

Annual Report
Employment Equity Act
2005

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20th Anniversary of the Employment Equity Act

The Birth of Canada's Employment Equity Legislation



Two decades ago, the Honorable Madam Justice Rosalie Silberman Abella, the sole Commissioner and author of the 1984 Royal Commission on Equality in Employment, lead the way towards

achieving equality in the workplace. She developed theories of equality and

discrimination that became the basis for Canadian human rights jurisprudence and that impacted several other countries, including New Zealand and Northern Ireland. In 2004, she was appointed to the Supreme Court of Canada. She was also the 2004 recipient of the Walter S. Tarnopolsky Human Rights Award for her outstanding contributions to human rights law and policy both in Canada and abroad.

The Employment Equity Act: Twenty Years in the Making

- 1985: In response to the Abella Report, the federal government introduced Bill C-62: *An Act Respecting Employment Equity* in January 1985.
- 1986: The *Employment Equity Act* received royal assent.
- 1992: A Parliamentary Review Committee, chaired by Member of Parliament Alan Redway, reviewed the impact of the Act.
- 1994: The Minister of Human Resources tabled Bill C-64, a new Act to replace the 1986 Act.
- 1995-1996: The second Act received royal assent in 1995 and came into force the following year.
- 2001-2002: In December 2001, the Standing Committee on Human Resources and the Status of Persons with Disabilities began its review of the 1995 Act.
- 2006: The 20th anniversary of the Act and the beginning of a second Parliamentary Review.

Introduction

Employment Equity

“The purpose of this Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfillment of that goal, to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.”

- Section 2 of the *Employment Equity Act*

Employment equity is about ensuring that all Canadians are able to participate in the workplace equitably, or in other words without prejudice and discrimination based on their race, gender or physical attributes. On August 13, 2006, Canada will commemorate the 20th Anniversary of the *Employment Equity Act*, which is the federal government’s primary policy tool in the effort to remove employment barriers faced by women, Aboriginal peoples, persons with disabilities and members of visible minorities (the four designated groups) in the workplace.

Employment equity is simple common sense both from a social and economic perspective. Inequity obviously imposes huge social costs as we see from the experience of many countries. Inequity also has the potential to

impose huge economic costs, particularly in the modern globalized world where competition is key to success. In any instance where a worker is refused gainful employment at an appropriate level for reasons unrelated to skill or ability, the cost of doing business increases, with resulting consequences for competitiveness, productivity and profitability. The under-representation of the designated groups has likely entailed a significant cost both in terms of lost productivity and the under-utilization of scarce human resources. These costs will potentially be amplified when coupled with the approaching skills shortages (primarily linked to an aging Canadian workforce and declining birth rates) that could be faced by many key industries. This link between employment equity and productivity is also clear from employer testimonials.

Employers covered under the Act have four core obligations in implementing employment equity:

- To survey their workforces and collect information on the representation, occupational groups, salary distribution and shares of hires, promotions and terminations of designated group members;
- To carry out analysis of any under-representation of the designated groups in each occupational group in their workforces;

- To review their employment systems, policies and practices in order to identify employment barriers; and
- To prepare plans outlining how they propose to remove employment barriers and introduce positive policies and practices for the hiring, training, promotion and retention of persons in the designated groups, including making reasonable accommodations and establishing timetables complete with short and long-term goals.

Overview

This year's Annual Report commemorates the 20th Anniversary of the *Employment Equity Act*. The federally regulated private sector employers and Crown corporations with 100 or more employees annually submit employment equity reports to the Labour Program of Human Resources and Social Development Canada (HRSDC-Labour), whereas the federal public sector employers submit their reports to the Minister of the Public Service Human Resources Management Agency of Canada. This Report describes the employment situation of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) and the progress that employers made towards achieving employment equity based on the reports submitted for 2004.

Chapter 1: The Year in Review – The Federally Regulated Private Sector and Crown Corporations Workforce in 2004

describes and analyzes the designated groups' employment information based on the reports submitted to HRSDC-Labour.

Chapter 2: The Year in Review – Other Employers summarizes workforce information for other employers covered by the Act including the federal Public Service, Separate Employers, Canadian Forces and Royal Canadian Mounted Police (Other Public Sector Employers) and federal contractors.

Chapter 3: Recognizing Excellence – Good Practices provides information on the tools used by the federally regulated private sector employers and Crown corporations for improving equity outcomes.

Chapter 4: An Employment Equity Success Story showcases a special case study of an exemplary employment equity employer – Pelmorex Inc.

Chapter 5: Government Workplace Equity Initiatives describes the strategic initiative and legislative reviews undertaken by HRSDC-Labour that support the advancement of employment equity.

Report Card of All Employers Covered by the Employment Equity Act

In 2004:

Over 590 employers (excluding the federal contractors) with a collective workforce of one million employees were covered by the Act.

- At the collective workforce level, reported data indicated that all four designated groups were under-represented compared to availability. For example, the representation of women was 42.5% of the workforce compared to availability of 48.1% (see Table 1).
- In relative terms, the largest gap was observed for persons with disabilities.

Also, approximately 930 employers with 1.1 million employees were in the Federal Contractors Program.

Federally Regulated Private Sector Employers and Crown Corporations

2004 in relation to 2003:

For the federally regulated private sector employers and Crown corporations who reported in both 2003 and 2004:

- There was progress made in the representation of persons with disabilities and members of visible minorities (see Table 2).
- The representation of the other two designated groups, women and Aboriginal peoples, was relatively stable.

Table 1

Summary Statistics for All Employers covered by the *Employment Equity Act* in 2004

Employers	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
		R*	A**	R*	A**	R*	A**	R*	A**
Federally Regulated Private Sector & Crown Corporations	650,987	43.4%	47.3%	1.7%	2.6%	2.5%	5.3%	13.3%	12.6%
Federal Public Service	165,976	53.1%	52.2%	4.1%	2.5%	5.7%	3.6%	7.8%	10.4%
Separate Employers	67,259	55.1%	47.3%	2.6%	2.6%	4.8%	5.3%	10.8%	12.6%
Other Public Sector Employers†	130,136	18.0%	47.3%	2.9%	2.7%	1.8%	5.3%	2.7%	10.3%
Total	1,014,358	42.5%	48.1%	2.3%	2.6%	3.1%	5.0%	10.9%	11.9%
Federal Contractors±	1,121,965								
Grand Total	2,136,323								

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce.

** "A" refers to the percentage workforce availability from the 2001 Census of Canada and the 2001 Participation and Activity Limitation Survey.

† The Other Public Sector Employers include the Canadian Forces and the Royal Canadian Mounted Police.

± Representation data for the designated groups in the entire Federal Contractors workforce are not available.

Note: To measure the progress of designated groups covered by the Act, their percentage representation are compared to their availability in the workforce population. Availability data are obtained from the latest Censuses or surveys conducted by Statistics Canada which are gathered once every five years. There is therefore a time lag in measuring representation gaps, as 2004 designated group representation are being compared to 2001 Census/survey availability data.

Table 2
Representation of the Designated Groups by Sector in Only the Federally Regulated Private Sector Employers and Crown Corporations who Reported in both 2003 and 2004*

Sector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2003	2004	2003	2004	2003	2004	2003	2004
Banking	70.5%	69.6%	1.1%	1.3%	2.2%	2.8%	19.2%	21.8%
Communications	40.7%	41.3%	1.5%	1.4%	2.3%	2.5%	11.9%	12.2%
Transportation	25.0%	25.4%	2.2%	2.2%	2.4%	2.5%	8.3%	8.7%
Other Sector	27.7%	28.5%	2.7%	2.8%	2.6%	2.7%	7.2%	7.5%
All Sectors	44.1%	44.1%	1.7%	1.7%	2.3%	2.6%	12.7%	13.7%

* Figures have been adjusted in order to measure the yearly progress in the representation of the designated groups in the employer base. The data in this table exclude employers who did not report in both years.

Over the longer run:

The data for all federally regulated private sector employers and Crown corporations indicate that over the longer term, since 1987, when the Act came into force:

- There was improvement in the representation of all the designated groups (see Table 3).
- The largest relative improvements were for members of visible minorities and Aboriginal peoples.
- This was followed by persons with disabilities and women.

Table 3
Representation of the Designated Groups in All of the Federally Regulated Private Sector Employers and Crown Corporations who Reported in 1987, 2003 and 2004

Designated Group	1987		2003		2004	
	Count	Percentage	Count	Percentage	Count	Percentage
Women	243,744	40.9%	273,076	44.0%	282,720	43.4%
Aboriginal Peoples	3,921	0.7%	10,274	1.7%	10,956	1.7%
Persons with Disabilities	9,440	1.6%	14,425	2.3%	16,554	2.5%
Members of Visible Minorities	29,760	5.0%	78,773	12.7%	86,540	13.3%

For an explanation of the minor differences between the 2003 and 2004 percentage representation in this table compared to those in the previous table please see the first point under Limitations of the Data at the end of this Overview.

Occupational Groups:

Employment equity is not just about attaining labour market availability at the overall level. The degree of representation of the designated groups at the occupational group level must also be achieved. In terms of the three highest paid occupational groups (Managers, Professionals and Supervisors) in 2004, relative to availability:¹

- Women were appropriately represented in two out of the three occupations (Managers and Supervisors).
- Members of visible minorities were well represented in two out of the three occupations (Professionals and Supervisory).
- Aboriginal peoples were appropriately represented in only the Supervisory occupations.
- Persons with disabilities were under-represented in all of these occupations.

Overall, considerable progress has been achieved in the representation of the designated groups in the workforce since 1987. However, there is still a need for continuing improvement as large gaps exist for all the groups with particular challenges for persons with disabilities and Aboriginal peoples. These were also the findings of the last Parliamentary Review of the Act in 2001.

Public Sector Employers and Federal Contractors

In 2004, the progress in the representation of the designated groups varied among the other types of workforces that fall under the *Employment Equity Act*. Following are the highlights:

- Unlike the federally regulated private sector and Crown corporations, members of visible minorities remained under-represented in the **federal Public Service**.
- In the **Separate Employers** workforce, persons with disabilities and members of visible minorities were under-represented.
- In the **Other Public Sector Employers** workforce, significant representation gaps existed for women, persons with disabilities and members of visible minorities.
- Estimated data on the provincially regulated employers with at least 100 employees and federal contracts worth \$200,000 or more covered under the **Federal Contractors Program** indicated that all four designated groups continued to experience challenges.

Government Workplace Equity Initiatives

Strategic Initiatives

HRSDC-Labour, Canadian Heritage, Citizenship and Immigration Canada and Justice Canada were involved in the broad government-wide *Action Plan Against Racism*.

- **The Racism-Free Workplace Strategy (RFWS):** was developed by HRSDC-Labour as a part of the government-wide *Action Plan Against Racism* announced on March 21, 2005. It aims to improve the employment situation of Aboriginal peoples and members of visible minorities through the elimination of barriers to employment and the adoption of positive support measures in the federal private and public sectors.

¹ To facilitate occupational comparisons in this Report, the 14 Employment Equity Occupational Groups have been combined into 6 occupational groups.

Legislative Reviews

Periodic reviews of legislation relevant to the designated groups are necessary to ensure that federal policy corresponds with and addresses the realities of the contemporary labour market. In 2004, preliminary activities began on the following reviews:

- **The Parliamentary Review of the *Employment Equity Act*:** As a statutory requirement, the Act must be reviewed by Parliament every five years. Preparatory work has commenced for the next review, which must begin sometime in 2006.
- **The Review of Part III of the *Canada Labour Code (CLC)*:** the Federal Labour Standards Review is examining ways to modernize Part III (Labour Standards) of the CLC and to ensure that the standards suit the workplace of the 21st century. Certain aspects of the review, such as hours of work and conditions of overtime, may impact workplace practices important to the full integration of the designated groups.

Limitations of the Employment Equity Data

While this Report provides the latest information on employment equity data, it has the following limitations:

- There are two different methods for calculating the year-to-year data comparisons to measure the progress in the representation of the designated groups in the workforce over the years:
1. The **adjusted** method examines only the data reported by the same employers for more than one year. This provides an accurate reading of a change in representation over time.

2. The **unadjusted** or current method examines the data of all employers who reported in each year. Therefore, year-to-year comparisons may not include exactly the same employers. For this reason, depending upon the magnitude of change in the number of employers reporting in different years, the conclusion based on annual comparisons may or may not be valid. This can happen as employers would not have to submit a report in any one year if the number of its employees falls below 100; also new employers may be reporting for the first time.

To ensure that conclusions were drawn appropriately, the data are reported below on an adjusted and unadjusted basis.

The following tables illustrate the changes in the data that arise due to using different employer bases. In Table 4, adjusted data from only the employers who reported in both 2003 and 2004 are used. In Table 5, the unadjusted data show the actual figures of all employers who reported for 2003 and 2004. The bolded figures in the tables highlight the differences in the direction of change in the representation between the adjusted and unadjusted methods. For example, for all sectors, the unadjusted data show a drop in the representation of women in 2004 while the adjusted data show no such drop.

Table 4
Adjusted Representation of the Designated Groups by Sector in Only the Federally Regulated Private Sector Employers and Crown Corporations who Reported in both 2003 and 2004*

Sector	Women				Aboriginal Peoples			
	2003		2004		2003		2004	
Banking	128,596	70.5%	128,247	69.6%	2,088	1.1%	2,408	1.3%
Communications	84,067	40.7%	88,934	41.3%	3,006	1.5%	3,103	1.4%
Transportation	43,369	25.0%	45,153	25.4%	3,739	2.2%	3,945	2.2%
Other Sector	13,013	27.7%	13,536	28.5%	1,265	2.7%	1,336	2.8%
All Sectors	269,045	44.1%	275,870	44.1%	10,098	1.7%	10,792	1.7%

Sector	Persons with Disabilities				Members of Visible Minorities			
	2003		2004		2003		2004	
Banking	3,955	2.2%	5,250	2.8%	35,109	19.2%	40,234	21.8%
Communications	4,755	2.3%	3,103	2.5%	24,583	11.9%	26,195	12.2%
Transportation	4,240	2.4%	4,364	2.5%	14,349	8.3%	15,546	8.7%
Other Sector	1,221	2.6%	1,264	2.7%	3,366	7.2%	3,565	7.5%
All Sectors	14,171	2.3%	13,981	2.6%	77,407	12.7%	85,540	13.7%

* Figures have been adjusted in order to measure the yearly progress in the representation of the designated groups in the employer base. The data in this table exclude employers who did not report in both years.

Table 5
Unadjusted Representation of the Designated Groups by Sector in All of the Federally Regulated Private Sector Employers and Crown Corporations who Reported in 2003 and 2004*

Sector	Women				Aboriginal Peoples			
	2003		2004		2003		2004	
Banking	129,716	70.3%	128,322	69.6%	2,116	1.2%	2,408	1.3%
Communications	85,215	40.8%	90,232	41.1%	3,043	1.5%	3,137	1.4%
Transportation	45,130	25.1%	47,244	25.3%	3,847	2.1%	4,038	2.2%
Other Sector	13,015	24.6%	16,922	28.1%	1,265	2.7%	1,373	2.3%
All Sectors	273,076	44.0%	282,720	43.4%	10,274	1.7%	10,956	1.7%

Sector	Persons with Disabilities				Members of Visible Minorities			
	2003		2004		2003		2004	
Banking	3,978	2.2%	5,250	2.8%	35,431	19.2%	40,234	21.8%
Communications	4,854	2.3%	5,553	2.5%	24,900	11.9%	26,724	12.2%
Transportation	4,366	2.4%	4,448	2.4%	15,017	8.4%	15,723	8.4%
Other Sector	1,227	2.6%	1,303	2.2%	3,425	7.3%	3,859	6.4%
All Sectors	14,425	2.3%	16,554	2.5%	78,773	12.7%	86,540	13.3%

* Figures have not been adjusted in this table. The data show all of the numbers that were reported in each year.

-
- To measure the progress of designated groups covered by the Act, the percentage representation (i.e., the number of designated group employees divided by the number of all employees) is compared to their availability in the workforce population. Availability data are obtained from the latest Censuses or surveys conducted by Statistics Canada, which are gathered once every five years. There is therefore a time lag in measuring representation gaps, as for example, 2004 designated group representation is being compared to 2001 Census/survey availability data.
 - The data on the workforces covered by the Act are collected by different sources. The federally regulated private sector and Crown corporations' employment equity data are gathered and consolidated by the Department of Human Resources and Social Development Canada, while the public service data are the responsibility of the Public Service Human Resources Management Agency of Canada. Recent data on the entire federal contractors population are not available and are limited to a small portion of these employers.

Chapter 1

The Year in Review – The Federally Regulated Private Sector and Crown Corporations Workforce in 2004

This chapter examines the employment situation of women, Aboriginal peoples, persons with disabilities and members of visible minorities, as well as provides an overview of the employer performance ratings based on the reports submitted to the Minister of Labour.

In commemoration of the 20th Anniversary of the Act, the key findings from 2004 are compared to those from the previous year as well as from 1987 (the year of the inception of reporting under the Act). The number of employers rose from 373 to 503 and employees rose from 595 thousand to 651 thousand over the 1987 to 2004 period. As noted in the Overview, small differences in percentage over time may not be accurate predictors of the direction of change.²

Number of Employers and Employees by Sector in the Federally Regulated Private Sector and Crown Corporations (1987, 2003 and 2004)*

Number of Employers				Number of Employees			
Sector	1987	2003	2004	Sector	1987	2003	2004
Banking	23	23	22	Banking	169,632	184,449	184,344
Communications	90	82	93	Communications	179,247	209,075	219,591
Transportation	208	302	321	Transportation	203,207	179,818	186,812
Other Sector	52	51	67	Other Sector	43,331	47,160	60,240
All Sectors	373	458	503	All Sectors	595,417	620,502	650,987

* Figures have not been adjusted in these tables. The data show all of the numbers that were reported in each year.

² Please refer to **Appendix B** for data on the federally regulated private sector employers and Crown corporations. Note that all of the data in this Chapter and the Appendix cover all employees who were reported in the specified years. The numbers are unadjusted and therefore reflect the fact that different employers reported in each of these years.

1.1 Women

Highlights

- The representation of women increased markedly from 1987 to 2004, but remained significantly below their availability (see Table 1 and Graph 1).
- Compared to 2003, their level of representation did not change much overall or in component sectors.
- The representation of women surpassed their availability in both Management and Supervisory positions in 2004 (see Graph 2).³
- The highest representation of women in the country occurred in the Yukon, New Brunswick, Nova Scotia and Newfoundland and Labrador. In each of these regions, women's representation exceeded their respective provincial/territorial availability (see Graph 3).
- The overall share of women hired was relatively constant between 2003 and 2004, and was significantly below their availability (see Table 2).⁴
- Although women's share of promotions at the overall level was relatively constant from 2003 to 2004, they received their fair share when compared to availability (see Table 3).
- Women's share of terminations at the overall and each of the component sector levels were relatively stable between 2003 and 2004, and were below their availability, indicating that they were leaving the workforce at a reasonable rate (see Table 4).
- In 2004, except in the Banking sector, the number of women hired exceeded the number terminated, resulting in a positive net effect (see Graph 4).

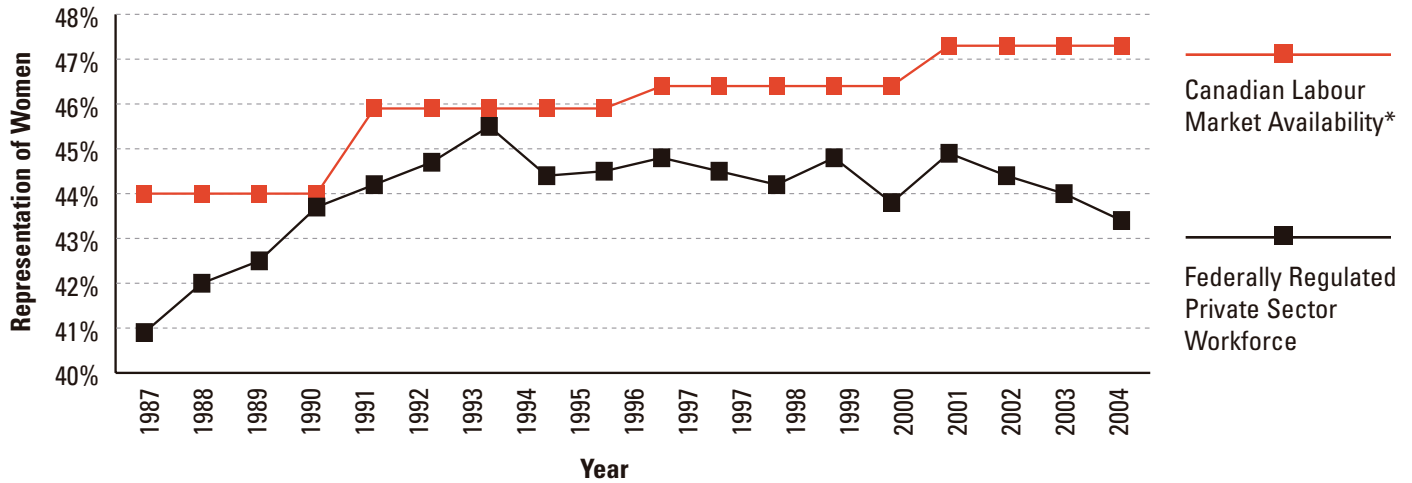
Table 1
Number and Representation of Women by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	No. of Women	% of Sector Workforce	No. of Women	% of Sector Workforce	No. of Women	% of Sector Workforce
Banking	129,076	76.1%	129,716	70.3%	128,322	69.6%
Communications	71,038	39.6%	85,215	40.8%	90,232	41.1%
Transportation	34,423	16.9%	45,130	25.1%	47,244	25.3%
Other Sector	9,207	21.3%	13,015	27.6%	16,922	28.1%
All Sectors	243,744	40.9%	273,076	44.0%	282,720	43.4%

³ To facilitate occupational comparisons in this Report, the 14 Employment Equity Occupational Groups have been combined into 6 occupational groups.

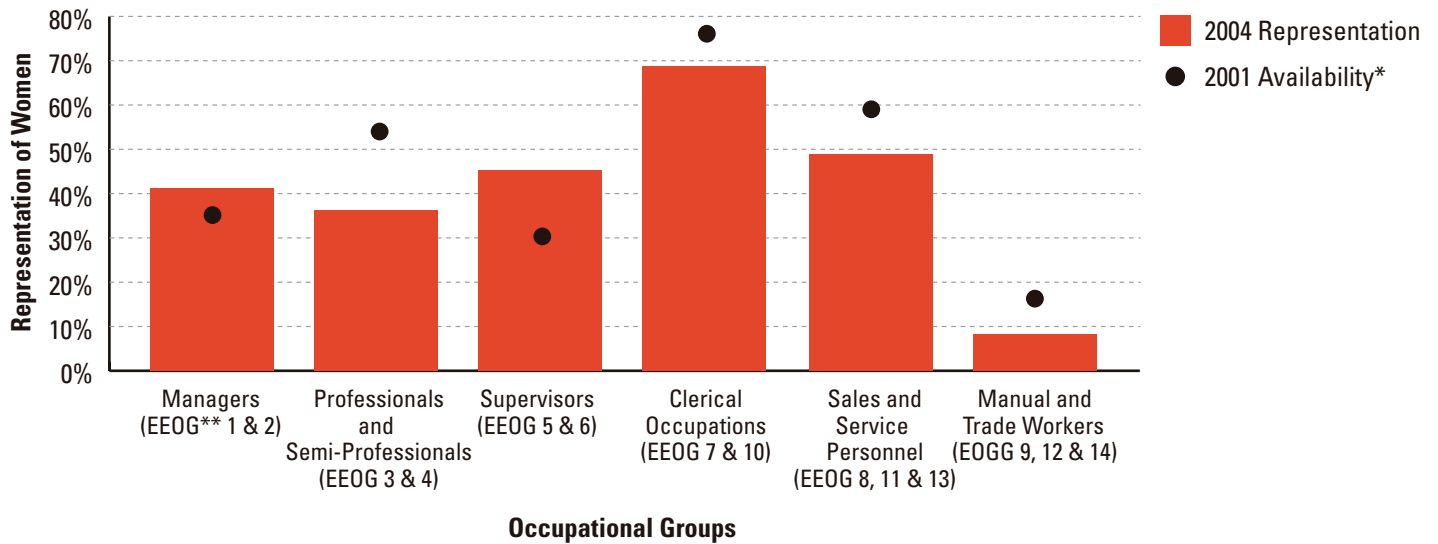
⁴ The share is the percentage of total hires, promotions or terminations of employment received by members of a particular designated group. The share of hires is compared to availability, while the shares of promotions and terminations are compared to representation.

Graph 1
Representation of Women (1987-2004)



* The data on Canadian labour market availability of women are obtained from Censuses that are conducted once every five years by Statistics Canada.

Graph 2
Representation of Women by Occupational Group (2004) and Canadian Labour Market Availability (2001)*



*Source: Statistics Canada, 2001 Census of Canada
**"EEOG" refers to Employment Equity Occupational Group

Graph 3
Representation of Women
by Region (2004)

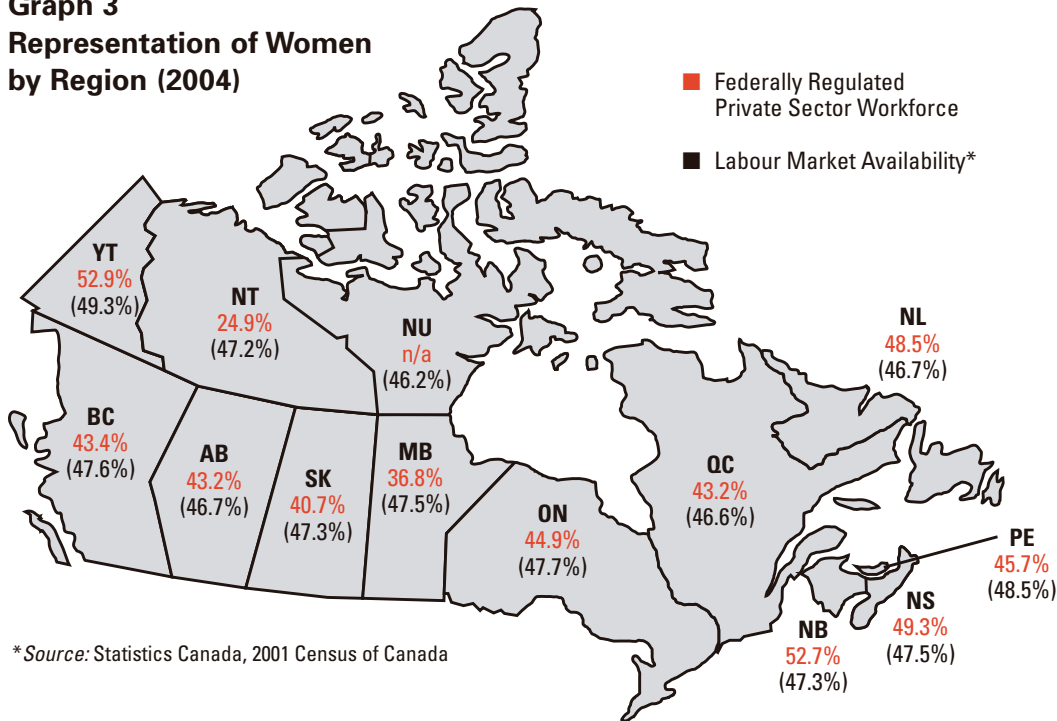


Table 2
Total Number and Share of Women Hired by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	16,704	76.3%	10,620	59.3%	12,258	57.9%
Communications	7,515	43.1%	8,486	35.5%	13,021	41.9%
Transportation	7,316	21.8%	7,673	24.5%	8,635	24.1%
Other Sector	1,485	33.0%	1,236	30.8%	3,089	32.3%
All Sectors	33,020	42.7%	28,015	36.3%	37,003	37.9%

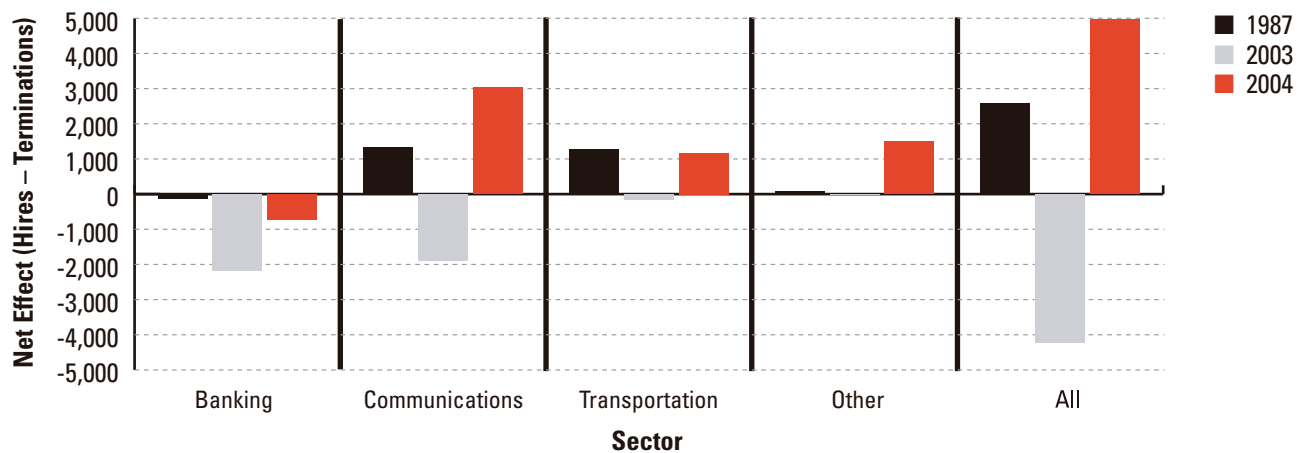
Table 3
Total Number and Share of Women Promoted by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	27,599	69.9%	14,037	66.6%	14,618	64.5%
Communications	4,900	44.1%	3,916	44.2%	4,009	42.9%
Transportation	2,655	18.0%	2,660	34.3%	1,643	28.5%
Other Sector	856	26.4%	829	29.0%	1,171	34.8%
All Sectors	36,010	52.5%	21,442	52.9%	21,441	52.1%

Table 4
Total Number and Share of Women Terminated by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	16,819	77.5%	12,794	64.5%	12,982	64.2%
Communications	6,176	38.6%	10,371	40.5%	9,998	39.0%
Transportation	6,028	18.5%	7,840	24.5%	7,466	22.6%
Other Sector	1,402	27.6%	1,245	29.0%	1,598	27.8%
All Sectors	30,425	40.3%	32,250	39.4%	32,044	37.9%

Graph 4
Net Effect: Women Hired Minus Terminated by Sector (1987, 2003 and 2004)



1.2 Aboriginal Peoples

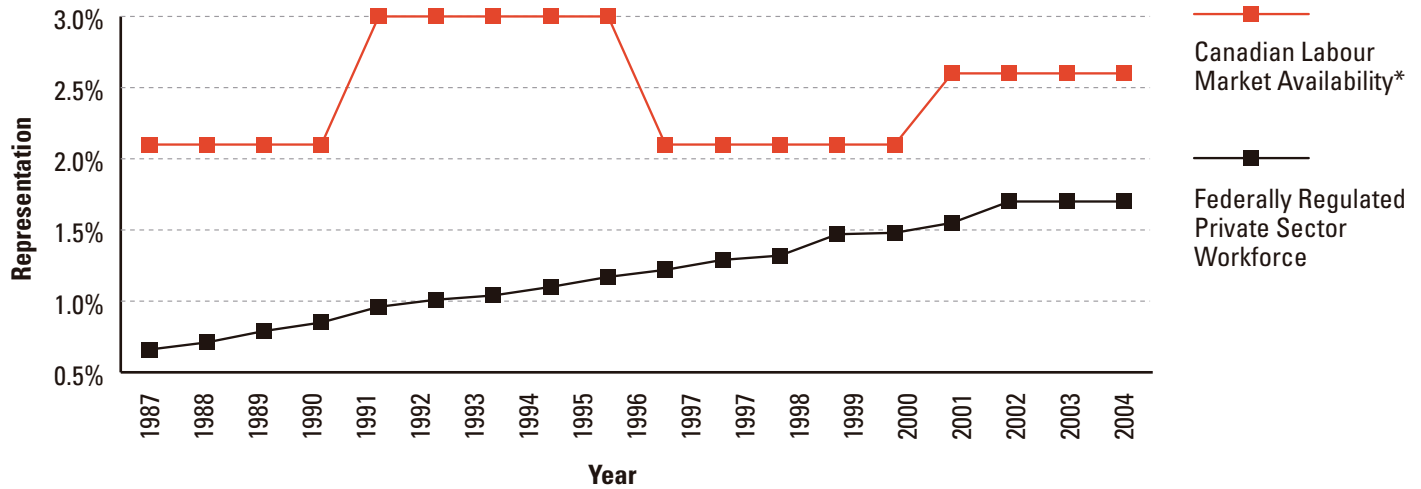
Highlights

- There was relative improvement in the representation of Aboriginal peoples from 1987 to 2004, but they remained below their availability (see Table 1 and Graph 1).
- Compared to 2003, the representation of this designated group remained relatively constant at the overall and component sectors levels.
- The representation of Aboriginal peoples exceeded their availability only in Supervisory occupations in 2004 (see Graph 2).
- The Northwest Territories, Saskatchewan, Manitoba and the Yukon held the highest representation of Aboriginal peoples in 2004 (see Graph 3).
- In each of the provinces and territories (excluding Nunavut), the representation of Aboriginal peoples was below their respective availability.
- The share of Aboriginal peoples hired at the overall and the component sector levels were relatively constant between 2003 and 2004, except in the Other sector, where their share dropped by one-half. Their share of hires was below their availability at all the various sector levels in 2004 (see Table 2).
- Their share of promotions at the overall level and each of the component sectors was also relatively constant between 2003 and 2004, however, they met their availability (see Table 3).
- Between 2003 and 2004, this designated group's share of terminations at the overall level and the component sectors was relatively stable, except in the Other sector where it dropped in their favour. Overall, Aboriginal peoples were leaving the workforce at a reasonable rate (see Table 4).
- There was a positive net effect for Aboriginal peoples in all four sectors when taking into account the number hired and terminated in 2004 (see Graph 4).

Table 1
Number and Representation of Aboriginal Peoples by Sector (1987, 2003 and 2004)

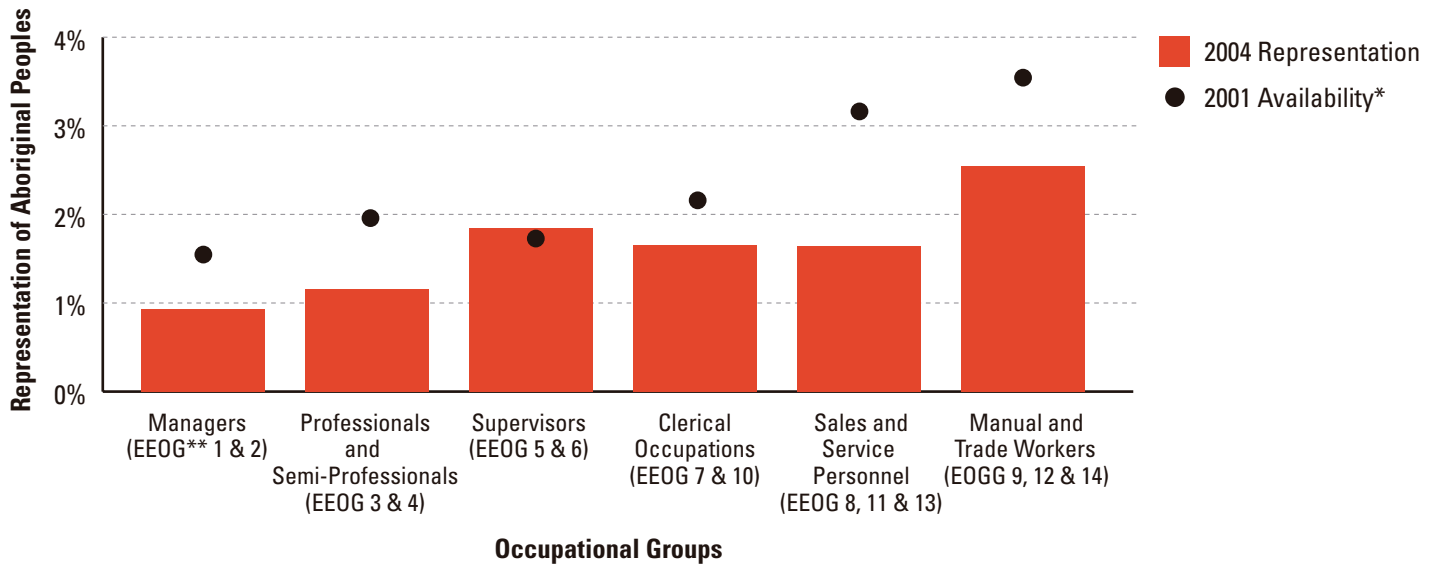
Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	951	0.6%	2,116	1.2%	2,408	1.3%
Communications	1,090	0.6%	3,043	1.5%	3,137	1.4%
Transportation	1,479	0.7%	3,847	2.1%	4,038	2.2%
Other Sector	401	0.9%	1,268	2.7%	1,373	2.3%
All Sectors	3,921	0.7%	10,274	1.7%	10,956	1.7%

Graph 1
Representation of Aboriginal Peoples (1987-2004)



* The data on Canadian labour market availability of Aboriginal peoples are obtained from Censuses that are conducted once every five years by Statistics Canada.

Graph 2
Representation of Aboriginal Peoples by Occupational Group (2004) and Canadian Labour Market Availability (2001)*



*Source: Statistics Canada, 2001 Census of Canada
 ***"EEOG" refers to Employment Equity Occupational Group

Graph 3
Representation of Aboriginal Peoples by Region (2004)

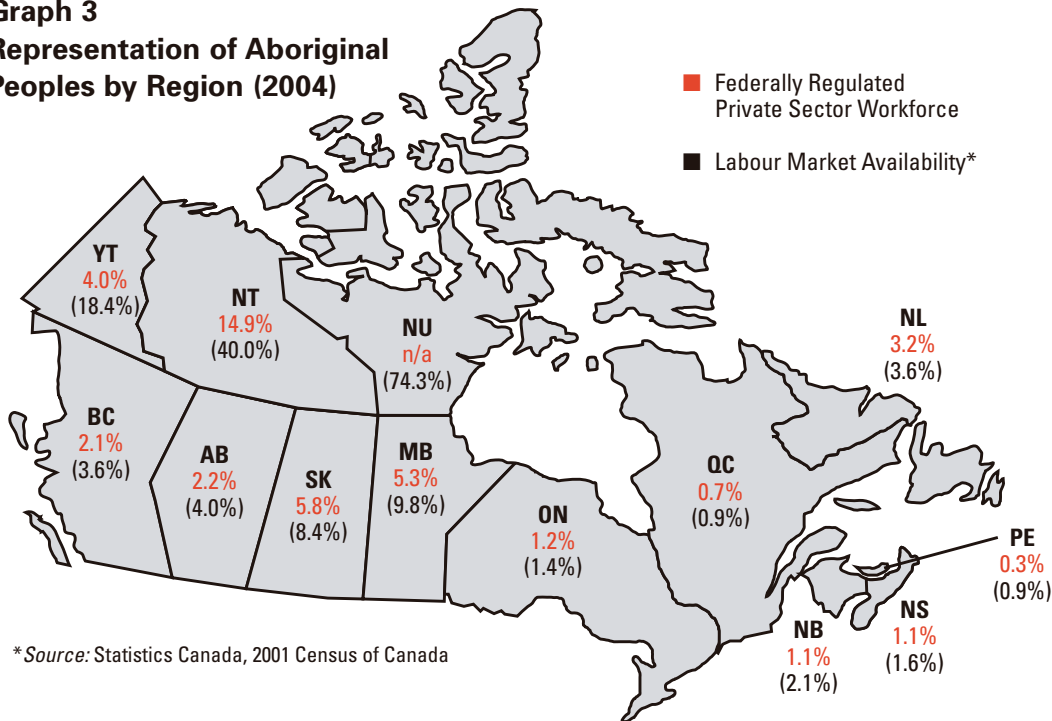


Table 2
Total Number and Share of Aboriginal Peoples Hired by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	109	0.5%	183	1.0%	293	1.4%
Communications	49	0.3%	415	1.7%	429	1.4%
Transportation	211	0.6%	797	2.5%	872	2.4%
Other Sector	46	1.0%	98	2.4%	118	1.2%
All Sectors	415	0.5%	1,493	1.9%	1,712	1.8%

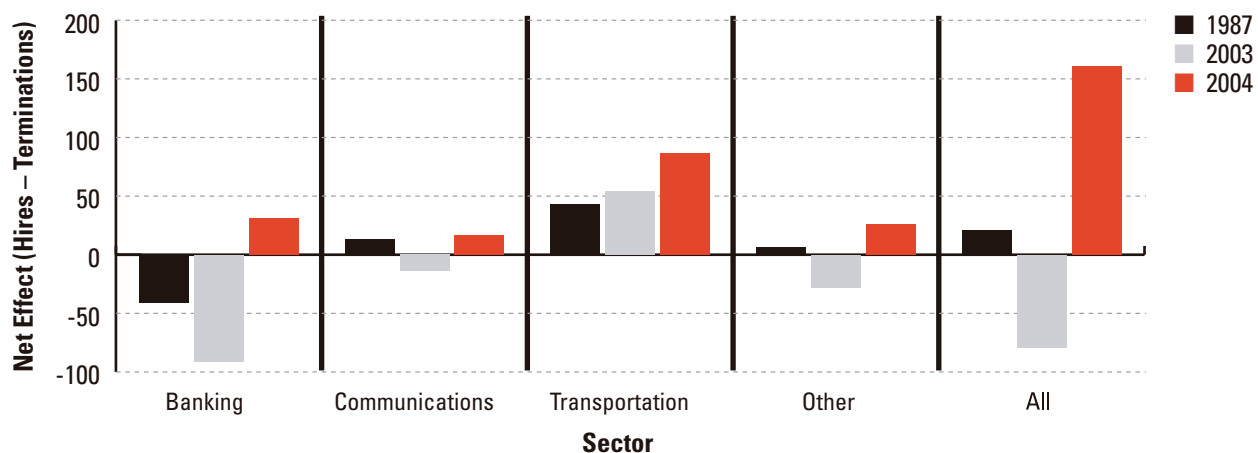
Table 3
Total Number and Share of Aboriginal Peoples Promoted by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	204	0.5%	240	1.1%	322	1.4%
Communications	55	0.5%	152	1.7%	129	1.4%
Transportation	123	0.8%	167	2.2%	131	2.3%
Other Sector	23	0.7%	129	4.5%	156	4.6%
All Sectors	405	0.6%	688	1.7%	738	1.8%

Table 4
Total Number and Share of Aboriginal Peoples Terminated by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	150	0.7%	274	1.4%	262	1.3%
Communications	36	0.2%	429	1.7%	412	1.6%
Transportation	168	0.5%	743	2.3%	785	2.4%
Other Sector	40	0.8%	126	2.9%	92	1.6%
All Sectors	394	0.5%	1,572	1.9%	1,551	1.8%

Graph 4
Net Effect: Aboriginal Peoples Hired Minus Terminated by Sector (1987, 2003 and 2004)



1.3 Persons with Disabilities

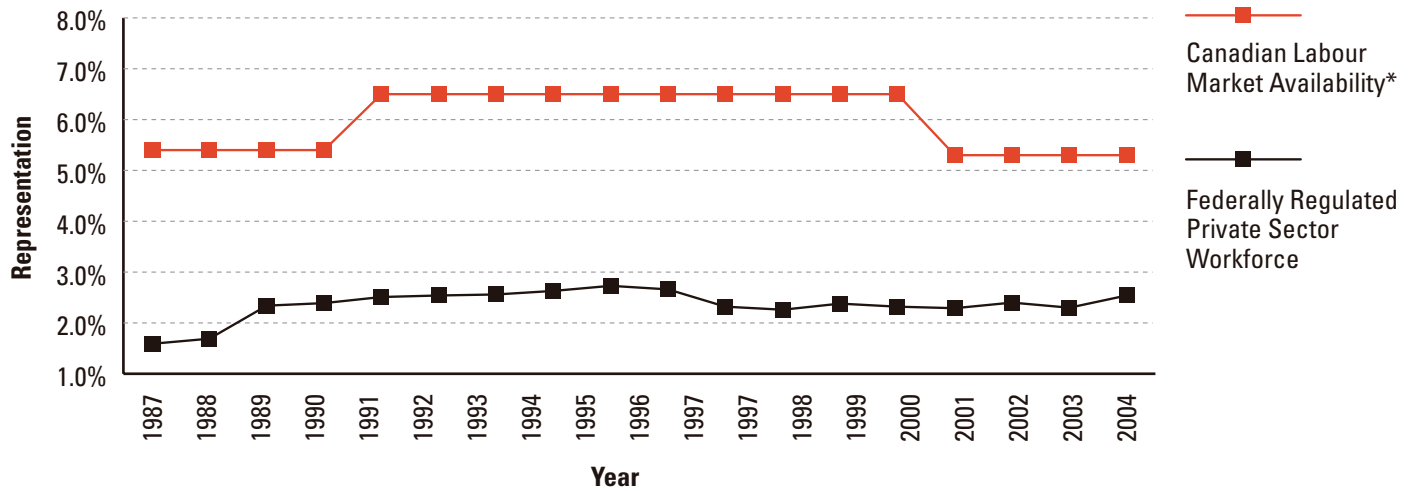
Highlights

- The representation of persons with disabilities increased from 1987 to 2004, but remained significantly below their availability (see Table 1 and Graph 1).
- Compared to 2003, their level of representation did not change much overall or in component sectors.
- In each of the occupational groupings in 2004, this designated group's representation did not meet availability (see Graph 2).
- In each of the provinces in 2004, the representation of persons with disabilities was below their respective availability (see Graph 3).
- Their share of hires at the overall and individual component sector levels remained relatively constant between 2003 and 2004, except for the Other sector where it dropped drastically below half the proportion of 2003. At all the various levels, their share of hires was below their availability (see Table 2).
- This designated group's share of promotions was relatively constant between 2003 and 2004 at all levels, except in the Other sector where it dropped similar to their share of hires. At all levels, their share of promotions was below their availability (see Table 3).
- Persons with disabilities' share of terminations also remained fairly stable at all levels, except for the Other sector where it dropped between 2003 and 2004. At the overall and component sector levels, they were leaving the workforce at a reasonable rate (see Table 4).

Table 1
Number and Representation of Persons with Disabilities by Sector (1987, 2003 and 2004)

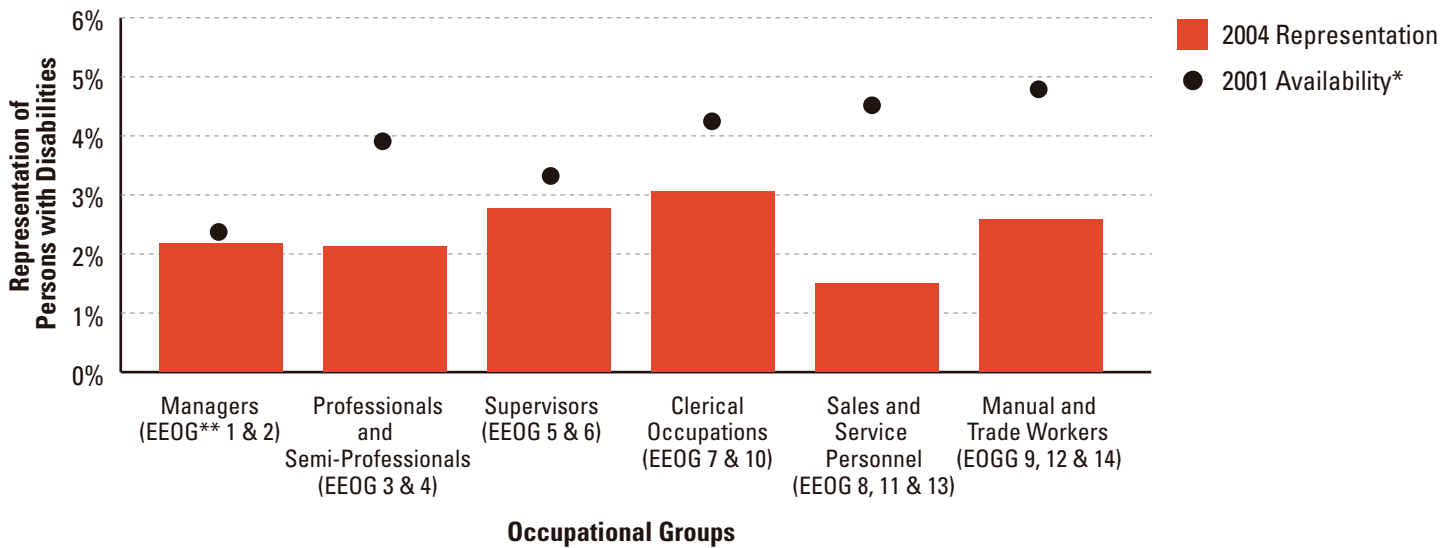
Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	3,053	1.8%	3,978	2.2%	5,250	2.8%
Communications	2,512	1.4%	4,854	2.3%	5,553	2.5%
Transportation	2,892	1.4%	4,366	2.4%	4,448	2.4%
Other Sector	983	2.3%	1,227	2.6%	1,303	2.2%
All Sectors	9,440	1.6%	14,425	2.3%	16,554	2.5%

Graph 1
Representation of Persons with Disabilities (1987-2004)



* The data on Canadian labour market availability of persons with disabilities are obtained from surveys that are conducted by Statistics Canada. Note that since 1987, only two surveys were conducted. The Health and Activity Limitation Survey was conducted in 1991 followed by the Participation and Activity Limitation Survey in 2001.

Graph 2
Representation of Persons with Disabilities by Occupational Group (2004) and Canadian Labour Market Availability (2001)*



*Source: Statistics Canada, 2001 Census of Canada
 **"EEOG" refers to Employment Equity Occupational Group

Graph 3
Representation of Persons with Disabilities by Region (2004)

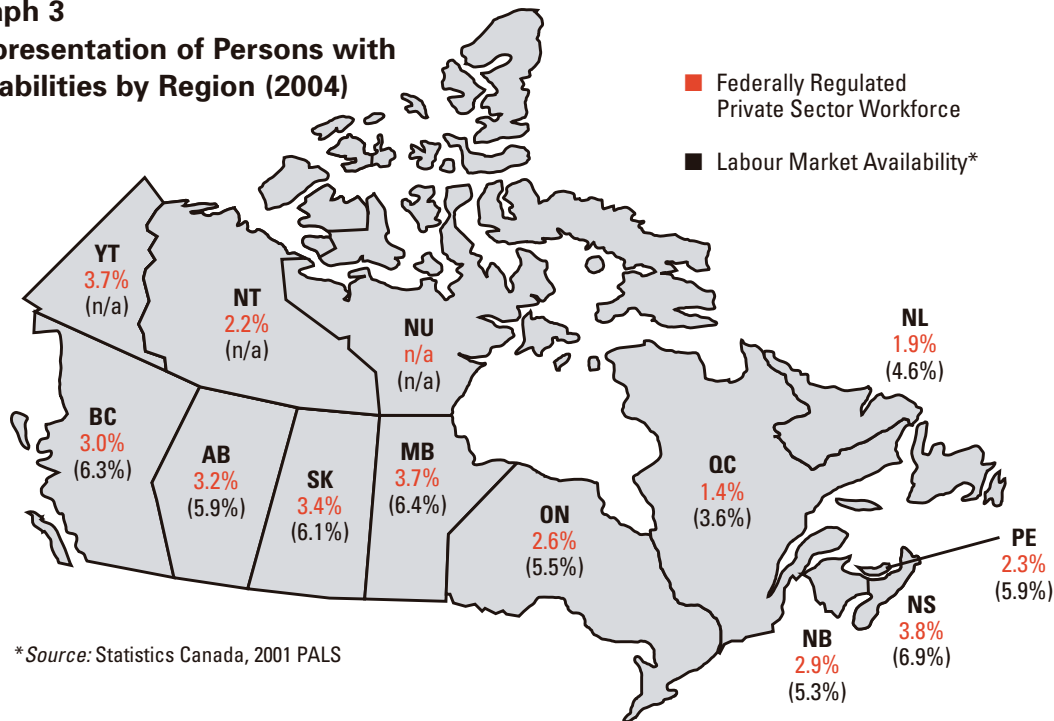


Table 2
Total Number and Share of Persons with Disabilities Hired by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	158	0.7%	231	1.3%	354	1.7%
Communications	129	0.7%	275	1.1%	301	1.0%
Transportation	118	0.4%	304	1.0%	409	1.1%
Other Sector	37	0.8%	30	0.7%	38	0.4%
All Sectors	442	0.6%	840	1.1%	1,102	1.1%

Table 3
Total Number and Share of Persons with Disabilities Promoted by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	607	1.5%	352	1.7%	485	2.1%
Communications	112	1.0%	179	2.0%	176	1.9%
Transportation	198	1.3%	178	2.3%	103	1.8%
Other Sector	64	2.0%	75	2.6%	52	1.5%
All Sectors	981	1.4%	784	1.9%	816	2.0%

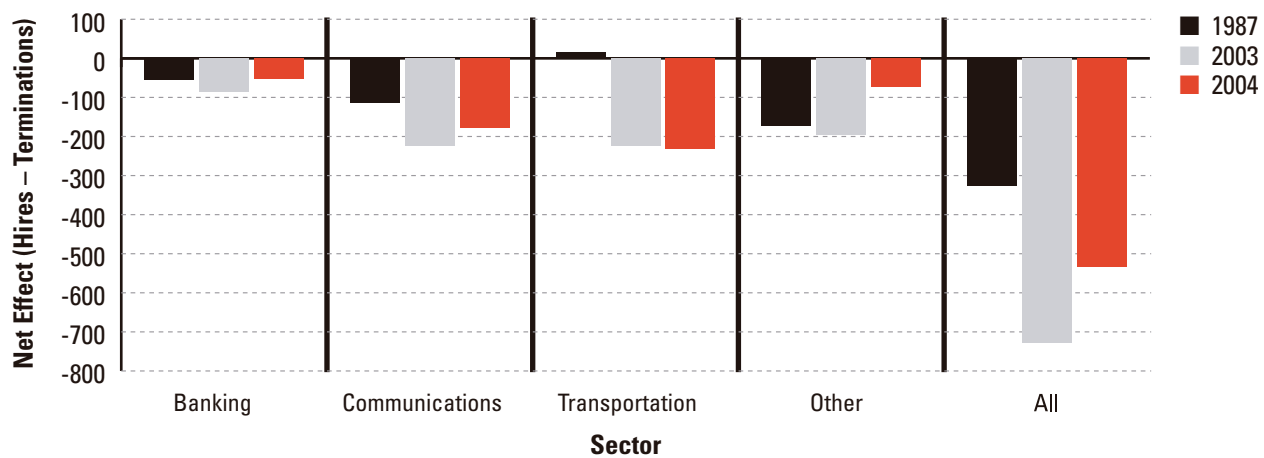
Table 4

Total Number and Share of Persons with Disabilities Terminated by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	331	1.5%	427	2.2%	426	2.1%
Communications	112	0.7%	499	1.9%	533	2.1%
Transportation	231	0.7%	527	1.6%	587	1.8%
Other Sector	93	1.8%	116	2.7%	90	1.6%
All Sectors	767	1.0%	1,569	1.9%	1,636	1.9%

Graph 4

Net Effect: Persons with Disabilities Hired Minus Terminated by Sector (1987, 2003 and 2004)



1.4 Members of Visible Minorities

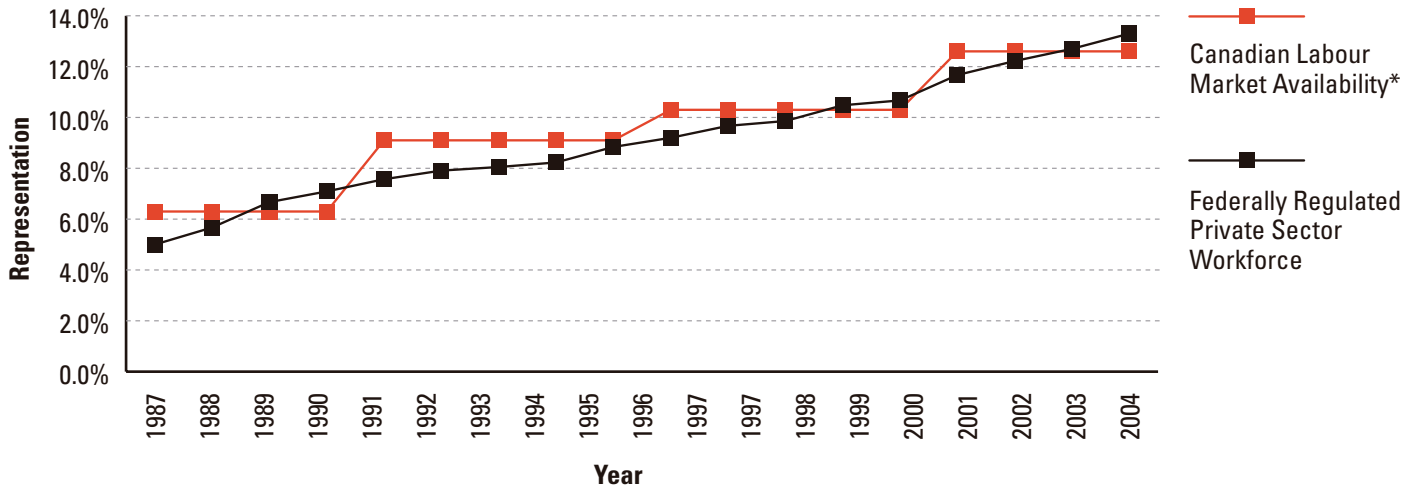
Highlights

- The representation of members of visible minorities continued to increase from 1987 to 2004, and reached an all-time high exceeding availability. For the second consecutive year their representation was higher than their 2001 availability (see Table 1 and Graph 1).
- Relative to 2003, their representation remained constant at the component sector levels but increased at the overall level.
- This designated group's representation was above their availability in Professionals and Semi-Professionals, Supervisors and Clerical Occupations in 2004 (see Graph 2).
- British Columbia and Ontario had the highest representation of members of visible minorities in 2004 (see Graph 3).
- Their representation either met or exceeded their respective provincial/territorial availability in six provinces and one territory.
- In 2004, at the Banking, Communications and overall sector levels, this designated group's share of hires exceeded their availability (see Table 2).
- They received their fair share of promotions at the overall and component sector levels, except in the Transportation sector in 2004 (see Table 3).
- This designated group's share of terminations slightly increased between 2003 and 2004 at all sector levels, except in the Other sector where it dropped (see Table 4).
- In 2004, in the Communications and Transportation sectors, when compared to their availability, more members of designated groups were leaving the workforce than expected.
- Generally, the number of members of visible minorities hired was greater than the number terminated in all four sectors and at the overall level in 2004 (see Graph 4).

Table 1
Number and Representation of Members of Visible Minorities by Sector (1987, 2003 and 2004)

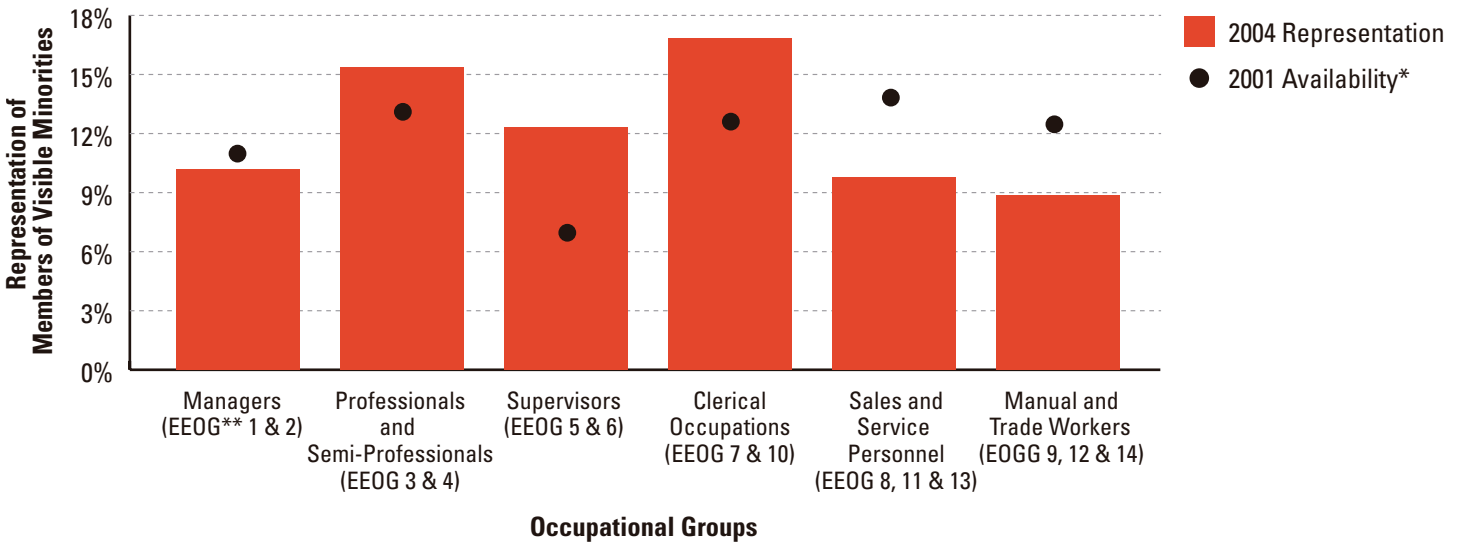
Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	16,062	9.5%	35,431	19.2%	40,234	21.8%
Communications	7,257	4.0%	24,900	11.9%	26,724	12.2%
Transportation	5,318	2.6%	15,017	8.4%	15,723	8.4%
Other Sector	1,123	2.6%	3,425	7.3%	3,859	6.4%
All Sectors	29,760	5.0%	78,773	12.7%	86,540	13.3%

Graph 1
Representation of Members of Visible Minorities (1987-2004)



* The data on Canadian labour market availability of members of visible minorities are obtained from Censuses that are conducted once every five years by Statistics Canada.

Graph 2
Representation of Members of Visible Minorities by Occupational Group (2004) and Canadian Labour Market Availability (2001)*



*Source: Statistics Canada, 2001 Census of Canada
 **"EEOG" refers to Employment Equity Occupational Group

Graph 3
Representation of Members of
Visible Minorities by Region (2004)

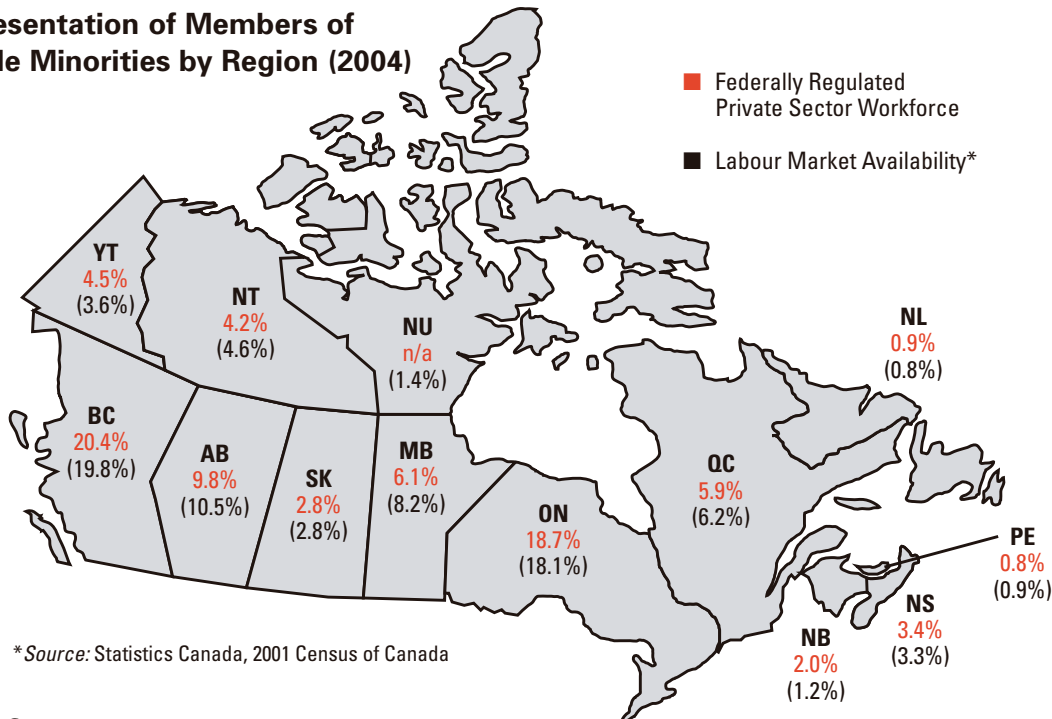


Table 2
Total Number and Share of Members of Visible Minorities Hired by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	2,211	10.1%	2,874	16.0%	4,523	21.4%
Communications	975	5.6%	3,840	16.0%	4,739	15.2%
Transportation	691	2.1%	2,939	9.4%	4,156	11.6%
Other Sector	150	3.3%	273	6.8%	444	4.6%
All Sectors	4,027	5.2%	9,926	12.9%	13,862	14.2%

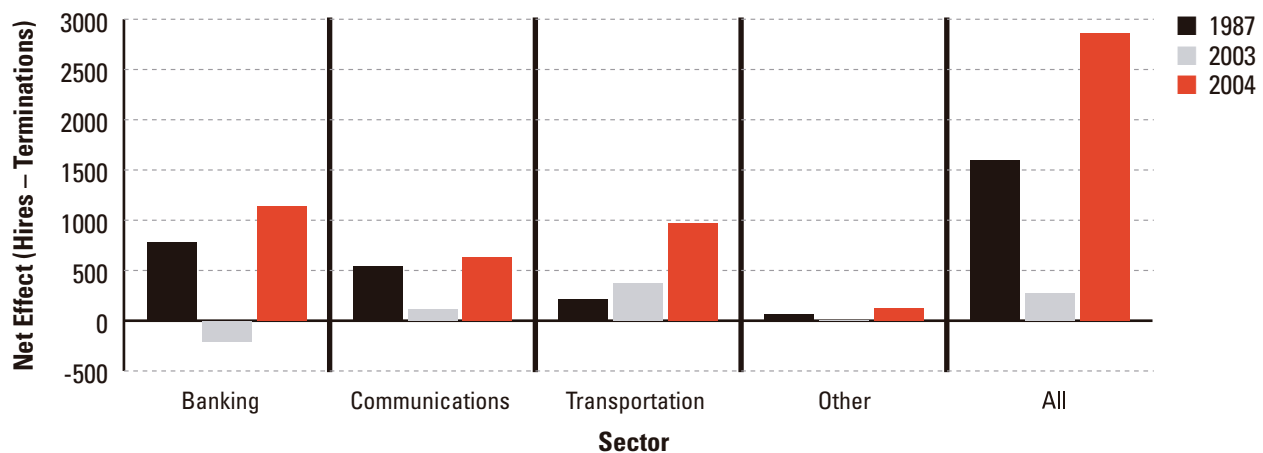
Table 3
Total Number and Share of Members of Visible Minorities Promoted by Sector (1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	3,778	9.6%	4,508	21.4%	5,803	25.6%
Communications	445	4.0%	1,287	14.5%	1,478	15.8%
Transportation	376	2.6%	643	8.3%	466	8.1%
Other Sector	85	2.6%	236	8.3%	337	10.0%
All Sectors	4,684	6.8%	6,674	16.5%	8,084	19.7%

Table 4
Total Number and Share of Members of Visible Minorities Terminated by Sector
(1987, 2003 and 2004)

Sector	1987		2003		2004	
	Total	% of Sector Workforce	Total	% of Sector Workforce	Total	% of Sector Workforce
Banking	1,432	6.6%	3,082	15.5%	3,387	16.8%
Communications	437	2.7%	3,717	14.5%	4,105	16.0%
Transportation	478	1.5%	2,573	8.0%	3,184	9.6%
Other Sector	86	1.7%	278	6.5%	325	5.7%
All Sectors	2,433	3.2%	9,650	11.8%	11,001	13.0%

Graph 4
Net Effect: Members of Visible Minorities Hired Minus Terminated by Sector
(1987, 2003, and 2004)



1.5 Employer Performance Ratings *Performance Summary*

This section presents an assessment of the quantitative results that federally regulated private sector employers and Crown corporations achieved during 2004. Additionally, it evaluates the degree to which employers were in compliance with the requirements of the *Employment Equity Act*, as measured by the Report Compliance Index (RCI). Employers who fail to comply with their employment equity obligations may be considered for a monetary penalty. In cases where reporting compliance is questionable, employers are recommended to the Canadian Human Rights Commission for audit.

Employers who submit employment equity reports for the first time are only required to report by gender in order to allow them sufficient time to complete self-identification surveys of their workforces. In 2004, 70 employers reported for the first time, 5 were voluntary and 6 had no employees on December 31. The remaining employers reported on all four designated groups.

Employers are given a rating of A, B, C, D or Z for each of the four designated groups. An “A” represents the highest rating and “Z” the lowest.⁵

Number of Employers by Performance Rating and Designated Group (2004)

Designated Group	Rating				
	A	B	C	D	Z
Women	97	83	216	83	1
Aboriginal Peoples	158	65	54	80	64
Persons with Disabilities	50	33	119	163	56
Members of Visible Minorities	92	65	136	100	28

- In 2004, employers received the greatest number of high ratings (i.e., an “A”) for Aboriginal peoples.

Number of Employers by Performance Rating, Designated Group and Sector (2004)

Designated Group	Banking					Communications					Transportation					Other				
	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z
Women	16	5	0	0	0	28	38	18	6	0	34	34	165	70	1	19	5	34	7	0
Aboriginal Peoples	2	5	3	3	7	31	14	10	17	8	111	40	27	48	47	15	6	14	12	3
Persons with Disabilities	0	1	10	6	3	9	9	31	25	6	31	19	61	118	44	10	4	17	15	4
Members of Visible Minorities	17	1	2	0	0	16	23	21	17	3	43	34	96	74	26	16	7	18	9	0

- Over three-quarters of the Banking sector employers attained “A” ratings for women and members of visible minorities.
- “A” ratings for Aboriginal peoples were achieved by over one-third of the Transportation sector employers.

⁵ For more information on how the ratings are calculated, please refer to the Technical Guide available on the Internet at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lswewee_tools/reports/annual/TechnicalGuide.shtml&hs=vzpz

Report Compliance Index Summary

The Report Compliance Index (RCI) covers five aspects of the employer's report: timeliness, measures taken, results achieved, consultations held with employee representatives, and explanation of year-to-year data variances. In 2004, 276 employers obtained an RCI of 5 out of 5, while 130 obtained 4 out of 5. Another 46 employers received 3 out of 5, 36 received 2 out of 5, 7 employers received 1 out of 5, and 2 employers received an RCI of 0.⁶

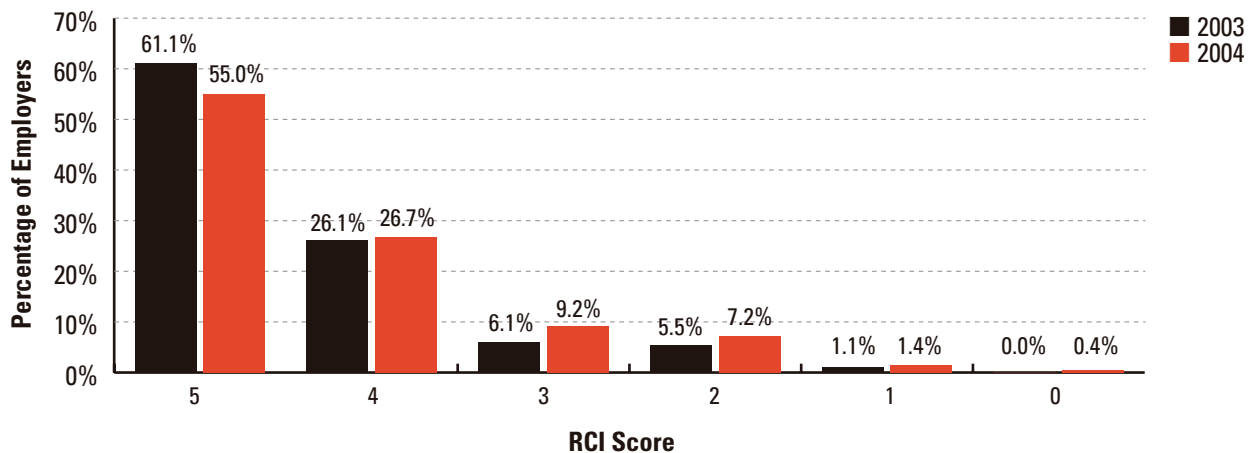
Outstanding Representation

This was the third consecutive year that the **Canadian Museum of Nature** achieved straight "A's". Additionally, there were 18 employers who received three "A's", 82 employers who received two "A's", and 163 employers who received one "A".

Please refer to Appendix A for a complete list of Employer Ratings.

The top employers highlighted below received "A's" for all four designated groups and also received the maximum value of five points for their RCI.

Distribution of RCI Scores (2003 and 2004)



- In 2004, over one-half of employers received an RCI of 5.

Top Employers Based on Overall Ratings (2004)

Legal Name	Total Workforce	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities	RCI
Canada Council for the Arts	180	A	A	A*	A	5
Canada Mortgage and Housing Corporation	1,753	A	A	A	A	5
Canadian Museum of Civilization Corporation	369	A	A	A	A	5
Canadian Museum of Nature	158	A	A*	A*	A*	5

* Indicates that the employer's workforce included fewer than ten members of a particular designated group.

⁶ For more information, please refer to the Technical Guide available on the Internet at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/e/we/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wvz

Chapter 2

The Year in Review – Other Employers

This chapter describes the most recent data on the employment situations of the four designated groups in the federal Public Service, the Separate Employers workforce, the Other Public Sector Employers workforce, and the provincially regulated private sector covered by the Federal Contractors Program. Comparisons of all employers covered under the Employment Equity Act are also included.⁷

2.1 Federal Public Service

On October 24, 1996, the current *Employment Equity Act* (EEA) and its Regulations came into force and mandated the Public Service Human Resources Management Agency of Canada (PSHRMAC), formerly part of the

Treasury Board, to report on employment equity data for the federal Public Service. As required by the EEA, these data include employees working for organizations covered by Schedule I, Part I of the *Public Service Staff Relations Act* (PSSRA) and are reported by fiscal year.

Highlights

- As of March 31, 2004, PSHRMAC reported that the federal Public Service consisted of 165,976 employees (indeterminate, terms of three months or more, and seasonal).
- A total of 12,320 employees were hired into the federal Public Service, representing a 25.0% decrease from the previous year. Almost two-thirds of all employees hired (65.1%) were brought into term employment of three months or more, while approximately one-third (32.9%) were brought into indeterminate positions. The highest proportion of employees hired went into the Administration and Foreign Service, and the Administrative Support occupations at 29.6% and 27.4% respectively.
- A total of 17,475 employees received promotions, representing a 22.9% drop from the previous year. One-half of all promotions were in or to occupations in the Administration and Foreign Service category, followed by 15.5% in the Scientific and Professional and 15.2% in the Administrative Support occupations.
- Fewer employees left the federal Public Service than in the previous year. The number of employees removed from the payroll was 10,572, a drop of 8.4% from 2002-03. The proportion of employees who were separated from indeterminate positions was slightly above those in term employment of three months or more (49.6% and 49.0% respectively). Close to one-third of all separations (30.6%) were from occupations in the Administration and Foreign Service, followed by the Administrative Support category (25.8%).

⁷ Please refer to **Appendix C** for detailed data on the four other types of employers subject to the Employment Equity Act and covered in this chapter.

The following table provides data on the designated groups in the 2003-04 federal Public Service.

Designated Groups in the Federal Public Service in 2003-04

	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
Representation	165,976	88,175	53.1%	6,723	4.1%	9,452	5.7%	13,001	7.8%
Hires	12,320	7,049	57.2%	555	4.5%	380	3.1%	1,240	10.1%
Promotions	17,475	10,429	59.7%	743	4.3%	848	4.9%	1,421	8.1%
Separations	10,572	5,383	50.9%	490	4.6%	665	6.3%	688	6.5%
Net Effect*	1,748	1,666		65		-285		552	
PSHRMAC Availability**			52.2%		2.5%		3.6%		10.4%
Representativity Index***			101.8%		162.0%		158.2%		75.3%

* Net Effect is derived from subtracting Separations from Hires.

** PSHRMAC Availability data are estimated based on occupations in the Canadian workforce that correspond to occupations in the federal Public Service of Canadian citizens only (excludes landed immigrants) from the 2001 Census of Canada and the 2001 Participation and Activity Limitation Survey (PALS).

*** Representativity Index is derived from dividing Representation by PSHRMAC Availability.

- As of March 31, 2004, women, Aboriginal peoples and persons with disabilities were well represented in the federal Public Service when compared to their respective PSHRMAC availability.
- Women and Aboriginal peoples' share of hires and promotions, as well as members of visible minorities' share of promotions met availability in 2003-04.
- The shares of women and members of visible minorities who left the federal Public Service during the fiscal year were lower than their respective representation.
- More women, Aboriginal peoples and members of visible minorities were hired than separated from the federal Public service in 2003-04, resulting in positive net effects.

2.2 Separate Employers

Federal public sector employers that are listed in Schedule I, Part II of the PSSRA are referred to as Separate Employers. As with the federal Public Service, Separate Employers report by fiscal year.

The table on the following page provides data on the designated groups in the 2003-04 Separate Employers workforce. Note that comparisons are made to both the general and the Canadian citizens excluding landed immigrants availability since some Separate Employers use only the latter depending on their functions.

Highlights

- The EEA applies to Separate Employers with 100 or more employees. As of March 2004, the number of Separate Employers meeting this requirement was 16 out of 27, with a combined workforce of 67,259 employees. This represents a decrease of 15.2% from 79,331 in 2002-03. The main factor in the workforce reduction was the transfer of the customs function from the Canada Revenue Agency (formerly known as the Canada Customs and Revenue Agency) to the Canada Border Services Agency.
- The number of employees decreased from the previous year at the combined Separate Employers workforce level. There were fewer opportunities for hires and promotions, and more employees left the workforce than in 2002-03. Also, more employees were terminated than were hired.
- A total of 9,659 employees were hired into this workforce, a drop of 10.1% from last fiscal year.
- Fewer employees were promoted in 2003-04. A total of 4,553 employees were promoted, a drop of 30.5% from the previous year.
- More employees left the Separate Employers workforce than in the previous fiscal year. The number of employees terminated was 12,311, an increase of 16.5%.

Designated Groups in the Separate Employers Workforce in 2003-04

	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
Representation	55.1%	2.6%	4.8%	10.8%
Hires	61.7%	2.3%	3.0%	9.3%
Promotions	52.1%	2.0%	3.3%	12.1%
Terminations	65.4%	2.9%	4.1%	9.9%
CLMA*	47.3%	2.6%	5.3%	12.6%
Canadian Citizens Availability**		2.7%		10.3%

* "CLMA" refers to the Canadian Labour Market Availability from the 2001 Census of Canada and the 2001 PALS.

** The Canadian Citizens Availability excludes landed immigrants from the 2001 Census of Canada, and includes all persons with disabilities from the 2001 PALS.

- As of March 31, 2004, women were well represented and their share of hires met availability in the Separate Employers workforce.
- The representation of Aboriginal peoples met the general 2001 CLMA.
- In 2003-04, members of visible minorities were well represented when compared to the availability of Canadian citizens excluding landed immigrants population.
- Both persons with disabilities and members of visible minorities experienced a lower share of terminations than expected.

2.3 Other Public Sector Employers

Other Public Sector Employers fall under paragraph 4(1)(d) of the EEA, and include the Canadian Forces and the Royal Canadian Mounted Police (RCMP). These employers were brought under the EEA in November

2002 and commenced reporting in 2003-04. The Canadian Forces consists mainly of officers and non-commissioned members in the Regular Force and the Reserve Force, while the RCMP includes regular and civilian members (excludes federal Public Service employees).

Representation and Availability of the Designated Groups in the Other Public Sector Employers Workforce, as of March 31, 2004

Designated Group	Employees	Representation	Canadian Citizens * Availability	Representativity Index**
Women	23,450	18.0%	47.3%	38.1%
Aboriginal Peoples	3,805	2.9%	2.7%	108.3%
Persons with Disabilities	2,282	1.8%	5.3%	33.1%
Members of Visible Minorities	3,475	2.7%	10.3%	25.9%
All Employees	130,136			

* The Canadian Citizens Availability excludes landed immigrants from the 2001 Census of Canada, and includes all persons with disabilities from the 2001 PALS.

** Representativity Index is derived from dividing Representation by Canadian Citizens Availability.

- Due to the high concentration of Aboriginal peoples in some parts of the RCMP, this designated group's representation in the Other Public Sector workforce met availability as of March 31, 2004.

2.4 Federal Contractors Program (FCP)

Did you know?

The Labour Program of Human Resources and Social Development Canada has tools available to support employers in implementing employment equity in their workplaces.

The Federal Contractors Program (FCP) covers provincially regulated employers with at least 100 employees in Canada that bid on or receive federal contracts valued at \$200,000 or more. In 2004, FCP covered approximately 936 contractors with a combined workforce of 1,121,965 employees, representing a drop of 17.7% from the previous year.

Estimated Representation and Availability of the Designated Groups in the Federal Contractors Program from 2001 to 2004

Designated Group	Employees*	Representation	Canadian Labour Market Availability**	Representativity Index***
Women	108,656	39.1%	47.3%	82.7%
Aboriginal Peoples	5,462	2.0%	2.6%	76.9%
Persons with Disabilities	7,102	2.6%	5.3%	49.1%
Members of Visible Minorities	31,230	11.2%	12.6%	88.9%
All Employees	278,024			

* Estimated number of employees in the FCP workforce are derived from surveys conducted on 224 contractors from 2001 to 2004.

** Source: 2001 Census of Canada and 2001 PALS.

*** Representativity Index is derived from dividing Representation by Canadian Labour Market Availability.

Chapter 3

Recognizing Excellence – Good Practices

The Employment Equity Act requires federally regulated private sector employers and Crown corporations to prepare a narrative report that describes the measures taken to remove barriers faced by designated group members in the workplace. This chapter provides an overview of these good practices as they related to the following categories in 2004: communications, equity environment, recruitment, training and development, retention and termination, accommodation and consultations.

Communications

Employers reported that by implementing communication strategies in their workplaces, their employees were more aware of the importance of employment equity and, consequently, more responsive to workplace initiatives. In 2004, more than one-sixth of employers communicated their employment equity policies to employees through such means as employee handbooks and Intranet sites. Many reviewed their employment equity policies with all new hires and, in some cases, used their orientation sessions to provide diversity awareness training and ensure that positive practices were conveyed to new employees. Several employers reported that employment equity initiatives were best received when communicated from senior management.

Equity Environment

Employers reported that demonstrating equality through their workplace culture and environment was highly effective in making employees feel more comfortable and, in many cases, more productive; it also reduced cases of discrimination and turnover rates (i.e., lower long-term costs).

Did you know?

In 2004, more than one-third of Banking employers organized events and activities to celebrate diversity.

Employers employed a variety of methods to address employment equity misconceptions among employees including one-on-one meetings with management. They reported that it was crucial to identify and address misunderstandings to achieve a fully equitable environment.

One of the most successful methods of influencing workplace culture was through the implementation of accountability frameworks. Employers reported that by implementing concrete methods of accountability among managers, employees were more likely to recognize the organization's commitment to employment equity. Some employers were able to create incentives for the promotion of employment equity by including an employment equity criterion in management performance evaluations and/or annual bonus criteria.

Recruitment

Approximately one-third of employers have developed relationships with external outreach organizations to encourage applications from designated group members. Employers most frequently reported ongoing relationships with Career Edge and Ability Edge, non-profit organizations that promote the workforce integration of newly arrived immigrants and persons with disabilities respectively.

Many employers reported that they offered internships and scholarships to help designated group members obtain the necessary qualifications to provide them with access to job openings in their fields of study. As a result, an increasing number of designated group members have been able to pursue careers in industries that may have otherwise had a limited number of qualified candidates. Apprenticeship programs were also used to help designated group members gain experience while allowing employers the option of retaining program participants as employees.

Training and Development

Many training and developmental opportunities were made available to employees in 2004, often with the objective of breaking down barriers to career advancement and continued education. Furthermore, training on fair hiring practices resulted in greater consistency among recruitment and selection processes.

Employers reported that workplace training benefited designated group members and non-group members alike. It provided employees with greater access to advancement opportunities and increased their awareness of employment equity-related issues. As a result, workplace cultures were improved and several employees conveyed their appreciation to management.

Retention and Termination

Employers monitored terminations closely in 2004. Many employers identified systemic barriers by comparing designated group termination rates to overall termination rates. They also noted that exit interviews were a valuable source of information, but that the information was often obtained too late to act upon. As a result, many conducted interviews with employees throughout their employment. This allowed employers to assess perceptions regarding the treatment of designated group members, ensure that employee expectations were met, and identify programs, policies or practices in need of review. Corrective measures included the development of Ethics Newsletters, the provision for additional supervisor training and reviews of recruitment and employee relations practices.

Employers reported that retention strategies resulted in lower turnover rates and training costs. In addition, they were able to prevent the development of barriers with regards to recruitment, training and corporate culture by addressing them in their early stages.

Accommodation

The most commonly reported accommodation measure was the facilitation of returning to work for employees who have suffered injury or illness. Over 1,500 employees from approximately 20% of employers participated in return-to-work programs in 2004. Generally, return-to-work programs involved lighter duties and reduced working hours that were gradually increased.

Did you know?

In 2004, the majority of employers who made building modifications to accommodate persons with disabilities were in the Transportation sector.

Employers were increasingly proactive in providing accommodation to persons with disabilities. Many members of this group were offered ergonomic equipment or devices such as large screen monitors and voice recognition software. Additionally, more than 20 employers made building modifications to improve access for individuals in wheelchairs.

Consultations

Most employers consulted their employees through Employment Equity Committees, which were composed of management and employee representatives from all different occupational levels and backgrounds.

Various employers used consultations as an opportunity to gather feedback from employees on specific issues related to employment equity. Commonly discussed topics included building accessibility, policies and practices (e.g., accommodation policies and hiring practices), employee satisfaction, employee perceptions of workplace culture and morale, and areas for improvement.

Chapter 4

An Employment Equity Success Story

This chapter profiles Pelmorex Inc., a federally regulated private sector employer who has demonstrated an exemplary commitment to the principles and goals of employment equity. This organization has integrated equity into every day operations and the results of their initiatives are outstanding.

Pelmorex Inc., a Toronto-based weather network, was selected for this feature based on its exceptional employment equity performance ratings and narrative reports. In 2005, representatives of the Labour Program of Human Resources and Social Development Canada (HRSDC-Labour) met with the employer to determine the factors that have contributed to the success of its employment equity program. These factors are summarized below.

Corporate Profile

Legal Name: Pelmorex Inc.

Sector: Communications

Industry: Broadcasting

Number of Employees: 282

Headquarters: Mississauga, Ontario

Employment Equity Integration

Awareness Training

Management teams at Pelmorex have participated in awareness training sessions given by various organizations including the Canadian National Institute for the Blind, the Canadian Hearing Society, Peel Coalition for Persons with Disabilities and Department of Indian Affairs and Northern Development. These interactive sessions provided managers

with the opportunity to experience and appreciate the challenges faced by members of designated groups. As a result, managers were better equipped to communicate the need for special measures and accommodations to their employees.

Senior Management Support is Critical

Pelmorex management believes that their organization's success with employment equity would not have been possible without the active support of President and CEO Pierre Morrissette. Mr. Morrissette strongly believes in employment equity and communicates his commitment at staff meetings and social gatherings, while also recognizing the work of the Diversity Committee and informing staff of progress.

"The practices that we do are believed in by the management. It has to start at the top. The President believes it and it filters down when you see that we actually, honestly believe it. We're not going to our employees and saying do this or do that because we have to get our numbers up. We're saying it's important and they see that we believe it and they follow suit."

– Mitch Charron, Vice President & General Manager, Pelmorex

Workforce Analysis

Pelmorex realizes the importance of regularly conducting a workforce analysis to compare the internal representation of designated group members to external availability. Their workforce analysis is conducted quarterly to ensure that figures are current and that representation gaps are identified promptly. Follow-up action includes the development of new initiatives such as internships for members of designated groups that are under-represented in particular occupational groups.

Recruitment/Outreach

Pelmorex considers a variety of hiring outlets throughout the recruitment process. It maintains relationships with over 40 designated group associations and universities, including the National Educational Association of Disabled Students and First Nations University of Canada. Pelmorex also participates regularly in job fairs geared toward persons with disabilities and Aboriginal peoples, including Connections, Abilities, People in Motion and the Interactive Career Fair at the Six Nations Reserve. In addition, the employer advertises job openings on the Aboriginal Peoples Television Network and provides scholarships and internships to designated group members.

Diversity in Programming

In 2004, Pelmorex's news reporter job descriptions were updated to "ensure the diversity of people in your region is reflected in news stories through the people being interviewed or by the story subject". A Programming Committee has been established to ensure "the representation and accurate portrayal of diversity throughout our programming". The Committee, which meets quarterly and includes members of senior management, monitors objectives and guidelines established to better reflect Canadians on-air.

Diversity Committee

The Diversity Committee at Pelmorex includes staff from various occupational levels and designated groups, including both management and employee representatives. Meetings are held on a quarterly basis and topics of discussion include the most recent workforce analysis, scholarships, internships, communications measures and new policies and initiatives.

Recruitment

How can employers attract designated groups to their organizations?

When Pelmorex identified a representation gap for Aboriginal peoples, they implemented measures to attract applicants from this group. Since the broadcasting industry is extremely competitive, Pelmorex implemented measures that targeted members of this designated group prior to post-secondary graduation. Pelmorex was able to gain exposure among potential future candidates by initiating relationships with Aboriginal student organizations. When these students observed postings for job opportunities at Pelmorex, they were more likely to apply because of their familiarity with the employer.

Dispelling Myths

Pelmorex has encountered several employment equity misconceptions among its employees. For example, some believed that the program would lead to unfair hiring and promotion processes. However, the employer successfully dispelled this myth through effective communication.

Fact or Fiction – Employment equity results in ‘reverse discrimination’

Fiction. Employment equity is not about putting someone in a job solely because he or she is a member of a designated group. Employment equity encourages the selection, hiring, training, promotion and retention of qualified individuals. Hiring and promotion standards should not be lowered to recruit employees from designated groups, as such practices would foster a counterproductive work environment.

Pelmorex ensures that these misconceptions are kept out of the workplace by having their Human Resources Department discuss their employment equity policies and practices with new managers. Their Department also conducts retention meetings with employees, where discussions focus on job satisfaction, work environment and career goals. This measure has been effective in identifying and acting on employee concerns.

Employee Satisfaction

As part of their employment equity plan, Pelmorex has fostered a more open workplace environment. As a result, employee satisfaction has increased as well as retention rates. Some employees that met with HRSDC-Labour had been with the employer for as long as 16 years, several of whom started out as clerks or receptionists and later advanced to senior management positions.

In an annual employee survey, more than 80% of respondents indicated that Pelmorex allowed them to balance work and personal responsibilities. In addition, 95% of employees agreed that the employer was committed to diversity in the workplace, which showed that initiatives were effectively communicated to staff at all levels.

The Driving Factor

While employment equity offered a competitive advantage, what mattered most to Pelmorex was treating its employees in a fair and respectful manner. When asked why employment equity was a priority for Pelmorex, Vice President and General Manager Mitch Charron’s answer was simple: “it’s the right thing to do”. As stated by Jerry Humes, Human Resources Director, “in order to be the best employer, you have to have diversity as an integral component of your policies and practices”.

“Diversity has become part of our day-to-day practice and we feel it’s very important for our employees and for our business. To us the priority is that our employees are happy working here and feel very satisfied with their job, their work environment and the people that they are working with... that employees feel that they are treated fairly and equitably... that’s what’s most important to us”

– Jerry Humes, Human Resources Director, Pelmorex

The following text reflects the views of Pelmorex on employment equity.

Diversity at Canada's Weather Network

We see all kinds of weather here in Canada, from the crisp chill of winter, to the pounding rain and wind of a tropical hurricane. Canada's population is just as diverse, and in that variety, we gain strength and experience.

Diversity is a priority at Pelmorex, the parent company of The Weather Network and MétéoMedia, where it has been embraced as an integral component of the corporate philosophy and culture.

Our commitment to equity has improved the organization as a whole. In an annual employee survey, 95% of respondents agreed to the statement "Pelmorex is committed to diversity in the workplace". This percentage has increased over the past three years.

We have achieved this by putting equity at the forefront of people management processes, decisions and hiring practices. Our human resources department conducts a workforce analysis on a quarterly basis, which is one of our most important tools for assessing our internal representation, compared to external availability.

We coordinate several internships every year, actively outreaching to members of designated groups for these opportunities. We award a \$1,500 annual scholarship to a female student enrolled in an Atmospheric Science program at a Canadian University. As well, for the 2004/2005 school year, Pelmorex awarded our third annual \$2,500 scholarship to a student with a disability enrolled in a Broadcasting Journalism program.

We strive to create and maintain an environment that supports diversity throughout the organization. We provide two special leave days per year for family matters/emergencies and two days per year for non-statutory religious holiday leave. We have also modified office space to be used as prayer rooms, and our Human Resources managers conduct on-going discussions with employees to discuss job satisfaction, working conditions and career goals.

Diversity continues to be an on-going focus and our commitment to equity is at all levels within the organization. Pelmorex has a supportive and welcoming environment that is enriched by the diversity of our employees.

Chapter 5

Government Workplace Equity Initiatives

This chapter outlines the Racism-Free Workplace Strategy. In addition, it describes the work undertaken by the Labour Program of Human Resources and Social Development Canada (HRSDC-Labour) in preparation for two key legislative reviews: the Parliamentary Review of the Employment Equity Act and the Review of Part III of the Canada Labour Code.

5.1 The Racism-Free Workplace Strategy

Overview

The Racism-Free Workplace Strategy (RFWS) is an initiative of the Labour Program of Human Resources and Social Development Canada (HRSDC-Labour) and is part of a government-wide *Action Plan Against Racism*, announced on March 21, 2005. Other government departments involved in this broad Action Plan are: Canadian Heritage, Citizenship and Immigration Canada and Justice Canada. The Action Plan recognizes the changing demographics of Canada and the need to build the grounds for a racism-free society and barrier-free workplaces to achieve sustainable economic prosperity. In this regard, the RFWS contributes to HRSDC-Labour's mission of achieving fair and healthy workplaces in Canada.

Strategy Rationale

Canada's advanced industrial economy and prosperous society require a sustainable supply of skilled labour. The march towards a knowledge-based economy makes qualified

labour and human capital the most important factors of production. Canada strives to secure this supply of labour through a mixture of economic and social policies, such as immigration, child and family programs, education, foreign credential recognition, foreign worker programs and employment equity.

Incidents of racism have been on the rise in recent years and the following evidence suggests that Canadian workplaces suffer from chronic barriers to the employment and advancement of visible minorities and Aboriginal peoples. Statistics Canada's 2002 Ethnic Diversity Survey indicated that 56% of visible minority respondents perceived racism in the workplace.⁸ Moreover, the Conference Board of Canada released a report in 2004 confirming that visible minorities experience multiple and on-going barriers in the workplace.⁹

"...Statistics Canada's 2002 Ethnic Diversity Survey indicated that 56% of visible minority respondents perceived racism in the workplace."

⁸ Statistics Canada, *Ethnic Diversity Survey: portrait of a multicultural society*, September, 2003.

⁹ Baklid, B. *The Voices of Visible Minorities – Speaking Out on Breaking Down Barriers*, The Conference Board of Canada, September, 2004.

Under workplace equity programs, HRSDC-Labour attempts to eliminate discriminatory employment barriers faced by members of visible minorities and Aboriginal peoples to maximize their personal well-being and their contribution to the Canadian economy. The overall percentage of these groups in workplaces under federal employment equity programs is less than their Canadian Labour Market Availability. The gap may grow even wider in the coming years since the availability of these two designated groups is expected to rise significantly.

Strategy Framework

The RFWS focuses on education and training. This approach was developed for the following three reasons:

- Racism in the workplace can be influenced by education and training.
- The last Parliamentary review of the *Employment Equity Act* (EEA) recommended that employment equity programs focus on education.
- The Minister of Labour is responsible for the administration of the EEA.

Strategy Development

In September 2004, HRSDC-Labour began laying the groundwork for the RFWS. Activities in the first year were implemented in three phases:

- Phase I: Setting the stage for engaging stakeholders.
- Phase II: Implementing an engagement plan - consultation sessions with umbrella organizations, focus groups, workshops, and the development of partnerships.
- Phase III: Developing program delivery design.

Program Linkages

The RFWS builds on existing employment equity programs engaging stakeholders as partners in an effort to make the labour market more inclusive and effective. The delivery of the RFWS will utilize a wide network of contacts with over 1,500 employers covered by the EEA in the private and the public sectors, which have a combined workforce of about 2.1 million people, as well as dozens of civil society organizations and labour unions.

The RFWS will connect with other HRSDC programs and delivery mechanisms, such as the Aboriginal Relations Office, Gender Analysis, Office of Disability Issues, the Internationally Trained Workers Initiative and the Foreign Workers Program.

5.2 Legislative Reviews

The Parliamentary Review of the EEA

As a statutory requirement, the EEA must be reviewed by Parliament every five years; the next review must begin sometime in 2006 (under the direction of the Standing Committee on Human Resources Development and the Status of Persons with Disabilities). During the last review (which took place in 2001-02) the Standing Committee brought forward 29 recommendations for change in its report entitled *Promoting Equality in the Federal Jurisdiction: Review of the Employment Equity Act*. These recommendations centered on the following themes:

- enhanced guidance and support to all employers covered by the EEA;
- further research into compliance issues;
- greater accountability for the consistent implementation of employment equity; and
- further coordination and partnership development among public and private stakeholders.

In its response, the Government of Canada acknowledged the Standing Committee's recommendations, supported those that were administratively feasible and outlined an action plan for their implementation. In 2006, the Minister of Labour responsible for the EEA will present a report to the Standing Committee that will detail the progress realized in addressing previous recommendations, summarize stakeholder perspectives and identify key issues and program considerations. Once the Standing Committee has completed its deliberations it will have 60 days to submit its report, which may include recommendations for changes to the existing legislation. Subsequently, the Minister of Labour will have 150 days to submit its response (this may also include a 90-day public comment period). The response will address the feasibility of the Standing Committee's recommendations and present an action plan for their implementation over the next five years.

Review of Part III of the Canada Labour Code

Part III of the *Canada Labour Code* sets labour standards in federally regulated workplaces in regard to hours of work, minimum wages, holidays, severance pay, unjust dismissal and several types of leave. It was enacted in 1965 and has yet to be systematically reviewed.

The Federal Labour Standards Review Commission was created to examine ways of modernizing Part III and ensure that labour standards suited the workplace of the 21st century. Since Part III's enactment, many aspects of the workforce have changed. To adapt to global markets, the Canadian economy has restructured and many employers

are now engaging employees in non-standard working arrangements. Also, the advent of new technologies has created a higher demand for 'knowledge workers'. Consequently, many employers have been compelled to seek out foreign sources of human capital to fill in knowledge gaps. The cumulative effect of these changes has been an influx of designated group members (particularly members of visible minorities) into the Canadian labour market. Certain aspects of the review may therefore impact workplace practices important to the full integration of these groups.

To adapt Part III to the modern work environment, the Commission has formulated a strategy predicated on thorough research and public consultations. In terms of research, the Commission held consultations attended by many leading Canadian and international scholars in the field of labour standards to offer advice and arrange for the delivery of research products. Additionally, the Labour Program is undertaking a survey of federally regulated employers and their work practices in conjunction with Statistics Canada. In terms of public consultations, the Commission held public hearings at 13 centres nationwide in late 2005 to hear the perspectives of representatives from a variety of organizations. Also, an advisory panel of stakeholders has been involved in every step of the review process to offer insight and make recommendations on proceedings.¹⁰

¹⁰ Includes representatives from the Canadian Labour Congress, the Canadian Bankers Association and the Federally Regulated Employers in Transportation and Communications.

The Commission has identified many complex issues that will arise throughout the course of its work including:

- How do current employment conditions affect vulnerable workers?
- What role do labour standards play in striking a balance between employment and family life?
- What lessons can Canada learn from other countries that have experimented with new forms of labour standards?

To address these issues, the Commission will identify a set of guiding principles to determine what labour standards can accomplish as well as the circumstances in which they succeed. In this regard, the Commission's goal will be to translate the principles identified throughout its research and public consultations into practical measures for implementation.

Further information on the review of Part III of the *Canada Labour Code* is available at the following Web site:

http://www.flis-ntf.gc.ca/en/bg_02.asp

Appendix A

Employer Performance Ratings

Legend

Description of Performance Ratings*

RATING	RESULTS	EXPLANATION
A	Indicates superior performance in all six indicators.	The employer made outstanding progress in improving the representation of the designated group in its workforce by hiring and promoting group members. The designated group's situation compared well to its Canadian Labour Market Availability (CLMA). The group received adequate shares of hires and promotions, compared favourably with other employees in terms of salary and occupational distribution, and did not suffer adversely from terminations compared to other employees.
B	Indicates good performance, but problems persist.	The situation of the designated group was comparable to its CLMA and to the jobs and salaries of other employees in the organization. However, there were barriers to achieving adequate representation, as well as problems in the occupational distribution and salaries of members of the designated group. This rating indicates that the hiring and promotion of members of a designated group were inadequate, or that members of a particular group were leaving the organization in disproportionate numbers.
C	Indicates average to less than average performance.	The situation of the designated group in the organization did not compare well with its CLMA or with the jobs and salaries of other employees. The organization also failed to hire and/or promote members of the group at a rate sufficient to maintain its representation in the workforce.
D	Indicates poor performance.	Legislative obligations were not met and the employer scored low on all six indicators. A follow-up and an Employment Systems Review are required to detect and remove employment barriers.
Z	Indicates no presence of a designated group in the employer's workforce.	The organization appears to have had no representation of the designated group in its workforce. This could occur for several reasons: no workforce survey or workforce analysis was conducted; there was no hiring of designated group members; or there were no retention policies. The employer needs to conduct an Employment Systems Review and adopt special measures to hire designated group members.

* For more details about the methodology used to calculate the performance ratings, please refer to the Technical Guide at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/e/we/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wzpz.

Description of Codes

RATING	RESULTS	EXPLANATION
*	Indicates a small employee population.	The asterisk indicates that the employer's workforce included fewer than ten members of a particular designated group.
F	Indicates employer had no employees as of December 31 st .	Employers are required to submit an employment equity report when they have 100 or more employees on any given day of the calendar year. It is possible for an employer to have 100 or more employees during the year but no employees on December 31 st . When this is the case, the employer does not receive a rating.
G	Indicates employer's report was submitted by gender only.	Employers reporting for the first time do so by gender only. As a result the performance rating is calculated only for women.
L	Indicates employer's report was submitted late.	The employer submitted a report after the deadline of June 1 st without permission from the Labour Program of Human Resources and Social Development Canada and may be subject to a monetary penalty.
M	Indicates late amendment.	An amendment to the employment equity report was requested but was either not received or received after the closing date of the database.
N	Indicates the report was not included in the database.	Employment equity report was received too late to be included in the database.
P	Indicates serious problems with the data in the report.	The employer has submitted an employment equity report that had serious data problems. Amendments and/or clarifications were not made in time to be included in the performance rating.
R	Indicates no report submitted.	The employer failed to submit an employment equity report as required by section 18 of the EEA.
V	Indicates voluntary employer.	The employer is not covered by the EEA but has submitted a voluntary employment equity report.
X	Indicates that the employer's report was excluded from the database.	The employer's employment equity report was excluded from the database due to technical problems.
T1	Indicates a Type 1 violator.	Without reasonable excuse the employer failed to file an employment equity report as required by section 18 of the EEA.
T2	Indicates a Type 2 violator.	Without reasonable excuse the employer failed to include in the employment equity report any information that is required by section 18 of the EEA and its Regulations; or the employer knowingly filed false or misleading information in its report.

How to Read the Individual Results

In the Performance Ratings Table, employers are listed by their legal name along with their performance ratings for each designated group. The number of employees for each employer appears in the first column after the legal name. Employers with 100 or more employees on any given day of the calendar year receive a rating, but the total number of employees in this column is based on the figure for December 31, 2004.

The Ratings

Employer Name	Total	W	AP	PWD	VM	RCI
BANKING SECTOR						
ABN AMRO BANK N.V., CANADA BRANCH	100	B	Z	D*	A	5
BANK OF AMERICA NATIONAL ASSOCIATION, CANADA BRANCH	238	A	Z	C*	A	5
BANK OF CANADA	1,130	A	C	C	A	5
BANK OF MONTREAL	22,875	A	B	C	A	5
BANK OF NOVA SCOTIA	27,061	A	C	C	A	5
G BCP BANK OF CANADA	100	A				5
BNP PARIBAS (CANADA)	230	B	Z	D*	A	5
CANADIAN IMPERIAL BANK OF COMMERCE	30,925	A	B	B	A	5
CANADIAN WESTERN BANK	762	B	B	C*	C	5
CITIBANK CANADA	421	A	Z	D*	A	4
CITIZENS BANK OF CANADA	364	A	D*	D*	A	4
V DEUTSCHE BANK AG, CANADA BRANCH	63					
HSBC BANK CANADA	4,929	A	C	C	A	5
ING BANK OF CANADA	784	A	A*	D*	A	4
LAURENTIAN BANK OF CANADA	2,729	A	C*	C	B	5
MANULIFE BANK OF CANADA	146	A	Z	Z	A*	4
NATIONAL BANK OF CANADA	12,387	A	A	C	A	5
NATIONAL BANK OF GREECE (CANADA)	293	B	Z	Z	C*	5
ROYAL BANK OF CANADA	39,205	A	B	C	A	5
SOCIÉTÉ GÉNÉRALE (CANADA)	106	B	Z	Z	A	4
SYMCOR INC.	3,923	A	B	D	A	5
TORONTO-DOMINION BANK	35,636	A	D	C	A	5
COMMUNICATIONS SECTOR						
ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	173	C	D*	D*	A*	5
ALIAN T	5,966	A	C	C	C	3
ALLIANCE ATLANTIS BROADCASTING INC.	371	A	Z	C*	C	5
ASTRAL MEDIA RADIO INC.	883	A	Z	D*	D	4
BELL CANADA	29,091	A	B	C	C	5
BELL EXPRESSVU LTD.	1,322	B	A	C	C	4
BELL MOBILITY INC.	4,150	A	B	D	A	4

Legend: **Total:** Number of employees as of December 31, 2004; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
BELL WEST INC.	806	B	C*	C*	D	3
BLACKBURN RADIO INC.	120	B	B*	D*	B*	5
CALL-NET ENTERPRISES INC.	1,776	A	A	C	A	5
CANADA POST CORPORATION	60,804	A	B	C	C	5
CANADIAN BROADCASTING CORPORATION	7,505	A	A	C	C	5
CANADIAN PRESS (THE)	379	C	D*	B	C	4
CANPAR TRANSPORT L.P.	1,656	C	B	B	A	5
CENTURY II HOLDINGS INC	1,121	B	B	B	A	5
CHUM LIMITED	3,043	A	A	B	C	5
COGECO CABLE (CANADA) INC.	903	A	A*	D	C	4
COGECO CÂBLE QUÉBEC INC.	340	A	Z	Z	Z	4
CONNEXIM NETWORK MANAGEMENT	675	B	D*	D*	A	4
CORPORATION OF THE CITY OF THUNDER BAY, TELEPHONE DEPARTMENT	326	C	B*	A	C*	5
CORUS ENTERTAINMENT INC.	1,856	A	C	C	C	5
F CRAIG MEDIA INC.	0					
<i>CTV – Total</i>	3,092					
CTV INC.	1,506	A	A	B	B	5
CTV INC. - CTV SASKATCHEWAN	154	B	D*	A	B*	5
CTV INC. - ATV/ASN	172	B	A*	A	D*	5
CTV INC. - CFCF	137	A	A*	A*	B	5
CTV INC. - CFRN	110	B	D*	D*	D*	5
CTV INC. - CJOH	130	B	D*	D*	D*	5
CTV INC. - CKY	100	B	D*	A	B*	5
CTV INC. - MCTV	121	A	A*	A	D*	5
CTV SPECIALTY TELEVISION INC./ RDS	184	B	A*	D*	Z	5
CTV TELEVISION INC. - CFCN	159	A	B*	C*	D*	5
CTV TELEVISION INC. - CIVT	194	A	D*	D*	B	5
CTV TELEVISION INC. - CKCO	125	B	D*	C*	D*	5
DHL INTERNATIONAL EXPRESS LTD.	1,887	C	A	C	B	4
DICOM EXPRESS INC.	123	D	Z	Z	B	4
DYNAMEX CANADA CORP	533	B	C	B	B	4
EASTLINK	623	B	A	C	B	5
G EQUANT CANADA INC.	126	C				5
EXPERTECH NETWORK INSTALLATION INC.	1,876	D	A	C	C	5
FEDERAL EXPRESS CANADA LIMITED	4,210	B	A	C	A	5
FIDO SOLUTIONS INC.	2,124	B	A	C	A	4
G G3 WORLDWIDE CANADA INC.	92	A				5

Legend: **Total:** Number of employees as of December 31, 2004; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
<i>GLOBAL COMMUNICATIONS LTD. – Total</i>	1,361					
CH, A DIVISION OF GLOBAL COMMUNICATIONS LIMITED	156	B	A*	D*	C*	5
CICT A DIVISION OF GLOBAL COMMUNICATIONS LTD.	189	B	D*	D*	C*	4
CITV A DIVISION OF GLOBAL COMMUNICATIONS LTD.	146	B	D*	D*	B	4
GLOBAL COMMUNICATIONS LIMITED	86	C	Z	D*	D*	5
GLOBAL COMMUNICATIONS LIMITED	416	A	A*	D*	B	5
GLOBAL COMMUNICATIONS LTD.	270	B	D*	D*	C	4
GLOBAL TELEVISION QUEBEC, LIMITED PARTNERSHIP	98	A	Z	Z	B*	5
GOLDEN WEST BROADCASTING LTD.	332	B	C*	D*	D*	4
L GROUPE TVA INC.	1,096	A	D*	Z	B	4
JIM PATTISON INDUSTRIES LTD.	423	B	C*	B	C	5
G LEARNING & SKILLS TELEVISION OF ALBERTA LIMITED	111	B				5
MANITOBA TELECOM SERVICES INC.	3,289	A	C	C	B	5
MARITIME BROADCASTING SYSTEM LIMITED	218	B	D*	B*	D*	5
MTS ALLSTREAM INC	2,919	B	A	C	C	5
MUSIQUEPLUS INC.	149	B	Z	Z	B	5
F NAVIGATA COMMUNICATIONS INCORPORATED	0					
G NAVIGATA COMMUNICATIONS LTD.	206	B				5
NEWCAP INC	595	B	B	C	C	4
NORTHERNTEL LIMITED PARTNERSHIP	216	C	B*	D*	D*	5
NORTHWESTEL INC.	567	B	C	B	B	5
PAGING NETWORK OF CANADA INC.	137	A	A*	D*	B	4
PELMOREX INC.	294	B	A*	A	B	5
PERSONA COMMUNICATIONS INC.	404	C	C*	C*	D*	4
G PHASECOM SYSTEMS INC.	186	D				5
PRIMUS TELECOMMUNICATIONS CANADA INC.	852	A	A	C	A	5
PUROLATOR COURIER LTD	10,472	C	A	C	A	5
G RADIAN COMMUNICATION SERVICES (CANADA) CORPORATION	318	C				5
RADIO NORD COMMUNICATIONS INC.	189	B	A*	A*	D*	5
G RADIO-ONDE INC.	112	C				5
RAWLCO RADIO LTD	188	B	A	A	Z	5
L REUTERS CANADA LIMITED	162	C	Z	Z	B	4
ROGERS COMMUNICATIONS INC.	12,107	A	B	C	A	5
G SENTREX COMMUNICATIONS CO.	175	D				5
SHAW COMMUNICATIONS INC.	6,187	C	B	C	A	5
STANDARD RADIO INC.	957	A	C	C	D	5
STRATOS WIRELESS INC.	225	B	D*	D*	D*	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
TÉLÉBEC S.E.C.	620	B	A*	C*	B*	2
V TÉLÉCOMMUNICATION SANS FIL (TSF) INC.	82					
TELEGLOBE	526	A	A*	D*	A	2
TELE-MOBILE COMPANY & TM MOBILE INC.	5,926	A	A	C	A	5
TELESAT CANADA	471	C	B*	C*	A	5
TELUS COMMUNICATIONS (QC) INC.	1,738	B	D*	C	B	5
TELUS COMMUNICATIONS INC.	14,263	B	B	C	C	5
THE SCORE TELEVISION NETWORK LTD.	147	C	A*	D*	B	5
TQS INC.	431	B	A*	D*	D*	4
UNITED PARCEL SERVICE CANADA LTD.	7,453	C	A	D	A	5
VIDEOTRON LTD.	2,421	C	D*	C	C	5
L VIDÉOTRON TÉLÉCOM LTÉE	432	B	A*	D*	C	4
G WESTOWER COMMUNICATIONS LTD.	260	D				5
G WIRECOMM SYSTEMS INC.	101	D*				5
TRANSPORTATION SECTOR						
101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	160	D	C*	Z	A*	1
1507953 ONTARIO INC	144	C	A*	B*	A*	4
1641-9749 QUÉBEC INC.	445	C	Z	D*	C*	4
168886 CANADA INC	1,240	D	B	C	C	3
L 3087-9449 QUÉBEC INC.	238	C	Z	D*	A	1
3846113 CANADA INC.	123	B	A*	A*	B	5
591182 ONTARIO LTD.	268	C	A*	C*	D*	4
682439 ONTARIO INC.	175	D*	A*	D*	D*	5
L A.J. BUS LINES LTD.	130	A	A*	D*	D*	1
ACRO AEROSPACE INC.	17	A*	Z	Z	C*	5
ACROHELIPRO GLOBAL SERVICES INC.	468	D	D*	C*	A	3
G ACTIVE CANADA INC.	135	C*				5
ACTIVE TRANSPORT INC.	94	C*	A*	Z	D*	2
AEROGUARD CO. LTD., AEROGUARD INC., AEROGUARD EASTERN LTD.	2,081	A	C	C	B	3
AIR CANADA	26,377	B	B	C	C	4
AIR CANADA JAZZ	3,436	C	B	C	C	5
AIR CREEBEC INC.	203	C	A	A*	D*	4
AIR GEORGIAN LIMITED	222	D	A*	Z	C	3
AIR INUIT LTD/LTÉE	419	C	A	D*	A	4
AIR NORTERRA INC	232	B	B	Z	D*	2
G AIR NORTH CHARTER & TRAINING LTD.	129	A				5
AIR TINDI LTD	137	C	C	D*	A*	4
AIR TRANSAT INC.	1,819	B	A	C*	C	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
L AIRBORNE ENERGY SOLUTIONS LTD.	184	D	D*	D*	D*	3
L, G AIRPORT TERMINAL SERVICES	395	C				4
ALBANY BERGERON & FILS INC.	112	C	Z	D*	Z	2
ALCAN SMELTERS AND CHEMICALS LIMITED	197	C*	A*	A	Z	5
ALGOMA CENTRAL CORPORATION	732	C	B*	C	B	4
ALLIANCE PIPELINE LTD.	188	A	A*	A	D	4
ALLIED SYSTEMS (CANADA) COMPANY	1,293	C	A	C	B	5
G ALNAV PLATINUM GROUP	76	A				5
ALPINE HELICOPTERS LTD	106	C	A*	Z	Z	5
G AL'S CARTAGE LTD.	138	C				5
L, G ALTA FLIGHTS (CHARTERS) INC.	97	C				4
AMERICAN AIRLINES, INC.	251	A	D*	A	B	5
L, G AMJ CAMPBELL INC.	169	B				4
ANDLAUER TRANSPORTATION SERVICES INC	827	C	A	C	A	5
APEX MOTOR EXPRESS INC.	134	B	B*	D*	A	2
ARMOUR TRANSPORT INC.	444	C	A*	C	C*	5
ARNOLD BROS. TRANSPORT LTD.	362	C	C	C*	C	5
ATLANTIC TOWING LIMITED	282	D*	Z	Z	D*	4
ATLANTIC TURBINES INTERNATIONAL INC.	249	C	D*	D*	Z	5
AUTOCARS ORLEANS EXPRESS INC.	145	C*	Z	Z	D*	4
AVMAX GROUP INC.	286	D	D*	D*	C	3
AYR MOTOR EXPRESS INC.	167	D	A	A	A*	5
B & R ECKEL'S TRANSPORT LTD.	210	C	A	C*	D*	5
L B.R. GRÉGOIRE	266	C	Z	D*	Z	2
L BANDSTRA TRANSPORTATION SYSTEMS LTD	106	C	A*	A	D*	1
BAX GLOBAL (CANADA) LIMITED	241	A	B*	D*	A	5
BAY FERRIES LIMITED	139	D	Z	Z	D*	4
BEARSKIN LAKE AIR SERVICE LTD	229	B	C*	D*	C*	5
G BESSETTE ET BOUDREAU INC.	156	C				5
BIG FREIGHT SYSTEMS INC.	230	D	C	D*	A*	5
BIG HORN TRANSPORT LTD.	118	D*	B*	B	C*	5
BISON TRANSPORT INC.	963	D	B	C	C	5
BRADLEY AIR SERVICES	926	B	C	C	A	5
BREWSTER TRANSPORT COMPANY LIMITED	77	D*	D*	Z	D*	2
BRITISH AIRWAYS PLC	257	A	Z	D*	B	5
BRITISH COLUMBIA COAST PILOTS LTD.	115	D*	D*	Z	D*	5
L BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	3,794	C	A	C	B	4
BROOKVILLE CARRIERS VAN LP	177	C	A*	D*	B*	2

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
L BRUCE R. SMITH LIMITED	312	C	D*	D*	C	1
L BUFF-MAR CARTAGE LIMITED	324	C	Z	D*	C	2
BYERS TRANSPORT LIMITED	333	C	C*	A	C	4
L, G C.T.M.A. GROUP	60	C				4
CAFAS FUELING, ULC	109	C*	A*	Z	D*	3
CALAC TRUCKING LTD	343	D	A	B	C	2
CALM AIR INTERNATIONAL LIMITED	338	B	B	D*	C	3
CANADA CARTAGE SYSTEM LIMITED	967	C	D*	D*	C	5
CANADIAN FREIGHTWAYS	912	C	A	C	C	5
CANADIAN NATIONAL RAILWAY COMPANY	13,103	C	A	B	C	4
CANADIAN PACIFIC RAILWAY COMPANY	12,800	C	A	B	B	5
G CAN-AM WEST CARRIERS INC.	180	D	Z	Z	Z	5
CANJET AIRLINES, A DIVISION OF IMP GROUP LIMITED	421	A	D*	Z	C	5
L, M CANSHIP UGLAND LTD.	160	D	Z	Z	D*	0
CANXPRESS LTD.	98	C	Z	Z	D*	4
G CARGOJET CANADA LTD.	370	D				5
CARON TRANSPORTATION SYSTEMS PARTNERSHIP	247	D	A*	C*	D*	3
CASCADE AEROSPACE INC.	369	D	A	C*	A	5
CASCADE CARRIERS LTD.	127	C*	D*	D*	C*	5
CATHAY PACIFIC AIRWAYS LIMITED	374	A	D*	Z	A	4
CELADON CANADA, INC.	224	C	A*	D*	B	2
CENTRAL MOUNTAIN AIR LTD.	281	B	B*	D*	C	5
CHALLENGER MOTOR FREIGHT INC.	1,133	D	B	C	C	5
CHC HELICOPTERS INTERNATIONAL, INC.	473	C	B	C*	C	5
CITY OF OTTAWA	2,198	C	A	A	A	5
L CLARKE INC.	545	C	A*	D*	C	3
G CLEAN HARBORS CANADA INC. / CLEAN HARBORS QUÉBEC INC.	559	D				5
CLIMAN TRANSPORTATION	146	D	A*	D*	C*	4
G C-MAR SERVICES (CANADA) LTD.	130	C*				5
CONAIR GROUP, INC.	130	C	D*	Z	A*	5
CONSOLIDATED AVIATION FUELING OF TORONTO, ULC	277	C*	A*	D*	A	3
CONSOLIDATED FASTFRATE INC.	937	C	C*	D	C	5
COONEY GROUP INC.	331	C	B*	D*	C*	4
CP SHIPS (CANADA) AGENCIES LIMITED	391	A	A*	D*	B	5
G CREEKBANK TRANSPORT A DIVISION OF TRIANGLE FREIGHT SERVICES LTD.	97	C				5
D&W FORWARDERS INC.	160	C	A*	A*	A	4
DANFREIGHT SYSTEMS INC.	208	C	A*	A*	D*	4
DAY & ROSS INC.	1,734	C	C	D	B	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
DELTA AIR LINES, INC.	250	A	Z	D*	C	4
DESGAGNÉS MARINE CARGO INC.	179	C	D*	Z	A*	2
DICOM EXPRESS INC.	287	D	C*	Z	B	4
DIRECT INTEGRATED TRANSPORTATION	718	C	B	C*	C	5
DUROCHER TRANSIT INC.	128	C*	Z	Z	Z	5
EASSONS TRANSPORT LIMITED	108	C	Z	D*	D*	4
G ECL CARRIERS LP	128	C				5
ECL GROUP OF COMPANIES LTD.	352	C	B*	D*	C*	5
G EDGE TRANSPORTATION SERVICES LTD.	131	D*				5
EDMONTON REGIONAL AIRPORTS AUTHORITY	156	A	C*	D*	B	5
EGL - EAGLE GLOBAL LOGISTICS (CANADA) CORP.	380	A	A*	D*	A	4
F ELGIN CARTAGE LIMITED	0					
L ELGIN MOTOR FREIGHT INC.	147	D	A*	A	B*	3
ENBRIDGE PIPELINES INC.	766	B	C	C*	B	4
ERB ENTERPRISES INC.	1,100	D	A	B	C	5
EUROCOPTER CANADA LIMITED	133	C	A*	D*	B*	3
EXECAIRE, A DIVISION OF I.M.P GROUP LIMITED	200	D	Z	D*	C*	5
EXEL GLOBAL LOGISTICS (CANADA) INC.	363	A	A*	D*	C	4
EXPRESS GOLDEN EAGLE INC.	148	C	D*	D*	Z	5
FEDEX GROUND PACKAGE SYSTEM, LTD	714	C	D*	D*	B	5
V FEDNAV LIMITED	82					
FIELD AVIATION COMPANY INC.	408	C	D*	D*	C	2
FLOYD SINTON LIMITED	218	B	A*	D*	D*	4
G FORMULA TRANSPORT LTD.	303	D				5
GLOBEGROUND NORTH AMERICA, INC.	3,046	A	C	D	A	3
GOSSELIN EXPRESS LTD	174	C	Z	D*	Z	1
GREAT CANADIAN RAILTOUR COMPANY LTD.	183	A	B*	Z	B	5
GREATER TORONTO AIRPORTS AUTHORITY	996	B	A*	C	C	5
GREYHOUND CANADA TRANSPORTATION CORP.	2,058	D	B	C	C	5
L GRIMSHAW TRUCKING LTD.	257	C	A	D*	D*	3
G GROUPE CONNEX GVI	85	C				5
G GROUPE GUILBAULT LTÉE	182	B				5
H & R TRANSPORT LTD	578	C	D*	Z	C	5
HALIFAX EMPLOYERS ASSOCIATION INC.	523	C	A	A	A	5
HALIFAX INTERNATIONAL AIRPORT AUTHORITY	116	B	B*	A*	A*	4
G HAWKAIR AVIATION SERVICES LTD.	152	A				5
HÉLICOPTÈRES CANADIENS LIMITÉE/CANADIAN HELICOPTERS LIMITED	562	C	A	D*	C*	4
HELIJET INTERNATIONAL INC.	140	C	Z	D*	C	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
HIGHLAND MOVING AND STORAGE LTD.	87	B	B*	Z	D*	2
G HMY AIRWAYS INC.	235	B				5
HORIZON AIR INDUSTRIES INC.	108	A	Z	Z	A	5
HOYT'S MOVING AND STORAGE LTD.	141	B	A*	D*	D*	4
HUTTON TRANSPORT LIMITED	177	C	D*	D*	D*	4
IMP GROUP LIMITED - CSH OPERATIONS	148	C*	D*	Z	Z	4
INNOTECH AVIATION LIMITED	151	C	Z	Z	A	5
L INTERNATIONAL AIR TRANSPORT ASSOCIATION	366	B	B*	D*	B	3
G J & R HALL TRANSPORT INC.	118	C				5
J. & T. MURPHY LIMITED	415	B	Z	A	D*	5
J.D. SMITH AND SONS LTD.	245	B	A*	A	C	5
J.E. FORTIN INC.	104	C	D*	D*	Z	4
JAY'S MOVING AND STORAGE LTD	120	B	A	D*	D*	5
JET TRANSPORT LTD.	99	C	Z	D*	D*	5
JOHN GRANT HAULAGE LTD.	109	C*	A*	A*	C*	5
JULES SAVARD INC.	173	C	Z	Z	Z	4
KEITH HALL & SONS TRANSPORT LIMITED	147	C*	A*	B*	B*	4
KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	797	D	B	C	A	4
KELTIC TRANSPORTATION INCORPORATED	122	C	D*	D*	D*	2
KENN BOREK AIR LTD.	349	C	A	D*	C	4
KINDERSLEY TRANSPORT LTD.	739	C	C	Z	C	4
KLEYSEN TRANSPORT LTD.	251	C	B	B*	C	4
KOCH TRANSPORT LIMITED	147	C	D*	D*	D*	2
KRISKA HOLDINGS LTD.	387	C	A*	B	C	4
KUNKEL BUS LINES LTD.	183	A	A*	D*	D*	4
L.E. WALKER TRANSPORT LIMITED	286	C	C*	D*	D*	4
L-3 COMMUNICATIONS, SPAR AEROSPACE LIMITED	724	C	D*	A	A	5
LABRADOR AIRWAYS LTD.	182	B	A	Z	Z	5
LAIDLAW CARRIERS TANK LP	160	C	D*	A*	D*	3
LAIDLAW CARRIERS VAN LP	148	C	A*	A*	D*	3
LAIDLAW TRANSIT LTD	6,373	B	A	C	C	3
T1, L, M LANGDON'S COACH LINES CO. LIMITED*	197	A	Z	D*	C*	0
G LEASEWAY MOTORCAR TRANSPORT CANADA	153	C*				5
LES ARMOIRES FORTIER INC	267	D	D*	Z	Z	4
V LEVY TRANSPORT LTD	21					
LIBERTY LINEHAUL INC.	117	D	B*	D*	Z	5
LINAMAR TRANSPORTATION INC.	177	C	D*	D*	D*	5
LODWICK TRANSPORT LIMITED	64	C	A*	D*	Z	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
L LOGISTEC CORPORATION	159	C	Z	D*	D*	4
MACKIE MOVING SYSTEMS CORPORATION	161	B	D*	D*	A	3
MACKINNON TRANSPORT INC.	187	C	B*	A*	D*	5
MAERSK CANADA INC.	150	A	A*	D*	A	4
MARINE ATLANTIC INC.	1,259	C	C*	B	C	5
MARITIME EMPLOYERS ASSOCIATION	1,102	C	A*	C*	C	5
MCKEVITT TRUCKING LIMITED	127	D	A*	D*	B*	2
L, F MENLO WORLDWIDE FORWARDING	0					
MEYERS TRANSPORT LIMITED	293	C	A	A	C	4
G MID-ARCTIC TRANSPORTATION CO. LTD.	132	C				5
MIDLAND TRANSPORT LIMITED	1,139	C	A	C	C	4
MILL CREEK EQUIPMENT LTD.	134	C	A*	D*	D*	5
MONTREAL AIRPORTS	545	B	A*	D*	C	4
MONTREAL PORT AUTHORITY	321	C	Z	D*	C*	3
MONTSHIP INC.	155	C	Z	D*	B	4
MULLEN TRUCKING INC.	357	D	A	D*	D*	5
MUSKOKA TRANSPORT LIMITED	196	C	Z	D*	D*	4
N. YANKE TRANSFER LTD.	707	C	C	D	D	4
NASITTUQ CORPORATION	249	C	A	C*	B*	5
NAV CANADA	5,619	C	C	C	C	4
NESEL FAST FREIGHT INCORPORATED	284	D	C*	D*	C	4
NORMANDIN TRANSIT INC.	279	C	Z	Z	Z	2
NORTHERN TRANSPORTATION COMPANY LIMITED	230	C	B	D*	D*	5
NORTHUMBERLAND FERRIES LIMITED	179	C	Z	D*	D*	4
L OCEANEX(1997) INC.	241	C	D*	D*	D*	3
OK TRANSPORTATION LIMITED	128	D*	A*	A*	C	5
OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	123	B	B*	D*	D*	3
P.W. TRANSPORTATION LTD.	395	C	D*	D*	C	5
PACIFIC COASTAL AIRLINES LTD.	209	C	D*	D*	C	2
G PAPINEAU INTERNATIONAL S.E.C (PAPINEAU INTERNATIONAL)	210	C				5
L PAUL'S HAULING LTD.	286	D	B	C*	C*	2
PBB GLOBAL LOGISTICS INC.	650	A	C*	B	A	5
PENETANG-MIDLAND COACH LINES LIMITED	163	C	C*	D*	C*	3
PENNER INTERNATIONAL INC.	153	D	Z	Z	D*	2
F PENSKE LOGISTICS LLC	0					
G PENTASTAR ENERGY SERVICES LTD.	302	D				5
M PERIMETER AIRLINES (INLAND) LTD.	288	C	B	D*	D*	2
PLH AVIATION SERVICES INC.	206	C	A*	A	B	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
POLE STAR TRANSPORT INCORPORATED	326	C	A*	C*	D*	5
PORTER TRUCKING LTD.	182	C	A*	D*	C	2
V PREMAY EQUIPMENT LTD.	81					
PROVINCIAL AIRLINES LIMITED	435	C	B	D*	D*	5
PRUDHOMME GROUP OF COMPANIES	163	D	B*	C*	D*	5
QUEBEC NORTH SHORE AND LABRADOR RAILWAY	392	C	Z	Z	Z	5
QUIK X TRANSPORTATION INC.	220	B	A*	D*	D	5
RAILINK CANADA LTD.	287	C	A	A	C*	4
RAINBOW TRANSPORT (1974) LTD.	296	D	A	C*	C*	5
REIMER EXPRESS LINES LTD.	1,282	C	A	B	C	5
RIDSDALE TRANSPORT LTD	270	D	A	C*	D*	3
L ROBYN'S TRANSPORTATION AND DISTRIBUTION SERVICES LTD.	156	C	B*	B*	C	1
ROSEDALE TRANSPORT LIMITED	303	D	D*	C*	A	5
ROSENAU TRANSPORT LTD.	279	D	B	B	D*	4
RTL ROBINSON ENTERPRISES LTD	240	D	Z	D*	D*	3
RYDER TRUCK RENTAL CANADA LTD.	833	C	A	C*	C	5
S.G.T. 2000 INC.	491	C	A*	D*	C	2
SASKATCHEWAN TRANSPORTATION COMPANY	220	C	A	A	B*	5
SCHNEIDER NATIONAL CARRIERS, CANADA	612	D	B*	C*	C	4
SEABOARD LIQUID CARRIERS LIMITED	501	D	B*	C*	B	4
SEASPAN INTERNATIONAL LTD.	863	C	A	C	C	5
SECUNDA MARINE SERVICES LIMITED	264	D	D*	D*	C*	2
SERCO FACILITIES MANAGEMENT INC.	546	C	A	C*	C	5
SERVICES AÉROPORTUAIRES HANDLEX INC.	940	A	D*	D*	A	4
SHANNAHAN'S INVESTIGATION AND SECURITY LTD.	836	A	D*	D*	D*	5
SKY SERVICE F.B.O. INC. AND SKYSERVICE AVIATION INC.	312	C	A*	D*	D*	5
SKYSERVICE AIRLINES INC.	1,281	B	B	D*	C	3
SMIT MARINE CANADA INC.	171	C	A*	D*	C*	3
F SMT (EASTERN) LIMITED	0					
SOCIÉTÉ AIR FRANCE	263	A	Z	D*	A	5
SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	470	C	A	C*	A	5
L SUNBURY TRANSPORT LIMITED	106	A	Z	Z	Z	4
SUNWEST HOME AVIATION LTD.	174	D	D*	Z	C	2
SWANBERG BROS. TRUCKING LTD.	207	D	A	D*	D*	5
TBI PARTNERSHIP	194	C	A*	B*	B	5
THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	546	C	A	A	A	4
THE CALGARY AIRPORT AUTHORITY	144	B	Z	D*	C*	4
L THE GRAY LINE OF VICTORIA LTD.	274	C	D*	C*	A	2

Legend: **Total:** Number of employees as of December 31, 2004; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
G THE TORONTO TERMINALS RAILWAY CO.	100	D				5
TIPPET-RICHARDSON LIMITED	146	D	C*	A	A	5
TNT EXPRESS (CANADA) LTD.	137	B	B*	C*	C	5
TORONTO PORT AUTHORITY	93	C	Z	D*	C*	4
TRANSCANADA PIPELINES LTD.	1,635	B	A	C	B	5
TRANSFREIGHT INC.	449	C	A	D*	A	4
TRANS-FRT. MCNAMARA INC.	106	D	D*	D*	D*	2
TRANSIT WINDSOR	260	B	D*	C*	A	5
TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.	211	C	Z	D*	D*	3
TRANSPORT ASSELIN	153	D	Z	Z	Z	4
TRANSPORT BERNIERES INC. (GROUPE BERNIÈRES)	186	C	Z	Z	Z	4
L, G TRANSPORT BOURRET INC.	284	D				4
TRANSPORT COUTURE ET FILS LTÉE	191	C	Z	Z	Z	4
TRANSPORT GUILBAULT INC	217	Z	Z	D*	D*	5
TRANSPORT GUY BOURASSA INC.	236	D	A*	D*	D*	4
TRANSPORT HERVE LEMIEUX (1975) INC.	230	D	A*	C*	C*	5
TRANSPORT JACQUES AUGER INC.	330	D	A*	C*	Z	4
TRANSPORT MORNEAU INC.	362	C	D*	D*	Z	4
TRANSPORT NJN INC.	144	C	Z	Z	D*	2
TRANSPORT ROBERT (1973) LTÉE	251	D*	D*	D*	Z	4
TRANSPORT TFI 1, SEC	246	D	D*	D*	A*	5
TRANSPORT TFI 5 S.E.C. (TRANSPORT KINGSWAY)	930	C	A*	C	D	4
G TRANSPORT TFI 5 S.E.C. (TRANSPORT SÉLECT DAILY)	151	C				5
G TRANSPORT TFI 6 S.E.C. (TRANSPORT BESNER)	196	D				5
TRANSPORT THIBODEAU INC.	512	D	A*	A	C	5
TRANSPORT THOM LTD	170	D	B*	B*	A*	4
G TRANS-PROVINCIAL FREIGHT CARRIERS LIMITED	254	C				5
TRANSX LTD.	892	C	B	C	D	4
M TRAVELERS TRANSPORTATION SERVICES INC.	341	C	A*	C*	C	3
TRENTWAY-WAGAR INC.	648	C	A	D*	C	5
<i>TRIMAC TRANSPORTATION MANAGEMENT LTD. – Total</i>	1,134					
G A.B. SLAG ENTERPRISES	8					5
G ADBY TRANSPORT LIMITED	104	D				5
G BARTLETT TRANSPORT LIMITED	37					5
G COLUMBIA RIVER RELOAD LTD.	16					5
H.M. TRIMBLE AND SONS (1983) LTD.	255	C	A	C*	D*	3
G MACCAM TRANSPORT LTD.	75					5
G MERCURY TANK LINES LIMITED	35					5

Legend: **Total:** Number of employees as of December 31, 2004; **W:** Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities; **RCI:** Report Compliance Index

The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
MUNICIPAL TANK LINES LIMITED	103	C*	A*	D*	C*	4
G NORTH STAR TRANSPORT LTD.	57					5
G OIL & INDUSTRY SUPPLIERS (CANADA) LTD	51					5
G OIL & INDUSTRY SUPPLIERS LTD.	51					5
G PETROLEUM DISTRIBUTION RESOURCES LTD	30					5
G PROVIMAR CONTRACT LOGISTICS	43					5
TRIMAC TRANSPORTATION MANAGEMENT LTD.	239	B	A*	D*	D	3
G VA ROSS LTD.	30					5
TSI TERMINAL SYSTEMS INC.	278	C	A	D*	B	4
TST SOLUTIONS L.P.	1,026	C	C*	C	C	5
UNITED AIRLINES, INC.	163	A	A*	D*	C	5
UPPER LAKES GROUP INC.	387	C	D*	C*	C*	5
US AIRWAYS GROUP, INC.	102	A	Z	Z	A	5
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	307	A	D*	C*	B	5
VANCOUVER ISLAND HELICOPTERS LTD.	193	C	D*	D*	D*	4
VANCOUVER PORT AUTHORITY	156	A	D*	A*	B	5
VAN-KAM FREIGHTWAYS LTD.	273	C	C*	C*	C	3
VERREAULT NAVIGATION INC.	76	D*	Z	Z	Z	4
VERSPEETEN CARTAGE LTD.	268	C	D*	D*	B	3
VIA RAIL CANADA INC.	3,228	C	A	B	C	5
VOYAGEUR AIRWAYS LIMITED	261	C	A	C*	C	5
WARREN GIBSON LIMITED	540	D	A	C*	C*	3
WASAYA AIRWAYS LIMITED PARTNERSHIP	268	C	A	C*	D*	3
WESBELL GROUP OF COMPANIES INC.	106	C	A*	Z	D	5
WESTCAN BULK TRANSPORT LTD.	576	D	C*	B	D	5
WESTCOAST ENERGY INC.	776	C	A	A	B	5
WESTERN STEVEDORING COMPANY LIMITED	141	D	A*	D*	C*	5
WESTJET AIRLINES LTD.	4,672	A	C	C	C	3
WESTSHORE TERMINALS LTD.	180	C	Z	D*	D*	4
WILLIAMS MOVING AND STORAGE (BC) LTD.	207	C	A	D*	D*	5
L WINNIPEG AIRPORTS AUTHORITY INC.	122	C	D*	B*	D*	4
WORLDWIDE FLIGHT SERVICES, INC.	943	C	A	D	A	5
XTL TRANSPORT INC.	153	A	A*	Z	C	2
YELLOW TRANSPORTATION, INC.	264	C	B*	D*	C	5
OTHER SECTOR						
ADM AGRI-INDUSTRIES LTD.	442	D	D*	Z	C	5
G AGRIBRANDS PURINA CANADA INC.	305	C				5
AGRICORE UNITED	2,422	C	C	C	C	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
ATOMIC ENERGY OF CANADA LIMITED	3,172	C	A	B	A	5
V BANFF TRANSPORTATIONS AND TOURS LTD.	49					
BUSINESS DEVELOPMENT BANK OF CANADA	1,441	A	A	C	A	5
G BIOREX INC.	93	C				5
G BRETT YOUNG SEEDS LIMITED PARTNERSHIP	167	C				5
BRINK'S CANADA LIMITED	2,042	C	A	C	C	4
BRUCE POWER LP	3,519	D	B	C	C	5
CAMECO CORPORATION	1,506	C	A	C	A	5
CANADA COUNCIL FOR THE ARTS	180	A	A	A*	A	5
CANADA LANDS COMPANY CLC LTD.	436	A	B*	D*	B	5
CANADA MALTING COMPANY LTD.	198	D	D*	Z	C*	5
CANADA MORTGAGE AND HOUSING CORPORATION	1,753	A	A	A	A	5
CANADIAN AIR TRANSPORT SECURITY AUTHORITY	174	A	Z	D*	B	3
CANADIAN MUSEUM OF CIVILIZATION CORPORATION	369	A	A	A	A	5
CANADIAN MUSEUM OF NATURE	158	A	A*	A*	A*	5
CANADIAN WHEAT BOARD	440	A	C	D	C	5
G CAN-OAT MILLING INC	164	C				5
CARGILL LIMITED	942	C	C	C	C	5
G CASCADIA TERMINAL	112	C	A*	D*	C*	5
COGEMA RESOURCES INC.	270	C	A	D*	A*	4
G CWS LOGISTICS LTD.	105	C*				5
G DAWN FOOD PRODUCTS (CANADA) LTD.	349	C				5
DEFENCE CONSTRUCTION (1951) LIMITED	284	C	D*	D*	A	4
DOVER INDUSTRIES LIMITED	175	C	C*	D*	D*	3
EXPORT DEVELOPMENT CANADA	995	A	C*	A	B	5
FARM CREDIT CANADA	1,083	A	C	C	C	5
FRESHWATER FISH MARKETING CORPORATION	182	A	A	B*	C*	3
G FUGRO AIRBORNE SURVEYS CORP. / FUGRO AVIATION CANADA LIMITED	156	D				5
G GARDA DU CANADA	7,329	C				5
GENERAL ELECTRIC CANADA INC	238	C	D*	Z	A	5
G GRAIN MILLERS CANADA CORP.	104	B				5
HUDSON BAY MINING AND SMELTING CO. LIMITED	1,396	C	B	A	A	4
INTERMAP TECHNOLOGIES CORPORATION	111	C	Z	Z	A*	4
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	237	A	D*	C*	A	5
JAMES RICHARDSON INTERNATIONAL LIMITED	624	D	D*	C*	D	4
LANDMARK FEEDS INC.	294	C	C	D*	D*	3
G LOUIS DREYFUS CANADA LTD.	135	C				5
MASTERFEEDS INC.	309	C	D*	D*	D*	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
MBNA CANADA BANK	1,304	A	B	D	B	5
MDS NORDION	689	B	D*	C*	A	5
NATIONAL ARTS CENTRE CORP	661	A	D*	C	C	2
NATIONAL CAPITAL COMMISSION	401	A	B*	A	B	5
NATIONAL GALLERY OF CANADA	262	A	C*	C*	C	4
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	224	A	A*	A	D*	5
NEW-LIFE MILLS LIMITED	208	D	D*	A*	D*	2
ONTARIO POWER GENERATION	11,032	C	B	C	B	5
PARRISH AND HEIMBECKER LIMITED	913	C	D*	C	C	2
PATERSON GLOBALFOODS INC.	261	D	C*	D*	D*	3
L PRINCE RUPERT GRAIN LTD.	99	C	A	D*	A*	4
RIDLEY INC.	320	C	D*	D*	B	4
G SANDER GEOPHYSICS LIMITED	101	C				5
SASKATCHEWAN WHEAT POOL	1,174	C	C	B	C	5
SECURICOR CANADA LTD.	2,549	C	C	C	C	4
G SHUR-GAIN, A MEMBER OF MAPLE LEAF FOODS INC.	822	B				5
SMUCKER FOODS OF CANADA CO.	948	B	C	C	C	5
SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	240	A	Z	D*	C	4
TELEFILM CANADA	179	A	A*	D*	D	5
TERASEN PIPELINES (TRANS MOUNTAIN) INC.	304	C	C*	B	C	5
THE ROYAL CANADIAN MINT	483	B	C	C	A	4
G THOMPSONS LIMITED	297	C				5
G TNT LOGISTICS NORTH AMERICA	904	C				5
G TOTAL OILFIELD RENTALS PARTNERSHIP	143	C				5
ZIRCATEC PRECISION INDUSTRIES INC.	271	C	A*	A	D*	3

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Appendix B

Tables – Federally Regulated Private Sector Employers and Crown Corporations

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

This is the eighth consecutive year that the consolidation of federally regulated employers and Crown corporations' reports has been made available. The consolidation includes detailed tables for 2004 as well as tables showing the representation of designated groups for 1987, 2003 and 2004.

Tables 1 to 7¹¹ in this Appendix present data aggregated to include full-time, part-time and temporary employees. Table 8 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 (tables 9 and 10) present data on full-time and part-time salaries respectively.

Please see Appendix A, "Employer Performance Ratings", for a complete listing of the employers included in the consolidation for 2004.

¹¹ Last year's table titled "Representation of Designated Groups by Industrial Sector and Subsector for 1987, 2002, 2003" could not be produced for this year's report. This is because the Standard Industrial Codes are no longer used and have been replaced by the North American Industrial Classification System.

List of Tables**Table 1**

Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2004

Table 2

Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Census Metropolitan Area, Province and Territory as of December 31, 2004

Table 3

Percentage Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Census Metropolitan Area, Province and Territory (1987, 2003 and 2004)

Table 4

Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2003 and 2004)

Table 5

Hires into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Table 6

Promotions within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Table 7

Terminations from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Table 8

Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2003 and 2004)

Table 9

Federally Regulated Private Sector and Crown Corporation Employees in Permanent Full-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2004

Table 10

Federally Regulated Private Sector and Crown Corporation Employees in Permanent Part-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2004

Table 1 Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2004

Sector and Subsector	All Employees			Aboriginal Peoples		Persons with Disabilities			Members of Visible Minorities			
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Monetary Authorities - Central Bank	1,276	561	715	15	9	6	25	12	13	148	83	65
Depository Credit Intermediation	183,068	55,461	127,607	2,393	512	1,881	5,225	1,604	3,621	40,086	14,554	25,532
<i>Banking Sector</i>	184,344	56,022	128,322	2,408	521	1,887	5,250	1,616	3,634	40,234	14,637	25,597
Natural Gas Distribution	1,542	1,194	348	45	38	7	53	45	8	111	72	39
Aerospace Product and Parts Manufacturing	148	142	6	3	3	0	0	0	0	0	0	0
Scheduled Air Transportation	42,709	25,031	17,678	770	404	366	718	442	276	4,653	2,489	2,164
Non-Scheduled Air Transportation	5,200	3,460	1,740	275	164	111	36	29	7	277	167	110
Rail Transportation	30,221	26,640	3,581	826	743	83	1,230	1,138	92	1,940	1,604	336
Deep Sea, Coastal and Great Lakes Water Transportation	4,457	3,736	721	103	75	28	61	53	8	131	88	43
Inland Water Transportation	259	201	58	0	0	0	0	0	0	1	1	0
General Freight Trucking	41,178	34,760	6,418	759	647	112	848	725	123	2,346	1,769	577
Specialized Freight Trucking	8,917	7,376	1,541	199	155	44	221	191	30	464	376	88
Urban Transit Systems	987	804	183	23	18	5	15	15	0	32	28	4
Interurban and Rural Bus Transportation	2,418	2,106	312	74	69	5	138	121	17	256	242	14
School and Employee Bus Transportation	7,894	3,206	4,688	112	30	82	166	89	77	595	306	289
Other Transit and Ground Passenger Transportation	3,375	2,586	789	113	90	23	95	77	18	305	202	103
Pipeline Transportation of Natural Gas	1,823	1,255	568	34	24	10	49	40	9	174	105	69
Scenic and Sightseeing Transportation, Land	77	73	4	1	1	0	0	0	0	3	3	0
Support Activities for Air Transportation	22,826	16,351	6,475	359	266	93	380	298	82	3,207	2,088	1,119
Support Activities for Rail Transportation	100	86	14	0	0	0	0	0	0	0	0	0
Support Activities for Water Transportation	9,452	8,315	1,137	291	268	23	388	373	15	1,017	877	140
Freight Transportation Arrangement	1,872	1,450	422	22	15	7	14	12	2	78	39	39
Other Support Activities for Transportation	1,357	796	561	29	21	8	36	17	19	133	70	63
<i>Transportation Sector</i>	186,812	139,568	47,244	4,038	3,031	1,007	4,448	3,665	783	15,723	10,526	5,197

Table 1 (continued) Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2004

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Postal Service	60,896	33,933	26,963	968	432	536	2,400	1,484	916	5,780	3,512	2,268
Couriers	20,002	14,881	5,121	444	331	113	570	435	135	3,877	2,839	1,038
Local Messengers and Local Delivery	7,453	5,069	2,384	128	87	41	76	53	23	1,846	1,428	418
Radio and Television Broadcasting	26,544	15,302	11,242	335	164	171	594	403	191	1,804	859	945
Pay TV, Specialty TV and Program Distribution	10,013	6,594	3,419	171	102	69	144	100	44	1,470	978	492
Telecommunications	94,142	53,228	40,914	1,089	600	489	1,759	1,023	736	11,888	6,695	5,193
Information Services	541	352	189	2	1	1	10	6	4	59	36	23
Communications Sector	219,591	129,359	90,232	3,137	1,717	1,420	5,553	3,504	2,049	26,724	16,347	10,377
Metal Ore Mining	3,172	2,761	411	557	484	73	105	96	9	82	73	9
Support Activities for Mining and Oil and Gas Extraction	143	122	21	0	0	0	1	1	0	2	1	1
Electric Power Generation, Transmission and Distribution	14,551	11,577	2,974	141	116	25	418	373	45	1,357	1,094	263
Construction Management	381	252	129	2	1	1	9	5	4	21	14	7
Animal Food Manufacturing	1,953	1,514	439	22	21	1	17	12	5	22	20	2
Grain and Oilseed Milling	2,602	1,947	655	22	18	4	20	16	4	71	40	31
Seafood Product Preparation and Packaging	392	242	150	88	52	36	6	6	0	18	12	6
Support Activities for Crop Production	349	258	91	0	0	0	0	0	0	0	0	0
Basic Chemical Manufacturing	1,198	868	330	7	4	3	21	17	4	61	47	14
Forging and Stamping	483	323	160	10	6	4	12	9	3	51	36	15
Farm Product Wholesaler-Distributors	575	284	291	15	4	11	11	4	7	25	11	14
Taxi and Limousine Service	49	44	5	1	1	0	2	2	0	0	0	0
Pipeline Transportation of Crude Oil	304	229	75	4	4	0	10	10	0	22	13	9
Warehousing and Storage	8,049	6,001	2,048	134	99	35	141	110	31	170	105	65
Non-Depository Credit Intermediation	3,382	1,592	1,790	55	24	31	85	45	40	371	174	197
Other Financial Investment Activities	1,441	700	741	23	11	12	21	8	13	142	55	87
Activities Related to Real Estate	436	238	198	2	1	1	4	1	3	109	52	57
Architectural, Engineering and Related Services	3,577	2,754	823	108	89	19	160	136	24	507	405	102

Table 1 (continued) Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2004

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Management, Scientific and Technical Consulting Services	93	71	22	0	0	0	0	0	0	1	1	0
Investigation and Security Services	11,920	9,224	2,696	82	59	23	79	68	11	420	301	119
Performing Arts Companies	661	404	257	5	2	3	12	6	6	35	20	15
Heritage Institutions	1,197	494	703	30	15	15	58	29	29	53	27	26
Other Amusement and Recreation Industries	340	181	159	0	0	0	1	0	1	21	15	6
Federal Protective Services	174	99	75	0	0	0	3	2	1	11	6	5
Foreign Affairs and International Assistance	305	105	200	3	1	2	6	3	3	44	13	31
Other Federal Government Public Administration	2,513	1,034	1,479	62	25	37	101	44	57	243	93	150
<i>Other Sector</i>	60,240	43,318	16,922	1,373	1,037	336	1,303	1,003	300	3,859	2,628	1,231
Total – All Sectors	650,987	368,267	282,720	10,956	6,306	4,650	16,554	9,788	6,766	86,540	44,138	42,402

Table 2 Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Census Metropolitan Area, Province and Territory as of December 31, 2004

Metropolitan Area and Province/Territory	All Employees			Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities				
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total		
Calgary	32,457	17,581	14,876	575	285	290	1,062	569	493	3,968	1,945	2,023
Edmonton	18,542	10,851	7,691	490	266	224	521	312	209	1,865	942	923
Halifax	8,153	4,337	3,816	105	63	42	333	220	113	368	172	196
Montréal	86,762	48,354	38,408	455	254	201	1,261	736	525	6,611	3,483	3,128
Regina	3,306	1,529	1,777	75	32	43	177	76	101	144	70	74
Toronto	177,201	97,317	79,884	1,727	855	872	4,149	2,394	1,755	47,675	23,676	23,999
Vancouver	51,333	29,812	21,521	928	572	356	1,457	912	545	13,353	6,693	6,660
Winnipeg	21,003	13,030	7,973	1,055	623	432	801	535	266	1,523	900	623
<i>Census Metropolitan Areas</i>	398,757	222,811	175,946	5,410	2,950	2,460	9,761	5,754	4,007	75,507	37,881	37,626
Ontario	289,273	159,724	129,549	3,555	1,938	1,617	7,621	4,428	3,193	53,974	27,342	26,632
Quebec	121,475	68,945	52,530	851	478	373	1,716	1,022	694	7,153	3,761	3,392
Nova Scotia	14,985	7,593	7,392	158	97	61	571	323	248	508	237	271
New Brunswick	13,144	6,218	6,926	131	68	63	378	193	185	266	131	135
Manitoba	27,270	17,247	10,023	1,454	877	577	990	674	316	1,662	998	664
British Columbia	71,820	40,639	31,181	1,489	861	628	2,156	1,279	877	14,665	7,315	7,350
Prince Edward Island	1,160	630	530	4	2	2	27	14	13	9	4	5
Saskatchewan	14,116	8,375	5,741	814	589	225	480	275	205	404	230	174
Alberta	64,182	36,458	27,724	1,430	745	685	2,032	1,178	854	6,281	3,145	3,136
Newfoundland and Labrador	7,429	3,824	3,605	240	132	108	141	85	56	65	40	25
Yukon	403	190	213	16	6	10	15	5	10	18	11	7
Northwest Territories	786	590	196	117	79	38	17	14	3	33	23	10
Canada*	650,987	368,267	282,720	10,956	6,306	4,650	16,554	9,788	6,766	86,540	44,138	42,402

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

Table 3 Percentage Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Census Metropolitan Area, Province and Territory (1987, 2003 and 2004)

Metropolitan Area and Province/Territory	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	1987 (%)	2003 (%)	2004 (%)	1987 (%)	2003 (%)	2004 (%)	1987 (%)	2003 (%)	2004 (%)	1987 (%)	2003 (%)	2004 (%)
Calgary	47.6	45.8	45.8	0.5	1.7	1.8	1.9	2.9	3.3	5.6	10.7	12.2
Edmonton	44.5	41.3	41.5	0.7	2.6	2.6	2	2.8	2.8	4.4	9.8	10.1
Halifax	41.2	46	46.8	0.5	1.3	1.3	1.6	3.5	4.1	1.9	4.1	4.5
Montréal	39	45	44.3	0.3	0.5	0.5	1.1	1.3	1.5	3	6.8	7.6
Regina	42.9	53.9	53.8	0.4	2.1	2.3	2.4	4.5	5.4	1.6	3.7	4.4
Toronto	47.1	46.1	45.1	0.6	0.9	1	1.5	2	2.3	12	25	26.9
Vancouver	40.4	42.2	41.9	0.5	1.8	1.8	1.5	2.8	2.8	7.9	25.5	26
Winnipeg	32.7	38.2	38	0.8	5.1	5	1.8	3.8	3.8	2.9	6.9	7.3
Ontario	44.2	45.3	44.8	0.7	1.2	1.2	1.6	2.3	2.6	7.3	17.5	18.7
Quebec	39.8	44.7	43.2	0.4	0.7	0.7	1.1	1.3	1.4	2.6	5.6	5.9
Nova Scotia	34.4	48.9	49.3	0.4	1	1.1	3.5	3.4	3.8	1.3	3.2	3.4
New Brunswick	32.2	50.8	52.7	0.4	0.9	1	1.8	2.6	2.9	1.1	1.7	2
Manitoba	30.5	37.1	36.8	1	5.4	5.3	1.7	3.6	3.6	2.6	5.8	6.1
British Columbia	41.5	43.8	43.4	0.7	2	2.1	1.7	2.9	3	6.2	20.1	20.4
Prince Edward Island	38	47.6	45.7	0.2	0.3	0.3	1.2	2.1	2.3	1	0.6	0.8
Saskatchewan	35.1	41.7	40.7	1.4	5.6	5.8	1.8	3.2	3.4	1.2	2.9	2.9
Alberta	45.3	43.1	43.2	0.7	2.1	2.2	1.9	3	3.2	4	9	9.8
Newfoundland and Labrador	38.4	47.9	48.5	0.6	3.3	3.2	1	2	1.9	0.7	0.9	0.9
Yukon	31.4	53.1	52.9	3.8	5.9	4	0.8	5.9	3.7	1.4	4.8	4.5
Northwest Territories	21.9	23.9	24.9	9.6	15.8	14.9	1.4	2.2	2.2	2.5	5.5	4.2
Canada	40.9	44	43.4	0.7	1.7	1.7	1.6	2.3	2.5	5	12.7	13.3

Table 4 Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2003 and 2004)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities										
	#	%	#	%	#	%	#	%	#	%									
	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004									
Total																			
Senior Managers	4,990	20.9	1,042	20.4	33	0.7	0.6	125	2.5	2.0	218	4.4	4.0						
Middle and Other Managers	65,443	42.6	27,883	43.3	624	1.0	1.0	1,414	2.2	2.0	6,948	10.6	9.9						
Professionals	83,500	45.3	37,829	45.1	791	0.9	0.9	1,783	2.1	1.8	16,034	19.2	17.8						
Semi-Professionals and Technicians	42,427	18.5	7,863	17.5	674	1.6	1.6	905	2.1	2.1	3,333	7.9	5.5						
Supervisors	22,158	62.4	13,831	63.3	346	1.6	1.6	574	2.6	2.0	3,355	15.1	13.4						
Supervisors: Crafts and Trades	9,457	4.9	462	4.7	240	2.5	2.5	304	3.2	3.3	537	5.7	5.5						
Administrative and Senior Clerical Personnel	34,893	79.4	27,688	79.4	543	1.6	1.3	994	2.8	2.3	6,675	19.1	18.1						
Skilled Sales and Service Personnel	6,034	25.8	1,555	32.1	90	1.5	1.7	101	1.7	1.8	366	6.1	7.3						
Skilled Crafts and Trades Workers	53,966	3.0	1,644	3.1	1,299	2.4	2.3	1,595	3.0	3.1	3,997	7.4	7.1						
Clerical Personnel	191,710	66.7	127,906	67.1	3,207	1.7	1.6	5,947	3.1	2.6	31,501	16.4	15.6						
Intermediate Sales and Service Personnel	30,209	65.7	19,854	65.6	585	1.9	2.0	497	1.6	1.6	3,799	12.6	12.2						
Semi-Skilled Manual Workers	81,694	11.6	9,506	11.7	2,076	2.5	2.5	1,873	2.3	2.4	8,172	10.0	9.6						
Other Sales and Service Personnel	17,558	28.0	4,914	30.4	207	1.2	2.2	210	1.2	2.1	1,106	6.3	15.4						
Other Manual Workers	6,948	10.7	743	7.3	241	3.5	4.3	232	3.3	3.3	499	7.2	5.5						
Total Number of Employees	650,987	43.4	282,720	44.0	10,956	1.7	1.7	16,554	2.5	2.3	86,540	13.3	12.7						

Table 5 Hires into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	#	%	#	%	#	%	#	%	#	%	
											2004
	355	21.4	76	20.9	1	0.3	2	0.6	16	4.5	2.5
Senior Managers											
	4,500	35.3	1,588	35.9	38	0.8	33	0.7	545	12.1	8.7
Middle and Other Managers											
	9,019	36.8	3,321	40.6	74	0.8	100	1.1	1,820	20.2	15.5
Professionals											
	4,176	22.9	958	25.4	73	1.7	41	1.0	390	9.3	6.3
Semi-Professionals and Technicians											
	1,338	45.2	605	46.9	11	0.8	25	1.9	215	16.1	11.3
Supervisors											
	410	10.0	41	12.3	9	2.2	4	1.0	25	6.1	4.8
Supervisors: Crafts and Trades											
	3,885	61.3	2,383	62.3	56	1.4	76	2.0	739	19.0	15.7
Administrative and Senior Clerical Personnel											
	854	24.9	213	25.2	7	0.8	4	0.5	47	5.5	8.9
Skilled Sales and Service Personnel											
	3,393	3.2	107	3.7	88	2.6	20	0.6	259	7.6	6.4
Skilled Crafts and Trades Workers											
	30,847	63.2	19,490	62.7	495	1.6	411	1.3	4,739	15.4	14.9
Clerical Personnel											
	5,157	65.7	3,388	62.9	141	2.7	54	1.0	860	16.7	11.7
Intermediate Sales and Service Personnel											
	24,662	8.8	2,175	10.9	587	2.4	287	1.2	3,634	14.7	13.6
Semi-Skilled Manual Workers											
	7,067	35.4	2,501	36.0	53	0.7	31	0.4	500	7.1	14.0
Other Sales and Service Personnel											
	2,005	7.8	157	4.7	79	3.9	14	0.7	73	3.6	3.6
Other Manual Workers											
Total Number of Employees	97,668	37.9	37,003	36.3	1,712	1.8	1,102	1.1	13,862	14.2	12.9

Table 6 Promotions within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities					
	2004	#	2004	%	2004	%	2004	%	2004	#	2004	%	2003	%
Senior Managers	402	109	27.1	26.2	1	0.2	0.0	2.2	0.8	28	7.0	3.1		
Middle and Other Managers	7,441	3,401	45.7	50.6	71	1.0	1.1	1.7	1.8	1,098	14.8	12.3		
Professionals	8,879	4,340	48.9	50.1	85	1.0	0.9	1.7	1.7	2,207	24.9	23.0		
Semi-Professionals and Technicians	2,032	451	22.2	18.7	40	2.0	2.8	1.7	2.2	240	11.8	6.7		
Supervisors	3,038	1,944	64.0	63.9	45	1.5	1.3	2.4	1.7	683	22.5	15.8		
Supervisors: Crafts and Trades	767	54	7.0	6.2	21	2.7	2.4	3.0	3.5	62	8.1	6.5		
Administrative and Senior Clerical Personnel	4,594	3,424	74.5	73.4	98	2.1	1.4	2.5	1.8	1,133	24.7	21.8		
Skilled Sales and Service Personnel	380	110	28.9	37.1	6	1.6	1.8	1.8	1.3	26	6.8	11.2		
Skilled Crafts and Trades Workers	936	49	5.2	3.4	72	7.7	7.7	2.5	3.2	57	6.1	6.1		
Clerical Personnel	10,516	7,012	66.7	66.4	188	1.8	1.6	1.9	2.0	2,342	22.3	19.1		
Intermediate Sales and Service Personnel	570	321	56.3	58.8	10	1.8	2.2	7	1.2	62	10.9	9.8		
Semi-Skilled Manual Workers	1,210	119	9.8	42.2	87	7.2	3.1	41	3.4	111	9.2	11.8		
Other Sales and Service Personnel	228	94	41.2	29.5	5	2.2	2.7	3	1.3	26	11.4	10.1		
Other Manual Workers	143	13	9.1	9.8	9	6.3	5.4	1	0.7	9	6.3	7.6		
Total Number of Employees	41,136	21,441	52.1	52.7	738	1.8	1.7	816	2.0	8,084	19.7	16.4		

Table 7 Terminations from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2003 and 2004)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	#	%	#	%	#	%	#	%	#	%	
	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	
Senior Managers	585	19.7	3	0.5	0.7	1.5	10	1.7	25	4.3	3.3
Middle and Other Managers	5,607	37.8	51	0.9	1.0	2.0	111	2.0	539	9.6	8.3
Professionals	7,894	42.3	81	1.0	1.0	1.9	127	1.6	1,323	16.8	14.8
Semi-Professionals and Technicians	3,727	23.9	67	1.8	1.8	2.2	82	2.2	286	7.7	5.7
Supervisors	2,103	51.6	23	1.1	1.3	2.1	44	2.1	250	11.9	11.8
Supervisors: Crafts and Trades	687	7.4	16	2.3	2.2	3.3	23	3.3	39	5.7	5.4
Administrative and Senior Clerical Personnel	3,688	68.1	47	1.3	1.6	2.6	96	2.6	612	16.6	15.0
Skilled Sales and Service Personnel	960	29.6	10	1.0	1.1	1.5	14	1.5	74	7.7	7.1
Skilled Crafts and Trades Workers	4,082	3.0	103	2.5	2.3	3.0	123	3.0	274	6.7	7.4
Clerical Personnel	24,327	65.7	414	1.7	1.7	2.3	570	2.3	3,783	15.6	14.3
Intermediate Sales and Service Personnel	4,375	61.9	128	2.9	3.2	1.6	70	1.6	601	13.7	8.6
Semi-Skilled Manual Workers	21,782	8.4	497	2.3	2.5	1.5	324	1.5	2,929	13.4	12.4
Other Sales and Service Personnel	2,971	29.8	46	1.5	3.1	0.8	25	0.8	202	6.8	10.4
Other Manual Workers	1,807	6.5	65	3.6	4.3	0.9	17	0.9	64	3.5	2.8
Total Number of Employees	84,595	37.9	1,551	1.8	1.9	1.9	1,636	1.9	11,001	13.0	11.8

Table 8 Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2003 and 2004)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2003	2004	2003	2004	2003	2004	2003	2004	2003	2004
All Sectors	#	#	#	#	#	#	#	#	#	#
Employees	616,159	646,693	270,942	280,856	10,167	10,859	14,390	16,511	78,543	86,302
Hires	76,526	97,417	27,634	36,860	1,489	1,712	832	1,097	9,878	13,832
Promotions	40,648	41,108	21,422	21,427	688	738	783	816	6,671	8,079
Terminations	81,658	84,356	32,169	31,915	1,571	1,550	1,566	1,629	9,640	10,981
Net Effect	-5,132	13,061	-4,535	4,945	-82	162	-734	-532	238	2,851
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	44.0	43.4	1.7	1.7	2.3	2.6	12.7	13.3
Share of Hires	100.0	100.0	36.1	37.8	1.9	1.8	1.1	1.1	12.9	14.2
Share of Promotions	100.0	100.0	52.7	52.1	1.7	1.8	1.9	2.0	16.4	19.7
Share of Terminations	100.0	100.0	39.4	37.8	1.9	1.8	1.9	1.9	11.8	13.0
Banking	#	#	#	#	#	#	#	#	#	#
Employees	184,097	184,344	129,468	128,322	2,116	2,408	3,978	5,250	35,431	40,234
Hires	17,923	21,165	10,620	12,258	183	293	231	354	2,874	4,523
Promotions	21,091	22,672	14,037	14,618	240	322	352	485	4,508	5,803
Terminations	19,848	20,209	12,794	12,982	274	262	427	426	3,082	3,387
Net Effect	-1,925	956	-2,174	-724	-91	31	-196	-72	-208	1,136
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	70.3	69.6	1.1	1.3	2.2	2.8	19.2	21.8
Share of Hires	100.0	100.0	59.3	57.9	1.0	1.4	1.3	1.7	16.0	21.4
Share of Promotions	100.0	100.0	66.6	64.5	1.1	1.4	1.7	2.1	21.4	25.6
Share of Terminations	100.0	100.0	64.5	64.2	1.4	1.3	2.2	2.1	15.5	16.8
Transportation	#	#	#	#	#	#	#	#	#	#
Employees	178,749	185,830	44,725	46,908	3,836	4,023	4,360	4,445	14,948	15,692
Hires	31,293	35,850	7,669	8,635	797	872	304	409	2,932	4,156
Promotions	7,756	5,756	2,643	1,643	165	131	176	103	622	466
Terminations	32,013	33,020	7,829	7,466	743	785	526	587	2,569	3,184
Net Effect	-720	2,830	-160	1,169	54	87	-222	-178	363	972

Table 8 (continued) Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2003 and 2004)

	All Employees				Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	2003		2004		2003		2004		2003		2004		2003		2004		2003		2004	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Representation	100.0	100.0	100.0	100.0	25.0	25.2	2.1	2.2	2.4	2.4	2.4	2.4	8.4	8.4	8.4	8.4				
Share of Hires	100.0	100.0	100.0	100.0	24.5	24.1	2.5	2.4	1.0	1.1	1.0	1.1	9.4	11.6	9.4	11.6				
Share of Promotions	100.0	100.0	100.0	100.0	34.1	28.5	2.1	2.3	2.3	1.8	2.3	1.8	8.0	8.1	8.0	8.1				
Share of Terminations	100.0	100.0	100.0	100.0	24.5	22.6	2.3	2.4	1.6	1.8	1.6	1.8	8.0	9.6	8.0	9.6				
Communications	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Employees	206,150		217,270		83,836		89,139		3,032		3,127		4,825		5,528		24,753		26,568	
Hires	23,360		30,898		8,165		12,921		414		429		268		297		3,796		4,717	
Promotions	8,825		9,316		3,902		3,998		152		129		178		176		1,286		1,474	
Terminations	25,520		25,428		10,323		9,898		429		411		496		527		3,709		4,085	
Net Effect	-2,160		5,470		-2,158		3,023		-15		18		-228		-230		87		632	
	%		%		%		%		%		%		%		%		%		%	
Representation	100.0	100.0	100.0	100.0	40.7	41.0	1.5	1.4	2.3	2.5	2.3	2.5	12.0	12.2	12.0	12.2				
Share of Hires	100.0	100.0	100.0	100.0	35.0	41.8	1.8	1.4	1.1	1.0	1.1	1.0	16.3	15.3	16.3	15.3				
Share of Promotions	100.0	100.0	100.0	100.0	44.2	42.9	1.7	1.4	2.0	1.9	2.0	1.9	14.6	15.8	14.6	15.8				
Share of Terminations	100.0	100.0	100.0	100.0	40.5	38.9	1.7	1.6	1.9	2.1	1.9	2.1	14.5	16.1	14.5	16.1				
Other Sector	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Employees	46,589		59,249		12,723		16,487		1,181		1,301		1,223		1,288		3,363		3,808	
Hires	3,825		9,504		1,128		3,046		95		118		28		37		261		436	
Promotions	2,848		3,364		810		1,168		129		156		75		52		234		336	
Terminations	4,201		5,699		1,195		1,569		125		92		116		89		272		325	
Net Effect	-376		3,805		-67		1,477		-30		26		-88		-52		-11		111	
	%		%		%		%		%		%		%		%		%		%	
Representation	100.0	100.0	100.0	100.0	27.3	27.8	2.5	2.2	2.6	2.2	2.6	2.2	7.2	6.4	7.2	6.4				
Share of Hires	100.0	100.0	100.0	100.0	29.5	32.0	2.5	1.2	0.7	0.4	0.7	0.4	6.8	4.6	6.8	4.6				
Share of Promotions	100.0	100.0	100.0	100.0	28.4	34.7	4.5	4.6	2.6	1.5	2.6	1.5	8.2	10.0	8.2	10.0				
Share of Terminations	100.0	100.0	100.0	100.0	28.4	27.5	3.0	1.6	2.8	1.6	2.8	1.6	6.5	5.7	6.5	5.7				

Table 9 Federally Regulated Private Sector and Crown Corporation Employees in Permanent Full-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2004

Salary Range	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities					
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women
Under \$15,000	3,048	2,343	705	23.1	73	2.4	55	1.6	49	42	7	10.9	333	263	70
\$15,000 - \$19,999	4,566	3,011	1,555	34.1	117	2.6	82	1.5	69	50	19	11.1	505	308	197
\$20,000 - \$24,999	15,350	7,480	7,870	51.3	440	2.9	188	2.2	336	148	188	13.8	2,112	976	1,136
\$25,000 - \$29,999	36,237	14,285	21,952	60.6	770	2.1	277	2.4	876	311	565	17.5	6,345	2,380	3,965
\$30,000 - \$34,999	54,615	23,294	31,321	57.3	950	1.7	421	2.4	1,307	532	775	17.3	9,460	3,636	5,824
\$35,000 - \$37,499	27,078	12,434	14,644	54.1	486	1.8	247	2.4	660	317	343	16.4	4,435	1,731	2,704
\$37,500 - \$39,999	25,997	13,218	12,779	49.2	500	1.9	267	2.6	681	370	311	15.8	4,103	1,770	2,333
\$40,000 - \$44,999	75,716	42,106	33,610	44.4	1,367	1.8	814	3.7	2,802	1,665	1,137	13.7	10,388	5,206	5,182
\$45,000 - \$49,999	68,947	41,834	27,113	39.3	1,147	1.7	760	2.9	1,994	1,339	655	11.0	7,590	4,100	3,490
\$50,000 - \$59,999	75,330	50,497	24,833	33.0	1,321	1.8	976	2.6	1,980	1,420	560	11.4	8,616	4,891	3,725
\$60,000 - \$69,999	52,891	37,696	15,195	28.7	819	1.5	655	2.3	1,236	931	305	11.3	5,993	3,848	2,145
\$70,000 - \$84,999	46,888	34,341	12,547	26.8	579	1.2	465	2.5	1,160	915	245	11.9	5,590	3,776	1,814
\$85,000 - \$99,999	27,103	21,113	5,990	22.1	295	1.1	250	2.3	625	519	106	11.7	3,178	2,318	860
\$100,000 and over	31,441	24,976	6,465	20.6	238	0.8	192	2.2	676	563	113	8.7	2,740	1,990	750
Total Number of Employees	545,207	328,628	216,579	39.7	9,102	1.7	5,649	2.7	14,451	9,122	5,329	13.1	71,388	37,193	34,195

Table 10 Federally Regulated Private Sector and Crown Corporation Employees in Permanent Part-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2004

Salary Range	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities					
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women
Under \$5,000	5,870	2,719	3,151	53.7	95	43	52	1.6	75	47	28	1.3	584	282	302
\$5,000 - \$7,499	3,974	1,569	2,405	60.5	80	37	43	2.0	55	19	36	1.4	444	161	283
\$7,500 - \$9,999	7,291	2,998	4,293	58.9	174	76	98	2.4	146	65	81	2.0	1,069	547	522
\$10,000 - \$12,499	9,975	4,392	5,583	56.0	216	91	125	2.2	198	65	133	2.0	2,001	1,213	788
\$12,500 - \$14,999	10,015	3,633	6,382	63.7	188	61	127	1.9	216	58	158	2.2	1,768	844	924
\$15,000 - \$17,499	10,280	3,307	6,973	67.8	168	52	116	1.6	233	53	180	2.3	1,732	750	982
\$17,500 - \$19,999	9,401	2,737	6,664	70.9	183	41	142	1.9	200	42	158	2.1	1,532	567	965
\$20,000 - \$22,499	10,043	3,082	6,961	69.3	175	44	131	1.7	233	56	177	2.3	1,742	674	1,068
\$22,500 - \$24,999	9,038	2,928	6,110	67.6	142	47	95	1.6	180	54	126	2.0	1,319	546	773
\$25,000 - \$29,999	12,055	4,447	7,608	63.1	169	43	126	1.4	271	74	197	2.2	1,451	639	812
\$30,000 - \$34,999	5,677	2,078	3,599	63.4	68	21	47	1.2	107	48	59	1.9	586	261	325
\$35,000 - \$39,999	3,209	1,242	1,967	61.3	38	15	23	1.2	59	25	34	1.8	293	139	154
\$40,000 - \$49,999	3,110	1,369	1,741	56.0	43	23	20	1.4	65	29	36	2.1	268	141	127
\$50,000 and over	1,554	711	843	54.2	18	13	5	1.2	22	10	12	1.4	125	53	72
Total Number of Employees	101,492	37,212	64,280	63.3	1,757	607	1,150	1.7	2,060	645	1,415	2.0	14,914	6,817	8,097

Appendix C

Tables – Federal Public Sector Employers and Contractors

The following tables provide data on the other types of workforces falling under the *Employment Equity Act* that are not federally regulated private sector employers or Crown corporations, namely, the federal Public Service, the Separate Employers, the Other Public Sector Employers and the provincially regulated private sector employers covered by the Federal Contractors Program.

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Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Agriculture and Agri-Food Canada (includes Prairie Farm Rehabilitation Administration)	6,197	45.7	2,833	45.7	169	2.7	260	4.2	461	7.4
Atlantic Canada Opportunities Agency	613	56.0	343	56.0	15	2.4	22	3.6	15	2.4
Canada Industrial Relations Board	94	64.9	61	64.9	2	2.1	7	7.4	6	6.4
Canadian Artists and Producers Professional Tribunal	10	70.0	7	70.0	0	0.0	0	0.0	0	0.0
Canadian Centre for Management Development	191	68.1	130	68.1	8	4.2	11	5.8	13	6.8
Canadian Dairy Commission	60	60.0	36	60.0	1	1.7	0	0.0	6	10.0
Canadian Environmental Assessment Agency	121	56.2	68	56.2	5	4.1	2	1.7	8	6.6
Canadian Forces Grievance Board	40	72.5	29	72.5	2	5.0	1	2.5	2	5.0
Canadian Grain Commission	607	34.8	211	34.8	29	4.8	45	7.4	48	7.9
Canadian Human Rights Commission	205	66.3	136	66.3	9	4.4	22	10.7	17	8.3
Canadian Human Rights Tribunal	18	66.7	12	66.7	1	5.6	1	5.6	0	0.0
Canadian Intergovernmental Conference Secretariat	21	47.6	10	47.6	0	0.0	0	0.0	0	0.0
Canadian International Development Agency	1,565	61.0	955	61.0	38	2.4	64	4.1	142	9.1
Canadian International Trade Tribunal	85	50.6	43	50.6	0	0.0	3	3.5	4	4.7
Canadian Radio-television and Telecommunications Commission	397	57.7	229	57.7	9	2.3	33	8.3	22	5.5
Canadian Space Agency	552	38.2	211	38.2	4	0.7	11	2.0	58	10.5
Canadian Transportation Agency	257	58.0	149	58.0	5	1.9	16	6.2	12	4.7
Citizenship and Immigration Canada	5,203	64.2	3,339	64.2	116	2.2	287	5.5	755	14.5
Civil Aviation Tribunal of Canada	5	100.0	5	100.0	0	0.0	0	0.0	0	0.0
Communication Canada	414	58.5	242	58.5	8	1.9	8	1.9	25	6.0
Copyright Board	11	63.6	7	63.6	0	0.0	0	0.0	1	9.1

Table 1 (continued) Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2004

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Correctional Service Canada	14,134	42.3	5,978	42.3	969	6.9	701	5.0	674	4.8
Court Administration Services	564	66.3	374	66.3	18	3.2	33	5.9	58	10.3
Department of Canadian Heritage	1,995	67.4	1,345	67.4	79	4.0	96	4.8	166	8.3
Department of Finance Canada	1,028	50.1	515	50.1	12	1.2	43	4.2	101	9.8
Department of Foreign Affairs and International Trade	3,869	48.6	1,880	48.6	96	2.5	172	4.4	312	8.1
Department of Justice Canada	4,966	65.1	3,232	65.1	170	3.4	265	5.3	463	9.3
Economic Development Agency of Canada for the Regions of Quebec	416	56.0	233	56.0	9	2.2	12	2.9	24	5.8
Environment Canada	5,651	41.6	2,349	41.6	132	2.3	257	4.5	553	9.8
Fisheries and Oceans Canada (includes Canadian Coast Guard)	9,958	30.4	3,028	30.4	319	3.2	447	4.5	366	3.7
Hazardous Materials Information Review Commission	31	58.1	18	58.1	0	0.0	1	3.2	4	12.9
Health Canada	9,093	66.5	6,050	66.5	609	6.7	453	5.0	1,097	12.1
Human Resources Development Canada	23,400	70.0	16,374	70.0	843	3.6	1,876	8.0	1,892	8.1
Immigration and Refugee Board	955	67.0	640	67.0	22	2.3	46	4.8	202	21.2
Indian and Northern Affairs Canada	3,767	62.5	2,354	62.5	1,178	31.3	237	6.3	207	5.5
Industry Canada	5,714	50.1	2,863	50.1	140	2.5	291	5.1	570	10.0
Infrastructure Canada	79	60.8	48	60.8	2	2.5	2	2.5	8	10.1
International Joint Commission	31	41.9	13	41.9	0	0.0	2	6.5	1	3.2
Law Commission of Canada	9	44.4	4	44.4	0	0.0	1	11.1	0	0.0
Library and Archives Canada	1,116	56.0	625	56.0	34	3.0	71	6.4	53	4.7
Military Police Complaints Commission	21	66.7	14	66.7	1	4.8	1	4.8	0	0.0
NAFTA Secretariat, Canadian Section	7	42.9	3	42.9	0	0.0	0	0.0	2	28.6
National Defence (Civilian Staff)	19,708	38.0	7,496	38.0	458	2.3	1,112	5.6	1,010	5.1
National Farm Products Council	15	53.3	8	53.3	0	0.0	0	0.0	0	0.0
National Parole Board	296	76.4	226	76.4	15	5.1	17	5.7	22	7.4
Natural Resources Canada	4,422	38.9	1,722	38.9	106	2.4	197	4.5	397	9.0
Office of Indian Residential Schools Resolution of Canada	117	66.7	78	66.7	11	9.4	9	7.7	5	4.3

Table 1 (continued) Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2004

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Office of the Chief Electoral Officer	320	49.1	157	49.1	13	4.1	34	10.6	22	6.9
Office of the Commissioner for Federal Judicial Affairs	56	69.6	39	69.6	3	5.4	3	5.4	3	5.4
Office of the Commissioner of Official Languages	143	62.9	90	62.9	7	4.9	5	3.5	3	2.1
Office of the Registrar of the Supreme Court of Canada	166	64.5	107	64.5	9	5.4	11	6.6	13	7.8
Office of the Secretary to the Governor General	162	60.5	98	60.5	1	0.6	13	8.0	9	5.6
Offices of the Information and Privacy Commissioners	135	60.0	81	60.0	3	2.2	11	8.1	9	6.7
Passport Office	1,418	71.5	1,014	71.5	30	2.1	60	4.2	194	13.7
Patented Medicine Prices Review Board	38	57.9	22	57.9	0	0.0	2	5.3	3	7.9
Privy Council Office	742	57.5	427	57.5	27	3.6	34	4.6	55	7.4
Public Service Commission of Canada	1,510	67.0	1,011	67.0	45	3.0	110	7.3	177	11.7
Public Works and Government Services Canada	12,574	51.2	6,434	51.2	303	2.4	717	5.7	978	7.8
Registry of the Competition Tribunal	11	54.5	6	54.5	0	0.0	2	18.2	0	0.0
Royal Canadian Mounted Police (Civilian Staff)	4,949	76.3	3,776	76.3	239	4.8	305	6.2	319	6.4
Royal Canadian Mounted Police Public Complaints Commission	36	66.7	24	66.7	1	2.8	2	5.6	0	0.0
Royal Canadian Mounted Police External Review Committee	4	75.0	3	75.0	0	0.0	0	0.0	0	0.0
Solicitor General of Canada	329	60.5	199	60.5	13	4.0	17	5.2	21	6.4
Statistics Canada	5,522	50.9	2,810	50.9	115	2.1	363	6.6	607	11.0
Status of Women Canada	110	91.8	101	91.8	4	3.6	8	7.3	14	12.7
Transport Canada	4,550	41.1	1,868	41.1	113	2.5	201	4.4	363	8.0
Transportation Safety Board of Canada	216	31.5	68	31.5	2	0.9	12	5.6	23	10.6
Treasury Board of Canada Secretariat	1,124	60.1	676	60.1	26	2.3	103	9.2	108	9.6
Veterans Affairs Canada	3,476	70.0	2,432	70.0	103	3.0	283	8.1	258	7.4
Western Economic Diversification Canada	358	57.5	206	57.5	22	6.1	22	6.1	40	11.2
Total	165,976	53.1	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8

Table 2 Representation of Federal Public Service Employees by Designated Group and Region of Work of March 31, 2004

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland & Labrador	3,037	100.0	1,242	40.9	129	4.2	157	5.2	33	1.1
Prince Edward Island	1,718	100.0	1,072	62.4	41	2.4	150	8.7	31	1.8
Nova Scotia	8,604	100.0	3,510	40.8	226	2.6	600	7.0	423	4.9
New Brunswick	5,508	100.0	2,927	53.1	160	2.9	281	5.1	72	1.3
Quebec	39,117	100.0	21,216	54.2	1,178	3.0	1,692	4.3	2,370	6.1
Ontario	71,117	100.0	39,274	55.2	2,070	2.9	4,350	6.1	6,831	9.6
Manitoba	6,365	100.0	3,539	55.6	735	11.5	418	6.6	400	6.3
Saskatchewan	4,303	100.0	2,263	52.6	552	12.8	243	5.6	147	3.4
Alberta	8,903	100.0	4,838	54.3	646	7.3	568	6.4	646	7.3
British Columbia	14,796	100.0	7,149	48.3	739	5.0	906	6.1	1,907	12.9
Yukon	284	100.0	182	64.1	52	18.3	17	6.0	7	2.5
Northwest Territories	576	100.0	315	54.7	120	20.8	25	4.3	17	3.0
Nunavut	176	100.0	93	52.8	50	28.4	3	1.7	7	4.0
Outside Canada	1,472	100.0	555	37.7	25	1.7	42	2.9	110	7.5
Total	165,976	100.0	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8

Table 3 Distribution of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2004

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland & Labrador	3,037	1.8	1,242	1.4	129	1.9	157	1.7	33	0.3
Prince Edward Island	1,718	1.0	1,072	1.2	41	0.6	150	1.6	31	0.2
Nova Scotia	8,604	5.2	3,510	4.0	226	3.4	600	6.3	423	3.3
New Brunswick	5,508	3.3	2,927	3.3	160	2.4	281	3.0	72	0.6
Quebec	39,117	23.6	21,216	24.1	1,178	17.5	1,692	17.9	2,370	18.2
Ontario	71,117	42.8	39,274	44.5	2,070	30.8	4,350	46.0	6,831	52.5
Manitoba	6,365	3.8	3,539	4.0	735	10.9	418	4.4	400	3.1
Saskatchewan	4,303	2.6	2,263	2.6	552	8.2	243	2.6	147	1.1
Alberta	8,903	5.4	4,638	5.5	646	9.6	568	6.0	646	5.0
British Columbia	14,796	8.9	7,149	8.1	739	11.0	906	9.6	1,907	14.7
Yukon	284	0.2	182	0.2	52	0.8	17	0.2	7	0.1
Northwest Territories	576	0.3	315	0.4	120	1.8	25	0.3	17	0.1
Nunavut	176	0.1	93	0.1	50	0.7	3	0.0	7	0.1
Outside Canada	1,472	0.9	555	0.6	25	0.4	42	0.4	110	0.8
Total	165,976	100.0	88,175	100.0	6,723	100.0	9,452	100.0	13,001	100.0

Table 4 Representation of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2004

Occupation Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,322	100.0	1,510	34.9	124	2.9	213	4.9	208	4.8
Scientific & Professional	23,920	100.0	9,912	41.4	585	2.4	894	3.7	2,846	11.9
Administration & Foreign Service	69,868	100.0	41,697	59.7	2,857	4.1	4,171	6.0	5,386	7.7
Technical	17,567	100.0	5,521	31.4	521	3.0	780	4.4	915	5.2
Administrative Support	31,736	100.0	26,260	82.7	1,654	5.2	2,525	8.0	2,942	9.3
Operational	18,563	100.0	3,275	17.6	982	5.3	869	4.7	704	3.8
Total	165,976	100.0	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8

Table 5 Distribution of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2004

Occupation Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,322	2.6	1,510	1.7	124	1.8	213	2.3	208	1.6
Scientific & Professional	23,920	14.4	9,912	11.2	585	8.7	894	9.5	2,846	21.9
Administration & Foreign Service	69,868	42.1	41,697	47.3	2,857	42.5	4,171	44.1	5,386	41.4
Technical	17,567	10.6	5,521	6.3	521	7.7	780	8.3	915	7.0
Administrative Support	31,736	19.1	26,260	29.8	1,654	24.6	2,525	26.7	2,942	22.6
Operational	18,563	11.2	3,275	3.7	982	14.6	869	9.2	704	5.4
Total	165,976	100.0	88,175	100.0	6,723	100.0	9,452	100.0	13,001	100.0

Table 6 Representation of Employees in the Separate Employers Workforce by Designated Group as of March 31, 2004

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canada Revenue Agency*	40,100	59.4	23,809	59.4	967	2.4	2,025	5.0	5,241	13.1
Canadian Food Inspection Agency	5,717	46.0	2,628	46.0	101	1.8	200	3.5	421	7.4
Canadian Forces Personnel Support Agency	3,727	63.5	2,366	63.5	132	3.5	227	6.1	120	3.2
Canadian Nuclear Safety Commission	533	42.2	225	42.2	12	2.3	17	3.2	67	12.6
Canadian Security Intelligence Service**	2,000	46.2	924	46.2	30	1.5	64	3.2	184	9.2
Communications Security Establishment	1,283	35.8	459	35.8	16	1.2	37	2.9	65	5.1
Financial Transactions and Reports Analysis Centre of Canada	196	50.0	98	50.0	1	0.5	6	3.1	27	13.8
National Energy Board (The)	323	58.2	188	58.2	9	2.8	16	5.0	28	8.7
National Film Board of Canada	460	60.4	278	60.4	6	1.3	4	0.9	33	7.2
National Research Council	4,563	35.1	1,601	35.1	41	0.9	168	3.7	645	14.1
Natural Sciences and Engineering Research Council	330	72.4	239	72.4	3	0.9	10	3.0	11	3.3
Office of the Auditor General of Canada	585	54.9	321	54.9	9	1.5	21	3.6	47	8.0
Office of the Superintendent of Financial Institutions	480	44.4	213	44.4	3	0.6	21	4.4	86	17.9
Parks Canada	4,667	40.4	1,885	40.4	372	8.0	268	5.7	105	2.2
Social Sciences and Humanities Research Council of Canada	178	69.1	123	69.1	4	2.2	13	7.3	7	3.9
Statistical Survey Operations	2,117	80.4	1,702	80.4	44	2.1	98	4.6	169	8.0
Total	67,259	55.1	37,059	55.1	1,750	2.6	3,195	4.8	7,256	10.8

* Previously named the "Canada Customs and Revenue Agency".

** The numbers of employees and designated groups are estimates.

Table 7 Representation of Employees in the Other Public Sector Employers Workforce by Designated Group as of March 31, 2004

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canadian Forces (Officers & Non-commissioned Members)	110,141	16.8	18,460	16.8	2,537	2.3	1,560	1.4	2,344	2.1
Royal Canadian Mounted Police (Regular & Civilian Members)	19,995	25.0	4,990	25.0	1,268	6.3	722	3.6	1,131	5.7
Total	130,136	18.0	23,450	18.0	3,805	2.9	2,282	1.8	3,475	2.7

Table 8 List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
3M Canada Company	Amphenol Canada Corporation	BDO Dunwoody LLP
6025773 Canada Inc.	Anachemia Canada Inc.	Beaulieu Canada
9149-6950 Québec Inc.	Andrew Sheret Ltd.	Beckman Coulter Canada Inc.
ABB Inc.	Anixter Canada Inc.	Becton Dickinson Canada Inc.
Accenture Inc.	Aoco Ltd.	BEE Clean Building Maintenance Inc
Accès Services Santé Gss Inc.	Aon Reed Stenhouse Inc.	Bell Helicopter Textron Canada Ltd.
Acco Canada Inc.	Apotex Inc.	Belron Canada Inc.
Acklands-Grainger Inc.	Apple Canada Inc.	Best Facilities Services Ltd.
Acres International Ltd.	Aramark Canada Ltd.	Betz Dearborn Inc.
Acrodex Inc.	Arborite Division of ITW Canada	BF Goodrich Landing Gear Division Oakville
AD OPT Technologies Inc.	Archive Iron Mountain	BFI Canada Inc.
Adacel Inc.	Armtec Ltd.	Black & McDonald Ltd.
ADCOM Inc.	Arthur Andersen LLP	BOC Canada Ltd.
Adecco Employment Services Ltd.	Ashland Canada Corp.	Bodycote Ortech Inc.
ADGA Group Consultants Inc.	Associated Engineering Alberta Ltd.	Boehringer Ingelheim (Canada) Ltd.
ADI Group Inc.	Astrazeneca Canada Inc.	Boeing Canada Inc.
Adobe Systems	ATCO Gas and Pipelines Ltd.	Boeing Canada Technology
ADT Security Services Canada Inc.	ATCO Structures Inc.	Bolands Ltd.
Advance Electronics Inc.	Atelier du Martin-Pêcheur inc.	Bombardier Inc.
AERIC Inc.	Atlantic Building Cleaning Ltd.	Bombardier Produits Récréatifs Inc.
Agat Laboratories Ltd.	Atlantic Industries Ltd.	Boulangerie Lanthier Ltée / Lanthier Bakery Ltd.
Agfa Inc.	Atlantic Tractors & Equipment Ltd.	Bouthillette Parizeau & Associés inc.
Agilent Technologies Canada Inc.	Atlantic Wholesalers Ltd.	Bowater Pâtes et Papiers Canada Inc
Ahearn & Soper Inc.	Atlantis Systems International, Inc.	Bowdens Media Monitoring Ltd.
Air Liquide Canada Inc.	Atlas Specialty Steels Div. of Slater Stainless	Brenntag Canada Inc.
Air Products Canada Ltd.	Autodesk Canada Inc.	Bridge Brand Food Services Ltd.
AirBoss Engineered Products Inc.	AVCORP Industries Inc.	Bridgestone Firestone Canada Inc.
Aircraft Appliance & Equipment Ltd.	Aventis Pasteur Ltd.	Bristol Aerospace Ltd.
AIT Corporation	Aventis Pharma Inc.	Bristol-Myers Squibb Co.
Ajilon Canada Inc.	Avery Dennison Canada Inc.	Brookfield Lepage Johnson Controls
Alberta Cancer Board	Aviscar Inc. / Avis Rent-A-Car	Brother International Corporation (Canada) Ltd.
Alberta Research Council	Avnet International Canada Ltd.	Browning Harvey Ltd.
Alcatel Canada Inc.	Av-Tech Inc.	BTI Canada
Algonquin College of Applied Arts & Technology	Avw Telav Inc.	Budget Car & Truck Rentals of Ottawa
Aliments Martel Inc.	Axidata Inc.	Budget Rent A Car of Edmonton Ltd.
Allard-Johnson Communications Inc.	Azon Canada Inc.	Bunge Canada
AllianceOne Ltd.	B.G.E. Service & Supply Ltd.	Burntsand Inc.
Allied International Credit Corp.	Babcock & Wilcox Canada Ltd.	C & D Cleaning and Security Services Ltd.
AlliedSignal Aerospace Canada	Bacou-Dalloz Protective Apparel Ltd.	C.S. Brooks Canada Inc.
Almac Machine Works Ltd.	Ballard Power Systems	Cablecom Int'l Network Cabling Inc.
ALS Canada Ltd.	Bardon Supplies Ltd.	CAE Electronics Ltd.
Alstom Canada Inc. Appareillage haute tension	Barnes Distribution Canada	Cafeteria de la Capitale Inc.
Alumicor Ltd.	Bartle & Gibson Ltd.	Caisse Centrale Desjardins
Ambassador Conference Resort	Baxter Corporation	Calian Technologies Ltd.
Amec Americas Ltd.	Baxter Foods Ltd.	Camco Inc.
AMEC Earth & Environmental Ltd.	Bayer Inc.	
Amex Canada Inc.	Bayshore Health Care Ltd.	
	BC Centre for Disease Control Society	

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Camosun College	Central Precision Ltd.	Controlled Environments Ltd.
Campbell Ford Sales Ltd.	Centre de recherche industrielle du Québec	Cookshiretex Inc.
Canac Marquis Grenier Ltée.	Centre for Addiction and Mental Health	Corel Corporation
Canad Corporation of Manitoba Inc.	Centre hospitalier universitaire de Québec	Corpav Presentation Group
Canada Bread Atlantic Ltd.	CenturyVallen Ltd.	Corporate Express Canada Inc.
Canada Bread Company Ltd.	CH2M Hill Canada Ltd.	Corporation de l'École Polytechnique
Canada Capital Building Services Ltd.	Chemise Empire Ltée	Corporation Technologies Eicon
Canada Catering Co. Ltd.	Chemises JML Shirts Inc.	Cossette Communication Inc.
Canadian Bank Note Company, Ltd.	Chesapeake Display and Packaging	CPI Canada - Communications & Power Industries Canada Inc.
Canadian Blue Bird Coach Ltd.	Chevron Canada Ltd.	Crawford Adjusters Canada Inc.
Canadian Bonded Credits Ltd.	CIA Inc.	Crowne Plaza Toronto Centre
Canadian Buttons Ltd.	Cima, Engineering Consultants	CSG Security Inc.
Canadian Linen and Uniform Service	Cisco Systems Canada Co.	Cummins est du Canada Inc.
Canadian Niagara Hotels Inc.	CIT Financial Ltd.	Cummins Mid Canada Ltd.
Canadian Shipbuilding & Engineering Ltd.	Cité de la Santé de Laval	Cummins Ontario Inc.
Canadian Standards Association	Clariant (Canada) Inc	Custom Foam Systems Ltd.
Canadian Technical Tape Ltd.	Cleyn & Tinker Inc.	Cutler-Hammer Engineering Services Division
Canadian Waste Services Inc.	Clinidata Corporation	D. Bertrand et Fils Inc.
Cancer Care Ontario	CMC Electronique Inc.	DaimlerChrysler Canada Ltd.
Cangene Corporation	CMI Interlangues Inc.	Dairyworld Foods
Canon Canada Inc.	CNC Global Ltd.	Dalhousie University
CanTest Ltd.	Coast Hotels Ltd.	Dalsa Corporation
CanWest Interactive Inc.	Cochrane Group Inc.	Danka Canada Inc.
Cap Gemini Ernst & Young Canada Inc.	Cognos Inc.	Danone Waters of Canada Inc.
Capable Building Cleaning Ltd.	Collectcorp Group of Companies	Data Business Forms
CARIS-Universal Systems Ltd.	College Ahuntsic	Data General (Canada) Co.
Carleton University	Collège de Saint-Boniface	Datacard Canada Inc
Carmichael Engineerig Ltd.	Colony Hotel Toronto / SingDeer Investment Ltd.	Davey Tree Services a Division of Davey Tree
Carrier Canada Ltd.	COM DEV International Ltd.	Davie Maritime Inc.
Carsen Group Inc.	Comcare Health Services	Decision One Corporation
Carswell, A Division of Thomson Canada Ltd.	Communications Québecor Inc.	Dell Computer Corporation
Cartem Inc.	Compass Group Canada (Beaver) Ltd.	Deloitte & Touche LLP
Carter-Horner Inc.	Compugen Inc.	Delphi Solutions Corp.
Cascades East Angus Inc.	Computer Associates Canada Ltd.	Delta Bessborough - Legacy Hotels Corporation
Cascades Resources	Computer Sciences Canada inc. - CSC	Delta Chelsea - Great Eagle Hotels (Canada) Ltd.
Casino Nova Scotia Hotel	Compuware Corporation of Canada	Delta Ottawa Hotel & Suites
Castrol Canada Inc.	Concentra Managed Care Inc.	Delta Vancouver Suites (Delta Hotels) Derko Ltée.
Catholic Social Services	Concordia University	Deschenes & Fils Ltée.
CBCL Ltd.	Conestoga-Rovers & Associates Ltd.	Dessau-Soprin Inc.
CCH Canadian Ltd.	Connors Bros. Division of Clover Leaf Seafoods, LP	DIFCO Tissus De Performance
CCSI Technology Solutions Corp.	Conor Pacific Canada	Dillon Consulting Ltd.
CDI Career Developments Ltd.	Consolidated Service Industries Corporation	Distal Inc.
Cégep Édouard-Montpetit	Consoltex Inc.	
Cégep Saint-Jean-sur-Richelieu		
Centennial Foods Corporation Ltd.		
Central Health Services / Retirement Residences Inc.		

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Dollar Thrifty Automotive Group Canada Ltd.	Ernst & Young LLP	GE Capital Fleet Services
Dollco Corporation (The)	ESRI Canada Ltd.	GE Security Canada
Dominion Blueline Inc.	Esselte Canada Inc.	General Cable Company
Domtar Inc.	Evans Consoles Inc.	General Chemical Canada Ltd.
Domus Building Cleaning Co Ltee	Eveready Canada	General Dynamics Canada Ltd.
Doubletex	Excalibur Learning Resource Centre, Canada Corp.	General Dynamics Land Systems - Canada Corporation
Downeast Communications	Exide Canada Inc Battery Division	General Motors Of Canada Ltd.
Dr. Oetker Ltd.	Expro Technologies Inc.	General Motors Of Canada Ltd. Diesel Div.
Drake International Inc.	E-Z-EM Canada Inc.	Gengpharm Inc.
DRS Flight Safety and Communications	Fairmont Chateau Laurier (The)	Gescan Division of Sonapor Canada Inc.
DST Output Canada Inc.	Fairmont Le Chateau Frontenac (The)	Getronics Canada Inc.
Dube & Loiselle Inc.	Fairmont Le Reine Elizabeth	GFS Canada Company (Gordon Food Service)
Dufferin Construction Company	Fairmont Royal York (The)	GGI Group Inc.
Duocom Canada Inc.	Fairmont Vancouver Airport (The)	Gibbard Furniture Shops Ltd.
DuPont Canada Inc.	Fairmont Waterfront Hotel (The)	GlaxoSmithKline Inc.
Durham Furniture Inc.	Farmers Co-Operative Dairy Ltd.	Gentel Inc.
DY 4 Systems Inc.	Federated Co-operatives Ltd.	Global Upholstery Co Inc.
Dynacare Gamma Partnership	Fellfab Ltd.	Golden Arrow Schoolbuses Ltd.
Dynamic Maintenance Ltd.	FGI Family Guidance Group Inc.	Golder Associates Ltd.
Dynex Facility Services Inc.	Financial Collection Agencies (International) Inc.	Goodfellow Inc.
E S Fox Ltd.	Finning International Inc.	Goodyear Canada Inc.
Eagle-Picher Energy Products Corporation	First Nations University of Canada Inc.	Gowling Lafleur Henderson LLP
Earth Tech Canada Inc.	Fisher Scientific Company	Grand & Toy Ltd.
Eastern Bakeries Ltd.	Fisherman's Market International Inc	Grant Emblems Ltd.
EBA Engineering Consultants Ltd.	Fleetway Inc.	Grant Thornton LLP
Ebco Industries Ltd.	Ford Motor Co Of Canada Ltd.	Graphic Controls Canada Ltd.
École de langues de l'Estrie Inc.	Forensic Technology Wai Inc.	Gray Forgings & Stamping Ltd.
École de langues La Cité Inc.	Formica Canada Inc.	Graybar Canada Ltd.
Edmonton Meat Paking Ltd.	For-Net Inc.	Groupe CGI Inc.
EDS Canada Inc.	Fort Garry Industries Ltd.	Groupe Lacasse Inc.
EduLinx Canada Corporation	Furniture de Bureau Denis	Groupe LGS Inc.
EECOL Electric Ltd.	Franklin Empire Inc.	Groupe Sante Medisys Inc
Electro Sonic Inc.	Freightliner Manitoba Ltd.	Groupe-Conseil Roche Ltee
Eli Lilly & Co.	Friesens Corporation	Guillevin International Inc.
EMC Corporation of Canada	Frisco Bay Industries Du Canada Ltd.	Harbour Towers Hotel and Suites
Emco Corporation	Fuji Photo Film Canada Inc.	Harper Detroit Diesel Ltd.
EMS Technologies Canada , Ltd.	Fujitsu Consulting (Canada) Inc.	Harris Canada Inc.
Engel Canada Inc.	Future Electronics Inc.	Hatch Associates Ltd.
Engineered Apparel Ltd.	G&K Services Canada Inc.	Haworth Ltd.
Enseignes Imperial Signs	G.A. Boulet Inc.	Hay group Ltd.
Enterprise Rent A Car Canada Ltd.	G.N. Johnston Equipment Co. Ltd.	Henry Schein Ash Arcona
Entretien JMP - 157481 Canada inc.	Ganotec inc.	Héroux-Devtek Inc.
Entrust Ltd.	Garlock Of Canada Ltd.	Hertz Canada Ltd.
Enviro-Test Laboratories	Gastops Ltd.	Herve Pomerleau Inc.
E-One Canada Ltd.	Gaz Metropolitan Inc.	Hewitt Équipement Ltée.
Epson Canada Ltd.	GDG Environnement Ltée.	
Equifax Canada Inc.	GE Canada Nuclear Products	

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Hewlett-Packard (Canada) Co.	Ingenium Group Inc.	Kone Québec Inc.
Hilroy Mead Westbaco Company	Inscape Corporation	Konica Minolta Business Solutions (Canada) Ltd.
Hilton Canada Inc.	Institut national de la recherche scientifique	Kontzamanis Graumann Smith MacMillan Inc.
Hitachi Construction Machinery Co. Ltd	Institut national d'optique	Koprash Investment Inc.
Hitachi Data Systems Inc.	Institut Philippe Pinel de Montréal	Kortex Computer
Hoffann La Roche Ltd.	Integrated Power Systems Corp.	Kromar Printing Ltd.
Holiday Inn Plaza La Chaudière	Integris Metals o.b.a. Atlas Ideal Metals	Krug Inc.
Holiday Inn Select Halifax Centre	Intelicom Security Services Ltd.	L.P. Royer Inc.
Holiday Inn Select Montreal centre-ville	Intercity Packers Ltd.	L-3 Communications MAS (Canada) Inc.
Holiday Inn Select Toronto Airport	Intercon Security Ltd.	La Chemise Perfection Inc.
Holiday Inn Toronto Yorkdale	Intergraph Canada Ltd.	Laboratoires Abbott Ltée
Honeywell Ltd.	Intertec Security & Investigation Ltd.	Labstat International Inc.
Hopital de Laval	Iron Core Company Of Canada	Lab-Volt (Québec) Ltée
Hopital du Saint-Sacrement	Irving Equipment	Laliberté et associés Inc.
Horton Trading Ltd.	Irving Oil Ltd.	Legacy Hotels Corporation
Hotel Château Mont Saint-Anne	Irving Shipbuilding Inc.	Lenbrook Industries Ltd.
Hotel Dieu Hospital	Island Farms Dairies	Les Distributeurs R. Nicholls Distributors Inc.
Hotel Gouverneur Place Dupuis	ISM Information Systems	Les Emballages Mitchel Lincoln Ltée
Hotel Loews Le Concorde / Place Montcalm Hotel Inc.	IT/Net Ottawa Inc.	Les fromages Saputo Ltée
Hotel Saskatchewan Radisson Plaza	J & A Building Services Ltd.	Les lainages Victor Ltée
Hotel Wyndham Montreal / Compagnie Hospitalite	J. L. Richards & Associates Ltd.	Les ordres, décorations et médailles rideau inc
Houle Electric Ltd.	Jacques Whitford	Les sous-vêtements U M Inc.
Hummingbird Communications Ltd.	JH Ryder Machinery Ltd.	Levitt Safety Ltd.
Huntingdon Mills (Canada) Ltd.	Joe's Janitorial Services Ltd.	Lewisfoods Inc.
Husky Injection Molding Systems Ltd.	John Deere Ltd.	Lexi-Tech International Inc.
Husky Oil Ltd.	Johnson & Johnson Inc.	Lexmark Canada Inc.
Hyatt Regency Calgary	Johnson & Johnson Medical Products Inc	Liberty Health
Hyatt Regency Vancouver	Johnson Controls LP	Liftking Industries Inc.
Hydro Agri Canada (Nutrite)	Jones Packaging Inc.	Lincoln Electric Company of Canada LP
Ian Martin Ltd.	JTI-MacDonald Corp.	Liteco Inc.
IBI Group	Justice Institute Of British Columbia	Litton Systems Canada Ltd.
IBM Canada Ltd.	Kasian Architecture Interior Design and Planning Ltd.	Liverton Hotels Inc.
ICI Canada Inc.	Kaverit Steel and Crane ULC	Lockheed Martin Canada
Ideal Roofing Company Ltd.	Keilhauer Industries Ltd.	Logidec / Moore Wallace Inc.
IDS Intelligent Detection Systems Inc.	Kelloway Construction Ltd.	Logistik Unicorp
Ikon Office Solutions Inc.	Kelly Services (Canada) Ltd.	London King Street Purchaseco Inc.
IMC (Canada) Global Ltd.	Kemptville Truck Centre Ltd.	Lotus Development Canada Ltd.
IMP Aerospace Components Ltd.	KI Pembroke Inc.	Louis Garneau Sports Inc.
IMP Group Ltd. - CSH Operations	Kiewit Offshore Services	Lowe-Martin Co. Inc.
Imperial Oil Canada Ltd.	Kinacor Inc.	Lucent Technologies Canada
Imprimeries Transcontinental Inc.	Klohn Crippen Consultants Ltd.	Lumen, Division de Sonepar Canada Inc.
IMT Partnership	Knoll North America Corporation	Lumonics Inc.
Indal Technologies Inc.	Kodak Canada Inc.	
Induspac Group	Komex International Ltd.	
Industries de maintenance empire Inc.	Kone Inc.	

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Lyreco (Canada) Inc.	Metafore Corporation	Novopharm Ltd.
M&S Food Services Ltd.	Metro Catering Executive Class Catering Inc.	NRCS Inc. (National Rehabilitation)
M5 Marketing Communications Inc.	Metropolitain Parking Inc.	Nurun Inc.
MacDonald Dettwiler & Associates Inc.	Michelin Amérique du Nord (Canada) Inc.	O'Connor Associates Environmental Inc.
MacDonald Dettwiler & Associates Ltd.	Micro-Boutique éducative Inc.	Oerlikon Contraves Inc.
Mack Canada Inc.	Microsoft Canada Corporation	Olds College
Magellan Aerospace Fleet Industries Ltd.	Minto Developments Inc.	Olympus NDT Canada Inc.
Maintenance Eureka Ltée.	Montel Inc.	Omnilogic Systems Group
Mallette S.E.N.C.R.L.	Moore North America	Online Enterprises Inc.
Manac Inc. (Industries Tanguay)	Morbern Inc.	ONX Incorporated
Manitoba Hydro	Morneau Sobeco	Onyx Canada
Manpower Services Canada Ltd. / Services Manpower Canada Ltée.	Morrison Hershfield Ltd.	Open Text Corporation
Mapinfo Canada Inc.	Motor Coach Industries Ltd.	Operation Springboard
Marconi Medical Systems Canada Inc.	Motorola Canada Ltd.	Optech Inc.
Mariott Chateau Champlain	Mount Saint Vincent University	Oracle Corporation Canada Inc.
Maritime Paper Products Ltd.	Multi Marques Inc.	Ortho-McNeil Inc.
Mark's Work Wearhouse Ltd.	Mustang Survival Corp.	Osram Sylvania Ltd.
Marriott Corporation of Canada Ltd.	National Car Rental (Canada) Inc.	Otis Canada Inc.
Marsh Canada Ltd.	National Paper Goods	Ottawa (JCST) Purchasco Inc.
Marshall Macklin Monaghan Ltd.	National Steel Car Ltd.	Ottawa Marriott / 1210478 Ontario Inc.
Mastech Canada	Natrel Inc. Vision d'agropur coopérative	Ottawa-Carleton Association for Persons with Developmental Disabilities
Maxsys Professionals and Solutions Inc.	NBS Technologies Inc.	Paccar du Canada Ltée
Maxxam Analytics Inc.	NCR Canada Ltd.	Pacific Safety Products Inc.
Mayhew and Associates Inc.	Neill and Gunter Ltd.	Packard Bell Nec
McCormick Rankin Corporation	Nelson Lumber Company Ltd.	Pagui Inc.
McGill University	Neptune Food Service Inc.	Pan Pacific Hotel Vancouver
McGregor Industries Inc.	NetManage Canada Inc.	Panalpina Inc.
Mckenzie Sales Ltd.	New Brunswick Electric Power	Panasonic Canada Inc.
Mckesson Canada Corporation	NexInnovations Inc.	Pangaea Systems Inc.
McLarens Toplis Canada	NFO CF Group	Paprican
McMaster University	Nienkamper Furniture & Accessories Inc.	Park Town Motor Motels Ltd.
McNeil Consumer Healthcare / McNeil PDI Inc.	Nissan Canada Inc.	Patterson Dentaire Canada Inc.
Medavie Inc.	Nor-Don Collection Network Inc.	Peacock Inc.
Med-Emerg International Inc.	NORDX / CDT Inc.	Pearson Canada Solutions Ltd.
Med-Eng Systems Inc.	Norimco - Div of Bata Industries Ltd.	Peerless Garments Ltd.
Mediagrif Interactive Technologies Inc.	Nortel Networks	Penske Truck Leasing of Canada Inc.
Medtronic of Canada	North Atlantic Petroleum	Perkinelmer Optoelectronics
Mellon Consultants Ltd.	North Douglas Sysco Food	Petro-Canada Inc.
Memorial University of Newfoundland	Northfield Metal Products Ltd.	Pfizer Canada Inc.
Mercedes-Benz Canada Inc.	Northstar Aerospace Inc.	Pharmacia & UpJohn Inc.
Merck Frost Canada Ltd.	Northumberland Co-operative Ltd.	Pharmascience Inc.
Messier Dowty Inc.	Norwest Soil Research Ltd.	Philip Analytical Services Inc.
	Nova Scotia Community College	Philips & Temro Industries Ltd.
	Nova Scotia Textiles Ltd.	Philips Electronics Ltd.
	Novartis Pharmaceuticals Canada Inc.	Pierceys Building Supplies
		Pinchin Environmental Ltd.
		Pioneer Balloon Canada Ltd.

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Pirelli Cables et Systemes Inc.	Ricoh Image Communication	Sheraton Suites Calgary Eau Claire
Pitney Bowes of Canada Ltd.	Riviera Security Services Inc.	Sheraton Vancouver Wall Centre Hotel
Polar Bear Corporate Education Solutions	Roche Diagnostics Canada Division of Hoffman - LaRoche Ltée.	Sico Inc
Portfolio Management Solutions Inc.	Roche Ltee Groupe-Conseil	Siemens Canada Ltd.
Power Battery Sales Ltd.	Roctest Ltd	Siemens Westinghouse Inc.
PPG Canada Inc.	Rolland Inc. Division des Papiers Fins	Sierra Systems Group Inc.
Pratt & Whitney Canada Corporation Inc.	Rolls Royce Canada Ltd.	Sifto Canada Inc.
Praxair Canada Inc.	Rousseau Métal Inc.	Simon Fraser University
Prevost Car Inc.	Royal Lepage Ltd.	Simplex Grinnell
Pricewa Terhousecoopers LLP	Russel Metals Inc.	Simtran Technologies Inc.
Pritchard Engineering Co Ltd.	Ryerson University	Sinclair Dental Company Ltd.
Procter & Gamble Inc.	Saft Power Systems Inc.	Skillsoft Canada
Produits Biologiques Shire	Saint Mary's University	Skyjack Inc.
Promaxis Systems	Samsonite Canada Inc.	SMED International
Protexion Products (1997) Inc.	Samuel Son & Co. Ltd.	Smith Lyons Torrence Stevenson & Mayer
PTI Group Inc.	Sandwell Engineering Inc.	Smiths Detection
Publicis Canada Inc.	Sanofi-Synthelabo Canada Inc.	Snap-On Tools Of Canada Ltd.
Pylon Electronics Inc.	SAP Canada Inc.	SNC Technologies Inc.
Quantum Management Services Ltd.	SAS Institute (Canada) Inc.	SNC-Lavalin ProFac
Quebecor World Inc.	Saskatchewan Research Council	Softchoice Corporation
Queen's University	Sault College of Applied Arts and Technology	Sony of Canada Ltd.
Quicklaw Inc.	SCA Hygiene Products Inc.	Soroc Technology Inc.
R3D Information et technologie inc.	Scepter Corporation	Soucy International Inc.
Ramada Inn 400 / 401	Schenker of Canada Ltd.	Soupexperts Inc.
Ratiopharm Inc.	Schindler Elevator Corporation	Source Medical Corporation
Raymond Chabot Grant Thornton	Schneider Canada Inc.	Spectrum Signal Processing Inc.
Raytheon Canada Ltd.	Science Applications International Corporation (Saic Canada)	Springwall Sleep Products Inc
Raytheon Elcan Optical Technologies	Scythes Inc.	St. John's Dockyard Ltd.
RBA Inc.	Seacor Environmental Inc.	St. Joseph Print Group Inc.
RBC Dominion Securities Inc.	Seanix Technology Inc.	St. Lawrence College
Re Gilmore Investments Corp.	Securiguard Services Ltd.	Standard Knitting Ltd.
Recall Corporation o/a Mobile Shred Inc.	Sécuritas Canada Ltd. / Sécuritas Canada Ltée.	Standard Paper Box Div. of SPB Canada Inc.
Recochem Inc.	ServiceMaster of Ottawa - 1351120 Ontario Inc.	Stanfield's Ltd.
Redhead Equipment Ltd	Sharp Electronics of Canada Ltd.	Stantec Consulting Ltd.
Régulvar Inc.	Sharp's Audio Visual Ltd.	Steelcase Canada Ltd.
Rehab Foundation for the Disabled	Shaw GMC Pontiac Buick Hummer Ltd.	Steels Industrial Products Ltd.
Reliable Window Cleaners (Sudbury) Ltd.	Shell Canada Ltd.	Storagetek Canada Inc.
Relizon Canada Inc.	Sheraton Centre Toronto Hotels Starwood Hotels	Strongco Inc.
Rentokil Initial Canada Ltd.	Sheraton Hamilton Hotel Starwood Hotels Canada	Subaru Canada Inc.
Residence Inn by Marriott Hotel	Sheraton Laval	Sun Microsystems Of Canada Inc.
Resolve Corporation	Sheraton Ottawa Hotel	Suncor Energy Inc.
Resort Investors International ULC		Sunlife Financial Insurance
Reuters Canada Ltd.		Superior Propane, a Division of Superior Plus
RGO Office Products Partnership		Supreme Office Products Ltd.
Ricoh Canada Inc.		Supremex Inc.
		Sutton Place Hotel Toronto (The)

Table 8 (continued) List of Federal Contractors as of December 31, 2004

Employer Name	Employer Name	Employer Name
Swift Denim	Toromont Industries Ltd.	Volkswagen Canada Inc.
Swish Maintenance Ltd.	Toronto Auto Auctions Ltd.	Volvo Motor Graders
Symantec Corporation	Toshiba of Canada Ltd.	VWR International Ltd.
Symbol Technologies Canada ULC	Total Credit Recovery Ltd.	Wabush Mines
Sysco Food Services of Canada Inc. (Western Division)	Transcontinental Direct	Wajax Industries Ltd.
Sysco Food Services of Ontario	Transcontinental Inc.	Wardrop Engineering Inc.
Sysco Québec	Transcontinental Printing Inc.	Warner Lambert Canada Inc.
Sysco Serca Foodservice Inc.	Transport St-Léonard Inc.	Warren Shepell Consultants Group
Sysco-Konings Wholesale	Trent University	Watson Wyatt & Company
T. Lauzon Ltée.	Tyco Electronics Canada Ltd.	Webcom Ltd.
Tab Products of Canada Ltd.	UAP Inc.	Welch & Company LLP
Tannis Trading Inc.	Ultra Electronics Canada Ltd.	Wescam Inc.
Taro Pharmaceuticals Inc.	Ultramar Ltée	Wesco Distribution Canada Inc.
Tayco Panelink Ltd.	UMA Group Ltd.	Westburne Ruddy Electric
Technical Standards and Safety Authority	Uniclean Building Maintenance Contractor	WG Thompson & Sons Ltd.
Technicolor Canada Inc.	Unisource Canada Inc.	WHB Identification Solutions Inc.
Tecsult Inc.	Unisys Canada Inc.	Whitehall Robins Inc.
Teknion Corporation	Univar Canada Ltd.	William M Mercer Ltd.
Télé Université	Université du Québec à Montréal	Winpack Technologies Inc.
Telemedia Communications Inc.	Université Laval	Wolseley Holdings Canada Inc.
Telephoto Technologies Inc.	University College of the Fraser Valley	Wood Wyant Inc.
Telus National Systems Inc.	University of Alberta	Wyeth Pharmaceutical
Tenaquip Ltée.	University of British Columbia	Xantrex Technology Inc.
Terra Footwear Ltd.	University of Calgary	Xerox Canada Inc.
Texcan A Division of Sonapar Canada	University of Guelph	Xwave Solutions
Thales Canada Inc.	University of Lethbridge	Yamaha Motor Canada Ltd.
The 500 Staffing Services Inc.	University of Manitoba	Yonge Street Hotels
The Cambridge Towel Corporation	University of Montreal	York University
The Canadian Corps of Commissionaires	University of New Brunswick	Zellers Inc.
The Canadian Salt Company Ltd.	University of Ottawa	Zenon Environmental Inc.
The Cohos Evamy	University of Saskatchewan	Zodiac Hurricane Technologies Inc.
The Globe and Mail division of Bell Globemedia Publishing Inc.	University of Victoria	Zomax Inc.
The Governing Council of the University of Toronto	University of Waterloo	
The Great West Life Assurance Company	University of Windsor	
The Mcelhanney Group Ltd.	URS Canada Inc.	
The North West Company Inc.	Utilicorp Networks Canada (Alberta) Ltd.	
The Prince George Hotel	Valcom Manufacturing Group Inc.	
The Royal Oak Inn	Valeant Canada Ltée.	
The University of Western Ontario	Vancouver Marriott Pinnacle Downtown	
The Westin Edmonton / Starwood	Vapor Rail Inc.	
The Westin Harbour Castle	Victor Innovatex Inc.	
Thyssen Krupp Elevator (Canada) Ltd.	Victorian Order of Nurses	
Titan Building Maintenance Ltd.	Vipond Inc.	
	Vitalaire Healthcare	
	Vitality Foodservice Canada Ltd.	
	Vita-Tech Canada Inc.	