	7.0
Skilled Crafts and Trades Workers	3,152		118	3.7	101	3.2	29	0.9	202	6.4	9.2
Clerical Personnel	22,025		13,808	62.7	323	1.5	284	1.3	3,284	14.9	15.7
Intermediate Sales and Service Personnel	3,953		2,487	62.9	141	3.6	53	1.3	464	11.7	11.7
Semi-Skilled Manual Workers	23,090		2,514	10.9	578	2.5	235	1.0	3,148	13.6	11.5
Other Sales and Service Personnel	1,988		716	36.0	48	2.4	14	0.7	279	14.0	16.2
Other Manual Workers	1,516		71	4.7	75	4.9	8	0.5	54	3.6	2.8
Total number of employees	77,185		28,015	36.3	1,493	1.9	840	1.1	9,926	12.9	12.8

Table 7
Members of Designated Groups Promoted in 2003 and their representation in Promotions by Occupational Group in 2002 and 2003

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons With Disabilities		Members of Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	355	26.2	93	25.0	0	0.0	3	0.8	11	3.1
Middle and Other Managers	7,863	50.6	3,982	50.6	86	1.1	138	1.8	967	12.3
Professionals	7,510	50.1	3,759	50.4	69	0.9	125	1.7	1,725	23.0
Semi-Professionals and Technicians	1,758	18.7	328	22.4	50	2.8	39	2.2	117	6.7
Supervisors	2,469	63.9	1,577	63.7	31	1.3	42	1.7	390	15.8
Supervisors: Crafts and Trades	971	6.2	60	6.8	23	2.4	34	3.5	63	6.5
Administrative and Senior Clerical Personnel	4,218	73.4	3,094	76.8	58	1.4	78	1.8	920	21.8
Skilled Sales and Service Personnel	598	37.1	222	37.3	11	1.8	8	1.3	67	11.2
Skilled Crafts and Trades Workers	1,045	3.4	36	4.8	80	7.7	33	3.2	64	6.1
Clerical Personnel	10,097	66.4	6,701	67.5	166	1.6	197	2.0	1,928	19.1
Intermediate Sales and Service Personnel	604	58.8	355	59.1	13	2.2	8	1.3	59	9.8
Semi-Skilled Manual Workers	2,596	42.2	1,095	8.2	80	3.1	65	2.5	307	11.8
Other Sales and Service Personnel	414	29.5	122	13.9	11	2.7	6	1.4	42	10.1
Other Manual Workers	184	9.8	18	8.6	10	5.4	8	4.3	14	7.6
Total number of employees	40,682	52.7	21,442	53.5	688	1.7	784	1.9	6,674	16.4
										15.2

Table 8
Members of Designated Groups Terminated in 2003 and their
representation in Terminations by Occupational Group in 2002 and 2003

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons With Disabilities		Visible Minorities	
	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	613	17.8	4	0.7	9	1.5	20	2.5	3.3	2.7
Middle and Other Managers	6,158	36.2	59	1.0	123	2.0	513	2.0	8.3	8.6
Professionals	8,109	42.5	79	1.0	151	1.9	1,203	1.8	14.8	15.1
Semi-Professionals and Technicians	3,479	22.6	64	1.8	70	2.0	200	2.0	5.7	5.8
Supervisors	1,718	55.4	23	1.3	39	2.3	203	1.6	11.8	9.6
Supervisors: Crafts and Trades	828	6.5	18	2.2	20	2.4	45	3.2	5.4	4.0
Administrative and Senior Clerical Personnel	3,273	70.7	54	1.6	83	2.5	491	2.1	15.0	11.1
Skilled Sales and Service Personnel	1,281	46.0	14	1.1	27	2.1	91	2.2	7.1	5.5
Skilled Crafts and Trades Workers	4,492	4.1	105	2.3	144	3.2	333	3.4	7.4	6.2
Clerical Personnel	24,482	66.3	409	1.7	536	2.2	3,495	2.2	14.3	13.1
Intermediate Sales and Service Personnel	4,165	65.8	133	3.2	54	1.3	359	1.7	8.6	8.5
Semi-Skilled Manual Workers	20,018	10.0	492	2.5	257	1.3	2,488	1.5	12.4	10.8
Other Sales and Service Personnel	1,560	32.5	49	3.1	33	2.1	163	1.5	10.4	12.2
Other Manual Workers	1,617	6.7	69	4.3	23	1.4	46	1.5	2.8	4.4
Total number of employees	81,793	39.4	1,572	1.9	1,569	1.9	9,650	2.0	11.8	11.0

Table 9
Total Number of Members of Designated Groups and their representation with the
Number and Percentage Hired, Promoted and Terminated in Permanent Jobs by Sector, 2002 and 2003

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003
<i>All Sectors</i>										
Employees	623,317	616,159	275,626	270,942	10,346	10,167	14,745	14,390	76,529	78,543
Hirings	81,433	76,526	31,043	27,634	1,542	1,489	806	832	10,509	9,878
Promotions	41,932	40,648	22,392	21,422	716	688	816	783	6,376	6,671
Terminations	85,865	81,658	33,833	32,169	1,647	1,571	1,719	1,566	9,500	9,640
Net Effect	-4,432	-5,132	-2,790	-4,535	-105	-82	-913	-734	1,009	238
	%	%	%	%	%	%	%	%	%	%
Representation										
Share of Hiring	100.0%	100.0%	44.2%	44.0%	1.7%	1.7%	2.4%	2.3%	12.3%	12.7%
Share of Promotions	100.0%	100.0%	38.1%	36.1%	1.9%	1.9%	1.0%	1.1%	12.9%	12.9%
Share of Terminations	100.0%	100.0%	53.4%	52.7%	1.7%	1.7%	1.9%	1.9%	15.2%	16.4%
			39.4%	39.4%	1.9%	1.9%	2.0%	1.9%	11.1%	11.8%
<i>Banking</i>										
Employees	183,690	184,097	130,261	129,468	2,028	2,116	4,070	3,978	34,119	35,431
Hirings	19,741	17,923	11,212	10,620	157	183	175	231	3,347	2,874
Promotions	22,140	21,091	14,895	14,037	280	240	414	352	4,306	4,508
Terminations	21,127	19,848	13,049	12,794	237	274	400	427	3,077	3,082
Net Effect	-1,386	-1,925	-1,837	-2,174	-80	-91	-225	-196	270	-208
	%	%	%	%	%	%	%	%	%	%
Representation										
Share of Hiring	100.0%	100.0%	70.9%	70.3%	1.1%	1.1%	2.2%	2.2%	18.6%	19.2%
Share of Promotions	100.0%	100.0%	56.8%	59.3%	0.8%	1.0%	0.9%	1.3%	17.0%	16.0%
Share of Terminations	100.0%	100.0%	67.3%	66.6%	1.3%	1.1%	1.9%	1.7%	19.4%	21.4%
			61.8%	64.5%	1.1%	1.4%	1.9%	2.2%	14.6%	15.5%
<i>Transportation</i>										
Employees	181,644	178,749	46,068	44,725	4,105	3,836	4,571	4,360	14,601	14,948
Hirings	30,896	31,293	7,915	7,669	863	797	373	304	2,630	2,932
Promotions	6,645	7,756	1,919	2,643	154	165	142	176	429	622
Terminations	27,334	32,013	5,945	7,829	749	743	517	526	1,795	2,569
Net Effect	3,562	-720	1,969	-160	114	54	-144	-222	835	363
	%	%	%	%	%	%	%	%	%	%
Representation										
Share of Hiring	100.0%	100.0%	25.4%	25.0%	2.3%	2.1%	2.5%	2.4%	8.0%	8.4%
Share of Promotions	100.0%	100.0%	25.6%	24.5%	2.8%	2.5%	1.2%	1.0%	8.5%	9.4%
Share of Terminations	100.0%	100.0%	28.9%	34.1%	2.3%	2.1%	2.1%	2.3%	6.5%	8.0%
			21.7%	24.5%	2.7%	2.3%	1.9%	1.6%	6.6%	8.0%

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, 2002 and 2003

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003
<i>Communications</i>										
Employees	210,015	206,150	86,244	83,836	3,039	3,032	4,833	4,825	24,433	24,753
Hirings	26,864	23,360	10,554	8,165	415	414	222	268	4,270	3,796
Promotions	9,896	8,825	4,673	3,902	161	152	187	178	1,357	1,286
Terminations	31,117	25,520	12,944	10,323	509	429	644	496	4,155	3,709
Net Effect	-4,253	-2,16	-2,396	-2,158	-94	-15	-422	-228	115	87
	%	%	%	%	%	%	%	%	%	%
Representation										
Share of Hiring	100.0%	100.0%	41.1%	40.7%	1.4%	1.5%	2.3%	2.3%	11.6%	12.0%
Share of Promotions	100.0%	100.0%	39.3%	35.0%	1.5%	1.8%	0.8%	1.1%	15.9%	16.3%
Share of Terminations	100.0%	100.0%	47.2%	44.2%	1.6%	1.7%	1.9%	2.0%	13.7%	14.6%
			41.6%	40.5%	1.6%	1.7%	2.1%	1.9%	13.4%	14.5%
<i>Other Sectors</i>										
Employees	47,525	46,589	12,924	12,723	1,172	1,181	1,267	1,223	3,340	3,363
Hirings	3,849	3,825	1,323	1,128	106	95	36	28	253	261
Promotions	3,135	2,848	884	810	120	129	70	75	264	234
Terminations	6,208	4,201	1,866	1,195	152	125	157	116	473	272
Net Effect	-2,359	-376	-543	-67	-46	-30	-121	-88	-220	-11
	%	%	%	%	%	%	%	%	%	%
Representation										
Share of Hiring	100.0%	100.0%	27.2%	27.3%	2.5%	2.5%	2.7%	2.6%	7.0%	7.2%
Share of Promotions	100.0%	100.0%	34.4%	29.5%	2.8%	2.5%	0.9%	0.7%	6.6%	6.8%
Share of Terminations	100.0%	100.0%	28.2%	28.4%	3.8%	4.5%	2.2%	2.6%	8.4%	8.2%
			30.1%	28.4%	2.4%	3.0%	2.5%	2.8%	7.6%	6.5%

Table 10
Members and Share of Designated Groups in Permanent Full-Time Employment by Sex and Salary Range, 2003

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
	Total	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	
Under \$15,000	2,758	2,060	698	25.3	72	2.6	58	14	41	1.5	35	6	427	15.5	243	184
\$15,000 - \$19,999	3,248	2,017	1,231	37.9	111	3.4	65	46	53	1.6	37	16	317	9.8	224	93
\$20,000 - \$24,999	13,594	5,931	7,663	56.4	389	2.9	181	208	289	2.1	142	147	1,937	14.2	875	1,062
\$25,000 - \$29,999	33,795	11,986	21,809	64.5	708	2.1	247	461	773	2.3	289	484	6,059	17.9	2,117	3,942
\$30,000 - \$34,999	45,645	18,315	27,330	59.9	843	1.8	405	438	1,049	2.3	497	552	7,945	17.4	2,896	5,049
\$35,000 - \$37,499	25,648	11,126	14,522	56.6	452	1.8	217	235	582	2.3	280	302	3,981	15.5	1,490	2,491
\$37,500 - \$39,999	25,140	12,179	12,961	51.6	554	2.2	297	257	671	2.7	376	295	3,664	14.6	1,500	2,164
\$40,000 - \$44,999	83,278	47,609	35,669	42.8	1,476	1.8	910	566	2,491	3.0	1,560	931	10,245	12.3	5,056	5,189
\$45,000 - \$49,999	64,489	37,879	26,610	41.3	989	1.5	659	330	1,699	2.6	1,194	505	7,383	11.4	3,833	3,550
\$50,000 - \$59,999	77,579	52,876	24,703	31.8	1,331	1.7	1,001	330	1,859	2.4	1,387	472	8,106	10.4	4,767	3,339
\$60,000 - \$69,999	46,668	32,337	14,331	30.7	624	1.3	477	147	1,059	2.3	810	249	5,218	11.2	3,375	1,843
\$70,000 - \$84,999	45,038	33,730	11,308	25.1	536	1.2	435	101	1,071	2.4	894	177	5,022	11.2	3,488	1,534
\$85,000 - \$99,999	25,395	20,165	5,230	20.6	257	1.0	210	47	534	2.1	464	70	2,818	11.1	2,092	726
\$100,000 and over	29,612	23,683	5,929	20.0	226	0.8	188	38	570	1.9	481	89	2,357	8.0	1,709	648
Total number of employees	521,887	311,893	209,994	40.2	8,568	1.6	5,350	3,218	12,741	2.4	8,446	4,295	65,479	12.5	33,665	31,814

Table 11
Members and Share of Designated Groups in Permanent Part-Time Employment by Sex and Salary Range, 2003

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	5,503	2,391	3,112	84	1.5	35	49	74	1.3	45	29	482	8.8	216	266
\$5,000 - \$7,499	3,460	1,228	2,232	53	1.5	16	37	64	1.8	26	38	367	10.6	122	245
\$7,500 - \$9,999	7,554	3,036	4,518	158	2.1	65	93	98	1.3	36	62	1,084	14.4	596	488
\$10,000 - \$12,499	9,816	4,360	5,456	196	2.0	98	98	149	1.5	61	88	1,669	17.0	1,014	655
\$12,500 - \$14,999	9,351	3,097	6,254	163	1.7	61	102	179	1.9	60	119	1,419	15.2	639	780
\$15,000 - \$17,499	9,998	3,503	6,495	195	2.0	67	128	193	1.9	52	141	1,659	16.6	795	864
\$17,500 - \$19,999	9,343	2,736	6,607	178	1.9	47	131	149	1.6	39	110	1,465	15.7	555	910
\$20,000 - \$22,499	9,342	2,733	6,609	135	1.4	40	95	202	2.2	69	133	1,413	15.1	542	871
\$22,500 - \$24,999	7,252	1,978	5,274	121	1.7	38	83	139	1.9	34	105	1,075	14.8	435	640
\$25,000 - \$29,999	9,969	3,178	6,791	143	1.4	42	101	198	2.0	58	140	1,350	13.5	590	760
\$30,000 - \$34,999	5,490	2,002	3,488	75	1.4	28	47	85	1.5	34	51	499	9.1	205	294
\$35,000 - \$39,999	2,835	1,055	1,780	42	1.5	12	30	58	2.0	17	41	238	8.4	117	121
\$40,000 - \$49,999	3,146	1,559	1,587	41	1.3	20	21	43	1.4	16	27	245	7.8	129	116
\$50,000 and over	1,210	465	745	15	1.2	8	7	18	1.5	8	10	99	8.2	32	67
Total number of employees	94,269	33,321	60,948	1,599	1.7	577	1,022	1,649	1.7	555	1,094	13,064	13.9	5,987	7,077

Appendix B: Other Employers

The data for the Federal Public Service is based on the fiscal year ending March 31, 2003.

The data for the Federal Contractors is based on calendar year 2003.

The data for Separate Employers is based on the fiscal year ending March 31, 2003.

Federal Public Service as of March 31, 2003

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Member of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Human Resources Development Canada	23,434	69.8	16,363	69.8	831	3.5	1,861	7.9	1,749	7.5
National Defence	18,909	37.6	7,102	37.6	430	2.3	1,066	5.6	883	4.7
Correctional Service Canada	14,303	41.6	5,946	41.6	938	6.6	755	5.3	662	4.6
Public Works and Government Services Canada	12,75	50.7	6,467	50.7	298	2.3	686	5.4	981	7.7
Fisheries and Oceans Canada	10,062	30.5	3,067	30.5	318	3.2	465	4.6	385	3.8
Health Canada	8,506	65.8	5,599	65.8	576	6.8	380	4.5	1,017	12.0
Statistics Canada	5,833	51.2	2,989	51.2	122	2.1	323	5.5	641	11.0
Agriculture and Agri-Food Canada	5,772	45.0	2,597	45.0	131	2.3	238	4.1	385	6.7
Industry Canada	5,629	49.1	2,765	49.1	125	2.2	284	5.0	506	9.0
Environment Canada	5,499	41.1	2,258	41.1	123	2.2	240	4.4	491	8.9
Citizenship and Immigration Canada	5,117	63.7	3,261	63.7	119	2.3	298	5.8	715	14.0
Department of Justice Canada	4,734	64.8	3,067	64.8	163	3.4	251	5.3	421	8.9
Royal Canadian Mounted Police (Civilian Staff)	4,631	77.3	3,579	77.3	183	4.0	232	5.0	242	5.2
Transport Canada	4,495	41.1	1,846	41.1	107	2.4	206	4.6	358	8.0
Natural Resources Canada	4,408	38.1	1,679	38.1	103	2.3	187	4.2	375	8.5
Department of Foreign Affairs and International Trade	3,799	48.3	1,836	48.3	92	2.4	181	4.8	289	7.6
Indian and Northern Affairs Canada	3,656	62.6	2,289	62.6	1,144	31.3	239	6.5	197	5.4
Veterans Affairs Canada	3,511	69.6	2,444	69.6	110	3.1	309	8.8	264	7.5
Canadian Heritage	1,924	67.8	1,304	67.8	74	3.8	88	4.6	154	8.0
Canadian International Development Agency	1,548	59.6	923	59.6	35	2.3	56	3.6	130	8.4
Public Service Commission of Canada	1,534	67.5	1,035	67.5	52	3.4	122	8.0	174	11.3
Passport Office	1,219	71.3	869	71.3	25	2.1	43	3.5	125	10.3
Treasury Board of Canada Secretariat	1,068	59.3	633	59.3	20	1.9	82	7.7	88	8.2
Department of Finance Canada	1,034	50.2	519	50.2	12	1.2	34	3.3	72	7.0
Immigration and Refugee Board	946	67.5	639	67.5	22	2.3	44	4.7	207	21.9
Privy Council Office	724	58.3	422	58.3	22	3.0	26	3.6	36	5.0
National Archives of Canada	658	50.5	332	50.5	19	2.9	37	5.6	26	4.0
Canadian Grain Commission	609	34.8	212	34.8	30	4.9	47	7.7	49	8.0
Atlantic Canada Opportunities Agency	602	56.0	337	56.0	12	2.0	21	3.5	9	1.5
Canadian Space Agency	518	38.0	197	38.0	5	1.0	8	1.5	56	10.8

Federal Public Service as of March 31, 2003

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Member of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
National Library of Canada	493	65.3	322	65.3	15	3.0	32	6.5	28	5.7
Registry of the Federal Court of Canada	458	67.2	308	67.2	10	2.2	29	6.3	41	9.0
Communication Canada	438	59.1	259	59.1	11	2.5	11	2.5	17	3.9
Economic Development Agency of Canada for the Regions of Quebec	413	5.7	230	5.7	7	1.7	13	3.1	23	5.6
Canadian Radio-television and Telecommunications Commission	403	57.1	230	57.1	9	2.2	34	8.4	19	4.7
Western Economic Diversification Canada	354	56.8	201	56.8	20	5.6	25	7.1	39	11.0
National Parole Board	309	77.0	238	77.0	15	4.9	17	5.5	17	5.5
Office of the Chief Electoral Officer	296	48.0	142	48.0	13	4.4	19	6.4	16	5.4
Solicitor General Canada	276	58.7	162	58.7	13	4.7	13	4.7	14	5.1
Canadian Transportation Agency	262	58.4	153	58.4	5	1.9	17	6.5	12	4.6
Canadian Human Rights Commission	212	65.6	139	65.6	9	4.2	28	13.2	18	8.5
Transportation Safety Board of Canada	209	31.1	65	31.1	1	0.5	11	5.3	23	11.0
Canadian Centre for Management Development	188	67.6	127	67.6	8	4.3	7	3.7	9	4.8
Office of the Registrar of the Supreme Court of Canada	157	66.9	105	66.9	8	5.1	11	7.0	14	8.9
Office of the Secretary of the Governor General	152	61.8	94	61.8	1	0.7	13	8.6	7	4.6
Offices of the Information and Privacy Commissioners	147	61.9	91	61.9	4	2.7	13	8.8	7	4.8
Office of the Commissioner of Official Languages	129	63.6	82	63.6	6	4.7	5	3.9	1	0.8
Tax Court of Canada	119	63.9	76	63.9	5	4.2	8	6.7	8	6.7
Status of Women Canada	116	94.0	109	94.0	3	2.6	10	8.6	14	12.1
Canadian Environmental Assessment Agency	108	56.5	61	56.5	6	5.6	1	0.9	7	6.5
Canada Industrial Relations Board	94	68.1	64	68.1	1	1.1	4	4.3	9	9.6
Canadian International Trade Tribunal	80	52.5	42	52.5	0	0.0	3	3.8	4	5.0
Office of the Commissioner for Federal Judicial Affairs	57	70.2	40	70.2	4	7.0	3	5.3	2	3.5
Canadian Dairy Commission	56	57.1	32	57.1	1	1.8	0	0.0	7	12.5
Office of Indian Residential Schools Resolution of Canada	56	62.5	35	62.5	6	10.7	5	8.9	2	3.6
Royal Canadian Mounted Police Public Complaints Commission	39	69.2	27	69.2	1	2.6	3	7.7	1	2.6
Patented Medicine Prices Review Board Canada	35	57.1	20	57.1	0	0.0	3	8.6	2	5.7
Canadian Forces Grievance Board	33	69.7	23	69.7	1	3.0	0	0.0	2	6.1
International Joint Commission	32	37.5	12	37.5	0	0.0	2	6.3	1	3.1

Federal Public Service as of March 31, 2003

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Member of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Hazardous Materials Information Review Commission Canada	27	51.9	14	0.0	0	0.0	1	3.7	2	7.4
Canadian Intergovernmental Conference Secretariat	23	52.2	12	0.0	0	0.0	0	0.0	0	0.0
Military Police Complaints Commission	22	68.2	15	0.0	0	0.0	0	0.0	0	0.0
Canadian Human Rights Tribunal	18	66.7	12	5.6	1	8.3	1	5.6	0	0.0
Law Commission of Canada	12	66.7	8	8.3	1	16.7	2	16.7	0	0.0
National Farm Products Council	12	58.3	7	0.0	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	12	58.3	7	0.0	0	0.0	2	16.7	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	10	50.0	5	0.0	0	0.0	0	0.0	1	10.0
NAFTA Secretariat, Canadian Section	10	60.0	6	0.0	0	0.0	0	0.0	4	40.0
Copyright Board Canada	8	50.0	4	0.0	0	0.0	0	0.0	1	12.5
Civil Aviation Tribunal of Canada	4	100.0	4	0.0	0	0.0	0	0.0	0	0.0
Royal Canadian Mounted Police External Review Committee	3	66.7	2	0.0	0	0.0	0	0.0	0	0.0
Total	163,314	52.8	86,162	3.9	6,425	9.155	5.6	12,058	7.4	

Separate Employers as of March 31, 2003

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canadian Nuclear Safety Commission	481	40.1	193	2.3	11	2.9	14	2.9	56	11.6
Parks Canada	4,634	40.0	1,854	8.1	375	5.8	270	5.8	96	2.1
Canadian Food Inspection Agency	5,585	44.9	2,505	1.5	82	2.9	164	2.9	369	6.6
Canada Customs and Revenue Agency	50,897	58.7	29,888	2.5	1,272	5.3	2,712	5.3	6,182	12.1
Canadian Security Intelligence Service ¹	2,091	46.0	962	1.3	27	2.7	56	2.7	171	8.2
The National Energy Board	310	57.1	177	3.2	10	4.8	15	4.8	28	9.0
National Film Board of Canada	447	58.6	262	1.3	6	1.1	5	1.1	28	6.3
National Research Council Canada	3,711	34.0	1,262	0.8	28	2.8	104	2.8	503	13.6
Natural Sciences and Engineering Research Council	317	71.6	227	0.9	3	3.2	10	3.2	11	3.5
Office of the Auditor General of Canada	587	54.2	318	1.5	9	2.7	16	2.7	46	7.8
Office of the Superintendent of Financial Institutions	460	43.0	198	0.7	3	4.3	20	4.3	87	18.9
Statistics Canada-Statistical Survey Operations	2,466	79.0	1,948	2.4	59	4.9	121	4.9	207	8.4
Social Sciences and Humanities Research Council	170	68.8	117	7.6	13	4.1	7	4.1	4	2.4
The Financial Transactions and Reports Analysis Centre of Canada	160	47.5	76	0.6	1	2.5	4	2.5	22	13.8
Communications Security Establishment	1,215	35.3	429	0.8	10	3.1	38	3.1	43	3.5
Canadian Forces Personnel Support Agency	5,800	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	79,331	40,416	50,9	2.4	1,909	4.5	3,556	4.5	7,853	9.9

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

Federal Contractors 2003

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	AOON Reed Stenhouse Inc.	1,500
Accenture Inc.	1,200	APG Solutions & Technologies Inc.	400
Accès Services Santé Gss Inc.	300	Apotex Inc.	450
Acco Canada Inc.	212	Apple Canada Inc.	124
Acklands-Grainger Inc.	2,000	Aramark Canada Ltd.	8,249
Acres International Limited	680	Arborite Division de/of Premark Canada Inc.	200
Acrodex Incorporated	280	Armtec Limited	380
Acton International Inc.	500	Arteif Furniture Manufacturing Inc.	107
Adcom Inc.	100	Arthur Andersen LLP	1,800
Adecco Employment Services Limited	302	Artopex Plus Inc.	290
ADGA Group Consultants Inc.	350	Ash Temple Ltd.	472
ADI Group Inc.	120	Ashland Canada Corp.	523
Adobe Systems Inc.	362	AstraZeneca Canada Inc.	1,500
ADT Security Services Canada Inc.	1,200	ATCO Gas and Pipelines Ltd.	1,400
Advance Electronics Inc.	170	ATCO Structures Inc.	225
AGAT Laboratories Ltd.	250	Atelier Martin-Pêcheur Inc.	118
Agfa Inc.	253	Atlantic Blue Cross Care	675
Agilent Technologies Canada Inc.	315	Atlantic Building Cleaning Limited	470
Ahearn & Soper Inc.	135	Atlantic Industries Limited	130
Air Liquide Canada Ltée.	2,000	Atlantic Rentals Ltd.	149
Air Products Canada Ltd.	350	Atlantic Tractors & Equipment Ltd.	278
Aircraft Appliance & Equipment Ltd.	125	Atlantic Wholesalers Limited	7,000
AIT Corporation	115	Atlantis Systems International	166
Aijlon Canada Inc.	184	Atlas Alloys	630
Alberta Research Council	500	Atlas Specialty Steels Div. of Slater Stainless	635
Alcatel Canada Inc.	550	Aurora Laboratory Services Ltd.	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	Aviscar Inc./Avis Rent-A-Car	1,350
Allied Shipbuilders Ltd.	109	Avnet International Canada Ltd	170
Alliedsignal Aerospace Canada	1,142	AV-Tech Inc. B555	200
Allstream IT Services	350	AVW Telay Inc.	611
Alstom Canada Inc./Appareillage Haute Tension	250	Axidata Inc.	150
Alumicor Limited	270	Axys Analytical Services Ltd.	75
Ambassador Resort Hotel & Conference Centre	180	BGE Service & Supply Ltd.	130
Amec Earth & Environmental Ltd.	900	Babcock & Wilcox Canada	1,100
Amec Inc.	650	Bacou-Dalloz Protective Apparel Ltd.	101
Amex Canada Inc	3,700	Ballard Power Systems Inc.	662
Amphenol Canada Corporation	225	Bardon Supplies Limited	280
AMS Management Systems Canada Inc.	112	Barnes Distribution Canada	135
Anachemia Canada Inc.	123	Bartle & Gibson Ltd.	300

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Baxter Corporation	300	Caisse Centrale Desjardins	270
Baxter Foods Limited	390	Camco Inc.	2,000
Bayar Inc.	2,006	Camosun College	1,000
Bayshore Health Care Ltd.	219	Campbell Ford Sales Ltd.	130
BC Centre for Disease Control Society	300	Canac Marquis Grenier Ltée.	800
BD Canada (Becton Dickinson and Company)	202	Canada Bread Atlantic Limited	1,000
BDO Dunwoody LLP	2,000	Canada Bread Company, Limited	2,000
BDP Business Data Services Limited	750	Canada Capital Building Services Ltd.	120
Beaulieu Canada	1,700	Canada Catering Co. Ltd.	600
Beckman Coulter Canada Inc.	183	Canada Cordage Inc.	73
Bee Clean Building Maintenance Inc.	400	Canadian Bank Note Co. Ltd.	500
Bell & Howell Ltd.	70	Canadian Blue Bird	440
Bell Helicopter Textron	1,300	Canadian Buttons Limited	381
Best Facilities Services Ltd.	400	Canadian Corps of Commissioners	18,000
Betz Dearborn Inc	180	Canadian Niagara Hotels Inc.	1,200
BF Goodrich Landing Gear Division Oakville	592	Canadian Standards Association	500
Biorex Inc.	125	Canadian Technical Tape Ltd.	100
Black & McDonald Limited	1,200	Canadian Waste Services Inc.	3,578
BOC Canada Limited	1,000	Cancer Care Ontario	250
Bodycote Materials Testing Inc.	524	Canon Canada Inc.	400
Boehringer Ingelheim (Canada) Ltd.	285	Cap Gemini Ernst & Young Canada Inc.	657
Boeing Canada Inc. (Amprior Division)	350	Caris-Universal Systems Ltd.	150
Bolands Limited	200	Carleton University	2,500
Bombardier Aéronautique	17,401	Carrier Canada Ltd.	450
Bombardier Inc.	24,200	Carsen Group Inc.	115
Bowater Pâtes et Papiers Canada Inc.	5,686	Carswell, a Division of Thomson Canada Ltd.	592
Bowdens Media Monitoring Limited	289	Carterm Inc.	155
Bradson Mercantile (1983) Inc.	82	Carter-Horner Inc.	230
Bridge Brand Food Services Ltd.	858	Cascades Resources	581
Bridgestone Firestone Canada Inc.	2,158	Casino Nova Scotia Hotel	302
Bristol Aerospace Ltd.	1,500	Casitol Canada Inc.	135
Bristol Myers Squibb Canada Inc.	450	Catholic Social Services	1,100
Brook Enterprises Inc.	60	CBCL Limited	150
Brookfield Lepage Johnson Controls	1,690	CCH Canadian Limited	360
Brother International Corporation (Canada) Ltd.	136	Cégep Saint-Jean-sur-Richelieu	253
Browning-Ferris Industries Ltd.	500	Centennial Foods Corporation Ltd.	515
BTI Canada Inc.	900	Center for Addiction And Mental Health	700
Buck Consultants Limited	175	Central Health Services/Retirement Residences Inc.	2,400
Budget Car & Truck Rentals Of Ottawa	180	Central Precision Limited	158
Budget Rent a Car of Edmonton Ltd.	150	Centre de Recherche Industrielle du Québec	250
Burns Int'l Security Services Limited	3,205	Centre Hospitalier Universitaire de Québec	7,000
Burnisand	105	CenturyVallen Limited	290
C & D Cleaning and Security Services Ltd.	250	CF Edible Oils Inc.	800
CAE Electronics Ltd.	4,200	CGI Group Inc.	2,800
Cafétéria de la Capitale Inc.	176	Ch2m Hill Canada Limited	430

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Château Cartier Resort	180	CPI Canada - Communications & Power Industries	326
Chemise Empire Ltée.	115	Crain-Drummond Inc.	1,187
Chemise JML Ltée.	215	Crowne Plaza Toronto Centre	365
Chesapeake Display and Packaging	101	CS Brooks Canada Inc.	890
Chevron Canada Limited	370	CSG Security Inc.	850
CIMA Société d'ingénierie	425	Cummins Est du Canada Inc.	290
Cisco Systems Canada Co.	676	Cummins Mid Canada Ltd.	128
Cité de La Santé de Laval	2,856	Cummins Ontario Inc.	100
Clariant (Canada) Inc.	161	Cutler-Hammer Engineering Services Division	100
Clean Harbors Canada Inc.	348	D. Bertrand et Fils Inc.	184
Cleyn & Tinker Inc.	634	Daimlerchrysler Canada Ltd.	14,200
CMC Electronique Inc.	1,012	Dairyworld Foods	2,500
CNC Global Limited	298	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
College Ahuntsic	800	Davey Tree Services a Division of Davey Tree	150
Collège de Saint-Boniface	279	Davlin Business Systems Inc.	52
Colliers International Realty Advisors Inc.	32	DDS Dymnt Distribution Services Ltd.	102
Colony Hotel Toronto/Singdeer Investment Ltd.	360	Decision One Corporation	242
COM DEV Ltd.	570	Dell Computer Corporation	513
Comcare Limited	4,800	Deloitte & Touche LLP	6,600
Commercial Building Cleaning Ltd.	100	Delphi Solutions Corp.	200
Compass Group Canada (Beaver) Ltd.	14,000	Delta Bessborough - Legacy Hotels Corporation	180
Compugen Systems Ltd.	425	Delta Chelsea - Great Eagle Hotels (Canada) Ltd.	849
Computer Associates Canada Ltd.	170	Delta Ottawa Hotel & Suites	220
Computer Sciences Canada Inc. (CSC)	700	Delta Vancouver Suites (Delta Hotels)	135
Compuware Corporation of Canada	132	Derko Limitée	250
Concordia University	2,848	Deschênes & fils Ltée.	316
Conestoga-Rovers & Associates Limited	550	Dessau-Soprin Inc.	1,500
Connors Bros Ltd.	1,500	Detroit Diesel Allison BC Ltd.	185
Conor Pacific Canada	100	Develcon Electronics Ltd.	10
Consolidated Service Industries Corporation	180	Dew Engineering and Development Limited	95
Consoltech Inc.	853	Diamond and Schmitt Architects Incorporated	110
Continental Pir Communications Ltd.	80	Dictaphone Canada Ltd.	30
Cookshiretex Inc.	120	Diemaco (1984) Inc.	100
Corel Systems Corporation	500	Dillon Consulting Limited	330
Corpav Presentation Group	240	Disco Tissus de Performance	450
Corporate Express Canada Inc.	1,000	Discount Car & Truck Rentals Ltd.	65
Corporate Express Produit de Bureau Inc.	335	Distal Inc.	250
Corporation de l'école Polytechnique	1,500	Dollar Thrifty Automotive Group Canada Ltd.	435
Corporation Technologies Eicon	350	Dollco Printing/The Dollco Corporation	300
Cossette Communication Inc.	1,310	Domtar Inc.	12,000

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Domus Building Cleaning Co. Ltée.	450	Eveready Canada	250
Doubletex Inc.	500	Everest & Jennings Canadian Ltd.	131
Dover Industries Limited	525	Excalibur Learning Resource Centre	140
Downeast Communications	460	Exide Canada Inc. Battery Division	170
Drake International Inc.	5,000	Expro Technologies Inc.	351
DRS Flight Safety and Communications	346	Fairmont Le Château Frontenac (The)	643
DST Output Canada Inc.	194	Fairmont Le Reine Elizabeth	750
Dufferin Construction Company	789	Fairmont Royal York (The)	1,100
Duocom Canada Inc.	147	Fairmont Vancouver Airport (The)	236
Dupont Canada Inc.	4,300	Fairmont Waterfront Hotel (The)	406
Durham Furniture Inc.	700	Farmers Co-operative Dairy Limited	610
Dy4 Systems Inc.	200	Federated Co-operatives Ltd.	2,700
Dynamic Maintenance Ltd.	150	FELLFAB Limited	195
Dynex Facility Services Inc.	240	Ferguson Simek Clark	50
ES Fox Limited	1,000	Financial Collection Agencies (International) Inc.	600
Eagle-Picher Energy Products Corporation	180	Fining International Inc.	2,500
Earth Tech Canada Inc.	1,000	First Nations University of Canada Inc.	150
Eastern Bakeries Limited	550	Fisher Scientific Company	420
EBA Engineering Consultants Ltd.	450	Fleet Technology Limited	35
École de Langues de L'Estrie Inc.	300	Fleetway Inc.	93
École de Langues la Cité Inc.	130	Ford Motor Co. of Canada Ltd.	16,000
Edmonton Meat Packing Ltd.	150	Forensic Technology WAI Inc.	210
EDS Canada Inc.	6,354	Formica Canada Inc.	368
Eduilix Canada Corporation	621	For-Net Inc.	900
EEOCOL Electric Ltd.	663	Forster Restaurant & Food Services	30
Elan Data Makers Div Horton Trading Ltd.	250	Franklin Empire Inc.	260
Electro Sonic Inc.	400	Freed & Freed International Ltd.	70
Eli Lilly & Co.	860	Friesens Corporation	596
EMC Corporation of Canada	192	Frisco Bay Industries du Canada Ltd.	192
Emco Limited	700	Frontier Confertech (Canada) Inc.	165
EMS Technologies Canada Ltée.	530	Fuji Photo Film Canada Inc.	250
Enfield Cleaning Services Ltd.	115	Fujitsu Consulting (Canada) Inc.	2,262
Engineered Appael Ltd.	103	Fujitsu Technology Solutions Canada, Inc.	57
Enseignes Imperial Signs	230	Future Electronics Inc.	2,417
Enterprise Rent A Car Canada Limited	2,000	G&K Services Canada Inc.	1,112
Enterprises Dominion Blueline Inc.	225	G.A. Boulet Inc.	155
Entretien JMP - 157481 Canada Inc.	100	G.N. Johnston Equipment Co. Ltd.	749
Entrust Technologies Limited	700	Garda of Canada	3,000
E-One Canada Ltd.	180	Garlock of Canada Ltd.	271
Epson Canada Limited	180	Gastops Ltd.	120
Equifax Canada Inc.	1,007	Gaz Metropolitan Inc.	1,374
Ernst & Young LLP	3,440	GC Duke Equipment Ltd.	64
ESRI Canada Ltd.	105	GE Capital Fleet Services	297
Esselte Canada Inc.	200	GE Capital Information Technology Solutions Inc.	1,000
Evans Consoles Inc.	270	GEAC Canada Limited	250

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
General Cable Company	275	Hewlett Packard (Canada) Co.	3,750
General Chemical Canada Ltd.	500	Hilroy Mead Westvaco Company	250
General Dynamics Canada Ltd.	1,200	Hilton Canada Inc.	1,721
General Dynamics Land Systems - Canada Corporation	700	Hitachi Data Systems Inc.	108
General Electric Canada Inc.	4,059	Hoffmann La Roche Limited	900
General Kinetics Engineering Corporation	45	Holiday Inn Airport West	50
General Motors of Canada Ltd.	26,000	Holiday Inn Plaza la Chaudière	157
General Motors of Canada Ltd. Diesel Div.	1,245	Holiday Inn Select Halifax Centre	145
Genpharm Inc.	395	Holiday Inn Select Montreal Centre-Ville	154
Gescan Division of Sonapor Canada Inc.	200	Holiday Inn Select Toronto Airport	150
Getronics Canada Inc.	400	Holiday Inn The Palace - 742718 Alberta Ltd.	135
GGI Group Inc.	130	Holiday Inn Toronto Yorkdale	175
Gibbard Furniture Shops Ltd.	125	Honeywell Limited	4,472
Glaxosmithkline Inc.	1,800	Hôpital Du Saint-Sacrement	2,000
Glentel Inc.	1,000	Hôtel Dieu Hospital	1,400
Global Upholstery Co. Inc.	1,100	Hôtel Gouverneur Place Dupuis	185
GMA Cover Corporation	95	Hotel Loews Le Concorde/Place Montcalm Hotel Inc.	338
GNB Industrial Power a Division of Exide Technologies	23	Hotel Saskatchewan (1990) Ltd.	186
Golder Associates Ltd.	1,331	Hotel Wyndham Montreal/Compagnie Hospitalite	286
Goodfellow Inc.	700	Houle Electric Ltd.	200
Goodyear Canada Inc.	4,377	Hovey Industries Ltd.	73
Gowling Lafleur Henderson LLP	2,000	Hub Meat Packers Ltd.	764
GPC Canada Inc./GPC International	80	Hummingbird Communications Ltd.	1,300
Grand & Toy Limited	2,405	Huntingdon Mills (Canada) Ltd.	250
Grant Emblems Limited	150	Husky Injection Molding Systems Ltd.	1,200
Gray Forgings & Stamping Limited	139	Husky Oil Limited	2,500
Gruppe CGI Inc.	10,000	Husky Oil Limited	370
Gruppe Conseil Saguenay	100	Hyatt Regency Calgary	350
Gruppe IST Inc.	10,000	Hyatt Regency Vancouver	175
Gruppe Lacasse Inc.	700	Hydro Agri Canada (Nutrite)	900
Gruppe LGS Inc.	650	IAN Martin Limited	400
Gruppe Santé Medisys Inc.	420	IBM Group	400
Guillevin International Inc.	1,321	INM Canada Ltd.	18,658
Hôpital Laval	2,000	ICG Propane Inc.	1,500
Harbour Towers Hotel And Suites	109	ICI Canada Inc.	1,500
Harper Detroit Diesel Limited	150	ICN Canada Limitée	145
Harris & Roome Supply	255	Ideal Roofing Company Ltd.	100
Harris Canada Inc.	450	IDS Intelligent Detection Systems Inc.	255
Hatch Associates Ltd.	500	IKON Office Solutions Inc.	1,800
Haworth Ltd.	170	IMC (Canada) Global Ltd.	1,450
Hay Management Consultants (Ltd.)	129	IMP Aerospace Components Ltd.	350
Hernandez Hotel Corporation	76	IMP Group Limited	1,130
Héroux Inc.	500	Imperial Oil Canada Limited	7,500
Hertz Canada Limited	450	Imprimeries Transcontinental Inc.	11,500
Hewitt Équipement Ltée.	900	IMT Corporation	300
		Indal Technologies Inc.	200

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Induspac Group	500	Kodak Canada Incorporated	1,325
Industries Davie Inc.	99	Komex International Ltd.	220
Industries Ocean Inc.	36	Kone Inc.	500
Industries Schlumberger Ltée.	76	Kone Québec Inc.	120
Ingenium Group Inc.	560	Konica Minolta Business Solutions (Canada) Ltd.	800
Inscope Corporation	569	Kontzamanis Graumann Smith Macmillan Inc.	130
Inso Micro Boutique Educative Inc.	109	Koprash Investment Inc.	500
Institut National de La Recherche Scientifique	700	Kortex Computer	110
Institut National d'Optique	160	KPMG Consulting LP	635
Institut Philippe Pinel de Montréal	500	Kromar Printing Ltd.	130
Integrated Power Systems Corp.	260	Krug Inc.	450
Intelicom Security Services Ltd.	100	LP Royer Inc.	115
Intercity Packers Ltd.	120	La Chemise Perfection Inc.	420
Intercon Security Limited	2,100	Laboratoires Abbott Ltée.	1,093
Intergraph Canada Ltd.	165	Labstat International Inc.	130
Interim Personnel Ltd.	7	Lab-Volt (Québec) Limitée	210
International Submarine Engineering Ltd.	99	Laliberté et Associés Inc.	900
Intersec Security & Investigation Ltd.	500	Lanthier Bakery Ltd.	150
Iron Ore Company of Canada	1,800	Laurentide Controls Ltd.	89
Irving Equipment	300	Leblanc Ltd.	369
Irving Oil Limited	2,299	Legacy Hotels Corporation	229
Irving Shipbuilding Inc.	1,877	Leica Geosystems Ltd.	90
Island Farms Dairies	330	Lenbrook Industries Ltd.	130
ISM Information Systems	18,794	Les Distributeurs R. Nicholls Distributors Inc.	147
J&A Building Services Ltd.	650	Les Emballages Mitchel Lincoln Ltée.	310
Jacques Whitford Limited & Affiliated Co.	750	Les Fromages Saputo Ltée.	450
JH Ryder Machinery Ltd.	370	Les Lainages Victor Ltée.	241
JL Richards & Associates Limited	100	Les Ordres, Décorations Et Médailles Rideau Inc.	144
Joe's Janitorial Services Ltd.	115	Les Sous-Vêtements UM Inc.	145
John Deere Limited	1,471	Levitt Safety Limited	225
Johnson & Johnson Inc.	750	Lewisfoods Inc.	125
Johnson & Johnson Medical Products Inc.	200	Lexi-Tech International	130
Johnson Controls LP	716	Lexmark Canada Inc.	234
Jones Packaging Inc.	300	Liberty Health	506
JTI-Macdonald Corp.	564	Lincoln Electric Company of Canada LP	231
Justice Institute of British Columbia	285	Litton Systems Canada Ltd.	800
Kaufman Footwear	1,140	Liverton Hotels Inc.	370
Kaverit Steel and Crane ULC	125	Livingston Group Inc.	800
Keilhauer Industries Ltd.	300	Lockheed Martin Canada Inc.	520
Kelly Services (Canada) Ltd.	308	Logidec/Moore Wallace Inc.	140
Kemptville Truck Centre Limited	226	London King Street Purchaseco Inc.	150
KI Pembroke Inc.	405	Lotus Development Canada Limited	100
Kiewit Offshore Services	500	Lumonics Inc.	165
Klohn Crippen Consultants Ltd.	165	Lyreco (Canada) Inc.	388
Knoll North America Corporation	1,200	Macdonald Dettwiler & Associates Ltd.	1,500

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Mack Canada Inc.	326	Motorola Canada Limited	720
Magellan Aerospace Fleet Industries Limited	335	Mount Saint Vincent University	350
Maintenance Eureka Limitée	250	MPB Technologies Inc.	100
Manac Inc. (Industries Tanguay)	987	MSA Canada Inc.	77
Manitoba Hydro	4,637	Multi Marques Inc.	2,500
Manpower Temporary Services	1,000	Mustang Survival Corp.	300
Mapinfo Canada Inc.	100	National Car Rental (Canada) Inc.	916
March Network Corporation	80	National Paper Goods Limited	170
Marconi Medical Systems Canada Inc.	370	National Printers (Ottawa) Inc.	60
Marriott Chateau Champlain	320	National Steel Car Limited	1,200
Maritime Paper Products Limited	300	Natrel Inc. Ivision d'Agropur Coopérative	3,000
Marsh & McLennan Limited	600	Navistar International Corporation Canada	1,998
Marsh Engineering Ltd.	25	NBS Technologies Inc.	850
Marshall Macklin Monaghan Limited	399	NCR Canada Ltd.	1,200
Mastech Canada	150	Nelson Lumber Company Ltd.	400
MaxSys Professionals and Solutions Inc.	125	Neptune Food Service Inc.	900
Maxxam Analytics Inc.	650	Netmanage Canada Inc.	103
Mayhew And Associates, Inc.	230	Netron Inc.	24
McGill University	5,000	New Brunswick Electric Power	2,400
McGregor Industries Inc.	609	Newbridge Networks Corporation	3,000
McKesson Canada Corporation	1,973	Nexinnovations Inc.	1,410
McLarens Toplis Canada	146	NFO CF Group	120
McMaster University	3,300	Nienkamper Furniture & Accessories Inc.	161
McNeil Consumer Healthcare/McNeil PDI Inc.	410	Nissan Canada Inc.	258
Med-Emerg International Inc.	300	Nor-Don Collection Network Inc.	600
Med-Eng Systems Inc.	175	Norecol Dames & Moore Inc.	215
Mediagrif Interactive Technologies	313	Norimco - Div of Bata Industries Ltd.	725
Medtronic of Canada	226	Nortak Software Ltd.	60
Memorial University of Newfoundland	3,263	Nortel Networks	25,000
Mendelson Films Ltd.	64	North Atlantic Petroleum	600
Merck Frost Canada Ltd.	1,600	North Douglas Sysco Food	266
Mercury Marine Limited	91	Northfield Metal Products Ltd.	400
Messier-Dowty Inc.	520	Northstar Aerospace Inc.	250
Metafore Corporation	500	Northumberland Co-Operative Limited	280
Metro Catering Executive Class Catering Inc.	157	Norwest Soil Research Ltd.	250
Michelin Amérique du Nord (Canada) Inc.	466	Nova Scotia Community College	1,368
Microsoft Canada Corporation	650	Nova Scotia Textiles Limited	100
MIL Systems Engineering Inc.	55	Novartis Pharmaceuticals Canada Inc.	750
Minto Developments Inc.	1,300	Novatronics Inc.	90
Montel Inc.	195	Novopharm Limited	460
Moore North America	1,550	NRCS Inc. (National Rehabilitation)	210
Morbern Inc.	400	Nurun Inc.	387
Morneau Sobeco Inc.	845	Oerlikon Aéropatiale Inc.	230
Morrison Hershfield Limited	110	Omnilogic Systems Group	500
Motor Coach Industries Ltd.	2,000	Online Enterprises Inc (DBA) Online Business	155

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
OnX Incorporated	367	Pritchard Engineering Co. Ltd.	135
Onyx Canada	1,000	Procter & Gamble Inc.	2,600
Open Text Corporation	330	Produits Biologiques Shire	144
Optech Incorporated	182	ProFac Facilities Management Services Inc.	1,100
Oracle Corporation Canada Inc.	1,000	Progestic International Inc.	66
Ortho-McNeil Inc.	700	Protexion Products (1997) Inc.	100
Osram Sylvania Ltd.	676	Publicis Canada Inc.	359
Otis Canada Inc.	770	Pylon Electronics Inc.	250
Ottawa (JCST) Purchasco Inc.	113	Quantum Management Services Ltd.	275
Ottawa Marriott/1210478 Ontario Inc.	295	Quebecor World Inc.	6,000
Paccar du Canada Ltée.	740	Queen's University	6,046
Pacific Produce Co. Ltd.	350	Quicklaw Inc.	165
Pacific Safety Products Inc.	190	Qunara Inc.	200
Pan Pacific Hotel Vancouver	520	R.J. Burnside International Limited	1
Panalpina Inc.	375	R/D Tech Inc.	250
Panasonic Canada Inc.	400	Ramada Inn 400/401	100
Pangaea Systems Inc.	150	Ramada Marlborough Hotel	84
Paprican	350	Ratiopharm Inc.	370
Park Town Motor Motels Ltd.	130	Raymond Chabot Grant Thornton	1,500
Patterson Dental/Dentaire Canada, Inc.	450	Raytheon Canada Limited	400
Peacock Inc.	708	Raytheon Elcan Optical Technologies	600
Pearson Canada Solutions Ltd.	99	RBA Inc.	658
Peerless Garments Ltd.	200	RBC Dominion Securities Inc.	5,599
Penske Truck Leasing of Canada Inc.	760	RE Gilmore Investments Corp.	550
PerkinElmer Optoelectronics	204	Recall Corporation O/A Mobile Shred Inc.	118
Petro-Canada Inc.	4,000	Recochem Inc.	185
Pfizer Canada Inc.	1,339	Reid Crowther & Partners Limited	534
Pharmacia & Upjohn Inc.	550	Reliable Window Cleaners (Sudbury) Ltd.	250
Pharmascience Inc.	499	Rentokil Initial Canada Limited	4,500
Philip Analytical Services Inc.	686	Residence Inn By Marriott Hotel	150
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
Pilon Office Products	64	Ridge Falls House	5
Pinchin Environmental Ltd.	110	Riviera Security Services Inc.	300
Pioneer Balloon Canada Limited	200	Roche Diagnostics Canada Div. of Hoffman Laroche	310
Pitney Bowes of Canada Ltd.	1,300	Roche Ltée Groupe-Conseil	366
Point Hope Shipyard Co. Ltd.	205	Rolls Royce Canada Limited	1,600
Portage Personnel Ltd.	6	Rondar Inc.	35
Powell Equipment (1978) Limited	535	Rosdev Management Inc.	17
PPG Canada Inc.	2,000	Rousseau Métal Inc.	300
Pratt & Whitney Canada Corporation Inc.	7,131	Royal LePage Limited	1,547
Praxair Canada Inc.	2,100	Russel Metals Inc.	8,000
Prevost Car Inc.	1,500	Ryerson University	2,653
PricewaterhouseCoopers LLP	4,109	Saft Power Systems Inc.	156

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Saint Mary's University	800	Simplex Grinnell	1,348
Samsonite Canada Inc.	180	Simtran Technologies Inc.	100
Samuel Son & Co. Limited	1,000	Simclair Dental Co. Ltd.	200
Sandwell Engineering Inc.	1,300	Sisca Inc.	120
Sanofi-Synthelabo Canada Inc.	250	Skyjack Inc.	300
Sanyo Canada Inc.	70	Skyline Airport Hotel 1997 Ltd.	45
SAP Canada Inc.	140	Slater Industries Inc.	99
SAS Institute (Canada) Inc.	152	SMED International	2,104
Saskatchewan Research Council	215	Smith & Nephew Inc.	150
Satcom Div. of EMS Technologies Canada Ltd.	150	Smiths Detection	150
Sault College of Applied Arts And Technology	400	SNC Technologies Inc.	850
SCA Hygiene Products Inc.	223	SNC-Lavalin Profac	1,200
Scepter Corporation	240	Sobeys Ontario	13,000
Schenker of Canada Limited	650	Softchoice Corporation	279
Schering-Plough Canada Inc.	427	Sonepar Distribution Inc.	950
Schindler Elevator Corporation	350	Sony of Canada Ltd.	1,145
Schneider Electric	1,600	Soroc Technology Inc.	377
Science Applications International Corporation (SAIC Canada)	160	Soucy International Inc.	350
Scotsburn Co-Operative Services Ltd.	600	SoupExperts Inc.	150
Scythes Inc. / Flying Colours International	100	Source Medical Corporation	500
SDY Logistiques (Canada) Inc.	98	South East Development Council Corp.	184
Secure Technologies Inc.	15	Sparkling Spring Water a Div. of Danone Waters	140
Securiguard Services Limited	850	Spartan of Canada Ltd.	65
Securiplex Inc.	82	SPB Canada Inc.	552
Securitas Canada Limited/Sécuritas Canada Limitée	9,500	St. John's Dockyard Limited	150
Senstar Corporation	85	St. Joseph Print Group Inc.	521
ServiceMaster of Ottawa - 1351120 Ontario Inc.	120	St. Lawrence College	400
Sharp Electronics of Canada Ltd.	160	Stanchem Inc.	450
Sharps Audio Visual Ltd.	200	Standard Knitting Limited	100
Shaw GMC Pontiac Buick Hummer Ltd.	188	Stanfields Ltd.	450
Shell Canada Limited	3,454	Stantec Consulting Inc.	2,200
Sheraton Centre Toronto Hotels Starwood Hotels	809	Steel and Engine Products Ltd.	90
Sheraton Hamilton Hotel Starwood Hotels Canada	200	Steels Industrial Products Ltd.	140
Sheraton Laval	253	Storagetek Canada Inc.	200
Sheraton Ottawa Hotel	165	Strongco Inc.	1,100
Sheraton Suites Calgary Eau Claire	280	Stryker Bertec Medical Inc.	180
Sheraton Vancouver Wall Centre Hotel	375	Subaru Canada Inc.	111
Sico Inc.	850	Sun Microsystems of Canada Inc.	550
Siemens Building Technologies Ltd.	16	Suncor Energy Inc.	3,609
Siemens Canada Limited	4,000	Sunlife Financial Insurance	7,500
Siemens Dematic	40	Superior Propane Inc.	1,262
Siemens Westinghouse Inc.	550	Supreme Office Products Limited	300
Sierra Systems Consultants Inc.	746	Supremex Inc.	700
Sifto Canada Inc.	590	Surgenor Pontiac Buick Limited	276
Simon Fraser University	1,700	Sutton Place Hotel Toronto (The)	400

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Employer	# Employees	Employer	# Employees
Swift Denim	750	Total Credit Recovery Limited	485
Swish Maintenance Limited	230	TRA Atlantic	392
Symantec Corporation	100	Transcontinental Direct	300
Symbol Technologies Canada ULC	150	Transcontinental Group LGM Graphics Inc.	180
Sysco Food Services of Canada Inc. (Western Div)	338	Transcontinental Printing Inc.	550
Sysco Food Services of Ontario	570	Transport St-Léonard Inc.	100
Sysco Québec	250	Trent University	700
Sysco Serca Foodservice Inc.	4,000	Tyco Electronics Canada Ltd.	365
Sysco-Konings Wholesale	450	UAP Inc.	4,289
T. Lauzon Ltée.	150	Ultra Electronics Maritime Systems	236
Tab Products of Canada Limited	165	Ultramar Ltée.	1,000
Tannis Trading Inc.	155	UMA Group Ltd.	750
Taro Pharmaceuticals Inc.	362	Uniclean Building Maintenance Contractor	250
Tayco Panelink Ltd.	300	Unisource Canada Inc.	1,630
TCH International Inc.	246	Unisys Canada Inc.	344
Technicolor Canada Inc.	430	Université d'Ottawa	2,110
Technologies Multipartnr (TMI) Inc.	650	Université du Québec à Montréal	3,350
Tecslut Inc.	645	Université Laval	4,000
Teknion Corporation	2,738	University College of the Fraser Valley	700
Telus National Systems Inc.	472	University of Alberta	3,681
Telus Solutions d'Affaires Inc.	365	University of British Columbia	8,000
Tenaquip Limitée	275	University of Calgary	5,000
TES Contract Services Inc.	78	University of Guelph	6,000
Texcan a Division of Sonapar Canada	100	University of Lethbridge	781
Thales Canada Inc.	247	University of Manitoba	6,000
The 500 Staffing Services Inc.	100	University of Montreal	5,000
The Cambridge Towel Corporation	300	University of New Brunswick	1,474
The Canadian Salt Company Limited	867	University of Saskatchewan	6,000
The Codville Company	665	University of Toronto	12,980
The Conference Board of Canada	300	University of Victoria	2,266
The Great-West Life Assurance Company	2,870	University of Waterloo	2,900
The Lowe-Martin Group	285	University of Western Ontario	6,046
The McElhanney Group Ltd.	470	University of Windsor	1,604
The North West Company Inc.	4,500	UtiliCorp Networks Canada (Alberta) Ltd.	100
The Prince George Hotel	140	Valcom Manufacturing Group Inc.	400
The RAM Group Inc.	300	Vancouver Marriott Pinnacle Hotel	250
The Royal Oak Inn.	125	Vancouver Shipyards Co. Ltd.	250
The Thompson Rosemount Group	95	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 EZ-EM Canada Inc.	249	Vitalaire Healthcare	685
Thyssen Krupp Elevator	1,098	Vita-Tech Canada Inc.	135
Toromont Industries Ltd.	2,000	Volkswagen Canada Inc.	980
Toronto Auto Auctions Limited	660	VON Canada	5,000
Toshiba of Canada Ltd.	500	VWR Canlab	200

Federal Contractors 2003

Employer	# Employees	Employer	# Employees
Wabush Mines	750	Winpack Technologies Inc.	200
Wajax Industries Limited	1,700	Wolseley Holdings Canada Inc.	2,100
Walbar Canada Inc.	740	Wood Wyant Inc.	385
Wardrop Engineering Inc.	330	Wyeth Pharmaceutical	1,826
Warner Lambert Canada Inc.	1,370	Xantrex Technology Inc.	250
Warren Shepell Consultants Group	155	Xception International Inc.	125
Webcom Ltd.	300	Xerox The Document Company	4,300
Wescam Inc.	289	Xwave Solutions Inc.	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
WG Thompson & Sons Ltd.	340	Zellers Inc.	65,000
Whitehall Robins Inc.	194	Zenon Environmental Inc.	900
William M. Mercer Limited	1,000	Zodiac Hurricane Technologies Inc.	148

