



Human Resources and  
Skills Development Canada

Ressources humaines et  
Développement des compétences Canada

*Fair, Safe and Productive Workplaces*

# *Employment Equity Act:* Annual Report 2010



Labour Program

Labour.gc.ca



# *Employment Equity Act:* **Annual Report 2010**

This document is available on demand in multiple formats (large print, Braille, audio cassette, audio CD, e-text diskette, e-text CD, or DAISY), by contacting 1 800 O-Canada (1-800-622-6232). If you use a teletypewriter (TTY), call 1-800-926-9105.

© Her Majesty the Queen in Right of Canada, 2011

**Paper**

Cat. No.: HS21-1/2010

ISSN: 1928-7186

**PDF**

Cat. No.: HS21-1/2010E-PDF

ISSN: 1929-5456

For information regarding reproduction rights, please contact Public Works and Government Services Canada at: 613-996-6886 or [droitdauteur.copyright@tpsgc-pwgsc.gc.ca](mailto:droitdauteur.copyright@tpsgc-pwgsc.gc.ca)



# *Message From The Minister*

In an uncertain global economy, the Government of Canada's top priority continues to be jobs, growth and long-term prosperity. Investment in our country's labour force is in line with this commitment since it directly impacts our economy, productivity, and the well-being of our citizens.

For Canada to continue on the path of economic growth, its workplaces must accurately represent the diversity of its citizens. Our country is known throughout the world for its inclusive and multicultural society, and this will continue into the future.

Ensuring the Canadian labour force is reflective of our country's population is the right thing to do. We must draw on the potential of all our workers to the fullest and create work environments where a person's skills and talents are appreciated. By doing so, the Canadian economy will become more competitive, productive and inclusive.



The *Employment Equity Act* was enacted to foster workplaces free of employment barriers for the members of the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. This report, which analyzes 2009 data, describes the progress made by federally regulated employers in achieving an equitable workforce. It provides examples of good practices and the measures employers put into place to implement and achieve their employment equity goals. It also provides statistics on the four designated groups and their representation within the Canadian federally regulated workforce.

All Canadians have the right to a fair and inclusive work environment. By working together we can make a difference and build a truly inclusive society, not only for Canadians today, but for everyone living in Canada tomorrow and years in the future.

A handwritten signature of Lisa Raitt in blue ink. The signature is written in a cursive, flowing style. The first name 'Lisa' is clearly legible, and the last name 'Raitt' follows in a similar script.

Lisa Raitt  
Minister of Labour



# *Table of Contents*

<b>Introduction</b>	<b>.1</b>
<b>Overview</b>	<b>.3</b>
<b>Chapter 1 The 2009 Business Climate</b>	<b>.9</b>
<b>Chapter 2 Recognizing Excellence – Good Practices</b>	<b>.13</b>
<b>Chapter 3 Employment Equity Success Story</b>	<b>.19</b>
<b>Chapter 4 Women</b>	<b>.25</b>
<b>Chapter 5 Aboriginal Peoples</b>	<b>.33</b>
<b>Chapter 6 Persons with Disabilities</b>	<b>.41</b>
<b>Chapter 7 Members of Visible Minorities</b>	<b>.49</b>
<b>Chapter 8 Workplace Equity Initiatives</b>	<b>.57</b>
<b>Appendix A Employers Performance Ratings</b>	<b>.61</b>
<b>Appendix B Tables – Federally Regulated Private Sector Employers and Crown Corporations</b>	<b>.83</b>
<b>Appendix C Tables – Federal Public Sector Employers and Contractors</b>	<b>.103</b>





# 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 fulfilment 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*

---

Canadians are still recovering from the global economic recession that affected workplaces around the world. Indeed, Canada is emerging from the recession better than all other G-7 countries, but its economy remains fragile. As a result, many Canadian employers and employees continue to face uncertainty in the workplace.

In 2009, Canada's labour market was affected by the slow pace of the economy. Employers faced various challenges in ensuring the viability of their businesses and in keeping workers employed. Yet, throughout this period of uncertainty, employers remained committed to implementing employment equity.

The most important resource within an organization is often its employees; employment equity contributes to Canada's economic prosperity by helping employers take full advantage of the country's diverse human capital. Canada's labour market is increasingly reliant

on immigration and this trend will only continue given our rapidly changing demographics. The Aboriginal population is also growing at a much faster rate and is younger than the non-Aboriginal population. It is, therefore, essential for all Canadians to work together to build equitable, diverse and inclusive workplaces.

In 2009, certain employers were forced to trim their workforce due to the economic recession. Yet, despite these circumstances, the number of senior-level positions allocated to members of all four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) increased, as did the representation of members of visible minorities in the federally regulated private sector. Employers are taking advantage of technology enhancements to create favourable workplaces for persons with disabilities and to facilitate their integration.

Employers subject to the *Employment Equity Act* must fulfill four basic requirements:

1. Survey their workforces in order to collect information on the representation, occupational groups, and salary distribution of designated groups, as well as their share of hires, promotions and terminations.
2. Analyze any under-representation of the designated groups in each occupational group within their workforce.
3. Review their employment systems, policies and practices in order to identify all the barriers to employment.
4. Prepare a plan describing how they expect to eliminate the barriers to employment and institute positive policies and practices. This plan must include a complete timetable, including short- and long-term objectives.

On June 1, 2010, all Crown corporations and private sector employers under federal jurisdiction provided the Labour Program with an annual employment equity report. These reports offered details on the progress employers had made in 2009 in achieving an equitable

workforce. The Minister of Labour's *Employment Equity Act: Annual Report 2010* consolidates and analyzes this data and also provides general information on the other types of employers covered by the *Employment Equity Act*.

The *Employment Equity Act* covers:

1. **Federally regulated private sector employers and Crown corporations** with 100 or more employees;
2. **Federal public service** organizations listed under Schedule I or IV of the *Financial Administration Act* (FAA) (e.g. Human Resources and Skills Development Canada, National Defence, Correctional Service Canada, and Health Canada);
3. **Separate employer** organizations in the federal public sector with 100 or more employees listed in Schedule V of the FAA (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada);
4. **Other public sector employer** organizations with 100 or more employees, including the Canadian Forces (officers and non-commissioned members in the Regular and the Reserve Forces) and the Royal Canadian Mounted Police (regular and civilian members, excluding federal public service employees); and
5. **Federal contractor** organizations that are provincially regulated suppliers of goods and services, with at least 100 employees in Canada, who bid on or receive federal contracts valued at \$200,000 or more.

# Overview

*Employment Equity Act: Annual Report 2010* is the twenty-third edition of the report tabled in Parliament. It focuses on employment equity initiatives that federally regulated private sector employers and Crown corporations have carried out to meet the objectives of the legislation and achieve a more equitable workforce in 2009. It also describes the employment situation of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) covered under the *Employment Equity Act*.

**Chapter 1, The 2009 Business Climate**, presents a synopsis of major trends in the federally regulated private sector industries covered by the Act.

**Chapter 2, Recognizing Excellence – Good Practices**, highlights unique employment equity initiatives taken by federally regulated private sector employers and Crown corporations in the following categories: consultation and communication, equitable work environment, recruitment, training and development, retention and accommodation of differences.

**Chapter 3, Employment Equity Success Story**, features the Royal Bank of Canada, an employer that has demonstrated its commitment to the principles and goals of employment equity through exemplary practices.

**Chapters 4 to 7** provide employment data for each of the designated groups.

**Chapter 8, Workplace Equity Initiatives**, describes the work being undertaken by the Labour Program to support the advancement of employment equity.

## Key Observations on All Employers Reporting Under the *Employment Equity Act*<sup>1</sup>

Representation is the share of the designated groups in a given labour force (e.g. the entire federally regulated workforce, the banking sector, or an individual bank).

Labour market availability (LMA) refers to the share of designated group members in the workforce from which the employers could hire.

The *Employment Equity Act* came into force in 1986 and since then, there has been steady progress in the workforce representation of the designated groups. Efforts to improve representation must nevertheless continue, because gaps still exist between the representation and LMA of all designated groups.

These gaps are particularly significant in the federally regulated private sector for Aboriginal peoples and persons with disabilities, as well as for members of visible minorities in the public sector.

### In 2009

- In both the **federally regulated private sector** and the **federal public sector**, the representation of women remained fairly stable at 42.3% and 43.0% respectively, yet remained below LMA (47.9% and 50.0%) (Table 1). Despite having experienced a slight improvement in representation within the senior management occupational group, the “glass ceiling” persisted for women, and they remained highly concentrated in clerical occupations.
- Aboriginal peoples accounted for 1.9% of the **federally regulated private sector** workforce, well below their 3.1% LMA. In the **federal public sector**, Aboriginal peoples accounted for 3.9%, which is above their LMA of 3.1% (Table 1). Although a gap still remains for Aboriginal peoples, they are a promising pool of talent for the labour market as their educational attainment levels have increased. Demographics for this group show that, overall, its population is younger and growing at a faster rate than the non-Aboriginal population.
- The number of reports received from **federally regulated private sector** employers has increased over the years. In 2009, 562 reports covering a total workforce of 743,460 employees were submitted, compared to 551 reports for 744,011 employees in 2008 (Table 1 and Table 3).
- Of the reported workforce in 2009, two-thirds worked in the **federally regulated private sector**, while one-third worked in the **federal public sector** (Table 2).
- The **federally regulated private sector** workforce has grown by 25% since 1987, increasing from 595,417 to 743,460 employees (Table 3).
- With a representation of 2.7% compared to 4.9% LMA, the **federally regulated private sector** lags behind the **federal public sector** (4.2% representation compared to 4.5% LMA) in the employment of persons with disabilities (Table 1). The representation of persons with disabilities has slowly risen over time, mostly due to an increase in self-identification.
- Representation of members of visible minorities in the **federally regulated private sector** increased to 17.1%, exceeding LMA of 15.3%. In the **federal public sector** however, there remains a large gap between representation (8.7%) and LMA (13.0%) (Table 1).

<sup>1</sup> Employers who report under the *Employment Equity Act* include the federally regulated private sector and Crown corporations, the federal public service, the separate employers [federal public sector organizations with 100 or more employees that are listed in Schedule V of the *Financial Administration Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada)], and the other public sector employers (Canadian Forces and the Royal Canadian Mounted Police). Provincially regulated employers subject to the Federal Contractors Program (FCP) do not submit annual reports. Therefore, representation data for the designated groups in the entire FCP workforce are not available.

Table 1

Summary Statistics for All Employers Covered Under the *Employment Equity Act*

Employer	2009	All Employees 2009	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
			2008	2009	2006	2008	2009	2006	2008	2009	2006	2008	2009	2006
	#	#	R* %	R* %	A** %	R* %	R* %	A** %	R* %	R* %	A** %	R* %	R* %	A** %
<b>Total Federally Regulated Private Sector</b>	<b>562</b>	<b>743,460</b>	<b>42.6</b>	<b>42.3</b>	<b>47.9</b>	<b>1.9</b>	<b>1.9</b>	<b>3.1</b>	<b>2.7</b>	<b>2.7</b>	<b>4.9</b>	<b>16.6</b>	<b>17.1</b>	<b>15.3</b>
Federal Public Service	74	195,667	54.4	54.7	52.3	4.4	4.5	3.0	5.9	5.9	4.0	9.2	9.8	12.4
Separate Employers	16	74,110	56.8	56.7	47.9	2.9	3.0	3.1	5.0	4.8	4.9	12.6	13.8	15.3
Other Public Sector Employers	2	134,716	18.6	18.4	47.9	3.3	3.4	3.3	1.4	1.4	4.9	3.9	4.1	12.5
<b>Total Federal Public Sector</b>	<b>92</b>	<b>404,493</b>	<b>42.8</b>	<b>43.0</b>	<b>50.0</b>	<b>3.7</b>	<b>3.9</b>	<b>3.1</b>	<b>4.2</b>	<b>4.2</b>	<b>4.5</b>	<b>8.0</b>	<b>8.7</b>	<b>13.0</b>
<b>Grand Total for Both Sectors</b>	<b>654</b>	<b>1,147,953</b>	<b>42.7</b>	<b>42.5</b>	<b>48.6</b>	<b>2.5</b>	<b>2.6</b>	<b>3.1</b>	<b>3.2</b>	<b>3.2</b>	<b>4.7</b>	<b>13.6</b>	<b>14.1</b>	<b>14.5</b>
<b>Total Provincially Regulated Private Sector (Federal Contractors Program)***</b>	<b>1,037</b>	<b>1,226,905</b>												
<b>Grand Total for All Sectors</b>	<b>1,691</b>	<b>2,374,858</b>												

\* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while those on the federal public sector are collected on a fiscal-year basis (i.e. April 1, 2007, to March 31, 2008, and April 1, 2008, to March 31, 2009) by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS).

\*\* "A" refers to the percentage workforce availability from the 2006 Census and the 2006 Participation and Activity Limitation Survey conducted by Statistics Canada. The workforce availability for the federal public service are estimates produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens' data. The total availability statistics have been weighted.

\*\*\* Federal contractors are only subject to individual compliance reviews. Therefore, representation data for the designated groups in the entire federal contractors' workforce are not available.

Table 2

Distribution of All Employees Reported Under the *Employment Equity Act*

Employer	Distribution					
	2001		2008		2009	
	#	%	#	%	#	%
<b>Total Federally Regulated Private Sector*</b>	<b>634,759</b>	<b>74.3</b>	<b>744,011</b>	<b>65.5</b>	<b>743,460</b>	<b>64.8</b>
Federal Public Service	149,339	17.5	186,754	16.4	195,667	17.0
Separate Employers	69,910	8.2	72,825	6.4	74,110	6.5
Other Public Sector Employers	n/a	n/a	131,716	11.6	134,716	11.7
<b>Total Federal Public Sector†</b>	<b>219,249</b>	<b>25.7</b>	<b>391,295</b>	<b>34.5</b>	<b>404,493</b>	<b>35.2</b>
<b>Grand Total for Both Sectors</b>	<b>854,008</b>	<b>100.0</b>	<b>1,135,306</b>	<b>100.0</b>	<b>1,147,953</b>	<b>100.0</b>

\* Data are collected on a calendar-year basis.

† Data are based on fiscal years 2000–01, 2007–08, and 2008–09.

**Table 3**

**Number of Employers and Employees in the Federally Regulated Private Sector**

Sector	Employers				Employees			
	1987	2001	2008	2009	1987	2001	2008	2009
	#	#	#	#	#	#	#	#
<b>Banking</b>	23	22	26	25	169,632	195,870	212,020	212,779
<b>Communications</b>	90	88	96	95	179,247	215,330	234,427	231,498
<b>Transportation</b>	208	250	349	358	203,207	179,102	206,235	202,949
<b>Other</b>	52	49	80	84	43,331	44,457	91,329	96,234
<b>All Sectors</b>	<b>373</b>	<b>409</b>	<b>551</b>	<b>562</b>	<b>595,417</b>	<b>634,759</b>	<b>744,011</b>	<b>743,460</b>

## Federally Regulated Private Sector Employers

### 2009 in relation to 2008

For all federally regulated private sector employers and Crown corporations that reported in 2008 and 2009:

- the greatest improvement was in the representation of members of visible minorities (Table 4); and
- the representation of women slightly declined while the representation of Aboriginal peoples and persons with disabilities remained the same (Table 4).

### Over the long run

The data for all federally regulated private sector employers and Crown corporations indicate that, since 1987, when employers first reported under the Act:

- progress was achieved in the representation of all designated groups (Table 4); and
- the largest relative improvements were for members of visible minorities and Aboriginal peoples (Table 4).

## Federal Public Sector Employers<sup>2</sup>

### 2009 in relation to 2008

For almost all federal public sector employers, there has been a slight improvement in the representation of all designated groups. The following highlights involve federal public sector employer workforces that fall under the *Employment Equity Act*.

- In the **federal public service**—unlike the federally regulated private sector and Crown corporations—women, Aboriginal peoples and persons with disabilities were well-represented, but members of visible minorities remained under-represented (Table 1).
- Women were well-represented among **separate employers**, while the representation of persons with disabilities declined slightly. Aboriginal peoples, persons with disabilities and members of visible minorities were under-represented (Table 1).
- Among **other public sector employers**, Aboriginal peoples were well-represented, but significant representation gaps continued to exist for women, persons with disabilities and members of visible minorities (Table 1).

<sup>2</sup> Historical data are not available for some of the employers in the federal public sector.

Table 4

### Representation of the Designated Groups as Reported by Federally Regulated Private Sector Employers

Sector	Women				Aboriginal Peoples			
	1987	2001	2008	2009	1987	2001	2008	2009
	%	%	%	%	%	%	%	%
Banking	76.1	71.0	67.0	66.6	0.6	1.1	1.3	1.3
Communications	39.6	41.3	40.2	39.9	0.6	1.4	1.6	1.6
Transportation	16.9	24.7	25.7	25.5	0.7	2.0	2.5	2.5
Other	21.2	28.0	30.2	29.6	0.9	2.7	2.5	2.5
All Sectors	40.9	44.9	42.6	42.3	0.7	1.6	1.9	1.9
	Persons with Disabilities				Members of Visible Minorities			
	1987	2001	2008	2009	1987	2001	2008	2009
	%	%	%	%	%	%	%	%
Banking	1.8	2.0	3.5	3.6	9.5	17.1	25.5	26.4
Communications	1.4	2.3	2.5	2.5	4.0	10.8	15.3	15.8
Transportation	1.4	2.4	2.1	2.0	2.6	7.6	10.2	10.4
Other	2.3	2.7	2.4	2.2	2.6	7.7	13.4	14.0
All Sectors	1.6	2.3	2.7	2.7	5.0	11.7	16.6	17.1

## Government Workplace Equity Initiatives

### Federal Contractors Program

- The Federal Contractors Program (FCP) applies to provincially regulated employers with 100 or more employees that were awarded federal government goods or services contracts worth \$200,000 or more. The four designated groups identified in the *Employment Equity Act* and targeted by the FCP are: women, Aboriginal peoples, persons with disabilities and members of visible minorities. For the fiscal year 2009–2010, 95 compliance reviews were conducted by workplace equity officers located across Canada in order to evaluate the contractors' employment equity programs. Over 1,000 employers are covered by the FCP, which includes more than 1.2 million workers.

### The Racism-Free Workplace Strategy

- The Racism-Free Workplace Strategy was created to promote fair and inclusive workplaces, free of discriminatory barriers to the employment and advancement of members of visible minorities and Aboriginal peoples through education and training for employers. Workplaces under the jurisdiction of the *Employment Equity Act* and the Federal Contractors Program are covered under the Strategy.

- In 2009, the Strategy partnered with several organizations on various initiatives to address racism and enhance inclusion in the workplace. These partnerships included work with: Statistics Canada on a study entitled *Projections of the Diversity of the Canadian Population, 2006 to 2031*; the National Film Board of Canada on the *Work for All* educational films and accompanying online resources; Citizenship and Immigration Canada's Metropolis Project on various conferences and research projects to highlight and understand the barriers to labour market inclusion; and, the Aboriginal Human Resource Council to continue delivery of the *Mastering Aboriginal Inclusion* sessions to employers across Canada.
- 2. In some cases, data reported by employers is received after publication deadlines. As a result, differences may exist in the data reported in annual reports for particular years.
- 3. The data on the workforces covered by the Act are collected from different sources. The federally regulated private sector and Crown corporations' employment equity data are collected on a calendar-year basis and consolidated by the Labour Program. Data from the federal public sector are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat.

## Limitations of the Employment Equity Data<sup>3</sup>

While this report provides the most recent information on employment equity data, it has the following limitations:

1. To measure the progress of the designated groups covered by the Act, their 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 censuses or surveys conducted every five years by Statistics Canada. As a result, there is a time lag in measuring representation gaps. For example, 2009 designated group representation data is being compared to 2006 census or survey availability data.

<sup>3</sup> For detailed descriptions of the terms and statistical approaches used in this report, please refer to the Technical Guide at: [www.hrsdc.gc.ca/eng/labour/equality/employment\\_equity/tools/resources/technical\\_guide/page00.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/employment_equity/tools/resources/technical_guide/page00.shtml).



# Chapter 1:

## The 2009 Business Climate

*Trends in the Canadian economy and within various industrial sectors can affect an employer's business activity. This chapter presents a synopsis of major trends in the federally regulated private sector industries covered under the Employment Equity Act.*

---

### The Federally Regulated Private Sector and Crown Corporation Workforce Covered Under the Act

In 2009, 64.8% of employees covered under the Act were part of the federally regulated private sector and Crown corporation workforce. The workforce consisted of 743,460 individuals working for 562 employers, a 0.1% decrease (-551) from the previous year. Furthermore, nearly two-thirds of workers were employed in Ontario (45.0%) or Quebec (18.5%).

The majority of the workforce was employed in service-producing industries. The three main industrial sectors—*banking, communications* and *transportation*—each accounted for approximately 29% of the workforce. The *other* sector group accounted for the rest.

Employees working in the federally regulated private sector, or for Crown corporations, were likely to be clerical personnel (27.4%), professionals (14.8%) and semi-skilled manual workers (13.0%). Indeed, these occupational groups accounted for the majority of the workforce with 55.2% of employees.

In their reports, many employers stated that the economic downturn negatively impacted their operations by reducing opportunities for change within their workforce. Mobility in the workforce declined, with employers reporting fewer hires, promotions and terminations. The number of terminations in 2009 also exceeded that of hires, resulting in fewer opportunities for improvement in designated group representation.

Since 2007, the year leading to the economic downturn, the number of hires and promotions dropped by approximately one-third. Hiring decreased by 32.6% (-47,149) and promotions by 29.8% (-16,231). Employers, however, retained more employees since the number of terminations declined by 16.4% (-20,781).

**Table 1.1**  
**Federally Regulated Private Sector and Crown Corporation Workforce**

	2007	2008	2009
	#	#	#
Employed	733,789	744,011	743,460
Hired	144,773	133,367	97,624
Promoted	54,486	50,656	38,255
Terminated	126,331	129,705	105,550
Net Hired*	18,442	3,662	-7,926

\* The number of employees hired reduced by those terminated.

## Banking

In 2009, the Canadian banking sector consisted of 25 employers and 212,779 employees, representing 28.6% of the federally regulated private sector and Crown corporation workforce. The majority of these employees worked full-time (81.7%) while 17.8% and 0.5% respectively worked part-time and temporarily. The largest share of the banking workforce was employed in clerical work (40.9%), followed by the professional (27.0%), middle and other management (14.8%) and administrative and senior clerical occupational groups (10.8%).

The country's six largest domestic banks accounted for 191,038 workers or 89.8% of the banking sector workforce. They are the **Royal Bank of Canada, The Toronto-Dominion Bank, Canadian Imperial Bank of Commerce, The Bank of Nova Scotia, Bank of Montreal** and **National Bank Financial Group**.

In 2009, employment in the banking sector increased by 0.4% (+759) from the previous year and 2.2% (+4,583) compared to 2007.

However, the sector reported a significant drop in the number of hires and promotions. Between 2007 and 2009, the number of hires decreased by 35.9% (-12,314) and promotions by 34.2% (-10,459). The sector also experienced a drop in terminations by 17.0% (-4,710), thus retaining more employees.

**Table 1.2**  
**Federally Regulated Private Sector and Crown Corporation Workforce in the Banking Sector**

	2007	2008	2009
	#	#	#
<b>Employed</b>	208,196	212,020	212,779
<b>Hired</b>	34,333	31,661	22,019
<b>Promoted</b>	30,592	26,200	20,133
<b>Terminated</b>	27,749	28,763	23,039
<b>Net Hired*</b>	6,584	2,898	-1,020

\* The number of employees hired reduced by those terminated.

## Communications

The portion of the communications sector that falls under the Act mainly consisted of employers working in radio and television broadcasting, telecommunications, as well as postal and courier services. This sector was the largest in workforce size among the four sectors reporting under the Act. The 95 communications employers employed a total of 231,498 employees in 2009 (31.1% of the workforce). The majority of employees in the communications sector (81.3%) were in full-time occupations while 17.4% worked part-time. Employees mainly worked in clerical (39.5%), professional (13.3%) and middle and other management (10.1%) occupations.

The largest portion of workers were employed by telecommunications carriers (48.2%), followed by postal and courier services (38.8%) and broadcasting (12.8%). The six biggest employers (**Canada Post Corporation, TELUS Communications Company, Rogers Communications Inc., Bell Canada, Purolator Courier Ltd. and Shaw Communications Inc.**) accounted for 63.7% of all employees in this sector.

Between 2008 and 2009, employment in the communications sector decreased by 1.2% (-2,929) but remained above the 2007 level by 0.2% (+517). The number of hires and promotions decreased from 2007 to 2009. The number of hires dropped by 27.0% (-11,016) and promotions 22.5% (-2,774). More retention occurred in 2009 as the termination rate declined. Between 2008 and 2009, there was a decrease of 21.0% (-9,180) in the number of terminations; however, more people left than entered the sector.

**Table 1.3**  
**Federally Regulated Private Sector and Crown Corporation Workforce in the Communications Sector**

	2007	2008	2009
	#	#	#
<b>Employed</b>	230,981	234,427	231,498
<b>Hired</b>	40,770	40,003	29,754
<b>Promoted</b>	12,325	12,786	9,551
<b>Terminated</b>	39,024	43,788	34,608
<b>Net Hired*</b>	1,746	-3,785	-4,854

\* The number of employees hired reduced by those terminated.

## Transportation

In 2009, the Act covered 358 employers in the air, rail, bus and water transportation, inter-provincial trucking and pipelines industries. A total of 202,949 individuals were employed in the transportation sector, representing 27.3% of the federally regulated private sector and Crown corporation workforce. The majority of these employees (86.7%) worked in full-time occupations while 12.8% worked part-time. They were also mainly employed in semi-skilled manual work (34.7%), skilled crafts and trades (15.6%) and intermediate sales and service positions (12.4%).

The largest portion of employees worked in air transportation (37.7%), followed by trucking (26.7%) and rail transportation (14.8%). The four biggest employers (**Air Canada, Canadian National Railway Company, Canadian Pacific Railway Company and WestJet Airlines Ltd.**) accounted for 28.5% of all employees in this sector.

The most severe job losses occurred in the transportation sector where employment continued to decline. In 2009, employment decreased by 1.6% (-3,286) from 2008 and again by 1.6% (-3,374) from 2007. The number of hires and promotions declined between 2007 and 2009 by 36.6% (-17,689) and by 29.7% (-2,023) respectively. The termination rate

declined and the number of terminations dropped by 17.5% (-7,628). Similar to the banking and communication sectors, more people left than entered the workforce in 2009.

**Table 1.4**  
**Federally Regulated Private Sector and Crown Corporation Workforce in the Transportation Sector**

	2007	2008	2009
	#	#	#
<b>Employed</b>	206,323	206,235	202,949
<b>Hired</b>	48,277	45,292	30,588
<b>Promoted</b>	6,803	6,817	4,780
<b>Terminated</b>	43,482	42,604	35,854
<b>Net Hired*</b>	4,795	2,688	-5,266

\* The number of employees hired reduced by those terminated.

## Other

In 2009, 84 employers were included in the other sector. This diverse group of employers was engaged in industries such as security; agriculture; metal ore mining; oil and gas extraction; nuclear power generation; construction management; food, wood, chemical and equipment manufacturing; wholesale trade; warehousing and storage; finance; insurance; real estate; professional, scientific and technical services; administrative and support; waste management and remediation services; arts, entertainment and recreation; and public administration.

The total number of employees in the other sector was 96,234, accounting for approximately 12.9% of all employees reported in the federally regulated private sector and Crown corporation workforce. The majority of employees (87.2%) were in full-time positions and 10.7% worked part-time. The largest portion of the other sector workforce was employed in other sales and service (32.0%) and professional occupations (14.4%).

Two employers, **Le Groupe de Sécurité Garda Inc.** and **Ontario Power Generation**, accounted for 36.6% of all employees in this sector.

This sector experienced the largest employment growth among the covered sectors. In 2009, the number of employees rose by 5.4% (+4,905) from 2008 and 9.0% (+7,945) from 2007. However, there were declines in hiring, promotions and terminations. Between 2007 and 2009, the number of hires and promotions decreased by 28.7% (-6,130) and by 20.5% (-975) respectively. The number of employees who left the workforce fell 25.0% (-4,027) and the termination rate dropped. However, in contrast to the other three industrial sectors, more people were hired than left the workforce.

**Table 1.5**  
**Federally Regulated Private Sector and Crown Corporation Workforce in the Other Sector**

	2007	2008	2009
	#	#	#
<b>Employed</b>	88,289	91,329	96,234
<b>Hired</b>	21,393	16,411	15,263
<b>Promoted</b>	4,766	4,853	3,791
<b>Terminated</b>	16,076	14,550	12,049
<b>Net Hired*</b>	5,317	1,861	3,214

\* The number of employees hired reduced by those terminated.

# Chapter 2:

## Recognizing Excellence – Good Practices

*In addition to providing yearly data reports, federally regulated private sector employers and Crown corporations covered under the Employment Equity Act are required to submit narrative reports. The narrative reports describe the measures taken by individual employers to address gaps in representation and provide equal opportunities to designated group members in the workplace. These measures can include activities related to consultation and communication, workplace environment improvement, recruitment, training and development, retention and accommodation of differences. An overview of smart practices implemented by employers in 2009 is provided in this chapter.*

---

### Consultation and Communication

The *Employment Equity Act* emphasizes collaboration and the importance of developing a solid relationship between employers and bargaining agents or employee representatives in the workplace. Fostering strong communication and a good working relationship with unions and employee representatives assists in the development and implementation of an effective employment equity plan.

The most popular form of consultation was the establishment of a formal employment equity committee. Many employers such as the **Canadian Western Bank, Persona Communications Corp., TELUS Communications Company** and **IMP Group Limited - Aerospace Division** reported using these types of committees. Others like **Bell Aliant Regional Communications, L.P., Global Ontario, a division of Canwest Television Limited Partnership** and **Canada Post Corporation** set up broader diversity committees aimed at creating a discrimination-free work environment that is respectful, accommodating and welcoming to all.

Some larger organizations created more than one employment equity committee or additional sub-committees and working groups. For instance, **The Toronto-Dominion Bank** created the Employee

Council for Employment Equity. The Council consisted of management and employee representatives from across Canada and from various occupational levels and backgrounds. It also implemented the Employees with Disabilities Advisory Group and three new management-employee committees based on focus group feedback: the Black Community Sub-Committee, the New Immigrant Sub-Committee and the Visible Minority Pipeline Sub-Committee.

Some employers conducted meetings with employees from the designated groups or used general assemblies and town hall meetings, with some participation through audio and video conferencing. Others used ongoing negotiations with unions or committees set up to deal with a broad range of workplace issues.

**Symcor Inc.** for example, held focus groups in five locations involving various employee representatives. The objective was to consult with employee groups on diversity and employment equity. It was also an opportunity to collect feedback on policies, procedures and management practices and how they supported equal opportunity. The feedback collected during the focus groups was positive and employees provided valuable ideas and insights, which were later shared with their key stakeholders. In addition, input from the focus groups was used to update the employer's employment equity plan.

In 2009, the majority of employers who submitted an annual report mentioned using both internal and external communication initiatives to implement and promote employment equity.

Internal communication measures included: awareness activities and the recognition of special diversity days or events; information, orientation and training sessions; the creation or continuation of focus groups, committees and networks; meetings, webcasts and telephone conferences regarding employment equity policies and practices; posting information on intranet and bulletin boards; and the production and distribution of correspondence, messages from senior management, employee manuals, internal newsletters, magazines, multicultural calendars and posters. Employers also ensured information and resources were readily available and easily accessible to all employees.

The **Business Development Bank of Canada (BDC)**, for example, communicated with its employees through various means. Its diversity action committee devoted a page in the bank's quarterly newsletter to achievements and news on diversity initiatives. The **BDC's** intranet included a section on diversity that provided an electronic multicultural calendar as well as information on employment equity, best practices, job opportunities and upcoming events. In addition, hard-copies of the multicultural calendar were distributed to all branches across Canada. The calendars were displayed in reception areas to remind employees of various cultural holidays and to allow them to plan events and activities accordingly.

External communication initiatives used by employers to promote inclusiveness and awareness of employment equity included: posting information on the Internet; mentioning their commitment to diversity and employment equity in job advertisements in order to attract candidates from the designated groups; networking with other employers; publishing articles and reports; sponsoring and participating in career fairs and school programs; and contributing through donations and community involvement.

For example, **The Bank of Nova Scotia's** website included sections on diversity, inclusion, employment equity and each of the four designated groups. Executives and staff at **The Toronto-Dominion Bank** published articles and special reports on the designated groups in order to encourage inclusiveness (e.g. *Aboriginal People in Canada* and *Literacy Matters: Helping Newcomers Unlock Their Potential*).

In the broadcasting industry, employers ensured that television and radio programming reflected the diversity of its audience. For example, **CTV Inc. – CFCF** maintained a strong network of experts from various visible minority groups. These experts were invited as guest analysts in many of its broadcasts. **Pelmorex Media Inc.** was also committed to reflecting the diversity of the Canadian population in its interviews, features, news reports and selection of experts.

Certain employers also monitored and assessed diversity in their news coverage throughout the year. News reports that featured or were related to designated group members were tracked. The information collected was sent to senior management via monthly progress reports.

Also of note, **Rogers Communications Inc.** provided captioning for 100% of the English language programming broadcasted on Citytv and OMNI, and for approximately 98% of the programming on its specialty stations. World FM Edmonton (CKER-FM), one of its stations, provided 100% ethnic programming for Edmonton's ethno-cultural community with service in over 23 languages. The on-air talent also reflected the respective ethnic community of each program.

## Equitable Work Environment

Employers described various methods to create and foster a corporate environment that supports employment equity and improves the workplace environment for designated group members.



Many employers reported having policies on employment equity, harassment, accommodation and respect in the workplace as well as providing counselling services. Some celebrated or observed events such as International Women's Day, National Aboriginal Day, Aboriginal Awareness Week, the International Day of Persons with Disabilities, the International Day for the Elimination of Racial Discrimination and Black History Month. **Purolator Courier Ltd.**'s National Employment Equity Council, for example, chose *Invisible Disabilities: What You Can't Always See* as the theme for their 2009 diversity week in order to educate and raise awareness. **Canada Post Corporation** launched its internal Mental Illness Awareness Week campaign aimed at raising awareness, screening and prevention of mental illness. Resources used included a specialized team leader handbook, a mental health booklet for all employees and a new mental health page on the intranet site with useful links to external resources.

Other activities reported by employers included: distributing multicultural calendars; holding lunch and learn sessions or multicultural pot luck lunches, open houses and video screenings; and conducting online quizzes to celebrate the different backgrounds and ethnicities of employees. In addition to bringing employees together, these activities were organized to build understanding and to raise awareness of the potential workplace barriers faced by designated group members.

One of the methods used by employers to influence workplace culture was the implementation of accountability frameworks. Some employers included an employment equity criterion in their management performance evaluations and annual bonus criteria. As one of the conditions for employment, some employers required all their employees to read and sign their code of conduct, which included sections on discrimination and harassment. The **Canadian Western Bank**, for example, required all of its employees to sign and acknowledge that they have read and are aware of their obligations with respect to workplace diversity as part of their annual performance review process.

As a result of their partnership with the Labour Program's Racism-Free Workplace Strategy team, various employers such as **Jazz Air L.P.** developed networks with other employers, allowing them to remain up to date on current activities and available training. Employers were also able to share information, resources and best practices, allowing them to create a more racially diverse and inclusive workforce.

## Recruitment

As a result of the economic situation in 2009, many employers reported that hiring opportunities were somewhat limited. Despite this, employers continued to conduct recruitment activities that encouraged the hiring of designated group members whenever possible.

Advertising job opportunities on the Internet and conducting outreach activities were among the most commonly reported recruiting techniques. Employers used the services of special interest employment agencies and continued to develop their partnerships with organizations. Through one outreach organization for instance, external postings for **Defence Construction (1951) Ltd.** were automatically sent to over 700 designated group organizations across Canada. The **Canadian Pacific Railway Company's** outreach efforts included partnering with the Assembly of First Nations and the Railway Association of Canada in order to develop a railway career awareness campaign. The campaign was customized for First Nations communities, and designed to improve the hiring of Aboriginal conductors, track workers and signal maintainers.

Some employers also reported attending career symposiums, conferences, tradeshow and job fairs that targeted designated group members. This allowed for direct recruiting and simultaneously served as a public relations function in that it promoted the employers' commitment to the principles of employment equity.

Other employers implemented initiatives to increase the number of future qualified applicants by targeting potential designated group employees at an earlier stage. They offered scholarships, awards/bursaries, summer employment, internships or funding for training programs.

For example, the internship, mentoring and placement programs at **CTV Inc.** offered designated group members the opportunity to gain experience in broadcasting. The programs allowed participants to discover that a profession in broadcasting is a viable career choice. Other employers recruited successfully as a result of school outreach programs. They provided information sessions, tours and information to students about the opportunities available within their workforce and within their industry. These activities promoted the organization as an employer of choice and gave students the opportunity to learn the academic and training requirements necessary for occupations they may not have considered otherwise.

**Enbridge Pipelines Inc.** supported initiatives to increase girls' and young women's exposure to trades and technology related careers. The employer also adopted an Aboriginal and Native American policy which included a commitment to working with Aboriginal peoples and to providing opportunities in skills development and training, as well as, supporting education and scholarship programs. For example, 40 Aboriginal peoples completed an Enbridge-sponsored initiative providing them with heavy equipment operator training in Saskatchewan and Manitoba. Enbridge also helped approximately 27 First Nations schools with funding for extra-curricular and enrichment programs that encourage youth to stay in school through the Enbridge School Plus Program.

## Training and Development

In 2009, as a result of the economic climate and the limited hiring opportunities, many employers focused on the training and development of the existing workforce. While the majority of these developmental

programs were aimed at all employees, designated group members were able to benefit from them.

Some organizations fully or partially reimbursed tuition for courses related to an employees' current or prospective position. Many offered a wide variety of onsite and/or online training to their employees. **Corus Entertainment Inc.** for example, had a multi-modular training program to enhance the skills and knowledge of employees by teaching vital management skills and practical real-life tips to help make employees stronger leaders and, in turn, build stronger teams.

Mentoring and networking were also used to encourage employee development and to support employees as they move into new roles. Employers such as **The Bank of Nova Scotia**, **MTS Allstream Inc.** and **TELUS Communications Company** provided women opportunities for networking, personal growth and development. **Amex Canada Inc.** provided leadership training and established a number of mentorship programs where employees were matched with individuals capable of assisting them with networking, informal coaching and the identification of development opportunities.

Other related activities reported by employers included maintaining succession plans and paying professional and technical membership fees to encourage employees to keep informed in areas of their specialization to benefit both the employee and the organization.

## Retention

Employers recognized that employee job satisfaction is an important factor in maintaining a stable workforce and that a positive working climate fosters personal and professional growth. A supportive work environment has been shown to have a noticeable positive effect on the retention of designated group members in the workforce. Removing barriers to the advancement of designated group members helps achieve this.



Many employers noted the importance of allowing flexibility in the workplace. Flexible employment arrangements or reduced work schedules help employees balance work and family responsibilities. Some employers provided an emergency child care leave day, while others provided floating holidays or allowed the exchange of statutory holidays to accommodate the observance of other cultural customs.

A number of employers reported that they conducted surveys to solicit opinions and suggestions from employees regarding their employment experience and workplace environment. Other employers used mechanisms such as focus groups and town hall meetings to gain some insight into how employees perceive their career opportunities and the environment in which they work. Many employers reported using one-on-one exit interviews or online questionnaire to help them learn more about weaknesses and strengths within their organizations. The **National Arts Centre Corporation**, for example, included in its exit interview questionnaire a question on the physical accessibility of its building to identify and to address any potential deficiencies. **Bell Aliant Regional Communications, L.P.** created an online exit interview survey and included bullying, harassment and discrimination as possible reasons for leaving.

Some employers monitored their termination rates and compared overall departing employees to designated group terminations to determine if any systemic barriers or patterns exist, while others conducted one-on-one retention meetings with all employees on an annual basis.

To retain designated group members, **The Toronto-Dominion Bank**, for example, adopted a philosophy of promoting from within and filled 90% of its job opportunities internally in Canada. This resulted in women continuing to receive over half of the promotions, improving the share of promotions of persons with disabilities and maintaining the share of promotions of members of visible minorities in 2009.

Similarly, **Primus Telecommunications Canada Inc.** posted opportunities internally, when available, in order to encourage and facilitate retention and promotion of its existing talent pool. As a result, more women and members of visible minorities were promoted and less were terminated than in 2008.

At **Canada Post Corporation**, an online recruitment system was introduced to assist with employees' career management. The system is accessible to employees from work or home. Employees create their career profile to inform human resources and hiring managers what they are interested in. The employees can sign up for email alerts that will notify them if a job matching their career interests becomes available. The application tool allows the staffing team to select qualified designated group applicants and bring them forward to hiring managers. This may have assisted in the improvement in the share of promotions of members of visible minorities in 2009.

## Accommodation of Differences

Most employers reported having a formal written policy on accommodation. In addition, several employers provided managers with training regarding their duty to accommodate and remove barriers for employees.

The most commonly reported accommodation measures indicated by employers in 2009 included providing alternative work arrangements and modifying the work site or equipment as needed. Many employers also supported their employees' work-life balance and religious observances. The measures not only helped the designated groups but all employees in general.

Employers allowed employees increased flexibility in their work environment. Various types of accommodation provided included working from home, compressed work weeks, change in shift hours, extended leave of absence due to illness or death in the family and flexible holidays to accommodate culturally diverse workforces.

For instance, **Purolator Courier Ltd.** allowed its employees to modify their working hours due to school or religion, provided prayer rooms, hired translators, modified computer programs, offered job sharing, provided graduated return to work and modified duties and approved requests for travel needs in cases of emergency situations and family reunions. It accommodated employees who were experiencing hip-related issues by modifying their scanner holder (i.e. to reduce the weight placed on the hip, employees wear a strap that sits over the shoulder and across the chest). In addition, it provided back-support products for courier and truck drivers to use in their vehicles, anti-fatigue mats for specific work stations throughout the warehouse and retail locations, as well as upgraded dust masks for employees who had dust allergies.

**Armour Transport Inc.** provided special ergonomic seats for truck drivers with back problems and allowed drivers with diabetes to determine their individual schedules for eating and rest. The company partnered with a medical specialist in sleep disorders to combat sleep apnea, which is prevalent among commercial truck drivers. It accommodated drivers with sleep apnea by placing power inverters in trucks in order for the drivers to run their continuous positive airway pressure (CPAP) machines, by paying for testing drivers for sleep apnea and by covering 80% of the cost of the CPAP machines.

Many employers performed ergonomic assessments when requested, adjusted work spaces as required and accommodated employees through the use of technology and appropriate software to meet employee needs. **Shaw Communications Inc.**, for example, completed 70 ergonomic assessments across the country in 2009. These resulted in the provision of ergonomic reports, desk modifications, sit/stand stations and/or modified work materials (e.g. keyboards, mouse controllers, headsets). In addition, a number of reference materials were made available for improving one's own work station.

To provide more accessibility to persons with disabilities, some employers renovated their buildings, installed wheelchair ramps, wider entrance doors or power doors and upgraded their washroom facilities. For example, **Astral Media Radio G.P.**, the **Canadian Broadcasting Corporation**, the **Canadian Imperial Bank of Commerce** and **The Toronto-Dominion Bank** continued to invest in building improvements in 2009.

**CTV Inc.**, **DHL Express (Canada), Ltd.** and **Symcor Inc.** were among many employers who offered employee and family assistance programs. These programs provided confidential and professional assistance for a wide range of issues including depression; crisis counselling; eldercare, childcare and parenting concerns; and addictions.

## Conclusion

Overall, employers reported that 2009 was a difficult year for implementing employment equity. The economic situation had led to more reorganization, downsizing and various cutbacks in all industries. Employment opportunities were limited and, consequently, hiring and promotion activities were reduced. However, employers continued to implement their employment equity programs and make progress despite the economic constraints they encountered in 2009.

Some employers changed their strategies and explored new ways of overcoming the difficulties encountered. Instead of focusing on recruitment, for instance, they concentrated on training, promoting and maintaining employees. Employers continued equity initiatives by accommodating employees as required and found innovative means of communicating and creating more equitable work environments.

# Chapter 3:

## Employment Equity Success Story

*This chapter features a federally regulated private sector employer that has demonstrated an exemplary commitment to the principles and goals of employment equity. The Royal Bank of Canada was selected based on its 2009 high ratings of representation of the designated groups, its Report Compliance Index, as well as the employment equity initiatives described in its narrative report.*

*Representatives of the Labour Program met with this employer to identify the factors that contributed to the success of its employment equity program.*

---

### The Royal Bank of Canada

The Royal Bank of Canada (RBC) is the largest bank in the country as measured by assets and market capitalization, and is among the largest banks in the world based on market capitalization. It provides personal and commercial banking, wealth management services, insurance, corporate and investment banking and transaction processing services on a global basis.

**Legal Name: Royal Bank of Canada**

**Sector: Banking**

**Number of Employees: 44,840**

**Headquarters: Toronto, Ontario**

RBC's commitment to employment equity goes far beyond meeting compliance requirements. In 2009, RBC received a number of workplace awards for its efforts in creating a workplace in which employees are valued and given the opportunity to succeed.

RBC was named one of Canada's Top 100 Employers, Best Workplaces in Canada and Canada's Best Diversity Employers for 2009. The Bank received the Partnership in Diversity Award, the Career Bridge

Program Award for Newcomers to Canada - Private Sector and the Ability Edge Program Award for Persons with Disabilities. In addition, Shauneen Bruder, Executive Vice-President and Head of Business and Commercial Banking, as well as Francine Blackburn, Executive Vice-President and Chief Internal Auditor, were named among the 100 Most Powerful Women in Canada, as selected by the Women's Executive Network.

## Diversity and Inclusion

RBC promotes diversity as a source of innovation and economic prosperity. RBC supports inclusion by fostering a culture of employee engagement. Its Diversity Leadership Council is chaired by Gordon M. Nixon, President and Chief Executive Officer. Mr. Nixon, who is also a diversity champion, cites *Diversity for Growth and Innovation* as one of the bank's core values.

In 2009, RBC published the RBC Diversity Blueprint 2009–2011 outlining its global and regional strategies, priorities and objectives. Among its priorities is the goal to increase the diversity and inclusion of RBC's global workforce, with a focus on increasing the representation of women and members of visible minorities in senior management levels. It plans to achieve its goals through efforts such as identifying opportunities and supporting senior leadership

commitment; supporting and profiling employee involvement in RBC's diversity councils, committees and employee resource groups; and offering diversity education and tools to support a respectful and responsible workplace.

In 2009, RBC launched the Active Leaders Program, a cadre of leaders and employees engaged in championing diversity efforts in their workplace and communities. An intranet site was developed containing tools and resources to facilitate discussion.

The Toronto Region Immigrant Employment Council (TRIEC) appointed Mr. Nixon, and Zabeen Hirji, RBC's Chief Human Resources Officer, as Chair and Co-Chair respectively. Founded in 2003, TRIEC creates and champions solutions to integrate skilled immigrants into the Greater Toronto Region labour market.

*"Diversity for Growth and Innovation is one of RBC's values and it is part of our business strategy. We know that understanding and drawing on the strength of diversity means meeting the needs of clients around the world, building strong relationships in the many communities we serve, and fully engaging the talents of our people. Or simply put, making the most of our diversity has always been the right thing to do and the smart thing to do."*



Gordon M. Nixon, President and Chief Executive Officer  
Royal Bank of Canada

*"As a value, Diversity for Growth and Innovation has really taken a very big hold in the organization. Our employees use this value to guide their decisions and create prosperity beyond the organization."*



Norma Tombari, Director, Global Diversity  
Royal Bank of Canada

## Recruitment and Retention

In 2009, RBC expanded the use of social network sites, advanced internet mining techniques, blogs and online user groups to source candidates. A diversity recruitment department continues to develop strategies and provide support to the business units including developing tools for recruiters that focus on particular elements of diversity (e.g. recognizing international credentials, enhancing cross-cultural understanding, and supporting individuals with disabilities.)

RBC continues to offer its Scholarship for New Canadians. The scholarship awards graduating high school or CEGEP students who have immigrated to Canada on or after January 1, 1999.

In addition, the RBC MOSAIC Employee Resource Group for Visible Minorities and Newcomers to Canada has increased to 300 members. RBC established a local chapter in Quebec to support French-speaking employees. MOSAIC introduced a collaboration and networking process called Peer Connections, which is designed to provide interpersonal support, guidance, mutual exchange, sharing of wisdom, coaching and role modelling to members.

RBC also sponsored a multi-year study with five separate reports by Catalyst Canada and Ryerson University entitled *Career Advancement in Corporate Canada: A Focus on Visible Minorities*. In February 2009, Catalyst Canada released the fifth and final report, *Diversity & Inclusion Practices*, which highlighted programs, practices and initiatives in organizations that support career development for members of visible minorities.

For the past 13 years, RBC has worked with Career Edge Organization to provide paid internships to recent graduates and newcomers to Canada through three programs: Career Edge for recent graduates, Ability Edge for graduates with disabilities and Career Bridge for internationally qualified professionals. In 2009, RBC provided 68 paid internship opportunities, up from 52 in 2008, including five Career Edge interns, 27 Ability Edge interns and 36 Career Bridge interns. Approximately 70% of interns in the Ability Edge and Career Bridge paid internship programs joined RBC as full-time employees following their internships.

To broaden its recruitment pool and increase the representation of its workforce, RBC relied on its Pursue your Potential recruitment program. The program is an outreach effort for Aboriginal peoples and persons with disabilities. It connects job candidates with a diversity coordinator within RBC's recruitment team. In 2009, RBC hired 115 employees through Pursue your Potential.

In 2009, RBC held several Aboriginal career fairs throughout Canada in order to increase the representation of Aboriginal peoples in its workforce. Organized events included The University of British Columbia's Okanagan Aboriginal Career Day, a community career fair, the Rewards for Inclusion event and a national diversity recruitment conference.

RBC annually recruits national team athletes or retired olympians and paralympians to be a part of the RBC Olympians Program. The program provides Canadian athletes with funding and valuable work experience to help them succeed both in competition and in life after sport. In 2009, of the 50 individuals hired by RBC, seven paralympians participated in the program.

*"We have diversity champions for many of our employee groups and different cultural markets. The role of the champions varies, depending on what we are trying to achieve both within the organization and with our customers. One of the best examples within RBC is an employee resource group called the Royal Eagles, which is championed by one of our Aboriginal executives. The group provides mentoring and support to Aboriginal employees, particularly when they are new to the organization. A key objective of the Royal Eagles is to support the integration of Aboriginal employees into the organization and enhance retention."*



*Zabeen Hirji, Chief Human Resources Officer  
Royal Bank of Canada*

*"In 2009, diversity was always in the forefront of everybody's equal treatment and opportunities. Because I was hired through a diversity program, I am used as a resource. I share my thoughts, my beliefs and like to be included and give my input as much as I can. Diversity is becoming more and more in the front office of everybody's workplace. It's now talked about at every meeting, at every quarterly conference. Diversity is not a back office conversation anymore. It is the right thing to do, a must, a business need."*



*Brian Dickson, Branch Manager, Ancaster, ON  
Royal Bank of Canada*

## Training and Development

RBC provides employees with the opportunity to pursue interesting, attractive and rewarding careers.

Various diversity-related educational sessions were held throughout the year, including workshops and webcasts on building cultural dexterity, business communication seminars, and how to support persons with disabilities.

In 2009, RBC partnered with the Urban Society for Aboriginal Youth to translate the Aboriginal Awareness e-learning program into French. This program provides RBC employees with an opportunity to learn the values, customs, beliefs and aspirations of the First Nations, Métis and Inuit people.

RBC continued to offer the Diversity Dialogues Reciprocal Mentoring program, its signature reciprocal mentoring initiative, which provides career coaching and leadership development for diverse employees as well as accelerated diversity learning for senior leaders. Mentors and mentees have access to a comprehensive toolkit and are able to shape the program to suit their needs. In 2009, over 180 women and members of visible minorities participated in the program, with a significant expansion planned for 2010.



*"RBC offers tremendous potential and opportunities. When I first joined the company, I found management to be proactive. They took diversity very seriously. Leadership and direction come from the top, and as Middle managers, we are reinforcing these values and messages. We look up to top management and to what they are communicating to us."*

*Ritu Narayan, Program Director, Immigrant Investor Program  
Royal Bank of Canada*



## Workplace Accommodation

RBC offers many flexible work arrangements, including part-time positions, compressed work weeks, telework, job-sharing, flextime and easing into phased retirement, as well as the Purchased Vacation Option, which gives employees the flexibility to address work-life responsibilities.

RBC's dedicated in-house workplace accommodation advisor handled over 420 cases in 2009, supporting managers and employees alike. A quick ship program was implemented to ensure items frequently needed for ergonomic and disability assessments were delivered

within three to five business days. The program also ensured RBC was able to provide the majority of adaptive technology within 10 business days.

RBC's Human Resources (HR) Advisory Services Group, a dedicated team of in-house professionals providing support to managers on HR-related matters, received over 37,000 calls in 2009. For instance, when calls related to religious accommodation were received, they were able to educate and direct managers to their multicultural calendar right away, and no follow-up calls were received.

*"We want people to recognize that all of us will likely require accommodation at some point in our lives, for health, family or religious reasons, for example. We have educated our hiring managers to be increasingly flexible when assisting a staff member with a special request."*

*Norma Tombari, Director, Global Diversity  
Royal Bank of Canada*



## Leonard's Story

Leonard Kange, his wife and four children left Nigeria in 2006 and immigrated to Canada. Prior to coming to Canada, Leonard worked in Nigeria's banking sector for 14 years where he held several positions, including Head of Strategy. Leonard also had a Bachelor of Science degree in sociology.



*Leonard Kange*

In 2007, he joined the Royal Bank of Canada through the Commercial Banking Training Program. Once his training was complete, he started working as an account manager. Leonard's manager, Grant Simons, Regional Vice President, North York, quickly recognized the value of his international experience. Leonard's skill sets and technical knowledge were transferable and helped him to quickly adapt to the Canadian banking system. In addition, his knowledge of different cultures and communication approaches provided a competitive edge in dealing with diverse clients.



*Grant Simons*

When Leonard started working at RBC, his extensive knowledge and experience exceeded the requirements needed for his entry position.

Leonard worked with a mentor, Dan Juskovic, the manager of Business Deposit Products. Dan provided Leonard with coaching and counsel on business routines, RBC's operations and credit practices. He acted as a sounding board and a source of information and also gave Leonard the opportunity to participate in client calls together.



*Dan Juskovic*

Grant and Dan both acknowledged Leonard's skills. He proved to be very capable of performing his duties. Leonard was also a talented networker who always made the effort to establish himself as a trusted advisor for his clients and was a solid partner for his colleagues. Grant and Dan also recognized that Leonard needed guidance to better understand the financial system in Canada and to gain deeper insight into RBC's working culture.

Grant took a personal interest in further mentoring and supporting Leonard. He coached Leonard for success and assisted him with his career development plans. Grant also encouraged Leonard to share his story in a way that felt comfortable, allowing people to learn more about him and his working abilities. Leonard accelerated his integration into RBC by embracing a personal strategy: actively seeking opportunities to learn.

As a result of the strong support provided by Grant and Dan, as well as his own personal efforts to succeed, Leonard became a senior commercial account manager for RBC in 2010.



# Chapter 4:

## Women

*This chapter provides data on the employment situation of women in the different workforces covered under the Employment Equity Act.<sup>4</sup> Throughout the chapter, key findings from 2009 are compared to those from the previous year and, where available, 2001 and 1987.*

### 2009 Highlights:

- Women's representation remained fairly stable at 42.5% at the aggregate level of both the **private and public sectors** and below labour market availability (LMA) of 48.6% (Table 4.1).<sup>5</sup>
- Following the same trend as in recent years, women's representation exceeded availability in the **federal public service** and **separate employers'** workforce (Table 4.1).

### Federally Regulated Private Sector:

- The representation of women at 42.3% in 2009 continued to be below LMA of 47.9% (Table 4.1 and Figure 4.1).
- Fewer women than men held permanent full-time jobs, while more women held permanent part-time jobs. Women accounted for approximately 40% of permanent full-time employees and 60% of permanent part-time employees (Table 4.2).
- Seventy-eight percent of all women in permanent positions worked full-time, while the other 22.0% were employed part-time. By comparison, 89.1% of men were in permanent full-time positions, while 10.8% held permanent part-time jobs (Table 4.3).
- The distribution of women in permanent full-time positions who earned \$60,000 or more increased to 29.4%—a change from the 27.1% noted in 2008. This corresponded with a decrease in the percentage of women who earned below \$50,000—it dropped to less than 50%. Men experienced a similar change with 33.1% earning less than \$50,000 and 46.6% earning more than \$60,000 (Table 4.4).
- Women continued to exceed LMA in the banking sector with a representation of 66.6%. Nevertheless, this figure signified the continuation of the downward trend women have experienced in the sector over time (Table 4.5).
- The highest proportion (43.4%) of women in the workforce continued to be in clerical positions, although this indicated a decrease compared to previous years. Subsequently, the distribution of women in professional occupations continued to improve, increasing from 15.5% in 2008 to 16.0% (Table 4.6).

<sup>4</sup> Please refer to **Appendix B** for data on women in the federally regulated private sector and Crown corporation workforce and to **Appendix C** for data on women in the public sector subject to the Act.

<sup>5</sup> To measure the progress of women covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from censuses conducted by Statistics Canada every five years. There is, therefore, a time lag in measuring representation gaps as, for example, 2009 representation is being compared to 2006 Census availability data.

### Highlights continued

- Women's representation in senior management positions increased slightly from 22.0% in 2008 to 22.3%, but continued to be below LMA of 24.2% (Table 4.7).
- Between 2001 and 2009, the representation of women was consistently above LMA in the Middle and Other Managers and Supervisors occupational groups (Table 4.7).
- The representation of women in less traditional work has increased over time (e.g. crafts and trades supervisors, skilled crafts and trades, semi-skilled manual workers and other manual workers). Despite these changes, women remained significantly under-represented in these occupations (Table 4.7).
- The highest representation of women was found in New Brunswick (52.4%) and in Yukon (49.7%). In both locations, women's representation exceeded provincial or territorial LMA (Figure 4.2).
- The share of women hired decreased from 36.4% in 2008 to 35.6% in 2009, significantly below LMA of 47.9%. The only sector in which the percentage of women hired increased was communications, with 35.5% of new hires (Table 4.8).<sup>6</sup>
- Women's share of promotions dropped to 48.8%, yet remained above representation. All four sectors experienced a decrease in the percentage of women promoted between 2008 and 2009 (Table 4.9).
- Between 2008 and 2009, the share of women terminated (who left the workforce) increased from 37.3% to 37.6% (Table 4.10). Their share of terminations did, however, remain below representation.

<sup>6</sup> The share is the percentage of the total number of people within a particular designated group that were hired, promoted or terminated. The share of people hired is compared to availability, while the shares of people promoted and terminated are compared to representation.

**Table 4.1**

**Representation and Availability of All Women Employees Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2008		2009		2006
	#	%	#	%	#	%	%
Total Private Sector	284,720	44.9	316,937	42.6	314,430	42.3	47.9
Federal Public Service	77,785	52.1	101,589	54.4	107,089	54.7	52.3
Separate Employers†	38,497	55.1	41,387	56.8	42,040	56.7	47.9
Other Public Sector Employers‡	n/a	n/a	24,484	18.6	24,829	18.4	47.9
Total Public Sector	116,282	53.0	167,460	42.8	173,958	43.0	50.0
Grand Total for Both Sectors	401,002	47.0	484,397	42.7	488,388	42.5	48.6

\* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000–01, 2007–08, and 2008–09.

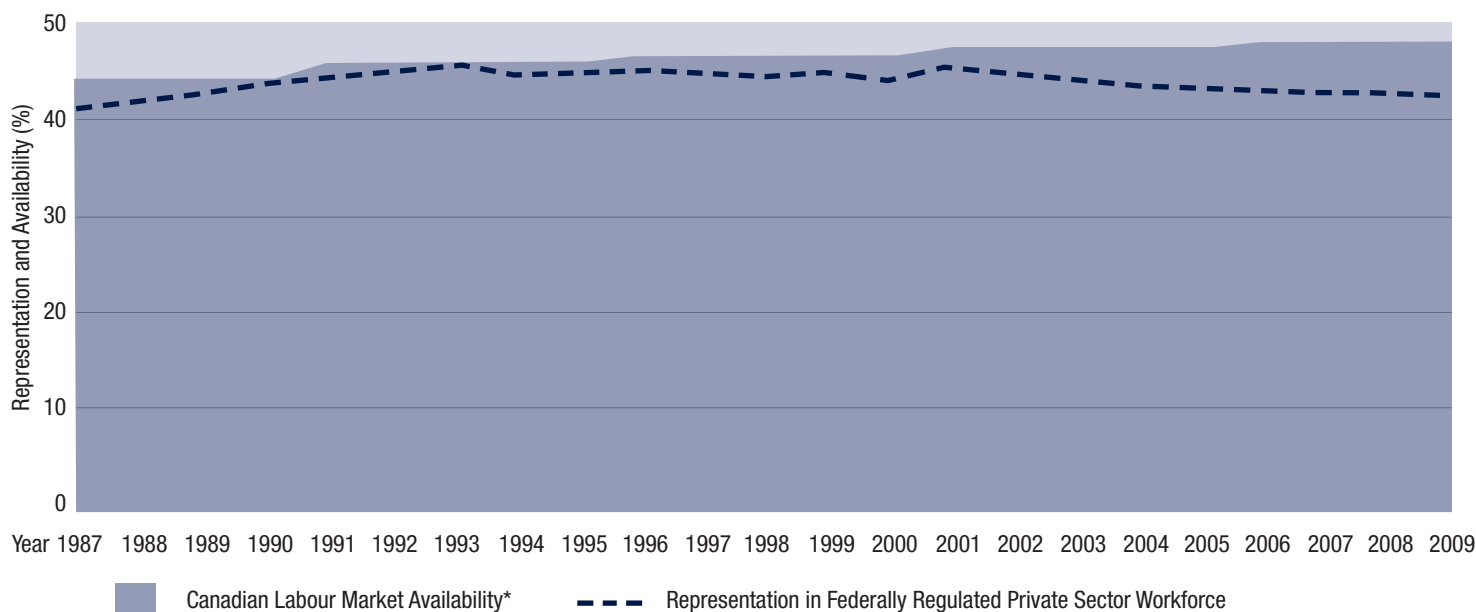
\*\* Source: Statistics Canada, 2006 Census. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens' data. The total availability statistics have been weighted.

† Separate employers are federal public sector organizations with 100 or more employees that are listed in Schedule V of the *Financial Administration Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada).

‡ Other public sector employers include the Canadian Forces and the Royal Canadian Mounted Police.

**Figure 4.1**

**Representation and Availability of Women in the Federally Regulated Private Sector**



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

**Table 4.2****Representation of Women in the Federally Regulated Private Sector**

Type of Employment	Women			Men		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	40.6	39.4	39.1	59.4	60.6	60.9
Permanent Part-time	66.0	61.3	59.8	34.0	38.7	40.2
<b>Total</b>	<b>44.6</b>	<b>42.6</b>	<b>42.3</b>	<b>55.4</b>	<b>57.4</b>	<b>57.7</b>

**Table 4.3****Distribution of Women in the Federally Regulated Private Sector**

Type of Employment	Women			Men		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	76.9	78.7	78.0	90.4	90.0	89.1
Permanent Part-time	23.1	21.3	22.0	9.6	10.0	10.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 4.4****Distribution of Permanent Full-time Women in the Federally Regulated Private Sector**

Salary Range	Women			Men		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Under \$50,000	74.8	54.7	49.7	52.6	36.8	33.1
\$50,000 - \$59,999	10.7	18.2	20.8	16.3	18.2	20.3
\$60,000 and over	14.5	27.1	29.4	31.1	45.0	46.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 4.5****Representation of Women in the Federally Regulated Private Sector**

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	129,076	76.1	139,080	71.0	142,103	67.0	141,675	66.6
<b>Communications</b>	71,038	39.6	88,861	41.3	94,169	40.2	92,464	39.9
<b>Transportation</b>	34,423	16.9	44,318	24.7	53,060	25.7	51,833	25.5
<b>Other</b>	9,207	21.3	12,461	28.0	27,605	30.2	28,458	29.6
<b>All Sectors</b>	<b>243,744</b>	<b>40.9</b>	<b>284,720</b>	<b>44.9</b>	<b>316,937</b>	<b>42.6</b>	<b>314,430</b>	<b>42.3</b>

**Table 4.6****Distribution of Women in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Women			Men		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Senior Managers	0.3	0.4	0.4	1.1	1.0	1.0
Middle and Other Managers	9.7	9.6	9.6	10.8	9.9	9.7
Professionals	12.4	15.5	16.0	12.6	13.5	13.9
Semi-Professionals and Technicians	2.2	2.8	2.8	8.6	9.2	9.1
Supervisors	4.8	4.4	4.2	2.3	2.2	2.0
Supervisors: Crafts and Trades	0.1	0.2	0.2	2.4	2.4	2.3
Administrative and Senior Clerical Personnel	12.5	8.0	7.8	2.4	2.0	1.9
Skilled Sales and Service Personnel	1.1	0.5	0.7	1.1	1.0	1.2
Skilled Crafts and Trades Workers	0.6	0.7	0.7	16.1	13.6	13.4
Clerical Personnel	45.3	44.0	43.4	18.5	16.9	15.7
Intermediate Sales and Service Personnel	6.9	7.5	7.2	2.9	2.8	2.7
Semi-Skilled Manual Workers	2.9	3.6	3.9	17.4	18.9	19.6
Other Sales and Service Personnel	1.0	2.6	2.9	2.5	5.3	6.0
Other Manual Workers	0.2	0.2	0.2	1.4	1.5	1.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

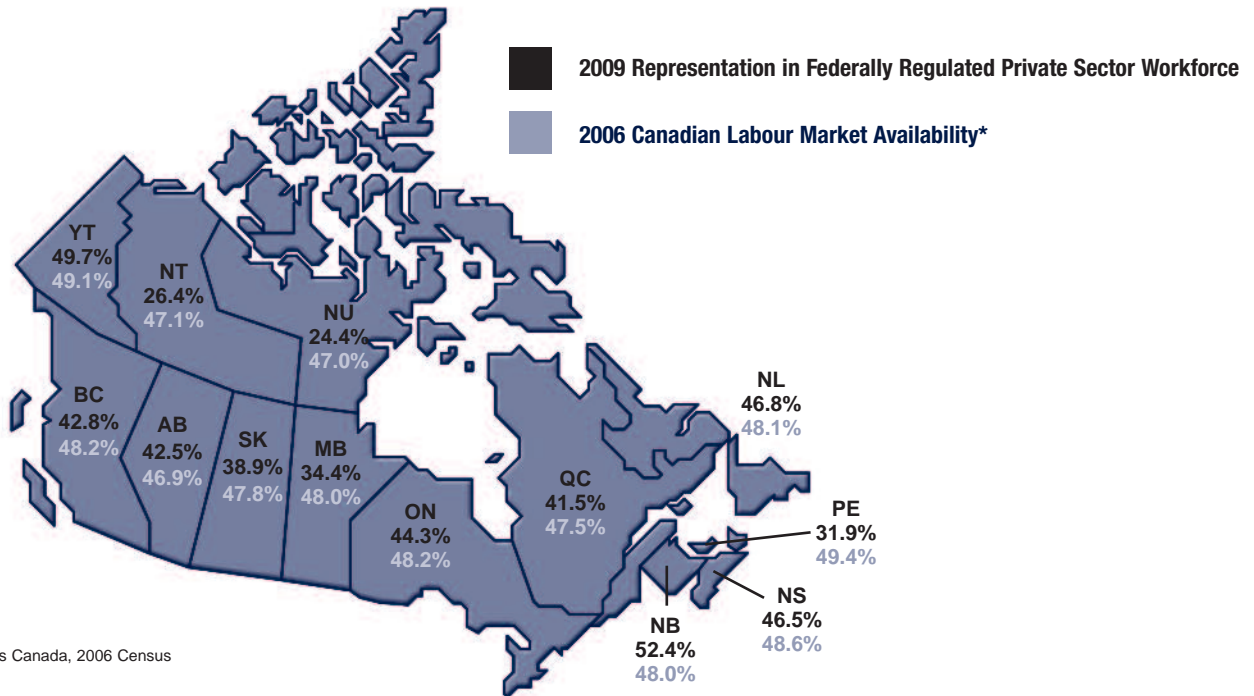
**Table 4.7****Representation and Availability of Women in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Representation			Availability*
	2001	2008	2009	2006
	%	%	%	%
Senior Managers	19.6	22.0	22.3	24.2
Middle and Other Managers	42.4	42.0	41.8	39.1
Professionals	44.5	46.0	45.7	54.2
Semi-Professionals and Technicians	16.9	18.3	18.2	54.3
Supervisors	63.3	59.9	60.0	57.2
Supervisors: Crafts and Trades	4.4	7.1	7.1	18.2
Administrative and Senior Clerical Personnel	81.0	75.0	75.4	83.2
Skilled Sales and Service Personnel	45.8	26.5	29.7	45.1
Skilled Crafts and Trades Workers	3.0	3.7	3.7	5.4
Clerical Personnel	66.6	66.0	67.0	71.7
Intermediate Sales and Service Personnel	65.9	66.4	65.9	67.9
Semi-Skilled Manual Workers	11.4	12.4	12.8	20.8
Other Sales and Service Personnel	24.2	26.7	26.0	56.5
Other Manual Workers	8.9	9.7	10.8	24.8
<b>Total</b>	<b>44.9</b>	<b>42.6</b>	<b>42.3</b>	<b>47.9</b>

\* Source: Statistics Canada, 2006 Census

**Figure 4.2**

**Representation (2009) and Availability (2006) of Women in the Federally Regulated Private Sector by Region**



\* Source: Statistics Canada, 2006 Census

**Table 4.8**

**Share of Women Hired into the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
Banking	16,704	76.3	17,769	61.4	18,446	58.3	12,522	56.9
Communications	7,515	43.1	12,949	39.2	13,965	34.9	10,571	35.5
Transportation	7,316	21.8	12,753	30.7	11,240	24.8	7,599	24.8
Other	1,485	33.0	1,546	32.4	4,933	30.1	4,045	26.5
<b>All Sectors</b>	<b>33,020</b>	<b>42.7</b>	<b>45,017</b>	<b>41.6</b>	<b>48,584</b>	<b>36.4</b>	<b>34,737</b>	<b>35.6</b>

\* The "share" is the percentage of the total number of women hired.

**Table 4.9****Share of Women who were Promoted in the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	27,599	69.9	18,908	68.4	16,518	63.0	12,350	61.3
<b>Communications</b>	4,900	44.1	5,170	46.1	4,865	38.0	3,570	37.4
<b>Transportation</b>	2,655	18.0	1,852	22.7	2,167	31.8	1,438	30.1
<b>Other</b>	856	26.4	1,169	29.7	1,807	37.2	1,317	34.7
<b>All Sectors</b>	<b>36,010</b>	<b>52.5</b>	<b>27,099</b>	<b>53.2</b>	<b>25,357</b>	<b>50.1</b>	<b>18,675</b>	<b>48.8</b>

\* The "share" is the percentage of the total number of women promoted.

**Table 4.10****Share of Women who left the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	16,819	77.5	16,364	64.6	17,761	61.7	14,222	61.7
<b>Communications</b>	6,176	38.6	10,919	39.9	16,223	37.0	13,362	38.6
<b>Transportation</b>	6,028	18.5	7,475	24.7	10,034	23.6	8,647	24.1
<b>Other</b>	1,402	27.6	1,938	23.3	4,338	29.8	3,487	28.9
<b>All Sectors</b>	<b>30,425</b>	<b>40.3</b>	<b>36,696</b>	<b>40.2</b>	<b>48,356</b>	<b>37.3</b>	<b>39,718</b>	<b>37.6</b>

\* The "share" is the percentage of the total number of women terminated.





# Chapter 5:

## Aboriginal Peoples

*This chapter provides data on the employment situation of Aboriginal peoples in the different workforces covered under the Employment Equity Act.<sup>7</sup> Throughout the chapter, key findings from 2009 are compared to those from the previous year and, where available, 2001 and 1987.*

### 2009 Highlights:

- Overall, for the **private and public sectors** combined, the representation of Aboriginal peoples remained relatively stable at 2.6%, below labour market availability (LMA) of 3.1%. However, their representation did increase slightly in the **federal public service** and in the workforces of **separate employers and other public sector employers** (Table 5.1).<sup>8</sup>

### Federally Regulated Private Sector:

- The representation of Aboriginal peoples continued to be below LMA. While representation increased in the **public sector**, it remained fixed in the **federally regulated private sector** at 1.9%, with no noticeable growth (Tables 5.1 and 5.5 and Figure 5.1).
- Aboriginal peoples accounted for 1.9% of permanent full-time employees and 2.0% of permanent part-time employees (Table 5.2).
- In 2009, 83.6% of all Aboriginal employees held permanent full-time jobs, while 16.4% had permanent part-time jobs. Non-Aboriginal employees exhibited similar trends (Table 5.3).
- A redistribution of salaries occurred for Aboriginal peoples in permanent full-time positions. The percentage of permanent full-time Aboriginal employees earning less than \$50,000 decreased from 49.1% in 2008 to 44.1% in 2009. Consequently, the share of Aboriginal peoples earning \$60,000 or more increased from 32.5% to 35.3%. A similar trend was noted for non-Aboriginal employees, wherein 39.5% of all permanent full-time employees earned less than \$50,000 and 40.0% earned more than \$60,000 (Table 5.4).
- Aboriginal peoples' representation in all sectors is well below the 3.1% LMA (Table 5.5).
- Aboriginal peoples continued to be clustered in clerical occupations (26.5%), followed by semi-skilled manual work (18.2%). However, their distribution in these occupational groups decreased from 2008 to 2009, having been at 27.4% and 18.8% respectively (Table 5.6).

<sup>7</sup> Please refer to **Appendix B** for data on Aboriginal peoples in the federally regulated private sector and Crown corporation workforce and to **Appendix C** for data on Aboriginal peoples in the public sector subject to the Act.

<sup>8</sup> To measure the progress of Aboriginal peoples covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from censuses conducted by Statistics Canada every five years. There is, therefore, a time lag in measuring representation gaps as, for example, 2009 representation is being compared to 2006 Census availability data.

### Highlights continued

- Aboriginal peoples' representation remained stable in almost all occupational groups and continued to be below availability in all groups except for the crafts and trades supervisory occupations (Table 5.7).
- The representation of Aboriginal peoples was below the respective availability in each of the provinces and territories (Figure 5.2).
- The share of Aboriginal peoples hired decreased from 2.3% in 2008 to 2.0%. It also decreased in three of the four sectors, with only the banking sector showing improvement (Table 5.8).<sup>9</sup>
- Aboriginal peoples' share of promotions remained stable at 1.7% and was below representation (Table 5.9).
- The share of Aboriginal peoples terminated (who left the workforce) increased from 2.1% in 2008 to 2.3%, remaining above representation (Table 5.10).
- Aboriginal women represented 41.5% of all Aboriginal employees.
- Nearly 60% of Aboriginal women employed in permanent full-time positions earned an annual salary of less than \$50,000. In contrast, 35.4% of Aboriginal men earned less than \$50,000 yearly. This is compared to 49.7% of all women and 33.1% of all men.
- Only 21.3% of all Aboriginal women in permanent full-time positions earned \$60,000 or more annually, compared to 29.4% of all women. This is compared to 43.8% of all Aboriginal men and 46.6% of all men in the same salary range.

<sup>9</sup> The share is the percentage of the total number of people within a particular designated group that were hired, promoted or terminated. The share of people hired is compared to availability, while the shares of people promoted and terminated are compared to representation.

**Table 5.1**

**Representation and Availability of Aboriginal Peoples Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2008		2009		2006
	#	%	#	%	#	%	%
Total Private Sector	9,865	1.6	13,958	1.9	14,005	1.9	3.1
Federal Public Service	5,316	3.6	8,190	4.4	8,892	4.5	3.0
Separate Employers†	1,355	1.9	2,104	2.9	2,186	3.0	3.1
Other Public Sector Employers‡	n/a	n/a	4,304	3.3	4,552	3.4	3.3
Total Public Sector	6,671	3.0	14,598	3.7	15,630	3.9	3.1
Grand Total for Both Sectors	16,536	1.9	28,556	2.5	29,635	2.6	3.1

\* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000–01, 2007–08, and 2008–09.

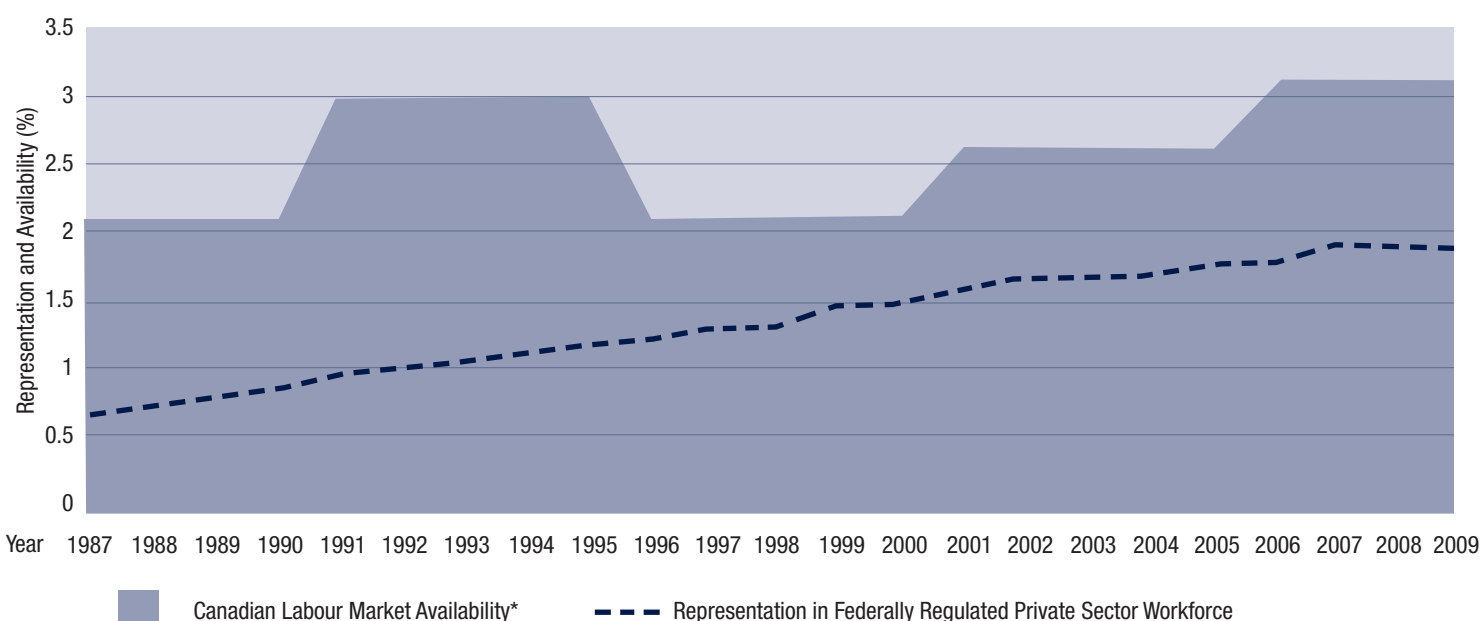
\*\* Source: Statistics Canada, 2006 Census. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens' data. The total availability statistics have been weighted.

† Separate employers are federal public sector organizations with 100 or more employees that are listed in Schedule V of the *Financial Administration Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada).

‡ Other public sector employers include the Canadian Forces and the Royal Canadian Mounted Police.

**Figure 5.1**

**Representation and Availability of Aboriginal Peoples in the Federally Regulated Private Sector**



\* The data on Canadian labour market availability of Aboriginal peoples are obtained from censuses that are conducted once every five years by Statistics Canada. In 1996, the Census methodology changed with respect to computation of the availability of Aboriginal peoples, thereby causing a drop.

**Table 5.2****Representation of Aboriginal Peoples in the Federally Regulated Private Sector**

Type of Employment	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	1.5	1.9	1.9	98.5	98.1	98.1
Permanent Part-time	1.7	2.0	2.0	98.3	98.0	98.0
<b>Total</b>	<b>1.6</b>	<b>1.9</b>	<b>1.9</b>	<b>98.4</b>	<b>98.1</b>	<b>98.1</b>

**Table 5.3****Distribution of Aboriginal Peoples in the Federally Regulated Private Sector**

Type of Employment	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	83.0	84.3	83.6	84.4	85.2	84.5
Permanent Part-time	17.0	15.7	16.4	15.6	14.8	15.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 5.4****Distribution of Permanent Full-time Aboriginal Peoples in the Federally Regulated Private Sector**

Salary Range	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Under \$50,000	72.2	49.1	44.1	61.5	43.8	39.5
\$50,000 - \$59,999	13.0	18.3	20.6	14.0	18.2	20.5
\$60,000 and over	14.8	32.5	35.3	24.5	38.1	40.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 5.5****Representation of Aboriginal Peoples in the Federally Regulated Private Sector**

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	951	0.6	2,139	1.1	2,726	1.3	2,863	1.3
<b>Communications</b>	1,090	0.6	2,921	1.4	3,699	1.6	3,712	1.6
<b>Transportation</b>	1,479	0.7	3,588	2.0	5,206	2.5	5,075	2.5
<b>Other</b>	401	0.9	1,217	2.7	2,327	2.5	2,363	2.5
<b>All Sectors</b>	<b>3,921</b>	<b>0.7</b>	<b>9,865</b>	<b>1.6</b>	<b>13,958</b>	<b>1.9</b>	<b>14,013</b>	<b>1.9</b>

**Table 5.6****Distribution of Aboriginal Peoples in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Senior Managers	0.3	0.3	0.3	0.8	0.7	0.8
Middle and Other Managers	5.4	5.7	5.8	10.4	9.8	9.7
Professionals	7.1	7.7	8.1	12.6	14.4	14.9
Semi-Professionals and Technicians	4.9	6.1	6.7	5.7	6.5	6.4
Supervisors	3.2	3.0	2.9	3.4	3.1	2.9
Supervisors: Crafts and Trades	2.1	2.1	2.0	1.4	1.5	1.4
Administrative and Senior Clerical Personnel	5.5	3.5	3.7	7.0	4.5	4.4
Skilled Sales and Service Personnel	1.0	0.9	1.0	1.1	0.8	1.0
Skilled Crafts and Trades Workers	12.1	12.8	13.1	9.1	8.0	7.9
Clerical Personnel	30.0	27.4	26.5	30.5	28.4	27.4
Intermediate Sales and Service Personnel	5.1	5.8	5.9	4.7	4.8	4.6
Semi-Skilled Manual Workers	17.2	18.8	18.2	10.7	12.3	12.8
Other Sales and Service Personnel	3.1	3.3	3.6	1.8	4.2	4.7
Other Manual Workers	3.0	2.5	2.1	0.8	0.9	0.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

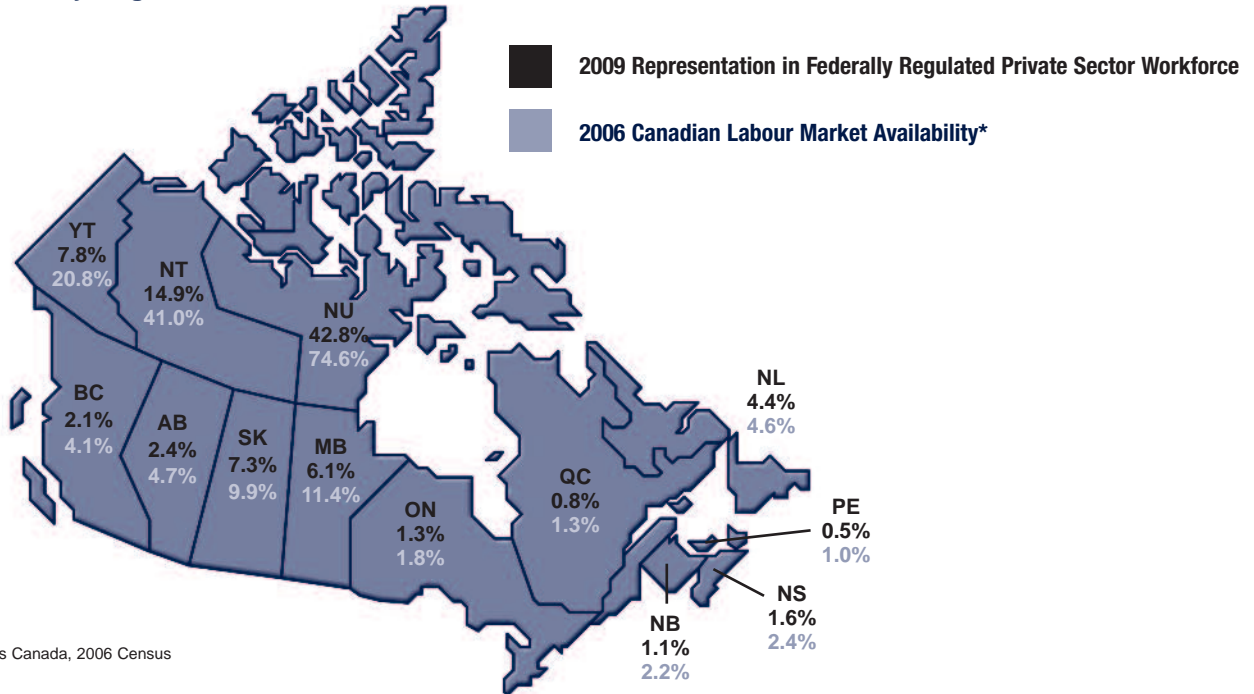
**Table 5.7****Representation and Availability of Aboriginal Peoples in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Representation			Availability*
	2001	2008	2009	2006
	%	%	%	%
Senior Managers	0.5	0.7	0.8	2.4
Middle and Other Managers	0.8	1.1	1.1	1.9
Professionals	0.9	1.0	1.0	1.8
Semi-Professionals and Technicians	1.4	1.8	2.0	3.2
Supervisors	1.5	1.8	1.8	2.8
Supervisors: Crafts and Trades	2.4	2.7	2.6	2.2
Administrative and Senior Clerical Personnel	1.2	1.5	1.6	2.3
Skilled Sales and Service Personnel	1.3	2.2	1.9	3.1
Skilled Crafts and Trades Workers	2.1	3.0	3.1	3.8
Clerical Personnel	1.5	1.8	1.8	2.8
Intermediate Sales and Service Personnel	1.7	2.3	2.4	3.2
Semi-Skilled Manual Workers	2.5	2.9	2.6	3.7
Other Sales and Service Personnel	2.7	1.5	1.5	4.7
Other Manual Workers	5.4	5.0	4.3	5.7
<b>Total</b>	<b>1.6</b>	<b>1.9</b>	<b>1.9</b>	<b>3.1</b>

\* Source: Statistics Canada, 2006 Census

**Figure 5.2**

**Representation (2009) and Availability (2006) of Aboriginal Peoples in the Federally Regulated Private Sector by Region**



\* Source: Statistics Canada, 2006 Census

**Table 5.8**

**Share of Aboriginal Peoples Hired into the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
Banking	109	0.5	268	0.9	335	1.1	330	1.5
Communications	49	0.3	489	1.5	721	1.8	413	1.4
Transportation	211	0.6	889	2.1	1,585	3.5	918	3.0
Other	46	1.0	160	3.4	441	2.7	299	2.0
All Sectors	415	0.5	1,806	1.7	3,082	2.3	1,960	2.0

\* The "share" is the percentage of the total number of Aboriginal peoples hired.

**Table 5.9****Share of Aboriginal Peoples who were Promoted in the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	204	0.5	322	1.2	370	1.4	264	1.3
<b>Communications</b>	55	0.5	172	1.5	211	1.7	162	1.7
<b>Transportation</b>	123	0.8	189	2.3	183	2.7	114	2.4
<b>Other</b>	23	0.7	111	2.8	119	2.5	106	2.8
<b>All Sectors</b>	<b>405</b>	<b>0.6</b>	<b>794</b>	<b>1.6</b>	<b>883</b>	<b>1.7</b>	<b>646</b>	<b>1.7</b>

\* The "share" is the percentage of the total number of Aboriginal peoples promoted.

**Table 5.10****Share of Aboriginal Peoples who left the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	150	0.7	314	1.2	433	1.5	363	1.6
<b>Communications</b>	36	0.2	385	1.4	752	1.7	535	1.5
<b>Transportation</b>	168	0.5	646	2.1	1,265	3.0	1,169	3.3
<b>Other</b>	40	0.8	179	2.1	288	2.0	351	2.9
<b>All Sectors</b>	<b>394</b>	<b>0.5</b>	<b>1,524</b>	<b>1.7</b>	<b>2,738</b>	<b>2.1</b>	<b>2,418</b>	<b>2.3</b>

\* The "share" is the percentage of the total number of Aboriginal peoples terminated.





# Chapter 6:

## Persons with Disabilities

*This chapter provides data on the employment situation of persons with disabilities in the different workforces covered under the Employment Equity Act.<sup>10</sup> Throughout the chapter, key findings from 2009 are compared to those from the previous year and, where available, 2001 and 1987.*

### 2009 Highlights:

- The representation of persons with disabilities remained stable at 3.2% at the aggregate level of both the **private and public sectors** and below labour market availability (LMA) of 4.7% (Table 6.1).<sup>11</sup>
- They remained under-represented in the **federally regulated private sector** at 2.7% and in the **federal public sector** at 4.2%, with the exception of the **federal public service**, which continued to employ them at a level above its own estimated LMA (Tables 6.1 and 6.5 and Figure 6.1).

### Federally Regulated Private Sector:

- The representation of persons with disabilities in the overall workforce remained stable at 2.7%. Similarly, their representation in permanent full-time and permanent part-time positions remained at 2.7% and 2.3% respectively (Tables 6.1 and 6.2).
- A slightly higher proportion of persons with disabilities were in permanent full-time jobs compared to persons without disabilities (86.3% and 84.4% respectively). Correspondingly, a lower proportion of persons with disabilities were in permanent part-time positions compared to persons without disabilities (13.7% and 15.6%) (Table 6.3).
- Persons with disabilities employed in permanent full-time positions saw a redistribution of salaries. The share of employees with disabilities earning less than \$50,000 decreased from 48.1% in 2008 to 39.5%. The redistribution was concentrated in the \$50,000–\$59,999 salary range, wherein the share of persons with disabilities increased from 18.5% in 2008 to 25.3% (Table 6.4).
- Of all employees with disabilities, the highest proportion worked in clerical (38.8%) and professional positions (12.7%). Both occupational groups saw year-to-year increases, with the distribution of clerical personnel rising from 38.7% in 2008 to 38.8% and that of professionals jumping from 12.1% to 12.7% (Table 6.6).
- Continuing the trend of recent years, the representation of persons with disabilities exceeded their LMA only in administrative and senior clerical occupations (Table 6.7).

<sup>10</sup> Please refer to **Appendix B** for data on persons with disabilities in the federally regulated private sector and Crown corporation workforce and to **Appendix C** for data on persons with disabilities in the public sector subject to the Act.

<sup>11</sup> To measure the progress of persons with disabilities covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from the Participation and Activity Limitation Survey (PALS) conducted by Statistics Canada every five years. There is, therefore, a time lag in measuring representation gaps as, for example, 2009 representation is being compared to 2006 PALS availability data.

### Highlights continued

- With the exception of Nunavut, the representation of persons with disabilities was below the respective availability in all provinces and territories (Figure 6.2).
- The share of persons with disabilities hired was stable at 1.4%, remaining significantly below LMA (4.9%). However, their share of hires increased in both the banking and transportation sectors (Table 6.8).<sup>12</sup>
- The share of persons with disabilities promoted increased from 2.1% in 2008 to 2.3%. Their share of promotions in all four sectors either increased or remained steady (Table 6.9).
- The share of persons with disabilities terminated (who left the workforce) increased to 2.4% (Table 6.10).
- Women with disabilities accounted for 45.5% of all employees with disabilities.
- Similar to the proportion of all women, about half of women with disabilities in permanent full-time positions earned less than \$50,000 annually. In contrast, 33.1% of all men and 31.5% of men with disabilities were in the same annual salary range.
- The proportion of women with disabilities in permanent full-time positions who earned an annual salary of \$60,000 or more was 24.8% compared to 29.4% for all women. However, 42.7% of men with disabilities and 46.6% of all men earned a yearly salary of \$60,000 and above.

<sup>12</sup> The share is the percentage of the total number of people within a particular designated group that were hired, promoted or terminated. The share of people hired is compared to availability, while the shares of people promoted and terminated are compared to representation.

**Table 6.1**

**Representation and Availability of Persons with Disabilities Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2008		2009		2006
	#	%	#	%	#	%	%
Total Private Sector	14,519	2.3	19,786	2.7	19,758	2.7	4.9
Federal Public Service	7,621	5.1	11,001	5.9	11,468	5.9	4.0
Separate Employers†	3,095	4.4	3,663	5.0	3,556	4.8	4.9
Other Public Sector Employers‡	n/a	n/a	1,860	1.4	1,892	1.4	4.9
Total Public Sector	10,716	4.9	16,524	4.2	16,916	4.2	4.5
Grand Total for Both Sectors	25,235	3.0	36,310	3.2	36,674	3.2	4.7

\* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000–01, 2007–08, and 2008–09.

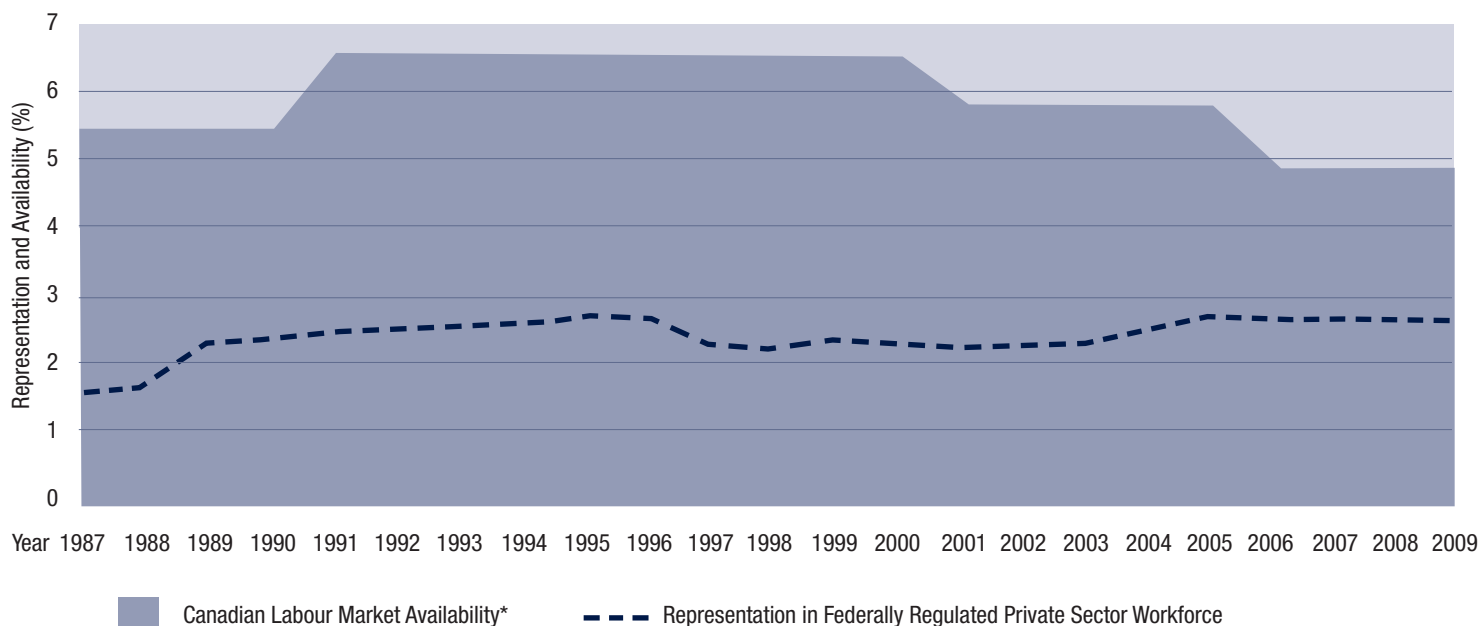
\*\* Source: Statistics Canada, 2006 Participation and Activity Limitation Survey (PALS). The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens' data. The total availability statistics have been weighted.

† Separate employers are federal public sector organizations with 100 or more employees that are listed in Schedule V of the *Financial Administration Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada).

‡ Other public sector employers include the Canadian Forces and the Royal Canadian Mounted Police.

**Figure 6.1**

**Representation and Availability of Persons with Disabilities in the Federally Regulated Private Sector**



\* 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 three surveys were conducted. The Health and Activity Limitation Survey was conducted in 1991 followed by the Participation and Activity Limitation Survey (PALS) in 2001 and 2006. The PALS methodology used the World Health Organization's International Classification of Functioning, Disability and Health framework to define disability rather than the 1980 International Classification of Impairments, Disabilities, and Handicaps, which caused a drop.

**Table 6.2**

**Representation of Persons with Disabilities in the Federally Regulated Private Sector**

Type of Employment	Persons with Disabilities			Persons without Disabilities		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	2.4	2.7	2.7	97.6	97.3	97.3
Permanent Part-time	1.7	2.3	2.3	98.3	97.7	97.7
<b>Total</b>	<b>2.3</b>	<b>2.7</b>	<b>2.7</b>	<b>97.7</b>	<b>97.3</b>	<b>97.3</b>

**Table 6.3**

**Distribution of Persons with Disabilities in the Federally Regulated Private Sector**

Type of Employment	Persons with Disabilities			Persons without Disabilities		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	88.4	87.1	86.3	84.3	85.1	84.4
Permanent Part-time	11.6	12.9	13.7	15.7	14.9	15.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 6.4**

**Distribution of Permanent Full-time Persons with Disabilities in the Federally Regulated Private Sector**

Salary Range	Persons with Disabilities			Persons without Disabilities		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Under \$50,000	66.4	48.1	39.5	61.5	43.7	39.6
\$50,000 - \$59,999	12.5	18.5	25.3	14.1	18.2	20.4
\$60,000 and over	21.2	33.4	35.2	24.4	38.1	40.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 6.5**

**Representation of Persons with Disabilities in the Federally Regulated Private Sector**

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	3,053	1.8	3,911	2.0	7,458	3.5	7,583	3.6
<b>Communications</b>	2,512	1.4	5,009	2.3	5,844	2.5	5,871	2.5
<b>Transportation</b>	2,892	1.4	4,385	2.4	4,324	2.1	4,146	2.0
<b>Other</b>	983	2.3	1,214	2.7	2,160	2.4	2,158	2.2
<b>All Sectors</b>	<b>9,440</b>	<b>1.6</b>	<b>14,519</b>	<b>2.3</b>	<b>19,786</b>	<b>2.7</b>	<b>19,758</b>	<b>2.7</b>

**Table 6.6****Distribution of Persons with Disabilities in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Persons with Disabilities			Persons without Disabilities		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Senior Managers	0.6	0.6	0.6	0.8	0.7	0.8
Middle and Other Managers	8.5	9.5	9.3	10.3	9.8	9.7
Professionals	10.4	12.1	12.7	12.6	14.4	14.9
Semi-Professionals and Technicians	4.2	4.7	4.9	5.7	6.5	6.5
Supervisors	3.0	3.4	3.2	3.4	3.1	2.9
Supervisors: Crafts and Trades	1.9	1.4	1.3	1.4	1.5	1.5
Administrative and Senior Clerical Personnel	5.8	4.9	5.1	7.0	4.5	4.4
Skilled Sales and Service Personnel	0.9	0.5	0.6	1.1	0.8	1.0
Skilled Crafts and Trades Workers	12.2	8.1	7.8	9.1	8.1	8.0
Clerical Personnel	34.1	38.7	38.8	30.4	28.1	27.1
Intermediate Sales and Service Personnel	3.7	3.2	3.1	4.7	4.9	4.7
Semi-Skilled Manual Workers	11.4	10.4	10.1	10.8	12.5	13.0
Other Sales and Service Personnel	1.8	1.5	1.5	1.8	4.2	4.7
Other Manual Workers	1.4	1.0	1.0	0.8	0.9	0.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

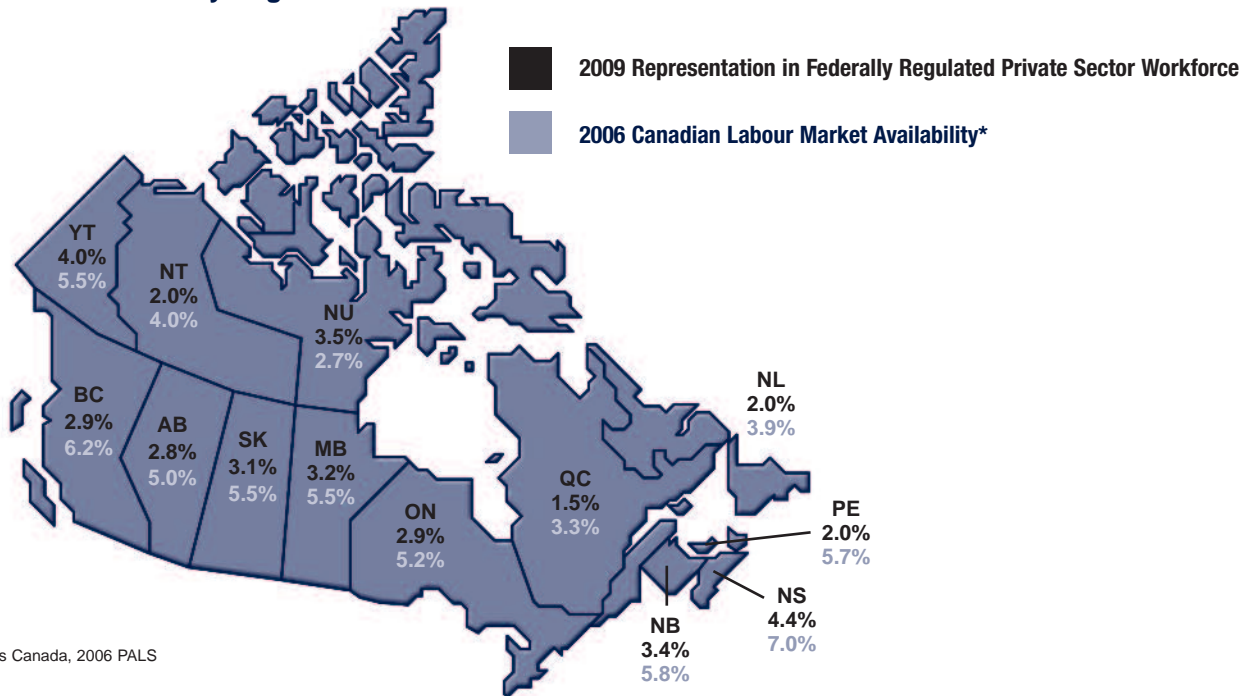
**Table 6.7****Representation and Availability of Persons with Disabilities in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Representation			Availability*
	2001	2008	2009	2006
	%	%	%	%
Senior Managers	1.9	2.2	2.2	3.2
Middle and Other Managers	1.9	2.6	2.6	3.2
Professionals	1.9	2.3	2.3	4.5
Semi-Professionals and Technicians	1.7	1.9	2.0	4.8
Supervisors	2.0	2.9	2.9	9.5
Supervisors: Crafts and Trades	3.1	2.6	2.4	4.6
Administrative and Senior Clerical Personnel	1.9	2.9	3.1	2.6
Skilled Sales and Service Personnel	1.9	1.6	1.5	5.6
Skilled Crafts and Trades Workers	3.0	2.7	2.6	5.3
Clerical Personnel	2.6	3.6	3.8	4.4
Intermediate Sales and Service Personnel	1.8	1.8	1.8	5.3
Semi-Skilled Manual Workers	2.4	2.2	2.1	5.5
Other Sales and Service Personnel	2.3	0.9	0.8	6.5
Other Manual Workers	3.8	2.7	2.9	5.2
<b>Total</b>	<b>2.3</b>	<b>2.7</b>	<b>2.7</b>	<b>4.9</b>

\* Source: Statistics Canada, 2006 PALS

**Figure 6.2**

**Representation (2009) and Availability (2006) of Persons with Disabilities in the Federally Regulated Private Sector by Region**



\* Source: Statistics Canada, 2006 PALS

**Table 6.8**

**Share of Persons with Disabilities Hired into the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
Banking	158	0.7	223	0.8	564	1.8	513	2.3
Communications	129	0.7	289	0.9	465	1.2	339	1.1
Transportation	118	0.4	702	1.7	461	1.0	324	1.1
Other	37	0.8	56	1.2	314	1.9	187	1.2
All Sectors	442	0.6	1,270	1.2	1,804	1.4	1,363	1.4

\* The "share" is the percentage of the total number of persons with disabilities hired.

**Table 6.9****Share of Persons with Disabilities who were Promoted in the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	607	1.5	526	1.9	671	2.6	573	2.8
<b>Communications</b>	112	1.0	198	1.8	218	1.7	172	1.8
<b>Transportation</b>	198	1.3	180	2.2	85	1.2	56	1.2
<b>Other</b>	64	2.0	76	1.9	106	2.2	82	2.2
<b>All Sectors</b>	<b>981</b>	<b>1.4</b>	<b>980</b>	<b>1.9</b>	<b>1,080</b>	<b>2.1</b>	<b>883</b>	<b>2.3</b>

\* The "share" is the percentage of the total number of persons with disabilities promoted.

**Table 6.10****Share of Persons with Disabilities who left the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	331	1.5	472	1.9	976	3.4	840	3.6
<b>Communications</b>	112	0.7	473	1.7	771	1.8	763	2.2
<b>Transportation</b>	231	0.7	494	1.6	700	1.6	610	1.7
<b>Other</b>	93	1.8	285	3.4	309	2.1	290	2.4
<b>All Sectors</b>	<b>767</b>	<b>1.0</b>	<b>1,724</b>	<b>1.9</b>	<b>2,756</b>	<b>2.1</b>	<b>2,503</b>	<b>2.4</b>

\* The "share" is the percentage of the total number of persons with disabilities terminated.





# Chapter 7:

## Members of Visible Minorities

*This chapter provides data on the employment situation of members of visible minorities in the different workforces covered under the Employment Equity Act.<sup>13</sup> Throughout the chapter, key findings from 2009 are compared to those from the previous year and, where available, 2001 and 1987.*

### 2009 Highlights:

- Representation for members of visible minorities rose in both the **federally regulated private sector** (16.6% to 17.1%) and the **federal public sector** (8.0% to 8.7%). It also continued to be above labour market availability (LMA) in the **federally regulated private sector**. In the **federal public sector** however, representation was significantly below availability of 13.0% (Table 7.1 and Figure 7.1).<sup>14</sup>

### Federally Regulated Private Sector:

- Members of visible minorities accounted for approximately 17.0% of permanent full-time and 18.2% of permanent part-time employees (Table 7.2).
- Compared to non-visible minorities, members of visible minorities had a slightly lower proportion of workers in permanent full-time employment and a higher proportion in permanent part-time employment (Table 7.3).
- Continuing the trend noted for the other three designated groups, the majority of visible minority members (47.5%) who were working in permanent full-time positions earned less than \$50,000, while 34.4% earned \$60,000 or more. By comparison, 38.0% of non-visible minority members earned less than \$50,000, and 41.0% earned \$60,000 and above (Table 7.4).
- Since 1987, the representation of members of visible minorities has increased in each industrial sector. In 2009, representation has also exceeded LMA in the banking and communications sectors (Table 7.5).
- The highest proportion of members of visible minorities in the workforce continued to be found in clerical (32.8%) and professional (21.2%) occupations (Table 7.6).
- Representation has risen for members of visible minorities in most of the occupational groups over the last several years. In 2009, their representation met or exceeded LMA in half of the 14 occupational groups. On the other hand, members of visible minorities' representation at the senior management level still remained significantly below availability (Table 7.7).

<sup>13</sup> Please refer to **Appendix B** for data on members of visible minorities in the federally regulated private sector and Crown corporation workforce and to **Appendix C** for data on members of visible minorities in the public sector subject to the Act.

<sup>14</sup> To measure the progress of members of visible minorities covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from censuses conducted by Statistics Canada every five years. There is, therefore, a time lag in measuring representation gaps as, for example, 2009 representation is being compared to 2006 Census availability data.

### Highlights continued

- The representation of members of visible minorities exceeded the respective availability of all provinces and territories except for Prince Edward Island and Manitoba (Figure 7.2).
- The share of members of visible minorities hired more than tripled since 1987 and has exceeded availability (Table 7.8).<sup>15</sup>
- The share of promotions received by members of visible minorities remained at 22.4% between 2008 and 2009. In addition, their share of promotions was above representation (Table 7.9).
- The share of members of visible minorities terminated (who left the workforce) remained stable and was below representation (Table 7.10).
- Visible minority women represented 44.9% of all members of visible minority employees.
- More visible minority women in permanent full-time jobs earned an annual salary of less than \$50,000 than all women and men in the same salary range (54.8% compared to 49.7% and 33.1% respectively). In contrast, 41.7% of visible minority men earned less than \$50,000 yearly.
- Of the employees who earned an annual salary of \$60,000 or more in permanent full-time occupations, the proportion of visible minority women was 27.1% compared to 29.4% of all women. The respective concentration was 40.2% for visible minority men and 46.6% for all men in the same salary range.

<sup>15</sup> The share is the percentage of the total number of people within a particular designated group that were hired, promoted or terminated. The share of people hired is compared to availability, while the shares of people promoted and terminated are compared to representation.

**Table 7.1**

**Representation and Availability of Members of Visible Minorities Reported Under the *Employment Equity Act***

Employer	Representation*						Availability*
	2001		2008		2009		2006
	#	%	#	%	#	%	%
Total Private Sector	74,049	11.7	123,262	16.6	127,302	17.1	15.3
Federal Public Service	9,143	6.1	17,207	9.2	19,264	9.8	12.4
Separate Employers†	5,386	7.7	9,150	12.6	10,206	13.8	15.3
Other Public Sector Employers‡	n/a	n/a	5,118	3.9	5,528	4.1	12.5
Total Public Sector	14,529	6.6	31,475	8.0	34,998	8.7	13.0
Grand Total for Both Sectors	88,578	10.4	154,737	13.6	162,300	14.1	14.5

\* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000–01, 2007–08, and 2008–09.

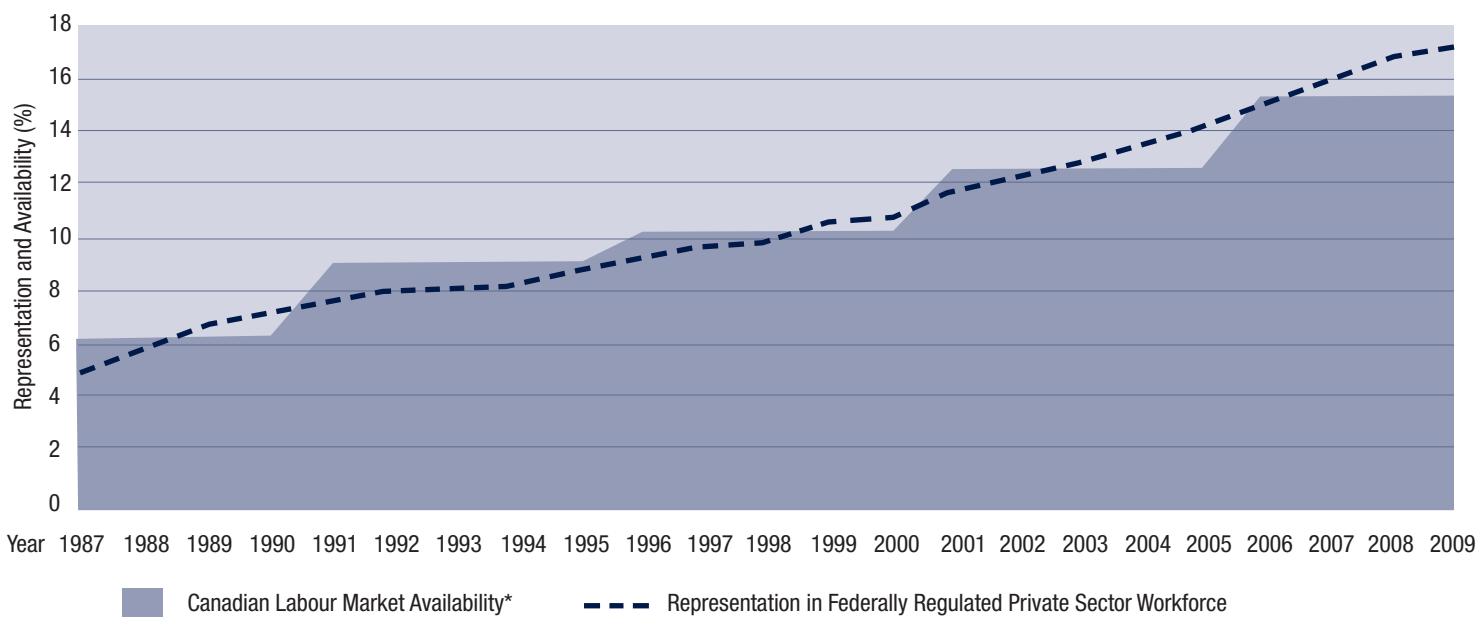
\*\* Source: Statistics Canada, 2006 Census. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens' data. The total availability statistics have been weighted.

† Separate employers are federal public sector organizations with 100 or more employees that are listed in Schedule V of the *Financial Administration Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada).

‡ Other public sector employers include the Canadian Forces and the Royal Canadian Mounted Police.

**Figure 7.1**

**Representation and Availability of Members of Visible Minorities in the Federally Regulated Private Sector**



\* The data on Canadian Labour Market Availability for members of visible minorities are obtained from censuses that are conducted once every five years by Statistics Canada.

**Table 7.2**

**Representation of Members of Visible Minorities in the Federally Regulated Private Sector**

Type of Employment	Members of Visible Minorities			Non-visible Minority Members		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	11.5	16.3	16.9	88.5	83.7	83.1
Permanent Part-time	12.7	18.0	18.2	87.3	82.0	81.8
<b>Total</b>	<b>11.7</b>	<b>16.6</b>	<b>17.1</b>	<b>88.3</b>	<b>83.4</b>	<b>82.9</b>

**Table 7.3**

**Distribution of Members of Visible Minorities in the Federally Regulated Private Sector**

Type of Employment	Members of Visible Minorities			Non-visible Minority Members		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Permanent Full-time	83.1	83.9	83.5	84.6	85.4	84.7
Permanent Part-time	16.9	16.1	16.5	15.4	14.6	15.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 7.4**

**Distribution of Permanent Full-time Members of Visible Minorities in the Federally Regulated Private Sector**

Salary Range	Members of Visible Minorities			Non-visible Minority Members		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Under \$50,000	67.9	51.9	47.5	60.8	42.3	38.0
\$50,000 - \$59,999	11.8	15.6	18.1	14.3	18.7	21.0
\$60,000 and over	20.2	32.5	34.4	24.9	39.0	41.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 7.5**

**Representation of Members of Visible Minorities in the Federally Regulated Private Sector**

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	16,062	9.5	33,575	17.1	54,002	25.5	56,155	26.4
<b>Communications</b>	7,257	4.0	23,359	10.8	35,983	15.3	36,663	15.8
<b>Transportation</b>	5,318	2.6	13,679	7.6	20,998	10.2	21,040	10.4
<b>Other</b>	1,123	2.6	3,436	7.7	12,279	13.4	13,444	14.0
<b>All Sectors</b>	<b>29,760</b>	<b>5.0</b>	<b>74,049</b>	<b>11.7</b>	<b>123,262</b>	<b>16.6</b>	<b>127,302</b>	<b>17.1</b>

**Table 7.6****Distribution of Members of Visible Minorities in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Members of Visible Minorities			Non-visible Minority Members		
	2001	2008	2009	2001	2008	2009
	%	%	%	%	%	%
Senior Managers	0.2	0.3	0.3	0.8	0.8	0.9
Middle and Other Managers	7.7	8.1	7.9	10.6	10.1	10.0
Professionals	17.7	20.6	21.2	11.8	13.1	13.5
Semi-Professionals and Technicians	2.5	3.9	3.9	6.1	7.0	7.0
Supervisors	3.8	3.0	2.8	3.4	3.1	3.0
Supervisors: Crafts and Trades	0.6	0.6	0.6	1.5	1.6	1.6
Administrative and Senior Clerical Personnel	10.4	6.0	5.8	6.5	4.2	4.1
Skilled Sales and Service Personnel	0.6	0.4	0.6	1.2	0.9	1.1
Skilled Crafts and Trades Workers	5.4	4.0	4.1	9.6	8.9	8.8
Clerical Personnel	36.1	33.4	32.8	29.8	27.4	26.3
Intermediate Sales and Service Personnel	4.5	4.3	4.1	4.8	4.9	4.7
Semi-Skilled Manual Workers	7.9	9.4	9.5	11.2	13.0	13.7
Other Sales and Service Personnel	2.1	5.3	5.7	1.8	3.9	4.4
Other Manual Workers	0.5	0.6	0.6	0.9	1.0	1.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

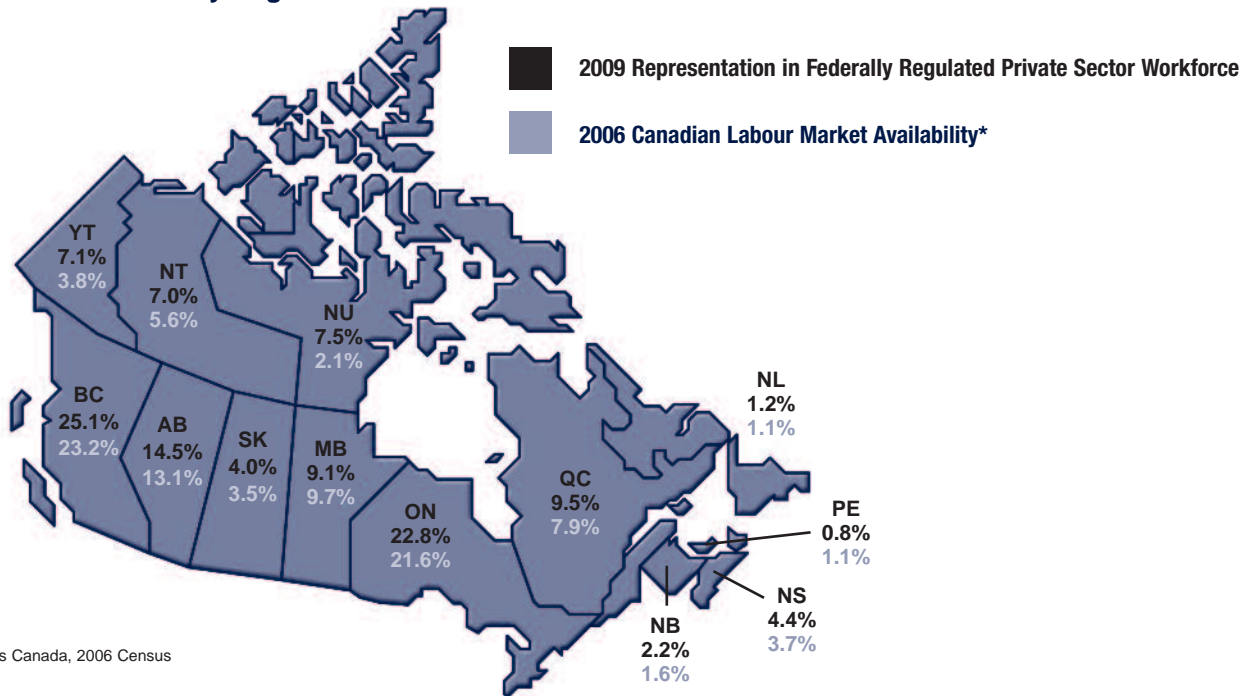
**Table 7.7****Representation and Availability of Members of Visible Minorities in the Federally Regulated Private Sector**

Employment Equity Occupational Group	Representation			Availability*
	2001	2008	2009	2006
	%	%	%	%
Senior Managers	3.7	5.8	6.1	8.7
Middle and Other Managers	8.8	13.7	14.0	14.0
Professionals	16.5	23.8	24.6	16.5
Semi-Professionals and Technicians	5.1	9.9	10.4	14.3
Supervisors	12.9	16.2	16.3	15.4
Supervisors: Crafts and Trades	4.7	7.0	7.4	5.6
Administrative and Senior Clerical Personnel	17.5	22.1	22.7	11.2
Skilled Sales and Service Personnel	6.8	8.7	9.5	17.2
Skilled Crafts and Trades Workers	6.9	8.2	8.7	9.3
Clerical Personnel	13.8	19.5	20.5	17.2
Intermediate Sales and Service Personnel	11.0	14.9	15.3	16.5
Semi-Skilled Manual Workers	8.4	12.6	12.6	17.9
Other Sales and Service Personnel	13.4	21.2	20.9	18.5
Other Manual Workers	6.2	11.1	11.8	15.6
<b>Total</b>	<b>11.7</b>	<b>16.6</b>	<b>17.1</b>	<b>15.3</b>

\* Source: Statistics Canada, 2006 Census

**Figure 7.2**

**Representation (2009) and Availability (2006) of Members of Visible Minorities in the Federally Regulated Private Sector by Region**



\* Source: Statistics Canada, 2006 Census

**Table 7.8**

**Share of Members of Visible Minorities Hired into the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
Banking	2,211	10.1	3,990	13.8	6,554	20.7	4,552	20.7
Communications	975	5.6	5,130	15.5	8,868	22.2	5,674	19.1
Transportation	691	2.1	4,187	10.1	5,775	12.8	3,881	12.7
Other	150	3.3	416	8.7	2,429	14.8	2,291	15.0
All Sectors	4,027	5.2	13,723	12.7	23,626	17.7	16,398	16.8

\* The "share" is the percentage of the total number of members of visible minorities hired.

**Table 7.9****Share of Members of Visible Minorities who were Promoted in the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	3,778	9.6	5,209	18.9	7,850	30.0	5,936	29.5
<b>Communications</b>	445	4.0	1,352	12.0	2,157	16.9	1,614	16.9
<b>Transportation</b>	376	2.6	511	6.3	778	11.4	502	10.5
<b>Other</b>	85	2.6	364	9.2	582	12.0	504	13.3
<b>All Sectors</b>	<b>4,684</b>	<b>6.8</b>	<b>7,436</b>	<b>14.6</b>	<b>11,367</b>	<b>22.4</b>	<b>8,556</b>	<b>22.4</b>

\* The "share" is the percentage of the total number of members of visible minorities promoted.

**Table 7.10****Share of Members of Visible Minorities who left the Federally Regulated Private Sector\***

Sector	1987		2001		2008		2009	
	#	%	#	%	#	%	#	%
<b>Banking</b>	1,432	6.6	3,503	13.8	6,935	24.1	5,513	23.9
<b>Communications</b>	437	2.7	3,424	12.5	7,549	17.2	5,874	17.0
<b>Transportation</b>	478	1.5	2,382	7.9	4,192	9.8	3,971	11.1
<b>Other</b>	86	1.7	515	6.2	2,045	14.1	1,495	12.4
<b>All Sectors</b>	<b>2,433</b>	<b>3.2</b>	<b>9,824</b>	<b>10.8</b>	<b>20,721</b>	<b>16.0</b>	<b>16,853</b>	<b>16.0</b>

\* The "share" is the percentage of the total number of members of visible minorities terminated.





# Chapter 8:

## Workplace Equity Initiatives

*This chapter outlines the work undertaken by the Labour Program regarding the Federal Contractors Program, the Racism-Free Workplace Strategy and the anticipated second parliamentary review of the Employment Equity Act.*

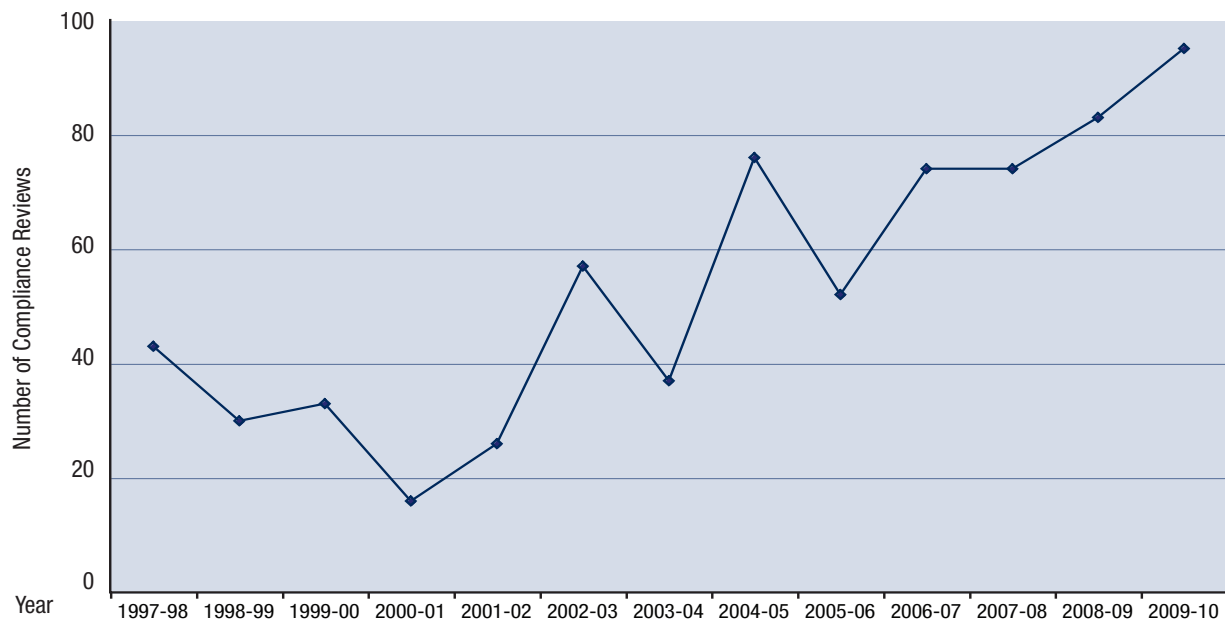
### The Federal Contractors Program and its Evolution

The Minister of Labour is responsible for the Federal Contractors Program (FCP). The FCP applies to provincially regulated employers with 100 or more employees in Canada that are awarded contracts by the federal government, initially valued at \$200,000 and above (including all applicable taxes). Participating employers are required to implement employment equity measures and to undergo compliance reviews. Employers that do not comply with, or that voluntarily withdraw from, the FCP may be denied the opportunity to bid for contracts above \$25,000 by the Minister of Labour.

The FCP has more than 1,000 active employers that employ about 1,227,000 workers. Currently, approximately 130 employers are on the list of employers declared ineligible to receive contracts exceeding \$25,000, of which approximately 30 have been placed on the list in the past three years.

Since its creation in 1987, the FCP has completed more than 1,000 compliance reviews. Figure 8.1 illustrates the number of reviews completed since fiscal year 1997–1998. The figure shows that the number of completed compliance reviews has been increasing every year for the last two years.

**Figure 8.1**  
**Number of Compliance Reviews per Fiscal Year**



Note: Fiscal year 2005–06 is not representative for reporting because of the introduction of new compliance procedures.

In 2009, the Labour Program published *A Four-Step Guide to Implementing Employment Equity in Your Workplace – Federal Contractors Program* as a tool for employers to implement an employment equity program.<sup>16</sup> While employers subject to the FCP are not required to submit an annual report, they must meet the requirements of the *Employment Equity Act* and are subject to an equivalent standard of review.

In 2009, procedures for follow-up compliance reviews were developed. A follow-up compliance review assesses ongoing compliance with the requirements of the FCP. It also monitors whether employers implemented their employment equity plans and whether they made a reasonable effort to achieve reasonable progress in achieving their employment equity goals.

To further support compliance with the FCP, a new communication strategy was put in place to remind employers of, and to set milestones for, the requirements prior to being selected for a compliance review.

## The Racism-Free Workplace Strategy

The Racism-Free Workplace Strategy is designed to complement and to increase the effectiveness of the *Employment Equity Act* by helping employers address employment-related discriminatory barriers faced by Aboriginal peoples and members of visible minorities that inhibit their representation and upward mobility within the Canadian workforce.

Educational in nature, the aim of the Strategy is to foster public recognition of the principles and objectives of employment equity; to facilitate the dissemination of tools, best practices and business cases; and to promote innovative partnership approaches between employers and designated group

members that address the employment barriers related to racism. These services are delivered by racism prevention officers located throughout Canada, who assist employers in creating fair and inclusive workplaces.

With the changing demographics of Canada, members belonging to a visible minority group are projected to account for 19% to 23% of the population by 2017,<sup>17</sup> and the Aboriginal population is expected to increase to 4.1% by 2017.<sup>18</sup> The supply of skilled labour is a critical factor to Canada's economy. It is crucial to maximize the use of all available human resources by eliminating discriminatory barriers that may prevent full labour market inclusion.

In 2009, the Strategy signed a multi-departmental memorandum of understanding with Statistics Canada for the design, development and analysis of demographic projections entitled *Projections of the Diversity of the Canadian Population, 2006 to 2031*.<sup>19</sup> Built on Statistics Canada's previous 2017 demographic projections, the study included new social variables such as labour market availability and demographic projection scenarios and was based on Statistics Canada's census metropolitan areas.

In 2009, the collaboration with the National Film Board of Canada continued. The *Work for All: Films against Racism in the Workplace*<sup>20</sup> series was produced to raise awareness of issues related to racism and discrimination in the workplace and, in particular, their adverse impact on Aboriginal peoples and members of visible minorities.

The Strategy continued its partnership with Citizenship and Immigration Canada-Metropolis to collaborate in the following areas: participation in delivery of activities at the 11th Annual National Metropolis Conference, which brought together over 1,200 participants

16 [http://www.hrsdc.gc.ca/eng/labour/equality/fcp/employer\\_tool/index.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/fcp/employer_tool/index.shtml)

17 Statistics Canada, *Population Projections of Visible Minority Groups, Canada, Provinces and Regions, 2001 to 2017*, Catalogue 91-541-XIE

18 Statistics Canada, *Projections of the Aboriginal Populations, Canada, Provinces and Territories, 2001 to 2017*, Catalogue 91-547-XIE

19 [www.statcan.gc.ca/pub/91-551-x/91-551-x2010001-eng.htm](http://www.statcan.gc.ca/pub/91-551-x/91-551-x2010001-eng.htm)

20 <http://workforall.nfb.ca/>

including academics, policy-makers and employers, to discuss immigration issues including discrimination and labour market integration; and to support research in issues related to anti-racism, workplace equity and inclusion, as well as research that supports operations and program delivery.

In 2009, the Strategy entered its second year of partnership with the Aboriginal Human Resource Council. Together, they began the delivery of workshops aimed at addressing the challenges faced by federally regulated workplaces related to the inclusion of Aboriginal peoples. They also produced material to help employers create inclusive practices and policies related to recruitment, retention and advancement, as well as foster partnerships with Aboriginal communities and network organizations.

## **Parliamentary Review of the *Employment Equity Act***

Subsection 44(1) of the *Employment Equity Act* requires that a parliamentary committee undertake a comprehensive review of the Act every five years. The parliamentary committee reviews the impact and operation of the Act. The mandate focuses on whether the Act has met its objectives (i.e. whether the four designated groups are adequately represented in workplaces covered by the Act), and assesses how federal departments and agencies with mandates derived from the Act fulfilled their employment equity responsibilities. The committee may also present recommendations to Parliament on how to improve the legislation and its administration.

October 2011 marked fifteen years since the *Employment Equity Act* as amended in 1996 came into effect. The Act was last reviewed in 2001 and, subsequent to the parliamentary committee's report, the Government responded with its recommendations in November 2002. Although two motions to start the review were passed (December 2006 and April 2009), both were rendered ineffective when the respective parliamentary sessions ended.



# Appendix A:

## Employers Performance Ratings

*This appendix presents an assessment of the quantitative results that federally regulated private sector employers and Crown corporations achieved during 2009. 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.*

*Employers who fail to comply with their employment equity reporting obligations may be considered for a monetary penalty levied by the Labour Program. Cases of non-compliance are referred to the Canadian Human Rights Commission.*

**Please note that the performance rating system methodology is being reviewed to better assess employer performance on employment equity. The new rating system, planned for the 2012 reporting year, will not create any additional reporting requirements for employers.**

---

### Performance Summary

Employers who submit employment equity reports for the first time are required to only report by gender in order to allow themselves sufficient time to complete self-identification surveys of their workforces. In 2009, 47 employers reported for the first time, 11 reported voluntarily, and four 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 D, the lowest. Z indicates no designated groups present.<sup>21</sup>

### Number of Federally Regulated Private Sector Employers by Performance Rating and Designated Group (2009)

Designated Group	Rating				
	A	B	C	D	Z
Women	108	84	272	91	2
Aboriginal Peoples	220	63	60	87	86
Persons with Disabilities	90	38	94	219	75
Members of Visible Minorities	80	63	217	121	35

- In 2009, among all designated groups, employers received the greatest number of superior ratings (A) and the greatest number of lowest ratings (Z) for Aboriginal peoples.
- Employers' weakest (combined D and Z) ratings occurred for persons with disabilities.
- Employers' strongest (combined A and B) ratings occurred for Aboriginal peoples.

<sup>21</sup> A indicates superior performance, B good, C adequate, D poor and Z no members of a designated group in the employer's workforce. For more information on how the ratings are calculated, please refer to the Technical Guide at: [www.hrsdc.gc.ca/eng/labour/equality/employment\\_equity/tools/resources/technical\\_guide/page00.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/employment_equity/tools/resources/technical_guide/page00.shtml).

### Number of Federally Regulated Private Sector Employers by Performance Rating, Designated Group and Sector (2009)

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
<b>Women</b>	20	3	2	0	0	31	30	27	6	0	32	42	201	78	2	25	9	42	7	0
<b>Aboriginal Peoples</b>	6	7	5	0	6	44	10	6	14	17	135	42	34	55	58	35	4	15	18	5
<b>Persons with Disabilities</b>	1	4	9	7	3	18	9	21	35	8	50	19	45	152	58	21	6	19	25	6
<b>Members of Visible Minorities</b>	13	8	3	0	0	14	10	46	18	3	38	33	131	91	31	15	12	37	12	1

- The banking sector obtained the strongest (A) ratings for women. The banks made progress in improving the representation, hiring and promotion opportunities for this designated group. Conversely, the weakest (combined D and Z) rating occurred for persons with disabilities and Aboriginal peoples.
- Employers in the communications sector received high ratings for women and Aboriginal peoples, but struggled with persons with disabilities.
- The transportation sector employers scored high ratings for Aboriginal peoples, while scoring very low for persons with disabilities.
- The other sector employers obtained high ratings for Aboriginal peoples and women, but as with the employers in the banking, communications and transportation sectors, obtained the weakest scores for persons with disabilities.

## Legend

### Description of Performance Ratings

RATING	RESULTS	EXPLANATION
A	Strong performance in all six indicators. <sup>22</sup>	The employer made exceptional 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 (LMA). 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	Good performance, but problems persist.	The situation of the designated group was comparable to its LMA 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 the designated group were inadequate or that members of the particular group were leaving the organization in disproportionate numbers.
C	Average to less than average performance.	The situation of the designated group in the organization did not compare well with its LMA 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	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	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: [www.hrsdc.gc.ca/eng/labour/equality/employment\\_equality/tools/resources/technical\\_guide/page00.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/employment_equality/tools/resources/technical_guide/page00.shtml).

<sup>22</sup> The designated group performance ratings (A, B, C and D) are based on a consolidation of six indicators that are submitted annually by employers covered under the *Employment Equity Act*. They reflect the status of designated groups within an employer's workforce based on progress in terms of 1) representation, 2) occupational distribution, 3) salary, as well as their shares of: 4) hires, 5) promotions and 6) terminations.

## Description of Codes

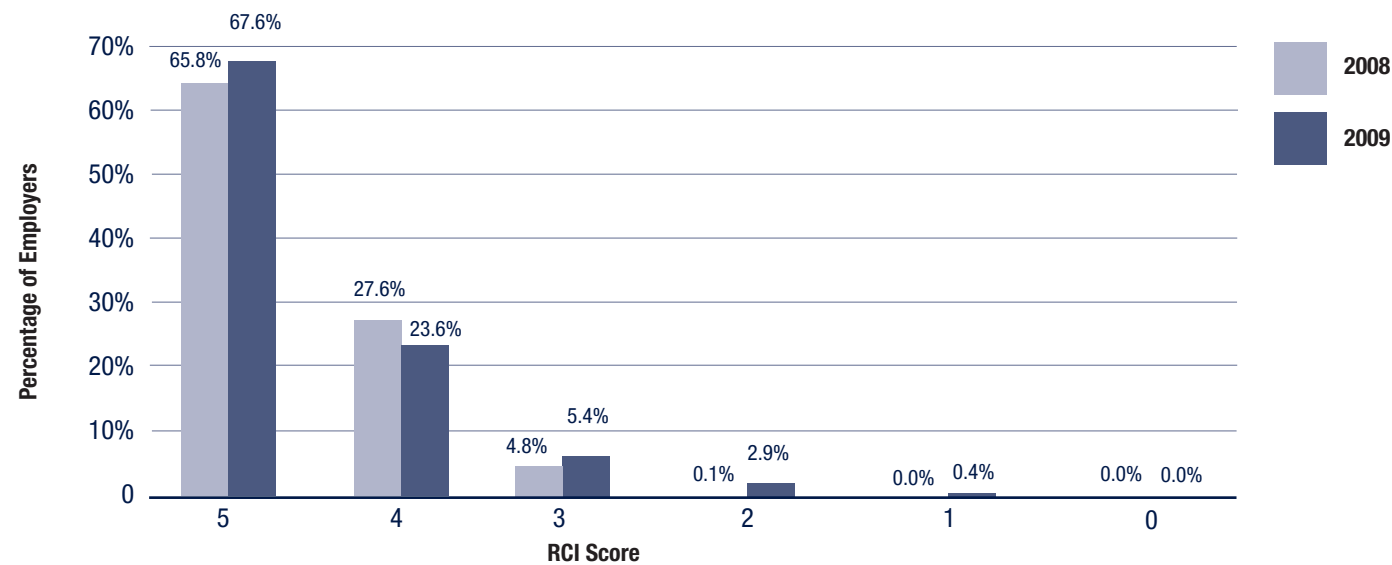
COMMENT	RESULTS	EXPLANATION
*	A small employee population.	The asterisk indicates that the employer's workforce included fewer than 10 members of a particular designated group.
F	Employer had no employees as of December 31.	Employers are required to submit an employment equity report when they have 100 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. When this is the case, the employer does not receive a rating.
G	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.
I	Employer's report was closed with minor discrepancies.	The employer failed to account for year-to-year variances that were found in its quantitative data.
J	Employer's report was closed with major discrepancies.	The employer failed to account for significant year-to-year variances that were found in its quantitative data.
L	Employer's report was submitted late.	The employer submitted a report after the deadline of June 1 without permission from the Labour Program and may be subject to a monetary penalty.
M	Late amendment.	An amendment to the employment equity report was requested, but was either not received or was received after the closing date of the database.
N	Employer's report was not inclusive of all designated groups in the Annual Report.	The employer's workforce is reported by gender only. Its complete workforce was submitted by all designated groups after the database had been consolidated.
R	No report submitted.	The employer failed to submit an employment equity report as required by section 18 of the <i>Employment Equity Act</i> .
T1	A Type 1 violator.	Without reasonable excuse, the employer failed to file an employment equity report as required by section 18 of the Act.
T2	A Type 2 violator.	Without reasonable excuse, the employer failed to include in its employment equity report the information that is required by section 18 of the Act and its Regulations; or the employer knowingly filed false or misleading information in its report.
V	Voluntary employer.	The employer is not covered by the Act, but has submitted a voluntary employment equity report.



# 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 explanations of year-to-year data variances. In 2009, 349 employers obtained a RCI score of five out of five, while 122 obtained four out of five. Another 28 employers received a score of three out of five, 15 received two out of five and two employers received one out of five.<sup>23</sup>

Distribution of RCI Scores (2008 and 2009)



23 For more information on the RCI, please refer to the Technical Guide at: [www.hrsdc.gc.ca/eng/labour/equality/employment\\_equity/tools/resources/technical\\_guide/page00.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/employment_equity/tools/resources/technical_guide/page00.shtml).

## 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 permanent full-time and permanent part-time employees in this column is based on the figure for December 31, 2009.

## The Performance Ratings Table

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
<b>BANKING</b>							
	BANK OF AMERICA NATIONAL ASSOCIATION, CANADA BRANCH	220	A	B*	D*	A	3
	BANK OF CANADA	1,293	A	B	C	B	5
	BANK OF MONTREAL	25,754	A	A	C	A	5
G	BANK OF TOKYO-MITSUBISHI UFJ (CANADA)	90	A				
	BNP PARIBAS (CANADA)	203	B	Z	D*	B	5
	CANADIAN IMPERIAL BANK OF COMMERCE	31,753	A	B	B	B	5
	CANADIAN TIRE FINANCIAL SERVICES	1,348	A	A	D	C	5
	CANADIAN WESTERN BANK	1,184	A	C	C*	B	5
	CITIBANK CANADA	321	A	A*	D*	A	5
	CITIZENS BANK OF CANADA	74	B	B*	Z	A	5
	HSBC BANK CANADA	5,884	A	C	C	A	5
	ICICI BANK CANADA	175	C	Z	D*	A	5
L	ING BANK OF CANADA	913	A	A	B	A	4
	JPMORGAN CHASE BANK, N.A.	1,643	A	A	C	B	5
	KOREA EXCHANGE BANK OF CANADA	109	A	Z	Z	A	5
	LAURENTIAN BANK OF CANADA	3,028	A	C	C	B	5
	MANULIFE BANK OF CANADA	424	B	B*	C*	C	5
	NATIONAL BANK FINANCIAL GROUP	14,630	A	B	C	A	5
	PRESIDENTS CHOICE BANK	119	A	Z	D*	A	5
	ROYAL BANK OF CANADA	44,843	A	A	B	A	5
	SYMCOR INC.	4,500	A	C	A	A	5
	THE BANK OF EAST ASIA (CANADA)	102	A	Z	Z	A	5
	THE BANK OF NOVA SCOTIA	31,045	A	C	B	B	5
	THE TORONTO-DOMINION BANK	43,013	A	B	C	B	5
	UBS BANK (CANADA)	111	C	Z	D*	C	4

**Legend: Total:** Number of permanent full-time and part-time employees as of December 31, 2009;

**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
<b>COMMUNICATIONS</b>							
G	ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	228	C	D*	D*	B*	5
	ALL-CAN EXPRESS LTD.	191	C				
	ASTRAL MEDIA RADIO G.P.	987	A	A	C	C	5
	ASTRAL MEDIA RADIO INC.	703	A	D*	D*	C	5
	ASTRAL TELEVISION NETWORKS	175	A	A*	D*	C	5
	BELL ALIANT REGIONAL COMMUNICATIONS, L.P.	6,910	B	A	C	C	5
	BELL CANADA	21,195	A	C	C	C	5
	BELL EXPRESSVU LIMITED PARTNERSHIP	1,569	A	A	C	A	5
	BELL MOBILITY INC.	7,532	A	C	D	B	5
	BLACKBURN RADIO INC.	192	B	Z	A*	D*	5
	CANADA POST CORPORATION	58,524	A	A	B	C	5
	CANADIAN BROADCASTING CORPORATION	9,524	A	B	C	C	5
	CANADIAN SATELLITE RADIO INC.	88	B	Z	D*	C	5
	CANPAR TRANSPORT L.P.	1,559	C	A	B	B	5
	CANWEST MEDIA INC.	301	B	D*	D*	C	5
	CANWEST TELEVISION LIMITED PARTNERSHIP	23	B*	Z	Z	D*	5
	CHANNEL 11 LIMITED PARTNERSHIP, BY ITS GENERAL PARTNER 2208937 ONTARIO INC.	149	A	A*	A*	C	5
	CICT A DIVISION OF CANWEST TELEVISION LIMITED PARTNERSHIP	186	B	A*	D*	C	4
	CITV A DIVISION OF CANWEST MEDIAWORKS INC.	140	A	D*	D*	C	5
	COGECO CABLE CANADA INC.	1,378	B	A	D	C	4
	COGECO CÂBLE QUÉBEC S.E.N.C.	564	C	Z	D*	D*	5
	COGECO DIFFUSION INC.	134	A	Z	D*	D*	5
	COLISPRO INC.	143	D	A*	A	C*	5
	COMMUNICATION TELOSystème INC.	132	B				
	CORUS ENTERTAINMENT INC.	1,782	A	C	C	C	5
	CTV INC.	2,649	A	A	B	C	5
	CTV INC. - ATV/ASN	202	C	D*	A	D*	5
	CTV INC. - CFCF	146	A	A*	A*	C	5
	CTV INC. - CFCN	215	A	A*	D*	C	5
	CTV INC. - CFRN	173	B	D*	D*	C	5
	CTV INC. - CJOH	132	A	A*	A*	D*	5
	CTV INC. - CKCO	399	B	D*	A	C	5
	CTV INC. - CKY	142	A	A*	A*	B	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	CTV INC. - CTV OTTAWA	165	C	A*	Z	C*	5
	CTV INC. - CTV SASKATCHEWAN	133	B	C*	A	A*	5
	CTV INC. - CTV VICTORIA	105	C	D*	D*	C*	5
	CTV INC. - MCTV	114	A	A*	A*	D*	5
	CTV SPECIALTY TELEVISION INC./ RDS	367	C	Z	D*	D*	5
	CTV TELEVISION INC. - CIVT	312	B	D*	C*	C	5
	CW MEDIA INC, CW TELEVISION INC & CANWEST TELEVISION LIMITED PARTNERSHIP	657	A	A*	D*	C	5
	DHL EXPRESS (CANADA), LTD.	1,985	C	B	C	A	5
	DICOM EXPRESS INC.	574	C	Z	D*	C	4
	DYNAMEX CANADA CORP.	520	B	B	C*	C	5
	EASTLINK	937	B	A	C	A	5
	EQUANT CANADA INC.	101	C	Z	Z	B	5
	EXECULINK TELECOM INC.	125	B	A*	A*	C	5
	EXPERTECH NETWORK INSTALLATION INC.	1,276	D	A	C	D	5
	FAIRCHILD TELEVISION LTD.	477	B	Z	Z	A	5
	FEDERAL EXPRESS CANADA LIMITED	4,818	B	A	B	A	4
	GLENTEL INC.	155	D	A*	A	C	3
	GLOBAL ONTARIO, A DIVISION OF CANWEST TELEVISION LIMITED PARTNERSHIP	233	B	A*	B*	C	5
	GLOBALIVE COMMUNICATIONS CORP.	216	B	B*	D*	B	4
G	GLOBALIVE WIRELESS MANAGEMENT CORP.	677	C				
	GLOBALSTAR CANADA SATELLITE CO.	89	B	A*	D*	B	5
	GOLDEN WEST BROADCASTING LTD.	342	A	D*	D*	D*	4
	GROUPE TVA INC.	1,716	A	Z	Z	C	4
	HENRI SICOTTE INC.	270	D	D*	D*	D*	4
	INFORMATION COMMUNICATION SERVICES	905	B	B	B	A	4
	INSTECH TÉLÉCOMMUNICATION INC.	255	C	Z	D*	A	5
	JIM PATTISON INDUSTRIES LTD.	534	A	A	B	C	5
	MARITIME BROADCASTING SYSTEM LIMITED	175	A	B*	D*	D*	4
F	MOUNTAIN CABLEVISION LTD.	0					
	MTS ALLSTREAM INC. - MANITOBA	3,183	A	A	A	C	5
	MTS ALLSTREAM INC. - NATIONAL	2,546	B	A	C	B	5
	MUSIQUEPLUS INC.	118	B	Z	D*	D*	4
	NEWCAP INC.	1,075	A	A	D	D	5
	NORTHWESTEL INC.	574	B	C	A	A	5

**Legend: Total:** Number of permanent full-time and part-time employees as of December 31, 2009;

**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	PELMOREX MEDIA INC.	377	A	A*	A	C	5
	PERSONA COMMUNICATIONS CORP.	483	C	A	C	C	5
	PRIMUS TELECOMMUNICATIONS CANADA INC.	728	A	A	C*	B	5
	PUROLATOR COURIER LTD.	11,012	C	A	C	A	5
	RADIAN COMMUNICATION SERVICES (CANADA) LTD.	327	C	A*	Z	D	5
	RADIO-ONDE INC.	100	C	B*	D*	D*	5
	RAWLCO RADIO LTD.	249	B	A	A	D*	5
	RNC MEDIA INC.	185	B	A*	A*	D*	4
	ROGERS COMMUNICATIONS INC.	22,330	A	A	B	C	5
	SENTREX COMMUNICATIONS CO.	171	C	Z	D*	C	5
	SHAW COMMUNICATIONS INC.	10,231	B	B	C	A	5
	STRATOS WIRELESS INC.	259	A	D*	D*	A	5
	TATA COMMUNICATIONS (CANADA) ULC	307	C	A*	D*	B	3
	TBAYTEL	393	B	A*	A	C*	4
	TELESAT CANADA	334	C	A*	C*	C	4
	TELUS COMMUNICATIONS COMPANY	24,226	A	B	C	C	5
	TERAGO NETWORKS INC.	187	C	A*	D*	A	5
	THE CANADIAN PRESS	338	C	A*	C*	C	4
	THE SCORE TELEVISION NETWORK LTD.	176	C	A*	D*	C	5
	TNT EXPRESS (CANADA) LTD.	152	C	Z	B	C	5
	TRANSPORT TFI 2 S.E.C. (TRANS 4 LOGISTICS)	114	C	Z	D*	C	5
G	UNISERVE COMMUNICATIONS CORPORATION	56	D	Z	Z	Z	5
	UNITED PARCEL SERVICE CANADA LTD.	9,307	C	B	D	A	5
	V INTERACTIONS INC.	139	B	Z	Z	C*	5
	VIDÉOTRON LTÉE	4,504	B	C	C	C	4
	VISTA BROADCAST GROUP INC.	190	A	A*	D*	Z	4
	WESTMAN COMMUNICATIONS GROUP	104	C	D*	D*	Z	5
	WESTOWER COMMUNICATIONS LTD.	413	D	D*	C	C	5
<b>TRANSPORTATION</b>							
	101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	186	D	C	Z	B	5
	1507953 ONTARIO INC.	131	D	D*	D*	C*	5
	1641-9749 QUÉBEC INC.	439	C	Z	D*	D	4
G	171817 CANADA INC.	71	C				
	591182 ONTARIO LTD.	190	C	A*	D*	D*	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;

**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
L	682439 ONTARIO INC.	149	D*	B*	Z	D*	4
	882819 ONT LTD.	100	C	Z	Z	C	4
V	9119-4225 QUEBEC INC.	79	D*	Z	Z	D*	5
	A.J. BUS LINES LTD.	151	A	A*	A*	D*	5
	AÉROPORTS DE MONTRÉAL	632	B	A*	D*	C	5
G	AGRIFOODS INTERNATIONAL COOPERATIVE LTD.	115	D*				
	AIR CANADA	24,886	A	B	D	B	5
	AIR CREEBEC INC.	256	B	B	A	D*	5
	AIR GEORGIAN LIMITED	198	C	A*	Z	C	5
	AIR INUIT LTD.	576	C	B	D*	C	5
L	AIR NORTH CHARTER & TRAINING LTD.	210	B	C	D*	B	4
	AIR TINDI LTD.	157	C	C	D*	A	4
	AIR TRANSAT A.T. INC.	1,976	B	A	D*	B	5
	AIRBORNE ENERGY SOLUTIONS LTD.	172	D	A*	Z	C*	5
	AIRPORT TERMINAL SERVICES CANADIAN CO.	661	B	B	C	A	5
	AIRSPRINT INC.	110	C	Z	Z	D*	5
	ALGOMA CENTRAL CORPORATION	670	C	D*	Z	C	5
	ALLIANCE PIPELINE LTD.	264	A	A	A	B	4
	ALLIED SYSTEMS (CANADA) COMPANY	1,024	D	B	C	C	5
	ALPINE HELICOPTERS LTD.	117	C*	D*	Z	Z	5
	AMERICAN AIRLINES, INC.	170	A	Z	A	A	5
L	AMJ CAMPBELL INC.	358	C	A	D*	C	2
	APEX MOTOR EXPRESS INC.	131	B	Z	D*	B	5
G	ARGUS CARRIERS LTD.	101	C	Z	Z	Z	5
	ARMOUR TRANSPORT INC.	448	C	C*	A	B*	5
	ARNOLD BROS. TRANSPORT LTD.	303	C	C*	D*	C	4
	ATLANTIC TOWING LIMITED	279	C	D*	D*	D*	4
	ATLAS VAN LINES (CANADA) LTD.	100	A	Z	A*	D*	5
	ATS ANDLAUER TRANSPORTATION SERVICES L.P.	359	B	A	C	C	4
	ATS SERVICES LTD.	140	C	A	Z	C*	5
	AUTOCARS ORLÉANS EXPRESS	278	C	D*	Z	D*	3
	AVEOS FLEET PERFORMANCE INC.	407	C	D*	D*	C	2
	AVMAX GROUP INC.	196	D	Z	Z	A	4
	AYR MOTOR EXPRESS INC.	295	D	A*	C	D*	5
G	AZ BUS TOURS INC.	113	C				
	B&R ECKEL'S TRANSPORT LTD.	278	D	A	D*	D*	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;

**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	BANDSTRA TRANSPORTATION SYSTEMS LTD.	145	C	A	A	C*	4
	BAY FERRIES LIMITED	149	D	Z	Z	D*	4
	BEARSKIN LAKE AIR SERVICE LTD.	270	B	A*	D*	D	5
G	BERRY & SMITH TRUCKING LTD.	99	C*				
G	BERT BAXTER TRANSPORT LIMITED	109	C				
	BESSETTE & BOUDREAU INC.	183	C	Z	D*	D*	4
	BIG FREIGHT SYSTEMS INC.	185	D	D*	D*	D*	4
	BISON TRANSPORT INC.	1,367	D	A	A	D	5
	BRADLEY AIR SERVICES LTD.	946	C	C	C	B	5
V, G	BRASSEUR TRANSPORT INC.	97	C				
	BREWSTER INC.	88	C	D*	D*	C*	5
	BRIAN KURTZ TRUCKING LTD.	110	C	A*	A*	D*	5
	BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	4,072	D	A	C	C	4
	BYERS TRANSPORT LIMITED	329	C	A	A	D	4
	C.A. BAILEY LIMITED	112	A	D*	D*	Z	5
	C.A.T. INC.	214	C	Z	D*	D*	4
	C.T.M.A. TRAVERSIER LTD.	58	D	Z	Z	Z	3
	CAFAS FUELING, ULC	119	C*	Z	Z	C	5
	CALM AIR INTERNATIONAL LP AS REPRESENTED BY ITS GENERAL PARTNER CALM AIR GP INC.	523	C	A	D*	C	4
G, L	CAM-SCOTT TRANSPORT LTD.	112	C				
	CAN-AM WEST CARRIERS INC.	133	D	A*	D*	D*	5
	CANADA CARTAGE SYSTEM LIMITED PARTNERSHIP	1,662	D	A	C	C	5
	CANADIAN FREIGHTWAYS	1,022	C	B	C	C	5
	CANADIAN HELICOPTERS LIMITED	523	C	A	D*	C	4
	CANADIAN NATIONAL RAILWAY COMPANY	13,977	C	C	C	C	5
	CANADIAN NORTH INC.	446	B	C	D*	C	5
	CANADIAN PACIFIC RAILWAY COMPANY	11,657	C	A	A	C	5
	CANCREW ENTERPRISES LTD.	348	C	C*	Z	B*	5
	CANJET AIRLINES, A DIVISION OF IMP GROUP	640	A	C*	D*	B	4
	CARGOJET PARTNERSHIP BY ITS MANAGING PARTNER CARGOJET GP INC.	577	D	A	D*	C	5
	CARON TRANSPORTATION SYSTEMS PARTNERSHIP	273	C	A	B	C	5
	CASCADE AEROSPACE INC.	466	D	A	C*	A	4
	CASCADE CARRIERS L.P.	77	C	D*	Z	B*	5
	CASCADE ENERGY SERVICES L.P.	243	C	A	C*	C*	5
G	CASSENS TRANSPORT LTD.	148	D*	Z	Z	Z	5

**Legend: Total:** Number of permanent full-time and part-time employees as of December 31, 2009;

**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
G	CASSIDY'S TRANSFER & STORAGE LIMITED	98	C				
	CATHAY PACIFIC AIRWAYS LIMITED	573	A	D*	Z	A	4
	CELADON CANADA, INC.	196	D	A*	D*	C	4
	CENTRAL MOUNTAIN AIR LTD.	284	B	A	D*	C	4
	CEVA FREIGHT CANADA CORP.	277	A	B*	D*	A	5
	CHALLENGER MOTOR FREIGHT INC.	1,464	C	B	D	C	4
	CHC HELICOPTER GROUP OF COMPANIES	603	B	D*	D*	A	5
	CHEMIN DE FER QNS&L	409	C	D*	Z	Z	4
	CITY OF OTTAWA	2,948	C	A	B	C	5
L	CLARKE TRANSPORT INC.	293	C	A*	C*	C	3
	CLEAN HARBORS CANADA INC.	450	D	A*	C*	C	5
	C-MAR SERVICES (CANADA) LTD.	337	C*	D*	Z	A*	4
	COASTAL PACIFIC XPRESS	119	A	Z	D*	C	5
	CONAIR GROUP, INC.	181	D	D*	D*	C*	5
	CONNORS TRANSFER LIMITED.	143	C	D*	D*	D*	4
	CONSOLIDATED AVIATION FUELING OF TORONTO, ULC	349	C*	A*	D*	A	5
	CONTRANS SERVICES L.P.	396	B	A*	A	C	2
G	CON-WAY FREIGHT CANADA	258	C				
L	COONEY GROUP INC.	258	C	B*	D*	C	4
G	CRAILIN LOGISTICS SERVICES INC.	88	C				
	D&W FORWARDERS INC.	151	C	Z	A*	C	5
	DANFREIGHT SYSTEMS INC.	292	C	A*	B*	D*	5
	DAY & ROSS INC.	1,784	C	C	C	A	5
	DELTA AIR LINES, INC.	436	A	A*	D*	B	5
G	DENNY BUS LINES LTD.	84	B				
	DESGAGNÉS MARINE CARGO INC.	320	C*	Z	Z	A	5
	DICOM EXPRESS INC.	360	D	Z	Z	C	4
	DIRECT LIMITED PARTNERSHIP	931	D	B	D	C	3
G	DOLPHIN DELIVERY LTD.	128	C*				
	DP WORLD (CANADA) INC.	159	C	A*	D*	C	5
	EAGLE COPTERS MAINTENANCE LTD.	104	D	Z	Z	D*	5
G	EARL PADDOCK TRANSPORTATION INC.	122	C				
	EASSONS TRANSPORT LTD.	143	C	D*	A*	D*	4
L	EBD ENTERPRISES INC.	93	D*	A*	D*	D*	1
V	ECL CARRIERS L.P.	66	Z	A*	A*	D*	2
	ECL GROUP OF COMPANIES LTD.	336	C	C*	D*	C	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.



## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	EDGE TRANSPORTATION SERVICES LTD.	133	C	D*	Z	A	4
	EDMONTON REGIONAL AIRPORTS AUTHORITY	237	B	A	B*	B	4
	ELGIN MOTOR FREIGHT INC.	155	C	A*	A*	C*	4
	ENBRIDGE PIPELINES INC.	1,533	B	C	C*	A	5
	ERB ENTERPRISES INC.	1,124	D	A	C	C	5
	EUROCOPTER CANADA LIMITED	209	C	A*	D*	C*	4
	EXECAIRE, A DIVISION OF I.M.P. GROUP	235	D	D*	D*	C	5
G	F. MÉNARD INC.	119	D*				
G, L	FAST TRUCKING SERVICE LTD.	142	C*				
	FEDEX FREIGHT CANADA CORP.	152	B	A*	D*	A	4
	FEDEX GROUND PACKAGE SYSTEM, LTD.	834	C	B	D	B	5
V	FEDNAV LTD.	90	A	A*	D*	C*	3
	FIELD AVIATION COMPANY INC.	265	D	D*	D*	A	5
	FIRST CANADA ULC	7,962	B	B	D	C	5
	FLOYD SINTON LTD.	382	A	A*	C	C	4
	FLYING COLOURS CORP	137	C	A*	D*	D*	5
	FORMULA POWELL L.P.	266	D	A	D*	C*	5
G	G. ZAVITZ LIMITED	92	D*				
G	GODERICH AIRCRAFT INC.	132	D				
V, G	GOSSELIN EXPRESS LTÉE	83	C	Z	Z	Z	5
	GREAT CANADIAN RAILTOUR COMPANY	508	A	B*	D*	C	5
	GREAT SLAVE HELICOPTERS LTD.	135	C	C*	D*	A	4
	GREATER TORONTO AIRPORTS AUTHORITY	1,167	B	A	C	B	5
	GREYHOUND CANADA TRANSPORTATION CORP.	1,574	D	A	C	D	5
	GRIMSHAW TRUCKING L.P.	276	C	A	D*	C	4
	GROUPE C.D.P. INC.	480	D	Z	D*	C*	2
	GROUPE GALLAND	165	B	Z	Z	D	5
	GROUPE THIBODEAU INC.	421	C	A*	A	C	4
	GUILBAULT GROUP LTD.	159	B	Z	Z	D*	5
	H & R TRANSPORT LTD.	650	D	D*	C*	D	4
	HALIFAX EMPLOYERS ASSOCIATION	458	C	A	A	A	5
	HALIFAX INTERNATIONAL AIRPORT AUTHORITY	145	B	A*	C*	B*	5
	HALLCON CORPORATION	229	A	A	D*	A	5
	HALLCON CREW TRANSPORT INC.	281	C	B	A	D	5
	HAPAG-LLOYD (CANADA) INC.	218	A	Z	B*	A	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	HARV WILKENING TRANSPORT LTD.	94	C*	D*	D*	A	4
	HELIJET INTERNATIONAL INC.	131	C	A*	D*	C	4
	HI-WAY 13 TRANSPORT LTD.	92	C	Z	A*	D*	5
	HIGHLAND MOVING AND STORAGE LTD.	115	C	B	Z	C*	3
	HOYT'S MOVING AND STORAGE LTD.	64	C	A*	Z	D*	5
G, J, L	HUDSON BAY RAILWAY COMPANY	135	D*	Z	Z	Z	5
	HUTTON TRANSPORT LIMITED	143	C*	B*	D*	D*	4
L	HYNDMAN TRANSPORT (1972) LIMITED	212	C	A*	D*	D*	1
	IMP GROUP LIMITED - AEROSPACE DIVISION	1,170	C	A	B	C	5
	INNOTECH AVIATION, A DIVISION OF IMP GROUP LIMITED	359	D	D*	D*	A	5
	INTERNATIONAL AIR TRANSPORT ASSOCIATION	241	A	Z	D*	A	5
	INTERNATIONAL TRUCKLOAD SERVICES INC.	145	C	A*	A*	D*	4
	IRON RANGE BUS LINES INC.	211	A	A*	D*	D*	5
	ISLAND TUG AND BARGE LTD.	116	C	Z	Z	C*	5
	J & R HALL TRANSPORT INC.	134	C	D*	D*	Z	3
	J. & T. MURPHY LIMITED	457	C	D*	A	C	5
	JAY'S MOVING & STORAGE LTD.	173	C	A	B*	D*	5
	JAZZ AIR L.P.	4,693	C	A	C	C	5
	JERVIS B. WEBB COMPANY OF CANADA, LTD.	117	D	Z	D*	A	5
	JET TRANSPORT LTD.	90	C*	A*	A*	D*	5
	JULES SAVARD INC.	192	D	A*	A*	Z	5
	K-DAC ENTERPRISES INC.	114	C	Z	D*	Z	4
	KEEWATIN AIR L.P.	107	B	C*	D*	Z	5
	KEITH HALL & SONS TRANSPORT LIMITED	158	C	A*	A*	C*	2
	KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	976	C	B	C	C	4
	KELTIC TRANSPORTATION INCORPORATED	143	C	A*	D*	A	5
	KENN BOREK AIR LTD.	318	D	A	D*	C	4
	KINDER MORGAN CANADA	375	B	B*	D*	B	5
	KINDERSLEY TRANSPORT LTD.	646	C	C	D*	B	4
	KLEYSEN GROUP L.P.	290	C	B	A	C	4
	KRISKA HOLDINGS LTD.	420	D	A	A	C	5
	KUNKEL BUS LINES LTD.	168	B	Z	D*	Z	4
	KUPAR ENTERPRISES INC.	117	C	D*	D*	D*	3
	L SIMARD TRANSPORT LTD.	212	C	A*	D*	B	5
	L. BILODEAU & FILS LTD.	120	C	Z	Z	Z	3
F	L.E. WALKER TRANSPORT LTD.	0					

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
L	L-3 COMMUNICATIONS MAS (CANADA) INC.	1,004	C	A*	C*	C	2
L	LABRADOR AIRWAYS LIMITED	102	B	A	Z	Z	4
	LAIDLAW CARRIERS TANK L.P.	95	D*	D*	B*	Z	4
	LAIDLAW CARRIERS VAN L.P.	122	D*	B*	Z	Z	4
	LAKEHEAD FREIGHTWAYS INC.	77	C*	A*	D*	D*	5
	LE GROUPE OCÉAN INC.	495	C	A*	B*	D*	4
	LINAMAR TRANSPORTATION INC.	112	C	D*	A	C*	5
	LOGISTEC CORPORATION	155	B	Z	D*	C*	5
G	LOWER LAKES TOWING LTD.	218	C*				
	MACKIE MOVING SYSTEMS CORPORATION	180	B	A*	D*	C	5
	MACKINNON TRANSPORT INC.	177	D	A*	A*	C*	5
	MAERSK CANADA INC.	161	A	A*	D*	A	5
G	MANTEI'S TRANSPORT LTD.	145	C				
L	MARINE ATLANTIC INC.	1,345	B	C*	C	C*	3
	MARITIME EMPLOYERS ASSOCIATION	1,237	C	B*	C*	C	2
	MCKEIL MARINE LIMITED	113	D*	Z	Z	Z	5
	MCKEVITT TRUCKING LIMITED	145	D	A*	D*	D*	2
	MEYERS TRANSPORT LTD.	207	D	A	A	C	5
	MID-ARCTIC TRANSPORTATION CO. LTD.	141	C	B	D*	D*	5
	MIDLAND TRANSPORT LIMITED	1,247	C	C	A	C	5
V	MILL CREEK MOTOR FREIGHT L.P.	72	C	Z	B*	D*	5
L	MONTREAL PORT AUTHORITY	330	C	Z	D*	C*	4
	MONTSHIP INC.	173	B	C*	D*	B	5
G	MORNINGSTAR AIR EXPRESS INC.	117	D				
L	MTU MAINTENANCE CANADA	166	C	D*	Z	B	4
	MUIR'S CARTAGE, A DIVISION OF INDIS INC.	110	Z	A*	A*	A	5
	MULLEN OILFIELD SERVICES L.P.	178	C	A*	D*	D*	5
	MULLEN TRUCKING L.P.	101	C	D*	D*	Z	5
	MUSKOKA TRANSPORT LIMITED	128	C	D*	A*	D*	4
	N. YANKE TRANSFER LTD.	521	C	B	C	D	5
	NASITTUQ CORPORATION	263	C	B	A	D*	5
	NAV CANADA	4,881	C	B	C	C	5
	NESEL FAST FREIGHT INCORPORATED	226	C	A*	D*	C	5
	NORMANDIN TRANSIT INC.	391	C	D*	D*	D*	5
	NORTHERN TRANSPORTATION COMPANY LIMITED	374	D	B	D*	C*	5
	NORTHUMBERLAND FERRIES LIMITED	192	C	Z	D*	D*	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
G	NORTHWEST TANK LINES INC.	80	C				
	OCEANEX INC.	245	C	D*	Z	D*	5
	OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	164	B	D*	D*	D*	4
	P.W. TRANSPORTATION LTD.	161	C	Z	Z	C	5
	PACIFIC COASTAL AIRLINES LTD.	236	C	C*	D*	C	2
	PAPINEAU INT. S.E.C. (TRANSPORT PAPINEAU INTERNATIONAL)	74	C	A*	B*	D*	5
G	PARAMOUNT TRUCK LINES LTD.	117	C*				
G	PARKINSON COACH LINES 2000 INC.	110	A				
	PAUL'S HAULING LTD.	288	C	A	D*	D*	4
	PE BEN OILFIELD SERVICES L.P.	168	C	C*	D*	C*	5
	PEMBINA PIPELINE CORPORATION	385	C	A	C*	C	5
F	PENETANG-MIDLAND COACH LINES LIMITED	0					
	PENNER INTERNATIONAL, INC.	142	B	Z	Z	D*	2
	PERIMETER AVIATION L.P.	570	C	B	C	D	5
G	PETER HODGE TRANSPORT LTD.	103	D*				
I	PHOENIX OILFIELD HAULING	79	D*	Z	A*	Z	5
	PILOTES DU ST-LAURENT CENTRAL INC.	125	D*	Z	D*	Z	5
L	PLH AVIATION SERVICES INC.	231	C	A*	A	B	4
	POLE STAR TRANSPORT INCORPORATED	330	C	A*	A	D*	5
	POLYMER DISTRIBUTION INC.	104	C	A*	Z	D*	5
	PORTER AIRLINES INC.	806	C	C*	D*	C	5
V	PREMAY EQUIPMENT L.P.	77	C*	A*	Z	D*	5
V	PREMAY PIPELINE HAULING L.P.	5	B*	Z	Z	Z	5
G	PREMIER AVIATION	191	D				
	PRINCESS CRUISES (BC) LTD.	8	A*	Z	Z	D*	2
	PROVINCIAL AIRLINES LIMITED	771	C	B	D*	C	5
	Q-LINE TRUCKING	141	C	B*	D*	A*	5
	QUIK X TRANSPORTATION INC.	287	C	A*	C	D	5
	RAILINK CANADA LTD.	95	D*	A*	D*	D*	5
	REIMER EXPRESS LINES, LTD.	1,335	C	C	B	D	5
	RIDSDALE TRANSPORT LTD.	250	C	A	A	A	3
	RIO TINTO ALCAN, INSTALLATIONS PORTUAIRES	205	C*	A*	A	Z	5
	ROBYN'S TRANSPORTATION & DISTRIBUTION SERVICES LTD.	103	C	A*	B*	B	5
	ROSEDALE TRANSPORT LIMITED	344	C	C*	C*	C	5
	ROSENAU TRANSPORT LTD.	331	C	A	A	D	5
	RTL ROBINSON ENTERPRISES LTD.	193	D	C	D*	C	4

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	RYDER TRUCK RENTAL CANADA LTD.	1,112	C	D*	D*	C	4
	S.G.T. 2000 INC.	396	D	A*	D*	C	5
G	SAFECO DRIVER SERVICES INC.	94	C				
	SASKATCHEWAN TRANSPORTATION COMPANY	234	C	B	B	C*	5
	SCHNEIDER NATIONAL CARRIERS CANADA	528	D	A	C*	C	5
	SEABOARD LIQUID CARRIERS LIMITED	144	C	D*	Z	D*	5
	SEAMANNING SERVICES LIMITED	260	C	D*	D*	D*	5
	SEARAIL CARGO SURVEYS	85	C	B*	D*	C*	5
	SEASPAN INTERNATIONAL LTD.	476	C	A	C	C	5
	SECUNDA MARINE SERVICES	328	C	A*	D*	C*	2
	SERCO FACILITIES MANAGEMENT INC.	424	C	A	D*	A	5
	SERVICES AÉROPORTUAIRES HANDLEX INC.	1,204	A	A	D	A	5
	SERVISAIR INC.	1,937	B	C	D	A	5
	SHANNAHAN'S INVESTIGATION AND SECURITY LIMITED	766	A	B	Z	C	4
	SHARP BUS LINES LIMITED	845	B	A	D	D	4
L	SKYSERVICE BUSINESS AVIATION INC.	455	C	D*	C*	D	4
	SLH TRANSPORT INC.	825	D	A	B	C	5
	SMIT MARINE CANADA INC.	124	C*	A*	D*	C*	3
	SOCIÉTÉ AIR FRANCE	262	A	Z	D*	B	4
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	643	C	A	A	C	5
	SPEARING SERVICE L.P.	174	C	C*	D*	C*	5
	SPEEDY TRANSPORT GROUP INC.	256	B	A*	D*	B	4
	STARLINK AVIATION INC.	111	C	C*	B*	B	3
G	STUDENT TRANSPORTATION OF CANADA INC.	1,426	A				
	SUNBURY TRANSPORT LIMITED	100	B	Z	Z	Z	5
	SUNWEST AVIATION LTD.	226	C	A*	D*	C	4
	SUNWING AIRLINES INC.	781	B	D*	D*	C	5
	SWANBERG BROS. TRUCKING L.P.	78	C*	A*	D*	Z	5
	SWISSPORT CANADA HANDLING INC.	1,230	C	D*	D*	A	4
	TEEKAY SHIPPING (CANADA) LTD.	211	B	D*	D*	A	5
	TENOLD TRANSPORTATION L.P.	162	C	D*	A*	C*	5
	TERRATEC ENVIRONMENTAL LTD.	127	C	Z	D*	D*	4
	TFI TRANSPORT 5 L.P.	660	C	A*	B	D	4
	TFI TRANSPORT 20 L.P.	137	D	C*	D*	Z	3
	THE CALGARY AIRPORT AUTHORITY	159	A	B*	D*	C*	5
	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	542	C	A	B	C	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
L	THE TORONTO TERMINALS RAILWAY COMPANY LIMITED	206	D	A*	D*	C	4
	THE TRIMAC GROUP OF COMPANIES	876	C	C	C	C	5
	THOMAS BELLEMARE LTD.	408	D	D*	D*	D*	3
	TIGER COURIER INC.	112	C	D*	Z	A	5
	TIPPET-RICHARDSON LIMITED	263	C	A*	A	C	5
G	TOP ACES INC.	111	C				
	TORONTO PORT AUTHORITY	102	C	Z	Z	C*	4
	TRANSCANADA PIPELINES LIMITED	2,500	B	B	C	B	5
	TRANSCO ENERGY SERVICES	462	D	C*	D*	D*	4
	TRANSFREIGHT INC.	323	D	C*	D*	C	5
L	TRANS-FRT. MCNAMARA INC.	179	C	D*	C*	D*	4
	TRANSIT WINDSOR	288	B	D*	A	C	4
	TRANSPORT BERNIÈRES INC. (GROUPE BERNIÈRES)	222	C	D*	D*	D*	5
	TRANSPORT BOURRET INC.	400	D	Z	Z	D*	2
	TRANSPORT COUTURE ET FILS LTD.	199	C	A*	Z	D*	4
	TRANSPORT GILMYR INC.	163	C	Z	D*	Z	4
	TRANSPORT GUILBAULT INC.	214	D*	D*	D*	D*	5
	TRANSPORT GUY BOURASSA INC.	312	C	A*	D*	D*	5
	TRANSPORT HERVÉ LEMIEUX (1975) INC.	257	C	A*	D*	C	4
	TRANSPORT JACQUES AUGER INC.	154	C	Z	Z	D*	3
	TRANSPORT MORNEAU INC.	392	C	D*	D*	D*	5
	TRANSPORT NORD-OUEST INC.	92	D*				
	TRANSPORT ROBERT (1973) LTD.	433	D	A*	A	C*	5
	TRANSPORT TFI 1, SEC	222	D	A*	A*	C*	5
	TRANSPORT TFI 4 SEC	201	C				
G	TRANSPORT TFI 5 S.E.C.	149	C	Z	D*	C*	4
	TRANSPORT TFI 6 S.E.C. (TRANSPORT BESNER)	125	C	C*	D*	D*	5
	TRANSPORT TFI 15 S.E.C. (TRANSPORT GRÉGOIRE)	304	C	A*	D*	D*	5
	TRANSPORT TFI 16 SEC	128	C	A*	A*	C*	5
	TRANSPORT TFI 19 SEC (DUROCHER INTERNATIONAL)	97	C	Z	D*	Z	5
	TRANSPORT TFI 23, S.E.C./TFI	148	C	A*	D*	Z	5
	TRANS-PROVINCIAL FREIGHT CARRIERS LIMITED	229	C	A*	B*	D	3
	TRANSX LTD.	1,485	C	B	C	B	4
L	TRAVELERS TRANSPORTATION SERVICES INC.	253	D	A*	D*	C	4
	TRENTWAY-WAGAR INC.	1,015	C	A	C	C	5
	TSI TERMINAL SYSTEMS INC.	302	C	A*	D*	C	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	TST SOLUTIONS L.P.	1,116	C	B	A	C	4
	UNITED AIRLINES, INC.	172	A	D*	D*	C	5
	UPPER LAKES SHIPPING INC.	351	C*	D*	D*	C*	5
	US AIRWAYS GROUP, INC.	120	A	Z	Z	A	5
	VANCOUVER FRASER PORT AUTHORITY	181	A	A*	C*	C	5
	VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	398	A	D*	C*	C	5
	VAN-KAM FREIGHTWAYS LTD.	474	C	A	C	C	5
	VECTOR AEROSPACE ENGINE SERVICES - ATLANTIC	397	C	D*	D*	D*	5
	VECTOR AEROSPACE HELICOPTER SERVICES INC.	409	C	A	D*	A	5
	VERREAULT NAVIGATION INC.	143	D	Z	Z	Z	4
	VERSPEETEN CARTAGE LTD.	248	D	A*	D*	C	3
	VIA RAIL CANADA INC.	2,775	C	B	C	C	5
	VIH HELICOPTERS LTD.	254	D	D*	D*	Z	3
	VOYAGEUR AIRWAYS LIMITED	351	C	A	D*	C	4
	WARREN GIBSON LIMITED	384	D	A*	C*	C*	4
	WASAYA AIRWAYS LIMITED PARTNERSHIP	369	D	B	D*	C*	5
G, J	WEST COAST AIR	152					
G	WEST WIND AVIATION L.P.	193	C				
	WESTCAN BULK TRANSPORT LTD.	543	C	C	A	C	4
	WESTCOAST ENERGY INC.	893	C	A	A	B	4
L	WESTERN LOGISTICS INC.	95	C	A*	Z	B	3
	WESTERN STEVEDORING COMPANY LIMITED	107	C	A*	Z	C*	5
	WESTJET AIRLINES LTD.	7,255	A	B	D	B	5
	WESTSHORE TERMINALS LIMITED PARTNERSHIP	277	C	Z	D*	D*	5
	WILLIAMS MOVING & STORAGE (BC) LTD.	223	C	B*	D*	C*	5
	WILLS TRANSFER LIMITED	115	C	A*	D*	D*	3
	WINNIPEG AIRPORTS AUTHORITY INC.	153	B	A*	D*	D*	5
	WITHERS L.P.	127	D	B*	D*	D*	5
	WORLDWIDE FLIGHT SERVICES, INC.	250	B	Z	Z	B	5
	XTL TRANSPORT INC.	240	D	D*	D*	B	4
	ZIM INTEGRATED SHIPPING SERVICES (CANADA) CO. LTD.	110	A	Z	D*	A	3
<b>OTHER</b>							
	ADM AGRI-INDUSTRIES LTD.	547	C	A	A	D	5
	AEROGUARD EASTERN LTD., AEROGUARD INC., AEROGUARD COMPANY LTD.	1,997	A	C	C	A	5
	AGRIBRANDS PURINA CANADA INC.	261	C	D*	A	D*	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
G	AGRI CO-OPERATIVE LTD.	140	D	D*	A*	Z	5
	ALLIANCE PULSE PROCESSORS INC.	191	D				
	AMEX CANADA INC.	3,359	A	A	A	C	5
	AREVA RESOURCES CANADA INC.	430	C	A	D*	A	5
	ATCO STRUCTURES & LOGISTICS	708	C	D	D	A	4
	ATOMIC ENERGY OF CANADA LIMITED	4,822	B	A	C	C	5
	BIOREX INC.	67	C	Z	C*	D*	5
	BRETT-YOUNG SEEDS LIMITED PARTNERSHIP	151	D	C*	D*	C	2
	BRINK'S CANADA LIMITED	2,528	C	A	C	C	4
	BRUCE POWER L.P.	5,255	C	A	C	C	5
	BUSINESS DEVELOPMENT BANK OF CANADA	1,724	A	A	A	B	5
	CAMECO CORPORATION	2,757	C	A	C	C	5
	CANADA COUNCIL FOR THE ARTS	210	A	A	A	B	5
	CANADA DEPOSIT INSURANCE CORPORATION	104	B	A*	D*	B	5
	CANADA LANDS COMPANY CLC LIMITED	536	B	B*	D*	B	5
V	CANADA MALTING COMPANY LTD.	243	C	D*	D*	C	5
	CANADA MORTGAGE AND HOUSING CORPORATION	1,901	A	A	A	B	5
	CANADA PENSION PLAN INVESTMENT BOARD	497	C	B*	C	B	5
	CANADIAN AIR TRANSPORT SECURITY AUTHORITY	484	A	C*	C*	B	5
	CANADIAN COMMERCIAL CORPORATION	120	A	A*	A*	D*	5
	CANADIAN LIGHT SOURCE INC.	159	C	D*	D*	A	5
	CANADIAN MUSEUM OF CIVILIZATION CORPORATION	488	A	A*	A	C	5
	CANADIAN MUSEUM OF NATURE	149	A	A*	A*	C*	5
	CANADIAN TOURISM COMMISSION	129	A	C*	D*	C	4
	CANADIAN WHEAT BOARD	421	A	D	D*	C	5
	CAN-OAT MILLING A DIVISION OF VITERRA INC.	0					
	CARGILL LTD.	1,522	B	B	A	C	5
	CEVA LOGISTICS CANADA, ULC	1,080	C	A*	A	D	3
	CWS LOGISTICS LTD.	160	D	D*	D*	A	5
	DEFENCE CONSTRUCTION (1951) LTD.	803	A	A	A	B	5
G	EXCEL CARGO INC.	108	B				
	EXPORT DEVELOPMENT CANADA	1,188	A	C*	A	C	5
	FARM CREDIT CANADA	1,450	A	C	B	C	5
V, G, L	FERUS INC.	66	C				
	FRESHWATER FISH MARKETING CORPORATION	313	A	A	Z	A	4
	FUGRO AIRBORNE SURVEYS CORP. / FUGRO AVIATION CANADA LIMITED	147	C	A*	D*	C	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.



## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
	G4S CASH SOLUTIONS (CANADA) LTD.	2,084	C	C	C	D	5
	GE HITACHI NUCLEAR ENERGY CANADA INC.	382	C	A*	B	C	5
	HENSALL DISTRICT CO-OPERATIVE INC.	307	C	D*	B	D*	5
	HUDSON BAY MINING AND SMELTING CO., LIMITED	1,412	C	C	A	C	5
	INTEK COMMUNICATIONS INC.	185	C*	D*	B*	A	5
	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	330	A	A*	A	A	5
	KOLOSSAL SECURITY INC.	194	A	A*	Z	B*	3
	LE GROUPE DE SÉCURITÉ GARDA INC.	23,167	C	C	D	B	5
	LOUIS DREYFUS CANADA LTD.	168	C	D*	D*	C*	4
	MASTERFEEDS INC.	348	C	A*	D*	C*	5
	MBNA CANADA BANK	1,768	A	A	C	A	5
	MDS NORDION	446	B	D*	C*	C	5
V, L	MONCTON FLYING CLUB DOING BUSINESS AS THE MONCTON FLIGHT COLLEGE	99	C	Z	Z	A*	4
	NATIONAL ARTS CENTRE CORPORATION	482	A	A*	C	C	5
	NATIONAL CAPITAL COMMISSION	429	A	A	A	C	5
	NATIONAL GALLERY OF CANADA	257	A	A*	D*	C	5
	NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	229	A	A*	A	D*	5
	NEW-LIFE MILLS LIMITED	229	C	D*	D*	D*	3
	NUCLEAR WASTE MANAGEMENT ORGANIZATION	106	A	A*	D*	C	5
	NUTRECO CANADA INC.	1,110	C	C	C*	C	4
G, L	OFFSHORE RECRUITING SERVICES INC.	113	D*				
	OLD PORT OF MONTREAL CORPORATION	400	B	Z	D*	C	5
	ONTARIO POWER GENERATION	12,052	C	A	C	C	5
	P & H MILLING GROUP	265	C	C*	B	C*	5
	PARRISH & HEIMBECKER, LIMITED	960	C	C	C	C	4
	PATERSON GLOBALFOODS INC.	357	D	C*	D*	C*	4
	PENSKE LOGISTICS LLC	188	C	A	D*	C	4
	PRINCE RUPERT GRAIN LTD.	104	C	A	D*	C*	5
	PUBLIC SECTOR PENSION INVESTMENT BOARD	298	B	A*	D*	A	5
	RICHARDSON INTERNATIONAL LIMITED	1,021	C	C	D	D	4
	RIDLEY INC.	213	C	D*	Z	C	4
	ROGERS FOODS LTD.	102	C	D*	A*	C	5
	SANDER GEOPHYSICS LIMITED	151	C	D*	D*	C	5
	SECURIGUARD SERVICES LTD.	1,741	C	A	C	A	5
	SOCIÉTÉ GÉNÉRALE (CANADA)	105	A	Z	D*	A	5

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

## The Performance Ratings Table (continued)

Sector	Employer Name	Total	W	AP	PWD	VM	RCI
G, L	STANDARD AERO LTD.	1,320	C	B	C	A	5
	STERICYCLE INC.	264	C				
	TEAL-JONES GROUP	503	C	D*	Z	A	5
	TELEFILM CANADA	192	A	Z	C*	B	5
	THE ROYAL CANADIAN MINT	853	B	A	B	B	5
	THOMPSONS LIMITED	296	C	D*	A	D*	5
	TOTAL OILFIELD RENTALS, A DIVISION OF TOTAL ENERGY SERVICES LTD.	225	D	A	A*	C*	5
	VDM TRUCKING SERVICE LTD.	134	C*	D*	Z	D*	5
	VITERRA INC.	3,293	C	C	C	C	4
	WINDSOR DISPOSAL SERVICES LTD.	129	C				

**Legend:** **Total:** Number of permanent full-time and part-time employees as of December 31, 2009;  
**W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

# *Appendix B:*

## *Tables - Federally Regulated Private Sector Employers and Crown Corporations*

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

This is the twenty-third consecutive year that the consolidation of federally regulated private sector employers and Crown corporations' reports has been made available. The consolidation includes detailed tables for 2009 as well as tables showing the representation of designated groups for 1987, 2001, 2008, and 2009.

Tables 1 to 5 in this appendix present data aggregated to include permanent full-time, permanent part-time and temporary employees. Tables 6 to 9 are summaries of permanent full-time and permanent part-time employees' hires, promotions, terminations, and net effect of hires less terminations. Tables 10 and 11 present salary data for permanent full-time and permanent part-time employees respectively.

Please see Appendix A, "Employers Performance Ratings," for a complete listing of the employers included in the consolidation for 2009.

### **List of Tables**

<b>Table 1</b>	Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2009
<b>Table 2</b>	Representation of Designated Groups by Sector and Subsector (2008 and 2009)
<b>Table 3</b>	Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Census Metropolitan Area, Province and Territory as of December 31, 2009
<b>Table 4</b>	Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Census Metropolitan Area, Province and Territory (1987, 2001, 2008, and 2009)
<b>Table 5</b>	Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2008 and 2009)

<b>Table 6</b>	Hires of Permanent Employees into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)
<b>Table 7</b>	Promotions of Permanent Employees within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)
<b>Table 8</b>	Terminations of Permanent Employees from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)
<b>Table 9</b>	Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2008 and 2009)
<b>Table 10</b>	Federally Regulated Private Sector and Crown Corporation Employees in Permanent Full-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2009
<b>Table 11</b>	Federally Regulated Private Sector and Crown Corporation Employees in Permanent Part-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2009

Table 1

**Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2009**

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
Depository Credit Intermediation	211,486	70,480	141,006	2,849	680	2,169	7,560	2,378	5,182	55,962	22,354	33,608
Monetary Authorities - Central Bank	1,293	624	669	14	10	4	23	13	10	193	109	84
<b>Banking</b>	<b>212,779</b>	<b>71,104</b>	<b>141,675</b>	<b>2,863</b>	<b>690</b>	<b>2,173</b>	<b>7,583</b>	<b>2,391</b>	<b>5,192</b>	<b>56,155</b>	<b>22,463</b>	<b>33,692</b>
Couriers	21,973	16,428	5,545	491	344	147	550	409	141	4,792	3,602	1,190
Data Processing, Hosting and Related Services	56	46	10	0	0	0	0	0	0	0	0	0
Information Services	338	220	118	4	2	2	5	3	2	32	18	14
Local Messengers and Local Delivery	9,307	6,801	2,506	170	136	34	123	87	36	2,659	2,097	562
Pay TV, Specialty TV and Program Distribution	5,342	3,287	2,055	71	34	37	77	48	29	483	277	206
Postal Service	58,524	30,996	27,528	1,073	469	604	2,466	1,406	1,060	6,467	4,044	2,423
Radio and Television Broadcasting	24,354	13,547	10,807	325	155	170	482	336	146	2,044	993	1,051
Telecommunications	111,604	67,709	43,895	1,578	907	671	2,168	1,297	871	20,186	12,416	7,770
<b>Communications</b>	<b>231,498</b>	<b>139,034</b>	<b>92,464</b>	<b>3,712</b>	<b>2,047</b>	<b>1,665</b>	<b>5,871</b>	<b>3,586</b>	<b>2,285</b>	<b>36,663</b>	<b>23,447</b>	<b>13,216</b>
Charter Bus Industry	1,322	966	356	13	7	6	12	10	2	103	89	14
Deep Sea, Coastal and Great Lakes Water Transportation	6,291	5,193	1,098	133	95	38	54	49	5	271	173	98
Freight Transportation Arrangement	1,560	1,359	201	74	62	12	79	68	11	95	76	19
General Freight Trucking	42,823	35,976	6,847	862	723	139	959	792	167	3,412	2,702	710
Inland Water Transportation	426	346	80	0	0	0	1	1	0	2	2	0
Interurban and Rural Bus Transportation	3,741	3,232	509	94	85	9	116	95	21	361	333	28
Non-scheduled Air Transportation	5,193	3,739	1,454	257	153	104	26	19	7	489	335	154
Other Pipeline Transportation	385	288	97	17	15	2	5	4	1	17	7	10
Other Support Activities for Transportation	521	411	110	18	14	4	13	12	1	20	16	4
Other Transit and Ground Passenger Transportation	1,735	1,450	285	54	45	9	38	34	4	142	99	43
Pipeline Transportation of Crude Oil	1,908	1,320	588	31	23	8	11	11	0	230	143	87
Pipeline Transportation of Natural Gas	3,657	2,539	1,118	103	75	28	100	73	27	477	277	200

**Table 1 (continued)**

**Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2009**

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
Rail Transportation	29,556	26,079	3,477	841	769	72	956	873	83	1,918	1,570	348
Scenic and Sightseeing Transportation, Land	88	77	11	1	1	0	2	2	0	7	5	2
Scenic and Sightseeing Transportation, Water	8	3	5	0	0	0	0	0	0	1	0	1
Scheduled Air Transportation	48,873	28,595	20,278	1,263	685	578	669	420	249	7,081	3,870	3,211
School and Employee Bus Transportation	11,879	5,333	6,546	150	51	99	186	95	91	805	438	367
Specialized Freight Trucking	9,726	8,091	1,635	241	198	43	245	200	45	547	452	95
Support Activities for Air Transportation	22,358	16,748	5,610	537	398	139	366	294	72	3,641	2,665	976
Support Activities for Rail Transportation	435	288	147	15	3	12	4	4	0	83	51	32
Support Activities for Water Transportation	9,533	8,363	1,170	345	312	33	276	258	18	1,297	1,133	164
Urban Transit Systems	931	720	211	26	20	6	28	25	3	41	32	9
<b>Transportation</b>	<b>202,949</b>	<b>151,116</b>	<b>51,833</b>	<b>5,075</b>	<b>3,734</b>	<b>1,341</b>	<b>4,146</b>	<b>3,339</b>	<b>807</b>	<b>21,040</b>	<b>14,468</b>	<b>6,572</b>
Activities Related to Real Estate	536	312	224	3	1	2	5	4	1	172	100	72
Aerospace Product and Parts Manufacturing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Animal Food Manufacturing	1,900	1,397	503	29	23	6	11	9	2	34	28	6
Architectural, Engineering and Related Services	5,120	3,772	1,348	188	146	42	139	111	28	806	600	206
Basic Chemical Manufacturing	828	602	226	10	5	5	16	12	4	88	67	21
Construction Management	803	499	304	30	15	15	28	13	15	74	45	29
Electric Power Generation, Transmission and Distribution	17,307	13,681	3,626	205	160	45	372	320	52	1,631	1,269	362
Engine, Turbine and Power Transmission Equipment Manufacturing	1,320	1,084	236	55	45	10	17	15	2	211	174	37
Farm Product Wholesaler-Distributors	780	455	325	13	3	10	8	3	5	39	16	23
Federal Protective Services	484	280	204	5	1	4	7	5	2	58	38	20
Foreign Affairs and International Assistance	330	113	217	5	1	4	11	8	3	62	21	41
Forging and Stamping	853	579	274	49	31	18	29	20	9	114	73	41
Grain and Oilseed Milling	1,083	826	257	16	9	7	66	51	15	39	26	13
Heritage Institutions	1,123	460	663	19	9	10	45	27	18	51	23	28
Insurance Carriers	104	50	54	2	1	1	2	0	2	12	9	3

**Table 1 (continued)**  
**Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2009**

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
Investigation and Security Services	31,711	23,630	8,081	336	231	105	200	155	45	6,940	5,497	1,443
Management, Scientific and Technical Consulting Services	67	47	20	0	0	0	2	2	0	2	1	1
Metal Ore Mining	4,599	3,728	871	817	678	139	143	123	20	155	133	22
Non-Depository Credit Intermediation	4,406	2,060	2,346	85	44	41	140	81	59	639	325	314
Oil and Gas Extraction	359	322	37	21	15	6	9	8	1	7	6	1
Oilseed and Grain Farming	307	249	58	1	1	0	12	11	1	4	2	2
Other Amusement and Recreation Industries	400	200	200	1	0	1	7	3	4	38	24	14
Other Electrical Equipment and Component Manufacturing	185	177	8	1	1	0	6	6	0	73	71	2
Other Federal Government Public Administration	2,981	1,192	1,789	82	38	44	132	51	81	392	162	230
Other Financial Investment Activities	1,724	858	866	21	8	13	58	15	43	217	94	123
Other Food Manufacturing	547	476	71	20	20	0	27	25	2	43	35	8
Other Professional, Scientific and Technical Services	106	56	50	3	2	1	2	2	0	18	7	11
Other Schools and Instruction	99	85	14	0	0	0	0	0	0	8	8	0
Other Wood Product Manufacturing	708	509	199	21	11	10	17	14	3	83	54	29
Pension Funds	795	505	290	5	1	4	13	5	8	180	108	72
Performing Arts Companies	482	235	247	8	6	2	14	10	4	57	34	23
Sawmills and Wood Preservation	503	480	23	1	1	0	0	0	0	131	126	5
Scientific Research and Development Services	159	128	31	2	2	0	4	4	0	14	12	2
Seafood Product Preparation and Packaging	313	187	126	85	56	29	1	1	0	61	35	26
Securities and Commodity Contracts Intermediation and Brokerage	105	47	58	0	0	0	2	1	1	18	9	9
Support Activities for Crop Production	1,662	1,225	437	66	51	15	61	46	15	67	39	28
Support Activities for Mining and Oil and Gas Extraction	179	167	12	0	0	0	0	0	0	0	0	0
Travel Arrangement and Reservation Services	3,359	1,202	2,157	32	8	24	410	181	229	546	208	338
Warehousing and Storage	7,514	5,595	1,919	126	101	25	142	104	38	360	245	115
Waste Collection	129	107	22	0	0	0	0	0	0	0	0	0
Waste Treatment and Disposal	264	199	65	0	0	0	0	0	0	0	0	0
<b>Other</b>	<b>96,234</b>	<b>67,776</b>	<b>28,458</b>	<b>2,363</b>	<b>1,725</b>	<b>638</b>	<b>2,158</b>	<b>1,446</b>	<b>712</b>	<b>13,444</b>	<b>9,724</b>	<b>3,720</b>
<b>All Sectors</b>	<b>743,460</b>	<b>429,030</b>	<b>314,430</b>	<b>14,013</b>	<b>8,196</b>	<b>5,817</b>	<b>19,758</b>	<b>10,762</b>	<b>8,996</b>	<b>127,302</b>	<b>70,102</b>	<b>57,200</b>

**Table 2**  
**Representation of Designated Groups by Sector and Subsector (2008 and 2009)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)
Depository Credit Intermediation	67.1	66.7	1.3	1.3	3.5	3.6	25.5	26.5
Monetary Authorities - Central Bank	52.3	51.7	1.1	1.1	2.2	1.8	14.5	14.9
<b>Banking</b>	<b>67.0</b>	<b>66.6</b>	<b>1.3</b>	<b>1.3</b>	<b>3.5</b>	<b>3.6</b>	<b>25.5</b>	<b>26.4</b>
Couriers	26.1	25.2	2.2	2.2	2.6	2.5	21.8	21.8
Data Processing, Hosting and Related Services	N/A	17.9	N/A	0.0	N/A	0.0	N/A	0.0
Information Services	35.7	34.9	0.7	1.2	2.2	1.5	11.2	9.5
Local Messengers and Local Delivery	29.2	26.9	1.9	1.8	1.3	1.3	28.9	28.6
Pay TV, Specialty TV and Program Distribution	38.8	38.5	1.5	1.3	1.5	1.4	7.9	9.0
Postal Service	46.4	47.0	1.7	1.8	3.9	4.2	10.5	11.1
Radio and Television Broadcasting	44.2	44.4	1.3	1.3	2.0	2.0	8.2	8.4
Telecommunications	39.8	39.3	1.4	1.4	2.0	1.9	17.5	18.1
<b>Communications</b>	<b>40.2</b>	<b>39.9</b>	<b>1.6</b>	<b>1.6</b>	<b>2.5</b>	<b>2.5</b>	<b>15.3</b>	<b>15.8</b>
Charter Bus Industry	25.1	26.9	1.4	1.0	1.2	0.9	9.9	7.8
Deep Sea, Coastal and Great Lakes Water Transportation	16.9	17.5	2.5	2.1	0.9	0.9	4.2	4.3
Freight Transportation Arrangement	14.7	12.9	4.8	4.7	5.2	5.1	6.5	6.1
General Freight Trucking	16.8	16.0	2.2	2.0	2.2	2.2	8.1	8.0
Inland Water Transportation	24.3	18.8	0.0	0.0	0.0	0.2	0.7	0.5
Interurban and Rural Bus Transportation	18.4	13.6	4.0	2.5	4.4	3.1	4.6	9.6
Non-scheduled Air Transportation	32.6	28.0	4.4	4.9	0.5	0.5	7.0	9.4
Other Pipeline Transportation	25.3	25.2	4.3	4.4	1.8	1.3	2.8	4.4
Other Support Activities for Transportation	22.4	21.1	3.4	3.5	3.2	2.5	5.2	3.8
Other Transit and Ground Passenger Transportation	18.7	16.4	3.5	3.1	2.5	2.2	10.3	8.2
Pipeline Transportation of Crude Oil	31.1	30.8	1.6	1.6	0.6	0.6	11.9	12.1
Pipeline Transportation of Natural Gas	30.0	30.6	2.8	2.8	2.6	2.7	12.6	13.0
Rail Transportation	12.4	11.8	3.0	2.8	3.3	3.2	6.4	6.5



**Table 2 (continued)**  
**Representation of Designated Groups by Sector and Subsector (2008 and 2009)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)
Scenic and Sightseeing Transportation, Land	10.8	12.5	1.4	1.1	2.7	2.3	5.4	8.0
Scenic and Sightseeing Transportation, Water	66.7	62.5	0.0	0.0	0.0	0.0	16.7	12.5
Scheduled Air Transportation	42.0	41.5	2.5	2.6	1.4	1.4	13.9	14.5
School and Employee Bus Transportation	56.8	55.1	1.5	1.3	2.0	1.6	6.7	6.8
Specialized Freight Trucking	17.6	16.8	2.7	2.5	2.6	2.5	6.4	5.6
Support Activities for Air Transportation	26.1	25.1	2.1	2.4	1.3	1.6	16.2	16.3
Support Activities for Rail Transportation	35.7	33.8	3.0	3.4	1.5	0.9	18.1	19.1
Support Activities for Water Transportation	13.0	12.3	2.9	3.6	3.0	2.9	14.9	13.6
Urban Transit Systems	21.5	22.7	2.3	2.8	2.4	3.0	4.5	4.4
<b>Transportation</b>	<b>25.7</b>	<b>25.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.1</b>	<b>2.0</b>	<b>10.2</b>	<b>10.4</b>
Activities Related to Real Estate	43.0	41.8	0.5	0.6	0.9	0.9	32.8	32.1
Aerospace Product and Parts Manufacturing	18.9	N/A	0.4	N/A	0.4	N/A	N/A	N/A
Animal Food Manufacturing	27.2	26.5	1.2	1.5	0.9	0.6	1.9	1.8
Architectural, Engineering and Related Services	25.5	26.3	3.2	3.7	2.8	2.7	16.5	15.7
Basic Chemical Manufacturing	28.0	27.3	1.2	1.2	1.9	1.9	10.8	10.6
Construction Management	37.9	37.9	3.6	3.7	4.0	3.5	7.8	9.2
Electric Power Generation, Transmission and Distribution	20.8	21.0	1.1	1.2	2.1	2.1	9.2	9.4
Engine, Turbine and Power Transmission Equipment Manufacturing	18.4	17.9	4.3	4.2	1.2	1.3	14.2	16.0
Farm Product Wholesaler-Distributors	49.1	41.7	2.4	1.7	1.9	1.0	6.8	5.0
Federal Protective Services	41.8	42.1	0.9	1.0	2.5	1.4	12.9	12.0
Foreign Affairs and International Assistance	67.2	65.8	0.7	1.5	1.5	3.3	12.4	18.8
Forging and Stamping	32.8	32.1	6.0	5.7	3.3	3.4	12.8	13.4
Grain and Oilseed Milling	24.0	23.7	2.5	1.5	5.6	6.1	3.9	3.6
Heritage Institutions	60.9	59.0	1.9	1.7	3.7	4.0	5.0	4.5
Insurance Carriers	52.2	51.9	1.1	1.9	1.1	1.9	11.1	11.5

**Table 2 (continued)**

**Representation of Designated Groups by Sector and Subsector (2008 and 2009)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)	2008 (%)	2009 (%)
Investigation and Security Services	25.7	25.5	1.0	1.1	0.7	0.6	22.2	21.9
Management, Scientific and Technical Consulting Services	23.6	29.9	0.0	0.0	0.0	3.0	2.8	3.0
Metal Ore Mining	18.6	18.9	18.7	17.8	3.2	3.1	3.0	3.4
Non-Depository Credit Intermediation	53.8	53.2	1.9	1.9	2.6	3.2	13.1	14.5
Oil and Gas Extraction	14.6	10.3	10.7	5.8	3.4	2.5	4.3	1.9
Oilseed and Grain Farming	18.4	18.9	0.4	0.3	4.0	3.9	1.1	1.3
Other Amusement and Recreation Industries	51.8	50.0	0.0	0.3	1.3	1.8	7.6	9.5
Other Electrical Equipment and Component Manufacturing	4.7	4.3	0.6	0.5	4.1	3.2	39.0	39.5
Other Federal Government Public Administration	59.3	60.0	2.5	2.8	4.0	4.4	11.2	13.1
Other Financial Investment Activities	52.5	50.2	1.2	1.2	3.6	3.4	12.9	12.6
Other Food Manufacturing	11.7	13.0	4.3	3.7	5.6	4.9	7.0	7.9
Other Professional, Scientific and Technical Services	N/A	47.2	N/A	2.8	N/A	1.9	N/A	17.0
Other Schools and Instruction	N/A	14.1	N/A	0.0	N/A	0.0	N/A	8.1
Other Wood Product Manufacturing	N/A	28.1	N/A	3.0	N/A	2.4	N/A	11.7
Pension Funds	37.9	36.5	0.6	0.6	2.1	1.6	20.0	22.6
Performing Arts Companies	48.9	51.2	1.6	1.7	3.4	2.9	10.3	11.8
Sawmills and Wood Preservation	N/A	4.6	N/A	0.2	N/A	0.0	N/A	26.0
Scientific Research and Development Services	20.8	19.5	1.4	1.3	2.8	2.5	6.9	8.8
Seafood Product Preparation and Packaging	41.1	40.3	29.8	27.2	0.0	0.3	13.3	19.5
Securities and Commodity Contracts Intermediation and Brokerage	55.9	55.2	0.0	0.0	0.9	1.9	19.8	17.1
Support Activities for Crop Production	27.2	26.3	2.2	4.0	2.6	3.7	2.6	4.0
Support Activities for Mining and Oil and Gas Extraction	N/A	6.7	N/A	0.0	N/A	0.0	N/A	0.0
Travel Arrangement and Reservation Services	64.4	64.2	1.1	1.0	11.9	12.2	15.5	16.3
Warehousing and Storage	26.0	25.5	2.1	1.7	2.2	1.9	5.1	4.8
Waste Collection	N/A	17.1	N/A	0.0	N/A	0.0	N/A	0.0
Waste Treatment and Disposal	N/A	24.6	N/A	0.0	N/A	0.0	N/A	0.0
<b>Other</b>	<b>30.2</b>	<b>29.6</b>	<b>2.5</b>	<b>2.5</b>	<b>2.4</b>	<b>2.2</b>	<b>13.4</b>	<b>14.0</b>
<b>All Sectors</b>	<b>42.6</b>	<b>42.3</b>	<b>1.9</b>	<b>1.9</b>	<b>2.7</b>	<b>2.7</b>	<b>16.6</b>	<b>17.1</b>

Table 3

**Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Census Metropolitan Area, Province and Territory as of December 31, 2009**

Census Metropolitan Area and Province/Territory	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Halifax	10,254	5,691	4,563	152	77	75	459	235	224	584	287	297
Montreal	94,079	53,317	40,762	527	275	252	1,530	777	753	11,536	6,752	4,784
Toronto	192,024	104,286	87,738	1,865	910	955	5,137	2,705	2,432	63,684	32,900	30,784
Winnipeg	18,914	12,669	6,245	1,081	694	387	649	431	218	2,147	1,394	753
Regina	3,642	1,775	1,867	113	62	51	140	69	71	191	103	88
Calgary	36,093	19,615	16,478	682	338	344	1,075	562	513	6,428	3,453	2,975
Edmonton	21,212	12,344	8,868	534	282	252	577	332	245	3,411	1,983	1,428
Vancouver	52,262	30,524	21,738	1,076	655	421	1,502	880	622	17,543	9,596	7,947
<b>Census Metropolitan Areas</b>	<b>428,480</b>	<b>240,221</b>	<b>188,259</b>	<b>6,030</b>	<b>3,293</b>	<b>2,737</b>	<b>11,069</b>	<b>5,991</b>	<b>5,078</b>	<b>105,524</b>	<b>56,468</b>	<b>49,056</b>
Newfoundland and Labrador	8,012	4,265	3,747	349	195	154	158	78	80	98	54	44
Prince Edward Island	1,500	1,021	479	7	5	2	30	14	16	12	7	5
Nova Scotia	15,910	8,508	7,402	248	139	109	695	379	316	703	354	349
New Brunswick	13,426	6,392	7,034	152	78	74	458	226	232	290	154	136
Quebec	137,298	80,251	57,047	1,035	560	475	2,106	1,104	1,002	13,030	7,755	5,275
Ontario	334,796	186,426	148,370	4,464	2,452	2,012	9,739	5,091	4,648	76,192	40,594	35,598
Manitoba	29,294	19,216	10,078	1,786	1,133	653	942	610	332	2,658	1,710	948
Saskatchewan	16,639	10,173	6,466	1,214	896	318	522	287	235	664	422	242
Alberta	76,488	44,001	32,487	1,824	983	841	2,147	1,203	944	11,089	6,282	4,807
British Columbia	76,779	43,899	32,880	1,583	840	743	2,215	1,199	1,016	19,265	10,334	8,931
Yukon	451	227	224	35	16	19	18	7	11	32	19	13
Northwest Territories	1,152	848	304	172	103	69	23	16	7	81	58	23
Nunavut	201	152	49	86	55	31	7	6	1	15	12	3
<b>Canada*</b>	<b>743,460</b>	<b>429,030</b>	<b>314,430</b>	<b>14,013</b>	<b>8,196</b>	<b>5,817</b>	<b>19,758</b>	<b>10,762</b>	<b>8,996</b>	<b>127,302</b>	<b>70,102</b>	<b>57,200</b>

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

Table 4

Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Census Metropolitan Area, Province and Territory (1987, 2001, 2008, and 2009)

Census Metropolitan Area and Province/Territory	Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	1987 (%)	2001 (%)	2008 (%)	2009 (%)	1987 (%)	2001 (%)	2008 (%)	2009 (%)	1987 (%)	2001 (%)	2008 (%)	2009 (%)	1987 (%)	2001 (%)	2008 (%)	2009 (%)
Halifax	41.2	46.2	42.4	44.5	0.5	1.0	1.2	1.5	1.6	3.4	4.1	4.5	1.9	4.1	5.2	5.7
Montreal	39.0	45.6	42.7	43.3	0.3	0.5	0.5	0.6	1.1	1.3	1.6	1.6	3.0	5.5	10.9	12.3
Toronto	47.1	46.9	45.0	45.7	0.6	0.9	1.0	1.0	1.5	1.9	2.7	2.7	12.0	23.6	31.3	33.2
Winnipeg	32.7	38.2	35.6	33.0	0.8	4.1	5.7	5.7	1.8	3.4	3.3	3.4	2.9	6.6	10.2	11.4
Regina	42.9	52.4	49.7	51.3	0.4	2.0	3.3	3.1	2.4	4.4	4.0	3.8	1.6	4.0	5.1	5.2
Calgary	47.6	46.8	45.6	45.7	0.5	1.8	1.9	1.9	1.9	3.2	3.0	3.0	5.6	9.9	16.4	17.8
Edmonton	44.5	41.7	41.6	41.8	0.7	2.3	2.6	2.5	2.0	2.9	2.7	2.7	4.4	9.2	14.5	16.1
Vancouver	40.4	43.4	40.4	41.6	0.5	1.5	1.9	2.1	1.5	2.6	2.8	2.9	7.9	22.4	31.2	33.6
Newfoundland and Labrador	38.4	47.8	48.6	46.8	0.6	3.1	4.2	4.4	1.0	2.3	2.2	2.0	0.7	0.7	1.0	1.2
Prince Edward Island	38.0	48.9	33.7	31.9	0.2	0.4	0.6	0.5	1.2	2.2	1.9	2.0	1.0	0.8	0.9	0.8
Nova Scotia	34.4	48.8	46.4	46.5	0.4	0.8	1.3	1.6	3.5	3.5	4.1	4.4	1.3	3.3	4.0	4.4
New Brunswick	32.2	51.8	52.2	52.4	0.4	0.9	1.2	1.1	1.8	2.5	3.3	3.4	1.1	1.6	2.2	2.2
Quebec	39.8	44.9	41.6	41.5	0.4	0.7	0.7	0.8	1.1	1.3	1.5	1.5	2.6	4.7	8.7	9.5
Ontario	44.2	46.2	44.6	44.3	0.7	1.1	1.3	1.3	1.6	2.2	2.9	2.9	7.3	16.3	22.2	22.8
Manitoba	30.5	37.5	34.7	34.4	1.0	4.5	6.2	6.1	1.7	3.4	3.1	3.2	2.6	5.6	8.8	9.1
Saskatchewan	35.1	42.3	38.9	38.9	1.4	5.3	7.6	7.3	1.8	3.3	3.4	3.1	1.2	3.2	3.9	4.0
Alberta	45.3	44.9	42.8	42.5	0.7	2.1	2.4	2.4	1.9	3.1	2.9	2.8	4.0	8.4	13.5	14.5
British Columbia	41.5	44.3	41.5	42.8	0.7	1.7	2.2	2.1	1.7	2.7	2.9	2.9	6.2	17.5	24.7	25.1
Yukon	31.4	57.6	50.3	49.7	3.8	5.7	7.6	7.8	0.8	2.6	4.1	4.0	1.4	4.3	6.5	7.1
Northwest Territories	21.9	31.8	26.6	26.4	9.6	16.1	16.3	14.9	1.4	1.0	2.2	2.0	2.5	3.0	6.7	7.0
Nunavut	N/A	N/A	18.6	24.4	N/A	N/A	32.6	42.8	N/A	N/A	1.9	3.5	N/A	N/A	5.8	7.5
Canada	40.9	44.9	42.6	42.3	0.7	1.6	1.9	1.9	1.6	2.3	2.7	2.7	5.0	11.7	16.6	17.1

Table 5

# Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2008 and 2009)

Occupational Group	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	2009 #	2009 #	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2008 %
Senior Managers	5,583	1,246	22.3	22.0	0.8	0.7	46	2.2	2.2	125	2.2	2.2	343	6.1	5.8
Middle and Other Managers	71,810	30,043	41.8	42.1	1.1	1.1	813	1.1	2.6	1,847	2.6	2.6	10,039	14.0	13.7
Professionals	110,081	50,333	45.7	46.0	1.0	1.0	1,139	1.0	2.3	2,511	2.3	2.3	27,049	24.6	23.8
Semi-Professionals and Technicians	47,883	8,694	18.2	18.3	2.0	1.8	945	2.0	2.0	964	2.0	1.9	4,980	10.4	9.9
Supervisors	21,892	13,134	60.0	59.9	1.8	1.8	400	1.8	2.9	625	2.9	2.9	3,570	16.3	16.2
Supervisors: Crafts and Trades	10,787	766	7.1	7.1	2.6	2.7	284	2.6	2.4	259	2.4	2.6	794	7.4	7.0
Administrative and Senior Clerical Personnel	32,554	24,561	75.4	75.0	1.6	1.5	521	1.6	3.1	1,013	3.1	2.9	7,401	22.7	22.1
Skilled Sales and Service Personnel	7,472	2,219	29.7	26.5	1.9	2.2	145	1.9	1.5	109	1.5	1.6	709	9.5	8.7
Skilled Crafts and Trades Workers	59,477	2,179	3.7	3.7	3.1	3.0	1,829	3.1	2.6	1,546	2.6	2.7	5,202	8.7	8.2
Clerical Personnel	203,925	136,554	67.0	66.0	1.8	1.8	3,717	1.8	3.8	7,663	3.8	3.6	41,803	20.5	19.5
Intermediate Sales and Service Personnel	34,417	22,683	65.9	66.4	2.4	2.3	832	2.4	1.8	611	1.8	1.8	5,281	15.3	14.9
Semi-Skilled Manual Workers	96,281	12,311	12.8	12.4	2.6	2.9	2,549	2.6	2.1	2,000	2.1	2.2	12,106	12.6	12.6
Other Sales and Service Personnel	34,505	8,973	26.0	26.7	1.5	1.5	502	1.5	0.8	291	0.8	0.9	7,226	20.9	21.2
Other Manual Workers	6,793	734	10.8	9.8	4.3	5.0	291	4.3	2.9	194	2.9	2.7	799	11.8	11.1
<b>Total Number of Employees</b>	<b>743,460</b>	<b>314,430</b>	<b>42.3</b>	<b>42.6</b>	<b>1.9</b>	<b>1.9</b>	<b>14,013</b>	<b>1.9</b>	<b>2.7</b>	<b>19,758</b>	<b>2.7</b>	<b>2.7</b>	<b>127,302</b>	<b>17.1</b>	<b>16.6</b>

Table 6

Hires of Permanent Employees into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)

Occupational Group	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	2009 #	2009 %	2009 #	2009 %	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %
Senior Managers	399	21.3	85	21.3	22.2	0.8	1	0.3	0.8	4	1.0	0.0	31	7.8	6.8
Middle and Other Managers	5,030	34.0	1,708	34.0	33.6	0.7	45	0.9	0.7	70	1.4	1.1	663	13.2	16.5
Professionals	9,521	35.7	3,402	35.7	37.5	0.9	90	0.9	0.9	95	1.0	1.0	2,087	21.9	23.0
Semi-Professionals and Technicians	3,991	21.0	839	21.0	20.8	1.8	77	1.9	1.8	47	1.2	0.9	462	11.6	10.4
Supervisors	954	45.4	433	45.4	42.3	1.6	22	2.3	1.6	14	1.5	1.9	128	13.4	13.1
Supervisors: Crafts and Trades	503	9.5	48	9.5	10.4	1.7	8	1.6	1.7	2	0.4	1.3	35	7.0	9.9
Administrative and Senior Clerical Personnel	3,099	60.6	1,878	60.6	58.6	1.6	46	1.5	1.6	80	2.6	1.9	576	18.6	18.5
Skilled Sales and Service Personnel	3,244	36.1	1,171	36.1	26.2	1.8	27	0.8	1.8	36	1.1	0.6	284	8.8	7.7
Skilled Crafts and Trades Workers	4,371	3.0	132	3.0	4.0	3.5	114	2.6	3.5	27	0.6	0.9	423	9.7	10.0
Clerical Personnel	27,711	60.4	16,731	60.4	61.2	1.7	483	1.7	1.7	593	2.1	1.8	5,672	20.5	19.4
Intermediate Sales and Service Personnel	6,152	60.4	3,717	60.4	64.1	3.6	206	3.3	3.6	71	1.2	1.5	1,041	16.9	15.2
Semi-Skilled Manual Workers	22,110	10.8	2,389	10.8	10.3	3.3	589	2.7	3.3	256	1.2	1.2	3,338	15.1	17.9
Other Sales and Service Personnel	8,394	23.3	1,953	23.3	27.2	2.0	172	2.0	2.0	50	0.6	0.9	1,510	18.0	20.0
Other Manual Workers	2,145	11.7	251	11.7	8.3	6.9	80	3.7	6.9	18	0.8	1.2	148	6.9	11.7
<b>Total Number of Employees</b>	<b>97,624</b>	<b>34,737</b>	<b>35.6</b>	<b>36.4</b>	<b>2.0</b>	<b>2.3</b>	<b>1,960</b>	<b>1.4</b>	<b>1.4</b>	<b>1,363</b>	<b>1.4</b>	<b>1.4</b>	<b>16,398</b>	<b>16.8</b>	<b>17.7</b>

Table 7

Promotions of Permanent Employees within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)

Occupational Group	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	2009 #	2009 %	2008 %	2009 #	2009 %	2008 %	2009 #	2009 %	2008 %	2009 #	2009 %	2008 %	2009 #	2009 %	2008 %
Senior Managers	345	26.7	24.1	92	26.7	24.1	4	1.2	0.6	7	2.0	0.6	30	8.7	6.7
Middle and Other Managers	6,185	43.8	44.4	2,706	43.8	44.4	79	1.3	1.6	141	2.3	2.1	1,064	17.2	18.9
Professionals	9,081	47.5	49.3	4,316	47.5	49.3	90	1.0	1.1	199	2.2	2.1	2,764	30.4	28.8
Semi-Professionals and Technicians	1,987	19.1	19.6	380	19.1	19.6	39	2.0	2.1	34	1.7	1.6	316	15.9	13.3
Supervisors	2,098	62.3	61.6	1,308	62.3	61.6	38	1.8	1.8	45	2.1	2.2	408	19.4	20.5
Supervisors: Crafts and Trades	633	8.8	8.8	56	8.8	8.8	15	2.4	3.3	9	1.4	2.3	46	7.3	9.5
Administrative and Senior Clerical Personnel	3,677	72.8	71.6	2,677	72.8	71.6	71	1.9	1.4	92	2.5	1.8	1,010	27.5	26.9
Skilled Sales and Service Personnel	330	36.7	30.1	121	36.7	30.1	7	2.1	2.5	5	1.5	2.0	43	13.0	11.3
Skilled Crafts and Trades Workers	793	4.7	5.3	37	4.7	5.3	33	4.2	3.4	10	1.3	1.3	81	10.2	9.5
Clerical Personnel	10,506	60.5	61.3	6,354	60.5	61.3	192	1.8	2.1	294	2.8	2.6	2,444	23.3	23.8
Intermediate Sales and Service Personnel	607	59.1	61.5	359	59.1	61.5	16	2.6	1.6	15	2.5	1.2	74	12.2	19.1
Semi-Skilled Manual Workers	1,650	10.7	12.2	177	10.7	12.2	49	3.0	2.6	25	1.5	1.3	224	13.6	16.8
Other Sales and Service Personnel	240	34.2	37.5	82	34.2	37.5	8	3.3	2.8	3	1.3	1.9	39	16.3	14.6
Other Manual Workers	123	8.1	15.5	10	8.1	15.5	5	4.1	3.9	4	3.3	4.9	13	10.6	10.7
<b>Total Number of Employees</b>	<b>38,255</b>	<b>48.8</b>	<b>50.1</b>	<b>18,675</b>	<b>48.8</b>	<b>50.1</b>	<b>646</b>	<b>1.7</b>	<b>1.7</b>	<b>883</b>	<b>2.3</b>	<b>2.1</b>	<b>8,556</b>	<b>22.4</b>	<b>22.4</b>

Table 8

**Terminations of Permanent Employees from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2008 and 2009)**

Occupational Group	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	2009 #	2009 #	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %	2009 #	2009 %	2009 %
Senior Managers	611	130	21.3	21.2	0.7	0.8	4	0.7	0.8	12	2.0	3.1	39	6.4	3.8
Middle and Other Managers	7,136	2,612	36.6	38.5	1.3	1.0	93	1.3	1.0	163	2.3	2.5	874	12.2	12.7
Professionals	10,021	4,183	41.7	41.9	1.1	1.0	109	1.1	1.0	225	2.2	1.8	2,196	21.9	21.1
Semi-Professionals and Technicians	5,068	1,049	20.7	23.4	2.0	1.5	101	2.0	1.5	109	2.2	1.6	586	11.6	9.0
Supervisors	1,886	955	50.6	50.3	2.3	2.1	44	2.3	2.1	53	2.8	2.5	307	16.3	14.1
Supervisors: Crafts and Trades	1,122	82	7.3	9.7	3.2	2.5	36	3.2	2.5	35	3.1	2.8	61	5.4	7.0
Administrative and Senior Clerical Personnel	4,243	2,759	65.0	67.0	1.7	1.6	74	1.7	1.6	141	3.3	2.5	953	22.5	20.7
Skilled Sales and Service Personnel	1,636	569	34.8	26.1	0.9	1.8	15	0.9	1.8	16	1.0	1.7	115	7.0	8.0
Skilled Crafts and Trades Workers	6,088	202	3.3	3.0	2.7	2.3	167	2.7	2.3	159	2.6	2.1	490	8.0	10.2
Clerical Personnel	30,882	19,547	63.3	62.0	1.9	1.9	589	1.9	1.9	1,066	3.5	3.0	6,079	19.7	18.7
Intermediate Sales and Service Personnel	5,850	3,603	61.6	61.9	3.4	2.9	198	3.4	2.9	99	1.7	1.3	897	15.3	11.7
Semi-Skilled Manual Workers	23,136	2,395	10.4	10.7	3.4	3.0	779	3.4	3.0	362	1.6	1.6	3,234	14.0	15.2
Other Sales and Service Personnel	5,513	1,364	24.7	27.8	1.7	1.6	95	1.7	1.6	33	0.6	0.6	868	15.7	19.3
Other Manual Workers	2,358	268	11.4	8.8	4.8	5.7	114	4.8	5.7	30	1.3	1.9	154	6.5	9.0
<b>Total Number of Employees</b>	<b>105,550</b>	<b>39,718</b>	<b>37.6</b>	<b>37.3</b>	<b>2.3</b>	<b>2.1</b>	<b>2,418</b>	<b>2.3</b>	<b>2.1</b>	<b>2,503</b>	<b>2.4</b>	<b>2.1</b>	<b>16,853</b>	<b>16.0</b>	<b>16.0</b>



Table 9

Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2008 and 2009)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #
<b>All Sectors</b>										
Employees	744,011	743,460	316,937	314,430	13,958	14,013	19,786	19,758	123,262	127,302
Hirings	133,367	97,624	48,584	34,737	3,082	1,960	1,804	1,363	23,626	16,398
Promotions	50,656	38,255	25,357	18,675	883	646	1,080	883	11,367	8,556
Terminations	129,705	105,550	48,356	39,718	2,738	2,418	2,756	2,503	20,721	16,853
Net Effect	3,662	-7,926	228	-4,981	344	-458	-952	-1,140	2,905	-455
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	42.6	42.3	1.9	1.9	2.7	2.7	16.6	17.1
Share of Hirings	100.0	100.0	36.4	35.6	2.3	2.0	1.4	1.4	17.7	16.8
Share of Promotions	100.0	100.0	50.1	48.8	1.7	1.7	2.1	2.3	22.4	22.4
Share of Terminations	100.0	100.0	37.3	37.6	2.1	2.3	2.1	2.4	16.0	16.0
<b>Banking</b>										
Employees	212,020	212,779	142,103	141,675	2,726	2,863	7,458	7,583	54,002	56,155
Hirings	31,661	22,019	18,446	12,522	335	330	564	513	6,554	4,552
Promotions	26,200	20,133	16,518	12,350	370	264	671	573	7,850	5,936
Terminations	28,763	23,039	17,761	14,222	433	363	976	840	6,935	5,513
Net Effect	2,898	-1,020	685	-1,700	-98	-33	-412	-327	-381	-961
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	67.0	66.6	1.3	1.3	3.5	3.6	25.5	26.4
Share of Hirings	100.0	100.0	58.3	56.9	1.1	1.5	1.8	2.3	20.7	20.7
Share of Promotions	100.0	100.0	63.0	61.3	1.4	1.3	2.6	2.8	30.0	29.5
Share of Terminations	100.0	100.0	61.7	61.7	1.5	1.6	3.4	3.6	24.1	23.9

Table 9 (continued)

Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2008 and 2009)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #
<b>Communications</b>										
Employees	234,427	231,498	94,169	92,464	3,699	3,712	5,844	5,871	35,983	36,663
Hirings	40,003	29,754	13,965	10,571	721	413	465	339	8,868	5,674
Promotions	12,786	9,551	4,865	3,570	211	162	218	172	2,157	1,614
Terminations	43,788	34,608	16,223	13,362	752	535	771	763	7,549	5,874
Net Effect	-3,785	-4,854	-2,258	-2,791	-31	-122	-306	-424	1,319	-200
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	40.2	39.9	1.6	1.6	2.5	2.5	15.3	15.8
Share of Hirings	100.0	100.0	34.9	35.5	1.8	1.4	1.2	1.1	22.2	19.1
Share of Promotions	100.0	100.0	38.0	37.4	1.7	1.7	1.7	1.8	16.9	16.9
Share of Terminations	100.0	100.0	37.0	38.6	1.7	1.5	1.8	2.2	17.2	17.0
<b>Transportation</b>										
Employees	206,235	202,949	53,060	51,833	5,206	5,075	4,324	4,146	20,998	21,040
Hirings	45,292	30,588	11,240	7,599	1,585	918	461	324	5,775	3,881
Promotions	6,817	4,780	2,167	1,438	183	114	85	56	778	502
Terminations	42,604	35,854	10,034	8,647	1,265	1,169	700	610	4,192	3,971
Net Effect	2,688	-5,266	1,206	-1,048	320	-251	-239	-286	1,583	-90
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.7	25.5	2.5	2.5	2.1	2.0	10.2	10.4
Share of Hirings	100.0	100.0	24.8	24.8	3.5	3.0	1.0	1.1	12.8	12.7
Share of Promotions	100.0	100.0	31.8	30.1	2.7	2.4	1.2	1.2	11.4	10.5
Share of Terminations	100.0	100.0	23.6	24.1	3.0	3.3	1.6	1.7	9.8	11.1

**Table 9 (continued)**  
**Hires, Promotions, Terminations and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2008 and 2009)**

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #	2008 #	2009 #
Other										
Employees	91,329	96,234	27,605	28,458	2,327	2,363	2,160	2,158	12,279	13,444
Hirings	16,411	15,263	4,933	4,045	441	299	314	187	2,429	2,291
Promotions	4,853	3,791	1,807	1,317	119	106	106	82	582	504
Terminations	14,550	12,049	4,338	3,487	288	351	309	290	2,045	1,495
Net Effect	1,861	3,214	595	558	153	-52	5	-103	384	796
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	30.2	29.6	2.5	2.5	2.4	2.2	13.4	14.0
Share of Hirings	100.0	100.0	30.1	26.5	2.7	2.0	1.9	1.2	14.8	15.0
Share of Promotions	100.0	100.0	37.2	34.7	2.5	2.8	2.2	2.2	12.0	13.3
Share of Terminations	100.0	100.0	29.8	28.9	2.0	2.9	2.1	2.4	14.1	12.4

Table 10

Federally Regulated Private Sector and Crown Corporation Employees in Permanent Full-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2009

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	3,905	2,991	914	23.4	82	2.1	66	16	34	0.9	25	9	901	23.1	780	121
\$15,000 - \$19,999	3,133	2,433	700	22.3	45	1.4	33	12	29	0.9	22	7	749	23.9	618	131
\$20,000 - \$24,999	9,961	6,304	3,657	36.7	246	2.5	147	99	150	1.5	80	70	2,193	22.0	1,548	645
\$25,000 - \$29,999	28,407	14,234	14,173	49.9	614	2.2	261	353	656	2.3	251	405	5,757	20.3	3,018	2,739
\$30,000 - \$34,999	44,346	19,450	24,896	56.1	1,025	2.3	442	583	1,345	3.0	546	799	10,070	22.7	4,414	5,656
\$35,000 - \$37,499	26,327	11,958	14,369	54.6	528	2.0	226	302	800	3.0	326	474	5,698	21.6	2,479	3,219
\$37,500 - \$39,999	25,588	12,120	13,468	52.6	532	2.1	256	276	765	3.0	325	440	5,278	20.6	2,392	2,886
\$40,000 - \$44,999	51,057	26,435	24,622	48.2	1,058	2.1	548	510	1,464	2.9	719	745	10,315	20.2	4,813	5,502
\$45,000 - \$49,999	53,599	29,514	24,085	44.9	987	1.8	584	403	1,459	2.7	798	661	9,047	16.9	4,445	4,602
\$50,000 - \$59,999	127,452	76,768	50,684	39.8	2,397	1.9	1,505	892	4,298	3.4	2,528	1,770	19,038	14.9	10,668	8,370
\$60,000 - \$69,999	69,204	46,575	22,629	32.7	1,290	1.9	937	353	1,834	2.7	1,256	578	10,200	14.7	6,076	4,124
\$70,000 - \$84,999	69,808	48,538	21,270	30.5	1,210	1.7	920	290	1,653	2.4	1,117	536	11,051	15.8	7,164	3,887
\$85,000 - \$99,999	41,674	29,842	11,832	28.4	725	1.7	584	141	1,008	2.4	732	276	6,568	15.8	4,379	2,189
\$100,000 and over	67,339	51,457	15,882	23.6	876	1.3	727	149	1,473	2.2	1,090	383	8,456	12.6	6,033	2,423
<b>Total</b>	<b>621,800</b>	<b>378,619</b>	<b>243,181</b>	<b>39.1</b>	<b>11,615</b>	<b>1.9</b>	<b>7,236</b>	<b>4,379</b>	<b>16,968</b>	<b>2.7</b>	<b>9,815</b>	<b>7,153</b>	<b>105,321</b>	<b>16.9</b>	<b>58,827</b>	<b>46,494</b>

Table 11

**Federally Regulated Private Sector and Crown Corporation Employees in Permanent Part-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2009**

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	3,461	1,566	1,895	54.8	61	1.8	22	39	56	1.6	29	27	274	7.9	138	136
\$5,000 - \$7,499	3,388	1,473	1,915	56.5	69	2.0	35	34	39	1.2	19	20	360	10.6	162	198
\$7,500 - \$9,999	4,981	2,325	2,656	53.3	78	1.6	35	43	91	1.8	41	50	587	11.8	340	247
\$10,000 - \$12,499	10,887	5,646	5,241	48.1	241	2.2	116	125	188	1.7	74	114	2,161	19.8	1,480	681
\$12,500 - \$14,999	9,313	4,190	5,123	55.0	217	2.3	92	125	186	2.0	70	116	2,020	21.7	1,156	864
\$15,000 - \$17,499	8,623	3,243	5,380	62.4	183	2.1	67	116	201	2.3	68	133	1,736	20.1	831	905
\$17,500 - \$19,999	11,444	4,617	6,827	59.7	212	1.9	80	132	296	2.6	90	206	2,597	22.7	1,413	1,184
\$20,000 - \$22,499	10,611	3,708	6,903	65.1	213	2.0	75	138	286	2.7	74	212	2,106	19.8	968	1,138
\$22,500 - \$24,999	9,764	3,277	6,487	66.4	184	1.9	55	129	254	2.6	70	184	2,020	20.7	928	1,092
\$25,000 - \$29,999	18,672	6,885	11,787	63.1	368	2.0	114	254	456	2.4	139	317	3,555	19.0	1,633	1,922
\$30,000 - \$34,999	10,022	3,684	6,338	63.2	216	2.2	89	127	303	3.0	99	204	1,787	17.8	860	927
\$35,000 - \$39,999	5,749	2,244	3,505	61.0	113	2.0	39	74	139	2.4	44	95	744	12.9	383	361
\$40,000 - \$49,999	4,536	1,986	2,550	56.2	91	2.0	43	48	118	2.6	41	77	603	13.3	332	271
\$50,000 and over	2,909	1,072	1,837	63.1	36	1.2	19	17	73	2.5	26	47	304	10.5	144	160
<b>Total</b>	<b>114,360</b>	<b>45,916</b>	<b>68,444</b>	<b>59.8</b>	<b>2,282</b>	<b>2.0</b>	<b>881</b>	<b>1,401</b>	<b>2,686</b>	<b>2.3</b>	<b>884</b>	<b>1,802</b>	<b>20,854</b>	<b>18.2</b>	<b>10,768</b>	<b>10,086</b>



# 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.

### List of Tables

<b>Table 1</b>	Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2009
<b>Table 2</b>	Representation of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2009
<b>Table 3</b>	Distribution of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2009
<b>Table 4</b>	Representation of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2009
<b>Table 5</b>	Distribution of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2009
<b>Table 6</b>	Representation of Employees in the Separate Employers Workforce by Designated Group as of March 31, 2009
<b>Table 7</b>	Representation of Employees in the Other Public Sector Employers Workforce by Designated Group as of March 31, 2009
<b>Table 8</b>	List of Federal Contractors as of December 31, 2009

Table 1

## Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2009

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)	6,143	47.7	2,928		194	3.2	292	4.8	570	9.3
Assisted Human Reproduction Canada	5	100.0	5		0	0.0	0	0.0	0	0.0
Atlantic Canada Opportunities Agency	706	58.9	416		17	2.4	29	4.1	23	3.3
Canada Border Services Agency	13,767	51.9	7,145		400	2.9	714	5.2	1,498	10.9
Canada Industrial Relations Board	88	71.6	63		2	2.3	9	10.2	7	8.0
Canada Public Service Agency	535	67.3	360		27	5.0	68	12.7	88	16.4
Canada School of Public Service	809	70.7	572		29	3.6	44	5.4	78	9.6
Canadian Artists and Producers Professional Relations Tribunal	7	71.4	5		0	0.0	0	0.0	0	0.0
Canadian Dairy Commission	59	64.4	38		3	5.1	0	0.0	6	10.2
Canadian Environmental Assessment Agency	134	61.9	83		9	6.7	3	2.2	10	7.5
Canadian Forces Grievance Board	37	70.3	26		1	2.7	2	5.4	2	5.4
Canadian Grain Commission	637	37.4	238		37	5.8	45	7.1	73	11.5
Canadian Heritage	2,201	69.3	1,525		111	5.0	100	4.5	227	10.3
Canadian Human Rights Commission	173	66.5	115		5	2.9	21	12.1	24	13.9
Canadian Intergovernmental Conference Secretariat	19	68.4	13		0	0.0	0	0.0	0	0.0
Canadian International Development Agency	1,834	62.3	1,142		62	3.4	80	4.4	214	11.7
Canadian International Trade Tribunal	70	64.3	45		0	0.0	2	2.9	3	4.3
Canadian Radio-television and Telecommunications Commission	408	57.4	234		10	2.5	25	6.1	36	8.8
Canadian Space Agency	605	40.0	242		7	1.2	18	3.0	80	13.2
Canadian Transportation Agency	218	59.6	130		8	3.7	21	9.6	19	8.7
Citizenship and Immigration Canada	3,953	69.0	2,726		84	2.1	208	5.3	667	16.9
Copyright Board Canada	11	54.5	6		0	0.0	0	0.0	1	9.1
Correctional Service Canada	16,242	47.0	7,631		1,314	8.1	800	4.9	941	5.8



**Table 1 (continued)**  
**Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2009**

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Court Administration Services	564	67.0	378	67.0	23	4.1	34	6.0	71	12.6
Department of Finance Canada	1,051	49.9	524	49.9	15	1.4	37	3.5	116	11.0
Department of Justice Canada	4,464	66.3	2,959	66.3	170	3.8	319	7.1	636	14.2
Economic Development Agency of Canada for the Regions of Quebec	385	57.1	220	57.1	6	1.6	15	3.9	24	6.2
Elections Canada	436	46.6	203	46.6	16	3.7	29	6.7	41	9.4
Environment Canada	6,217	45.0	2,796	45.0	197	3.2	307	4.9	774	12.4
Farm Products Council of Canada	15	66.7	10	66.7	2	13.3	0	0.0	1	6.7
Fisheries and Oceans Canada (includes Canadian Coast Guard)	10,036	33.7	3,382	33.7	383	3.8	515	5.1	426	4.2
Foreign Affairs and International Trade Canada	4,509	51.6	2,328	51.6	100	2.2	157	3.5	504	11.2
Hazardous Materials Information Review Commission Canada	33	57.6	19	57.6	0	0.0	1	3.0	5	15.2
Health Canada	9,691	66.3	6,421	66.3	681	7.0	429	4.4	1,501	15.5
Human Resources and Skills Development Canada	22,912	70.3	16,117	70.3	984	4.3	1,691	7.4	2,324	10.1
Human Rights Tribunal of Canada	16	62.5	10	62.5	0	0.0	2	12.5	0	0.0
Immigration and Refugee Board of Canada	842	63.9	538	63.9	17	2.0	63	7.5	209	24.8
Indian and Northern Affairs Canada	4,676	62.8	2,938	62.8	1,413	30.2	287	6.1	378	8.1
Industry Canada	5,256	50.0	2,630	50.0	139	2.6	294	5.6	669	12.7
Infrastructure Canada	215	58.6	126	58.6	7	3.3	10	4.7	28	13.0
International Joint Commission	26	42.3	11	42.3	0	0.0	3	11.5	0	0.0
Library and Archives Canada	1,123	61.4	690	61.4	40	3.6	69	6.1	72	6.4
Military Police Complaints Commission of Canada	14	71.4	10	71.4	0	0.0	2	14.3	0	0.0
NAFTA Secretariat, Canadian Section	11	54.5	6	54.5	2	18.2	0	0.0	3	27.3
National Defence (Civilian Staff)	25,716	39.7	10,197	39.7	807	3.1	1,855	7.2	1,540	6.0

**Table 1 (continued)**

**Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2009**

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
National Farm Products Council	15	66.7	10	66.7	2	13.3	0	0.0	1	6.7
National Parole Board	341	81.5	278	81.5	19	5.6	12	3.5	19	5.6
Natural Resources Canada	4,356	42.3	1,844	42.3	125	2.9	257	5.9	489	11.2
Office of the Commissioner for Federal Judicial Affairs Canada	64	64.1	41	64.1	0	0.0	2	3.1	3	4.7
Office of the Commissioner of Lobbying of Canada	24	45.8	11	45.8	1	4.2	1	4.2	3	12.5
Office of the Commissioner of Official Languages	148	68.9	102	68.9	6	4.1	9	6.1	7	4.7
Office of the Registrar of the Supreme Court of Canada	185	64.9	120	64.9	9	4.9	17	9.2	10	5.4
Office of the Secretary to the Governor General	156	57.1	89	57.1	2	1.3	13	8.3	17	10.9
Offices of the Information and Privacy Commissioners of Canada	186	67.7	126	67.7	7	3.8	17	9.1	13	7.0
Passport Canada	2,679	67.1	1,797	67.1	49	1.8	81	3.0	436	16.3
Patented Medicine Prices Review Board Canada	48	60.4	29	60.4	0	0.0	1	2.1	3	6.3
Privy Council Office	767	55.9	429	55.9	26	3.4	44	5.7	75	9.8
Public Health Agency of Canada	2,224	69.4	1,543	69.4	78	3.5	96	4.3	291	13.1
Public Prosecution Service of Canada	778	65.7	511	65.7	33	4.2	34	4.4	82	10.5
Public Safety Canada (includes Commission for Public Complaints against the RCMP and RCMP External Review Committee)	976	61.9	604	61.9	47	4.8	62	6.4	85	8.7
Public Sector Integrity Canada	15	60.0	9	60.0	1	6.7	1	6.7	0	0.0
Public Servants Disclosure Protection Tribunal Canada	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
Public Service Commission of Canada	965	66.7	644	66.7	32	3.3	71	7.4	114	11.8

**Table 1 (continued)**  
**Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2009**

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Public Service Staffing Tribunal	29	75.9	22	6.9	2	0.0	0	0.0	1	3.4
Public Works and Government Services Canada	12,582	55.5	6,989	3.0	373	6.8	850	10.0	1,260	9.1
Registry of the Competition Tribunal	11	54.5	6	0.0	0	0.0	0	0.0	1	9.8
Royal Canadian Mounted Police (Civilian Staff)	5,846	79.6	4,655	5.3	309	5.2	306	5.5	571	13.9
Statistics Canada	5,592	51.0	2,851	2.0	110	13.9	307	4.5	778	10.8
Status of Women Canada	79	91.1	72	2.9	4	0.0	11	14.3	10	12.7
Transport Canada	5,053	45.0	2,275	0.0	147	4.5	226	0.0	546	7.9
Transportation Appeal Tribunal of Canada	7	100.0	7	1.9	0	7.4	1	8.5	0	16.5
Transportation Safety Board of Canada	214	32.2	69	2.8	4	5.1	11	7.9	17	11.6
Treasury Board of Canada Secretariat	1,163	61.3	713	3.2	32	8.5	86	4.9	135	8.8
Veterans Affairs Canada	3,904	72.1	2,813	7.2	125	4.9	332	16.5	342	9.8
Western Economic Diversification Canada	405	58.8	238	4.5	29	5.9	20	9.8	67	9.8
<b>Total</b>	<b>195,667</b>	<b>54.7</b>	<b>107,089</b>	<b>4.5</b>	<b>8,892</b>	<b>5.9</b>	<b>11,468</b>	<b>9.8</b>	<b>19,264</b>	<b>9.8</b>

Table 2

## Representation of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2009

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,386	100.0	1,517	44.8	177	5.2	191	5.6	42	1.2
Prince Edward Island	1,921	100.0	1,218	63.4	47	2.4	157	8.2	40	2.1
Nova Scotia	9,698	100.0	4,121	42.5	383	3.9	702	7.2	532	5.5
New Brunswick	6,616	100.0	3,668	55.4	208	3.1	371	5.6	107	1.6
Quebec (without the NCR*)	22,203	100.0	11,789	53.1	379	1.7	782	3.5	1,513	6.8
NCR* (Quebec)	23,737	100.0	13,889	58.5	1,174	4.9	1,335	5.6	2,319	9.8
Ontario (without the NCR*)	25,252	100.0	14,008	55.5	1,109	4.4	1,800	7.1	3,317	13.1
NCR* (Ontario)	60,150	100.0	34,059	56.6	1,768	2.9	3,543	5.9	6,807	11.3
Manitoba	7,380	100.0	4,193	56.8	949	12.9	503	6.8	520	7.0
Saskatchewan	4,939	100.0	2,782	56.3	730	14.8	282	5.7	190	3.8
Alberta	10,339	100.0	5,912	57.2	773	7.5	664	6.4	890	8.6
British Columbia	17,434	100.0	8,655	49.6	927	5.3	1,041	6.0	2,780	15.9
Yukon	321	100.0	194	60.4	58	18.1	19	5.9	7	2.2
Northwest Territories	626	100.0	379	60.5	137	21.9	32	5.1	31	5.0
Nunavut	192	100.0	114	59.4	55	28.6	8	4.2	11	5.7
Outside Canada	1,473	100.0	591	40.1	18	1.2	38	2.6	158	10.7
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>

\* NCR stands for National Capital Region.

Table 3

Distribution of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2009

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,386	1.7	1,517	1.4	177	2.0	191	1.7	42	0.2
Prince Edward Island	1,921	1.0	1,218	1.1	47	0.5	157	1.4	40	0.2
Nova Scotia	9,698	5.0	4,121	3.8	383	4.3	702	6.1	532	2.8
New Brunswick	6,616	3.4	3,668	3.4	208	2.3	371	3.2	107	0.6
Quebec (without the NCR*)	22,203	11.3	11,789	11.0	379	4.3	782	6.8	1,513	7.9
NCR* (Quebec)	23,737	12.1	13,889	13.0	1,174	13.2	1,335	11.6	2,319	12.0
Ontario (without the NCR*)	25,252	12.9	14,008	13.1	1,109	12.5	1,800	15.7	3,317	17.2
NCR* (Ontario)	60,150	30.7	34,059	31.8	1,768	19.9	3,543	30.9	6,807	35.3
Manitoba	7,380	3.8	4,193	3.9	949	10.7	503	4.4	520	2.7
Saskatchewan	4,939	2.5	2,782	2.6	730	8.2	282	2.5	190	1.0
Alberta	10,339	5.3	5,912	5.5	773	8.7	664	5.8	890	4.6
British Columbia	17,434	8.9	8,655	8.1	927	10.4	1,041	9.1	2,780	14.4
Yukon	321	0.2	194	0.2	58	0.7	19	0.2	7	0.0
Northwest Territories	626	0.3	379	0.4	137	1.5	32	0.3	31	0.2
Nunavut	192	0.1	114	0.1	55	0.6	8	0.1	11	0.1
Outside Canada	1,473	0.8	591	0.6	18	0.2	38	0.3	158	0.8
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>107,089</b>	<b>100.0</b>	<b>8,892</b>	<b>100.0</b>	<b>11,468</b>	<b>100.0</b>	<b>19,264</b>	<b>100.0</b>

\* NCR stands for National Capital Region.

Table 4

Representation of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2009

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	5,112	100.0	2,197	43.0	186	3.6	315	6.2	353	6.9
Scientific and Professional	29,117	100.0	13,556	46.6	766	2.6	1,182	4.1	4,130	14.2
Administrative and Foreign Service	91,867	100.0	57,415	62.5	4,395	4.8	5,692	6.2	9,232	10.0
Technical Services	17,450	100.0	5,652	32.4	658	3.8	930	5.3	1,169	6.7
Administrative Support	27,662	100.0	22,258	80.5	1,502	5.4	2,089	7.6	2,974	10.8
Operational	24,459	100.0	6,011	24.6	1,385	5.7	1,260	5.2	1,406	5.7
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>

Table 5

Distribution of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2009

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	5,112	2.6	2,197	2.1	186	2.1	315	2.7	353	1.8
Scientific and Professional	29,117	14.9	13,556	12.7	766	8.6	1,182	10.3	4,130	21.4
Administrative and Foreign Service	91,867	47.0	57,415	53.6	4,395	49.4	5,692	49.6	9,232	47.9
Technical Services	17,450	8.9	5,652	5.3	658	7.4	930	8.1	1,169	6.1
Administrative Support	27,662	14.1	22,258	20.8	1,502	16.9	2,089	18.2	2,974	15.4
Operational	24,459	12.5	6,011	5.6	1,385	15.6	1,260	11.0	1,406	7.3
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>107,089</b>	<b>100.0</b>	<b>8,892</b>	<b>100.0</b>	<b>11,468</b>	<b>100.0</b>	<b>19,264</b>	<b>100.0</b>

Table 6

## Representation of Employees in the Separate Employers Workforce by Designated Group as of March 31, 2009

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canada Revenue Agency	42,900	61.1	26,193	61.1	1,258	2.9	2,369	5.5	7,081	16.5
Canadian Food Inspection Agency	6,534	52.7	3,446	52.7	143	2.2	252	3.9	823	12.6
Canadian Forces Personnel Support Agency*	6,000	63.0	3,780	63.0	156	2.6	276	4.6	186	3.1
Canadian Nuclear Safety Commission	819	45.4	372	45.4	11	1.3	13	1.6	116	14.2
Canadian Security Intelligence Service*	2,850	49.4	1,408	49.4	48	1.7	100	3.5	333	11.7
Communications Security Establishment Canada	1,738	37.2	646	37.2	31	1.8	93	5.4	141	8.1
Financial Transactions and Reports Analysis Centre of Canada	295	48.1	142	48.1	3	1.0	7	2.4	48	16.3
National Energy Board	375	62.9	236	62.9	15	4.0	12	3.2	41	10.9
National Film Board of Canada	465	61.7	287	61.7	8	1.7	4	0.9	46	9.9
National Research Council Canada	4,619	35.6	1,646	35.6	47	1.0	175	3.8	801	17.3
Natural Sciences and Engineering Research Council of Canada	338	84.0	284	84.0	6	1.8	11	3.3	37	10.9
Office of the Auditor General of Canada	653	61.6	402	61.6	12	1.8	28	4.3	51	7.8
Office of the Superintendent of Financial Institutions Canada	553	47.2	261	47.2	5	0.9	15	2.7	149	26.9
Parks Canada	4,971	44.5	2,214	44.5	410	8.2	172	3.5	211	4.2
Social Sciences and Humanities Research Council of Canada	197	82.2	162	82.2	0	0.0	0	0.0	0	0.0
Statistical Survey Operations	803	69.9	561	69.9	33	4.1	29	3.6	142	17.7
Total	74,110	56.7	42,040	56.7	2,186	3.0	3,556	4.8	10,206	13.8

\* The number 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, 2009

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#		#	%	#	%	#	%	#	%
Canadian Forces (Officers & Non-commissioned Members)	111,856		18,806	16.8	3,093	2.8	1,397	1.2	4,063	3.6
Royal Canadian Mounted Police (Regular & Civilian Members)	22,860		6,023	26.3	1,459	6.4	495	2.2	1,465	6.4
<b>Total</b>	<b>134,716</b>		<b>24,829</b>	<b>18.4</b>	<b>4,552</b>	<b>3.4</b>	<b>1,892</b>	<b>1.4</b>	<b>5,528</b>	<b>4.1</b>



**Table 8****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
1110 Howe Holdings Ltd.	Aliments Martel Inc.
117528 Ontario Ltd.	Allard-Johnson Communications Inc.
2313-7292 Québec Inc.	Allen-Vanguard Technologies Incorporated
3022528 Canada Inc.	Alliance One Ltd.
3032948 Nova Scotia Ltd.	Allied International Credit Corp.
3627730 Canada Inc.	Allied Shipbuilders Ltd.
3755479 Canada Inc.	Almac Machine Works Ltd.
3M Canada Company	Almac Tank International Inc.
4Refuel Canada Ltd.	ALS Canada Ltd.
A.R.C. Accounts Recovery Corporation	AlSCO Canada Corporation
A.R. Williams Materials Handling Ltd.	Aluma Systems Inc.
ABB Inc.	Alumicor Limited
ABI / Advanced Business Interiors Inc.	Ambassador BLDG Maintenance Limited
Ability Janitorial Services Limited	Ambassador Conference Resort
Accenture Inc.	AMEC Inc.
Accès Services Santé Gss Inc.	Ameresco Canada Inc.
Acco Canada Inc.	Amex Canada Inc.
Acklands-Grainger Inc.	Amphenol Canada Corporation
Acrodex Inc.	Anachemia Canada Inc.
Acuren Group Inc.	Andrew Sheret Limited
Adacel Inc.	Anixter Canada Inc.
Adecco Employment Services Limited	Aon Reed Stenhouse Inc.
ADGA Group Consultants Inc.	Apotex Incorporated
ADGA Group of Companies	Apparel Trimmings Inc.
ADI Group Inc.	Apple Canada Inc.
Adobe Systems	Aquaterra Corporation
ADT Security Services Canada Inc.	Aramark Canada Ltd.
Advance Electronics Inc.	Arborite, a Division of ITW Canada
Advance Engineered Products Ltd.	Arc'teryx Equipment Inc.
Advance Maintenance Inc.	Areva T & D Canada Inc.
AECOM Canada Ltd.	Armtec Limited Partnership
AERIC Inc.	Arnprior Aerospace Inc.
Aerrotek ULC	ARO Inc.
Agat Laboratories Ltd.	Artopex
Agfa HealthCare Inc.	Ashland Canada Corp.
Agilent Technologies Canada Inc.	Associated Engineering Alberta Ltd.
Agropur Cooperative	Astrazeneca Canada Inc.
Ahearn & Soper Inc.	ATCO Gas and Pipelines Ltd.
AIM Health Group Inc.	ATCO Structures & Logistics
Air Liquide Canada Inc.	Atelier du Martin-Pêcheur Inc.
Air Products Canada Ltd.	Atlantic Building Cleaning Limited
AirBoss Engineered Products Inc.	Atlantic Industries Limited
Ajilon Canada Inc.	Atlantic Tractors & Equipment Limited
Aktiv Kapital Canada Ltd.	Atlantic Wholesalers Limited
Alberta Cancer Board	Atlantis Systems International Inc.
Alberta Research Council	Atos Origin Technologies Canada Inc.
Alcan Inc.	Ausenco Engineering Canada Inc.
Alcatel Canada Inc.	Autodesk Canada Co.
Algonquin College of Applied Arts & Technology	Avcorp Industries Inc.

**Table 8 (continued)****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Avery Dennison Canada Inc.	Brookfield Lepage Johnson Controls Facility Management Services
Avis Budget Car Rental Canada ULC.	Brother International Corporation (Canada) Ltd.
Avnet Inc.	Browning Harvey Ltd.
Av-Tech Inc.	Buck Consultants Limited
Axisource Inc.	Budget Rent A Car of Edmonton Ltd.
AXYS Analytical Services Ltd.	Bunge Canada
B. Gingras Entreprises Ltd.	BuroPlus
B.G.E. Service & Supply Ltd.	C & D Cleaning and Security Services Ltd.
Babcock & Wilcox Canada Ltd.	CAE Inc.
Bacou-Dalloz Protective Apparel Ltd.	Caisse Centrale Desjardins
Ballard Power Systems	Calgary Marriott Hotel (Marriott Hotels and Resorts Canada)
Bally's Total Fitness	Calian Technologies Ltd.
Bardon Supplies Limited	Camco Inc.
Barnes Distribution Canada	Camosun College
Bartle & Gibson Ltd.	Canac Marquis Grenier Ltée
Baxter Corporation	Canad Corporation of Manitoba Inc.
Baxters Canada Inc.	Canad Inns Downtown Ltd.
Bayer Inc.	Canada Bread Company Ltd.
Bayshore Health Care Ltd.	Canada Catering Co. Limited
BBM Canada	Canada Safeway Limited
BC Centre for Disease Control Society	Canadian Bank Note Company Limited
BDO Dunwoody LLP	Canadian Bearings Ltd.
Beaulieu Canada Company	Canadian Blue Bird Coach Ltd.
Beck Taxi Limited	Canadian Bureau of Investigations and Adjustments (CBIA) Inc.
Beckman Coulter Canada Inc.	Canadian Corps of Commissionaires
Becton Dickinson Canada Inc.	Canadian Health Care Agency Limited
Bell Helicopter Textron Canada Limited	Canadian Linen and Uniform Service Co.
Belron Canada Inc.	Canadian Niagara Hotels Inc.
Bertrand, Distributeur en Alimentation Inc.	Canadian Shipbuilding & Engineering Ltd.
Best Facilities Services Ltd.	Canadian Standards Association
BFI Canada Inc.	Canadian Technical Tape Ltd.
Biogénie S.R.D.C. Inc.	Cangene Corporation
Birks & Mayors Inc.	Canon Canada Inc.
Black & McDonald Limited	Cansel Survey Equipment
BMT Fleet Technology Limited	Cantest Ltd.
Boehringer Ingelheim (Canada) Ltd.	Capgemini Canada Inc.
Boeing Canada Technology	Cara Operations Limited
Bolands Limited	Caris-Universal Systems Ltd.
Bombardier Inc.	Carleton University
Bombardier Recreational Products Inc.	Carmanah Technologies Corporation
Bosch Rexroth Canada Corp.	Carmichael Ltée
Boulangerie Gadoua Ltée	Carriage Hills Hospitality Inc.
Bouthillette Parizeau & Associates Inc.	Carrier Canada Ltd.
Bowe Bell & Howell International Ltd.	Carswell, A Division of Thomson Canada Ltd.
Brains II Canada Inc.	Cascades East Angus Inc.
Brambles Canada	Cascades Resources
Bridgestone Canada Inc.	Castrol Canada Inc.
Bristol-Myers Squibb Co.	Catholic Social Services
Brookfield Global Relocation Services Ltd.	Cavalier Enterprises Ltd.

**Table 8 (continued)**

**List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
CBCL Limited	Compass Group Canada (Beaver) Ltd. - ESS Support Services
CCH Canadian Limited	Compugen Inc.
CCSI Technology Solutions Corp.	Computer Associates Canada Ltd.
Cégep de Rimouski	Computer Sciences Canada Inc. - CSC
Cégep Édouard-Montpetit	Compuware Corporation of Canada
Cégep Saint-Jean-sur-Richelieu	Conciergerie Speico Inc.
Centennial Foodservice Partnership	Concordia University
Centre de recherche industrielle du Québec (CRIQ)	Conestoga-Rovers & Associates Limited
Centre for Addiction and Mental Health	Connors Bros. Clover Leaf Seafoods Company
Centre hospitalier universitaire de Québec	Consoltex Inc.
Century Plaza Ltd.	Co-op Atlantic
CH2M HILL Canada Limited	Corel Corporation
Chantier Davie Inc.	Corporate Express Canada Inc.
Chateau Lacombe Hotel Ltd.	Corporation de l'École Polytechnique
Chateau Ottawa Hotel Inc.	Corporation de Soins de la Santé Hospira
Checkwell Decision Corporation	Cossette Communication Inc.
Chemise Empire Ltée	Covidien - Tyco Healthcare Group Canada Inc.
Chemises JML Shirts Inc.	CPI Canada - Communications & Power Industries Canada Inc.
Chevron Canada Limited	Cranbrook Glen Enterprises Limited
Chip Reit #13	Crane Supply, A Division of Crane Canada Co.
Chip Reit #21	Crawford Adjusters Canada Inc.
Chip Reit No. 2 L.P.	Crowne Plaza Fredericton-Lord Beaverbrook
Chip Reit No. 32 Operations Ltd.	CSG Security Inc.
Chip Reit Operations #37 Ltd. - Delta Montréal	Cummins Eastern Canada LP
Chrysler Canada Inc.	Cummins Western Canada
CIA Inc.	Dairyworld Foods
Cima+, s.e.n.c.	Dalhousie University
Cisco Systems Canada Co.	DALSA Corporation
Cision Canada Inc.	Davey Tree Services, a Division of Davey Tree
CIT Financial Ltd.	DecisionOne Corporation
Cité-de-la-Santé de Laval	Del Laboratories Pharmaceuticals Canada Inc.
Clariant (Canada) Inc.	Delcan Corporation
Cliffs Natural Resources Inc.	Dell Canada Inc.
Clifton Associates Ltd.	Deloitte & Touche LLP
CMC Electronic Inc.	Delphi Solutions Corp.
CMI Interlangues Inc.	Delta Beauséjour
CML Technologies Corporation	Delta Bessborough - Legacy Hotels Corporation
Coast Hotels Limited	Delta Calgary Airport - Legacy Hotels Corp.
Coast Paper Limited	Delta Centre-Ville
Cobham Tracking and Locating Ltd.	Delta Chelsea - Great Eagle Hotels (Canada) Ltd.
Cochrane Group Inc.	Delta Halifax
Cohos Evamy	Delta Hotels No. 22 Limited Partnership
Collectcorp Corporation	Delta Hotels No. 45 Limited Partnership
Collège Ahuntsic	Delta Sault Ste. Marie Waterfront Hotel and Conference Centre
Collège de Saint-Boniface	Delta Vancouver Airport
COM DEV Ltd.	Delta Vancouver Suites (Delta Hotels)
Comcare Health Services	Delta Victoria Ocean Point & Resort & Spa
Commercial Solutions Inc.	Derko Limitée
Communications Québecor Inc.	Deschênes & Fils Ltée

**Table 8 (continued)**

**List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Dessau Inc.	Exide Canada Inc. Battery Division
Detroit Diesel Allison BC Ltd.	Exova Canada Inc.
Dew Engineering and Development ULC	Fairmont Banff Springs
Dillon Consulting Limited	Fairmont Chateau Laurier
Direct Energy Marketing Limited	Fairmont Empress
Dollar Thrifty Automotive Group Canada Ltd.	Fairmont Hotel Macdonald
Domtar Inc.	Fairmont Hotel Vancouver
Domus Building Cleaning Co. Ltd.	Fairmont Le Château Frontenac
Doubletex	Fairmont Le Reine Elizabeth
Dr. Oetker Ltd.	Fairmont Royal York
Drake International Inc.	Fairmont Vancouver Airport
DRS Technologies Canada Ltd.	Fairmont Waterfront Hotel
DST Consulting Engineers Inc.	Farmers Co-operative Dairy Limited
DST Output Canada Inc.	Fastenal Canada Company
Dube & Loiselle Inc.	Fellfab Limited
Dufferin Construction Company	Finning International Inc.
DuoCom Canada Inc.	First Nations University of Canada Inc.
Durham Furniture Inc.	FirstOnSite Restoration L.P.
Dynacare Gamma Partnership	Fisher Scientific Company
Dynamic Facility Services Ltd.	Fisherman's Market International Inc.
E.I. du Pont Canada Company	Fleetway Inc.
E.S. Fox Limited	Ford Motor Company of Canada Ltd.
EaglePicher Energy Products Corporation	Forensic Technology WAI Inc.
Eaton Yale Company	For-Net Inc.
EBA Engineering Consultants Ltd.	Fort Garry Industries Ltd.
Ebco Industries Ltd.	Fortis Properties Corporation
Ecolab Co.	Four Points by Sheraton Gatineau-Ottawa (KSD Enterprises Ltd.)
Edmonton Gear Centre Ltd.	Fournitures de Bureau Denis
Edmonton Meat Packing Ltd.	FPIinnovations
EDS Canada Inc.	Franklin Empire Inc.
EECOL Electric Ltd.	Freightliner Manitoba Ltd.
Electro Sonic Inc.	Freightliner of Vancouver Ltd.
Eli Lilly Canada Inc.	Fresh Start Foods Canada Ltd.
EMC Corporation of Canada	Friesens Corporation
Emco Corporation	Fuji Photo Film Canada Inc.
Engel Canada Inc.	Fujitsu Consulting (Canada) Inc.
Enmax Energy Corporation	Future Electronics Inc.
Enseignes Pattison Sign Group	G&K Services Canada Inc.
Enterprise Rent A Car Canada Limited	G.A. Boulet Inc.
Entrust Limited	G.E. Water and Process Technologies
EnviroSystems Incorporated	G.N. Johnston Equipment Co. Ltd.
Equifax Canada Inc.	G4S Secure Solutions (Canada) Ltd.
Ernst & Young LLP	Galt Western Personnel Ltd.
ESI Canada	Ganotec Inc.
ESRI Canada Limited	Gaz Métropolitain Inc.
Esselte Canada Inc.	GDG Environnement Limitée
Evans Consoles Corporation	GE Security Canada
Evolution Presentation Technologies Ltd.	General Body & Equipment Ltd.
Evripos Janitorial Services Ltd.	General Chemical Canada Ltd.

**Table 8 (continued)****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
General Dynamics Canada Ltd.	Hazco Environmental Services, a division of CCS Inc.
General Dynamics Land Systems - Canada Corporation	Hemmera Envirochem Inc.
General Dynamics-Ordnance and Tactical Systems-Canada Inc.	Henry Schein Ash Arcona
General Electric Canada Inc.	Hercules SLR Inc.
General Motors of Canada Ltd.	Héroux-Devtek Inc.
General Motors of Canada Ltd. Diesel Div.	Hertz Canada Limited
Genesis Hospitality Inc. (Victoria Inn Hotel)	Hewitt Équipement Ltée
Genivar Société en commandite	Hewlett-Packard (Canada) Co.
Genpharm ULC	Highlands Fuel Delivery G.P.
Georgian College of Applied Arts and Technology	Hilroy, a division of MeadWestvaco, LP
Gescan Division of Sonepar Canada Inc.	Hilton Québec
GFS Atlantic Inc.	Hilton Windsor
GFS British Columbia Inc.	Hoffmann La Roche Limited
GFS Canada Company (Gordon Food Service)	Hogg Robinson Canada Inc.
GFS Prairies Inc.	Hok, Inc.
GFS Québec Inc.	Holiday Inn Airport West
GlaxoSmithKline Inc.	Holiday Inn Select Halifax Centre
GLENTel Inc.	Holiday Inn Select Montréal Centre-Ville
Global Electric Electronic Processing Inc	Holiday Inn Select Toronto Airport
Global Gateway Corporation	Holiday Inn Toronto Yorkdale
Global Upholstery Co. Inc.	Holiday Inn Winnipeg South
Golden Arrow Schoolbuses Ltd.	Holiday Inns of Canada Ltd.
Golder Associates Ltd.	Honeywell Limited
Goodfellow Inc.	Hôpital du Saint-Sacrement
Goodrich Aerospace Canada Ltd.	Hôtel Château Mont Sainte-Anne Inc.
Goodyear Canada Inc.	Hôtel-Dieu Hospital
Gowling Lafleur Henderson LLP	Hôtel Gouverneur Place Dupuis
Grand & Toy Limited	Hôtel Loews Le Concorde/Place Montcalm Hotel Inc.
Grant Emblems Limited	Hotel Saskatchewan (1990) Ltd.
Grant Thornton LLP	HTS Engineering Ltd.
Graybar Canada Limited	Human Resources Capital Group Inc.
Groupe CGI Inc.	Husky Oil Limited
Groupe Lacasse Inc.	Husmann Canada Inc.
Groupe Régis Côté Inc.	Hyatt Regency Calgary
Groupe Santé Medisys Inc.	Hyatt Regency Vancouver
Groupe Tenco Inc.	Hyundai Auto Canada Corp.
Guillevin International Inc.	IBI Group
H & H Construction Inc.	IBM Canada Ltd.
Hagmeyer Canada Inc. DBA Century Vallen	ICI Canada Inc.
Halifax Marriott Harbourfront (Westerkirk Harbourfront Limited Partnership)	ID Biomedical Corporation
Halsall Associates Limited	Ideal Roofing Company Ltd.
Hamilton 116 King Street West Inc.	Ikon Office Solutions Inc.
Harbour Towers Hotel and Suites	IMP Aerospace Components Ltd.
Harper Power Products Inc.	IMP Group Limited - CSH Operations
Hatch Ltd.	Imperial Cleaners Limited
Haul-All Equipment Ltd.	Imperial Oil Canada Limited
Haworth Ltd.	Imprimeries Transcontinental 2005 S.E.N.C.
Hay Group Limited	Imprimeries Transcontinental S.E.N.C.
	IMT Partnership

**Table 8 (continued)**

**List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Indal Technologies Inc.	Kelly Services (Canada) Ltd.
Induspac Group	Kemptville Truck Centre Limited
Ingenium Group Inc.	KI Pembroke LP
Innotex Inc.	Klohn Crippen Berger Ltd.
InnVest Hotels GP XV Ltd. - Delta Ottawa Hotel & Suites	Knoll North America Corporation
InnVest Hotels GP XV Ltd. - Fairmont Palliser	Kodak Canada Incorporated
InnVest Hotels Group Ltd.	Kodiak Group Inc.
InnVest Hotels Group Ltd. - Delta Sherbrooke Hotel & Conference	Kone Inc.
InnVest Hotels (London) Ltd.	Konica Minolta Business Solutions (Canada) Ltd.
Inscape Corporation	Kontzamanis Graumann Smith MacMillan Inc.
Insight Canada Inc.	Koprash Investment Inc.
Institut national de la recherche scientifique	KPMG LLP
Institut Philippe Pinel de Montréal	Kromar Printing Ltd.
Institut universitaire de cardiologie et de pneumologie de Québec	Kronos Canadian Systems Inc.
Integrated Distribution Systems	Krug Inc.
Integrated Distribution Systems Limited Partnership	L.P. Royer Inc.
Intergraph Canada Ltd.	L-3 Communications Electronic Systems Inc.
International Hotel of Calgary Ltd.	La Chemise Perfection (2007) Inc.
Interstate Management (Vancouver Metrotown) Ltd.	La Cité Inc. Language School
Invest Hotels GP XV Ltd. - Delta Prince Edward Hotel	Laboratoires Abbott Ltée
IPL Inc.	Labstat International Inc.
iQor Canada Ltd.	Lab-Volt Ltée
Iron Mountain Canada Corporation	LAC Ltd. (Navigant Consulting)
Iron Ore Company of Canada	Lafarge Canada Inc.
Irving Equipment	Laliberté et associés inc.
Irving Oil Commercial G.P.	Lanthier Bakery Ltd.
Irving Shipbuilding Inc./Les chantiers maritime Irving	Larco Hospitality Inc.
ISM Information Systems Management Canada Corporation	Le Groupe GLM (2005) Inc.
J&A Building Services Ltd.	Le Groupe Transbus
J&R Building Maintenance Ltd.	Leavitt Machinery General Partnership
J.B. Deschamps Inc.	Legacy Hotels Corp. (Delta Winnipeg)
J.L. Richards & Associates Limited	Legacy Hotels Corporation
J.W. Bird and Company Limited	Lenovo Canada Inc.
Jacques Whitford	Les Chaussures STC Inc.
James Western Star Sterling Ltd.	Les Distributeurs R. Nicholls Distributors Inc.
JH Ryder Machinery Ltd.	Les Emballages Mitchel Lincoln Ltée
John Deere Limited	Les Industries A.P. Inc.
Johnson & Johnson Inc.	Les Lainages Victor Ltée
Johnson & Johnson Medical Products Inc.	Les Placements Helmick Ltée
Johnson Controls LP	Levitt Safety Limited
Jones Packaging Inc.	Lewisfoods Inc.
JTI-MacDonald Corp.	LexisNexis Canada Inc.
Justice Institute of British Columbia	Lexi-Tech International Inc.
K&D Pratt Group Inc.	Lexmark Canada Inc.
Kasian Architecture Interior Design and Planning Ltd.	LGS Group Consulting Corporation
Kaverit Cranes & Service ULC	Liberty Health
K-Bro Linen Systems Inc.	Lincoln Electric Company of Canada LP
Keilhauer Industries Ltd.	Linde Canada Limited
Kelloway Construction Ltd.	Ling Québec Inc.

**Table 8 (continued)**

**List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Liteco Inc.	Mediagrif Interactive Technologies Inc.
Liverton Hotels Inc.	Medical Mart Supplies Limited
Lockheed Martin Canada	Medtronic of Canada Ltd.
Logiflex Office Furniture	Memorial University of Newfoundland
Logistik Unicorp	Memramcook Institute
Long View Systems Corporation	Mercedes-Benz Canada Inc.
Louis Garneau Sports Inc.	Mercer (Canada) Ltd.
Lowe-Martin Co. Inc.	Merck Frosst Canada Ltd.
Lucent Technologies Canada Corp.	Messier Dowty Inc.
Ludlow Technical Products Canada Ltd.	Metafore Limited Partnership
Lumen, Division de Sonepar Canada Inc.	Metafore Technologies Inc.
Lumonics Inc.	Metro Waste Paper Recovery Inc.
Lyreco (Canada) Inc.	Metropolitan Credit Adjusters Ltd.
MacDonald Dettwiler & Associates Inc.	Metropolitan Parking Inc.
MacDonald Dettwiler & Associates Ltd.	Mettler-Toledo Inc.
MacDonald, Dettwiler and Associates Corporation	MHPM Project Managers Inc.
Macdonalds Consolidated	Michelin North America (Canada) Inc.
Mack Canada Inc.	Micro-Boutique Éducative Inc.
Magellan Aerospace Corporation	Microsoft Canada Corporation
Magellan Aerospace Limited	Minto Suite Hotel
Maintenance Euréka Ltée	Mitel Networks Corporation
Mallette S.E.N.C.R.L.	MMM Group Limited
Manac Inc. (Industries Tanguay)	Moncton University
Manheim Auto Auctions Company	Mondrian Canada Inc.
Manitoba Hydro	Monk Office Supply Ltd.
Manpower Services Canada Limited/Services Manpower Canada Limitée	Montel Inc.
Marconi Medical Systems Canada Inc.	Moore Canada, An RR Donnelley, Moore Wallace Partnership
Maritime Paper Products Limited	Moore Canada d/b/a RR Donnelley
Marketel/McCann-Erickson Ltd.	Morneau Sobeco Income Fund
Markham Woodbine Hospitality Ltd.	Morrison Hershfield Group Inc.
Mark's Work Wearhouse	Motor Coach Industries Ltd.
Marriott Corporation of Canada Ltd.	Motorola Canada Limited
Marriott Hotels of Canada (Eaton Centre Inc)	Mount Saint Vincent University
Marsh Canada Limited	MSC (Moneris Services Corporation)
Mastech Canada	Mustang Survival Corp.
Maxxam Analytics Inc.	MWG Apparel Corp.
Mayfield Investments Ltd.	National Car Rental (Canada) Inc.
Mayfield Suites Hotel Mississauga Limited Partnership	National Optics Institute
Mazda Canada Inc.	National Steel Car Ltd.
McCormick Rankin Corporation	NCO Financial Services Inc.
McDougall Gauley LLP	NCR Canada Ltd.
McGill University	NEBS Business Products Limited
McGregor Industries Inc.	Nelson Investments Limited
McKesson Canada Corporation	Nelson Lumber Company Ltd.
McMaster University	Neopost Canada Limited
MCW Consultants Ltd.	New Horizons Car & Truck Rentals
MDG Computers Canada Inc.	Newalta Corporation
Medavie Inc.	Nexient Learning Inc.
	Nienkamper Furniture & Accessories Inc.



**Table 8 (continued)**

**List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Nikon Canada Inc.	Panalpina Inc.
Nissan Canada Inc.	Panasonic Canada Inc.
Norampac-Viau, division of Cascades Canada Inc.	Paranet Buanderie & Nettoyage à Sec Inc.
Nor-Don Collection Network Inc.	Park Town Motor Motels Ltd.
Nortel Networks Corporation	Parkway Hotels and Convention Centre Inc.
North Atlantic Refining Limited	Patterson Dentaire Canada Inc.
Northfield Metal Products Ltd.	Paul Demers et Fils Inc.
Northgate Industries Ltd.	Peerless Garments LP
Northstar Aerospace Inc.	Penske Truck Leasing of Canada Inc.
Northumberland Co-operative Limited	Performance Printing Limited
Nortrax Canada, Inc.	Perkinelmer Optoelectronics
NOVA Chemicals Ltd.	Pfizer Canada Inc.
Nova Networks Inc.	Pharmascience Inc.
Nova Scotia Community College	PHH ARC Environmental Ltd.
Nova Scotia Textiles Limited	PHH Canada Inc.
Novartis Pharmaceuticals Canada Inc.	Philips Electronics Limited
Novatel Inc.	Phillippe Gosselin & Ass. Ltée.
Novell Inc.	Pinchin Environmental Ltd.
Novexco inc.	Pinnacle International Management Inc.
Novopharm Limited	Pitney Bowes of Canada Inc.
Novotel Toronto Centre	Pitney Bowes Software Canada Inc.
Nurun Inc.	Pomerleau Inc.
Nycomed Canada Inc.	Ponton Coleshill Edwards & Associates Insurance Adjusters Ltd.
Océ-Canada Inc.	Power Battery Sales Ltd.
O'Connor Associates Environmental Inc.	PPG Canada Inc.
OHR Grand Management Ltd. (DBA The West)	Pratt & Whitney Canada Corporation Inc.
Old Dutch Foods Ltd.	Praxair Canada Inc.
Olds College	Precision Assessment Technology Corporation/Conor Pacific Canada Inc.
Olympus Canada Inc.	Prevost Car Inc.
Olympus NDT Canada Inc.	PricewaterhouseCoopers LLP
Omni Facility Services Canada Corp.	Prime Building Maintenance Ltd.
Online Enterprises Inc.	Procom Consultants Group Ltd.
Onx Enterprise Solutions Inc.	Proctor & Gamble Inc.
Open Text Corporation	Promaxis Systems Inc.
Operation Springboard	Protectron Inc.
Optech Incorporated	Providence Health Care Society
Oracle Canada ULC	Provigo Distribution Inc.
Ortho-McNeil Inc.	Prysmian Cables & Systems
Osram Sylvania Ltd.	PTI Group Inc.
Otis Canada Inc.	Publicis Canada Inc.
Ottawa-Carleton Association for Persons with Developmental Disabilities	Quantum Management Services Ltd.
Ottawa Marriott/1210478 Ontario Inc.	Quantum Murray LP
Overwaitea Food Group	Quebecor World Inc.
Paccar du Canada Ltée	Queen's University at Kingston
Pacific Regeneration Technologies Inc.	Quest Software Canada Inc.
Pacific Safety Products Inc.	R.E. Gilmore Investments Corp.
Pageau Morel Inc.	R.J. Burnside & Associates Ltd.
Pan Pacific Hotel Vancouver	R3D Conseil Inc.



**Table 8 (continued)****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Radisson Hotel Saskatoon	Sandoz Canada Inc.
Ramada Hotel & Conference Centre	Sanexen Services Environnementaux Inc.
Ramada Hotel & Convention Centre	Sanofi Pasteur Limited
Randstad Interim Inc.	Sanofi-Aventis Canada Inc.
Ratiopharm Inc.	SAP Canada Inc.
Raydon Rentals Ltd.	Saputo Produits laitiers Canada s.e.n.c.
Raymond Chabot Grant Thornton S.E.N.C.R.L.	SAS Institute (Canada) Inc.
Raytheon Canada Limited	Saskatchewan Research Council
Raytheon Canada Limited - Waterloo division	Sault College of Applied Arts and Technology
Raytheon Elcan Optical Technologies	SCA North America - Canada Inc.
RBC Dominion Securities Inc.	Scepter Corporation
Read Jones Christofferson Ltd.	Schenker of Canada Limited
Redhead Equipment Ltd.	Schering Canada Inc.
Regina Inn Hotel & Conference Centre, Silver Birch 19	Schindler Elevator Corporation
Regional Health Authority B	Schneider Canada Inc.
Régulvar Inc.	Scotsburn Co-operative Services Limited
Rehab Foundation for the Disabled	SDV Logistiques (Canada) Inc.
Reliable Window Cleaners (Sudbury) Ltd.	Seanix Technology Inc.
Renaissance Toronto Airport Hotel and Conference Centre	Securitas Canada Limited
Resolve Corporation	Serpro Cleaning (PBM) Ltd.
Revera Health Services Inc.	Services d'entretien d'édifices ALLIED (Québec) Inc.
Rexel Canada Electrical Inc.	Services d'entretien Solmex inc.
RGO Office Products Partnership	Services Linguistiques Versacom Inc.
Rheinmetall Canada Inc.	SHARP Electronics of Canada Ltd.
Richmond Inn Hotel Ltd.	Sharp's Audio Visual Ltd.
Ricoh Canada Inc.	Shaw GMC Pontiac Buick Hummer Inc.
Robar Industries Ltd.	Shell Canada Limited
Robert Half Canada Inc.	Sheraton Laval
Roche Diagnostics Canada Division of Hoffman - LaRoche Limitée	Sheraton Suites Calgary Eau Claire
Roche Ltée Groupe-Conseil	Sheraton Vancouver Wall Centre Hotel
Rolland Inc. Division des Papiers Fins	Sherwin-Williams Canada Inc.
Rolls Royce Canada Limited	Shippers Supply Inc.
Ropack Inc.	Sico Inc.
Rousseau Métal Inc.	Siemens Canada Limited
Royal Host Limited Partnership - Chimo Hotel	Siemens Healthcare Diagnostics Ltd.
Royal Host Limited Partnership - Hilton London	Sierra Systems Group Inc.
Royal Host Limited Partnership - Travelodge Hotel Airline	Sifto Canada Inc.
Royal Host Limited Partnership - Travelodge Ottawa	Silver Birch Hotels & Resorts LP No.16
RPB Holdings Ltd. (Penticton Lakeside Resort)	Silver Birch Hotels & Resorts No.3
RSW Inc.	Silver Birch No.20
Russel Metals Inc.	Simon Fraser University
Russell Food Equipment Ltd.	Simplex Grinnell
Rutter Inc.	Sinclair Dental Company Ltd.
Ryerson Canada Inc.	Skillsoft Canada
Ryerson University	Skor Food Service
S.I. Systems Ltd.	Skretting Canada Inc.
Saint Mary's University	Skyjack Inc.
Saint Paul University	SLR Consulting (Canada) Ltd.
Samsung Electronics Canada Inc.	Smith Carter Architects and Engineers Incorporated

**Table 8 (continued)****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
Smiths Detection Montreal Inc.	Sysco Food Services of Canada Inc.
SMS Equipment Inc.	Sysco Food Services of Canada Inc. (Québec)
Snap-On Tools of Canada Ltd.	Sysco Food Services of Canada Inc. (Regina)
SNC-Lavalin Inc.	Sysco Food Services of Canada Inc. (Western Division)
SNC-Lavalin ProFac	Sysco Food Services of Central Ontario Inc.
Société en Commandite 90167586 Québec	Sysco Food Services of Toronto, a division of
Sodexo Canada Inc.	Sysco Food Services of Canada Inc.
Softchoice Corporation	Sysco Food Services of Vancouver Inc.
Solotech Inc.	Sysco I&S Foodservices Inc.
Solutions de reconnaissance Rideau Inc.	Sysco Victoria Inc.
Sony of Canada Ltd.	TAB Products of Canada Co.
Soroc Technology Inc.	TDB Consultants Inc.
SOS Janitorial Services Ltd.	Tannis Trading Inc.
Soucy International Inc.	Tayco Panelink Ltd.
Source Medical Corporation	Technical Standards and Safety Authority
South Rock Ltd.	Tecsult Inc.
Springwall Sleep Products Inc.	Tejazz Management Services Inc.
Sprucegrove Building Cleaners	Teknika HBA Inc.
Sprung Instant Structures Ltd.	Teknion Corporation
St. John's Dockyard Limited	Télé Université
St. Joseph Print Group Inc.	Telephoto Technologies Inc.
St. Lawrence College	Tenaquip Limitée
Stanfield's Limited	Texcan, A Division of Sonepar Canada
Stanley Canada Corporation	Thales Canada Inc.
Stantec Consulting Ltd.	The Bagg Group
Starwood Hotels & Resorts Canada Worldwide (Canada)	The Boiler Inspection & Insurance Company of Canada
Stedfast Inc.	The Bristol Group Inc.
Steelcase Canada Limited	The British Columbia Conservation Foundation
STEMCELL Technologies Inc.	The Cambridge Towel Corporation
Steris Canada Inc.	The Canadian Salt Company Limited
Stewart, Weir & Co. Ltd.	The Cartwright Group Ltd.
Strongco Limited Partnership	The Data Group Limited Partnership
Subaru Canada Inc.	The Diebold Company of Canada Limited
Sun Life Assurance Company of Canada	The Dollco Corporation
Sun Media Corporation	The Globe and Mail division of CTV Globe Media Publishing Inc.
Sun Microsystems of Canada Inc.	The Governing Council of the University of Toronto
Suncor Energy Inc.	The Great West Life Assurance Company
Superior Boiler Works & Welding Ltd.	The Grocery People Ltd.
Superior Propane, a division of Superior Plus LP	The Lord Elgin Hotel
Supreme Office Products Limited	The Loyalist College of Applied Arts & Technology
Supremex Inc.	The Master Group LP
Sutton Place Hotel Toronto	The McElhanney Group Ltd.
Suzuki Canada Inc.	The North West Company
Swish Maintenance Limited	The Plaza II Corporation
Sykes Assistance Services Corporation	The Prince George Hotel
Symantec Corporation	The Stevens Company Limited
Synovate Ltd.	The Tri-Co Group Inc.
Sysco Food Services of Atlantic Canada, a division of	The University of British Columbia

**Table 8 (continued)****List of Federal Contractors as of December 31, 2009**

Employer Name	Employer Name
The University of Western Ontario	Valeant Canada Limitée
Thyssen Krupp Elevator (Canada) Limited	Vancouver Shipyards Co. Ltd.
Titan Building Maintenance Ltd.	Vangent Canada Limited
Titan Supply LP	Vapor Rail Inc.
TNS Canadian Facts Inc.	Veolia ES Canada Services Industriels Inc.
Toromont Energy Systems Inc.	Victor Innovatex Inc.
Toromont Industries Ltd.	Victoria Downtown Hotel Leaseholds Ltd.
Toronto East Hotel GP Inc.	Victoria Shipyards Co. Ltd.
Toshiba of Canada Limited	Victorian Order of Nurses
Total Credit Recovery Limited	Vipond Inc.
Toyota Canada Inc.	Vistek Ltd.
TRA Atlantic	VitalAire Canada Inc.
Trans Union of Canada Inc.	Vitality Foodservice Canada Ltd.
Transcontinental/PLM Inc.	Volvo Group Canada
Trent University	VWR International Ltd.
Trow Associates Inc. (Exp.)	Wajax GP Holdco Inc., Trustee of Wajax GP Trust General, Partner of Integrated Distribution Systems LP
Tulmar Safety Systems Inc.	Wardrop Engineering Inc.
Tyco Electronics Canada ULC	Wartsila Canada Inc.
UAP Inc.	Waste Management Inc.
Ultra Electronics Canada Defence Inc. - EVB00178	Waste Management of Canada Corporation
Ultra Electronics Canada Defence Inc. - F00224	Waste Services (CA) Inc.
Ultramar Ltée	Watson Wyatt Canada ULC
Unisource Canada Inc.	WCG International Consultants Ltd.
Unisys Canada Inc.	Webcom Inc.
United Rentals of Canada Inc.	Wedlock Paper Converters Ltd.
Univar Canada Ltd.	Weir Canada Inc.
Université de Sherbrooke	Welch LLP
Université du Québec à Montréal	Wescam Inc.
Université du Québec en Outaouais	Wesco Distribution Canada LP
Université Laval	Weston Bakeries Limited
Université Sainte-Anne	Williams Engineering Canada Inc.
University College of the Fraser Valley	Wing Hing Lung Limited
University of Alberta	Wolseley Holdings Canada Inc.
University of Calgary	Worley Parsons Infrastructure & Environment, a Division of Worley Parsons Canada
University of Guelph	Wyeth Pharmaceutical
University of Lethbridge	Xerox Canada Inc.
University of Manitoba	Xwave Solutions Inc.
University of Montreal	Yamaha Motor Canada Ltd.
University of New Brunswick	Yonge Street Hotels
University of Ontario Institute of Technology	York University
University of Ottawa	ZCL Composites Inc.
University of Regina	Zellers Inc.
University of Saskatchewan	Zomax Canada Company
University of Victoria	Zylog Systems (Canada) Ltd.
University of Waterloo	
University of Windsor	
URS Canada Inc.	
Valcom Consulting Group Inc.	