Annual Report

Employment Equity Act

2002

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Table of Contents

Highlights

THE BUSINESS CLIMATE

The Canadian economy enjoyed another year of growth in 2001 despite the dampening enthusiasm for new technologies and the political events in the latter part of the year that influenced travel and many service industries. Unemployment was at a 25-year low and trade was at an all time high. Yet despite her advantages as a world economic leader, Canada was not competing at its full potential, because it was not attracting enough foreign investment, and was not retaining and utilising her own highly qualified human resources. Also, the absence of mergers of businesses in Canada was seen as having implications, ranging from the positive (more companies equals more competition) to the negative (more employers equals less industry efficiency).

Canadian banks were already leading the way in operating in a new world economy in 2001. Extensive use of the internet, the integration of financial markets in the European Union, and the harmonised regulation through international institutions, are pushing the creation of a new global financial system. Banks were priming for another round of attempted mergers as new legislation was passed in June 2001. Meanwhile, businesses in the communications sector focussed on convergence, the coming together of technologies and media in the world of information. The CRTC made efforts in 2001 to govern the dynamics of the broadcasting and telecommunications industries. While air transportation was hard hit by the September 11 events, trucking and rail transportation continued to enjoy rapid growth in 2001, with plans for horizontal integration between trains and trucks. North American railway mergers became possible again after restrictions were lifted in the United States.

GOOD PRACTICES

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

In 2001, many factors impacted the implementation of employment equity within federally regulated companies, most prominently, technology and globalization. Special measures undertaken by employers played a role in an increase of designated group representation. Several employers found that a diverse workforce was not only indicative of a strong presence among marketplace competitors, but also of economic success and improved morale among all employees, including designated group members.

Many employers reported that their communication plans contained employment equity measures, as well as support from senior management, specifically in self-identification campaigns. They also devoted resources to employment equity plans, as well as developing more effective ways to implement them. The sharing of good practices has become more prevalent as many employment equity initiatives were found to be common among companies.

The Good Practices chapter contains information on the Good Practices Index (GPI) which measures the degree of fullfilment of the employer obligation to submit a narrative report. In 2001, over two thirds of employers received the highest GPI score of 5, while only 23 received scores of 3 or lower.

EMPLOYER RATINGS

Individual employers are assessed on their numerical results with regard to the situation of designated group members in their workforce and the efforts they made in 2001 to improve the situation of these groups. The ratings are the summary of six indicators.

They measure the extent to which members of a group were represented in an employer's workforce. It also reflects the progress that an employer has made during 2001 in improving the situation of a designated group.

- The results for 2001 show that the highest number of best ratings were for Aboriginal Peoples, where a total of 177 out of 404 employers received an "A" for this designated group.
- Transportation led employers in the best rating for Aboriginal employees, where 110 companies received an "A" for this designated group.
- 109 employers were rated "A" for members of visible minorities - against 101 last year - while 91 employers were rated "A" for women - against 88 last year. Also, there were 87 employers receiving a "B" for women (against 84 last year) compared to 63 who received the same rating for members of visible minority groups (against 47 last year), and 50 employers who had "B" for Aboriginal Peoples (against 16 last year).
- In combining both top ratings ("A" and "B"), members of visible minority groups arrived at third place after Aboriginal Peoples and women, in that order, in all companies under the Act. Also in terms of combined top ratings, women were in first place in Banking and Communications, while Aboriginal Peoples were first in Transportation and the Other Sectors.
- Only 40.0% of the employers received "C" or lower for Aboriginal Peoples, compared to 55% of employers who did so for members of visible minority groups.
- The worst situation, as in previous years, was for persons with disabilities, where only 26 employers received an "A" for this group (against 21 last year), and another 28 received a "B" (against 16 last year). Almost 83% of employers received a "C" or lower for this designated group.

THE WORKFORCE

- An increase was observed in 2001 in the number of employees reported by federally regulated private companies under the Act compared to 2000. The increase from 612,000 to 636,000 (a rise of 24,000 employees, or 4.0%) was due to the increase in the number of employers from 394 in 2000 to 418 in 2001. Sectorally, there was a sharp increase in the workforce in Banking (a rise of 23,400 or 13.6%), and slight increases in Transportation (a rise of 1,900 or 1.1%), and Communications (a rise of 3,900 or 1.8%). The workforce in the Other sectors decreased sharply (a decline of 6,100 or 11.9%).
- Communications remained the largest industry in the workforce under the Act, accounting for 33.9% of the total, followed by Banking at 30.8% and Transportation at 28.2%. Together, Transportation and Communications employers accounted for over 6 in 10 employees in the workforce and are members of FETCO (the umbrella organisation of federally regulated employers in Transportation and Communications). The Other sectors accounted for 7.1% of the workforce under the Act.
- Almost 9 in 10 employees under the Act worked in four provinces in 2001: Ontario, Quebec, British Columbia, and Alberta.
- At 109,500, the number of hires increased dramatically in 2001, and this was the highest level since 1990. Hires totalled 102,600 in 2000 and only 74,300 in 1999. Transportation, the fastest growing industry in 2001, accounted for 37.8% of all new hires in the current reporting year, followed by Communications at 30.2%, Banking at 26.4% and the Other sectors at 5.6%.
- There was positive news in the terminations statistics this year as they dropped from 94,000 to 91,300, despite the sizeable increase in hirings in 2001. Employers under the Act hired more people than they terminated, a situation that was observed every year since 1998.

- The number of employees promoted fell in 2001 from 60,500 to 51,000, but the new figure is more in line with the historical trend, while the figure observed last year was an anomaly. Banking alone accounted for 27,600 promotions, which is more than half of all promotions.

THE DESIGNATED GROUPS

Representation

The four designated groups experienced stable to rising representation levels in the workforce under the Act in 2001, most notably for women and visible minorities.

- The representation of women increased from 43.8% to 44.8%, while that of employees with disabilities steadied at 2.3%.
- During the same period, the representation of Aboriginal employees increased from 1.5% to 1.6%, while visible minority employees increased from 10.7% to 11.7%.
- Representation of designated groups by sector varied. Women's representation fell in Banking and Communications, but increased in Transportation and the Other sectors. Aboriginal employees' representation rose in all sectors except in Banking, and they had a significant rise in Transportation. Representation of persons with disabilities rose in Transportation but fell in the three other sectors. Visible minorities' representation rose in every sector.
- Almost nine in ten women in the workforce under the Act were located in the four most populated provinces, namely, Ontario, Quebec, British Columbia, and Alberta. The Yukon and New Brunswick had the highest women's representation in 2001, while Saskatchewan, Manitoba and the Northwest Territories had the lowest.
- Over three-quarters of Aboriginal employees in the workforce under the Act were located in four provinces: Ontario, Manitoba, Alberta, and British Columbia.
- Almost three-quarters of all employees with disabilities in the workforce under the Act were located in three provinces, namely, Ontario, Alberta, and British Columbia. Their representation improved in Quebec and British Columbia.
- The vast majority of visible minority employees (96.2%) were located in four provinces, namely, in Ontario, British Columbia, Alberta, and Quebec.

Workforce Flows

Women

Women had a significantly higher share of hirings in 2001, rising from 38.7% to 41.3%. In terms of numbers, 45,200 women were hired in 2001 compared to only 39,700 in 2000. This is the highest level of hires for women since 1989 and almost 20,000 higher than the number of women hired in 1997. Women's share of hires rose in six occupational groups but fell in eight.

Fewer women were terminated in 2001, as their share of all terminations in the workforce under the Act fell from 41.3% to 39.9%. The drop occurred only in Banking as women's terminations increased in the three other major sectors.

Women received 53.2% of all promotion opportunities in 2001, slightly lower than the 53.4% level observed in the previous year. Over 68.4% of promotion activities in Banking were received by women, followed by Communications where women won 46.1% of all promotions in that sector.

Aboriginal Peoples

Aboriginal Peoples again had a higher share of hires in the workforce under the Act this reporting year (1.7% in 2001 against 1.6% in 2000 and 1.3% in 1998). Transportation led the hiring of Aboriginal Peoples, accounting for almost half of all hires from this designated group.

Terminations of Aboriginal employees as a proportion of all terminations, increased from 1.6% to 1.7% in 2001. Terminations increased in Transportation and Communications, but fell in Banking and the Other sectors. Hires of Aboriginal employees exceeded terminations in 2001, a positive departure from trends in previous years.

More Aboriginal employees were promoted in 2001, as their share of all persons promoted rose from 1.4% in 2000 to 1.6% in 2001. Their share of promotions rose in all industrial sectors except in Banking where it fell by 0.1% to 1.2%.

Persons with disabilities

Persons with disabilities' share of hirings in the workforce under the Act rose by 0.2% in 2001 to 1.2%, compared to only 0.9% in 1999. Hiring of this designated group rose significantly in Transportation and in the Other sectors, but fell in Banking and Communications.

The share of this designated group in all terminations by employers under the Act in 2001 was 1.9%, unchanged from the level observed in the previous year. This remains much higher than their hiring share. Terminations of employees with disabilities were evenly distributed across industrial sectors. More employees with disabilities were terminated than hired. This has been the case every year over the past ten years, leading to serious erosion of this group in the workforce under the Act.

The share of persons with disabilities in the number of employees promoted in 2001 was unchanged at 1.9%.

Members of visible minorities

Members of visible minority groups had a higher share of hirings in the workforce under the Act in 2001. The share rose to 12.6% from 10.7% in 1999 and 12.1% in 2000. Among the four major industrial sectors, only Banking showed a decrease in the share of hirings of members of this designated group.

Fewer visible minority employees were terminated by federally regulated employers under the Act this year compared to the previous two years. Over 70.0% of these terminations occurred in Banking and Communications. Hirings exceeded terminations of visible minority employees again this year, and this was the trend every year since 1995.

The share of visible minority employees in the number of persons promoted in 2001 increased to 14.6%, the highest ever since 1987, and was also higher than their 2001 representation in the workforce (11.7%).

Occupational profile

The workforce under the Act continued to be largely concentrated in administrative and clerical personnel jobs in 2001, followed by professional and management jobs. The concentration varied across industrial sectors. Whereas almost 75.0% of employees in Banking were in clerical and professional positions, only a quarter were in these two occupations in Transportation.

The representation of women has been increasing in senior managerial and professional jobs and decreasing in administrative and clerical occupations. Banking had the highest representation of women (71.0%), where they have been moving up to more managerial and professional positions. Women were the majority in middle and other management in Banking in 2001 (51.0%). The lowest representation of women was in Transportation (23.0%), but they made good progress in several occupations in this sector.

Almost 6 out of 10 Aboriginal employees in the workforce under the Act were largely concentrated in three occupational groups in 2001, namely, clerical personnel, skilled crafts and trades and semi-skilled manual work. The representation of this designated group rose in all occupations in 2001.

In 2001, the representation of persons with disabilities increased in six occupations but fell in the remaining eight.

Almost 8 in 10 visible minority employees worked in 5 occupational groups, as managers, professionals, administrative and clerical personnel and manual workers. This designated group was more concentrated in the professional and semi-professional occupations compared to other designated groups. Over 20.2% of visible minority employees were in these two groups, against 14.6% of women, 12.0% of Aboriginal employees, and 14.7% of employees with disabilities.

SALARIES

The salary gap between all men and all women in the workforce under the Act narrowed slightly from 21.0% to 20.6% in 2001. Women earned on average 79.4% of what men earned for full-time work. However, the gap widened for visible minority women and Aboriginal women against all women and for men with disabilities and Aboriginal men against all men. The only sub-groups who realised an improvement were visible minority men against all men and women with disabilities against all women.

Given that women are designated as an employment equity group, and the fact that a salary gap exists between women in each minority designated group against all men, a situation of double jeopardy exists for Aboriginal women, visible minority women, and women with disabilities. These employees are disadvantaged twice: for being women and for belonging in another designated group. This is evident not only in the salary gap but also in the distribution of income and in the concentration in lower occupations. While only 25.2% of all women earned $50,000 and over in 2001 compared to 47.4% of all men in the workforce under the Act, this ratio was only 15.3% of Aboriginal women, 19.8% of women with disabilities, and 22.0% of visible minority women.

1. Coverage

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

In 2001, over two million employees at 1,425 private and public institutions were either covered by the Act or worked at companies doing business with the federal government.

INTRODUCTION

The purpose of the *Employment Equity Act* is to achieve equality in the workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. In the fullfilment of that goal, employers are asked to correct disadvantages in employment experienced by the designated groups.

This report is focussed mainly on private sector federally regulated employers, but provides an overview of the designated groups in the workforces of other types of employers.

The subsequent chapters will review the situation of the designated groups in federally regulated private sector companies, and how they fared in terms of hiring and promotion in 2001.

On June 1, 2002, federally regulated private sector employers covered under the *Employment Equity Act* submitted their fifteenth annual report. The information in these reports depicts the employment situation of the four designated groups in their workforce and the progress that organisations have made toward achieving an equitable representation of the groups during 2001. This *Annual Report* provides a consolidation and an analysis of the data contained in the individual employers' reports. Chapter 2 describes the measures that employers have taken to recruit and retain members of the designated groups in their workforce. Succeeding chapters discuss the business climate in industries covered by the Act, present profiles of the workforce under the Act and of the four designated groups, and provide an assessment of employers' results.

Additional information is provided in the appendices. Appendix A contains a glossary that explains key concepts used throughout this report and Appendix B provides the rating methodology used in evaluating the employers' performance. Appendix C provides the ratings methodology for the Good Practices Index. Appendix D lists federal government departments, special operating agencies, and federal contractors and their respective workforces. Appendix E includes statistical tables that consolidate the information from employer reports.

EMPLOYER TYPES COVERED BY THE EMPLOYMENT EQUITY ACT, 2001									
EMPLOYERS	**TOTAL EMPLOYEES**	**WOMEN**				**ABORIGINAL PEOPLES**			
	#	**#**	**R**	**WFA**	**RI**	**#**	**R**	**WFA**	**RI**
Federally Regulated Private Sector	635,622	284,875	44.8	46.4	96.6	9,971	1.6	2.1	74.7
Federal Public Service	149,586	78,212	52.3	48.7	100.0	5,316	3.6	1.7	100.0
Separate Employers	69,451	38,198	55.0	48.7	100.0	1,325	1.9	1.7	100.0
Federal Contractors	1,147,876	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**2,002,535**	**401,285**	**47.0**	**48.7**	**96.5**	**16,612**	**1.9**	**2.1**	**92.4**
EMPLOYERS	**TOTAL EMPLOYEES**	**PERSONS WITH DISABILITIES**				**VISIBLE MINORITIES**			
Federally Regulated Private Sector	635,622	14,533	2.3	6.5	35.2	74,049	11.6	14.0	83.3
Federal Public Service	149,586	7,621	5.1	4.8	100.0	9,143	6.1	8.7	70.3
Separate Employers	69,451	3,031	4.4	4.8	90.9	5,228	7.5	8.7	86.5
Federal Contractors	1,147,876	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**2,002,535**	**25,185**	**3.0**	**6.5**	**46.1**	**82,420**	**10.4**	**14.0**	**73.9**

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

COVERAGE

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

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

- to survey their workforce to collect information on the number of members of designated groups;
- to carry out a workforce analysis to identify any under-representation of members of designated groups;
- to review their employment systems, policies and practices to identify and remove employment barriers; and
- to prepare an employment equity plan that outlines what their organisation will do to both remove employment barriers, and institute positive policies and practices. (The employment equity plan must include a timetable and establish short-term and long-term numerical goals).

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

PRIVATE SECTOR EMPLOYERS AND CROWN CORPORATIONS

The Minister of Labour administers a program for federally regulated private sector employers and Crown Corporations. The criteria for coverage under this type of employers are (1) to have a minimum threshold of 100 employees and to (2) be involved in a federal undertaking (banking, communications, and transportation). Almost 450 employers were covered under this program in 2001, totalling 635,000 employees.

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

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

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

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

THE FEDERAL PUBLIC SERVICE

Under the *Public Service Staff Relations Act, I-I,* the federal Public Service comprises more than 60 departments, agencies, and commissions, for which the Treasury Board is the employer. These organisations vary in size, from large departments with more than 23,000 employees, to small institutions with 10 employees. The 100-employee threshold applies to the entire federal Public Service which is considered as one employer under the Act, and not to individual departments. Departments are required to report to the President of the Treasury Board who in turn prepares a single report. Appendix D contains employment equity information on the various organisations in the federal Public Service.

As of March 31, 2001, women's representation in the federal Public Service stood at 52.1%, exceeding their workforce availability rate of 48.7%; Aboriginal Peoples at 3.6%, double their workforce availability rate of 1.7%; persons with disabilities at 5.1%, exceeding for the first time their workforce availability rate of 4.8%; and visible minorities at 6.1%, below their relevant workforce availability rate of 8.7%.The availability figures for the federal Public Service are derived from the 1996 census and the 1991 Health and Activity Limitations Survey (HALS), and are adjusted to fit the occupational profile of the Public Service workforce. The 2001 census information and Participation and Activity Limitation Survey (PALS) may show higher availability figures.

In Fiscal year 2000-2001, women accounted for 57.8% of all hires into the federal Public Service, Aboriginal Peoples 4.6%, persons with disabilities 3.1%, and visible minorities 8.1%. In contrast, the share of women in all terminations from the federal Public Service was 51.7%, that of Aboriginal Peoples 4.1%, persons with disabilities 4.1%, and visible minorities 5.6%. Women received 58.3% of all promotions, while Aboriginal Peoples received 3.8%, persons with disabilities 4.7%, and visible minorities 6.4%.

Women earning $50,000 or more in fiscal year 2000-2001 as a proportion of all female employees in the federal Public Service stood at 25.9%, compared to a proportion of 49.4% for men. The proportion was 26.7% for Aboriginal Peoples, 32.1% for persons with disabilities, and 38.3% for visible minorities.

SPECIAL OPERATING AGENCIES ("SEPARATE EMPLOYERS")

Special Operating Agencies of the Government of Canada are listed in Schedule I Part II of the *Public Service Staff Relations Act.* They are separate public sector employers outside the federal Public Service. Unlike federal departments, separate employers are subject to the Act if they employ 100 employees or more. In 1996, there were just over half a dozen. Today, there are approximately 30, 15 of which employ 100 or more employees, including the Canada Customs and Revenue Agency, the Canadian Food Inspection Agency, the Office of the Auditor-General, and the National Film Board. These employers engage approximately 60,000 individuals.

The Minister of Labour provides support to federally regulated employers in the private sector and the Treasury Board provides similar support to federal public service departments, but neither organisation is budgeted to provide support to separate employers. In 2000, the Treasury Board funded HRDC/Labour for one year to provide support for separate employers. The statutory review of the *Employment Equity Act* will explore the idea of establishing a stable source of funding.

In 2001, HRDC identified needs of separate employers and provided assistance to enable them to discharge of their statutory obligations under the Act. HRDC was helpful in the following areas: technical and general advice and consultation; training on legislative requirements, equity process, National Occupational Classification and availability data, Workforce Analysis, Employment Systems Review, and reporting software; technical support and guidance regarding census information; development of products, tools and methods (e.g. Workforce Analysis Application, Beyond 20/20); and assistance in preparing for audits by the Canadian Human Rights Commission.

There were 15 Separate Employers covered by the Act as at December 31, 2001. These are listed along with workforce information in Appendix D.

THE FEDERAL CONTRACTORS PROGRAM

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

The following table shows estimates of the representation shares of the four designated groups under FCP. They are based on a survey of 100 FCP employers. More accurate information will be available in future releases of the Minister's Annual Report.

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

FEDERAL CONTRACTORS COVERED BY THE EMPLOYMENT EQUITY ACT, 2001

	#	R	WFA	RI	#	R	WFA	RI
TOTAL EMPLOYEES	**WOMEN**				**ABORIGINAL PEOPLES**			
1,147,876	363,877	31.7	46.4	68.3	39,028	3.4	2.1	100.0
TOTAL EMPLOYEES	**PERSONS WITH DISABILITIES**				**VISIBLE MINORITIES**			
1,147,876	19,514	1.7	6.5	26.2	111,344	9.7	14.0	69.3

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

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

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Readers can also reach program staff through the Internet at the following address:

kamal.dib@hrdc-drhc.gc.ca

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

http://info.load-otea.hrdc-drhc.gc.ca/
workplace_equity/leep/annual/annualrep.shtml.

2. The Business Climate

This chapter presents the significant trends and events, which occurred in 2001 for the industries covered under the Act. It is important to note that within these industries, industrial consolidation and concentration activities have had an impact on the dynamics of employment equity data.

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

In an otherwise stable year, two negative events marked 2001: the recession that started in late 2000 and continued through 2001, and the violent attacks that involved air travel which caused major harm to key North American industries. Despite these factors, the health of the Canadian economy remained relatively solid.

In 2001, the unemployment rate was near a 25-year low, while the inflation rate remained well below the average of the Group of 8 countries over the past five years. The level of trade was at an all-time high, as Canada was the most open of the G8, and Canadian businesses relied on trade for jobs and growth more than those in any other industrialised nation. The Canadian dollar remained steady in 2001, as the Canadian economy outperformed the U.S. on many fronts.

Canada was also cited as the best place to live in 2001 (the United Nations *Human Development Index*), a country with a highly educated workforce (the highest rate of university enrolment in the world), and the most wired nation with very high Internet usage rates.

Despite the obvious advantages as a world economic leader, Canada was not competing at full potential, because it was not attracting enough foreign investment, and was not utilising and retaining her own highly qualified human resources. Faced with the declared need for one million skilled individuals over the next few years, Canada is at the same time losing over 40,000 skilled Canadians who leave every year.

Also, the absence of mergers of businesses in Canada was seen as having implications, ranging from the positive (more companies equals more competition and more jobs) to the negative (more employers equals less industry efficiency). The other implication is the erosion of economic sovereignty, as Canadian firms invested in the United States when they could not acquire other entities within Canada, to the point that the U.S. operations became bigger than the Canadian ones.

For example, Nortel's headquarters are in Brampton, Ontario, but most of the executive activity is in Dallas. After a wave of takeovers, only a few big Canadian energy companies remain - among them, Petro-Canada, Talisman, and Alberta Energy. In 2001, most retailing became largely American. Home Depot, Sears Canada and Wal-Mart now dominate the market, while Canadian Hudson's Bay, owner of Zeller's, has a limited share of the market. All the automakers are American-owned, so are big portions of the forestry and mining industries. All the top phone companies, including BCE pushed to scrap foreign ownership rules.

Canada's industrial landscape has undergone a makeover over the past two decades, as traditional industries such as natural resources, construction and the public sector have given up ground to service industries. The resource sector which accounted for 17.0% of the economy in 1985, dropped to 14.0% in 2001. It included oil and gas, agriculture, forestry, fishing and logging, and resource-based manufacturing. This sector is expected to slip further to 13.0% by 2010. In its place, New Economy industries are steadily growing, and they include communications and electrical equipment, office and business machines, communications, energy, wire and cable, scientific equipment, telecommunications - broadcasting and carrier - and computers and software developers.

Canada's information technology is expected to be the dominant force in the economy over the coming decade. The economy is expected to be less resource-based in 2010, more wired, and more service-driven than ever before. The New Economy sector would reach 13.0% of the gross domestic product in 2010 from 4.0% in 1985, effectively closing the gap with the resource sector. In the period 1997-2000, a dramatic increase in demand for computer equipment, software, communications equipment and fibre optics meant that the New Economy industries have grown 17.0% annually. The rapid evolution of the Internet and e-commerce added to the momentum.

BANKING

Canadian banks were already operating in a new world economy in 2001. The Internet, the integration of financial markets in the European Union, and the push toward harmonised regulation through institutions such as the Bank for International Settlements in Switzerland and through trade agreements such as the World Trade Organisation are all helping to create a new global financial system. National barriers to financial services have disappeared, throwing open the doors to foreign competition in Canada as well as preparing Canadian institutions for competition abroad.

Banks were priming for another round of attempted mergers as legislation setting out rules for mergers was passed in June 2001. The failed banking mergers proposed in 1998 lacked federal government support, but the new legislation made the terrain more favourable. Canada's small number of major financial institutions will likely get smaller after the legislative reforms are put in place and more consolidation of the sector is inevitable. There will be fewer but bigger banks domestically, but their size will be adequate to compete in the global market. Banks will also concentrate on efforts to expand in the United States.

New financial services legislation On June 13, 2001, the federal government introduced legislation to reform the financial services sector and it contained a merger review process. Under the legislation, which took effect in October 2001, financial institutions, insurance companies and securities dealers can join the payments system. They will be able to offer services such as deposit accounts, normally the purview of banks.

Retail stores and money market mutual funds could also join in, provided they meet certain criteria. This will help small institutions start and take root in communities deemed too small for service by larger banks. Credit unions are allowed to create a national service entity to give this fragmented movement a national presence, and help small institutions providing community service to remain viable.

Steps were taken to ease entry of foreign financial institutions and allow the ones that are already here to expand the services they offer. Previously, Canadian law gave foreign banks the option to choose whether they wanted to be a regulated or unregulated institution. They could not choose to split their activities into separate businesses and do both; now they can. One arm of a foreign institution could choose to be subject to Canadian regulation and offer all the same services as a bank, including accepting deposits. Another arm could choose to remain unregulated and offer restricted services, such as credit cards. The restriction has also been removed on the number of banks a foreign financial service conglomerate can operate in Canada. The limit used to be one; now they can set up any number. The same holds true for Canadian financial conglomerates.

One major area that foreign financial institutions remain at a disadvantage compared with Canadian banks is taking small retail deposits. They can do this only if they set up a wholly owned subsidiary in Canada, subject to Canadian banking regulation. This is the route ING Bank of Canada has followed, offering Internet banking through ING Direct.

Merger review guidelines appear in a policy statement that accompanies the new legislation. The mergers will be subject to a *Public Interest Impact Assessment* to which all merger proposals will be subject, in addition to scrutiny by the Competition Bureau, the Office of the Superintendent of Financial Institutions and the department of Finance. *The Impact Assessment* calls for public hearings by the Senate banking Committee and the House of Commons Finance Committee.

The new legislation promised to set up a *Financial Consumer Agency of Canada.* The agency will enforce consumer-related provisions of the legislation, monitor the industry's self-regulatory codes and be involved in consumer education. The legislation also created a national financial services ombudsman position.

Bankers welcomed the legislation as indication that mergers were now acceptable, but wanted more elaboration of the guidelines and the mechanism to complete an *Impact Assessment* (see box on previous page). They complained that the policy statements and the legislation failed to provide enough clarity on key aspects of the merger review process. They were concerned about the length of time it would take to permit mergers and make them go through, and whether a lengthy delay would damage Canadian banks' prospects and further diminish their stature in international financial services. Measured by assets, they have slipped well down in world rankings in the past decade or two. Royal Bank, the biggest player in Canada, now rates no higher than 55th.

Banks want to merge to compete internationally, especially in the U.S., and to be able to spread rising technology and other costs over a wider customer base. They view mergers essential to rationalise their operations as they continued to consolidate activities in 2001. CIBC announced plans to cut 2000 jobs and sell off $1-billion of unwanted loans and credit commitments.

Research in 2001 found that Canadian banks are already large and that achieving larger economies of scale may no longer be practical. Besides, there would be a disadvantage as mergers lead to branch closures, job losses, and higher prices for customers, and eventually a less competitive environment. Some analysts believe that getting too big was not a healthy thing (the "extinction of the dinosaurs" approach to business), citing the example of the Japanese giant Mitsubishi before it collapsed. An alternative was the development of market niches that would allow banks to perform at a world level, including electronic banking. Toronto-Dominion was able to put banking kiosks under its own name in U.S. outlets of retailing giant Wal-Mart Stores.

While Canadian banks were still immune to foreign takeover, they feared that the inability to merge would cause an exodus of capital to the U.S. to merge with American based financial institutions. Domestic mergers were seen as vehicles to keep the money within Canada.

More consolidation, merger plans, and foreign investments occurred in the industry in 2001. TD and Canada Trust finished their merger activities of 746 retail branches, the last step in the $7.8 billion acquisition of Canada Trust in 2000. Using the successful merger of TD-CT as a measuring yardstick, the federal government required that companies going into merger activities should sell assets, including branches, full brokerage offices and investment dealers.

The Royal Bank was the largest player in 2001. In June, it announced the sale of RT Capital Management Inc. for about $350 million to UPS AG, a Swiss financial services company. RT is a pension fund manager that managed $31.5 billion in assets and had 100 employees, and is the largest of its kind in Canada with 700 institutional clients, such as Air Canada and Alcan Inc.

RBC expanded into branch-banking in the United States in a bid to add to its U.S. operations. It purchased Centura Banks Inc. of Rocky Mount, N.C., for $2.3 billion, and Wachovia Corp. branches in North and South Carolina and Virginia for $150 million. In September, RBC made its fifth U.S. acquisition in two years, buying brokerage Tucker Anthony Sutro Corp. for $635 million U.S., bringing its total tab so far to $4.7 billion. RBC was also exploring the purchase of a 139 branch network ($4.5 billion in deposits) in Florida with a market value of between $450 million and $750 million.

Other banks were also involved in investments south of the border. In November, Bank of Montreal purchased CSFB Direct, a U.S. discount broker for $830 million. CIBC also acquired the Canadian retail brokerage and asset management operations of Merrill Lynch and Co. Inc. of New York at a cost of almost $900 million. Bank of Montreal and National Bank of Canada already had presence through their U.S. units.

COMMUNICATIONS

If mergers were the talk of the town on Bay Street, "convergence" was the hot word in the communications sector. The federal government started reviewing the structure and mandate of the CRTC to come to terms with the converging world of information. Despite the increase in mergers among broadcasters, Internet interests, publishers and telecommunications companies, the issue is how these businesses were going to add value in the public interest as well as in their own interests.

The CRTC held hearings in the spring over applications by the CTV (BCE) and Can West networks to renew their individual station and group licences. This was the first major licence review handled by the CRTC since the major consolidation and cross-media takeovers took place. Key issues for the industry in 2001 were the impact of these changes and the autonomy and editorial independence between the applicants' broadcast and print media interests. Canadian content was another issue.

In May 2001, Quebecor looked at a new ownership structure for Sun Media Corp., publisher of the Sun newspaper chain, which would see its minority partners increase their stake in the country's second-largest newspaper chain. Quebecor owned 70.0% of Sun Media, while three minority partners owned 30.0%. Quebecor's refinancing effort came one year after its $5.4 billion takeover of cable television and broadcasting Groupe Videotron Ltee. Quebecor was carrying a $7.3 billion debt and was negotiating refinancing with banks. Videotron will be folded into a new subsidiary, Quebecor Media Inc., along with existing Quebecor units, including Sun Media and the Canoe Internet portal. In 2001, Quebecor owned 54.0% of the Quebecor Media, while the *Caisse de Placement du Quebec* held a 46.0% stake. Videotron is the cornerstone of Quebecor's plan to build a multimedia giant that would combine cable, Internet, newspapers, magazines, book and CD retailing and television broadcasting, among others.

Quebecor told the CRTC that its takeover of Videotron would strengthen French culture and language in North America. It argued that faced with stiff competition from the emerging media empire under BCE Inc., smaller Quebec media assets stand a better chance of survival if they unite together on a single platform, and Quebecor would benefit from convergence. The CRTC reviewed Quebecor's acquisitions in order to establish that the *Caisse de placement's* role as a major investor did not extend to possibly having or taking effective control. The Caisse has right of first refusal on any sale of Quebecor Media assets or the participation of new investors. Also, the CRTC had made it a condition of Quebecor's acquisition of TVA that it sells its 86.0% stake in Télévision Quatre Saison (TQS), which it acquired in 1997 for $34 million.

In September 2001, Cogeco Inc., another Quebec player, teamed up with Bell Globemedia, a BCE subsidiary, to acquire TQS from Quebecor for $74 million. Cogeco would hold 60.0% of TQS, while Bell Globemedia would hold the remaining 40.0%. This would allow Bell Globemedia to reach francophone Quebec, more than double Cogeco's presence in broadcasting, and allow Quebecor to go ahead with its own convergence plans for the rival TVA network.

In April 2001, CanWest Global Communications Inc, a Winnipeg-based broadcasting and newspaper company, sold interests in Montreal's CFCF television station to CTV Inc for $90 million. This met the CRTC's conditions following the company's acquisition of eight television stations from defunct WIC Communications Ltd. CanWest also sold Toronto's ROBtv for $30 million to Thomson Canada Ltd. When CanWest bought ROBtv through another transaction, the CRTC required the company to resolve the impact of holding interests in two competing entities, the *National Post* and ROBtv's partner, *The Globe and Mail.*

Despite its $4.1 billion debt, CanWest expressed interest in July in media properties of CHUM Ltd, if they were to come on the market. CanWest continued to trim expenses through several options, including centralising activities in Winnipeg, freezing hiring in the Southam newspaper chain, and redesigning 13 newspapers. CanWest also worked closely with Hollinger Inc on a series of measures to improve the cost structure of the *National Post,* which they jointly own. In November 2000, CanWest acquired most of Hollinger Inc's Canadian newspaper assets, including a 50.0% interest in *National Post.* In August 2001, CanWest bought Hollinger's remaining 50.0% interest in the *National Post.* The Hollinger group is owned by Ravelston of Toronto, a holding company owned 64.4% by Conrad Black. CanWest also planned to acquire

Saturday Night magazine, the National Post Business magazine, and National Post Online.

In July 2001, the Sifton family acquired the bulk of Hollinger Inc. group's remaining Ontario newspapers for $220 million. The 28 publications include the *Kingston Whig-Standard*, the *Sudbury Star* and the *Sault Star.* Despite the sale of the bulk of its Canadian assets, the Hollinger group continued to own a long list of publications in Canada, principally in Ontario and British Columbia. Also, after divesting extensive newspaper holdings in the United States and Canada in 2000, Thomson Corp still had for sale two newspapers in Manitoba, *The Winnipeg Free Press* and the *Brandon Sun.*

Torstar, publisher of five daily newspapers including the *Toronto Star,* was another major player in 2001. It considered convergence opportunities with its competitors and potential partnership with communications companies, including cable television and satellite TV providers. In May, Torstar filed an application with the CRTC to launch three TV channels in southern Ontario. Torstar promised to hire 300 people and to spend $75 million on local programming over the proposed seven-year licence term. Other companies showed interest also in obtaining licences to operate stations in southern Ontario, such as CTV, Rogers Communications Inc, Quebecor Inc, and Craig Broadcasting Systems Inc.

Torstar also said that its strategy was not to be integrated into other bigger entities when considering convergence options. In March, CBC was looking into partnership with Torstar to diversify its media base similar to other big players in the industry. The CBC received about $800 million in federal government funding in 2001.

In June, the CRTC allowed cable companies to own specialty television channels and pay-per-view services. This was viewed as sparking further media consolidation, and ended months of debate between cable operators and broadcasters over the industry's future ownership. For cable companies, the decision eliminated a major barrier to cross-media convergence, allowing them to move into broadcasting. Major cable distributors such as Rogers Communications Inc. of Toronto and Shaw Communications Inc. of Calgary were enabled to make broadcasting takeovers. The potential targets of takeover attempts control most of the country's successful channels. These companies include Chum Ltd and Alliance Atlantis Communications Inc, both of Toronto, and Astral Media Inc of Montreal.

Rogers, a cable, wireless, and media-company has been pursuing full ownership of Sports Net from CTV as a complement to its recent purchase of the Toronto Blue Jays baseball team. Rogers applied to the CRTC for licences to start four additional digital television channels, after launching three digital services in September. The CRTC announced it would hold public hearings to consider multiple broadcasting applications. Also, Corus Entertainment, owned by the Shaw family, had plans to grow by increasing its control of three specialty channels.

Telecommunications

Dynamic events continued in the Canadian telecommunications industry in 2001, leaving companies with huge losses and giving way to major realignments of the sector. The collapse of the dot-com market was preceded by signs of weakened stock prices. Nortel Networks Corp., one of the world's largest telecom-equipment makers, also experienced plummeting profits and stock prices, as did Lucent Technologies, Cisco Systems, and Motorola. In October 2001, Nortel Networks Corp shed another 19,500 jobs worldwide on top of the 30,000 layoffs already announced.

Telecom companies also suffered in 2001 as profits in long distance calls got squeezed even tighter. Local telephone-access services were flat, although money was being made in value-added services such as voice messaging. AT&T Canada Enterprises which sold its residential long-distance services to Primus Telecommunications Group in 2000, showed losses in 2001. Call-Net Enterprises (owner of Sprint Canada) and Telus Corp also sustained major losses in the same year. Local competitors Cannect Communications Inc., C1 Communications Inc. and Axxent Inc., went under, and wireless broadband carrier MaxLink Communications declared bankruptcy. Despite the promise of convergence and high-speed net access, Rogers Communications also lost $104 million.

While the long distance market continued its downward spiral and local services flattened, the wireless and Internet markets and high-speed data network markets grew. BCE posted healthy profits in 2001 and BCE Emergis, its e-commerce unit, almost doubled its revenues compared to 2000.

The activities in the sector did not measure up to the expectations that telecommunications will be the wave that Canada would ride into the 21st century. It was not just the dot-coms who were hurt. In the absence of investment money, companies striving to build Internet and wireless infrastructure to provide for new capacity ended up increasing their debts. Service providers made major investments in 2000 and 2001 in preparation for future demand, building infrastructures as manufacturers lined up to receive the service. But the local exchange carriers could not match both sides because they could not raise enough investment funds. Telecom companies invested more than they earned in 2000, because they continuously needed to invest in new network technologies - particularly wireless and optical - if they were to increase revenue and compete.

In positive developments in 2001, there were opportunities for IP (Internet Provider) telephony and for vendors of equipment. Despite the dot-com situation, there was an explosion in Internet and mobility for telecom companies, to the extent that a federal government report recommended having high-speed access to every home by the end of 2003. Telephone companies were focusing on optical networks, third generation wireless (networks to provide mobile high-speed access at three-time dialup speed), and a shift from circuit to packet switching.

Foreign ownership laws of telecommunication companies were expected to relax to open the way for greater foreign investment in Canadian media and telecommunications outlets. In 2001, Bell Canada was 20.0% owned by SBC Communications, a U.S. company, Microcell was 15.0% owned by Deutsche Telekom, and Telus was 22.0% owned by Verizon Wireless. In July, AT&T, a U.S. company, purchased a large stake in Rogers Wireless for $380 million (U.S.), from a British shareholder, BT PLC.

TRANSPORTATION

Air Transportation

The international air transport industry was doubly hit in 2001: by a slowing economy that started in 2000, and by the attacks that involved civil airlines. Air travel in North America ground to a halt on September 11 after four commercial aircraft were hijacked. Two slammed into the twin towers of New York City’s World Trade Centre, causing the buildings to collapse, a third plane hit the Pentagon structure in Washington D.C., and a fourth crashed in Pennsylvania. Thousands of people were killed in the attacks.

The psychological impact of the violent events was swift. *The World Travel & Tourism Council* projected that the long term economic impact of the attacks would result in a loss of 26.4 million jobs around the globe in the slumping travel industry. The sector employed 210 million people around the world in airlines, hotels, and credit card companies. However, by December, the gloom was adjusted by positive expectations that no such dramatic declines in air travel would occur in 2002, and that fears would eventually disappear, especially in Canada where people rely on air travel to move through the country.

Prior to 2001, Air Canada was expected to become a strong and healthy carrier through the acquisition of Canadian Airlines in 1999. But merger challenges, a slowing economy, and high fuel prices, stood in the way, while its market share dropped to 65.0% in July 2001 from 77.0% in August 1999. To improve efficiency, Air Canada reduced capacity in the regional markets by about 7.0% in 2000 and by 13.0% in 2001. It eliminated several routes and served temporary layoff notices to 1,280 employees. The void was not completely filled by competitors as the big centres were the focus of the competition and not the regional markets. At the same time, Air Canada urged employees to voluntarily reduce their hours or take a leave of absence to help the airline cope with the economic slowdown. The company outlined a plan in June 2001 to boost revenues and cut costs by $1 billion within 8 months.

After September 11, 2001, Air Canada announced plans to cut 9,000 jobs of its 40,000 workforce, and to ground 84 planes. The planned cuts came on top of the 7,500 announced by the airline over the previous 12 months, however, only 6,000 jobs were expected to be lost following agreements with the unions. For example, of the 720 planned cuts in the number of pilots, the pilots union rejected the idea based on a job security clause preventing involuntary layoffs. A deal in December saved 170 pilot jobs through work-sharing, an early retirement program and other measures.

Similar agreements were signed with the other unions at Air Canada that saved 3,074 jobs in flight attendance, customer sales, and service agents, mechanists and finance agents. The company reached agreement with the Canadian Auto Workers union in November to cancel 1,281 layoffs planned for that union. An earlier agreement with the Canadian Union of Public Employees saved 543 jobs. Third party contracts to provide technical services for other airlines saved 1,080 jobs among the International Association of Machinists and Aerospace Workers. The Canadian Auto Workers Union agreed to work with the airline to cut about 1,500 jobs, despite the provision against layoffs until March 2004. Air Canada has separate contracts with most of its unions, guaranteeing job security till 2004. It was also committed as part of its acquisition of Canadian Airlines, not to lay off workers involuntarily until March 2002.

Other Canadian companies suffered also. Air Transat announced 1,300 layoffs after its bookings fell 50.0% in the weeks after September 11. The company employed 4,500 people in Canada and another 1,000 in France. Canada 3000 went bankrupt in November, but investors were interested in salvaging what remained to start a new airline. These developments allowed Air Canada's share of air travel to increase to 80.0% in December from 65.0% in July.

In the United States, the largest carriers, American Airlines, United Airlines, Delta Airlines, and Northwest Airlines, announced plans to reduce workforces by as much as 100,000 employees, and cut schedules by 20.0% to 40.0%. The figures were the worst since the end of the Second World War. In previous economic slowdowns, airlines normally scaled back operations by 1.0% or 2.0%, but never by 20.0%.

In Europe, British Airways announced job cuts, a reduction in capacity, grounding of surplus aircraft, and an end to advertising. Lufthansa froze plans to buy new jumbo jets and stopped hiring workers, and Air France froze hiring and took 17 planes out of service. Virgin Group reduced its staff by 1,200 jobs and cut flights, while Swissair declared bankruptcy.

The U.S. airline companies received $15.0 billion U.S. in emergency benefits packages, while Air Canada received some help as the impact was not as severe as that in the U.S. In Canada, the Department of Transport announced plans to revamp its policy towards the air industry, calling for industrial restructuring so that problems with airline capacity and airline finances do not recur every few years. The department introduced legislation in October to make it easier for the airlines to attract new investment. The government also considered amendments to the *Competition Act* that could make an airline subject to fines of more than $10-million if it were found to have acted to drive a competitor out of business. The amendments would give the Commissioner of Competition the authority to issue a cease-and-desist order to prevent what it considers to be predatory behaviour. Air Canada argued that such amendments would restrict its ability to respond to the changing business world. Companies will be required to run their initiatives past federal regulators to ensure they do not violate competition laws.

Women and Aboriginal Pilots In May 2001, the Air Transport Association of Canada said women and Aboriginal Peoples may be two largely untapped talent pools for pilots. Canadian airlines say they need to increase the number of pilots by 60% in the next three years to avoid a severe shortage. The cost of the training courses to become pilot ($30,000 to $50,000) is a main reason why not many individuals are attracted to this profession.

Land Transportation

A 15-month freeze on North American rail mergers ended in June 2001, paving the way for deals that would redraw North America's railway map. In Canada, CN Railway and CP Railway were expected to be merger candidates. But they would have to wait as the four major U.S. lines - Union Pacific Corp, Burlington Northern Santa Fe Corp, Norfolk Southern Corp and CSX Corp - reconfigure as two transcontinental rail companies. The U.S. mergers will take three years to complete, at which time Canadian rail companies would be ready to participate.

Mergers are now subject to stricter rules from the U.S. regulator, which imposed the moratorium in 2000 in the face of CN's now-dead $28-billion plan to combine with BN Santa Fe. The U.S. regulator feared that the deal would trigger immature mergers by other U.S. railways even though the dust has not settled from previous transactions. It also wanted time to study the ramifications of a move that would leave the U.S. with two major railways.

Before 2001, U.S. regulator encouraged mergers to the extent that the number of U.S. rail companies decreased from 30 in 1978 to 6 in 1998 and to 4 in 2001. New U.S. rules put more pressure on merging railways. Applicants should demonstrate how a merger would enhance competition and should submit a list of promises and detailed accountability and contingency plans. Canada was reviewing rail merger policies in the *Canada Transportation Act*, as the current policy showed Canada as more lenient to mergers than the U.S.

Other major developments in the land transportation industry in 2001, involved a market share war between rail and trucking companies. The Railway Association of Canada, funded by CP and CN, estimated that 44.0% of goods exported to the U.S. went by rail, while trucks carried the rest. With cross-border trade valued at $700-billion a year, a few percentage points of market share from truckers to railways would be worth billions in extra revenues. Truckers are also represented by lobby groups, the Canadian Trucking Alliance and the Ontario Trucking Association.

The land transport infrastructure also provided a point of conflict between the two industries. Highways were built and maintained by governments and the taxes paid by truckers covered only a fraction of the cost. The loosening of regulations has allowed trucks to get bigger and heavier to carry more goods. In contrast, the rail industry paid for its own roads and infrastructure. Also, while rail companies paid less diesel fuel taxes than trucks, they paid more in other taxes, including property and income taxes. The rail association claimed that tax burden is twice that of American rivals, and 29.0% more than that of Canadian truckers.

Future considerations were important factors in the industry. In 2001, there were 5 million truck trips through the Toronto-Windsor corridor for cross-border trade, and this number is expected to increase to 12 million in 2020. This does not include trucks making trips within Ontario, or regular automobile traffic. Billions of dollars in investments in land transportation infrastructure were needed to keep goods and people moving efficiently. As a first step, the federal government has earmarked $600 million to contribute toward strategic highways in Canada, and to better integrate the national road system. The idea of upgrading railway lines to reduce the number of trucks on highways was also proposed. Noting the current congestion, observers argue that rail is cheaper, more practical and safer, and having fewer trucks would allow commuters to use better highways as pressure on the highways is reduced.

A third solution was the encouragement by the federal government of inter-modal transport strategies among rail and trucking. CP Rail already has an expressway service with a technology for loading and unloading truck trailers on to trains, while CN was building a new inter-modal terminal in Ontario that could reduce the number of trucks on highways.

Trucking in Transition Prior to the 1990s, rail companies thrived in a regulated, subsidised and anti-competitive environment. Deregulation, both in rail and trucking, globalisation, and government deficits, changed the environment in which transportation firms operate. Today, trucking is the dominant mode of commercial transportation in North America. More than 90.0% of consumer products and foodstuffs in Canada are shipped by truck. According to Transport Canada, there are about 700,000 large trucks registered in Canada, of which some 420,000 haul freight commercially. There are approximately 10,600 for-hire carriers, 450 private carriers and 2,400 courier companies. According to Statistics Canada, for hire trucking firms generate $20 billion in gross revenues annually. Almost 60.0% of the $300 billion in goods and services traded between Canada and the U.S. travel by truck.

The trucking industry supports an enormous network of manufacturers, distributors, and other suppliers of goods and services. Almost 400,000 Canadian males list their primary occupation as truck driver (the highest of any occupation). More women worked as truck drivers in 2001 compared to 1977, when there were only 7 women in North America driving big trucks. The North American Free Trade Area and domestic changes have led to the growth of the trucking industry. Domestic changes included the demise of the Crow Rate, rail line abandonment, and the transition from local grain elevators to super grain elevators.

More products are being transported by truck than ever before. In addition to the traditional raw primary products, Canada is now exporting value-added goods, which are time-sensitive and need to be shipped by truck.

Trucking is a competitive industry where prices are driven primarily by service and rates. Combined with expanded markets and increased business potential, the competition is now moving for the limited supply of skilled labour. Employment equity has the potential to play an important role in the success and growth of the trucking industry. Success is determined by the availability of well-trained, knowledge-based employees, where non-drivers make up 40.0% of the workforce. Trucking companies need a lot more than drivers to run their business. They hire, among others, business administration graduates, accountants, mechanics, dockworkers, drivers, clerical staff, computer operators and programmers, network administrators, marketing specialists, salespeople, human resources specialists, trainers, supervisors, managers, operational, maintenance and risk management staff.

In the face of severe shortage of drivers, trucking companies were targeting student recruits in 2001. The Ontario Trucking Association launched a *Career Highways* recruitment program to attract potential drivers. Trucking is competing for new employees on the brink of a baby-boom retirement crisis. The industry, like many others, is facing a retirement crunch. The pool of 33-to-55-year-olds is expected to decrease 25.0% over the next five years. Shortages were projects to be as high as 50,000. Truck driving employs more workers over the age of 55 and fewer under 25 than other occupations.

The Atlantic Provinces Trucking Association also stepped up efforts to promote opportunities. Atlantic Canada will need thousands of drivers over the next five years. Between 130 and 140 drivers graduate each year in the region, but this comes much shorter of employers' needs. Employers have immediate needs for hundreds of drivers if they were found.

The shortage is not limited to Canada, as the U.S. and Europe are responding to the crisis by lowering truck driving age. In some Canadian provinces, truck driving age is now 19. However, the dilemma is that commercial vehicles are today technologically advanced, equipped with electronic controls, satellite positioning systems, and computers, so individuals should carry several skills besides driving and a high school diploma. The typical salary for drivers in Canada is $50,000.

OTHER SECTORS

In December, the Ontario government announced plans to privatise Hydro One through public offering, with $5 billion in shares going on the market. There was a concern that the company would use the money to expand rather than pay down the debt. The announcement triggered speculations about the future of government-owned hydro utilities, such as in British Columbia. B.C. Hydro was seeking partners or purchasers of its service divisions.

Hydro One, Ontario's electricity transmission company, and Hydro-Quebec joined in a project in November to build cables under Lake Erie to export hydro power to the United States. Hydro One is one of two successor companies to Ontario Hydro (the other is the Ontario Power Generation). Hydro One was intended to become a fully commercial company.

3. Good Practices

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

In 2001, measures undertaken by employers helped increase designated group representation in the federally regulated workforce. Several employers found that a diverse workforce was not only indicative of a strong presence among market place competitors, but, also of economic success and improved morale among all employees, including designated group members.

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

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

THE BUSINESS CASE

In 2001, employers recognized employment equity as a useful tool to administer the human resources side of their operations. They used it to prevent or correct inequalities in their workforces, and as a fundamental business asset to enhance their standing among industry competitors, and allow them to forge ahead with future business planning.

Bell will continue to optimize its policy framework and corporate environment so that the differences in people - be they employees, customers or candidates for employment - are valued and respected.

Bell Canada

As a company who believes in "best practices" for our employees and customers, Quik X looks forward to the completion of an Employment Equity Plan that adds value to the organization by addressing any existing barriers, improves upon current initiatives and ensures we promote an environment of equity for everyone.

Quik X Transportation Inc.

Employers who submitted a narrative report for 2001 mentioned the following benefits from the implementation of employment equity in their workforces:

- A workforce representative of Canadian culture and diversity;
- An increase in global competitiveness and productivity;
- High employee morale and decreased absenteeism;
- Amicable relationships with customers and clients;
- Enhanced corporate reputation; and
- Increased profitability and a better bottom line.

Diverse workplaces are an asset to employers. New research is demonstrating that diversity and employment equity contribute to business success. IBM was cited in the media as a leader in diversity where it contributed to business success.

COMMUNICATION

In 2001, many employers reported that their communication plans included employment equity measures and were supported by senior management, specifically in self-identification campaigns. This has led to high response rates in employee surveys and better understanding of employment equity by the workforce.

> *As an employer who is committed to promoting and providing equitable employment opportunities, Sinton Transportation will continue to recognize and implement initiatives that will not only improve the quality of workplace, pay and employment equity but to find solutions to and eliminate any employment barriers that arise as we continue to grow.*
>
> ***Sinton Transportation***

Many employers realized the importance of managerial support to employment equity plans and initiatives. Companies such as Stratos Global Corporation held open discussions with employees concerning the company's employment equity initiatives led by the president and CEO. With emphasis on employment equity and commitment to their plan, employers overcame some resistance to self-identification and increased survey response rates.

> *We created the Diversity Leadership Council (DCL), which is comprised of all the executive champions and is chaired by the CEO. The DLC is responsible for setting overall RBC strategy for diversity and employment equity, discussing issues, establishing a communication strategy and overseeing progress.*
>
> ***Royal Bank***

In 2001, employers devoted resources to their employment equity plans and developed effective ways to implement them. The Canadian Mortgage and Housing Corporation and the Mohawks of the Bay of Quinte held information sessions to discuss diversity. Most employers have employment equity committees to review policies and plans and to monitor employer compliance with obligations under the Act. For example, focus groups were periodically held at Westjet Airlines to identify solutions to perceived barriers to employment, and Atlantic Turbines International Inc. has consulted an employee committee on equity employment issues. Maintaining transparency with employees has become essential for a successful implementation of employment equity. This is especially true when acquisitions are made and new employees are added to the company's workforce, as was the case in 2001 with Corus Entertainment, which acquired various broadcasting and entertainment entities, including the Women's Network.

Having a comprehensive human resources strategy attracts new talent to the company and retains current human resources. Many companies, such as Atomic Energy of Canada Limited and Canadian Satellite Communications Inc. have included employment equity information and job advertisements on their web sites, hoping to reach a diverse audience and possible candidates for employment.

> *There are two internal diversity committees in Mississauga and Montreal, which consist of employees across occupational levels and designated groups. These committees play an active role in the company to help communicate, implement and monitor progress of their employment equity initiatives.*
>
> ***Pelmorex***

When implementing communication strategies, most employers realize that year-round efforts are what make a successful employment equity strategy and not just the submission of a report.

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

- Voluntary self-identification surveys that help identify the diversity present in the workplace;
- Focus groups and committees devoted to employment equity and responsibility for conducting workshops, presentations and sessions with employees;
- Dialogue with managers concerning their position on employment equity;
- Internal and external newsletters and magazines with sections and/or articles on employment equity;

- Internal bulletin boards where job openings and recent employment equity news items are posted;
- Company internet web sites including information concerning employment equity plans;
- Internal employment equity memos and pamphlets; and exit interviews.

> *We have provided our employees with information packages about the importance of the company employment equity*
>
> ***SLH Transport Inc.***

SHARING PRACTICES

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

In 2001, employers established strong relationships with outreach agencies representing designated groups in order to communicate job postings as well as the company's support for employment equity. Many companies demonstrated a commitment to employment equity initiatives through the collective bargaining process with labour unions, and through contacts with other employers.

The following are some good practices noted by employers in their reports:

- Many employers maintain an "open-door" policy that encourages and fosters a positive environment for employer and employees.
- Often, employers advertise employment opportunities in specific national or regional publications geared towards members of designated groups.
- Some employers celebrate specific cultural holidays such as National Aboriginal Day, or the International Day for the Elimination of Racial Discrimination. Employers allowed flexible holiday policies to allow employees to celebrate their own special day.
- The employers accommodated some employees who needed special help, especially those with disabilities, to ease their integration into the workforce, and make them comfortable in their work environment.
- Many employers report the achievement of barrier-free workplaces through accommodation of employees. As workplaces become more complex, accommodative solutions become increasingly individualized. Employers recognize that successful accommodation involve positive encouragement from senior managers, and the development of supportive workplace cultures. Some practices employers used to meet the needs of employees included private workspaces, visual and hearing aids, job coaches, and diversity training provided to managers and staff.

PARTNERSHIP

In 2001, many companies sought the help of outside organizations that cater to the needs of the designated groups. They worked together with these special organizations to help achieve their employment equity goals, and to maintain morale among existing employees.

The following are some initiatives made by employers to establish, develop and maintain effective working relationships with external organizations to foster their employment equity goals:

- Day and Ross Inc. built partnerships with several organizations that specialize in finding employment placements for persons with disabilities. Day and Ross would send their job openings and the organization would then find matches for employment among qualified candidates.
- Air Creebec sent job openings to local band offices to reach the Aboriginal candidates in the area.
- Purolator maintained effective business relationships with several associations, such as: Equité New Brunswick Equity, Toronto Employment Equity Practitioners Association, Manitoba Employment Equity Practitioners Association, Corporate Employment Opportunity Group.

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

Some examples include Aeroguard Company Ltd. which increased Aboriginal representation by working with Aboriginal placement agencies; Execaire Inc. which took the initiative to post online recruitment posters with Native Career Magazine On-line; The Canadian Bankers Association which posted job opportunities with Ontario March of Dimes, Canadian Paraplegic Association, Goodwill and COSTI; and Canada Lands Company CLC Limited engaged was assisted by Aboriginal education institutions when trying to find candidates for the Aboriginal internship program.

Despite the difficult last quarter faced by most transportation companies, they kept a strong focus on employment equity. Initiatives and plans were implemented, and continued throughout a difficult period.

GOOD PRACTICES INDEX

Section 18 (6)(a)(b) of the *Employment Equity Act* requires employers to include a narrative part in their annual report *"describing (a) the measures taken by the employer during the reporting period to implement employment equity and the results achieved; and (b) the consultations between the employer and its employees' representatives during the reporting period concerning the implementation of employment equity"*.

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

The (GPI) appears in the last column of the table that accompanies the next chapter. It has a maximum value of five points and a minimum of zero. Almost 80% of employers obtained a GPI of 4 or 5 points, while about 20% obtained GPIs between 1 and 3 points.

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

MERIT AWARDS 2002

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

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

On March 26th, 2002, the Labour Program presented the 12th annual Employment Equity Merit Awards. Recipients were as follows:

Vision Award:

1. Manitoba Hydro

Certificates of Merit:

1. Canadian Imperial Bank of Commerce (CIBC)
2. Arnold Bros Transport Ltd
3. Husky Energy
4. Telesat Canada

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

4. Employer Ratings

This chapter presents an assessment of the quantitative results that employers achieved in working toward a representative and equitable workforce during the reporting year ending December 31, 2001. This assessment is based entirely on the numerical data contained in the employers' reports.

Qualitative measures undertaken by employers to implement employment equity are covered in the Good Practices chapter of this report, which also contains a section on the Good Practices Index. The narrative section of each employer's report can be found on the Workplace Equity web site (address in Chapter 1).

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

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

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

THE INDICATORS

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

- **Indicator one –** *Representation* – measures whether the representation of members of a designated group in the employer's workforce is adequate. "Adequacy" is measured in terms of the extent to which the group's representation in the employer's workforce is compared against the group's availability in the Canadian labour force. The benchmark is determined according to the latest available Census data and is weighted to fit the regional distribution of the employer's workforce.

- **Indicator two –** *Clustering* – shows the degree to which members of a designated group are equitably represented across the 14 occupational groups compared with that of other employees in the company. The objective is to assess whether the jobs that designated group members occupy are equivalent to those that other employees in the same organisation occupy.

- **Indicator three –** *Salary Gaps* – compares the salaries of members of a designated group with those of other employees in the organisation. The objective is to determine the extent to which the salaries of employees from the designated group differ from the salaries of other employees.

- **Indicator four –** *Hirings* – measures recruitment of members of designated groups by the employer against the labour market availability of the designated group. The shares of hirings are adjusted to take into consideration the impact of the hires the members of a designated group received according to the occupational group to which they were hired.

- **Indicator five –** *Promotions* – shows whether an employer has promoted a fair number of members of a designated group by comparing the share of promotions that the group received with the representation of the group in the employer's workforce. The share of promotions is adjusted to take into consideration the impact of the promotions the members of a designated group received according to the occupational group to which they were promoted.

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

THE RATINGS

The rating is represented by an alphabet (A, B, C, D, or Z) for each of the four designated groups. An "A" represents the highest rating, and "Z" the lowest. The ratings provide a comprehensive measure of the six indicators in a single score. A score from 0 to 16 (1 being the least score) based on the sum of the individual scores of the six indicators, is assigned to each designated group in an employer's workforce.

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

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

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

SMALL NUMBERS

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

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

SUMMARY OF RESULTS

The table below provides an overview of the situation of designated group members and the progress that employers achieved during 2001. More detailed results for each of the four industrial sectors covered under the Act and by employer appear in the table following this chapter.

NUMBER OF EMPLOYERS BY RATING BY DESIGNATED GROUPS

Designated Group	Rating				
	A	B	C	D	Z
Women	91	87	159	65	1
Aboriginal Peoples	177	50	40	59	64
Persons with disabilities	26	28	132	160	44
Members of visible minorities	109	63	112	75	31

As the table shows, a large number of employers received high ratings indicating good results for the situation of women, Aboriginal Peoples and members of visible minorities in their workforce, but a similarly high number received low ratings. Only one employer, Pelmorex Inc., in the Communications sector, received straight four “A’s” (i.e., for each designated groups) compared to none last year. Pelmorex Inc. received a top score of 5 on the GPI. There were 24 companies who received three “As” (for three designated groups), 21 of whom received a score of 5 for the GPI. And 93 companies who received 2 “As” (for two designated groups), 74 of whom had a score of 5 for the GPI. However, 63.5% of all employers (i.e., 259 companies) received at least one “A”, compared to only 61.0% (or 238 companies) in 2000.

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

There were a significant number of employers who received a rating of “Z” for the minority-designated groups. Employers appearing for the first time in this report in 2001 and who reported by gender received a rating for women only.

Results by sector

Banking

Almost all of the banks, with a few exceptions, attained good results (“A” and “B” ratings) for women and members of visible minority groups. As in previous years, results for persons with disabilities were very poor for all employers in this sector, but improved for Aboriginal Peoples where 14 employers received As or Bs for this group out of 21 banking institutions.

Transportation

This sector had the largest number of employers with good results for Aboriginal peoples in their workforce among the four major industrial sectors. There were 110 employers out of 235 in Transportation who received an “A” for Aboriginal Peoples. For the other three designated groups, however, only a minority of employers received an “A”, while a majority received low ratings. Members of visible minority groups did relatively well in this sector in 2001, where 51 employers received an “A” and 37 employers received a “B”.

Communications

In Communications, a fair number of employers received an “A” for Aboriginal peoples (38 of 88) and for women (34 of 88), and visible minorities (30 of 88). Only 4 employers received an “A” for persons with disabilities. A larger number of companies received either an “A” or a “B” for women (71 of 88), followed by Aboriginal Peoples (50 of 88) and visible minorities (42 of 88). However, of the 88 companies reporting this year in this sector, only 11 had ratings better than a “C” for persons with disabilities.

Other Sectors

Over half of employers in the Other sectors received high ratings for women, Aboriginal peoples and members of visible minorities. While performance was consistent for these three groups in ratings “A” and “B”, the vast majority of employers (44 out of 47) in this sector received very low ratings for persons with disabilities in their workforces.

HOW TO READ THE LIST OF INDIVIDUAL RESULTS

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

The following codes appear in the table. There were 19 employers who submitted a late report this year without permission. Under Part III of the *Employment Equity Act*, the Minister of Labour is authorized to issue monetary penalties against employers for late reporting and for knowingly submitting false information.

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

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

	NAME	Total	W	AP	PWD	VM	GPI
	BANKING SECTOR						
	BANK OF AMERICA CANADA	329	A	Z	B	A	5
	BANK OF CANADA	1,019	A	B	C	A	5
	BANK OF MONTREAL	23,053	A	A	C	A	5
	BNP PARIBAS (CANADA)	225	C	Z	D*	A	5
	CANADIAN IMPERIAL BANK OF COMMERCE	35,723	A	B	C	B	5
	CANADIAN WESTERN BANK	600	B	B	C*	B	4
	CITIBANK CANADA LIMITED	1,211	A	A*	C	A	5
	CITIZENS BANK OF CANADA	147	B	D*	C*	A	5
	DEUTSCHE BANK AG, CANADA BRANCH	193	B	A*	D*	B	4
	EDS CANADA	324					5
	HSBC BANK CANADA	4,517	A	B	C	A	5
	ING BANK OF CANADA	376	B	A*	D*	B	5
	INTESABCI CANADA	274	B	Z	Z	B	5
	LAURENTIAN BANK OF CANADA	3,195	A	B*	C	C	5
	MBNA CANADA BANK	867	A	A	D	B	4
	NATIONAL BANK OF CANADA	12,487	A	A	C	B	5
	NATIONAL BANK OF GREECE (CANADA)	286	A	Z	Z	C*	5
	ROYAL BANK OF CANADA	37,546	A	B	C	A	5
	SCOTIABANK	26,051	A	B	C	A	4
	SOCIÉTÉ GÉNÉRALE (CANADA)	107	A	Z	Z	A	5
	SYMCOR SERVICES INC.	3,557	A	A	C	A	5
	THE TORONTO-DOMINION BANK	38,398	A	C	C	A	5
	TRANSPORTATION SECTOR						
	1641-9749 QUEBEC INC.	305	C*	Z	B*	D*	5
	3087-9449 QUÉBEC INC.	191	C	Z	D*	A	5
	3793486 CANADA LTÉE/LTD.	535	D	A	D*	C	5
	3846113 CANADA INC.	125	B	A*	A*	A	5
	591182 ONTARIO LTD.	309	C	D*	D*	D*	5
L	**682439 ONTARIO INC.**	**177**	**D***	**Z**	**Z**	**D***	**3**
	A. BERGERON & FILS INC.	106	C				5
L	**A.J. BUS LINES LTD.**	**116**	**B**	**A***	**C***	**D***	**4**

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

	NAME	Total	W	AP	PWD	VM	GPI
	ACRO AEROSPACE INC.	379	D	D*	C*	B	5
	ADBY TRANSPORT LIMITED	88	D	A*	D*	D*	5
	AIR CANADA	32,048	B	B	C	B	5
	AIR CANADA JAZZ (FORMERLY AIR BC)	1,059	C	C	C	C	4
	AIR CANADA JAZZ (FORMERLY AIR NOVA INC.)	1,303	B	C*	C	C	4
	AIR CANADA JAZZ (FORMERLY AIR ONTARIO INC.)	919	C	B*	C*	C	4
	AIR CANADA JAZZ (FORMERLY CANADIAN REGIONAL AIRLINES)	1,483	B	A	B	C	4
	AIR CREEBEC INC.	170	C	A	D*	D*	5
	AIR FRANCE COMPAGNIE NATIONALE	274	A	Z	D*	A	5
	AIR INUIT LTD. (1985)	348	C	B	C*	A	5
	AIR TRANSAT A.T. INC.	2,416	B	A	C*	C	5
	AIRBORNE ENERGY SOLUTIONS LTD.	169	D				5
	ALCAN SMELTERS AND CHEMICALS LIMITED	207	C*	A*	A	Z	5
	ALGOMA CENTRAL CORPORATION	802	C	A	C	B	5
	ALGOMA CENTRAL RAILWAY INC.	182	D	A*	D*	Z	5
	ALLIANCE PIPELINE LTD.	186	A	A*	A	C	5
	ALLIED SYSTEMS (CANADA) COMPANY	1,466	C	A	C	C	4
	AMERICAN AIRLINES INC.	248	A	Z	A	B	5
L	**APEX MOTOR EXPRESS LTD.**	**136**	**B**	**A***	**D***	**A**	**4**
	ARMOUR TRANSPORT INC.	401	C	A*	C*	A*	5
	ARNOLD BROS. TRANSPORT LTD.	563	C	A	C	C	5
L	**ATLANTIC TOWING LIMITED**	**221**	**D***	**Z**	**Z**	**Z**	**2**
	AUTOCAR CONNAISSEUR INC.	46	C	Z	Z	B*	5
	B & R ECKEL’S TRANSPORT LTD.	175	C	A	C*	D*	5
R	**BAIE TRANSPORT INC.**						
	BAX GLOBAL (CANADA) LIMITED	227	A	A*	D*	B	5
	BAY FERRIES LIMITED	117	D	Z	Z	A*	5
	BCR MARINE LTD.	191	D	C*	D*	C	5
	BEARSKIN LAKE AIR SERVICE LIMITED	420	A	B	D	A	5
	BIG FREIGHT SYSTEMS INC.	289	C	C	D*	A*	5
	BIG HORN TRANSPORT LTD.	145	C*	B	A	B*	5
	BISON DIVERSIFIED INC.	682	D	A	C	C	5
	BRADLEY AIR SERVICES	1,151	C	C	C	A	5
	BREWSTER TRANSPORT COMPANY LIMITED	63	C*	D*	Z	D*	4

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

	NAME	Total	W	AP	PWD	VM	GPI
	BRITISH AIRWAYS	243	A	Z	D*	A	2
L	**BRITISH COLUMBIA COAST PILOTS LTD.**	**109**	**D***				**4**
	BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	3,366	D	A	A	C	4
	BROOKVILLE CARRIERS INC.	216	C	A*	C*	C*	5
P	**BRUCE R. SMITH LIMITED**	**244**	**C**	**D***	**C***	**A**	**3**
	BYERS TRANSPORT LIMITED	330	C	A	C	C	5
	CALAC TRUCKING LTD.	329	D	C*	C*	D*	5
	CALGARY AIRPORT AUTHORITY	144	B	D*	D*	C*	5
	CALM AIR INTERNATIONAL LIMITED	334	B	B	D*	B	4
	CANADA CARTAGE SYSTEM LIMITED	830	D	A*	C*	C	5
	CANADA MARITIME AGENCIES LIMITED	275	A	A*	D*	B	5
	CANADIAN FREIGHTWAYS EASTERN LIMITED	151	D	A*	A*	C*	4
L	**CANADIAN FREIGHTWAYS LIMITED**	**944**	**C**	**A**	**C**	**C**	**4**
	CANADIAN NATIONAL RAILWAY COMPANY	16,149	C	B	D	C	5
	CANADIAN PACIFIC RAILWAY COMPANY	13,285	C	A	B	B	5
	CANXPRESS LTD.	199	C	C*	Z	D*	5
L	**CARON TRANSPORTATION SYSTEMS PARTNERSHIP**	**199**	**D**	**D***	**D***	**Z**	**3**
	CASCADE AEROSPACE	350	D	A	C*	A	5
	CASCADE CARRIERS	141	C	Z	D*	C*	5
	CAST NORTH AMERICA INC.	102	B	Z	D*	A	5
L	**CATHAY PACIFIC AIRWAYS LIMITED**	**342**	**A**	**D***	**D***	**A**	**5**
	CELADON CANADA INC.	241	C	A*	C*	A	5
	CHALLENGER MOTOR FREIGHT INC.	821	C	A	D	B	5
	CHC HELICOPTERS INTERNATIONAL INC.	421	C	B	C	C	5
	CITY OF OTTAWA (OC TRANSPO)	2,214	C	A	B	A	5
	CLARKE INC.	733	C	A	C	C	5
	CONAIR GROUP LTD.	130	D	Z	D*	D*	5
	CONSOLIDATED AVIATION FUELING AND SERVICES	378	C	A*	D*	B	5
	CONSOLIDATED FASTFRATE INC.	863	C	A	C	C	5
L	**COONEY GROUP OF COMPANIES**	**327**	**D**				**4**
	D&W FORWARDERS INC.	130	C	A*	A	A	5
	DAY AND ROSS INC.	1,603	B	C	D	B	5
	DELTA AIR LINES INC.	266	A	Z	D*	C	5
L	**DICOM MONTREAL**	**119**	**C**	**Z**	**Z**	**B**	**3**

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

	NAME	Total	W	AP	PWD	VM	GPI
	DIRECT INTEGRATED TRANSPORTATION	797	C	B	C	B	5
	EAGLE GLOBAL LOGISTICS INC.	373	B				5
	ECL GROUP OF COMPANIES LTD.	310	C				5
	EDMONTON REGIONAL AIRPORTS AUTHORITY	151	A	C*	D*	B	5
	EMERY AIR FREIGHT CORPORATION	301	B	A*	A	A	5
	ENBRIDGE PIPELINES INC.	716	C	C	C	B	5
	ENTREPRISES DE TRANSPORT J.C.G. INC.	271	D	Z	D*	Z	5
	ERB ENTERPRISES INC.	978	C	A*	C	C	5
	EUROCOPTER CANADA LIMITED	137	C	A*	D*	A*	5
	EXECAIRE INC.	222	D	Z	D*	C*	5
V	**FEDNAV LIMITED**	**97**					
	FIELD AVIATION COMPANY INC.	352	D	D*	D*	B	5
	FLOYD SINTON LIMITED	149	A	Z	Z	D*	5
	FRED GUY MOVING & STORAGE LTD.	170	C	A*	A	A	5
L	**GLOBAL FORWARDING COMPANY LIMITED**	**163**	**C**	**Z**	**D***	**D***	**4**
	GLOBEGROUND NORTH AMERICA, INC.	1,728	B	D	D	B	5
L	**GOJIT LOGISTIQUE INC.**	**180**	**B**	**Z**	**Z**	**A**	**3**
L	**GOSSELIN EXPRESS LTD**	**128**	**C**	**Z**	**D***	**Z**	**4**
	GRAYLINE (VICTORIA) LTD.	333	C				5
	GREAT CANADIAN RAILTOUR COMPANY LTD.	141	A	A*	D*	C	5
	GREATER TORONTO AIRPORTS AUTHORITY	829	B	D*	C*	B	3
	GREYHOUND CANADA TRANSPORTATION CORPORATION	1,963	C	A	C	C	5
	GRIMSHAW TRUCKING AND DISTRIBUTING LTD.	257	C	A	C*	C*	5
	H & R TRANSPORT LTD	525	D	C*	D*	B	4
	H.M. TRIMBLE AND SONS (1983) LTD.	295	D	A	C*	D*	4
	HALIFAX EMPLOYERS ASSOCIATION INC.	452	D	A	A	A	5
	HALIFAX INTERNATIONAL AIRPORT AUTHORITY	123	C	Z	Z	Z	5
	HELIJET INTERNATIONAL INC.	117	C	Z	Z	C	5
	HELIPRO INTERNATIONAL - A DIVISION OF ACRO AEROSPACE INC.	124	C				5
L	**HIGHLAND MOVING AND STORAGE LTD.**	**115**	**C**	**Z**	**Z**	**Z**	**4**
	HIGHLAND TRANSPORT	125	B	A*	A*	A	5
	HORIZON AIR INDUSTRIES INC.	113	A	D*	Z	A	5
	HUTTON TRANSPORT LIMITED	151	C*	D*	C*	Z	4
	INNOTECH AVIATION LIMITED	189	C	A*	Z	C	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	INTERNATIONAL AIR TRANSPORT ASSOCIATION	425	A	B*	D*	A	5
	J. & T. MURPHY LIMITED	351	A	D*	D	D*	5
	J.D. SMITH AND SONS LTD.	249	C	A*	B*	A	3
	JAY'S MOVING AND STORAGE	119	B	B	D*	D*	5
	JET TRANSPORT LTD.	150	D	B*	C*	D*	5
	JULES SAVARD INC.	151	D*				5
	KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	792	D	A	C	A	5
	KENMORE TRANSPORTATION INC.	177	C	Z	D*	A	4
	KENN BOREK AIR LTD.	260	D	A	D*	D	5
	KINDERSLEY TRANSPORT LTD.	655	C	C*	D*	C	5
	KLEYSEN TRANSPORT LTD.	228	C	A	C*	B	5
	KRISKA HOLDINGS LTD.	337	D	D*	C*	C	5
	KUNKEL BUS LINES LTD.	157	A	A*	D*	Z	4
	L.E. WALKER TRANSPORT LIMITED	160	D	A*	Z	D*	5
	LAIDLAW CARRIERS INC.	368	D	A*	C	D*	5
	LAIDLAW TRANSIT LTD. (GREYGOOSE BUS LINES)	164	D	A	D*	A	5
	LAIDLAW TRANSIT LTD. (LAIDLAW EDUCATION SERVICES)	6,459	A	A	C	C	5
P	**LEVY TRANSPORT LTD**	**239**	**D**	**D***	**D***	**Z**	**5**
	LIBERTY LINEHAUL INC.	117	C	D*	Z	Z	4
L	**LOGISTEC CORPORATION**	**141**	**C**	**Z**	**D***	**D***	**4**
	LUFTHANSA GERMAN AIRLINES	123	A	Z	Z	A	5
	MACKIE MOVING SYSTEMS CORPORATION	119	B	A*	D*	A*	4
	MACKINNON TRANSPORT INC	172	D	A*	B*	D*	5
	MARINE ATLANTIC INC.	1,168	C	C	B	B*	4
	MARITIME EMPLOYERS ASSOCIATION	1,120	C	A*	C*	C	5
	MCKEVITT TRUCKING LTD.	136	C				5
	METROWIDE DRIVER SERVICES INC.	133	D	Z	Z	D*	5
	MEYERS TRANSPORT LIMITED	287	C	A	A	C	5
	MIDLAND TRANSPORT LIMITED	1,056	C	A	C	C	5
	MILL CREEK MOTOR FREIGHT	209	C	B*	D*	Z	5
	MONTREAL AIRPORTS	591	B	D*	D*	C*	5
	MONTREAL PORT AUTHORITY	346	C	Z	D*	C*	4
	MONTSHIP INC.	120	B	Z	D*	A	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	MULLEN TRUCKING INC.	355	D	A	D*	D*	5
	MUNICIPAL TANK LINES LIMITED	130	C*	A*	D*	C*	5
	N. YANKE TRANSFER LTD.	472	C	C	C*	C	5
	NASITTUQ CORPORATION	226	C	A	D*	A*	4
	NESEL FAST FREIGHT INC.	260	C	A*	D*	C	5
	NORTHERN TRANSPORTATION COMPANY LIMITED	275	D	B	D*	D*	4
	NORTHUMBERLAND FERRIES LIMITED	162	D	Z	D*	D*	5
L	**OCEAN SERVICES LIMITED**	**185**	**C***	**B***	**D***	**A***	**3**
	OCEANEX (1997) INC.	161	C				5
	OK TRANSPORTATION LTD.	164	C	A*	A*	C	1
	PACIFIC COASTAL AIRLINES LIMITED	163	B	A*	D*	D	5
	PAUL'S HAULING LTD.	256	C	B	C*	D*	5
	PCY CARRIERS INC.	195	C				5
	PEACE BRIDGE BROKERAGE LIMITED	644	A	A	B	A	4
	PENETANG-MIDLAND COACH LINES LIMITED	404	C	A*	C	A	5
	PENNER INTERNATIONAL INC.	155	B	Z	Z	D*	2
	PENTASTAR TRANSPORTATION LTD.	233	C	A	D*	D*	4
	PERIMETER AVIATION LTD.	286	C	A	D*	D*	5
	PLH AVIATION SERVICES INC.	228	D	A	A	B	5
	POLE STAR TRANSPORT INCORPORATED	340	D	A*	C	D*	5
	PORTER TRUCKING LTD.	222	C	A*	D*	C*	2
	PREMAY EQUIPMENT LTD.	103	C	D*	D*	D*	5
	PROVINCIAL AIRLINES LIMITED	375	C	B	D*	A*	5
	QUEBEC NORTH SHORE AND LABRADOR RAILWAY	457	B	D*	Z	Z	5
	QUIK X TRANSPORTATION INC.	192	B	C*	D*	C	5
	RAILAMERICA INC.	338	C	A	C*	D*	5
	RAINBOW TRANSPORT (1974) LTD.	206	C	A	D*	C*	5
	REIMER EXPRESS LINES	1,359	C	A	D	C	3
L	**RIDSDALE TRANSPORT LTD**	**209**	**C**	**A**	**C***	**D***	**3**
	RIVTOW MARINE INC.	248	C	A*	C*	C	5
	ROBYNS TRANSPORTATION AND DISTRIBUTION SERVICES LTD.	202	C	D*	D*	D*	4
	ROSEDALE TRANSPORT LIMITED	190	C*	A*	C*	A	5
	ROSENAU TRANSPORT LTD.	289	D	A	B	C	5
	RYDER TRUCK RENTAL CANADA LIMITED	678	C	A*	C	C	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	SAFETY-KLEEN LTD.	319	C	A*	B*	C*	5
	SASKATCHEWAN TRANSPORTATION COMPANY	226	C	A	C*	D*	5
	SCHNEIDER NATIONAL CARRIERS CANADA	654	D	B*	D*	C	5
	SEASPAN INTERNATIONAL LTD.	1,218	D	A	C	C	5
	SECUNDA MARINE SERVICES LTD.	312	D	B*	D*	B*	5
	SERCO FACILITIES MANAGEMENT INC.	439	C	A	A	D*	5
L	**SERVICES AÉROPORTUAIRES HANDLEX INC.**	**774**	**A**	**A***	**D***	**B**	**3**
	SHARP BUS LINES LTD.	394	A	A	D*	D*	5
	SKYSERVICE AIRLINES INCORPORATED	351	B	A*	D*	C	5
	SKYSERVICE F.B.O. INC. AND SKYSERVICE AVIATION INC.	278	D	Z	D*	D*	5
	SKYWARD AVIATION LTD.	125	B	A	Z	Z	5
	SLH TRANSPORT INC.	1,484	D	A	C	C	5
	SMT (EASTERN) LIMITED	203	C	A*	C*	D*	4
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	432	C	A*	D*	A*	5
	SPAR AEROSPACE LIMITED	675	D	D*	C	B	5
P	**SPEEDY HEAVY HAULING A DIVISION OF CAGE LOGISTICS INC.**	**334**	**B**	**C***	**D***	**B***	**5**
	ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	568	C	A*	C	B	5
	SUNBURY TRANSPORT LIMITED	103	C	Z	Z	Z	5
P	**SWANBERG BROS. TRUCKING LTD.**	**178**	**D**	**D***	**D***	**Z**	**5**
L	**TALLMAN TRANSPORTS LTD**	**121**	**C**	**Z**	**Z**	**D***	**1**
	TIPPET RICHARDSON LIMITED	194	C	C*	A	A	5
	TNT CANADA INC.	260	A	A*	B*	A	5
L	**TOKMAKJIAN LIMITED CAN-AIR**	**221**	**D**	**A***	**Z**	**C**	
	TORONTO PORT AUTHORITY	109	C	A*	A*	C	5
	TRANS MOUNTAIN PIPE LINE COMPANY LTD.	219	C	C*	B	C	5
	TRANSCANADA PIPELINES LIMITED	1,995	B	A	C	B	5
	TRANSFREIGHT INC.	346	C	A*	D*	A	5
	TRANS-FRT. MCNAMARA INC.	111	C	Z	D*	D*	
	TRANSIT WINDSOR	269	B	C*	C*	A	5
	TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.	295	C	B*	D*	D*	5
	TRANSPORT ASSELIN LTÉE	177	C	D*	Z	B*	5
	TRANSPORT BERNIERES INC.	154	C	D*	Z	Z	4
L	**TRANSPORT BESNER INC.**	**332**	**D**	**Z**	**C***	**D***	**4**
	TRANSPORT CABANO KINGSWAY INC.	1,385	C	C*	C	C	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	TRANSPORT COUTURE ET FILS LTÉE.	160	D	Z	Z	Z	5
	TRANSPORT DESGAGNÉS INC.	107	C*	C*	Z	A*	5
	TRANSPORT GUILBAULT INC.	146	Z	Z	Z	Z	5
	TRANSPORT HERVE LEMIEUX (1975) INC	213	C	A*	D*	C*	5
	TRANSPORT MORNEAU INC.	245	C	A*	D*	Z	5
L	**TRANSPORT NJN INC.**	**145**	**C**	**Z**	**Z**	**D***	**4**
	TRANSPORT ROBERT (1973) LTÉE	317	D*	D*	D*	D*	5
	TRANSPORT THIBODEAU INC.	402	C	D*	A	D*	5
	TRANSPORT THOM LTÉE	172	C	B*	B*	A*	5
	TRANSX LTD.	1,072	D	A	D	C	5
	TRAVELERS TRANPORTATION	239	C				5
	TRENTWAY WAGAR INC.	636	C	A*	D*	C	5
	TRIMAC TRANSPORTATION MANAGEMENT LTD.	254	B	A*	D*	B	5
	TSI TERMINAL SYSTEMS INC.	222	C	A*	D*	C	5
	TST SOLUTIONS INC.	1,072	C	D*	C	C	5
	UNITED AIRLINES, INC.	180	A	A*	D*	B	4
	UPPER LAKES GROUP INC.	720	C	Z	A	D*	5
	US AIRWAYS INC.	89	A	Z	Z	A	5
	VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	290	B	D*	B	A	5
	VANCOUVER PORT AUTHORITY	143	A	D*	D*	B	5
	VAN-KAM FREIGHTWAYS LTD.	280	C	C*	B	B	5
	VERSPEETEN CARTAGE LTD.	248	C	D*	D*	C*	5
	VIA RAIL CANADA INC.	3,388	C	A	A	C	5
	VOYAGEUR AIRWAYS LIMITED	202	C	A*	D*	A*	5
	WACKENHUT OF CANADA LIMITED	2,103	C	A	D	A	5
	WARREN GIBSON LIMITED	521	D	A*	B	C*	5
	WASAYA AIRWAYS LIMITED PARTNERSHIP	161	C	B	D*	D*	5
	WESTCAN BULK TRANSPORT LTD.	467	D	C	C	C	5
	WESTCOAST ENERGY INC.	1,046	B	B	B	A	4
	WESTERN STEVEDORING COMPANY LIMITED	107	D	A*	D*	D*	5
	WESTJET AIRLINES LTD.	2,298	B	B	D	C	5
	WESTSHORE TERMINALS LTD.	180	C	Z	D*	D*	5
	WILLIAMS MOVING AND STORAGE (BC) LTD.	351	C	B	D*	C	5
	WINNIPEG AIRPORT AUTHORITY	119	C	C*	B*	C*	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	WORLDWIDE FLIGHT SERVICES	651	C	C*	D*	B	5
	XTL TRANSPORT INC.	149	A	A*	D*	B	5
	YELLOW TRANSPORTATION, INC.	258	C	D*	D*	C	5
COMMUNICATIONS SECTOR							
	ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	165	B	B*	D*	A*	4
	ALIANT TELECOM INC.	6,075	A	B	C	A	5
	ALLIANCE ATLANTIS COMMUNICATIONS	389	A	A*	C*	C	5
	AMTELECOM GROUP INC.	1,220	B	A	D*	A	5
	AT & T CANADA CORP.	4,446	B	A	C	A	5
	BELL CANADA	27,193	A	B	C	B	5
	BELL EXPRESSVU	1,463	A	A	C	A	5
	BELL MOBILITY CELLULAR INC.	2,534	A	A	C	B	5
	BELL NEXXIA	1,454	A	B*	C	D	5
	BELL WEST INC.	605	A	A	C*	B	5
	BLACKBURN RADIO INC.	109	B	D*	D*	D*	5
	CALL-NET ENTERPRISES	2,140	A	B	C	A	4
	CANADA POST CORPORATION	55,575	A	A	C	A	4
	CANADIAN BROADCASTING CORPORATION	6,790	A	A	C	C	5
	CANADIAN SATELLITE COMMUNICATIONS INC.	1,066	A	A*	C	A	5
	CANPAR TRANSPORT LTD.	1,664	D	A	D	A	5
	CHTV TELEVISION (A DIVISION OF GLOBAL)	190	A	A*	B*	D*	5
	CHUM LIMITED	2,218	B	C*	C	C	5
	CICT TELEVISION (A DIVISION OF GLOBAL)	190	B	D*	D*	C*	5
	CITV TELEVISION (A DIVISION OF GLOBAL)	155	C	D*	D*	C*	5
R	**COGECO CÂBLE (CANADA) INC.**						
	COGECO CABLE SYSTEMS INC.	671	A	A*	D	C	5
	COGECO RADIO-TÉLÉVISION INC.	236	B	Z	D*	Z	5
L	**CONNEXIM SOCIÉTÉ EN COMMANDITE**	**557**	**B**	**D***	**D***	**C***	**4**
	CORUS ENTERTAINMENT INC.	1,893	A	D	D	C	5
	CRAIG BROADCAST ALBERTA INC.	260	A	A*	C	C	4
	CRAIG BROADCAST SYSTEMS INC.	152	A	B*	A	A*	5
	CTV INC. NETSTAR COMMUNICATIONS	396	A	D*	C*	A	5
	CTV TELEVISION INC - CFQC	168	C	D*	B*	B*	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	CTV TELEVISION INC. - ATV/ASN	195	B	Z	A	A*	5
	CTV TELEVISION INC. - CFCF	158	A	Z	D*	B	4
	CTV TELEVISION INC. - CFCN	138	B	A*	D*	D*	5
	CTV TELEVISION INC. - CFRN	102	B	A*	D*	D*	5
	CTV TELEVISION INC. - CFTO/CTV	1,218	A	C*	C	A	5
	CTV TELEVISION INC. - CIVT	165	A	A*	D*	A	4
	CTV TELEVISION INC. - CJOH	117	B	Z	Z	A*	5
	CTV TELEVISION INC. - CKCO	118	B	D*	D*	D*	5
	CTV TELEVISION INC. - CKY	119	A	A*	D*	C*	5
	CTV TELEVISION INC. - MCTV	142	B	A*	D*	C*	4
	DHL INTERNATIONAL EXPRESS LTD.	413	B	A*	D*	B	5
	DYNAMEX CANADA INC.	542	B	C	D	A	5
	EXPERTECH NETWORK INSTALLATION INC.	1,934	D	A	C	C	5
	FEDERAL EXPRESS CANADA LTD.	4,386	B	B	B	B	5
	GLOBAL - CHAN TV	253	B	D*	D*	C	5
	GLOBAL - CHEK TV	100	B	Z	D*	D*	5
	GLOBAL COMMUNICATIONS LIMITED	399	A	A*	D*	D	5
	GLOBAL TELEVISION QUEBEC LIMITED PARTERNERSHIP	106	B	Z	Z	D*	5
	GOLDEN WEST BROADCASTING	274	B	D*	D*	Z	4
	GROUPE RADIO ASTRAL INC.	385	B	Z	Z	D*	4
	GROUPE TVA INC.	925	B	D*	D*	D*	5
L	**GT GROUP TELECOM**	**1,268**	**C**				
	JIM PATTISON INDUSTRIES LTD.	406	B	C*	C	C*	5
	MANITOBA TELECOM SERVICES INC.	3,106	A	B	B	B	4
	MARITIME BROADCASTING SYSTEM LIMITED	267	C	Z	C*	D*	5
	MAYNE LOGISTICS LOOMIS INC.	1,813	C	A	D	A	5
	MICROCELL TELECOMMUNICATIONS INC.	2,101	B	A	C	B	5
	MUSIQUEPLUS INC.	145	A	Z	Z	A	5
	NAVIGATA COMMUNICATIONS INC.	267	A	D*	D*	A	5
	NEWCAP BROADCASTING, A DIVISION OF NEWCAP INC.	403	B	A*	D*	C*	5
	NORTEL NETWORKS	67	D*	Z	D*	C	3
	NORTHERN TELEPHONE LIMITED	235	B	D*	C*	D*	5
	NORTHWESTEL INC.	636	B	B	B	A	5
	PAGING NETWORK OF CANADA	218	A	Z	D*	B	5

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

	NAME	Total	W	AP	PWD	VM	GPI
	PELMOREX INC.	294	A	A*	A	A	5
	PRIMUS TELECOMMUNICATIONS CANADA INC.	582	A	A*	C	A	5
	PUROLATOR COURIER LTD.	11,968	C	A	D	A	4
	RADIO 1540 LIMITED	135	B	Z	Z	B	5
	RADIO NORD COMMUNICATIONS INC.	193	C	A*	B*	Z	4
	RAWLCO COMMUNICATIONS LTD.	180	B	A	C*	Z	5
	REGIONAL CABLESYSTEMS INC.	347	C	D*	C	D*	5
	RÉSEAU DES SPORTS (RDS) INC. (LE)	163	C	A*	C*	Z	5
	ROGERS BROADCASTING LIMITED	1,971	A	A	D	C	5
	ROGERS CABLE T.V. LIMITED	3,207	C	A	C	A	5
	ROGERS COMMUNICATIONS INC.	3,598	A	A	C	A	5
	ROGERS WIRELESS INC.	2,129	B	B	C	A	5
	SHAW COMMUNICATIONS INC.	4,892	C	B	D	A	5
	STANDARD RADIO INC.	450	A	A*	B	C	5
	STRATOS GLOBAL CORPORATION	208	A	D*	Z	D*	4
	TÉLÉBEC LTÉE	561	B	A*	C*	D*	4
	TELEGLOBE CANADA INC.	810	B	C*	D*	B	5
	TÉLÉMÉDIA RADIO INC.	1,110	B	C*	C*	C	5
	TELE-MOBILE COMPANY	4,691	A	A	C	A	5
	TELESAT CANADA	504	C	C*	C*	A	5
	TELUS COMMUNICATIONS (QC) INC.	1,525	A	C*	C	C	5
	TELUS INC.	19,597	B	B	C	C	5
	THUNDER BAY TELEPHONE	307	B	D*	A	C*	5
	TQS INC.	303	B	A*	D*	D*	5
	UNITED PARCEL SERVICE CANADA LTD.	6,665	C	A	D	A	5
L	**VIDEOTRON LTD.**	**2,569**	**C**	**D***	**C**	**D**	**4**
R	**VIDÉOTRON TÉLÉCOM INC.**						
	OTHER SECTORS						
	ADM AGRI-INDUSTRIES LTD.	627	C	A	C	C	5
	AEROGUARD INC. AND AEROGUARD COMPANY LTD.	684	A	A	C	A	5
X	**AGRICORE COOPERATIVE LIMITED**						
	ATLANTIC TURBINES INTERNATIONAL INC.	216	C	B*	Z	Z	5
	ATOMIC ENERGY OF CANADA LIMITED	3,335	B	A	C	A	5

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

	NAME	Total	W	AP	PWD	VM	GPI
L	**BRINKS CANADA LIMITED**	**1,811**	**C**	**A**	**C**	**B**	**4**
	BUSINESS DEVELOPMENT BANK OF CANADA	1,224	B	B*	C	C	5
	CAMECO CORPORATION	1,251	C	A	C	A	4
	CANADA COUNCIL (THE)	173	A	A*	D*	A	5
V	**CANADA LANDS COMPANY CLC LIMITED**	**98**					
L	**CANADA MALTING COMPANY LIMITED**	**178**	**C**	**D***	**D***	**C***	**4**
	CANADA MORTGAGE AND HOUSING CORPORATION	1,619	A	A	C	B	5
	CANADIAN BANKERS ASSOCIATION	148	A	Z	D*	C	5
	CANADIAN DEPOSIT INSURANCE CORPORATION	106	A	C*	Z	A*	5
	CANADIAN MUSEUM OF CIVILIZATION	379	A	A*	C	A*	5
	CANADIAN MUSEUM OF NATURE	144	A	A*	D*	A*	5
	CANADIAN PRESS (THE)	389	B	A*	C	C	5
	CANADIAN WHEAT BOARD	492	A	B	D	C	5
	CAPE BRETON DEVELOPMENT CORPORATION	64	C	Z	D*	Z	5
	CARGILL LIMITED	974	C	C*	D	C	5
	COGEMA RESOURCES INC.	401	D	A	D*	A	5
	DEFENCE CONSTRUCTION (1951) LIMITED	245	B	D*	D*	A	4
	EXPORT DEVELOPMENT CORPORATION	979	B	D*	C	A	5
	FARM CREDIT CANADA	876	A	A	C	C	5
	FRESHWATER FISH MARKETING CORPORATION	130	A	A	D*	C*	5
	GENERAL ELECTRIC CANADA INC.	175	B	Z	Z	A	5
	HUDSON BAY MINING AND SMELTING CO. LIMITED	1,441	C	B	B	B	5
	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	213	A	D*	D*	A	5
	JAMES RICHARDSON INTERNATIONAL LIMITED	739	C	D*	C*	C	5
	LANDMARK FEEDS INC.	305	C	C	Z	Z	5
	MASTERFEEDS A DIVISION OF AGP INC.	376	C	C*	D*	D*	5
	MDS NORDION INC.	798	B	D*	C	A	5
	N.M. PATERSON AND SONS LIMITED	333	D	B*	C*	C	2
	NATIONAL ARTS CENTRE CORPORATION	679	B	D*	D*	B	5
	NATIONAL CAPITAL COMMISSION	370	A	A*	D*	B*	4
	NATIONAL GALLERY OF CANADA	221	A	D*	C*	C*	5
	NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	228	A	A*	A	D*	5
	NAV CANADA	5,641	C	C	B	C	5
	NEWLIFE MILLS LTD.	212	C				5

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

	NAME	Total	W	AP	PWD	VM	GPI
	ONTARIO POWER GENERATION	12,045	D	B	C	B	5
X	**PACIFIC ELEVATORS LIMITED**						
	PARRISH AND HEIMBECKER LIMITED	874	B	D	C	C	4
L	**PRINCE RUPERT GRAIN LTD.**	**108**	**C**	**A**	**D***	**A***	**3**
	REUTERS CANADA LIMITED	126	B	Z	D*	B	5
	RIDLEY INC.	404	D	D*	D*	A	3
	ROBIN HOOD MULTIFOODS INC.	818	B	A	C	C	5
	ROYAL CANADIAN MINT	545	B	A	C	A	5
	SASKATCHEWAN WHEAT POOL	2,101	C	C	C	A	5
	SÉCUR INC.	841	C	A	D*	D	4
	SECURICOR CANADA LTD.	3,370	C	A	C	C	5
	SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	200	A	A*	D*	D*	5
	TÉLÉFILM CANADA	139	A	A*	D*	D*	5
X	**UNITED GRAIN GROWERS**						
	VERREAULT NAVIGATION INC.	96	D*	Z	D*	Z	4
	ZIRCATEC PRECISION INDUSTRIES INC.	223	C	A*	A	D*	5

5. Employers' Reports

This chapter describes the employment situation of designated groups in the workforce of federally regulated employers under the Employment Equity Act in 2001. It also analyses how the situation of these groups has changed during the reporting year. The first section focuses on the total workforce, while the following four sections examine the situation of women, Aboriginal Peoples, persons with disabilities and members of visible minority groups.

5.1 The Workforce

- *In 2001, the total workforce under the Act increased dramatically in the Banking and Transportation sectors, but decreased in Communications and the Other sectors; the net overall impact was a 3.8% increase in the workforce.*
- *55 new employers reported for the first time this year, while 31 other employers who reported last year did not do so this year for a variety of reasons. Consequently, the number of employers increased to 418.*
- *Total hiring as a ratio of the workforce rose slightly in 2001 from 17.1% to 17.2%, but promotions fell significantly from 10.2% as a ratio of the workforce in 2000 to 8.0% in 2001. Terminations as a ratio of the workforce also fell from 15.7% to 14.6% in 2001.*

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

SECTORS	EMPLOYERS			EMPLOYEES		
	1987	2000	2001	1987	2000	2001
Banking	23	21	22	169,632	172,447	195,870
Transportation	208	232	249	203,207	177,101	178,984
Communications	90	91	92	179,247	211,448	215,330
Other Sectors	52	50	55	43,331	51,348	45,231
ALL SECTORS	373	394	418	595,417	612,344	635,415

THE WORKFORCE IN 2001

The number of employees covered under the Act increased by 3.8% in 2001, compared to the previous year. The rise from 612,300 to 635,600 this year was related to significant hiring levels in Banking and to the higher number of employers reporting for the first time. The workforce under the Act increased by 29,200 employees, and the increase occurred in Banking, Transportation and Communications sectors. The rise was partially offset by a significant decline in the Other sector (a decline of 6,100 employees).

Fifty-five employers submitted reports for the first time in 2001, adding almost 30,000 employees to the workforce under the Act. In contrast, 31 others submitted no reports for a variety of reasons subtracting almost 6,700 employees from the total count. For example, employers who did not show up in this report may have experienced a reduction in their workforces to below 100 employees, or was consolidated with other employers or closed down, while others may have submitted a report too late to be included in this report (see Chapter 4 for a list of these employers).

Sectoral Profile

The three largest federally regulated industrial sectors under the Act accounted for almost 92.9% of the workforce. Communications came first at 33.9% of the total, followed by Banking at 30.8% and Transportation at 28.2%. Banking experienced a significant increase in the share of the workforce of almost 2.1%, while Transportation had a 0.7% increase. On the other hand, Communications and the Other sectors had a 1.4% decrease in their shares each.

At 195,900, the number of employees in Banking was at a historical high in 2001, surpassing the 1990 record of 185,000. This breaks the declining trend of the 1990s, and shows a 20,000 increase over the past year alone. The dynamic changes in banking are largely due to consolidation and acquisitions that allowed banks to diverse into other non-traditional financial areas for banks.

Transportation experienced a similar historical decline, falling from 208,500 in 1988, to 147,300 in 1997, but has reversed trend since then and reported a workforce of 178,900 in 2001. While the decline is explained largely by consolidation activities in the sector, the rebound could be attributed to increased trade and travel flows with the United States and within Canada in recent years. The historical dynamics in Communications were not as severe as in Banking and Transportation, as the workforce in Communications dropped from 213,500 in 1990 to 191,200 in 1997, but broke the historical high in 2001 as the workforce in the sector stood at 215,300. Improvement in technology and convergence activities led to the robustness of the sector.

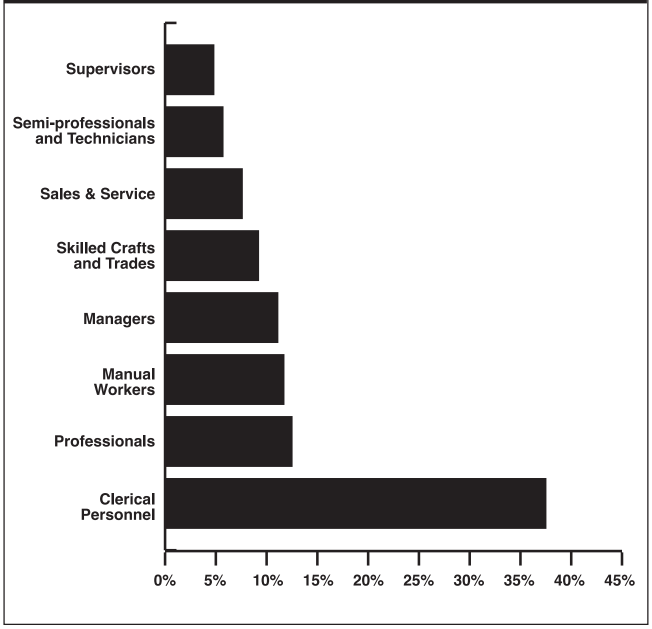
Regional Profile

The four most populous provinces in Canada (Ontario, Quebec, British Columbia, and Alberta) accounted for 87.2% of the workforce under the Act in 2001. Ontario had the lion's share of the workforce at 46.1%, followed by Quebec at 18.3%, British Columbia at 12.5%, and Alberta at 10.2%. Compared with the previous year, Ontario and British Columbia showed an increase in their shares of the workforce under the Act, while Quebec and Alberta experienced a decline. The remaining nine regions had among them 12.8% of the workforce under the Act. The three northern territories had a combined workforce under the Act of 1,222 employees, about 0.2% of the total workforce.

In 2001, compared to the previous year, the number of employees covered by the Act decreased in seven of the thirteen provinces and territories, most notably in Quebec (-0.6%), Manitoba (-0.5%), and Saskatchewan (-0.4%).

Occupational Profile

DISTRIBUTION OF THE WORKFORCE UNDER THE ACT BY OCCUPATIONAL GROUP IN 2001



More than one third of employees in the workforce under the Act were concentrated in administrative and clerical jobs in 2001. Together, the clerical, administrative and senior clerical categories accounted for 37.5% of the workforce, almost 0.5% higher than 2000. On the other hand, a larger percentage of employees were found in professional jobs than in the previous year. In 2001, professional and semi-professional and technical jobs accounted for 18.2% of the workforce compared to 17.9% a year earlier.

Management (senior, middle and other) formed the third largest group with 11.1% in the workforce under the Act in 2001, a slight decline from 11.4% in the previous year. The percentage in skilled crafts and trade work decreased again this year by 0.4% to 9.2%.

The concentration of employees in certain occupations varied in 2001 among sectors. For example, 77.0% of employees in Banking worked in clerical and professional positions, compared to 65.0% in Communications, 47.0% in the Other sectors, and only 23.3% in Transportation. Compared to last year, the concentration was higher this year compared to 2000 (74.8%), almost unchanged in Communications, and lower in the Other sectors (44.8%), and Transportation (24.4%).

In contrast, 48.0% of employees in Transportation had either skilled or semi-skilled jobs, compared to only 0.1% of employees in Banking. Another observation in 2001 was the decline in the two management groups in Banking and the rise in the two professional groups, as the former declined by 1.8% to 17.3% and the latter rose by 1.0% to 20.3%.

HIRINGS

There were 109,500 new hires by employers under the Act in 2001, compared to 102,600 in 2000 and to only 74,300 in 1999. This 35,200 rise in two years brought the ratio of hiring to the workforce under the Act to 17.2% in 2001, the highest observed since 1990, compared to 12.7% in 1999.

In the current reporting year, Transportation was the leader, accounting for 37.8% of all hires by employers under the Act, followed by Communications at 30.2%, Banking at 26.4%, and the Other sectors at 5.6%.

An increase in hirings as a ratio of the workforce occurred in all sectors except in Communications where it fell from 18.7% to 15.4%. The ratio rose in Banking from 12.5% to 14.8%, and in Transportation from 21.5% to 23.1%. It also rose in the Other sectors from 12.0% to 13.5%. The year 2001 was a record year for hiring in all sectors, especially in Transportation where a total of 41,300 persons were hired, and in Communications where 33,100 were hired, breaking the 1989 record of 31,200 persons.

Employers in Banking hired 7,300 more people in 2001 compared to 2000, while Transportation hired 6,000 more. Not all hires are new additions from outside the workforce. Some hiring could be attributed to transfers of employees from companies whose assets were acquired by a company covered by the Act.

Approximately 65.6% of the new employees who joined the workforce under the Act in 2001 were full-time employees, 30.6% were part-time employees and 3.8% temporary employees. This is a significant departure from the previous year, where 67.6% of hirings were into full time jobs, 31.6% into part-time jobs and only 0.8% into temporary jobs.

TERMINATIONS

The number of terminations increased dramatically (by 28.4%) from 72,940 in 1999 to 94,000 in 2000, but fell to 92,700 in 2001. The level and the extent of the increases in 2000 and 2001 were the highest experienced since 1986. The number of terminations was much lower than that of hirings in 2001. As a result, the net effect of hirings and terminations was positive for the fourth consecutive year. Terminations have exceeded hirings every year between 1990 and 1997. A total of 16,800 more people were hired than terminated during 2001 in the workforce under the Act, the largest to date and double the level observed in the previous year.

Transportation accounted for 32.3% of all terminations, followed by 29.5% for Communications, 27.3% for Banking, and 10.8% for the Other sectors. Compared to the previous year, terminations as a ratio of the sector workforce decreased in Communications from 15.5% to 12.7%, and in Banking from 16.2% to 12.9%, but increased in Transportation from 16.1% to 16.7% and very significantly in the Other sectors from 13.6% to 22.2%.

Employers in Transportation led the way in 2001 in terms of hiring more people than they terminated. Hirings exceeded terminations by 11,400 in that sector. The Communications sector also hired 5,700 more people than it terminated, and Banking hired 3,600 more. In contrast, the Other sectors had significantly more terminations than hires (-3,900).

PROMOTIONS

There were 51,000 employees promoted by employers in the workforce under the Act in 2001, almost 9,500 lower than in 2000, but almost in line with the figures observed in earlier years. As a ratio of the workforce under the Act, promotions fell from 10.2% to 8.0% in 2001.

Banks still promoted the highest proportion of their employees compared to the other sectors this year. Banking accounted for 54.2% of all promotions in the workforce under the Act, followed by Communications at 22.0%, Transportation at 16.1%, and Other sectors at 7.8%. As a ratio of the workforce, the share of employees promoted fell from 16.1% to 14.1% in Banking, 5.5% to 4.6% in Transportation, 7.5% to 5.2% in Communications, and 9.4% to 8.7% in the Other sectors.

SALARIES

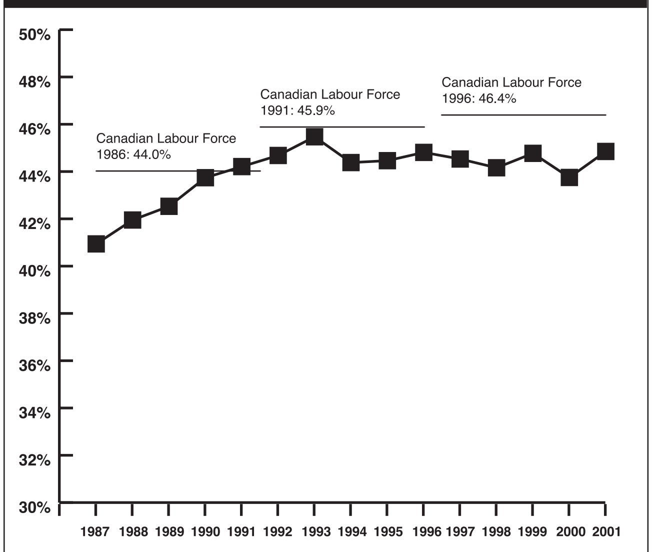
Average salaries in the workforce under the Act grew by $2,000, or 4.0%, to reach $53,200 in 2001. They grew by a cumulative 13.9% since 1997. In the current reporting year, 61.6% of the workforce under the Act earned less than $50,000 against 64.0% last year. In the low salary scale, 12.3% earned less than $30,000 in 2001, compared to 13.6% in the previous year. The proportion of employees earning $50,000 and over increased in 2001 to 38.4% against 35.9% in 2000. Almost half of the workforce (49.3%) was in the mid-salary range of $30,000 to $49,999, compared to 50.5% in 2000.

5.2 Women

- *Women's representation in the workforce under the Act rose in 2001.*
- *Significantly more women were hired this year and fewer were terminated. Consequently, the net effect was positive as hires exceeded terminations.*
- *Women's share of promotions decreased slightly this year, but they continued to receive a majority of promotions.*
- *Women earned 79.3% of men's average salary, which was 0.6% higher than the rate observed last year.*
- *Women had the highest representation in Banking (71.0%) followed by Communications (41.3%).*
- *Overall, women are still highly concentrated in clerical-related occupations, but are making important progress in management and professional occupations.*

REPRESENTATION

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



The representation of women in the federal private sector workforce under the Act increased from 43.8% in 2000 to 44.8%. This year's women representation compares very well with 1987 (at 40.9%) and is almost 96.6% of their labour market availability of 46.4%. There were 284,900 women in the workforce under the Act in 2001, almost 22,300 higher than the figure in 2000.

In terms of distribution, 48.8% of all women in the federal private sector workforce under the Act in 2001 were in Banking, followed by 31.2% in Communications, 15.5% in Transportation, and only 4.5% in the Other sectors. The ratios for the preceding year were 47.2% in Banking, 33.3% in Communications, 14.5% in Transportation, and 5.1% in the Other sectors. Therefore, only Banking showed a significant rise in the number of female employees in 2001.

Women's representation fell in Banking and Communications in 2001. It decreased by 0.3% to 71.4% in Banking, in a declining trend that started in 1992 when women representation in Banking was at 76.3%. Representation also decreased in Communications from 41.7% to 41.3%, but remained within the range of 40.0%-42.0%, observed for the past 12 years. Women's representation rose significantly in Transportation this year, rising from 22.9% to 24.6%, and comparing very favourably to 1987 when it stood at 16.9%. Women's representation continued to improve in the Other sectors as well, rising from 26.5% to 28.5%.

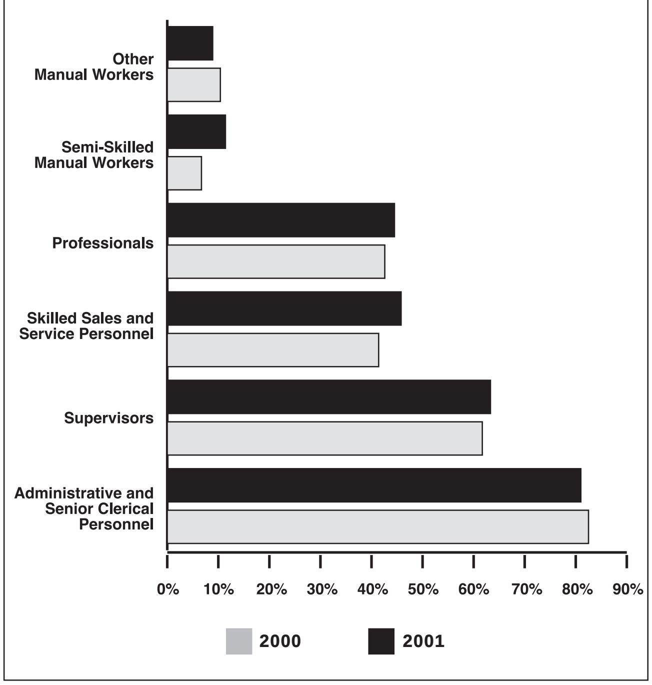
In 2001, almost 9 in 10 women in the workforce under the Act were located in the four most populated provinces, namely, Ontario (47.0%), Quebec (18.2%), British Columbia (12.2%), and Alberta (10.1%). Among these provinces this year, Ontario and British Columbia increased their shares of women in the workforce under the Act, while Quebec and Alberta decreased their shares. Women's representation fell in British Columbia from 44.5 to 44.3%, but rose in Ontario from 44.7% to 46.2%, in Quebec from 44.5% to 44.9%, and in Alberta from 43.3% to 44.9%.

Among the provinces, New Brunswick continued to have the highest women's representation (51.8%) in the workforce under the Act, in 2001, while Manitoba and Saskatchewan continued to have the lowest representation at 37.4% and 42.3% respectively. However, Saskatchewan experienced the most significant increase in women's representation (+3.6% compared to last year) and only British Columbia showed a decline. Among the territories, the Northwest Territories had the lowest representation of women in Canada (at 31.8%) while the Yukon has the highest representation (57.6%). The apparent contradiction between the two territories is explained by their tiny workforces that are not amenable to detailed statistical analysis.

Women in the workforce under the Act in 2001 were highly concentrated in the four clerical and sales occupations. Exactly two-thirds of all female employees were in these occupations, namely, clerical personnel (45.3% of all women), administrative and senior clerical personnel (12.5%), and intermediate and skilled sales and service personnel (8.1%). The proportion of this concentration for all women has decreased from 66.9% in 2000 to 65.9% in 2001. In contrast, women in management and professional occupations accounted for 24.6% of all women in 2001, unchanged from last year, but fell in management positions from 10.8% to 10.0% in 2001.

Women's representation increased in ten occupational categories in 2001 but fell in four. Most notably, women's representation continued to fall in other manual work (from 10.4% to 8.9% of all

REPRESENTATION OF WOMEN IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2000 - 2001



employees in this group) and in administrative and senior clerical personnel (from 82.5% to 81.0%). In contrast, representation of women increased the most in semi-skilled manual workers (from 6.7% to 11.4%), skilled sales and service personnel (from 41.4% to 45.8%) and supervisors (from 61.7% to 63.3%). Their highest representation continues to be in administrative and senior clerical personnel (81.0%), clerical personnel (66.6%) and intermediate sales and service personnel (65.9%).

REPRESENTATIVITY INDEX

Although women's representation in the workforce under the Act reached almost 96.6% of their labour market availability (44.8% of 46.4%), they remain severely under-represented in six occupational groups, where their representation was below 60.0% of their availability, notably, in semi-professionals and technicians, supervisors in crafts and trades, skilled crafts and trades, and other sales and service personnel.

HIRINGS

Women had a higher share of hirings in the workforce under the Act in 2001, compared to the previous year (from 38.6% to 41.3%). In terms of numbers, over 45,200 women were hired in 2001 compared to around 39,700 in 2000. This is almost 20,000 more than the figure reported for 1997 and the highest level since 1989.

The increase in women's hiring was reflected in four occupations, most notably, professionals, administrative and senior clerical personnel, and semi-skilled manual workers. The share of hirings fell in six occupational groups, particularly in the two management occupations, semi-professionals and technicians, and supervisors.

TERMINATIONS

Employers under the Act terminated 1,800 less women in this reporting year compared to 2000. At 39.9%, the share of women who were terminated as a proportion of all terminations was lower than the 41.3% share observed in the previous year. Women's share of total terminations ranged historically between 39.2% and 41.9%. On balance, more women were hired than terminated for total net hires of 8,300. Sectorally, women's terminations fell in Banking but rose in the three other remaining sectors. Women's terminations stood at 64.6% of all terminations in Banking in 2001, and 39.9% in Communications, 23.9% in the Other sectors, and 24.3% in Transportation. Women's share of terminations rose in five occupational groups and fell in seven. Most significantly, fewer women were terminated in the two management occupations, in professionals and in supervisors; more women were terminated in semi-professionals and skilled sales and service personnel.

PROMOTIONS

Women received 5,200 fewer promotion opportunities in 2001, gaining 27,100 out of a total of 51,000 promotions in the workforce. However, as a share of total promotions of employees under the Act, women had the slightly lower figure of 53.2% in 2001 compared to 53.4% in 2000. This share was the lowest since 1987 and lower than the peak of 59.7% in 1990. However, this was still higher than women's representation in the workforce and higher than men's share of promotions in 2001, which stood at 46.8%. Almost 68.4% of promotion activities in Banking went to women in 2001, against 22.6% in Transportation, 46.1% in Communications and 29.8% in the Other sectors. Historically, women received on average 72.0% of promotion activities in Banking.

SALARIES

AVERAGE SALARIES OF WOMEN WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF MEN, BY SECTOR, 2001

Banking	64.0%
Transportation	75.9%
Communications	86.9%
Other sectors	80.8%
ALL SECTORS	78.6%

The salary gap between women and men working full-time narrowed slightly in 2001, and the large imbalance between men and women in the upper and lower salary ranges persisted, as more women than men worked in the lower salary brackets, while more men than women worked in the upper bracket.

The average salary of women working full-time in the workforce under the Act was $45,820 in 2001 compared to men's average salary of $58,250. The gender gap narrowed in 2001 to 20.7%, a 0.7% improvement from 2000. Women's average salary increased in all four major industrial sectors under the Act, and the increase was highest in the Transportation sector (+$2,800). Consequently, the gap decreased in Transportation where women's average salary as a proportion of men's increased from 74.4% to 75.9%. The gap also narrowed in Banking, Communications and the Other sectors. Banking continued to be the sector where women suffer from the greatest gap earning only 64.0% of men's salaries.

While women in the Other sectors continued to enjoy the highest average salary in the workforce under the Act ($51,049), it was in Communications where they experienced the smallest salary gap, where they earned 86.9% of men salaries.

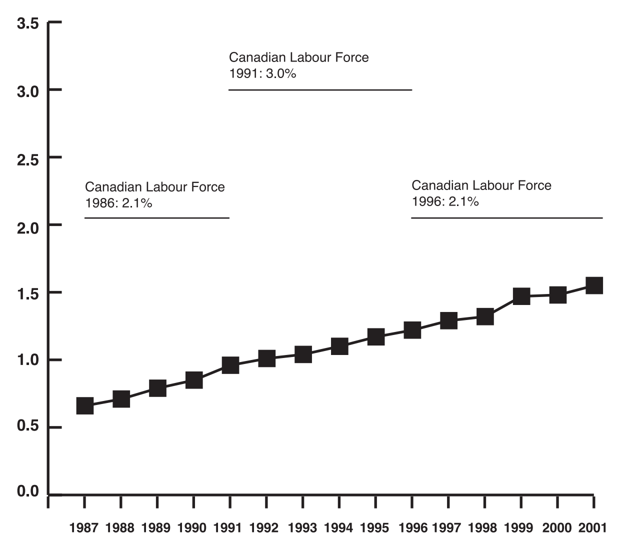
Around 17.8% of full-time women earned less than $30,000 in 2001 compared to only 8.6% of men. In the upper salary range (over $50,000), only 25.2% of women were in this band compared to 47.4% of men. In other words, there were ten women for every five men in the lower salary band, while in the upper band the ratio was five women for every 10 men. In the mid-range band ($30,000 - $49,999), 44.0% of men were in this range, against 57.1% of women.

5.3 Aboriginal Peoples

- *Aboriginal Peoples in 2001 increased their level of representation by 0.1% to 1.6%, the highest achieved since 1987.*
- *Their representation rose in all sectors except in Banking, where it fell again by 0.1% to 1.1%.*
- *Over three-quarters of all Aboriginal employees under the Act worked in four provinces, and the majority was concentrated in three occupations.*
- *Hiring of Aboriginal Peoples increased this year, as did terminations. However, the net effect was positive as hires exceeded terminations.*
- *Aboriginal Peoples received more promotion opportunities this year.*
- *The difference in average salary between Aboriginal men and all men and Aboriginal women and all women widened again this year.*

REPRESENTATION

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



The representation of Aboriginal Peoples in the workforce under the Act increased from 1.5% to 1.6% in 2001, the highest level achieved since 1987 when representation was only 0.7%. Without new census information, representation cannot be compared to labour market availability this year. However, the level achieved in 2001 was still short of the estimated availability of Aboriginal Peoples in the Canadian labour force of 2.1% observed in 1996.

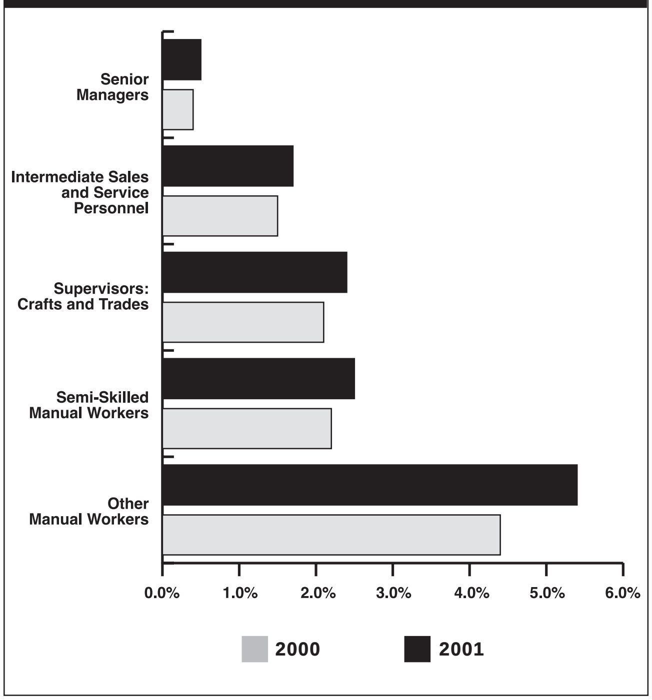
There were 10,000 Aboriginal employees in the workforce under the Act in 2001, of whom 2,100 (or 21.5%) were in Banking, 3,700 (37.0%) in Transportation, 2,900 (29.3%) in Communications, and 1,200 (12.2%) in the Other sectors.

Aboriginal Peoples' representation rose in all sectors in 2001 except in Banking where it fell again from 1.2% to 1.1%. It increased by 0.3% to 2.1% in Transportation, by 0.1% to 1.4% in Communications, and by 0.3% to 2.7% in the Other sectors. Since 1996, the rise in Aboriginal representation was most remarkable in Transportation (from 1.2% to 2.1%), but it rose also in Communications (from 1.1% to 1.4%), and in the Other sectors (from 2.0% to 2.7%). However, Aboriginal representation in Banking has not progressed for the past seven years as it remained at 1.1% since 1996.

Over three-quarters of Aboriginal Peoples in the workforce under the Act in this reporting year were located in four provinces: Ontario, Manitoba, British Columbia, and Alberta. The number of Aboriginal employees exceeded 1,000 in each one of these provinces. Their representation was unchanged at 1.1% in Ontario, but rose by 0.3% to 4.5% in Manitoba, and by 0.1% to 1.7% in British Columbia, and by 0.3% to 2.2% in Alberta. The Aboriginal representation as a percentage of the workforce under the Act in 2001 was higher than the national average in all western provinces and the territories as well as in Newfoundland. Aboriginal employees accounted for 18.1% of the workforce under the Act in the Northwest Territories, 5.7% in the Yukon, 5.3% in Saskatchewan, 4.5% in Manitoba, and 3.1% in Newfoundland. In contrast, Eastern and Central Canada (except Newfoundland) had lower Aboriginal representation, ranging from 0.4% in Prince Edward Island to 1.1% in Ontario.

Almost 6 out of 10 members of Aboriginal employees in the workforce under the Act were largely concentrated in three occupational groups in 2001, namely, in clerical personnel, skilled crafts and trades and in semi-skilled manual workers. The distribution of Aboriginal employees in the 14 occupational groups shifted slightly, with seven occupations showing an increase, notably, professionals again (from 6.8% to 7.1%), and semi-skilled manual workers (from 15.7% to 17.2%). As a result of the shift in distribution, the other seven occupations showed a decrease, most notably, in middle and other managers (from 5.9% to 5.4%) clerical personnel (from 31.5% to 30.0%). Over 35.6% of all Aboriginal employees worked in clerical positions in 2001.

REPRESENTATION OF ABORIGINAL PEOPLES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2000 - 2001



As a percentage of the workforce, Aboriginal employees' representation rose in 12 occupations, and was unchanged in the remaining two. The most notable rise was in other manual work (+0.9%) and supervisors crafts (+0.3%). The representation was above the global average of 1.6% in six occupations, most notably in other manual workers at 5.4%, semi-skilled manual workers (2.5%) and supervisors crafts and trades (2.4%). The lowest representation was in senior management at 0.6%.

In Banking, Aboriginal employees' representation dropped in seven occupational groups in 2001, and rose in two only. The most significant drops were in middle management (-1.0%) and clerical personnel (-0.1%), and notable increases occurred in skilled sales and service personnel (5.3% to 6.3%), and intermediate sales and service personnel (1.5% to 3.1%).

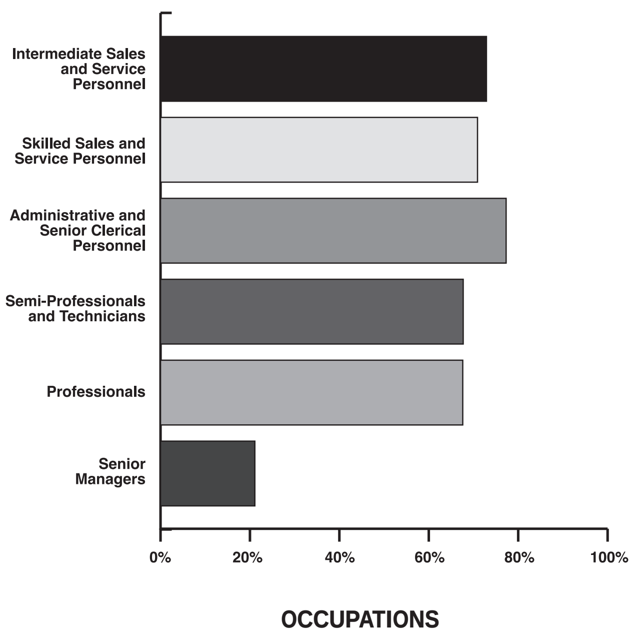
Aboriginal Peoples fared better in Transportation, where representation rose in 13 of the 14 occupations, with no declines. Representation increased more significantly in supervisors (0.8% to 1.6%) and supervisors crafts and trades (2.3% to 2.6%). Representation in Communications rose 0.1% to 1.4% in 2001. It rose in 12 occupational groups and fell in two. The most notable increases were in management (doubled from 0.3% to 0.6%), supervisors crafts and trades (also doubled from 0.5% to 1.0%), and skilled sales and service personnel (0.9% to 1.1%). The decline was most notable in other manual workers (from 10.5% to 8.8%).

Aboriginal employees' representation in the Other sectors rose from 2.4% to 2.7% and this was attributed to a boost in 10 of the 14 occupational groups, most notably in management (more than doubled from 0.2% to 0.5%), middle management (from 0.6% to 0.8%), and supervisors (from 1.4% to 1.8%), and in skilled crafts and trades and other manual work. The representation of this designated group in the Other sectors was above 2.7% in three occupations, namely, in other manual work (8.9%), semi-skilled manual work (5.2%), skilled crafts and trades (5.8%).

REPRESENTATIVITY INDEX

Representativity index measures the percentage of representation of a designated group in the workforce under the Act, against labour market availability in the Canadian workforce. Aboriginal People's representation in the workforce reached almost 76.2% of their labour market availability of the group in 2001 (1.5% of 2.1%). However, they remain significantly under-represented in six occupations (below 80% of availability), and severely under-represented in one occupation, namely, senior management, at 21.1% of their labour market availability.

ABORIGINAL PEOPLES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW LABOUR MARKET AVAILABILITY



HIRINGS

Aboriginal Peoples had a higher share of hirings in the workforce under the Act (1.7% in 2001, compared to 1.6% in the previous year). This was still below the 1994 peak of 1.9%. The number of Aboriginal persons hired into the workforce under the Act was almost 1,900 in the current reporting year. The number of Aboriginal Peoples hired exceeded 1,000 in six out of the 13 reporting years (i.e., in the periods 1989-1990 and 1998-2001).

The hiring of Aboriginal employees was uneven in the four industrial sectors, with Transportation accounting for almost half of the hires, followed by Communications, at 26.3%, Banking at 14.4%, and the Other sectors at 10.0%. At 2.9%, the Other sectors had the highest level of hirings of Aboriginal Peoples in 2001, followed by Transportation at 2.2%, and Communications at 1.5%. However, of all new positions offered in Banking, only 0.9% went to Aboriginal Peoples in 2001. The percentage of Aboriginal Peoples hired into the workforce under the Act in 2001 increased in nine occupational groups, most notably in supervisors crafts and trades (from 1.1% to 3.2%) and skilled crafts and trades (from 1.7% to 2.4%). There were declines in five occupations, most notably in senior management (0.4% to 0.2%) and semi-skilled manual workers (from 3.3% to 2.8%).

TERMINATIONS

Almost 1,600 Aboriginal employees were terminated in 2001, the sixth year in a row where Aboriginal terminations exceeded 1,000. As a percentage of all terminations, more Aboriginal employees were terminated in 2001 compared to 2000 (1.7% against 1.6%). Sectorally, Aboriginal Peoples' terminations as a percentage of all terminations decreased in Banking (from 1.4% to 1.2%) and the Other sectors (from 2.3% to 2.1%), but increased in Communications (1.3% to 1.4%) and Transportation (1.9% to 2.3%). In 2001, the number of Aboriginal Peoples hired exceeded the number of terminations in the workforce under the Act. The net results in 2000 and 2001 were positive and reverse the worsening trend between 1995 and 1999 when terminations exceeded hires.

PROMOTIONS

The share of Aboriginal employees of all promotions in 2001 increased from 1.4% to 1.6% in 2001. The share was above the 1.2% to 1.5% range observed between 1995 and 2000. Almost 40.5% of the Aboriginal Peoples' share of promotion activities occurred in Banking, followed by around 24.0% in Transportation, 21.6% in Communications, and 13.9% in the Other sectors. The share of promotions of this designated group fell in Banking but rose in the three other major industrial sectors, most notably in the Other sectors (from 2.3% to 2.8%), and Communications (from 1.1% to 1.5%). A rise in the share of promotions of Aboriginal employees occurred in eight occupations, most notably in senior management (from 0.3% to 1.1%), supervisors (from 1.8% to 2.3%), and skilled sales and service personnel (from 0.7% to 2.1%). The share declined in 6 occupations, notably in professionals (from 9.9% to 1.1%).

SALARIES

The salary gap between Aboriginal women and all women in 2001 widened again for the fifth year, and also widened between Aboriginal men and all men. The salary imbalance was persistent for the two Aboriginal gender groups against total men and total women in upper and lower salary ranges. The average salary of Aboriginal women working full-time in the workforce under the Act was $39,300 in 2001 against $45,800 earned by all women. The salary gap between Aboriginal women and all women widened again this year, as Aboriginal women earned 85.7% of the average salary earned by all women. For Aboriginal men, the gap widened also against all men, with Aboriginal men earning 84.8% of what all men earned in 2001, down from 86.3%. Aboriginal men's average salary was $49,450 in 2001 against $58,250 for all men.

Almost 26.4% of Aboriginal women in the workforce under the Act working full-time earned less than $30,000 in 2001 compared to 17.8% of all women. Only 13.6% of Aboriginal men were in this low range against 8.6% of all men. In the upper salary range, 15.3% of Aboriginal women earned over $50,000 compared to 25.2% of all women. Over 35.4% of Aboriginal men were in the upper bracket of $50,000 and more, which was better than both Aboriginal women and all women, but lower than all men whose proportion in the upper range reached 47.4% in 2001. Proportionally in the workforce under the Act, there were four men in the upper salary range for every two women, and in the Aboriginal workforce, there were five men against two women. Therefore, the double jeopardy for Aboriginal women is clear.

PERCENTAGE OF ABORIGINAL MEN AND WOMEN IN THE WORKFORCE UNDER THE ACT WHO EARNED $50,000 OR MORE, 2000 AND 2001

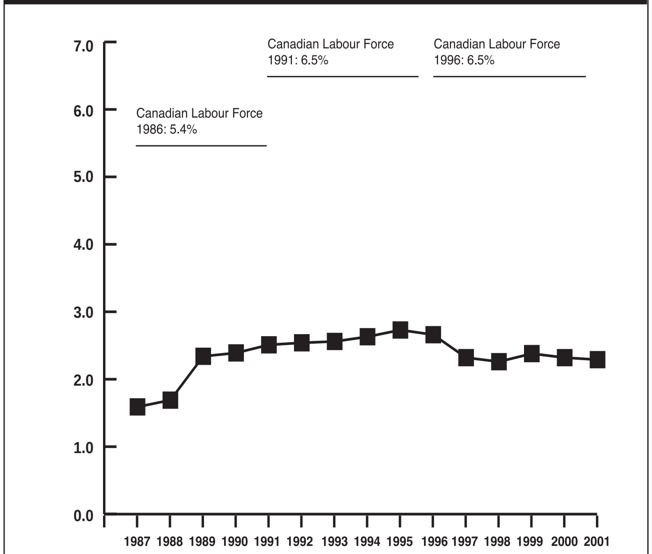
	1999 (%)	Change % Points	2000 (%)	Change % Points	2001 (%)
Aboriginal Men	31.3	2.7	34.0	1.4	35.4
All Men	42.8	1.9	44.7	2.7	47.4
Aboriginal Women	10.7	2.2	12.9	2.4	15.3
All Women	19.2	3.5	22.7	2.5	25.2

5.4 Persons with Disabilities

- The representation of persons with disabilities was unchanged this year, but stayed within the declining trend that started in 1996.
- This group's share of hirings was higher in 2001, and its shares of terminations and promotions were unchanged. The rate at which employees with disabilities are leaving the workplace is disquieting.
- The salary gap between women with disabilities and all women narrowed in 2001, but widened between men with disabilities and all men.

REPRESENTATION

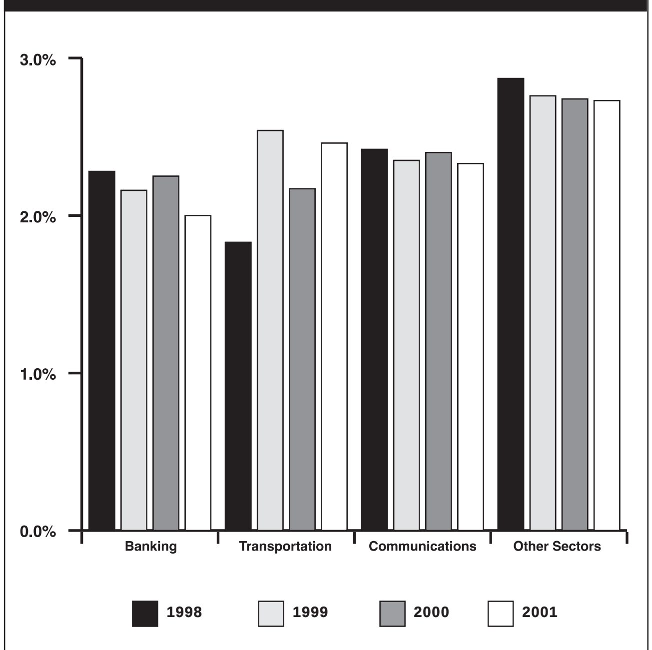
REPRESENTATION OF PERSONS WITH DISABILITIES IN THE WORKFORCE UNDER THE ACT AND IN THE CANADIAN LABOUR FORCE (IN PER CENT)



At 2.3%, the representation of persons with disabilities in the workforce under the Act was unchanged in 2001, and stayed within the declining trend that started in 1996. It was also much lower than the peak of 2.7% observed in 1995. There were 14,500 employees with disabilities in the workforce under the Act in 2001, down 600 from the level observed in 2000 and down 1,600 from the historical record of 16,100 in 1995. This year's representation compares unfavourably with the labour availability benchmark for persons with disabilities in the Canadian workforce of 6.5%. The new Participation and Activity Limitation Survey results will be released in the course of the year 2003, and are expected to show a higher percentage of persons with disabilities in the Canadian labour force.

The representation of employees with disabilities ranged between 2.0% and 2.7% across the four industrial sectors. About 34.5% of these employees were in Communications, followed by 30.2% in Transportation, and 26.9% in Banking. The remaining 8.4% was in the Other sectors.

REPRESENTATION OF PERSONS WITH DISABILITIES IN THE WORKFORCE UNDER THE ACT BY SECTOR, 1998 TO 2001



The share of persons with disabilities in the workforce rose only in Transportation in 2001, but fell in Banking and Communications and was unchanged in the Other sectors. It increased from 2.2% to 2.5% in Transportation, but fell from 2.3% to 2.0% in Banking, and from 2.4% to 2.3% in Communications. It remained unchanged at 2.7% in the Other sectors.

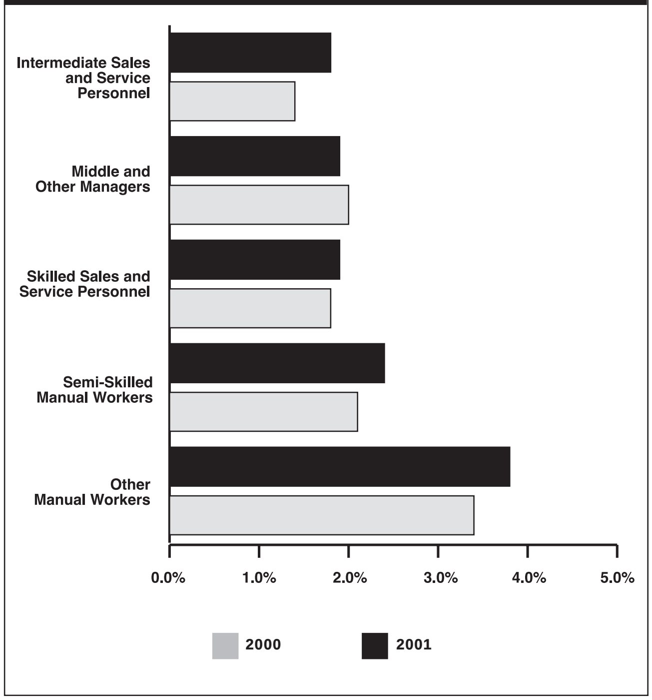
Banking was the sector in 2001 where representation of this designated group was the lowest of the four major industrial sectors, and where it also fell the most. At 2.0% in 2001, the representation of employees with disabilities is a sharp contrast with 4.1%, the level observed in 1990 in that industrial sector. Also notable was the decline in the number of employees with disabilities in Banking from 7,500 in 1990 to 3,900 in 2001.

Almost 82.7% of all employees with disabilities in the workforce under the Act in 2001 were located in four provinces, namely, Ontario, British Columbia, Alberta, and Quebec. Ontario had 43.9% of all employees with disabilities, followed by British Columbia at 14.6%, Alberta at 13.8%, and Quebec at 10.4%. In terms of numbers, Ontario had 6,200 employees with disabilities, British Columbia 2,100, Alberta 1,950 and Quebec 1,500. The Atlantic Provinces and the northern territories had among them 7.3% of employees with disabilities in the workforce under the Act, while Manitoba had 6.6% and Saskatchewan had 3.4%.

The representation of employees with disabilities in the workforce under the Act, improved in five regions, most notably in Newfoundland (from 2.1% to 2.3%), and Quebec (from 1.2% to 1.3%). But it fell in six regions, most notably in Saskatchewan (from 3.5% to 3.3%) and the Yukon (from 3.2% to 2.6%).

The representation of employees with disabilities increased slightly in six occupational groups in 2001, most notably in intermediate sales and service personnel (from 1.4% to 1.8%), and other manual work (from 3.4% to 3.9%). It fell in the remaining eight occupations, notably in middle and other management (from 2.0% to 1.9%) and professionals (from 2.0% to 1.9%).

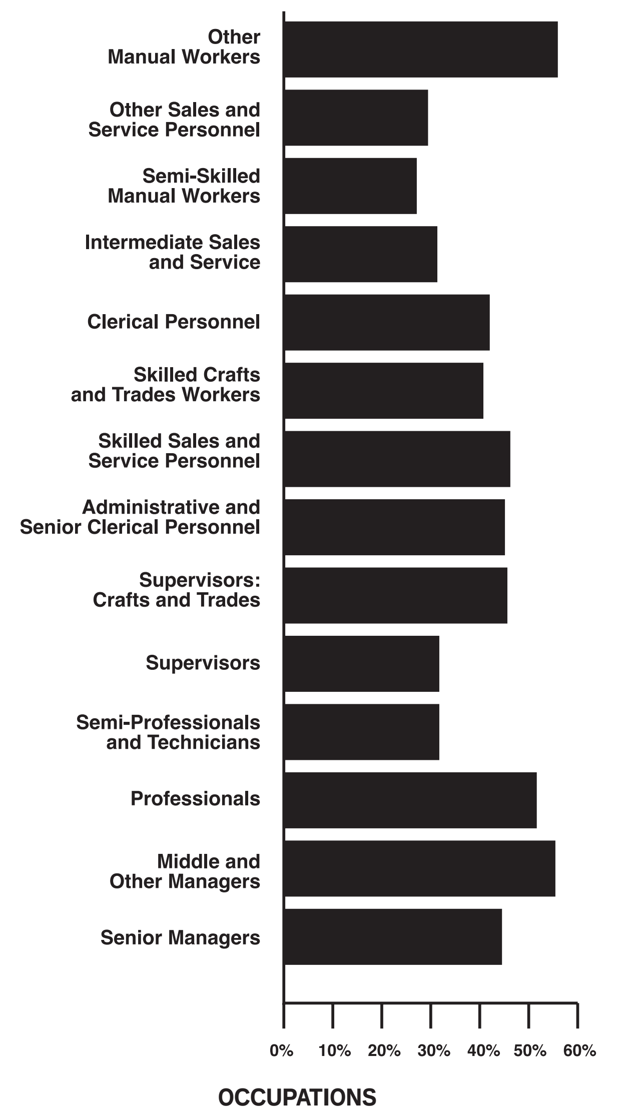
REPRESENTATION OF PERSONS WITH DISABILITIES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2000 AND 2001



REPRESENTATIVITY INDEX

The representativity index measures the percentage of representation of a designated group against its labour availability in the Canadian workforce. At only 35.4%, this index was very low for persons with disabilities in 2001 (2.3% divided by 6.5%). This designated group remains seriously under-represented in all 14 occupational groups without exception, and is severely under-represented in 11 occupations (where representation is below 50.0% of availability).

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



HIRINGS

Persons with disabilities' share of hirings in the workforce under the Act in 2001 rose from 1.0% to 1.2%. However, the share still follows a declining trend that started in 1993 at 1.7%, and this is the only group where the share of hirings is much below representation of employees with disabilities in the workforce (1.2% against 2.3%). Furthermore, the current share of hiring at 1.2% is a fraction of the 6.5% availability of this designated group in the Canadian labour force. Only 1,300 persons with disabilities were hired into the workforce under the Act in the current reporting year, which is equivalent to the number observed in 1989.

Hiring of persons with disabilities rose from 0.9% to 1.7% in Transportation and from 0.9% to 1.1% in the Other sectors. It fell from 1.1% to 0.8% in Banking and from 1.0% to 0.9% in Communications.

In 2001, as compared with the previous year, the recruitment of persons with disabilities increased in seven occupations and fell in seven, but the total impact was positive as the increases exceeded the declines and the overall share in recruitment increased to 1.2%. Hiring of persons with disabilities increased significantly in intermediate sales and service personnel (from 0.7% to 2.0%), skilled crafts and trades (from 0.8% to 2.3%), and semi-professionals and technicians (from 0.8% to 1.0%). It fell in senior management (from 0.8% to 0.7%), administrative and senior clerical personnel (from 1.4% to 0.9%) and skilled sales and service personnel (from 0.5% to 0.2%).

TERMINATIONS

Persons with disabilities accounted for 1.9% of all terminations in 2001, the same level observed in the previous year. This share was lower than the designated group's representation in the workforce under the Act, and is much lower than the peak of terminations of 2.5% observed in 1995. But it is also much higher than the intake through hirings in 2001 (1.2%). The number of terminations of employees with disabilities was 1,750 down from 1,800 in 2000.

Sectorally, Banking, Communications, and Transportation accounted for almost 27.0% each of the total number of persons with disabilities terminated in 2001. The Other sectors accounted for 17.7%. The termination of employees with disabilities in this reporting year was lower in Banking (from 2.1% to 1.9%) and Communications (from 1.8% to 1.7%), higher in the Other sectors (2.9%), and Transportation (1.7%).

The rate at which employees with disabilities are leaving the workforce is alarming. In 2001, the number of employees with disabilities terminated was again higher than that hired. The net result was a drop in representation for persons with disabilities. This situation has become a trend that resulted in the population of persons with disabilities in the workforce under the Act eroding from 16,100 in 1995 to 14,500 in 2001. In the period 1995-2000, terminations exceeded hirings in every year, and the number of employees with disabilities leaving the workforce exceeded those who were hired by 4,750 persons.

Persons with disabilities were the only designated group in which more people have been terminated than hired in the past six years. Moreover, persons with disabilities were the only designated group under the Act, which experienced net declines over the past 14 years, with the exception of 1989.

PROMOTIONS

The share of promotions received by employees with disabilities as a percentage of all promotion activities by employers under the Act was unchanged in 2001 at 1.9%, but was below their representation of 2.3%. It was also much lower than the record 2.8% observed in 1990. The share of promotions of persons with disabilities has been declining since 1990. The share of promotions of this designated group rose in Transportation from 1.9% to 2.2% and Communications from 1.6% to 1.8%, but was unchanged in Banking at 1.9%, and fell in the Other sectors from 2.4% to 1.9%. Despite the drop, Banking still accounted for 54.0% of all the promotions earned by employees with disabilities in the federally regulated private sector workforce under the Act. It should be noted that the share of promotions of employees with disabilities was lower than their representation in every sector.

SALARIES

The salary gap between men with disabilities and all men widened in 2001 to 5.3% (men with disabilities earned 94.3% of all men's salaries for full-time work in 2001 compared to 95.9% in 2000). The gap narrowed for women with disabilities against all women to only 3.3% (from 96.6% in 2001 to 95.8%). The average salary of men with disabilities was $54,900 in that year and of women with disabilities was $51,150.

AVERAGE SALARIES OF PERSONS WITH DISABILITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX AND BY SECTOR, 2001

	Men with disabilities	Women with disabilities
Banking	100.5%	98.5%
Transportation	96.4%	98.4%
Communications	89.8%	89.3%
Other sectors	93.7%	91.8%
ALL SECTORS	94.3%	96.6%

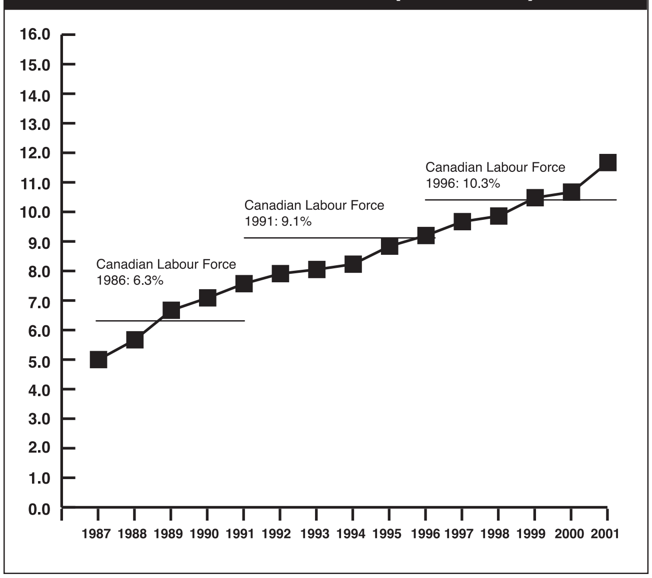
The percentage of men with disabilities in the workforce earning $50,000 or more was lower than the percentage of all men (40.5% compared to 47.4%). On the other hand only 19.8% of women with disabilities earned $50,000 or more, compared to 25.2% of all women. For the lower salary band, only 7.5% of men with disabilities earned less than $30,000 on average compared to 8.6% of all men, while 18.4% of women with disabilities earned less than $30,000 in 2001 compared to 17.8% of all women.

5.5 Members of Visible Minorities

- *The representation of members of visible minority groups increased again dramatically in 2001.*
- *Members of this group had higher shares of hiring and promotions in 2001 compared to 2000, and a lower share of terminations.*
- *The salary gap narrowed for visible minority men against all men, but widened for visible minority women against all women.*

REPRESENTATION

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



In 2001, the workforce under the Act included 74,100 members of visible minorities. Their representation increased again, from 10.7% in 2000 to 11.7% in 2001. This level is a significant improvement for visible minorities over the past five years, but is lower than the forecast of their labour market availability of 14.0%, expected in the 2001 census.

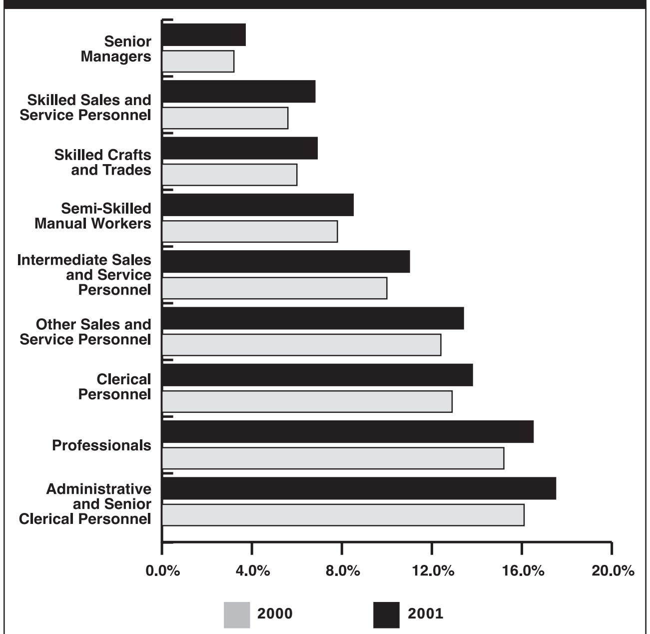
Almost eight in ten visible minority employees were in Banking and Communications in 2001. Banking had 45.3% of employees in this designated group, followed by Communications with 31.5%, Transportation with 18.3%, and the Other sectors with 4.8%.

The representation of members of visible minorities increased in all four major industrial sectors in 2001. Banking continued to have the highest representation of visible minorities at 17.1% in 2001 compared to 16.6% in 2000. This was followed by 10.9% in Communications, 7.9% in the Other sectors and 7.6% in Transportation. Almost 96.2% of visible minority employees in the workforce under the Act in this reporting year were located in four provinces and in the following order of magnitude: Ontario, British Columbia, Alberta, and Quebec. The remaining provinces and territories had combined only 3.8% of all visible minority employees under the Act. Ontario alone accounted for two-thirds of all visible minority employees in Canada under the Act. This province had 46,100 visible minority employees, followed by British Columbia with 13,400 (or 18.4%). Aside from Ontario and British Columbia, the number of visible minority employees exceeded 1,000 in three other provinces, namely, Alberta (5,300), Quebec (5,300) and Manitoba (1,500).

The representation of visible minority employees as a percentage of the workforce under the Act increased in nine provinces and the Northwest Territories but fell in Newfoundland and the Yukon. It rose significantly in Ontario from 15.4% to 16.3%, in Quebec from 3.9% to 4.7%, in British Columbia from 15.8% to 17.5%, and in Alberta from 7.6% to 8.4%. Only Ontario and British Columbia had a representation level of visible minorities higher than 10.0%.

In 2001, almost nine out of ten visible minority employees in the workforce under the Act worked in five occupational groups, namely, middle and other managers (7.7%), professionals (17.7%), administrative and senior clerical personnel (10.4%), clerical personnel (36.1%), and semi-skilled manual workers (7.9%). This distribution has been more or less the same over the past few years. Visible minority employees have been relatively more concentrated in the professional group compared to the other designated groups. Over 20.2% of all visible minority employees were professionals in 2001, against 14.6% of women, 12.0% of Aboriginal Peoples, and 14.7% of persons with disabilities. However, only 8.0% of visible minority employees were in the two management groups, compared to 11.1% for the entire workforce, 10.0% for women, 9.1% of persons with disabilities and 5.7% of Aboriginal employees.

REPRESENTATION OF MEMBERS OF VISIBLE MINORITIES IN SELECTED OCCUPATIONS IN THE WORKFORCE UNDER THE ACT, 2000 AND 2001

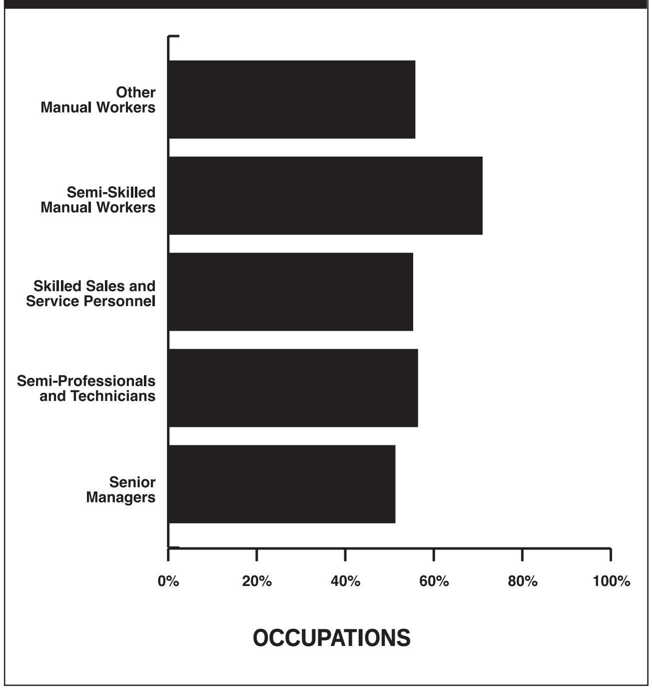


The representation of visible minority employees increased in all 14 occupations in the workforce under the Act, most notably in senior management (from 3.2% to 3.7%), professionals (from 15.2% to 16.5%), administrative and senior clerical personnel (from 16.1% to 17.5%), and skilled sales and service personnel (from 5.6% to 6.8%). Visible minority representation was above the average level of 11.7% in the following occupations: professionals, supervisors, administrative and senior clerical personnel, clerical personnel, and other sales and service personnel.

REPRESENTATIVITY INDEX

The representativity index measures the percentage of representation of a designated group against the Canadian workforce. Visible minority employees' representation in the workforce under the Act has reached 11.7% in 2001, which is 76.4% of their expected labour market availability of 14.0%. Also, they remain significantly under-represented in five occupations: senior management (at 51.2% of their availability for that occupational group), semi-professionals and technicians (56.3% of availability), skilled sales and service personnel (55.2% of availability), semi-skilled manual workers (70.9% of availability) and other manual workers (55.7% of availability).

VISIBLE MINORITIES: REPRESENTATIVITY INDEX FOR OCCUPATIONS BELOW LABOUR MARKET AVAILABILITY



HIRINGS

Members of visible minority groups had a higher share of hirings in the workforce under the Act in 2001 (12.6% compared to 12.1% in the previous year). This was another historical record since 1997 when the share of hirings was also 12.1%. It also compares favourably with share of representation at 11.7%. More than 13,700 members of visible minority groups were hired into the workforce under the Act in the current reporting year. This represents the highest number ever of visible minorities hired. The last record year was 1989 when 10,600 visible minority persons were hired, but that made only 10.1% of all hires in that year, and was the only time the number of visible minority hires exceeded 10,000 persons.

The hiring of members of visible minorities fell in Banking but rose in the other three major industrial sectors. Communications accounted for 37.3% of all visible minority hires, followed by 30.0% for Transportation, 29.0% for Banking, and only 3.6% for the Other sectors, a sharp decline from 1999 when the Other sectors accounted for almost 6.5% of all hires of visible minorities. The recruitment of members of visible minority groups was strong in Communications in 2001, accounting for 15.5% of all hires in the sector compared to 12.5% in the previous year. The share was also higher in Transportation, from 9.7% to 10.0%, but lower in Banking, from 16.6% to 13.8%. Hiring of this designated group increased from 7.1% to 8.2% of all hirings in the Other sectors in 2001.

Almost 70.0% of all hirings of members of visible minority groups into the workforce under the Act occurred in three occupations only, namely, professionals (12.6%), clerical personnel (37.3%), and semi-skilled manual workers (19.1%). The remaining 30.0% was distributed unevenly across the other 11 occupations. Almost 8.1% were hired as intermediate sales and service personnel, 5.6% as skilled crafts and trades workers, and 4.2% as middle and other managers. A very insignificant number of visible minorities (less than 0.1%) were hired as senior managers.

The percentage of members of visible minority groups hired into the workforce under the Act rose in nine occupations, most significantly in skilled crafts and trades workers (from 7.7% to 13.8%), senior managers (from 1.6% to 3.3%), middle and other managers (from 7.8% to 9.1%), and supervisors crafts and trades (from 2.8% to 4.3%). Decreases occurred also in five occupations, most notably in administrative and senior clerical personnel (from 14.8% to 12.4%), intermediate sales and service personnel (from 14.8% to 11.5%).

TERMINATIONS

Over 9,850 visible minority employees were terminated in 2001, almost 500 more than the number terminated in 2000. As a percentage of all terminations, employers under the Act terminated fewer visible minority employees in this reporting year compared to 2000 (10.6% compared to 11.0%). Sectorally, Banking accounted for 35.6% of all terminations of visible minority employees, followed by Communications at 34.8%, Transportation at 23.8% and the Other sectors at 5.9%. The share of terminations rose in Transportation from 6.9% to 7.8%, and in the Other sectors from 5.6% to 5.8%, but fell in Banking from 14.5% to 13.8%, and Communications from 12.7% to 12.5%. In 2001, the number of visible minority employees hired was greater by 3,900 people than those terminated in the workforce under the Act. This was in line with the trend established since 1995. In the period 1995-2000, hirings exceeded terminations in every year for a cumulative positive impact of 9,300 employees.

PROMOTIONS

The share of promotions received by members of visible minority groups of all promotion activities by employers under the Act increased from 14.4% in 2000 to 14.6% in 2001. The share in this reporting year is also much higher than the level of representation of visible minority employees of 11.7%. It is also the highest level of promotions received by visible minority employees since the first year of reporting under the Act in 1987. The rise has followed a trend that started in 1993 at 8.4%. In 2001, 7,450 visible minority employees were promoted compared to 8,750 in 2000.

Almost nine in ten promotions of members of visible minority groups occurred in Banking and Communications. The remainder was divided between Transportation 6.9% and the Other sectors 4.9%. The share of promotions of this designated group rose from 18.3% to 18.9% in Banking, the highest achieved since 1987. The share also rose from 7.3% to 9.2% of all promotions in the Other sectors, but fell from 7.4% to 6.3% in Transportation and from 13.0% to 12.1% in Communications. The share of promotions of members of visible minority groups in the workforce under the Act, increased in nine occupations, most significantly in senior management (from 4.0% to 5.4%), middle and other management (from 9.9% to 10.8%), administrative and senior clerical personnel (from 19.3% to 21.6%), and in other sales and service personnel (from 6.9% to 10.8%). The share fell in 5 occupations, significantly in supervisors crafts and trades (from 4.6% to 3.9%), clerical personnel (from 16.7% to 15.3%), and intermediate sales and service personnel (from 12.8% to 9.4%).

SALARIES

AVERAGE SALARIES OF MEMBERS OF VISIBLE MINORITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES, BY SEX, 1999 - 2001

	1999	2000	2001
Visible minority men	92.4%	92.8%	92.2%
Visible minority women	96.4%	96.4%	95.1%

In 2001, the salary gap between visible minority men and all men narrowed, while that between visible minority women and all women widened. Visible minority women earned 95.5% of all women's average salaries compared to 96.4% a year earlier, while visible minority men earned 93.1% of all men's salary compared to 92.8% a year earlier.

PERCENTAGE OF VISIBLE MINORITY MEN IN THE WORKFORCE UNDER THE ACT WHO EARNED $50,000 OR MORE, 1999 - 2001

	1999 (%)	Change % Points	2000 (%)	Change % Points	2001 (%)
Visible minority men	36.2	2.7	38.9	2.7	41.6
All Men	42.8	2.0	44.8	2.6	47.4
Visible minority Women	16.9	3.2	20.1	1.9	22.0
All Women	19.2	3.5	22.7	2.5	25.2

In 2001, 12.7% of visible minority men earned less than $30,000 compared to 8.6% of all men in the workforce under the Act. In contrast, at the other end of the salary scale, 41.6% of visible minority men earned $50,000 or more, against 47.4% of all men. Visible minority women were not far behind all women in terms of salary bands. For instance, 19.8% of visible minority women earned $30,000 or less compared to 17.8% for all women, a difference of 2.0%. The difference was also small for those earning $50,000 or more, as 22.0% of visible minority women being in that band compared to 25.2% for all women. But these findings also confirm the presence of double jeopardy for visible minority women against all men: while visible minority women remain behind all women in every salary band, all women also remain behind all men, creating a two-tier stratum.

Appendix A:
Glossary of Terms

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

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

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

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

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

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

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

Industrial Sector

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

Representation

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

Terminations

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

Wage gaps

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

Workforce or workforce under the Act

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

Appendix B:
Ratings Methodology

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

The purpose of rating employers is:

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

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

The methodology contains the following elements:

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

Ratings and Indicators

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

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

A good situation would meet the following conditions:

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

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

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

Indicator 1 - Representation

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

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

Example:

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

Scoring for Indicator One

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

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

Example

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

Indicator 2 - Clustering

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

Example

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

Scoring for Indicator Two

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

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

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

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

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

Indicator 3 - Salary Gap

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

Scoring for Indicator Three

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

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

Example:

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

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

Salary range	Value	Designated Group Percentage representation	Weight	Control Group Percentage representation	Weight
$50,000	3	29%	0.87	30%	0.9
$30,000 to $49,999	2	55%	1.10	60%	1.2
Less than $30,000	1	16%	0.16	10%	0.1
Total		**100%**	**2.13**	**100%**	**2.2**

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

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

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

Indicator 4 - Hirings

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

Scoring for Indicator Four:

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

*110 / 250 * 100 = 44%.*

This is divided by the labour market availability:

44% / 46% = 96%.

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

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

Indicator 5 - Promotions

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

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

Scoring for Indicator Five

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

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

Ratio of promotions to representation:

*(12% / 10%)*100 = 120%*

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

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

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

Indicator 6 - Terminations

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

Scoring for Indicator six

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

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

25 / 200 = 12.5%

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

90 / 1,000 = 9%.

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

12.5% / 9% = 1.39
(Or approximately 140%).

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

The scores for this indicator range from 0 to 2:

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

Total Result for the Rating

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

Special situations

No Representation Problem

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

No-activity Problem

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

Small numbers problem

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

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

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

SUMMARY RATINGS AND SCORES – B3 • EXAMPLE ASSIGNMENT OF A RATING FOR A DESIGNATED GROUP		
INDICATOR	POINTS EARNED	MAXIMUM POINTS
Representation	2	4
Clustering	2	3
Salary Gap	2	3
Hirings	2	2
Promotions	1	2
Terminations	2	2
Total	**11**	**16**
Rating	11 of 16	B

SUMMARY RATINGS AND SCORES – B4 • RATING OF EMPLOYERS					
NAME OF EMPLOYER	NUMBER OF EMPLOYEES	WOMEN	ABORIGINAL PEOPLES	PERSONS WITH DISABILITIES	MEMBERS OF VISIBLE MINORITIES
Air Waves	485	B	C	D	D
Sirius Networks	1327	C	B	B	A
Condor Machines	341	A	B	A	A
International Traders	3122	A	A	B	C

Appendix C:
GPI (Good Practices Index) Methodology

Section 18 of the Employment Equity Act states the following:
18. *(6) An employer shall include in a report a description of*

(a) the measures taken by the employer during the reporting period to implement employment equity and the results achieved; and

(b) the consultations between the employer and its employees' representatives during the reporting period concerning the implementation of employment equity.

While the employer ratings are used to measure progress by employers in their statistical profile, the Good Practices Index (GPI) measures the degree of the fulfillment of the obligation to submit a timely and complete narrative report.

The GPI is a summary measure of the fulfillment of the reporting obligation to complete a timely narrative report with its three elements: results, measures and consultations. It is not intended as a rating of the contents of the narrative reports. The Canadian Human Rights Commission (CHRC) uses the employer annual reports, including narratives, in its conduct of audits of employers under the *Employment Equity Act.*

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

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

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

Scoring Examples

Employer X *submitted a report on May 30, which includes a narrative report containing measures, results and consultations. The narrative also explained the reasons why the workforce in the Quebec branch went down from 150 to 20 employees ("only administrative staff was kept in Quebec; all other staff moved to headquarters"), and why the total workforce of Employer X increased from 1,100 to 2,900 because ("because the employer acquired two other companies during the calendar year, namely, …"). This employer obtains a maximum GPI score of 5 points for the narrative report.*

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

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

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

Appendix D:
Federal Public Service and Federal Contractors

The data for the Federal Public Service is based on the fiscal year ending March 31, 2001.

The data for the Special Operating Agencies is the most recent data available, and in some cases may be two years old.

The data for the Federal Contractors is based on calendar year 2001. Future updates to this table may include more details.

FEDERAL PUBLIC SERVICE AS OF MARCH 31, 2001

PSSRA 1-1: Federal Public Service Employees 2001

Department or Agency	All Employees	Women		Aboriginal Peoples		PWD		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Human Resources Development Canada	22,856	16,131	70.6	774	3.4	1,881	8.2	1,457	6.4
National Defence	16,710	6,050	36.2	426	2.5	902	5.4	639	3.8
Correctional Service of Canada	13,533	5,480	40.5	592	4.4	452	3.3	403	3
Public Works and Government Services Canada	11,460	5,781	50.4	249	2.2	660	5.8	803	7
Fisheries and Oceans Canada	9,334	2,663	28.5	168	1.8	182	1.9	247	2.6
Health Canada	7,382	4,902	66.4	502	6.8	345	4.7	747	10.1
Statistics Canada	5,973	3,093	51.8	126	2.1	317	5.3	564	9.4
Agriculture and Agri-Food Canada	5,916	2,641	44.6	140	2.4	234	4	378	6.4
Environment Canada	5,022	1,973	39.3	90	1.8	185	3.7	361	7.2
Industry Canada	4,979	2,414	48.5	115	2.3	275	5.5	369	7.4
Citizenship and Immigration Canada	4,474	2,790	62.4	104	2.3	287	6.4	573	12.8
Royal Canadian Mounted Police (Civilian Staff)	4,302	3,333	77.5	176	4.1	251	5.8	193	4.5
Transport Canada	4,143	1,716	41.4	78	1.9	141	3.4	241	5.8
Natural Resources Canada	4,049	1,497	37	66	1.6	130	3.2	283	7
Department of Justice Canada	3,646	2,356	64.6	118	3.2	170	4.7	244	6.7
Indian and Northern Affairs Canada	3,530	2,160	61.2	1,031	29.2	102	2.9	169	4.8
Department of Foreign Affairs and International Trade	3,506	1,626	46.4	76	2.2	118	3.4	201	5.7
Veterans Affairs Canada	3,378	2,305	68.2	95	2.8	186	5.5	201	6
Canadian Heritage	1,542	1,048	68	51	3.3	67	4.3	104	6.7
Public Service Commission of Canada	1,392	918	65.9	43	3.1	102	7.3	110	7.9
Canadian International Development Agency	1,363	788	57.8	25	1.8	66	4.8	105	7.7
Treasury Board of Canada Secretariat	953	589	61.8	18	1.9	63	6.6	55	5.8
Department of Finance Canada	948	462	48.7	12	1.3	33	3.5	63	6.6
Passport Office	894	649	72.6	23	2.6	35	3.9	104	11.6
Immigration and Refugee Board	844	569	67.4	24	2.8	41	4.9	177	21
Canadian Grain Commission	685	211	30.8	26	3.8	44	6.4	53	7.7
Privy Council Office	669	399	59.6	19	2.8	30	4.5	19	2.8
National Archives of Canada	646	320	49.5	23	3.6	40	6.2	13	2
Atlantic Canada Opportunities Agency	466	256	54.9	8	1.7	21	4.5	4	0.9
National Library of Canada	449	294	65.5	15	3.3	24	5.3	25	5.6
Registry of the Federal Court of Canada	418	273	65.3	8	1.9	27	6.5	22	5.3
Canadian Space Agency	404	152	37.6	4	1	7	1.7	39	9.7
Canadian Radio-television and Telecommunications Commission	386	232	60.1	6	1.6	22	5.7	12	3.1

FEDERAL PUBLIC SERVICE AS OF MARCH 31, 2001

PSSRA 1-1: Federal Public Service Employees 2001 (continued)

Department or Agency	All Employees	Women		Aboriginal Peoples		PWD		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Canadian Radio-television and Telecommunications Commission	386	232	60.1	6	1.6	22	5.7	12	3.1
Western Economic Diversification Canada	329	178	54.1	22	6.7	31	9.4	35	10.6
Economic Development Agency of Canada for the Regions of Quebec	308	169	54.9	3	1	7	2.3	12	3.9
National Parole Board	280	224	80	15	5.4	15	5.4	17	6.1
Office of the Chief Electoral Officer	260	121	46.5	3	1.2	9	3.5	9	3.5
Canadian Transportation Agency	245	139	56.7	4	1.6	18	7.3	10	4.1
Solicitor General Canada	236	134	56.8	10	4.2	9	3.8	6	2.5
Transportation Safety Board of Canada	211	72	34.1	1	0.5	10	4.7	10	4.7
Canadian Human Rights Commission	208	139	66.8	8	3.8	27	13	19	9.1
Canada Information Office	145	85	58.6	2	1.4	5	3.4	3	2.1
Office of the Secretary to the Governor General	145	88	60.7	2	1.4	12	8.3	6	4.1
Offices of the Information and Privacy Commissioners	126	73	57.9	2	1.6	9	7.1	7	5.6
Tax Court of Canada	119	77	64.7	5	4.2	7	5.9	6	5
Office of the Commissioner of Official Languages	118	71	60.2	5	4.2	5	4.2	3	2.5
Canadian Centre for Management Development	117	79	67.5	5	4.3	3	2.6	4	3.4
Status of Women Canada	105	99	94.3	2	1.9	8	7.6	14	13.3
Canadian International Trade Tribunal	84	42	50	0	0	2	2.4	4	4.8
Canada Industrial Relations Board	79	55	69.6	1	1.3	3	3.8	3	3.8
Office of the Commissioner for Federal Judicial Affairs	65	40	61.5	3	4.6	2	3.1	1	1.5
Canadian Dairy Commission	59	32	54.2	0	0	0	0	2	3.4
Millennium Bureau of Canada	45	33	73.3	0	0	2	4.4	0	0
Patented Medicine Prices Review Board Canada	36	22	61.1	0	0	1	2.8	4	11.1
International Joint Commission	29	11	37.9	0	0	0	0	1	3.4
Canadian Intergovernmental Conference Secretariat	21	13	61.9	0	0	0	0	0	0
Hazardous Materials Information Review Commission Canada	18	7	38.9	0	0	0	0	0	0
National Farm Products Council	16	9	56.3	0	0	0	0	0	0
NAFTA Secretariat, Canadian Section	10	5	50	0	0	0	0	2	20
Registry of the Competition Tribunal	10	7	70	0	0	2	20	0	0
Law Commission of Canada	9	7	77.8	1	11.1	0	0	0	0
Canadian Artists and Producers Professional Relations Tribunal	7	5	71.4	0	0	0	0	0	0
Copyright Board Canada	5	2	40	0	0	0	0	1	20
Civil Aviation Tribunal of Canada	4	4	100	0	0	0	0	0	0
Total	**149,586**	**78,212**	**52.1**	**5,316**	**3.6**	**7,621**	**5.1**	**9,143**	**6.1**

FEDERAL PUBLIC SERVICE AS OF MARCH 31, 2001

PSSRA 1-2: Special Operating Agencies "Separate Employers" 2001

Department or Agency	All Employees	Women		Aboriginal Peoples		PWD		Visible Minorities	
	#	#	%	#	%	#	%	#	%
Canada Customs and Revenue Agency	47,083	27,681	58.8	883	1.9	2,380	5.1	3,957	8.4
Canadian Food Inspection Agency	4,800	2,026	42.2	72	1.5	163	3.4	331	6.9
Canadian Forces Personnel Support Agency	2357	1,506	63.9	35	1.5	45	1.9	31	1.3
Canadian Nuclear Safety Commission	445	172	38.7	15	3.4	8	1.8	60	13.5
Canadian Security Intelligence Service	2091	945	45.2	27	1.3	48	2.3	148	7.1
Communications Security Establishment	929	311	33.5	10	1.1	32	3.4	17	1.8
The National Energy Board of Canada	299	166	55.5	7	2.3	13	4.3	29	9.7
The National Film Board of Canada	464	276	59.5	6	1.3	7	1.5	31	6.7
The National Research Council of Canada	3426	1,156	33.7	30	0.9	106	3.1	434	12.7
The Natural Sciences and Engineering Council of Canada	263	193	73.4	4	1.5	13	4.9	13	4.9
Office of the Auditor General of Canada	528	272	51.5	9	1.7	16	3.0	32	6.1
Office of the Superintendent of Financial Institutions	404	190	47.0	3	0.7	19	4.7	61	15.1
Parks Canada	4538	1,783	39.3	210	4.6	136	3.0	52	1.1
The Social Sciences and Humanities Research Council of Canada	147	101	68.7	3	2.0	8	5.4	5	3.4
Statistical Survey Operations	2136	1,719	80.5	41	1.9	101	4.7	184	8.6
Total	**69,910**	**38,497**	**55.1**	**1,355**	**1.9**	**3,095**	**4.4**	**5,386**	**7.7**

Department or Agency	# Employees	Department or Agency	# Employees
3M Canada Company	2,257	Apotex Inc	450
ABB Canada Inc.	2,628	Apple Canada Inc	121
ABB-Bomem Inc.	180	APV Canada Inc.	118
Accenture Inc.	1,200	Aramark Canada Ltd.	12,000
Acco Canada Inc.	212	Arborite division de/of Premark Canada Inc.	200
Acklands-Grainger Inc	2,171	Archive Iron Mountain	780
Acres International Limited	680	Armtec Construction Products	250
Acrodex Inc.	250	Arteif Furniture Manufacturing Inc	107
Acton International Inc	699	Arthur Andersen LLP	1,800
Adcom Inc.	120	Ash Temple Ltd	485
Adecco Employment Services Limited	445	Ashland Canada Corp.	523
ADGA Group Consultants Inc	350	Associated Engineering Alberta Ltd.	104
ADI Group Inc	120	AstraZeneca Canada Inc.	1,500
ADM Agri Industries Ltd	985	AT&T Corp	2,420
Adobe Systems Inc.	362	Atco Structures Inc.	460
ADT Security Services Canada Inc	1,200	Atlantic Blue Cross Care	675
AGAT Laboratories Ltd.	250	Atlantic Building Cleaning Limited	470
Agfa Inc.	253	Atlantic Tractors & Equipment Ltd.	278
Agilent Technologies Canada Inc	315	Atlantic Wholesalers Limited	7,000
AGRA Monenco Inc.	1,200	Atlantis Systems International	166
Ahearn & Soper Inc	135	Atlas Specialty Steels Div. of Sammi Atlas	665
Air Liquide Canada Ltée	2,000	Avcorp Industries Inc.	600
Air Products Canada Ltd	350	Aventis Pharma Inc.	657
Aircraft Appliance & Equipment Ltd	125	Avery Dennison Canada Inc	220
AIT Corporation	115	Avis Canada	785
Ajilon Canada Inc.	120	Avnet International Canada Ltd.	177
Alberta Cancer Board	1,100	Axidata Inc.	220
Alberta Research Council	559	Azon Canada Inc	105
Alcatel Canada Inc.	900	Babcock & Wilcox Canada	1,000
Algonquin College of Arts & Technology	1,300	Ballard Power Systems Inc	700
Aliments Martel Inc	445	Banctec (Canada) Inc	130
All Care Health Services Limited	275	Bardon Supplies Limited	280
Allied International Credit Corp	220	Barnes Security Services Limited	873
Allied Shipbuilders Ltd.	109	Barringer Research Ltd	140
Alliedsignal Aerospace Canada	1,142	Bartle & Gibson Ltd.	266
Alstom Canada Inc. Appareillage haute tension	250	Basic Technologies Corporation	170
Alumicor Limited	200	Baxter Corporation	1,200
Ambassador Resort Hotel & Conference Centre	160	Baxter Foods Limited	390
Amdahl Canada Limited	138	Bayer Inc.	2,315
Amec Earth & Environmental Ltd	900	BDO Dunwoody LLP	2,000
Amex Canada Inc.	3,700	BDP Business Data Services Limited	750
Amphenol Canada Corporation	150	Beaulieu Canada	1,700
AMS Management Systems Canada Inc	142	Beckman Coulter Canada Inc.	189
Anachemia Canada Inc.	123	Becton Dickinson Canada Inc.	320
Andrew Sheret Ltd	220	Bee Clean Building Maintenance Inc	400
Anicom	285	Bell Helicopter Textron	1,400
Anixter Canada Inc	350	Belron Canada Inc.	861
Aoco Limited	300	Ben's Limited	557
AON Reed Stenhouse Inc.	1,500	Best Cleaners & Contractors Ltd.	400
APG Solutions & Technologies Inc	400	Betz Dearborn Inc	180
APG Solutions Technologie Inc.	200	BFGoodrich Landing Gear Division, Oakville	592

Department or Agency	# Employees
Biochem Pharma Inc.	428
Biorex Inc.	125
Black & McDonald Limited	1,200
BOC Canada Limited	496
Bodycote Ortech Inc.	190
Boehringer Ingelheim (Canada) Ltd	285
Boeing Canada Technology	850
Boeing Canada Technology	650
Bolands Limited	200
Bombardier Aéronautique	17,401
Bombardier Inc.	24,200
Boulangerie Lanthier Ltée/Lanthier Bakery Ltd.	151
Boulevard Produits de Bureau Inc.	335
Bovar Inc.	150
Bowater Pâtes et Papiers Canada Inc	5,686
Bowdens Media Monitoring Limited	270
Brampton Engineering Inc	114
Bridge Brand Food Services Ltd	689
Bridgestone Firestone Canada Inc.	1,800
Bristol Aerospace Ltd	1,500
Bristol Myers Squibb Canada Inc	450
Brook Enterprises Inc	130
Brookfield Lepage Johnson Controls	1,500
Brother International Corporation Ltd.	136
Browning-Ferris Industries Ltd.	500
BTI Canada	900
Budget Car & Truck Rentals Of Ottawa	151
Burns Int'l Security Services Limited	3,205
Burntsand	237
C & D Cleaning and Security Co	180
Cablecom Int'l Network Cabling Inc.	180
CAE Electronics Ltd.	4,200
Cafeteria de la Capitale Inc	350
Caisse centrale Desjardins	250
Calian Limited	110
Camco Inc	2,000
Camosun College	1,000
Campbell Ford Sales Ltd.	130
Canac Marquis Grenier Ltée	500
Canad Corporation of Manitoba Inc.	1,300
Canada Bread Company, Limited	2,997
Canada Capital Building Services Ltd.	120
Canada Catering Co Limited	995
Canada Cordage Inc.	130
Canadian Bank Note Co Ltd	500
Canadian Blue Bird	250
Canadian Buttons Limited	125
Canadian Corps of Commissionnaires	16,500
Canadian Linen and Uniform Service	1,637
Canadian Niagara Hotels Inc.	700
Canadian Standards Association	850

Department or Agency	# Employees
Canadian Technical Tape Ltd	100
Canadian Waste Services Inc.	3,686
Canamera Foods	782
Cancer Care Ontario	2,400
Canon Canada Inc.	350
Caris-Universal Systems Ltd.	108
Carleton University	2,000
Carrier Canada Limited	450
Carsen Group Inc.	142
Carswell Publishing, a Division of Thomson Canada	587
Cartem Inc	155
Carter-Horner Inc.	230
Cascades East Angus Inc	300
Castrol Canada Inc	135
Catholic Social Services	749
CBCL Limited	150
CCH Canadian Limited	400
CDI Corporate Education Services	180
CEGEP Saint-Jean-sur-Richelieu	253
Centennial Foods Corporation Ltd.	515
Central Health Services/Retirement Residences Inc.	1,600
Central Precision Limited	158
Centre de recherche industrielle du Québec	337
Centre Hospitalier Universitaire de Québec	7,000
Century Building Services A Div of Century Distributing Inc.	140
Century Sales & Service Limited	290
CF Group Inc	160
CH2M Gore & Storrie Limited	400
Champion Road Machinery Ltd	827
Château Cartier Resort	271
Chaussures STC Inc	125
Chemise Empire Ltée	115
Chemise JML Ltée	215
Chesapeake Display and Packaging	101
Chevron Canada Limited	500
Chimo Hotel Ottawa Inc	160
Chip Reit No.32 Operations Ltd.	220
Chubb Security Canada Inc	700
CIMA Société d'Ingénierie	425
Cisco Systems Canada Co.	355
Clariant (Canada) Inc.	150
Clarica Life Insurance Company	7,500
Cleyn & Tinker Inc.	634
CMC Electronique Inc.	1,171
Coast Hotels Limited	800
Coast Paper	150
Cochrane Group Inc.	300
Cognicase Inc.	2,800
Cognos Inc.	1,100
Collectcorp Group of Companies	300
Collège Ahuntsic	800

Department or Agency	# Employees
Collège communautaire du Nouveau-Brunswick-Bathurst	300
Collège universitaire de Saint-Boniface	140
Colliers MacAulay Nicolls Inc	400
Columbus Mckinnon Limited	175
Com Dev Ltd	650
Comcare Health Services	6,000
Comfort Inn - Airport	100
Communications Québecor Inc	13,100
Compass Group Canada (Beaver) Ltd.	1,900
Compugen Systems Ltd.	430
Computer Associates Canada Ltd	170
Computer Sciences Canada Inc	700
Computing Devices Company	1,200
Compuware Corporation of Canada	132
Concordia University	2,848
Conestoga-Rovers & Associates Limited	1,000
Connaught Laboratories Limited	1,000
Connors Bros Limited	1,500
Conor Pacific Environment Technologies	100
Consolidated Service Industries Corporation	180
Consoltex Inc.	853
CookshireTex Inc	150
Corel Systems Corporation	500
Corpav Presentation Group	240
Corporate Express Canada Inc.	1,000
Corporate Health Consultants Ltd.	500
Corporation 3-Soft Inc.	107
Corporation de l'École Polytechnique	1,000
Corporation Technologies Eicon	350
CPI Canada	225
Crain-Drummond Inc.	1,187
Crane Canada Inc.	393
Crowne Plaza Toronto Centre	370
CS Brooks Canada Inc.	890
Culter-Hammer Engineering Services Division	100
Cummins Est du Canada Inc	290
Cummins Mid Canada Ltd	128
Cummins Ontario Inc	100
D. Bertrand et Fils Inc	184
DaimlerChrysler Canada Ltd.	14,200
Dairyworld Foods	2,500
Dalhousie University	4,200
Dalsa Inc	200
Danka Canada Inc.	700
Data Business Forms	1,325
Data General (Canada) Co.	135
Datacard Canada Inc	100
Davey Tree Services A Division of Davey Tree	150
De Havilland Inc	6,000
DecisionOne Corporation	242
Delcan Corporation	500
Dell Computer Corporation	500
Deloitte & Touche LLP	5,200
Delphi Solutions Corp.	200
Delta Hotels & Resorts	7,200
Derlan Aerospace Canada Ltd	250
Deschênes & Fils Ltée	316
Dessau-Soprin Inc.	850
Detroit Diesel Allison BC Ltd.	190
Detroit Diesel Allison Canada Est Inc	100
Develcon Electronics Ltd.	140
Dictaphone Canada Ltd	124
Diemaco (1984) Inc	245
Dillon Consulting Limited	330
DISCO Tissus De Performance	641
Distal Inc.	250
Dominion Hotel	111
Domtar Eddy Speciality Paper	600
Domtar Inc.	8,000
Domus Building Cleaning Co Ltee	600
Dorothea Knitting Mills Ltd	300
Doubletex Inc.	500
Dover Industries Limited	525
DownEast Communications	233
Drake International Inc	3,300
DRS Flight Safety and Communications	346
DRT Systems International	130
Dufferin Construction Company	250
Duo Communications of Canada Ltd	168
Dupont Canada Inc	4,300
Durham Furniture Inc.	580
DY 4 Systems Inc	200
Dynamic Maintenance Ltd	150
Dynex Facility Services Inc.	240
E S Fox Limited	1,000
Eagle-Picher Energy Products Corporation	180
Earth Tech (Canada) Inc.	300
Eastern Bakeries Limited	550
EBA Engineering Consultants Ltd	390
EBCO Industries Ltd	350
École de Langues de l'Estrie Inc.	300
Edmonton Meat Packing Ltd.	150
EDS Canada Inc.	1,507
Edulinx Canada Corporation	500
EECOL Electric Ltd.	500
Elan Data Makers Div Horton Trading Ltd.	250
Electro Sonic Inc	400
Electrohome Limited	791
Eli Lilly Canada Inc.	500
EMC Corporation of Canada	200
Emco Limited	700
EMJ Data Systems Ltd.	176

Department or Agency	# Employees
EMS Technologies Canada Ltée	644
Enfield Cleaning Services Ltd.	115
Engel Canada Inc.	500
Enseignes Imperial Signs div of Jim Pattison Industries Ltd.	230
Enterprise Rent A Car	141
Entreprises Dominion Blueline Inc.	225
Entretien JMP - 157481 Canada Inc	100
Entrust Technologies Limited	700
Enviro-Test Laboratories	100
Envocorp Inc. - National Paper Goods	180
Epson Canada Limited	180
Equifax Canada Inc	1,007
Ericsson Canada Inc.	1,900
Ernst & Young LLP	3,440
Esri Canada Ltd	105
Esselte Canada Inc	200
Euclid Hitachi Heavy Equipment Ltd	276
Evans Consoles Inc.	504
Eveready Canada	250
Everest & Jennings Canadian Ltd	131
Excalibur Learning Resource Centre	200
Exide Canada Inc Battery Division	300
Fairmont Le Château Frontenac	643
Fairmont le Reine Elizabeth	714
Farmers Co-operative Dairy Limited	610
Federated Co-Operatives Ltd.	2,700
Fell Fab Products	150
Financial Collection Agencies (International) Inc	600
Finning International Inc.	250
Fisher Scientific Limited	370
Fleet Industries Division of Fleet Aerospace	660
Ford Motor Co of Canada Ltd.	16,000
Forintek Canada Corporation	187
For-Net Inc	900
Forster Restaurant & Food Services	300
Franklin Empire Inc.	260
Freed & Freed International Ltd	220
Friede Goldman Newfoundland Limited	500
Friesens Corporation	700
Frisco Bay Industries du Canada Limitée	170
Frontier Confertech (Canada) Inc	165
Fuji Photo Film Canada Inc.	200
Fujitsu Consulting (Canada) Inc.	2,262
Future Electronics Inc.	2,417
G. A. Boulet Inc.	155
Garda du Canada	3,000
Garlock of Canada Ltd.	271
Gaz Métropolitain Inc.	1,374
GBB Buck Consultants Ltd	280
GE Canada Inc.	4,059
GE Capital Fleet Services	297

Department or Agency	# Employees
GE Capital Information Technology Solutions Inc.	1,000
GEAC Canada Limited	500
General Chemical Canada Ltd	500
General Motors of Canada Ltd.	26,000
General Motors of Canada Ltd. Diesel Division	1,245
Genicom Canada Inc	184
Genpharm Inc.	395
Gescan	124
Getronics Canada Inc	400
GFS Canada Inc (Gordon Food Service)	400
Gibbard Furniture Shops Ltd.	130
Giffels Associates Limited	400
Glaxo Wellcome Inc.	1,800
Glentel Inc	1,000
Global Upholstery Co Inc.	1,100
GN Equipment Company Limited	500
GNB Batteries Canada Inc.	100
Golder Associates Ltd.	2,000
Goodfellow Inc	700
Goodyear Canada Inc	4,377
Gowling Lafleur Henderson LLP	450
Grand & Toy Limited	2,405
Grant Emblems Limited	150
Grant Thornton LLP	1,000
Graphic Controls Canada Ltd.	325
Graphic Resources	500
Gray Forgings & Stamping Limited	139
Groupe CGI Inc.	10,000
Groupe Conseil Saguenay	150
Groupe IST Inc	10,000
Groupe Lacasse Inc.	700
Groupe LGS Inc	650
Groupe Santé Médisys Inc.	3,000
Guillevin International Inc.	1,321
HA Simons Ltd.	900
Harbour Towers Hotel	109
Harper Detroit Diesel Limited	150
Harris & Roome Supply Limited	200
Harris Farinon Canada	600
Hatch Associates Ltd	500
Haworth Ltd.	170
Hay Management Consultants Ltd	130
Hemosol Inc.	177
Herman Miller Canada Inc.	150
Hermes Electronics Inc.	408
Héroux Inc.	500
Hertz Canada Limited	480
Hewitt Equipement Ltée	900
Hewlett Packard (Canada) Ltd.	1,800
Hilroy Mead Company	250
Hilton Canada Inc	1,721

Department or Agency	# Employees
Hitachi Data Systems Inc	108
Hoffmann La Roche Limited	900
Holiday Inn Plaza La Chaudière	120
Holiday Inn Select Montreal Centre-Ville	160
Holiday Inn Select Toronto Airport	230
Holiday Inn The Palace - 742718 Alberta Ltd	135
Holiday Inn Toronto Yorkdale	200
Honeywell Limited	3,000
Hôpital Cité de la Santé de Laval	1,400
Hôpital du Saint-Sacrement	2,000
Hôpital Laval	2,000
Hôpital Sainte Justine	4,000
Hotel Dieu Hospital	1,400
Hôtel Gouverneur Place Dupuis	185
Hôtel Loews Le Concorde/Place Montcalm Hotel Inc.	378
Hôtel Wyndham Montréal/Compagnie Hospitalité Montréal	286
Houle Electric Ltd.	200
Howard Johnson Plaza Hotel Downtown	230
Hub Meat Packers Ltd.	1,000
Hummingbird Communications Ltd.	1,300
Husky Injection Molding Systems Ltd.	1,800
Husky Oil Limited	2,500
Hyatt Regency Calgary	315
Hyatt Regency Vancouver	500
Hydro Agri Canada (Nutrite)	175
Hydrogenics Corporation	103
Ian Martin Limited	900
IBI Group	230
IBM Canada Ltd	18,658
ICG Propane Inc.	1,500
ICI Canada Inc.	1,628
ICN Canada Limitée	145
Ideal Revetement Co Ltée	300
IDS Intelligent Detection Systems Inc.	225
IKON Office Solutions Inc.	2,700
IMC (Canada) Global Ltd.	800
IMP Aerospace Components Ltd	260
IMP Group Limited	1,130
Imperial Oil Canada Limited	7,500
Imprimeries Transcontinental Inc	10,000
IMT Corporation	284
Indal Technologies Inc	150
Induspac Group	300
Industries Davie Inc.	180
Industries de Maintenance Empire Inc.	1,200
Industries Ocean Inc	119
Inglis Limited	450
Inscape Systems Ltd.	569
Institut Armand Frappier	248
Institut national de la recherche scientifique	700
Institut National d'Optique	160

Department or Agency	# Employees
Institut Philippe Pinel de Montréal	500
Intelicom Security Services Ltd	100
Intercity Packers Ltd	120
Intercon Security Limited	2,100
Intergraph Canada Ltd	195
Intermap Technologies Corp	120
Intertec Security & Investigation Ltd.	500
Iron Ore Company of Canada	1,800
Irvin Industries Canada Limited	114
Irving Equipment	300
Irving Oil Limited	2,299
Irving Shipbuilding Inc	1,877
Island Farms Dairies	330
ISM Information Systems	18,794
J&A Building Services Ltd.	650
Jacques Whitford Limited & Affiliated Co	750
JH Ryder Machinery Ltd.	370
JL Richards & Associates Limited	100
Joe's Janitorial Services Ltd.	115
John Deere Limited	1,100
Johnson & Johnson Inc	750
Johnson & Johnson Medical Products Inc	200
Johnson Controls LP	716
Jones Packaging Inc.	300
JTI-MacDonald Corp.	548
Justice Institute of British Columbia	285
KAO Infosystems Canada Inc.	130
Kaufman Footwear	1,140
Kaverit Steel and Crane	119
Keilhauer Industries Ltd.	399
Kelly Services (Canada) Ltd	370
Kimberly Clark Inc	250
Klohn Crippen Consultants Ltd	172
Knoll North America Corporation	1,200
Kodak Canada Inc	1,400
Koprash Investment Inc	300
Kortex Computer	110
KPMG Consulting LP	635
Kromar Printing Ltd	130
Krug Inc.	450
L.P. Royer Inc.	115
La Chemise Perfection Inc	420
Laboratoires Abbott Ltée	1,093
Labstat International Inc.	108
Laliberté et associés inc.	900
Lanier Canada Inc.	250
Lauzon T Ltee & Al	150
LeBLANC Ltd.	369
Lenbrook Industries Ltd	140
Les Distributeurs R. Nicholls Distributors Inc.	147
Les Emballages Mitchel Lincoln Ltee	310

Department or Agency	# Employees
Les Fromages Saputo Ltée	379
Les Lainages Victor Ltée	200
Les Produits Freddy Inc.	100
Les Sous-Vêtements U M Inc	150
Levitt Safety Limited	225
Lewisfoods Inc	125
Lexmark Canada Inc	217
Liberty Health	506
Lincoln Electric Company of Canada Ltd.	231
Litton Systems Canada Ltd.	800
Livingston Group Inc.	800
Location de Voitures Compacte (Québec)	235
Lockheed Martin Canada Inc.	520
Logidec Inc	140
London Machinery Inc	200
Lotus Development Canada Limited	100
Louis Garneau Sports inc.	240
Lucent Technologies Canada	850
Lumonics Inc	165
Lyreco Canada Inc.	250
MacDonald Dettwiler & Associates Ltd.	939
Mack Canada Inc	326
Magellan Aerospace Corporation	504
Maintenance Eureka Limitée	300
Mallette Maheu, Société en nom collectif	200
Manac Inc. (Industries Tanguay)	850
Manitoba Hydro	4,637
Manpower Temporary Services	1,000
March Network Corporation	100
Marconi Medical Systems Canada Inc.	370
Maritime Paper Products Limited	300
Marriott Château Champlain	320
Marriott Corporation of Canada Ltd	6,500
Marsh & Mclennan Limited	600
Marshall Macklin Monaghan Limited	399
Mastech Canada	150
Maxxam Analytics Inc.	650
McGregor Industries Inc.	714
Mckenzies Sales Limited	120
McMaster University	3,300
McNeil Consumer Products Company	398
MD Robotics Ltd.	500
Med-Emerg International Inc.	300
Med-Eng Systems Inc.	136
Mediascan Canada Inc.	175
Medis Health & Pharmaceutical Services	1,561
Medtronic of Canada	215
Memorial University of Newfoundland	3,263
Merck Frosst Canada Inc.	1,400
Messier Dowty Inc.	520
Metro Catering Executive Class Catering Inc.	157

Department or Agency	# Employees
Metropolitan Hotel	280
Metropolitan Parking Inc	350
Michelin Amérique du Nord (Canada) Inc	466
Micro Boutique Inc	285
Micromedia Limited	140
Microsoft Canada Corporation	502
Minolta Business Equipment Canada Ltd.	850
Minto Developments Inc	750
Mitel Corporation (inactive)	2,000
Mohawk Council of Akwesasne	650
Montage DMC	650
Montgomery Kone Elevator Co Limited	400
Moore North America	1,550
Morbern Inc	400
Motor Coach Industries Ltd	2,000
Motorola Canada Ltd	1,000
Mount Saint Vincent University	350
MPB Technologies Inc	187
MSA Canada Inc	135
MSAS Cargo International (Canada) Inc.	230
Multi Marques Inc.	2,500
Mustang Survival Corp.	300
National Car Rental (Canada) Inc.	916
National Steel Car Limited	1,200
Natrel Inc. division d'Agropur Coopérative	1,535
Navistar International Corporation Canada	1,998
NBS Technologies Inc	850
NCR Canada Ltd	1,000
NCS Canada Limited	200
Nefco Collection Services, operating as The Collection House	282
Nelson Lumber Company Ltd.	400
NetManage Canada Inc.	103
Netron Inc.	100
New Brunswick Electric Power	2,400
Newbridge Networks Corporation	3,000
Newcourt Credit Group	1,200
NexInnovations Inc.	1,600
Nienkamper Furniture & Accessories Inc.	192
Nissan Canada Inc	258
Nor-Don Collection Network Inc.	289
NORDX/CDT Inc.	721
Norimco - Div of Bata Industries Ltd.	725
Norr Group Consultants Ltd	160
Nortak Software Ltd	120
Nortel Networks Corporation	25,000
North Atlantic Petroleum	600
Northfield Metal Products Ltd	400
Northrop Grumman Canada Ltd	175
Northumberland Co-operative Limited	285
Norwest Labs	230
Nova Scotia Textiles Limited	150

Department or Agency	# Employees
Novartis Pharmaceuticals Canada Inc.	750
Novatronics of Canada Ltd.	174
Novopharm Limited	460
NRCS Inc (National Rehabilitation)	150
Nurun Inc.	387
O'Connor Associates Environmental Inc	160
Oerlikon Aerospatiale Inc	230
Office Specialty Ltd.	190
Office Specialty Ltd.	190
Omnilogic Systems Group	500
Online Enterprises Inc (dba) Online Business Services	185
OnX Incorporated	367
Onyx Industries Inc.	208
Onyx Sanivan Inc.	250
Open Text Corporation	800
Operation Springboard	180
Oracle Corporation Canada Inc	1,000
Ortho-McNeil Inc.	700
Osram Sylvania Ltd	1,000
Otis Canada Inc.	850
Ottawa Carleton Association for Persons with Developmental Disabilities	300
Ottawa Marriott/1210478 Ontario Inc.	325
Paccar du Canada Ltée	1,000
Pacific Produce Co Ltd	450
Pacific Regeneration Technologies Inc	400
Pacific Safety Products Inc.	190
Packard Bell Nec	100
Pak N' Stack Ltd.	180
Pan Pacific Hotel Vancouver	520
Panalpina Inc	350
Panasonic Canada Inc	575
Papiers Perkins Ltée	850
Paprican	350
Park Town Motor Motels Ltd	130
Parmalat Dairy & Bakery Inc.	2,800
Parrish & Heimbecker Ltd	1,000
Patterson Dentaire Canada Inc.- Patterson Dental Canada Inc.	450
Peacock Inc	719
Peerless Garments Ltd	200
PerkinElmer Optoelectronics	204
Petro-Canada Inc.	4,000
Pfizer Canada Inc.	1,339
Pharmacia & Upjohn Inc.	550
Pharmascience Inc.	500
Philips & Temro Industries Ltd	290
Philips Electronics Limited	650
Pierceys Building Supplies	158
Pillowtex Canada Inc	200
Pinkertons Canada Ltée	4,500
Pioneer Balloon Canada Limited	118
Pirelli Câbles et Systèmes Inc.	500

Department or Agency	# Employees
Pitney Bowes of Canada Ltd	1,300
Point Hope Shipyard Co. Ltd.	205
Powell Equipment (1978) Limited	535
PPG Canada Inc	2,000
Pratt & Whitney Canada Corporation	7,131
Praxair Canada Inc	2,100
Prévost Car Inc.	1,500
Pricewaterhouse Coopers LLP	6,000
Pritchard Engineering Co Ltd	100
Procter & Gamble Inc.	2,600
Produits Chimiques Expro Inc	550
Profac Facilities Management Services Inc.	727
Protexion Products (1997) Inc	130
Pylon Electronics Inc	250
Quantum Management Services Ltd	500
Québecor World Inc.	6,000
Queen's University	3,010
Quicklaw Inc.	165
Qunara Inc.	132
R.J. Burnside International Limited	200
Ramada Inn 400/401	100
Rapistan Demag Limited	185
Rational Software Canada Co.	170
Ratiopharm Inc.	370
Raymond Chabot Grant Thornton	1,500
Raytheon Canada Limited	400
Raytheon Elcan Optical Technologies	600
Raytheon Systems Canada Ltd.	400
RBA Inc	658
RBC Dominion Securities Inc.	5,599
RE Gilmore Investments Corp	500
Recochem Inc.	185
Reid Crowther & Partners Limited	534
Reliable Window Cleaners (Sudbury) Ltd	300
Rentway Ltd	770
Research & Productivity Council	100
Residence Inn By Marriott Hotel	150
Reuters Information Services	199
RGO Office Products Partnership	225
Ricoh Canada	750
Roche Diagnostics Canada Div. of Hoffman Laroche	257
Roche Ltée Groupe-Conseil	850
Rolland Inc. division des papiers fins	1,500
Rolls Royce Canada Limited	1,621
Rondar Inc	115
Rousseau Métal Inc	400
Royal Lepage Limited	1,938
Russel Metals Inc	8,000
Ryerson Polytechnic University	1,164
Safety-Kleen Canada Inc.	211
Saint Mary's University	700

Department or Agency	# Employees	Department or Agency	# Employees
Samsonite Canada Inc	180	SNC Technologies Inc.	850
Samuel Son & Co. Limited	1,000	Sobeys Ontario	13,000
Sandwell Engineering Inc.	1,300	Sodexho Canada Inc	1,185
Sanofi Winthrop	154	Sonepar Distribution Inc	950
Sanyo Canada Inc.	320	Sony of Canada Ltd	1,145
SAP Canada Inc	140	Soucy International Inc.	350
SAS Institute (Canada) Inc	170	Source Medical Corporation	566
Saskatchewan Indian Federated College	150	South East Development Council Corp.	175
Saskatchewan Research Council	215	Spar Aerospace Limited	2,507
SATCOM div of EMS Technologies Canada Ltd	193	SPB Canada Inc.	600
Sault College of Applied Arts	351	Spectrum Signal Processing Inc.	165
SCA Hygiene Products Inc.	223	St Joseph Printing Limited	450
Scepter Manufacturing Co Ltd	230	St Lawrence College Saint-Laurent	408
Schenker of Canada Limited	650	St. John's Dockyard Limited	150
Schering-Plough Canada Inc.	427	St. Joseph Print Group Inc.	595
Schneider Canada	1,600	Stanchem Inc	450
Scotsburn Co-operative Services Ltd	600	Standard Aero Ltd.	1,600
Scythes Inc./Flying Colours International	140	Standard Knitting Limited	260
Seanix Technology Canada Inc.	120	Stanfields Ltd.	450
Securitex inc.	113	Stantec Consulting Ltd.	1,500
Sed Systems Inc.	289	Steel and Engine Products Ltd (Shelburne Ship Repair)	100
Serca Foodservices Inc. (Western Division)	750	Steels Industrial Products Ltd	160
Serca Service Alimentaire Inc.	250	Storagetek Canada Inc	200
Serco Facilities Management	580	Strongco Inc.	1,141
Shannahan's Investigation & Security Limited	450	Stryker Bertec Medical Inc.	180
Sharp Electronics of Canada Ltd	160	Sun Microsystems of Canada Inc	480
Sharps Audio Visual Ltd.	160	Suncor Energy Inc.	3,609
Shell Canada Limited	3,454	Superior Emergency Vehicles	132
Sheraton Centre Toronto Hotel Starwood Hotels Canada	809	Superior Propane Inc.	1,262
Sheraton Halifax Hotel	302	Supreme Basics	220
Sheraton Laval	253	Supremex Inc.	700
Sheraton Ottawa Hotel & Towers	165	Surgenor Pontiac Buick Limited	276
Sheraton Suites Calgary Eau Claire	293	Swish Maintenance Limited	200
Sheraton Vancouver Wall Centre Hotel	375	Swiss Denim	750
Sheraton Winnipeg Hotel	165	Symantec Corporation	300
Siemens Canada Limited	4,000	Symbol Technologies Canada ULC	151
Siemens Westinghouse Inc.	800	Sysco Food Services of Ontario	450
Sierra Systems Consultants Inc	900	Sysco Serca Foodservice Inc.	4,000
Sifto Canada Inc.	590	Sysco-Konings Wholesale	450
Simmons Canada Inc	560	Systèmes M3I Inc	391
Simon Fraser University	1,700	Tab Products of Canada Limited	110
Simplex International Time Equipment Co	300	Tannis Food Distributors	125
Simtran Technologies Inc	100	Taro Pharmaceuticals Inc.	220
Sinclair Technologies Inc	150	Tayco Panelink Ltd	230
Sisca Inc	120	Technicolor Canada Inc.	430
Skyjack Inc	600	Technologies Multipartner (TMI) Inc	650
SMED International Inc.	2,104	Tecsult Inc.	887
Smith Lyons Torrence Stevenson & Mayer	400	Teknion Furniture Systems Limited	1,800
SMS Modern Cleaning Services Inc.	5,023	Telav Inc	611
Snap-on Tools of Canada Ltd	550	Télé Université	200
SNC Lavalin Inc.	11,244	Telemedia Communications Inc	540

FEDERAL CONTRACTORS 2001 (continued)

Department or Agency	# Employees
Tenaquip Limited	257
Terra Footwear Ltd.	120
Thales Systems Canada Inc.	120
The Cambridge Towel Corporation	350
The Canadian Salt Company Limited	867
The Codville Company	665
The Cohos Evamy Partnership	102
The Conference Board of Canada	200
The Fairmont Winnipeg	270
The GH Group of Companies	100
The Great West Life Assurance Company	2,870
The Hilton Hotel - London	200
The McElhanney Group Ltd.	470
The North West Company Inc.	3,700
The Pepsi Bottling Group/Société du groupe d'embouteillage Pepsi	1,000
The Prince George Hotel	140
The Sutton Place Hotel Toronto	400
The Westin Edmonton/Starwood	310
The Westin Harbour Castle	575
Therapex Div of E-Z-EM Canada Inc	249
Thrifty Canada Ltd	294
Thyssen Krupp Elevator	1,098
Tibbett & Britten Group Canada Inc.	129
Toromont Industries Ltd.	300
Toronto Auto Auctions Limited	433
Toshiba of Canada Ltd.	500
Total Credit Recovery Limited	420
TRA Atlantic	150
Transcontinental Group LGM Graphics Inc	180
Transcontinental Printing Inc.	507
Transport St-Léonard Inc	100
UAP Inc	4,289
Ultramar Ltée	1,000
UMA Group Ltd.	1,500
Uniclean Building Maintenance Contractor	250
Unisource Canada Inc	1,630
Unisys Canada Inc	500
Université de Montréal	5,000
Université d'Ottawa	2,110
Université du Québec à Montréal	3,350
Université Laval	4,000
Université McGill University	5,000
University College of the Fraser Valley	600
University of Alberta	3,700
University of British Columbia	8,000
University of Calgary	4,000
University of Guelph	2,575
University of Manitoba	5,750
University of New Brunswick	1,474
University of Saskatchewan	6,000
University of Toronto	6,700

Department or Agency	# Employees
University of Victoria	3,500
University of Waterloo	3,500
University of Western Ontario	3,100
University of Windsor	1,604
UtiliCorp Networks Canada (Alberta) Ltd.	100
Valcom Limited	100
Vancouver Shipyards Co. Ltd.	250
Vapor Rail Inc	350
Victoria Shipyards Co Ltd	150
Victorian Order of Nurses (Ontario)	3,000
Vitalaire Healthcare	550
Vitality Foodservice Canada Ltd.	150
Vita-Tech Canada Inc.	135
Volkswagen Canada Inc	980
VWR Canlab	150
Wabush Mines	750
Wajax Industries Limited	1,700
Walbar Canada Inc	740
Wardrop Engineering Inc	320
Warner Lambert Canada Inc.	1,370
Warren Shepell Consultants Group	155
Watson Wyatt & Company	230
Webcom Ltd	206
Wesco Distribution Canada Inc.	770
Westburne Electrical Inc.	2,391
Westburne Québec Inc.	583
Western Star Trucks a Division of Freightliner Ltd.	600
Weston Bakeries Limited	3,500
Westower Communications Ltd.	340
WG Thompson & Sons Ltd.	340
Whitehall Robins Inc	100
Wilkinson Steel & Metals	250
William M. Mercer Limited	1,500
Wiltel Communications (Canada) Inc.	472
Winpack Technologies Inc	250
Wood Wyant Inc	385
Work Wear Corporation of Canada Ltd.	1,124
Wyeth Ayerst Canada Inc.	1,300
Xception International Inc.	110
Xebec Imaging Services Inc	250
Xerox The Document Company	4,300
Xwave Solutions Incorporated	2,300
Yamaha Motor Canada Ltd.	134
York University	3,116
Yorkville Printing Inc.	300
Zellers Inc	65,000
Zenon Environmental Inc	583

Appendix E:
Statistical Summary

Under section 20 of the *Employment Equity Act,* each year the Minister is required to table in Parliament an analysis and consolidation of the employers' reports received under the Act. The following tables represent the consolidation of employers' reports for 2001[1].

This is the fifteenth consecutive year that an analysis and consolidation of federally regulated employers' reports have been made available under the *Employment Equity Act.* The consolidation includes detailed tables for 2001 and a set of tables showing the representation of designated groups for 1987, 2000 and 2001.

Data for 2000 could be different from last year's consolidation. For instance, data now include amendments and additions submitted too late to be incorporated in last year's consolidation.

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

The list on the following page presents the tables that make up the consolidation for 2001[2].

[1] Please see the chapter "Employer Ratings" for a complete listing of the employers included in the consolidation for 2001.

[2] More detailed data are available upon request. If you need such data, please refer to page 10 of this report for details on how to communicate with Labour Standards and Workplace Equity staff.

LIST OF TABLES

TABLE 1

Members of Designated Groups by ***Sex, Industrial Sector and Subsector,*** *2001*

	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Sector and Subsector	**Total**	Men	Women	**Total**	Men	Women	**Total**	Men	Women	**Total**	Men	Women
Central Bank	**1,412**	643	769	**16**	7	9	**21**	14	7	**122**	61	61
Chartered Banks and Other Banking-Type Intermediaries	**194,458**	56,147	138,311	**2,123**	438	1,685	**3,890**	1,301	2,589	**33,453**	11,255	22,198
Banking Sector	**195,870**	56,790	139,080	**2,139**	445	1,694	**3,911**	1,315	2,596	**33,575**	11,316	22,259
Air Transport Industries	**51,338**	31,042	20,296	**983**	534	449	**879**	562	317	**4,992**	2,689	2,303
Service Industries Incidental to Air Transport	**17,867**	13,287	4,580	**289**	218	71	**261**	213	48	**2,437**	1,641	796
Railway Transport and Related Service Industries	**34,883**	30,941	3,942	**766**	688	78	**1,344**	1,257	87	**2,158**	1,821	337
Water Transport Industries	**6,922**	6,103	819	**173**	135	38	**133**	124	9	**218**	180	38
Service Industries Incidental to Water Transport	**6,775**	6,026	749	**183**	177	6	**330**	327	3	**710**	628	82
Truck Transport Industries	**41,504**	35,111	6,393	**795**	687	108	**861**	751	110	**1,696**	1,308	388
Public Passenger Transit Systems Industries	**14,800**	8,881	5,919	**307**	187	120	**403**	299	104	**1,020**	684	336
Other Service Industries Incidental to Transportation	**644**	242	402	**16**	7	9	**33**	11	22	**116**	60	56
Pipeline Transport Industries	**4,162**	2,986	1,176	**76**	59	17	**141**	114	27	**331**	211	120
Transportation Sector	**178,895**	134,619	44,276	**3,588**	2,692	896	**4,385**	3,658	727	**13,678**	9,222	4,456
Telecommunication Broadcasting Industries	**36,512**	21,771	14,741	**395**	213	182	**585**	402	183	**2,542**	1,399	1,143
Telecommunication Industries	**92,552**	50,221	42,331	**1,033**	529	504	**1,833**	1,030	803	**9,296**	4,922	4,374
Other Telecommunication Industries	**2,020**	1,105	915	**19**	12	7	**25**	15	10	**413**	228	185
Postal and Courier Service Industries	**84,246**	53,372	30,874	**1,474**	840	634	**2,566**	1,738	828	**11,108**	7,372	3,736
Communications Sector	**215,330**	126,469	88,861	**2,921**	1,594	1,327	**5,009**	3,185	1,824	**23,359**	13,921	9,438
Metal Mines	**3,093**	2,742	351	**511**	454	57	**112**	104	8	**92**	86	6
Coal Mines	**64**	52	12	**0**	0	0	**2**	2	0	**0**	0	0
Meat and Poultry Products Industries	**874**	563	311	**10**	7	3	**31**	20	11	**10**	8	2
Fish Products Industry	**337**	193	144	**88**	50	38	**5**	5	0	**15**	11	4
Flour, Prepared Cereal Food and Feed Industries	**2,742**	2,247	495	**58**	52	6	**39**	34	5	**93**	67	26
Stamped, Pressed and Coated Metal Products Industries	**545**	386	159	**14**	7	7	**14**	12	2	**54**	35	19
Shipbuilding and Repair Industry	**96**	88	8	**0**	0	0	**1**	1	0	**0**	0	0
Industrial Chemicals Industries n.e.c.	**1,196**	865	331	**5**	4	1	**25**	21	4	**64**	50	14
Project Management, Construction	**245**	158	87	**3**	2	1	**2**	2	0	**11**	6	5
Grain Elevator Industry	**4,433**	3,406	1,027	**74**	60	14	**128**	97	31	**181**	127	54
Electric Power Systems Industry	**12,045**	9,549	2,496	**78**	66	12	**351**	323	28	**1,381**	1,150	231
Farm Products, Wholesale	**492**	215	277	**17**	4	13	**11**	5	6	**27**	8	19
Business Financing Companies	**3,079**	1,524	1,555	**36**	20	16	**53**	26	27	**177**	91	86
Deposit Insurers	**106**	52	54	**1**	1	0	**0**	0	0	**9**	4	5
Other Real Estate Operators	**93**	43	50	**0**	0	0	**1**	0	1	**8**	4	4
Architectural, Engineering and Other Scientific and Technical Services	**3,335**	2,535	800	**86**	68	18	**170**	143	27	**498**	413	85
Other Business Services	**6,537**	5,034	1,503	**152**	115	37	**148**	117	31	**512**	367	145
Foreign Affairs and International Assistance	**314**	118	196	**4**	0	4	**5**	3	2	**28**	8	20
Human Resource Administration, Federal Government	**898**	378	520	**18**	11	7	**16**	6	10	**35**	15	20
Economic Services Administration, Federal Government	**1,619**	677	942	**36**	13	23	**49**	23	26	**145**	51	94
Museums and Archives	**1,203**	515	688	**22**	13	9	**38**	16	22	**40**	21	19
Motion Picture Exhibition	**284**	164	120	**1**	0	1	**4**	2	2	**10**	7	3
Theatrical and Other Staged Entertainment Services	**679**	447	232	**3**	1	2	**7**	5	2	**21**	17	4
Business Associations	**148**	45	103	**0**	0	0	**2**	0	2	**25**	5	20
Other Employees covered under the Act	***44,457***	*31,996*	*12,461*	***1,217***	*948*	*269*	***1,214***	*967*	*247*	***3,436***	*2,551*	*885*
Total - All Sectors	**634,759**	**350,039**	**284,720**	**9,865**	**5,679**	**4,186**	**14,519**	**9,125**	**5,394**	**74,049**	**37,011**	**37,038**

TABLE 2

Representation of Designated Groups by ***Industrial Sector and Subsector*** *for 1987, 2000 and 2001*

	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Sector and Subsector	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)	1987 (%)	2000 (%)	2001 (%)
All Sectors	40.9	43.8	44.9	0.7	1.5	1.6	1.6	2.3	2.3	5.0	10.7	11.7
Banking	76.1	71.4	71.0	0.6	1.2	1.1	1.8	2.3	2.0	9.5	16.6	17.1
Air Transport	36.5	40.7	39.5	0.4	1.7	1.9	0.8	1.2	1.7	3.5	9.2	9.7
Services to Air Transport	27.2	25.0	25.6	0.3	1.4	1.6	0.4	1.4	1.5	3.5	12.5	13.6
Railway Transport	8.1	10.9	11.3	0.8	2.0	2.2	1.6	3.7	3.9	2.7	5.8	6.2
Water Transport	11.9	11.6	11.8	1.4	2.3	2.5	1.5	1.4	1.9	3.4	3.3	3.1
Services to Water Transport	6.9	10.7	11.1	0.8	1.7	2.7	1.6	3.2	4.9	1.3	7.7	10.5
Truck Transport	13.6	15.5	15.4	0.7	1.6	1.9	1.3	1.6	2.1	1.5	3.3	4.1
Public Passager Transit Systems	17.0	24.8	40.0	1.1	2.7	2.1	3.1	3.7	2.7	2.1	6.7	6.9
Pipeline Transport	18.3	26.5	28.3	1.2	1.7	1.8	4.2	3.2	3.4	5.4	7.0	8.0
Transportation	16.9	22.9	24.7	0.7	1.8	2.0	1.4	2.2	2.5	2.6	6.9	7.6
Telecommunication Broadcasting	34.8	41.1	40.4	0.4	1.1	1.1	1.3	1.7	1.6	2.9	5.7	7.0
Telecommunication Carriers	46.7	46.7	45.7	0.5	0.9	1.1	1.1	2.0	2.0	4.6	8.6	10.0
Postal and Courier Service	35.0	36.8	36.6	0.8	1.7	1.7	1.7	3.2	3.0	4.1	12.7	13.2
Communications	39.6	41.7	41.3	0.6	1.3	1.4	1.4	2.4	2.3	4.0	9.7	10.8
Metal Mines	7.0	11.3	11.3	2.7	15.6	16.5	1.2	4.3	3.6	1.0	3.3	3.0
Grain Elevator Industry	15.1	23.1	23.2	0.5	1.9	1.7	1.4	2.4	2.9	1.1	3.2	4.1
Electric Power Systems Industry	0.0	19.8	20.7	0.0	0.7	0.6	0.0	3.3	2.9	0.0	9.9	11.5
Business Financing Companies	49.4	51.6	50.5	0.0	1.1	1.2	0.9	1.6	1.7	3.4	5.8	5.7
Architectural, Engineers and Others	20.7	23.2	24.0	0.3	1.8	2.6	2.8	3.7	5.1	5.6	12.2	14.9
Other Business Services	19.1	23.0	23.0	0.2	2.1	2.3	0.4	1.9	2.3	6.1	7.7	7.8
Other Sectors	21.2	26.5	28.0	0.9	2.4	2.7	2.3	2.7	2.7	2.6	6.9	7.7

TABLE 3

Members of Designated Groups by ***Sex, Census Metropolitan Area and Province,*** *2001*

	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Metropolitan Area and Province/Territory	**Total**	Men	Women	**Total**	Men	Women	**Total**	Men	Women	**Total**	Men	Women
Calgary	**30,059**	15,977	14,082	**533**	266	267	**963**	572	391	**2,961**	1,444	1,517
Edmonton	**18,906**	11,016	7,890	**436**	223	213	**541**	338	203	**1,733**	928	805
Halifax	**8,058**	4,338	3,720	**81**	55	26	**270**	184	86	**329**	162	167
Montréal	**85,504**	46,504	39,000	**461**	235	226	**1,112**	678	434	**4,730**	2,385	2,345
Regina	**3,559**	1,693	1,866	**71**	37	34	**157**	76	81	**144**	74	70
Toronto	**167,213**	88,762	78,451	**1,541**	781	760	**3,119**	1,874	1,245	**39,476**	19,084	20,392
Vancouver	**54,871**	31,036	23,835	**805**	478	327	**1,448**	949	499	**12,276**	5,948	6,328
Winnipeg	**21,294**	13,170	8,124	**864**	512	352	**729**	525	204	**1,399**	816	583
Census Metropolitan Areas	***389,464***	*212,496*	*176,968*	***4,792***	*2,587*	*2,205*	***8,339***	*5,196*	*3,143*	***63,048***	*30,841*	*32,207*
Ontario	**283,328**	152,427	130,901	**3,229**	1,788	1,441	**6,206**	3,875	2,331	**46,106**	22,884	23,222
Quebec	**112,677**	62,081	50,596	**786**	426	360	**1,473**	923	550	**5,299**	2,700	2,599
Nova Scotia	**14,363**	7,347	7,016	**118**	80	38	**504**	306	198	**478**	229	249
New Brunswick	**13,312**	6,422	6,890	**125**	63	62	**333**	183	150	**216**	109	107
Manitoba	**27,581**	17,246	10,335	**1,244**	742	502	**934**	681	253	**1,545**	918	627
British Columbia	**76,553**	42,632	33,921	**1,313**	742	571	**2,066**	1,288	778	**13,371**	6,545	6,826
Prince Edward Island	**1,134**	579	555	**5**	3	2	**25**	15	10	**9**	2	7
Saskatchewan	**14,486**	8,363	6,123	**772**	560	212	**481**	296	185	**459**	243	216
Alberta	**62,920**	34,698	28,222	**1,333**	703	630	**1,954**	1,190	764	**5,289**	2,672	2,617
Newfoundland	**6,814**	3,559	3,255	**210**	123	87	**159**	104	55	**50**	28	22
Yukon	**422**	179	243	**24**	9	15	**11**	7	4	**18**	12	6
Northwest Territories	**800**	546	254	**129**	81	48	**8**	5	3	**24**	8	16
Canada	**634,759**	350,039	284,720	**9,865**	5,679	4,186	**14,519**	9,125	5,394	**74,049**	37,011	37,038

* 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, 2000 and 2001*

	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Metropolitan Area and Province/Territory	**1987 (%)**	**2000 (%)**	**2001 (%)**	**1987 (%)**	**2000 (%)**	**2001 (%)**	**1987 (%)**	**2000 (%)**	**2001 (%)**	**1987 (%)**	**2000 (%)**	**2001 (%)**
Calgary	47.6	45.3	46.8	0.5	1.7	1.8	1.9	3.3	3.2	5.6	9.1	9.9
Edmonton	44.5	41.5	41.7	0.7	2.0	2.3	2.0	2.9	2.9	4.4	8.5	9.2
Halifax	41.2	45.1	46.2	0.5	1.0	1.0	1.6	3.5	3.4	1.9	4.1	4.1
Montréal	39.0	46.2	45.6	0.3	0.5	0.5	1.1	1.2	1.3	3.0	4.7	5.5
Regina	42.9	50.7	52.4	0.4	2.0	2.0	2.4	4.7	4.4	1.6	4.2	4.0
Toronto	47.1	46.3	46.9	0.6	0.9	0.9	1.5	2.0	1.9	12.0	22.5	23.6
Vancouver	40.4	43.8	43.4	0.5	1.3	1.5	1.5	2.4	2.6	7.9	20.6	22.4
Winnipeg	32.7	38.0	38.2	0.8	3.9	4.1	1.8	3.3	3.4	2.9	6.3	6.6
Ontario	44.2	44.7	46.2	0.7	1.1	1.1	1.6	2.3	2.2	7.3	15.4	16.3
Quebec	39.8	44.5	44.9	0.4	0.7	0.7	1.1	1.2	1.3	2.6	3.9	4.7
Nova Scotia	34.4	46.3	48.8	0.4	0.8	0.8	3.5	3.6	3.5	1.3	3.2	3.3
New Brunswick	32.2	51.3	51.8	0.4	0.9	0.9	1.8	2.6	2.5	1.1	1.6	1.6
Manitoba	30.5	36.6	37.5	1.0	4.2	4.5	1.7	3.3	3.4	2.6	5.3	5.6
British Columbia	41.5	44.5	44.3	0.7	1.6	1.7	1.7	2.7	2.7	6.2	15.8	17.5
Prince Edward Island	38.0	47.3	48.9	0.2	0.6	0.4	1.2	2.2	2.2	1.0	0.7	0.8
Saskatchewan	35.1	38.7	42.3	1.4	4.8	5.3	1.8	3.5	3.3	1.2	3.0	3.2
Alberta	45.3	43.3	44.9	0.7	1.9	2.1	1.9	3.1	3.1	4.0	7.6	8.4
Newfoundland	38.4	46.9	47.8	0.6	3.0	3.1	1.0	2.1	2.3	0.7	0.9	0.7
Yukon	31.4	57.1	57.6	3.8	6.0	5.7	0.8	3.2	2.6	1.4	4.5	4.3
Northwest Territories	21.9	32.4	31.8	9.6	18.1	16.1	1.4	1.3	1.0	2.5	2.8	3.0
Nunavut		100.0			0.0			0.0			0.0	
Canada	40.9	43.8	44.9	0.7	1.5	1.6	1.6	2.3	2.3	5.0	10.7	11.7

TABLE 5

Members of Designated Groups in 2001 and their representation by ***Occupational Group*** *in 2000 and 2001*

	All Employees	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
Occupational Group	Number	2001	2001	2000	2001	2001	2000	2001	2001	2000	2001	2001	2000
Senior Managers	4,926	965	19.6	19.1	27	0.5	0.4	94	1.9	1.9	184	3.7	3.2
Middle and Other Managers	65,294	27,653	42.4	42.9	536	0.8	0.8	1,227	1.9	2.0	5,734	8.8	8.3
Professionals	79,512	35,411	44.5	42.6	699	0.9	0.8	1,515	1.9	2.0	13,131	16.5	15.2
Semi-Professionals and Technicians	36,041	6,102	16.9	16.1	488	1.4	1.3	615	1.7	1.7	1,846	5.1	4.8
Supervisors	21,592	13,671	63.3	61.7	319	1.5	1.3	430	2.0	2.1	2,789	12.9	12.4
Supervisors: Crafts and Trades	8,759	386	4.4	4.0	206	2.4	2.1	271	3.1	3.0	412	4.7	4.2
Administrative and Senior Clerical Personnel	44,054	35,663	81.0	82.5	545	1.2	1.2	841	1.9	2.0	7,720	17.5	16.1
Skilled Sales and Service Personnel	6,977	3,195	45.8	41.4	94	1.3	1.2	135	1.9	1.8	474	6.8	5.6
Skilled Crafts and Trades Workers	58,136	1,737	3.0	2.8	1,192	2.1	1.9	1,769	3.0	3.1	4,032	6.9	6.0
Clerical Personnel	193,766	129,097	66.6	66.7	2,963	1.5	1.5	4,958	2.6	2.7	26,740	13.8	12.9
Intermediate Sales and Service Personnel	29,989	19,776	65.9	65.3	503	1.7	1.5	533	1.8	1.4	3,310	11.0	10.0
Semi-Skilled Manual Workers	68,861	7,823	11.4	6.7	1,694	2.5	2.2	1,657	2.4	2.1	5,813	8.4	7.8
Other Sales and Service Personnel	11,397	2,755	24.2	23.1	307	2.7	2.5	264	2.3	2.4	1,524	13.4	12.4
Other Manual Workers	5,455	486	8.9	10.4	292	5.4	4.4	210	3.8	3.4	340	6.2	5.6
Total number of employees	634,759	284,720	44.9	43.8	9,865	1.6	1.5	14,519	2.3	2.3	74,049	11.7	10.7

TABLE 6

Members of Designated Groups Hired in 2001 and their representation in ***Hirings by Occupational Group*** *in 2000 and 2001*

	All Employees	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
Occupational Group	Number	2001	2001	2000	2001	2001	2000	2001	2001	2000	2001	2001	2000
Senior Managers	458	83	18.1	20.0	1	0.2	0.4	3	0.7	0.8	15	3.3	1.6
Middle and Other Managers	6,247	2,354	37.7	38.2	40	0.6	0.7	55	0.9	0.9	569	9.1	7.8
Professionals	11,092	4,310	38.9	36.9	80	0.7	0.7	81	0.7	0.8	1,735	15.6	15.3
Semi-Professionals and Technicians	5,445	1,117	20.5	20.4	72	1.3	1.2	53	1.0	0.8	313	5.7	5.2
Supervisors	1,659	841	50.7	52.2	23	1.4	1.3	11	0.7	0.8	174	10.5	10.8
Supervisors: Crafts and Trades	441	55	12.5	8.9	14	3.2	1.1	7	1.6	1.5	19	4.3	2.8
Administrative and Senior Clerical Personnel	5,757	3,797	66.0	65.7	53	0.9	0.9	54	0.9	1.4	713	12.4	14.8
Skilled Sales and Service Personnel	929	266	28.6	35.2	6	0.6	0.3	2	0.2	0.5	63	6.8	6.9
Skilled Crafts and Trades Workers	5,566	244	4.4	4.4	134	2.4	1.7	130	2.3	0.8	770	13.8	7.7
Clerical Personnel	34,357	22,134	64.4	63.8	518	1.5	1.4	372	1.1	1.2	5,122	14.9	14.2
Intermediate Sales and Service Personnel	9,624	6,485	67.4	67.4	167	1.7	2.1	196	2.0	0.7	1,106	11.5	14.8
Semi-Skilled Manual Workers	21,766	2,321	10.7	8.2	533	2.4	2.4	247	1.1	0.9	2,623	12.1	11.4
Other Sales and Service Personnel	3,300	905	27.4	32.3	93	2.8	3.3	46	1.4	1.4	443	13.4	14.4
Other Manual Workers	1,691	105	6.2	8.5	72	4.3	2.6	13	0.8	0.7	58	3.4	3.3
Total number of employees	108,332	45,017	41.6	38.7	1,806	1.7	1.6	1,270	1.2	1.0	13,723	12.7	12.1

TABLE 7

Members of Designated Groups Promoted in 2000 and their representation in ***Promotions by Occupational Group*** *in 2000 and 2001*

	All Employees	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
Occupational Group	**Number**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**
Senior Managers	467	120	25.7	26.3	5	1.1	0.3	4	0.9	1.2	25	5.4	4.0
Middle and Other Managers	9,230	4,474	48.5	46.8	74	0.8	0.8	158	1.7	1.8	992	10.7	9.9
Professionals	10,174	5,189	51.0	49.6	108	1.1	1.0	189	1.9	1.9	2,007	19.7	19.1
Semi-Professionals and Technicians	2,000	375	18.8	19.5	35	1.8	1.8	41	2.1	1.3	121	6.1	5.6
Supervisors	3,182	2,071	65.1	64.4	47	1.5	1.1	55	1.7	1.6	472	14.8	15.0
Supervisors: Crafts and Trades	1,007	53	5.3	4.5	23	2.3	1.8	22	2.2	2.4	39	3.9	4.6
Administrative and Senior Clerical Personnel	6,639	5,092	76.7	79.5	110	1.7	1.4	140	2.1	1.8	1,436	21.6	19.3
Skilled Sales and Service Personnel	661	350	53.0	47.9	14	2.1	0.7	9	1.4	2.2	65	9.8	9.4
Skilled Crafts and Trades Workers	2,097	88	4.2	4.9	87	4.1	2.6	43	2.1	3.2	139	6.6	6.2
Clerical Personnel	12,451	8,680	69.7	68.4	190	1.5	1.9	250	2.0	2.0	1,901	15.3	16.7
Intermediate Sales and Service Personnel	784	387	49.4	55.2	21	2.7	2.0	12	1.5	1.1	74	9.4	12.8
Semi-Skilled Manual Workers	1,490	131	8.8	6.8	56	3.8	4.3	37	2.5	2.1	98	6.6	6.7
Other Sales and Service Personnel	372	58	15.6	20.5	5	1.3	2.1	10	2.7	1.0	40	10.8	6.9
Other Manual Workers	407	31	7.6	12.0	19	4.7	4.0	10	2.5	2.5	27	6.6	4.5
Total number of employees	50,961	27,099	53.2	53.4	794	1.6	1.4	980	1.9	1.9	7,436	14.6	14.4

TABLE 8

Members of Designated Groups Terminated in 2001 and their representation in ***Terminations by Occupational Group*** *in 2000 and 2001*

	All Employees	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Number	%	%	Number	%	%	Number	%	%	Number	%	%
Occupational Group	**Number**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**	**2001**	**2001**	**2000**
Senior Managers	616	109	17.7	15.8	2	0.3	0.3	12	1.9	1.6	12	1.9	2.9
Middle and Other Managers	7,587	2,987	39.4	39.5	61	0.8	0.8	148	2.0	2.0	642	8.5	8.6
Professionals	10,457	4,070	38.9	39.5	68	0.7	0.9	177	1.7	1.8	1,443	13.8	14.9
Semi-Professionals and Technicians	3,784	797	21.1	20.6	55	1.5	1.6	70	1.8	1.7	197	5.2	5.9
Supervisors	2,304	1,220	53.0	56.2	28	1.2	1.6	32	1.4	2.3	223	9.7	10.9
Supervisors: Crafts and Trades	1,025	62	6.0	5.7	23	2.2	1.5	24	2.3	2.4	24	2.3	3.6
Administrative and Senior Clerical Personnel	5,098	3,602	70.7	75.1	58	1.1	1.5	102	2.0	2.1	668	13.1	14.4
Skilled Sales and Service Personnel	1,085	341	31.4	27.7	11	1.0	0.6	16	1.5	1.1	46	4.2	5.8
Skilled Crafts and Trades Workers	4,764	155	3.3	3.7	85	1.8	1.5	165	3.5	2.9	289	6.1	6.5
Clerical Personnel	26,885	18,199	67.7	70.0	460	1.7	1.5	543	2.0	2.2	3,457	12.9	13.2
Intermediate Sales and Service Personnel	4,815	2,955	61.4	60.0	110	2.3	1.9	96	2.0	1.9	375	7.8	9.7
Semi-Skilled Manual Workers	18,727	1,454	7.8	7.8	431	2.3	2.1	252	1.3	1.2	2,128	11.4	9.9
Other Sales and Service Personnel	2,377	581	24.4	28.9	64	2.7	3.3	55	2.3	2.3	250	10.5	11.2
Other Manual Workers	1,761	164	9.3	4.6	68	3.9	2.7	32	1.8	2.2	70	4.0	2.6
Total number of employees	91,285	36,696	40.2	41.3	1,524	1.7	1.6	1,724	1.9	1.9	9,824	10.8	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****, 2000 and 2001*

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2000	2001	2000	2001	2000	2001	2000	2001	2000	2001
All Sectors										
Employees	595,079	624,836	260,214	278,471	8,789	9,711	13,880	14,442	63,869	73,305
Hirings	101,836	104,264	39,330	42,081	1,628	1,763	991	1,257	12,326	13,458
Promotions	60,432	50,638	32,258	26,873	872	791	1,135	978	8,727	7,407
Terminations	93,640	89,153	38,597	35,202	1,458	1,504	1,797	1,703	10,357	9,654
Net Effect	0	15,111	0	6,879	0	259	0	-446	0	3,804
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	43.7	44.6	1.5	1.6	2.3	2.3	10.7	11.7
Share of Hiring	100.0	100.0	38.6	40.4	1.6	1.7	1.0	1.2	12.1	12.9
Share of Promotions	100.0	100.0	53.4	53.1	1.4	1.6	1.9	1.9	14.4	14.6
Share of Terminations	100.0	100.0	41.2	39.5	1.6	1.7	1.9	1.9	11.1	10.8
Banking										
Employees	171,956	190,485	122,724	134,935	1,987	2,086	3,873	3,862	28,586	33,023
Hirings	21,621	25,491	12,641	15,210	201	232	230	216	3,586	3,765
Promotions	31,075	27,363	20,938	18,716	394	319	597	524	5,684	5,184
Terminations	27,929	23,350	18,405	14,951	392	294	591	454	4,040	3,337
Net Effect	0	2,141	0	259	0	-62	0	-238	0	428
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	71.4	70.8	1.2	1.1	2.3	2.0	16.6	17.3
Share of Hiring	100.0	100.0	58.5	59.7	0.9	0.9	1.1	0.8	16.6	14.8
Share of Promotions	100.0	100.0	67.4	68.4	1.3	1.2	1.9	1.9	18.3	18.9
Share of Terminations	100.0	100.0	65.9	64.0	1.4	1.3	2.1	1.9	14.5	14.3
Transportation										
Employees	164,513	178,472	37,592	44,134	2,975	3,583	3,569	4,384	11,372	13,657
Hirings	35,380	41,533	9,617	12,745	796	889	325	702	3,442	4,187
Promotions	9,037	8,165	2,622	1,849	200	189	171	180	664	511
Terminations	26,552	30,238	5,990	7,466	497	646	426	494	1,835	2,382
Net Effect	0	11,295	0	5,279	0	243	0	208	0	1,805
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	22.9	24.7	1.8	2.0	2.2	2.5	6.9	7.7
Share of Hiring	100.0	100.0	27.2	30.7	2.2	2.1	0.9	1.7	9.7	10.1
Share of Promotions	100.0	100.0	29.0	22.6	2.2	2.3	1.9	2.2	7.3	6.3
Share of Terminations	100.0	100.0	22.6	24.7	1.9	2.1	1.6	1.6	6.9	7.9

TABLE 9 (Continued)

Total Number of Members of Designated Groups and their Representation with the
Number and Percentage ***Hired, Promoted and Terminated in Permanent Jobs by Sector****, 2000 and 2001*

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2000	**2001**	**2000**	**2001**	**2000**	**2001**	**2000**	**2001**	**2000**	**2001**
Communications										
Employees	207,881	212,054	86,646	87,352	2,635	2,903	5,037	4,989	20,429	23,227
Hirings	38,864	32,521	15,239	12,632	493	485	382	286	4,879	5,098
Promotions	15,560	11,183	7,323	5,145	171	172	254	198	2,029	1,349
Terminations	32,263	27,257	12,602	10,871	407	385	573	472	4,102	3,422
Net Effect	0	5,264	0	1,761	0	100	0	-186	0	1,676
	%	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**
	100.0	100.0	41.7	41.2	1.3	1.4	2.4	2.4	9.8	11.0
Share of Hiring	100.0	100.0	39.2	38.8	1.3	1.5	1.0	0.9	12.6	15.7
Share of Promotions	100.0	100.0	47.1	46.0	1.1	1.5	1.6	1.8	13.0	12.1
Share of Terminations	100.0	100.0	39.1	39.9	1.3	1.4	1.8	1.7	12.7	12.6
Other Sectors										
Employees	50,639	43,618	13,220	12,008	1,192	1,139	1,401	1,207	3,482	3,397
Hirings	5,954	4,687	1,824	1,486	138	157	54	53	419	408
Promotions	4,753	3,923	1,372	1,162	107	111	113	76	350	363
Terminations	6,880	8,275	1,594	1,905	162	179	207	283	380	513
Net Effect	0	-3,588	0	-419	0	-22	0	-230	0	-105
	%	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**	**%**
Representation	100.0	100.0	26.1	27.5	2.4	2.6	2.8	2.8	6.9	7.8
Share of Hiring	100.0	100.0	30.6	31.7	2.3	3.3	0.9	1.1	7.0	8.7
Share of Promotions	100.0	100.0	28.9	29.6	2.3	2.8	2.4	1.9	7.4	9.3
Share of Terminations	100.0	100.0	23.2	23.0	2.4	2.2	3.0	3.4	5.5	6.2

TABLE 10

Members and Share of Designated Groups in ***Permanent Full-Time Employment by Sex and Salary Range****, 2001*

	All Employees				Aboriginal Peoples				Persons With Disabilities				Members of Visible Minorities			
Salary Range	**Total**	**Men**	**Women**	**%**	**Total**	**%**	**Men**	**Women**	**Total**	**%**	**Men**	**Women**	**Total**	**%**	**Men**	**Women**
Under $15,000	3,627	2,965	662	18.3	114	3.1	80	34	51	1.4	38	13	287	7.9	236	51
$15,000 - $19,999	4,744	2,708	2,036	42.9	158	3.3	94	64	88	1.9	51	37	587	12.4	345	242
$20,000 - $24,999	17,120	7,368	9,752	57.0	423	2.5	207	216	380	2.2	194	186	2,631	15.4	1,233	1,398
$25,000 - $29,999	39,506	13,923	25,583	64.8	787	2.0	298	489	899	2.3	357	542	6,346	16.1	2,160	4,186
$30,000 - $34,999	48,922	19,549	29,373	60.0	895	1.8	422	473	1,036	2.1	487	549	7,518	15.4	2,608	4,910
$35,000 - $37,499	29,108	13,226	15,882	54.6	535	1.8	265	270	730	2.5	369	361	3,928	13.5	1,496	2,432
$37,500 - $39,999	57,219	34,014	23,205	40.6	874	1.5	542	332	2,025	3.5	1,354	671	6,806	11.9	3,433	3,373
$40,000 - $44,999	67,158	35,044	32,114	47.8	1,175	1.7	695	480	1,726	2.6	1,091	635	7,539	11.2	3,654	3,885
$45,000 - $49,999	57,683	35,952	21,731	37.7	855	1.5	634	221	1,536	2.7	1,146	390	5,715	9.9	3,090	2,625
$50,000 - $59,999	74,028	51,170	22,858	30.9	1,048	1.4	806	242	1,592	2.2	1,193	399	7,216	9.7	4,351	2,865
$60,000 - $69,999	44,709	32,181	12,528	28.0	525	1.2	407	118	1,021	2.3	841	180	4,549	10.2	3,047	1,502
$70,000 - $84,999	38,630	29,271	9,359	24.2	353	0.9	291	62	823	2.1	691	132	4,030	10.4	2,845	1,185
$85,000 - $99,999	20,634	16,369	4,265	20.7	162	0.8	137	25	397	1.9	346	51	2,060	10.0	1,532	528
$100,000 and over	24,440	19,516	4,924	20.1	152	0.6	134	18	463	1.9	388	75	1,687	6.9	1,240	447
Total number of employees	527,528	313,256	214,272	40.6	8,056	1.5	5,012	3,044	12,767	2.4	8,546	4,221	60,899	11.5	31,270	29,629

TABLE 11

Members and Share of Designated Groups in ***Permanent Part-Time Employment by Sex and Salary Range,*** *2001*

	All Employees				Aboriginal Peoples				Persons With Disabilities				Members of Visible Minorities			
Salary Range	**Total**	**Men**	**Women**	**%**	**Total**	**%**	**Men**	**Women**	**Total**	**%**	**Men**	**Women**	**Total**	**%**	**Men**	**Women**
Under $5,000	5,684	3,158	2,526	44.4	71	1.2	33	38	63	1.1	35	28	531	9.3	290	241
$5,000 - $7,499	3,455	1,369	2,086	60.4	65	1.9	19	46	46	1.3	28	18	394	11.4	169	225
$7,500 - $9,999	6,251	2,552	3,699	59.2	156	2.5	81	75	100	1.6	30	70	743	11.9	375	368
$10,000 - $12,499	6,914	2,914	4,000	57.9	145	2.1	61	84	113	1.6	49	64	919	13.3	511	408
$12,500 - $14,999	8,815	3,559	5,256	59.6	179	2.0	85	94	178	2.0	68	110	1,289	14.6	685	604
$15,000 - $17,499	8,480	2,735	5,745	67.7	165	1.9	48	117	156	1.8	46	110	1,263	14.9	584	679
$17,500 - $19,999	8,734	2,654	6,080	69.6	156	1.8	48	108	147	1.7	42	105	1,328	15.2	600	728
$20,000 - $22,499	9,765	2,597	7,168	73.4	188	1.9	61	127	169	1.7	50	119	1,381	14.1	565	816
$22,500 - $24,999	10,557	2,676	7,881	74.7	147	1.4	28	119	192	1.8	48	144	1,445	13.7	512	933
$25,000 - $29,999	13,583	3,396	10,187	75.0	198	1.5	61	137	280	2.1	76	204	1,598	11.8	542	1,056
$30,000 - $34,999	7,746	2,485	5,261	67.9	89	1.1	33	56	122	1.6	40	82	831	10.7	325	506
$35,000 - $39,999	3,867	1,578	2,289	59.2	51	1.3	23	28	61	1.6	28	33	374	9.7	176	198
$40,000 - $49,999	2,339	1,132	1,207	51.6	38	1.6	22	16	31	1.3	13	18	225	9.6	118	107
$50,000 and over	1,117	303	814	72.9	7	0.6	3	4	17	1.5	3	14	84	7.5	19	65
Total number of employees	97,307	33,108	64,199	66.0	1,655	1.7	606	1,049	1,675	1.7	556	1,119	12,405	12.7	5,471	6,934