



CANADIAN HUMAN RIGHTS COMMISSION

EMPLOYMENT EQUITY REPORT

2000

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EMPLOYMENT
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CANADIAN
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COMMISSION
CANADIENNE DES
DROITS DE LA PERSONNE

Chief Commissioner Présidente

March 2001

The Honourable Daniel Hays
Speaker of the Senate
The Senate
Ottawa, Ontario
K1A 0A4

Dear Mr. Speaker:

Pursuant to section 32 of the *Employment Equity Act*, I have the honour to transmit the *2000 Employment Equity Report* of the Canadian Human Rights Commission to you for tabling in the Senate.

Yours sincerely,

Michelle Falardeau-Ramsay, Q.C.



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Chief Commissioner Présidente

March 2001

The Honourable Peter Milliken, M.P.
Speaker of the House of Commons
House of Commons
Ottawa, Ontario
K1A 0A6

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Pursuant to section 32 of the *Employment Equity Act*, I have the honour to transmit the *2000 Employment Equity Report* of the Canadian Human Rights Commission to you for tabling in the House of Commons.

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TABLE OF CONTENTS

The <i>Employment Equity Act</i>	1
Employment Equity Compliance Audits	2
Assessing Progress So Far	3
The Audit Program.....	4
Employers' Problems with Compliance.....	6
Working with Partners	12
Promoting Effective Employment Equity	13
Preparing for a Legislative Review.....	14
An Assessment of Progress for the Four Designated Groups	15
Appendix.....	25

Employment Equity Report

The Employment Equity Act

When it revised the *Employment Equity Act* in 1995, Parliament reaffirmed the goal of the original legislation, adopted almost ten years earlier: to ensure that members of four designated groups — women, Aboriginal people, persons with disabilities, and visible minorities — are fairly represented in the workforce. Like the original Act, the law requires employers to undertake certain measures to promote workplace equity. Specifically, they must analyze their workforces, review their employment systems, identify barriers, and take corrective action to address those barriers. Parliament also made several important changes to the law. It made the Canadian Human Rights Commission the monitoring agency with authority to conduct audits of employers in the federal jurisdiction and take the necessary steps to make sure they are complying with the Act's requirements. And, for the first time, obligations under the Act were extended to the federal public service.

The Commission's compliance work began in October 1997. Since then, it has completed 196 initial and follow-up audits to determine if employers are taking the steps called for in the legislation. Employers that have surveyed their workforces and have completed analyses that demonstrate full representation will be found in compliance as long as they maintain the measures required by the Act. Employers whose workforces are not representative can nonetheless be found to comply with the Act if:

- they have completed work under each of the twelve statutory requirements; and
- the Commission is confident that their employment equity plans will result in reasonable progress toward equitable representation.

Once an employer is in compliance, but has not reached full representation levels, the Commission will continue to monitor it for reasonable progress, based on information contained in annual reports on its workforce. Private sector employers submit such annual reports to Human Resources Development Canada, while most public service departments and agencies submit them to the Treasury Board. Separate agencies, for which the Treasury Board is not the employer, table their reports to Parliament with the Board. Lack of reasonable progress toward full representation may result in a new audit and further action.

Employment Equity Compliance Audits

What Happens in an Initial Audit

- The employer receives an audit notification letter and is then contacted by a compliance review officer. The officer negotiates an audit plan and sends a questionnaire to the employer.
- Using the questionnaire's results, the officer completes a "desk audit" that assesses compliance against the Act's twelve requirements. The officer then visits the workplace to verify the findings and review the preliminary results with the employer.
- If the employer is in compliance, a final audit report is completed. If not, the officer drafts an interim report, indicating the undertakings required for compliance and time limits of up to twelve months for their completion.
- The officer and the employer then negotiate the undertakings and time limits in the report. Once an agreement has been reached, the employer signs the report.

What Happens in a Follow-up Audit

- The employer submits a progress report and a follow-up audit is conducted to assess whether the undertakings have been fulfilled.
- If the employer is then in compliance, a final report is issued. Thereafter, the Commission will monitor the employer's annual reports, and may begin a new audit if no reasonable progress is shown.

Why a Direction is Issued

- When an employer refuses to agree to undertakings, or has not completed the work required by undertakings, the Commission may issue a "direction" to the employer. A direction stipulates the work required and the time limit for its completion. The employer can review the recommendation for a direction and may submit comments to the Commissioners before they decide whether to issue it. A follow-up audit after the time limit elapses will assess whether the employer has fulfilled the direction.

Employment Equity Review Tribunal

- Once the Commission has issued a direction, the employer may request a tribunal to reconsider it. The Commission may also ask a tribunal to issue an order when a direction has not been fulfilled.

Federal Court of Canada

- The Court may carry out a judicial review of a decision of the Commission or a tribunal.
- A tribunal order may be registered with the Federal Court, thus giving it the force of a court order.

Assessing Progress So Far

After three years of compliance audits under the *Employment Equity Act*, the question that needs to be asked is simple: are employers doing what it takes to make reasonable progress toward equality in employment for all Canadians? The answer is more complex. Yes, a growing number of public and private sector employers have met the statutory requirements in the Act, and will make reasonable progress toward a representative workforce if they conscientiously implement their employment equity plans.

Over the past year, however, the Commission has continued to find few employers at, or even near, compliance at the initial audit stage. It has become clear that the resources and employment equity techniques needed for real progress are only rarely applied before the Commission's auditors arrive on the scene. Audits can most productively be directed to focus on situations where employers need to fill small gaps in their employment equity strategies. Instead, the Commission finds that employers must complete work on as many as nine, and often more, of the twelve statutory requirements that they are supposed to meet. The only promising development in 2000 is that so many employers either reached compliance as a result of a follow-up audit, or showed sufficient progress that only a short extension was required to complete the necessary work. But it is taking more work, and a longer time, to get there than either Parliament or the Commission had anticipated.

Monitoring for Reasonable Progress

Auditing employers and ensuring steps are taken to remedy any areas that are not in compliance with the Act's statutory requirements is the first stage of the Commission's mandate. Once compliance is achieved, the second stage is to monitor employers to determine if they are implementing their employment equity plans. Work will not begin on this second stage until 2002 because of the delay in finding employers in compliance to date.

In 2002, the Commission will begin monitoring those employers who have so far complied with the Act, by:

- assessing the hiring and promotion data contained in employers' annual reports; and
- measuring whether they have been successful in meeting their hiring and promotion goals.

As the Act makes clear, these goals are not quotas, but realistic estimates of the results that can be expected if employers implement all of the elements of their employment equity plans. Where goals are

not met, the Commission may re-open audits to determine whether or not an employer has made reasonable efforts to implement its plans. If this is found not to be the case, an employer can again be required to develop signed undertakings to ensure that a plan is implemented.

The Audit Program Employers under Audit

In 2000, the Commission decided to focus its audit program on large employers in order to have an impact on as many employees as possible. Audits were initiated in the public sector with 34 (or 73 per cent) of the 48 departments and agencies with more than 100 employees and in the private sector with almost two-thirds of the 43 employers with more than 2,000 employees. These included the six largest banks and several large transportation companies. As a result, 80 per cent of employees in the public sector and 57 per cent of those in the private sector are with employers that have been or are currently being audited.

A full list of employers under audit can be found in the Appendix at the end of the report.

Audits Initiated and Completed

As shown in Table 1, the Commission has begun initial audits of 180 employers since the start of the audit program. However, most of these employers have required at least one follow-up audit, and sometimes more than one, before the Commission could find them in compliance. As a result, the Commission has started a total of 291 audits.

Table 1
Audits initiated and finished 1998-2000

	1998		1999		2000		Cumulative	
	Start	Finish	Start	Finish	Start	Finish	Start	Finish
Audit initiated	110	49	36	62	34	19	180*	130
Follow-up to initial audits	0	0	68	14	38	**40	106	54
Follow-up to directions	0	0	0	0	5	1	5	1
Cancelled	0	1	0	5	0	5	0	11
Total audits	110	50	104	81	77	65	291	196

* Represents the number of employers under audit

** Includes 30 employers in compliance and 10 employers issued directions.

Table 1 also shows that 34 audits were initiated in 2000, and another 38 follow-up audits were begun with employers who had signed undertakings at the conclusion of their initial audit. During 2000, the period for implementing a direction had expired for five employers. Audits of these five employers were initiated, with one being completed. Eleven audits have been cancelled since 1998, for

reasons ranging from the closing of a business, or its absorption into another company, to a drop in the number of employees to below 100 (the statutory cut-off for audits).

Status of Audits

Table 2 illustrates that few employers have been found in compliance at the initial stage of an audit. Since 1998, only six employers have met the requirements of the *Employment Equity Act* at the initial phase of an audit, whereas the remaining 40 have undergone a follow-up audit before the Commission could find them in compliance. In 2000, the Commission issued ten directions to employers when follow-up audits showed that they had failed to implement their undertakings.

STATUS	1998	1999	2000	Cumulative
Compliance - Initial Audit	2	2	2	6
Compliance - Follow-up Audit	0	10	30	40
<i>Total Employers in Compliance</i>	2	12	32	46
Directions	1	4	10	15
Tribunals*	0	0	3	3

* Two Tribunals are the result of a request by a federal department following a direction; one is the result of a request by the Commission for failure to implement a direction.

The two employers which achieved compliance during the initial phase of the audit in 2000 were Verreault Navigation and the Canadian Transportation Agency. Verreault Navigation, a shipbuilding company in the heart of the Gaspésie, has shown a positive, can-do attitude toward employment equity. It emphasizes the use of outreach and training programs to integrate women into non-traditional jobs, putting an end to the myth that the shipbuilding industry is unappealing to female workers. The senior management of the Canadian Transportation Agency has also demonstrated a firm commitment to achieving a representative work force. In the meantime, two large government departments are showing real signs of progress at the initial audit stage, and it is expected that they will achieve compliance early in 2001.

In the private sector, HSBC Bank Canada has also demonstrated a strong commitment to equity. It produced one of the most comprehensive workforce analyses to date, and implemented a truly innovative approach to the issue of accommodation. In an effort to make faster progress, the Bank intends to hire up to ten designated group employees per year as soon as they are identified, instead of waiting for vacancies to materialize.

Unfortunately, not all the news is this good. In 1999, Environment Canada asked the Employment Equity Review Tribunal to review a direction issued by the Commission. In 2000, a second federal department, Natural Resources Canada, did the same. Both challenged the authority of the Commission to enforce a number of important standards which we believe go to the heart of effective employment equity planning.

A post-direction audit found that one private sector employer, Conair, had not completed the work required and the Commission then referred the case to the Employment Equity Review Tribunal. It is, however, encouraging that the employer continues to work on its obligations.

Employers' Problems with Compliance

2 000 was the first year in which a significant number of employers reached the follow-up audit stage, during which their success in implementing their signed undertakings is evaluated. The audits found that many had not completed all of the work to the standards required by the Act, but most were able to correct deficiencies when granted an extension of three months. Of the 69 employers with which the Commission has carried out a follow-up audit since 1998, 45 have required such extensions in order to complete certain aspects of the work. This large number was unexpected and has delayed a finding of compliance for many employers, sometimes by as much as six months. It has also strained the Commission's resources because of the additional follow-up work required.

Reports provided by employers on employment systems reviews also left much to be desired. The purpose of these reviews is to identify barriers which contribute to any under-representation of one or more designated groups in the occupational groups or categories specified in the Act. Many employers did not identify such barriers, or did not make a link between the barriers they found and specific areas of under-representation. This meant that they were not formulating appropriate initiatives to eliminate them. Such a review is not a simple process, nor can it be done without the commitment of appropriate resources and expertise. Too often, the reviews audited by the Commission do not clearly identify the employment systems and practices operating within a specific group or category. As a result, they do not identify whether and how such systems have an adverse effect on designated group members, or assess whether or not alternative policies or practices might improve the situation.

Larger organizations in particular must be prepared to use a more systematic approach to examining their employment systems, and the resources committed must be commensurate with the size and complexity of the operation. Done well, such a review allows an employer to assess the effectiveness of its human resources management systems and to make changes that support both efficiency and equity. In order to aid in this exercise, the Commission has designed a simple form clearly demonstrating the links which have to be made, and has circulated it widely. It has also made available its special publication on employment systems reviews and has held several workshops for consultants from both the public and private sectors to assist in a clearer understanding of the Commission's requirements.

Audits have shown that many employers submit hiring and promotion goals which do not reflect the availability of employees from the designated groups, or which will not result in reasonable progress in closing the gaps in their workforce. The Commission may require employers to set goals at or above availability depending on the size of the gap, and encourages employers to set these goals as percentages of hires or promotions so that they will automatically adjust to variations in the workforce. While most employers have cooperated with this approach, negotiations with others have been lengthy and complex.

The Challenge of Facing up to Attitudes and Perceptions

It is important that employment systems reviews also address the role of attitudes and perceptions in hiring, promoting, and retaining employees. Audits in both the public and private sectors have shown that, faced with the pressures of time and priorities, many managers use staffing approaches which permit a high degree of subjectivity. This may include non-competitive staffing actions, use of personal networks, and unstructured selection procedures. At the same time, audits have found indications that, within these informal systems, negative attitudes and perceptions may influence staffing decisions. For example, the Commission still hears the myths that persons with disabilities slow down the pace of work, that visible minorities have lower educational attainment, or that women and Aboriginal people are not interested in certain jobs. The evidence simply does not support these assumptions.

This is not to suggest that the Canadian federal workplace is rife with hostile discriminatory attitudes, but rather that in reviewing employment systems for barriers, employers must carefully examine their corporate climate and the perceptions and attitudes of employees and managers. Many employers incorporate some form

of diversity training into their employment equity plans, but usually without an understanding of what the real issues might be. Audits commonly find that such training for managers is voluntary even when the employer's own employment systems review has identified attitudes as a significant barrier. On occasion, the Commission has found that employers plan to resolve attitude problems by continuing to offer training that the employment systems review has already found to be ineffective.

Public Sector

Within the public sector, employment equity could be advanced significantly if particular attention were paid to four areas. First, *The Profile of Public Service Leadership Competencies* issued by the Public Service Commission outlines those key competencies that executives must possess in order to be effective managers. Glaringly absent is a clearly stated diversity competency, that is, a well-developed ability to lead and encourage a diverse workforce. It is not sufficient to say that this important attribute is covered under other, broader competencies. If diversity is highly valued, as managers often assert, then it must find expression in the management competency profile. One result of the current omission is the lack of a mandatory assessment of this competency in the executive selection process.

Second, the new Performance Management Program (PMP) represents a powerful accountability tool for managers in the public service. Both annual pay increases and bonuses require managers at all levels to identify four or five *Ongoing Commitments* to be assessed through bottom-line performance indicators. Again, despite the importance attached to employment equity, there is no requirement to include this as a mandatory commitment from managers, or for managers to show improvements in designated group representation as a performance indicator.

Third, certain tests and selection procedures have been found to have an adverse impact on one or more of the designated groups. The Public Service Commission is taking steps to correct this. Without question, tests must be carefully reviewed to ensure they do not discriminate and that they meet the standards for accommodating the needs of persons with disabilities and other groups established by the Supreme Court in the landmark *Meiorin* and *Grismer* cases (discussed in the Commission's 1999 and 2000 Annual Reports).

Finally, the exclusion of the Canadian Forces, the RCMP and the Canadian Security Intelligence Service (CSIS) from the

requirements of the *Employment Equity Act* is unacceptable. We are aware that the first two organizations attach considerable importance to ensuring a diverse workforce. Failure to approve the necessary regulations, four years after passage of the Act, therefore sends entirely the wrong message.

Promising Developments

Notwithstanding concerns expressed in this report, the Commission believes that 2000 has seen an important shift in attitude in the public service. What sometimes appeared as complacency has been replaced by a serious commitment to employment equity at the most senior levels of management.

The Clerk of the Privy Council underlined the importance of building a more diverse federal workforce in his *Seventh Annual Report to the Prime Minister on the Public Service of Canada*, released in March 2000:

Although we have undertaken some recruitment campaigns and employment equity programs, we know this is not enough. The deputy minister committee on recruitment, which I chair, is developing an action plan which will mark a shift away from temporary, reactive recruitment toward a bolder, more proactive and strategic approach. It will focus on creating a workforce which is representative of the population we serve. The plan will emphasize recruiting and promoting members of target groups at all levels - women, visible minorities, disabled people and Aboriginal peoples.

Similarly, *Directions for the Future*, the June 2000 report on the public service as a learning organization, makes it clear that the Public Service Commission will have a key role in ensuring workforce diversity through such measures as establishing inventories of pre-qualified candidates from the designated groups. Both managers and their staffs, the report continues, must be trained to serve in a cross-cultural environment. Over the last 18 months, the PSC has stepped up the development and implementation of significant initiatives to support employment equity work at the departmental level. This includes programs to increase the representation of designated groups at the highest professional and management levels.

The Treasury Board Secretariat has shown leadership in its response to the report of the Task Force on the Participation of Visible Minorities in the Federal Public Service, called *Embracing Change* (the Perinbam Report). The Task Force's recommendations focus on

all the important elements of good employment equity planning: attitudes, accountability, resources, top level commitment and culture change. These elements are backed by a benchmark of one visible minority group member for every five employees recruited into the public service. Adopting these recommendations and developing an action plan to implement them, as the Treasury Board Secretariat has done, are important first steps. It is essential, however, that departments consider all of the strategies proposed by the Task Force as they craft their employment equity initiatives. For example, one would not want departments to hire members of visible minorities at a high benchmark simply to fill the gaps which exist, without eliminating the barriers in their workplace and addressing negative attitudes which serve to exclude these groups from gaining full representation. Without the appropriate positive measures to ensure fair employment practices, initial hiring increases may not be sustained.

Private Sector

Senior management commitment is as important in the private as in the public sector. The Commission has found that compliance is often obtained when the highest levels of management have taken a close personal interest in the employment equity status of their organization. An excellent example are the initiatives undertaken by the HSBC Bank Canada, discussed earlier. The commitment of the Bank's President and Chief Executive Officer resulted in one of the most comprehensive workforce analyses seen to date, and an innovative approach toward the issue of accommodation.

A particularly promising result emerged in the transportation industry. During the first two years of the program, more than half of the audits initiated by the Commission covered these employers, many of which had substantial work to do in order to comply with the Act's requirements. However, it is encouraging to note that since 1998, there has been an increase in the representation of all four designated groups in this sector. In fact, although the groups are not yet represented at their rates of availability, their representation in 1999 was the highest it had been since 1987.

Some Common Problems Remain

Because the public service is a single, large employer, it is possible to identify service-wide practices that need to be addressed. For the 344 separate private sector employers, the exercise is more difficult. However, some common problems can be seen. For example, the issues of accountability and managerial competencies that have been identified in the public sector are also of pressing concern in the private sector. Commonly, those employers which have treated

employment equity as a management objective along with their other business goals and who have assigned clear accountability have achieved the best results.

Pelmorex Inc./The Weather Network is an employer which understands the importance of accountability. It has established an employment equity bonus criterion as part of its management performance pay. Managers at the Network have provided specialized training and personal coaching in order to prepare visible minority women in the clerical group and other occupational groups for on-air positions. They have also developed an internship program to provide an Aboriginal recruit with meteorological training.

A growing number of private sector employers are implementing competency models to establish the desirable profile for potential managers and employees. As in the public service, the ability to accept and manage diversity must be considered a key ability. However, competency models often make use of behavioural interviewing techniques that rely on subjective evaluations of a candidate's past actions and behaviours. More attention must be given to the potential this has for adverse impact on designated group candidates, given different life experiences attributable to culture, gender and disability.

Emphasis has been placed over the last two decades on removing systemic barriers, that is systems and practices which were not designed to exclude certain groups but which nonetheless have that effect. Although considerable progress has been made in removing many of these barriers, some remain common. One example is word-of-mouth recruitment, which tends to lead to hiring that replicates the profile of an existing workforce. There is also an increasing use of employee referral services, which employment systems reviews have found do not always provide access to a diverse pool of candidates.

Too often, private sector employers respond to concerns about word-of-mouth recruitment with vague intentions to establish additional outreach recruitment initiatives. But these types of initiatives have been part of employment equity plans for years, and have often proven unsuccessful, especially for the recruitment of Aboriginal people and persons with disabilities. Employers often assume, erroneously, that a network of designated group organizations exists that need only be tapped to secure qualified employees. In fact, even when employee referral services have failed to provide a more diverse candidate pool, employers often

continue to rely on simple reminders to these agencies as a way of improving designated group representation. It would be far more productive to establish clear accountability measures that would ensure that employment agencies co-operate with the employer's recruitment objectives.

Working with Partners

The Commission has a clear mandate to monitor compliance and ensure employers take corrective steps when they are not meeting their obligations under the *Employment Equity Act*. But progress towards equality in employment also depends on working closely with other agencies and organizations which have important roles to play.

Treasury Board Secretariat

The decision of two major federal departments to challenge a number of fundamental statutory requirements at the Employment Equity Review Tribunal has not curtailed ongoing collaboration with the Treasury Board Secretariat. Throughout the year, the Commission advises the Secretariat of planned departmental audits and forwards copies of all audit documents. More important, many issues that arise in the course of compliance audits, such as the need to clarify public service data, are resolved through consultation and negotiation with the Secretariat.

Public Service Commission

Over the last two years, the Public Service Commission has substantially increased its support to departments in its efforts to develop effective recruitment practices and measures to support employment equity. This has included:

- delegating targeted recruitment and selection programs for qualified designated group members to departments;
- approving bridging positions to permit departments to retain designated group summer student employees for full-time employment;
- improving its approach to notifying designated group organizations and media of job postings;
- targeting designated group members for participation in the Career Assignment Program (CAP); and
- creating an external executive recruitment unit to improve representation at the Executive level.

The PSC's Enabling Resource Centre assists managers in understanding, clarifying and responding to work-related accommodation issues of employees with disabilities.

During the year, the President of the Public Service Commission of Canada provided a briefing to the Canadian Human Rights Commissioners on these initiatives. In addition, five workshops were held over the year with PSC staff, allowing them to review with compliance review officers the current role of the PSC in recruitment and selection of public employees, as well as the new initiatives in support of employment equity that are underway in that agency.

Human Resources Development Canada

Human Resources Development Canada (HRDC) is the department responsible for the *Employment Equity Act* and its regulations, and it is the recipient of annual employer reports from the private sector. In addition, HRDC provides consultative services to employers on meeting their obligations. Ongoing consultations and discussions between the Commission and HRDC are vital, especially in light of concerns over the capacity of HRDC to provide employers with the necessary level of assistance. During 2000, consultations between our organizations took place on a regular basis, and included a full day national workshop with all employment equity staff of both agencies as well as technical workshops with HRDC's Workplace Equity Officers in the regions. Over the next year, consultations are expected to increase as the required legislative review nears.

Private Sector Employers and Employment Equity Consultants

Employment equity is a technically demanding process. While many employers complete the work within their own human resources management departments, others make use of private consultative services. In order to assist both employers and consultants, the Commission has continued to provide technical workshops. These included three sessions on conducting an employment systems review for consultants in Toronto, Ottawa and Vancouver. In addition, by the end of the year the Commission had significantly revised and expanded its Compliance Process Manual, which gives clear direction to the Commission's Compliance Review Officers and ensures a consistent approach to audits. This document provides interested employers with an explanation of how their performance will be assessed. In addition to the printed copies which have been made available, it will be possible to obtain the document through the Commission's web site.

Promoting Effective Employment Equity

In its 2000 Annual Report, the Commission emphasizes the importance of seeking opportunities to speak directly to managers and those who can have an influence on integrating human rights into the workplace. Promoting employment equity is an essential part of this. In addition to the workshops outlined above, the Employment Equity Branch provided numerous presentations to conferences such as the May Workplace Diversity Conference in Toronto and the National Council For Visible Minorities in the Federal Public Service conference held in Ottawa in November. The Branch also participated regularly in the Canadian Centre for Management Development's three-day employment equity training for public service executives, and in similar training sessions offered to other interested public employees by the Treasury Board Secretariat.

Over more than a decade, Canada's federal *Employment Equity Act* has had significant influence on legislation in countries as diverse as Northern Ireland, South Africa, and the Netherlands. The Commission made presentations to various foreign delegations during 2000, and delivered a paper to the Metropolis' International Conference on the Integration of Refugees in Major Urban Centres. In addition, at the request of the Government of Flanders, the Commission provided the keynote address at a December Conference on Employment Equity in Brussels, Belgium.

Preparing for a Legislative Review

The *Employment Equity Act* requires that a legislative review take place every five years. The Commission expects, therefore, that the first review will commence in the fall of 2001. In order to prepare for this review, the Commission will carry out an evaluation of its compliance program during the coming year. It will also begin to assess whether or not reasonable progress is being made in meeting the objectives of the Act, by reviewing the 2001 employment equity reports of employers now in compliance.

The Commission hopes that the legislative review will proceed on schedule, since experience to date indicates that a number of important areas warrant examination. For example, consideration should be given to clarifying the Act's statutory requirements to avoid unnecessary appeals to the tribunal. Requirements related to accessibility, accountability and to the analysis of concentration of designated groups in lower levels of occupational categories should also be clarified.

An Assessment of Progress for the Four Designated Groups

The balance of this report describes and interprets statistical data on the representation, hiring, promotion and termination of designated group employees in workplaces covered by the *Employment Equity Act*.

Private sector employers have now been filing annual employment equity reports with Human Resources Development Canada for 13 years. In 2000, some 331 employers in banking, communications, transportation and the “other” sector filed data on their combined workforces of about 586,000 employees for the year ending December 31, 1999. The “other” sector includes a variety of employers such as grain companies, uranium mines, nuclear power operations, credit corporations and museums.

In addition, the Treasury Board reported on employment equity in 65 federal departments and agencies with a combined workforce of about 141,000 employees as of March 31, 2000. The representation data do not include Revenue Canada, which became the Canada Customs and Revenue Agency on November 1, 1999, and which has a workforce of about 43,000. This new agency is now one of 15 separate federal agencies which have a combined workforce of about 60,000 as of March 31, 2000. Since they are not part of the federal public service discussed in the Treasury Board’s Annual Report to Parliament, they are not included in the discussion which follows.

The size of the private sector workforce remained relatively stable compared to the previous year. The workforce in the “other” sector decreased by almost 18 per cent, but this was compensated by modest growth in the communications and transportation sectors. Although the number of hires was somewhat lower than in 1998, ample opportunities remained to hire members of the four designated groups, since over 75,000 positions were filled. Although not all employers took advantage of these opportunities, progress did occur. However, outcomes varied considerably by industrial sector and designated group.

The data published by the Treasury Board indicate that there were also many opportunities to hire designated group members in the federal public service, with close to 14,000 job openings, including 2,600 permanent positions, filled. These data, however, must be interpreted with some caution since they include staffing actions at Revenue Canada until November 1999; the Board has not provided data which make it possible to assess staffing actions in the current federal public service, excluding Revenue Canada. The data that have been provided suggest that although women and Aboriginal

people benefited from these hiring opportunities, once again persons with disabilities and members of visible minorities were hired at rates substantially lower than their availability in the Canadian workforce. As discussed below, the experience of the designated groups varied substantially from one department or agency to another.

In evaluating the latest data, the following points should be kept in mind.

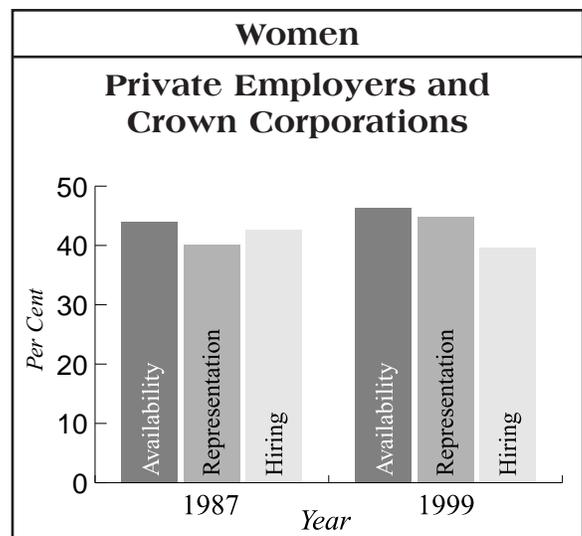
- The sections below compare workforce data in the private and public sectors with the 1996 Census data on women, visible minorities and Aboriginal peoples.
- The availability estimates for persons with disabilities are from the 1991 Health and Activity Limitation Survey (HALS), since a new HALS was not conducted in conjunction with the 1996 Census.
- Since a new system of grouping occupations in the private sector was adopted in 1996, it is not always possible to make comparisons at the occupational level with data prior to that time.
- The availability estimates utilized by the Treasury Board Secretariat (TBS) for visible minorities include only Canadian citizens. In previous estimates based on 1991 Census data, the TBS estimate of 9.0 per cent availability for the public sector was similar to the 9.1 per cent availability estimate for the private sector, and both included non-citizens as well as Canadian citizens. Although the 1996 Census indicates that the overall availability of visible minorities is now 10.3 per cent, the TBS estimate has decreased to 8.7 per cent due to the exclusion of non-citizens. The TBS rationale for excluding non-citizens is that the *Public Service Employment Act* gives an absolute preference to Canadian citizens in hirings into the public service. This preference is currently the subject of a court challenge. Until the issue is resolved by the courts, the Commission will assess public service hiring goals against the 10.3 per cent benchmark for visible minorities, because the majority of federal public service positions are open to citizens and non-citizens.
- The phrase “*shares* of hirings/terminations” is used to refer to the percentage of people hired or terminated who were members of a designated group. Normally, if there were no employment barriers, a designated group could be expected to receive approximately the same share of hirings as its availability in the Canadian workforce. For terminations, however, the group’s share should correspond to its existing representation within the organization.

Women In the private sector

Since 1987, when they made up 40.1 per cent of the private sector workforce, women's representation has increased to 44.8 per cent in 1999. This is close to their 46.4 per cent availability. Women's share of hirings decreased somewhat from the previous year, from 41.4 per cent to 39.7 per cent, largely as a result of fewer hires in the banking sector.

In 1999, women's representation ranged from a high of 72.0 per cent in the banking sector to lows of 25.3 per cent in transportation and 26.3 per cent in the "other" sector. Their representation increased in senior management positions in all sectors, but at 17.3 per cent in all sectors combined, it is still somewhat lower than their availability of 20.8 per cent.

In the banking sector, women continue to hold the majority of clerical positions. However, they have also registered increases in management and professional occupations, and now occupy half of all these positions. In senior management, their representation increased to 21.7 per cent in 1999. For the first time, this figure is slightly higher than the 1996 Census benchmark of 20.8 per cent.



In transportation, women's representation continued its steady increase from 16.0 per cent in 1987, to 25.3 per cent in 1999. Women held 11.3 per cent of senior management positions in this sector, up from 10.3 per cent the year before, and their representation in middle management positions also increased. Their representation in the semi-skilled manual workers occupational group also increased from 5.4 per cent in 1998 to 12.6 per cent in 1999, but this change is largely attributable to the fact that an employer with a very high proportion of women among its school bus drivers reported for the first time in 1999. Overall, there is still a distance to go before women are equitably represented in this sector.

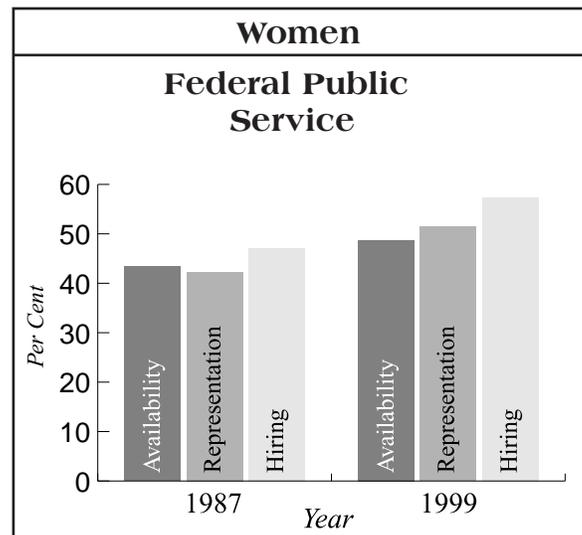
In 1999, about 23 per cent of women in the private sector worked part time, compared to approximately 9 per cent of men. This pattern is similar for women who are also members of another designated group, and is most striking for Aboriginal women, 25.4 per cent of whom work part time. This, along with their concentration in some lower-paying occupational groups helps account for the fact that women earned on average only 66.3 per cent as much as men in the federal private sector.

In the public sector

Women's representation in the federal public sector was 51.4 per cent as of March 31, 2000, approximately the same as the previous year. Compared to 1987 when their representation was 42 per cent, women have made substantial progress. Their current representation is also above the Census benchmark of 46.4 per cent. Women received 57.4 per cent of all hires, almost five per cent lower than the previous year, when their share was 62.1 per cent. Their overall good representation masks the fact that women continue to hold a larger share of temporary positions than men, and are concentrated in administrative support positions. In 1999 only 15 per cent of women were hired into permanent positions, contrasted to 24 per cent of men.

Women's representation in the Executive group continued its steady increase and now stands at 28.4 per cent, compared to 26.9 the previous year. In the Scientific and Professional category, women now hold 36.6 per cent of all positions, compared to 33.1 per cent previously.

For organizations with 200 or more employees, women's representation continued to be highest in the National Parole Board, at 79.6 per cent, and the civilian component of the Royal Canadian Mounted Police, at 77.4 per cent. This is due to the large proportion of clerical positions in these workforces. Their representation was lowest at 27.7 per cent in the Department of Fisheries and Oceans, an employer with a high proportion of scientific, technical and operational jobs, where women have traditionally been under-represented.



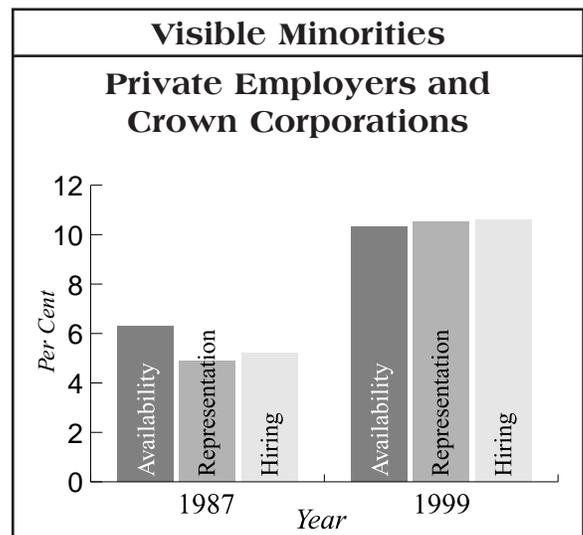
Members of Visible Minority Groups In the private sector

Since 1987, the representation of members of visible minorities has more than doubled, from 4.9 per cent to 10.5 per cent in 1999. For the first time, their representation is slightly higher than the 10.3 per cent availability estimate based on the 1996 Census. It should be borne in mind, however that this estimate does not take into account the proportion of newcomers to Canada since 1996 who are visible minorities. The 2001 Census is expected to establish a higher availability estimate for this designated group.

Overall, the share of hirings received by members of visible minorities decreased somewhat from 11.3 per cent in 1998 to 10.6 per cent in 1999. However, it was higher than Census availability, and substantially higher than the 5.2 per cent share this group received in 1987.

Members of visible minorities fared best in the banking sector, where their representation reached 15.8 per cent, slightly higher than the year before and considerably higher than their 9.5 per cent representation in 1987. Their representation also increased in the communications sector, where they now make up 9.3 per cent of the workforce. Although this is still below availability, it is more than double their 4.0 per cent representation in 1987. Progress in both these sectors is due to the fact that their share of hires has been consistently higher than their overall availability levels.

Even though progress has been slower in the transportation sector, the representation of visible minority groups has been increasing steadily. In 1999, their representation reached 7.1 per cent, up from 5.7 per cent the year before and from 2.5 per cent in 1987. Although this group has consistently received a share of hires below availability, they have not faced disproportionately high termination rates, and this has made it possible for them to achieve some gains.



In the “other” sector, visible minorities lost ground in 1999. Although considerably higher than their 2.5 per cent share in 1987, their representation continued the decrease begun in 1997, going from 7.9 per cent in 1998 to 7.4 per cent in 1999. Even though this group's share of hirings increased to 9.1 per cent in 1999 from 6.4 per cent the year before, it remained below availability and was not sufficient to reverse this trend.

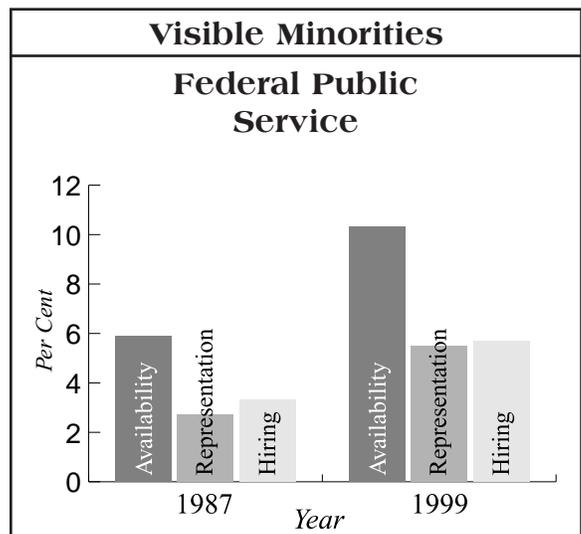
Despite the steady progress for this group, more remains to be done. Members of visible minorities are still concentrated in some occupational groups such as professionals, but under-represented in many others, including senior management, where representation is less than half the availability rate.

In the public sector

The representation of visible minorities in the federal public service was 5.5 per cent as of March 31, 2000, somewhat lower than the previous year, when it stood at 5.9 per cent. This decrease is largely due to the departure of Revenue Canada, now a separate agency but formerly a large department, where the representation of visible minorities at 8.5 per cent substantially exceeded the average for the public service as a whole. If Revenue

Canada is excluded from the picture for 1999 as well, the data show that the representation of visible minorities in the rest of the public service rose from 5.0 per cent to 5.5 per cent, an increase of about 1,000 employees who identified themselves as members of a visible minority. In the past,

such increases have often been due as much to increased self-identification as to new hires, and the data suggest that this was the case in 1999 as well. Treasury Board figures for hires in the federal public service, including staffing actions at Revenue Canada up to November 1999, show that visible minorities received 5.7 per cent of all hires, somewhat higher than the 4.4 per cent they received the previous year. However it is disappointing to note that their share of hires still falls far short of their 10.3 per cent availability in the Canadian workforce.



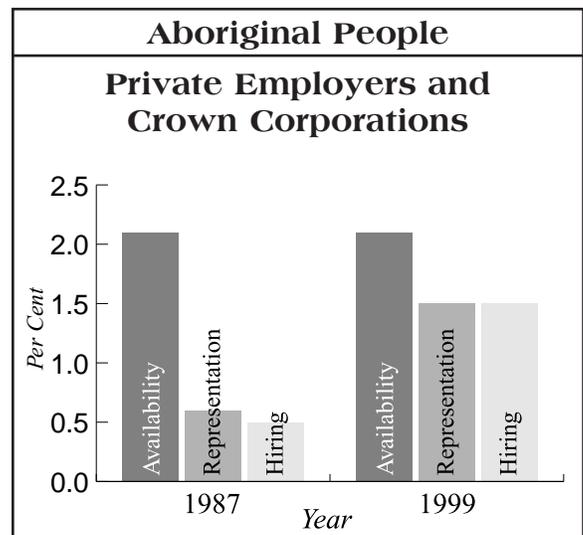
Visible minorities continue to be hired predominantly into the Scientific and Professional category. Only 2 of the 31 appointments to the Executive group were members of visible minorities, a somewhat lower proportion than the previous year.

Among departments and agencies with more than 200 employees, the Immigration and Refugee Board had the highest representation of visible minorities, at 19.9 per cent. In Health Canada and Citizenship and Immigration, representation stood at 9.5 per cent. It is encouraging to note that 26 of the 40 departments and agencies with more than 200 employees registered increases in the representation of visible minorities. But of these, only one met the Census benchmark of 10.3 per cent, and only 5 met the lower Treasury Board benchmark of 8.7 per cent. Clearly much remains to be done before this designated group is equitably represented in the federal public service.

Aboriginal People In the private sector

Aboriginal people did not benefit substantially from the large number of hiring opportunities in 1999. Their representation was higher than the 0.6 per cent reported in 1987, but at 1.5 per cent was up only slightly from 1.3 per cent in 1998. Their share of hirings, at 1.5 per cent in 1999, was considerably lower than their 2.1 per cent Census availability.

Aboriginal people's representation increased in both the transportation sector, from 1.3 per cent in 1998 to 1.8 per cent in 1999, and in the "other" sector, from 2.0 per cent to 2.4 per cent. This was due to the fact that they received shares of hiring equal to or greater than the Census benchmark in both these sectors.

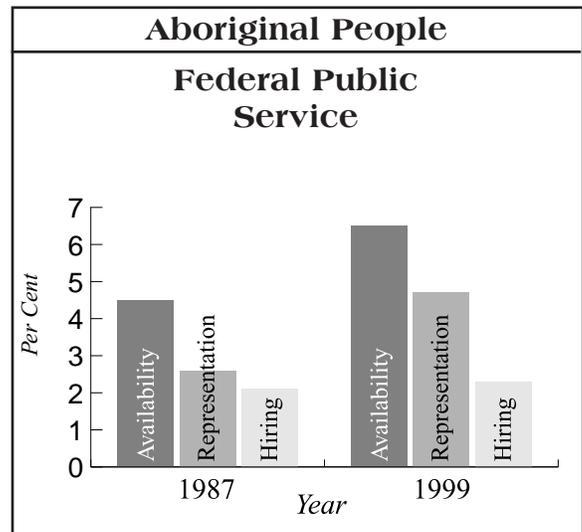


However no gains were made in the two other sectors, where the representation of Aboriginal people remained unchanged at 1.3 per cent in banking and at 1.1 per cent in communications. In banking their share of hires was 1.1 per cent, as it was in 1998. In the communications sector, Aboriginal people received only 0.8 per cent of all hires, a lower share than the year before.

In the public sector

The experience of Aboriginal people in the public sector stands in sharp contrast to the private sector. Their representation increased to 3.3 per cent as of March 31, 2000, compared to 2.9 per cent in the previous year. Some of this increase is due to the departure of Revenue Canada, where the representation of Aboriginal people was somewhat lower than the average in the public service. The increase is also due, however, to the fact that Aboriginal people received a share of hirings which, at 3.9 per cent, was considerably higher than the Census benchmark of 2.1 per cent.

The experience of Aboriginal people continues to vary considerably among federal departments and agencies. The Department of Indian and Northern Affairs, where Aboriginal people occupy 28.5 per cent of all positions, employs close to 21 per cent of all Aboriginal employees in the federal public service. As of March 31, 2000, 23 of the 40 departments and agencies with more than 200 employees met the Census benchmark, an increase of four from the previous year.



The share of hirings received by Aboriginal peoples was above the Census benchmark of 2.1 per cent in all occupational categories, and in both indeterminate and term positions. However, because the volume of staffing actions at the Department of Indian and Northern Affairs has a disproportionate impact on these data, the Commission is paying close attention to the hiring goals of other departments and agencies during the course of audits to ensure that Aboriginal people receive equitable treatment across the federal public service.

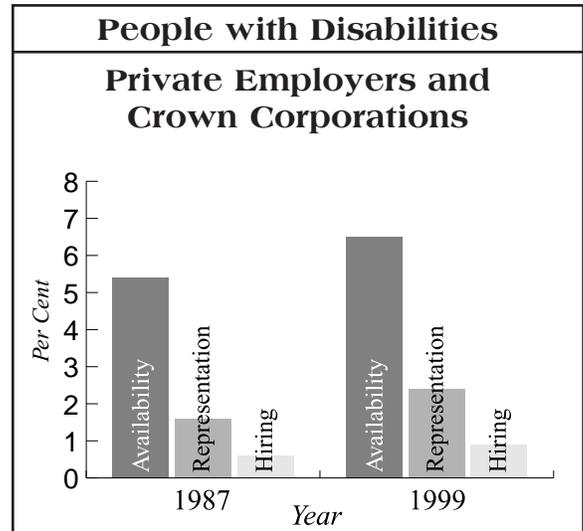
People with Disabilities

In the private sector

Once again, people with disabilities failed to benefit from the substantial number of hiring opportunities in 1999. Their overall representation in the private sector increased only marginally from 2.3 per cent in 1998 to 2.4 per cent in 1999. The data suggest that this minimal increase is due to increased self-identification rather than hires. In 1999, as in the previous year, people with disabilities received only 0.9 per cent of all hires, their lowest share since 1988.

Since the *Employment Equity Act* was first enacted in 1987, persons with disabilities have never received a share of hirings much more than one quarter of their availability in the workforce.

People with disabilities were under-represented in each industrial sector. In 1999, their representation of 2.2 per cent in banking, 2.3 per cent in communications, and 2.8 per cent in the “other” sector was slightly lower than the year before. In transportation, their representation increased from 1.8 per



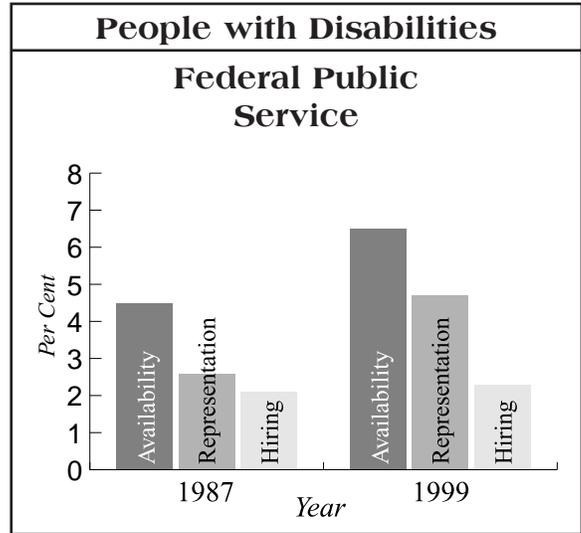
cent to 2.5 per cent, but was still far below the 6.5 per cent Census benchmark. As in past years, the main cause of the under-representation of people with disabilities was their continued failure to receive a fair share of hirings. Had they been hired at a rate consistent with their availability, close to 5,000 would have been hired rather than the 700 who in fact obtained employment.

In the public sector

The representation of people with disabilities increased slightly in the federal public sector to 4.7 per cent as of March 31, 2000, compared to 4.6 per cent in the previous year. This is close to the 4.8 per cent benchmark used by the Treasury Board, but still falls short of this group’s 6.5 per cent representation in the Canadian workforce based on the 1991 HALS. Moreover, the data suggest that the increase in the number of persons with disabilities in the federal public service is attributable largely to increased self-identification rather than to hires.

People with disabilities obtained only 312 (2.3 per cent) of the 13,780 positions filled this past year. In contrast, had they been hired at rates equivalent to the Census benchmark, close to 900 people with disabilities would have obtained employment. As in 1998, not a single person with a disability was appointed to the Executive group, and their share of hirings in all other occupational categories was below both the Treasury Board benchmark of 4.8 per cent and their 6.5 per cent representation in the Canadian workforce.

Only four of the 40 federal departments and agencies with more than 200 employees, met the 6.5 per cent HALS benchmark: Human Resources Development Canada, the Canadian Transportation Agency, the Canadian Grain Commission and the Public Service Commission. It is discouraging to note that 19 of the 40 federal



departments and agencies with more than 200 employees actually saw the representation of people with disabilities decrease.

Summary of Statistical Findings

The lack of progress for Aboriginal people and people with disabilities in the private sector remains a serious concern, as does the slow pace of change for people with disabilities and visible minorities in the federal public service. As part of the audit process, employers are required to set goals to remedy under-representation. The Commission will be monitoring the implementation of these goals to ensure that the principles enshrined in the *Employment Equity Act* produce tangible results for these groups.

Appendix

SECTOR	SUB SECTOR	SUBJECT TO THE ACT		UNDER AUDIT	
		Employers	Employees	Employers	Employees
Private Sector (as of December 31, 1999)	Banking	20	174,529	13	167,596
	Communication	94	197,960	32	57,325
	Transportation	170	163,356	77	76,378
	Other*	47	50,095	20	20,881
Federal Public Service (as of March 31, 2000)		65	141,649	35	112,043
Separate Federal Agencies (as of March 31, 2000)		14	60,026	3	4,441
TOTAL		410	787,615	180	438,664

**The "Other" sub-sector includes such diverse industries as grain companies, uranium mines, nuclear power operations, credit corporations and museums.*

Range	Public Service (As of March 31, 2000)				Separate Agencies (As of March 31, 2000)			
	Subject to the Act		Under Audit		Subject to the Act		Under Audit	
	Employers	Employees	Employers	Employees	Employers	Employees	Employers	Employees
10,000 plus	4	61,683	4	59,804	1	40,505	0	0
2,000 - 9,999	14	65,385	11	43,929	4	15,252	1	3,832
1,000 - 1,999	3	3,952	1	1,233	0	0	0	0
500 - 999	7	5,230	6	4,120	3	2,297	0	0
100 - 499	20	4,819	13	2,957	6	1,972	2	609
less than 100	17	580	0	0	0	0	0	0
TOTAL	65	141,649	35	112,043	14	60,026	3	4,441

Table 5
Private Sector Organizations
Subject to the Employment Equity Act and Under Audit
By Employer Size

Range	Subject to the Act (As of December 31, 1999)		Under Audit	
	Employers	Employees	Employers	Employees
10,000 plus	15	354,807	10	210,165
2,000 - 9,999	28	96,836	16	54,874
1,000 - 1,999	36	49,519	17	24,231
500 - 999	52	36,835	19	13,545
100 - 499	193	47,350	78	19,267
less than 100	7	593	2	98
TOTAL	331	585,940	142	322,180

Table 6
Private Sector Organizations and Employees
Subject to the Employment Equity Act by Province and Sector
(as of December 31, 1999)

Province/Territory	INDUSTRIAL SECTOR									
	Banking		Communication		Transportation		Other*		Total	
	Employers	Employees	Employers	Employees	Employers	Employees	Employers	Employees	Employers	Employees
Newfoundland	5	1,433	5	2,704	7	1,778	0	0	17	5,915
Prince Edward Island	3	293	1	187	2	258	0	0	6	738
Nova Scotia	6	5,029	7	4,795	13	3,624	1	176	27	13,624
New Brunswick	6	2,798	10	6,508	13	3,763	1	101	30	13,170
Quebec	13	31,039	33	42,764	46	27,637	11	2,607	103	104,047
Ontario	14	89,687	48	79,947	77	55,224	28	28,163	167	253,021
Manitoba	6	5,073	11	7,163	19	11,946	15	5,425	51	29,607
Saskatchewan	5	4,003	7	3,099	11	3,553	10	5,137	33	15,792
Alberta	8	13,914	20	19,465	40	20,065	11	3,030	79	56,474
British Columbia	10	19,764	23	25,618	38	26,629	12	2,414	83	74,425
Northwest Territories	1	17	1	304	0	0	0	0	2	321
Yukon	1	6	1	190	2	456	0	0	4	652
Residual **		1,473		5,216		8,423		3,042		18,154
Canada***	20	174,529	94	197,960	170	163,356	47	50,095	331	585,940

Note:

* The "Other" sub-sector includes such diverse industries as grain companies, uranium mines, nuclear power operations, credit corporations and museums.

** Employees for whom no detailed reports were filed since employers only have to report on those regions where they have at least 100 employees.

*** The number of employers reported by province and territory includes regional offices, which are not included in the "Canada" line.

Table 7
Private Sector Organizations and Employees
Under Audit by Province and Sector
(as of December 31, 1999)

Province/Territory	INDUSTRIAL SECTOR									
	Banking		Communication		Transportation		Other*		Total	
	Employers	Employees	Employers	Employees	Employers	Employees	Employers	Employees	Employers	Employees
Newfoundland	5	1,433	0	0	3	604	0	0	8	2,037
Prince Edward Island	3	293	0	0	0	0	0	0	3	293
Nova Scotia	5	4,852	4	617	7	1,133	2	1,888	18	8,490
New Brunswick	6	2,798	5	4,700	8	2,818	0	0	19	10,316
Quebec	11	30,239	12	8,022	24	11,709	5	981	52	50,951
Ontario	11	85,811	17	18,395	35	21,672	12	7,935	75	133,813
Manitoba	5	4,922	5	1,058	9	5,623	7	3,274	26	14,877
Saskatchewan	5	4,003	1	220	6	1,753	4	3,374	16	9,350
Alberta	6	13,189	9	9,979	19	9,271	4	1,268	38	33,707
British Columbia	7	19,016	8	12,939	17	15,381	5	1,072	37	48,408
Northwest Territories	1	17	0	0	2	591	0	0	3	608
Yukon	1	6	0	0	0	0	0	0	1	6
Residual **		1,017		1,395		5,823		1,089		9,324
Canada***	13	167,596	32	57,325	77	76,378	20	20,881	142	322,180

Note:

* The "Other" sub-sector includes such diverse industries as grain companies, uranium mines, nuclear power operations, credit corporations and museums.

** Employees for whom no detailed reports were filed since employers only have to report on those regions where they have at least 100 employees.

*** The number of employers reported by province and territory includes regional offices, which are not included in the "Canada" line.

List of Employers Audited or Being Audited

Banking (13)

Banca Commerciale Italiana of Canada
Bank of America Canada
Bank of Montreal
BNP Paribas (*Banque Nationale de Paris*)
Canadian Imperial Bank of Commerce
Citibank Canada Ltd.
HSBC
Laurentian Bank of Canada
National Bank of Canada
Royal Bank of Canada
Société générale (Canada)
Toronto Dominion Bank Financial Group, The
Bank of Nova Scotia, The

Communication (32)

AT&T Canada Long Distance Services Company
BC Tel.
Bell Mobility Radio Inc.
Bell Mobility Cellular Inc.
Bell Mobility Paging
Call Net Enterprises (Sprint Canada)
Canadian Satellite Communications Inc.
Craig Broadcast Systems Inc.
DHL International Express Ltd.
Federal Express Canada Ltd.
Fundy Cable Ltd.*
Global Communications Ltd.
Maritime Broadcasting System Ltd.
Monarch Broadcasting Ltd.
NBTEL Inc. (*New Brunswick Telephone Co. Ltd*)*
Newcap Broadcasting
Nortel Networks Ltd. (*Northern Telecom Ltd.*)
Northern Telephone Ltd.
Pelmorex Radio Inc.*
Pelmorex Inc./The Weather Network
Purolator Courier Ltd.
Québec-Téléphone
Standard Radio/Broadcasting Inc.
Swift Sure Courier Service Ltd.
Teleglobe Canada Inc.
Telus Communications Inc.
Telus Communications (Edmonton) Inc.
Telus Mobility Inc.
United Parcel Service Canada Ltd.

Videon CableSystems Inc.
WIC Radio Ltd.
WIC Television Ltd.

**Transportation
(77)**

Adby Transport Ltd.
Air France
Air Inuit Ltd.
Air Transat AT Inc.
A.J. Bus Lines Ltd.
Alcan Smelters and Chemicals Ltd.
Algoma Central Corporation
Allied Systems (Canada) Company
American Airlines Inc.
Armour Transport Inc.
Arnold Bros. Transport Ltd.
Arrow Transportation Systems*
Bearskin Lake Air Service Ltd.
Bison Diversified Inc.
Blanchard Transport Ltd.*
Bradley Air Services Ltd.
British Columbia Maritime Employers Association
Byers Transport Ltd.
Calgary Airport Authority , The
Canada 3000 Airlines Ltd.
Canada 3000 Airport Services Ltd.
Canada Maritime Agencies Ltd.
Canadian Airlines International Ltd.
Canadian Freightways Eastern Ltd.
Canadian Freightways Ltd.
Canadian Helicopters Ltd.
Canadian National Railway Company
Canadian Steamship Lines Inc.*
Conair Aviation Ltd.
Day & Ross Inc.
Delta Air Lines Inc.
Edmonton Regional Airports Authority
Emery Air Freight Corporation
ExECAIRE Inc.
Fednav Ltd.
Greyhound Canada Transportation Corp.
Helijet Airways Inc.
Household Movers & Shippers Ltd.*
Imperial Oil Ltd.*
Innotech Aviation Ltd.
Inter-Canadian (1991) Inc.*

KLM Royal Dutch Airlines*
 Laidlaw Carriers Inc.
 Laidlaw Transit Ltd.
 Meyers Transport Ltd.
 Midland Transport Ltd.
 Municipal Tank Lines Ltd.
 N.M. Paterson & Sons Ltd. (Marine Division)
 N. Yanke Transfer Ltd.
 Nav Canada
 Nesel Fast Freight Inc.
 Northern Transportation Company Ltd.
 Ocean Services Ltd.
 Peace Bridge Brokerage Ltd.
 Pole Star Transport Inc.
 Provincial Airlines Ltd.
 Reimer Express Lines Ltd.
 Royal Aviation Inc.
 Saskatchewan Transportation Company
 Seaspan International Ltd.
 Sharp Bus Lines Ltd.
 SLH Transport Inc.
 St. Lawrence Seaway Development Corporation
 Tippet-Richardson Ltd.
 TNT Canada Inc. (*GD Express Worldwide Canada Inc.*)
 Trans Canada Pipelines Ltd.
 Trans Mountain Pipe Line Company Ltd.
 Transport Cabano Kingsway Inc.
 Transport Robert Ltée
 Transport Thibodeau-Saguelac-Marcac Inc.
 TransX Ltd.
 Trimac Transportation Management Ltd.
 Van-Kam Freightways Ltd.
 Vancouver International Airport Authority
 Westcan Bulk Transport Ltd.
 Williams Moving & Storage (BC) Ltd.
 Worldwide Flight Services Ltd.

**Other
(20)**

ADM Agri-Industries Ltd.
 Agpro Grain Ltd.
 Agricore Coop. Ltd.
 Atomic Energy of Canada Ltd (AECL)
 Brinks Canada Ltd.
 Cameco Corporation
 Canadian Press (The)
 Canadian Wheat Board

Cape Breton Development Corporation*
Canada Council of the Arts
Export Development Corporation
Hudson Bay Mining and Smelting Co. Ltd.
National Museum of Science and Technology
N.M. Paterson & Sons Ltd.(Grain Division)
Pacific Elevators Ltd.
Robin Hood Multifoods Inc.
Saskatchewan Wheat Pool
Securicor Cash Services Ltd. (*Loomis Armored Car Serv. Ltd.*)
Telus Management Services Inc.
Verreault Navigation Inc.

**Federal
Departments
and Agencies
(35)**

Agriculture and Agri-Food Canada
Atlantic Canada Opportunities Agency
Canadian Grain Commission
Canadian Heritage
Canadian Human Rights Commission
Canadian International Development Agency
Canadian Space Agency
Canadian Transportation Agency
Correctional Services Canada
Canadian Radio-Television and Telecommunications Commission
Department of Finance Canada
Department of Indian Affairs and Northern Development
Department of Justice Canada
Department of Veteran Affairs Canada
Environment Canada
Foreign Affairs and International Trade
Human Resources Development Canada
Immigration and Refugee Board
Industry Canada
National Archives of Canada
National Defence (Civilian Staff)
National Parole Board
Natural Resources Canada
Office of the Chief Electoral Officer
Office of the Commissioner of Official Languages
Office of the Secretary to the Governor General
Office of the Registrar of the Supreme Court of Canada
Privy Council Office
Public Works & Government Services Canada
Statistics Canada
Status of Women
Transport Canada

Transportation Safety Board of Canada
Treasury Board of Canada, Secretariat
Western Economic Diversification Canada

Separate Agencies

(3)

National Film Board
National Research Council of Canada
Natural Sciences and Engineering Research Council

Total as of December 31, 2000: 180

**These audits have been cancelled because the employer is no longer subject to the Employment Equity Act.*

List of Employers in Compliance as of December 31, 2000

Banking (1)	HSBC
Communication (12)	Bell Mobility Radio Inc. Bell Mobility Cellular Inc. Bell Mobility Paging Call Net Enterprises (Sprint Canada) Canadian Satellite Communications Inc. Global Communications Ltd. Nortel Networks Ltd. (<i>Northern Telecom Ltd.</i>) Northern Telephone Ltd. Pelmorex Inc./The Weather Network Québec-Téléphone Standard Radio/Broadcasting Inc. Videon CableSystems Inc.
Transportation (17)	A.J. Bus Lines Ltd. Alcan Smelters and Chemicals Ltd. Bearskin Lake Air Service Ltd. Canada Maritime Agencies Ltd. Canadian Helicopters Ltd. Day & Ross Inc. Emery Air Freight Corporation Helijet Airways Inc. Meyers Transport Ltd. N. Yanke Transfer Ltd. Northern Transportation Company Ltd. Ocean Services Ltd. Peace Bridge Brokerage Ltd. Seaspan International Ltd. Tippet-Richardson Ltd. TNT Canada Inc. (<i>GD Express Worldwide Canada Inc.</i>) Transport Cabano Kingsway Inc.
Other (5)	Cameco Corporation Canadian Press (The) Canada Council of the Arts Pacific Elevators Ltd. Verreault Navigation Inc.

**Federal
Departments
and Agencies
(9)**

Atlantic Canada Opportunities Agency
Canadian Human Rights Commission
Canadian International Development Agency
Canadian Transportation Agency
Canadian Radio-Television and Telecommunications
National Parole Board
Office of the Chief Electoral Officer
Office of the Secretary to the Governor General
Status of Women

**Separate Agencies
(2)**

National Film Board
Natural Sciences and Engineering Research Council

Total Number of Employers: 46

List of Employers with Directions and at Tribunal as of December 31, 2000

DIRECTION

Banking (1) Banca Commerciale Italiana of Canada

**Communication
(1)** Fundy Cable Ltd.*

Transportation (9) Air France
American Airlines Inc.
Byers Transport Ltd.
Conair Aviation Ltd.
Greyhound Canada Transportation Corp.
Municipal Tank Lines Ltd.
Nesel Fast Freight Inc.
Trimac Transportation Management Ltd
Van-Kam Freightways Ltd.

Other (1) N.M. Paterson & Sons Ltd.(Grain Division)

**Federal
Departments
and Agencies
(3)** Environment Canada
National Archives of Canada
Natural Resources Canada

TRIBUNAL

**Transportation
(1)** Conair Aviation Ltd.

**Federal
Departments
and Agencies
(2)** Environment Canada
Natural Resources Canada

**Direction has been cancelled because the employer is no longer
subject to the Employment Equity Act.*