

Annual Report

Employment Equity Act

1998



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Introduction

Since 1987, organizations covered by the **Employment Equity Act** have witnessed tremendous changes in the economy and have had to adjust to them. In many instances, these changes have occurred very quickly. However, the pace at which employers have progressed toward achieving an equitable representation of designated group members in their workforce has been much slower.

Nineteen ninety-seven was the first period for which the 1996 **Employment Equity Act** and Regulations came into full effect. Some of the new regulations were intended to address the shifts in economic conditions that have taken place over the last decade. Consequently, the data now collected will present a more realistic picture of the workforce under the Act. Furthermore, this year's report uses the latest external data (Census of 1996). Using these data allows employers to compare the situation of designated group members in their organization with the current situation in a given industry and the Canadian labour market in general.

THE 1998 ANNUAL REPORT

In June 1998, employers covered under the *Employment Equity Act* submitted their eleventh annual report. The information in these reports depicts the employment situation of the four designated groups and the progress that organizations have made toward achieving an equitable workforce during 1997. This Annual Report provides a consolidation and an analysis of the data contained in the individual employers' reports. Chapter 1 describes the measures that employers have taken to expand the pool of job applicants. Succeeding chapters discuss the business climate in industries covered by the Act, present profiles of the workforce under the Act and of the four designated groups, and provide an assessment of employers' results.

For the first time in 1998, employers were required to use 14 new occupational groups based on the National Occupational Classification (NOC) and new salary ranges. These changes make comparison with occupational and salary data from previous years impossible. Accordingly, the format of this report is somewhat different from that of preceding reports. Because 1997 was the first year of full application of the 1996 Act, the content of the report has also changed. These changes reflect a number of comments from readers who participated in a survey carried out in May of 1997. Their input was used to modify the content and simplify it where problems were identified. As a result, the more technical informa-

tion is located in the appendices. In addition to presenting the statistical consolidation of employers' reports, this report includes two new appendices. Appendix A contains a glossary that explains certain key concepts used throughout this report, along with technical notes. Appendix B explains the methodology used to rank employers. Unfortunately, all of the suggestions received during the survey could not be integrated in this year's report, but they will be kept in mind for future editions.

THE EMPLOYMENT EQUITY ACT

The purpose of the *Employment Equity Act* is to achieve equality in the workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. In the fulfillment of that goal, employers are asked to correct disadvantages in employment experienced by the designated groups by giving effect to the principle that employment equity means not only that they must treat people in the same way, but also that they must take special measures and accommodate differences.

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

- to survey their workforce to collect information on the number of members of designated groups;

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

The Canadian Human Rights Commission (CHRC) has the authority to carry out on-site audits of employers covered under the Act to determine whether they have met these obligations.

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

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

THE FEDERAL CONTRACTORS PROGRAM

The 1996 *Employment Equity Act* confirms that the Minister of Labour is responsible for administering the Federal Contractors Program for Employment Equity (FCP). The program requires employers who do business with the Government of Canada to achieve and maintain a fair and representative workforce. It requires companies that employ 100 or more people, and which obtain goods and services contracts valued at \$200,000 or more, to implement an employment equity plan that meets the program criteria. The new Act ensures that the FCP requirements, with regard to implementation of employment equity, will be equivalent to those of employers under the Act.

MERIT AWARDS

Through the Merit Awards program, the Department recognizes the special efforts and achievements of organizations in implementing employment equity. Employers covered by either the Federal Contractors Program or the *Employment Equity Act* may compete for these awards. Please see page 11 for the names of organizations that received awards in 1998.

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

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

<http://info.load-otea.hrdc-drhc.gc.ca/~weedis>

It will also be available through a Bulletin Board System (BBS). The BBS can be reached at (819) 953-6616 (long distance charges apply). Log in as **weedis**.

Highlights

QUALITATIVE MEASURES

In their narrative reports, some employers recognized that progress in achieving an equitable representation of designated group members has been slow, especially in relation to Aboriginal peoples and persons with disabilities. Organizations have reacted by establishing employment-related policies and procedures that they believe will expand the pool of job applicants from these two groups in the longer run.

Information extracted from the narrative reports also indicates that real consultation mechanisms between management and employee representatives are still not widespread. When such mechanisms are established, they yield very positive results, particularly in terms of how employees perceive the organization's commitment to employment equity.

The 1998 Merit Awards recognized the special efforts that companies covered under the Legislated Employment Equity Program and the Federal Contractors Program have made to achieve a representative workforce. Among the seven employers who received an award, one was an employer covered under the Act: Saskatchewan Wheat Pool received a Vision award.

THE ENVIRONMENT

Industries covered by the Act operate in an environment which continues to change rapidly. New ways of doing business, new services, privatization, increased competition and changes in regulations have affected employers covered under the Act and the people who work for them.

To reflect the new reality that these changes have created, adjustments were made to the Employment Equity Regulations. As some of these regulations have not been applied before, the results will be apparent for the first time in the 1997 reports.

THE WORKFORCE UNDER THE ACT

In 1997, the total number of employees in the workforce under the Act remained relatively stable. However, the number of workers reported in the Banking sector decreased, while the number reported in the Transportation sector increased.

As a result of hirings and terminations occurring in companies covered under the Act, employment declined, but less severely than it has in previous years. It was the smallest decline since the beginning of the 1990s.

The number of opportunities (hirings and promotions) that employers had to improve the situation of members of designated groups rose by 15%, an increase rarely observed since data were first collected under the Act.

DESIGNATED GROUP MEMBERS IN THE WORKFORCE

Representation

In 1997, the representation decreased for women and persons with disabilities in the workforce under the Act. It was only the second time since 1987 that representation decreased from one year to the next for both groups. But for persons with disabilities, it was the second year in a row that representation decreased. The representation of Aboriginal peoples and members of visible minorities continued to increase significantly.

The decrease in the representation of women was mainly explained by the fact that significantly more women were terminated than were hired in the workforce under the Act. In contrast, the decrease in the number and representation of persons with disabilities was explained by other factors such as changes in the self-identification processes.

The representation of designated groups in the workforce under the Act was lower than their representation in the Canadian labour force. The largest gap was observed for Aboriginal peoples and persons with disabilities.

Employment opportunities

More members of designated groups were terminated than were hired in the workforce in 1997, except in the case of members of visible minorities. As a result, employment for this group grew — the only group for which it did.

Occupational profile

With the new occupational structure of 14 groups, the following changes in the distribution of the workforce were observed: more employees than before were working as professionals, supervisors, skilled crafts and trades and semi-skilled manual workers, while fewer were working as managers, clerical workers and other manual workers.

However, as in previous years, a generalized finding was that there were concentrations of women, persons with disabilities and members of visible minorities in clerical and professional work, and of Aboriginal peoples in clerical and manual work. Many persons with disabilities were also doing skilled crafts and trades work.

Compared with their counterparts in the Canadian labour force, more members of designated groups in the workforce under the Act were working in the clerical personnel category and fewer in sales and service-related positions.

Salaries

Using the salary information based on the new adjusted salary ranges re-confirmed that there was a gap between the average salaries earned by women and men in the workforce under the Act.

As well, men and women in the other three designated groups earned average salaries that were lower than those of all men and women in the workforce. The salary gap between men and women with disabilities and all men and women in the workforce was the smallest, and the gap between Aboriginal men and women and all men and women in the workforce, the widest.

THE RANKING OF EMPLOYERS

Changes were made to the indicators used in ranking the employers this year. These changes affected the number of employers who received the highest and lowest scores for the situation of the group in 1997 (Ranking I) and the progress made during the year (Ranking II). For instance, as many as 109 employers received the highest score for Aboriginal peoples for Ranking I. Almost the same number of employers received the lowest score.

The majority of employers received the lowest score for the situation of persons with disabilities in their workforce, while for women and members of visible minorities, a significant number also received the medium score.

As for progress achieved in 1997 (Ranking II), more employers received a high or medium score than a low score, except for persons with disabilities. The best results were obtained for women: as many as 130 of the 320 employers evaluated for Ranking II received the highest possible score on progress for this group. A total of 87 employers also received the highest score for members of visible minorities.

1. Qualitative Measures Undertaken by Employers

EXPANDING THE POOL OF JOB APPLICANTS

*In addition to submitting a statistical report, employers covered by the **Employment Equity Act** must file a narrative report in which they describe the measures they have taken to achieve employment equity, the results achieved and their consultations with employee representatives. Employers are not limited to these three topics in the narrative report. They can, for example, provide background information to help readers interpret their statistics. They can also describe the nature of their business, outline any particular problems that they may have encountered and highlight their success stories. The narrative report also provides a vehicle for employers to share solutions to certain problems in implementing employment equity that may be common to several industrial sectors.*

MOST COMMON MEASURES ADOPTED BY EMPLOYERS

Of the many changes employers have made to their employment practices and policies over the years, it is particularly interesting to see what employers have done to eliminate barriers in their employment systems with a view to attracting members of designated groups. Many employers have taken innovative proactive steps to hire and retain women, Aboriginal peoples, persons with disabilities and members of visible minorities.

Employment-related Policies

This year, almost all employers covered by the Act indicated that they have formal policies in place for dealing with such issues as employment equity, harassment and discrimination. Employers have made efforts to communicate these policies to their employees by posting them in the workplace or publishing them electronically or in a company newsletter. This type of measure is intended to both improve the working environment for members of designated groups, and demonstrate to potential employees the company's commitment to employment equity principles.

Targeted Advertising

Many employers have deliberately targeted designated groups when advertising vacant positions. They indicated that they routinely advertise positions in the mainstream press and in newspa-

pers aimed at designated group members. Most employers also indicated that they regularly forward job postings to agencies that refer designated group candidates. While many employers continue to use recruiting methods such as employee referrals and word of mouth, many have indicated that they make certain that other methods are used as well.

*“There will be a reduction in the amount of employee referrals or personal sponsorship – the objective is to balance it out with other types of recruitment. Personal sponsorship is likely to result in a workforce that is too homogeneous, and this may have an adverse impact on designated groups. **Westshore** will ensure personal sponsorship is not the primary avenue for sourcing candidates.”*

Westshore Terminals Ltd.

Flexible Work Arrangements

Many employers have also examined their work systems and have tried to introduce flexibility where possible in the hours or place of work. Options such as flex time, telework and job sharing tend to make jobs more attractive to women with family responsibilities. They may also be extremely valuable to persons with disabilities. To better appeal to a diverse

workforce, many employers are also offering some flexibility in the benefits packages they offer and are recognizing religious holidays that do not correspond with statutory holidays.

“A flexible benefits plan was made available to all non-unionized employees. The video presentation that introduced the plan highlighted diversity in the workplace. The plan will be better tailored to the individual needs of a diversified workforce.”

Canadian National Railways Company

“Williams Moving recognizes and respects the various different religions and cultures within our employee base. Some of our employees practice a religion whose holidays are not represented in the mandated statutory holidays. As a result, we encourage our employees to take time off with pay to observe their religious holidays with their family and friends.”

Williams Moving and Storage (B.C.) Ltd.

DEALING WITH THE LACK OF CANDIDATES

Despite having implemented such measures in their workplaces, many employers are reporting some frustration with the slow pace of progress in achieving an equitable representation of designated group members. Many employers indicated that progress is difficult because of a lack of designated group candidates applying for employment opportunities. In examining their situations in more detail, employers identified a number of reasons for the problems they have encountered in attracting candidates from designated groups.

“It was identified that a “passive” recruitment process was not going to attract anyone outside the mainstream labour pool that was not already interested in transportation as a career.”

Atomic Transportation System Inc.

Geographic Location

Some employers identified problems relating to the geographic location of their business. Many employers have pointed out that members of the designated groups are not evenly distributed across the country. Depending on the location of

the employer's business and where the targeted designated group members live, recruitment can be difficult. Many Aboriginal communities are located far from employers' places of business, and candidates from these areas may be reluctant to leave their homes for long periods of time. Employers in rural areas seeking candidates with technical skills must often recruit from cities with colleges and universities. They indicate that it can be very difficult to attract candidates, especially designated group members, away from urban centres.

Several employers have found solutions that may help solve these problems. The solutions proposed depend to a great extent on the nature of the industry. For example, **Kindersley Transport**, which has its principal place of business in Saskatoon, has found it difficult to hire members of some designated group because few candidates are available in the local labour pool. Accordingly, **Kindersley** is exploring the possibility of recruiting directly from other major centres in Canada to increase the diversity of its labour pool.

Recognizing the possibility that professionals in remote areas may feel isolated from their colleagues, **Pelmorex Radio** covers the cost of membership in professional associations for a woman in a management position at a northern station in order to help her maintain her professional connections.

For some employers, the problems of geography become evident very early in the recruiting process. For example, **Air Creebec** found that Aboriginal candidates were applying for positions with the airline, but many could not afford the airfare to come to the interview. Where this was the case, **Air Creebec** flew them to the company's offices for interviews.

COMPENSATING FOR A LACK OF TRAINED DESIGNATED GROUP MEMBERS

In some situations, when employers investigated why they were not receiving applications from designated group members, they realized that there was a genuine lack of qualified candidates. In many cases, employers have indicated that the current availability of designated group members

in their industry is very low. However, these same designated groups may be very well represented in training programs aimed at preparing them for future work in particular industries. Accordingly, employers are confident that the turnover of employees over time will soon begin to change the representation of the groups among their employees as positions eventually become available for trained group members.

*“As the available workforce becomes richer with members of the designated groups in technical positions, and as **Helijet** recruits new personnel, we expect to see a natural increase in representation. This is already apparent as we are able to employ more women with pilots licenses than in the past.”*

Helijet Airways Inc.

In certain professions and technical trades, however, there seems to be a real lack of designated group members in training programs. In order to increase the diversity of the pool of candidates they may draw on, some companies are proactively selling not only themselves as potential employers, but their industry as a career choice to high school students. To be competitive in many technical fields, young people must stay in school and keep up their math and science skills. To be motivated to do this, they must be able to see themselves as preparing for work in jobs in which these skills are in demand.

*“Applicants for [technical] positions typically do not include members of some of the designated groups, particularly women and Aboriginal peoples. As stated in last year’s report, **Cable Regina** views the barriers to progress in this area to have both educational and social components. The need to present alternatives during the adolescent years has never been more apparent.”*

Regina Cablevision Co-operative

Several employers have indicated that they have instituted programs to communicate with teenagers to educate them on the benefits of staying in school. They make presentations at schools, attend career fairs, offer internships and give tours of their facilities to show young people what their industry is about, what career opportunities are

available and what the educational requirements are. By targeting schools in which the representation of the designated groups is high, and by including designated group members among those who make presentations to students, many employers hope to encourage more designated group members to qualify and apply for positions.

*“[High school] students are placed into the workforce in an office environment, in the warehouse and accompanying a city delivery driver to learn and fully understand the workforce in an area that they may be interested in. **Kindersley Transport Ltd.** participates in these programs with the intent of not only preparing potential employees for full time positions but to educate students on the many opportunities available in the trucking industry.”*

Kindersley Transport Ltd.

The **Vancouver Port Corporation** has an ongoing partnership with a local school with a high proportion of both Aboriginal and visible minority students. Through this partnership, the **Vancouver Port Corporation** carries out a number of activities aimed at promoting careers in the industry and the company itself to young people. The employer regularly gives presentations at the school and gives tours of the facilities to students. The **Vancouver Port Corporation** also offers scholarships and work practicum placements to grade 12 students.

“We want to organize tours of our facilities for groups of Aboriginal young people from the region in order to encourage them to pursue studies in the field of communications.”

Radio Nord Inc.

HIRING HALL SITUATIONS

Many employers who recruit workers through hiring halls have indicated that they find implementing employment equity to be very difficult. They describe a situation in which they have no direct control of the composition of their workforce because they are obliged by their collective agreement to accept the employees that the union sends. In some cases, employers have indicated that the designated group representation among union members and, therefore, among the

employees sent to them, is improving. For example, **Canadian Stevedoring Company Limited** indicated that it was pleased with the steps taken by the **British Columbia Maritime Employers Association**, which employs the longshore labour pool, to increase the representation of designated groups.

In some cases, employers are using promotional techniques to increase the representation of the designated groups in their industry as a whole. By targeting designated groups for programs that provide experience in the industry, they hope to increase the diversity of the union membership. In this way, they hope to benefit from a larger pool of experienced candidates several years in the future.

*"[I]n 1997 **Canada Steamship Lines** started an initiative to increase the number of trained women available within the industry by specifically seeking female cadets for placement aboard our vessels in the officer training program. We were very successful in that 25% of candidates chosen for the cadet program this year were women. By taking this initiative, we hope to increase the number of qualified female union members who will be available in the future through the hiring hall system."*

Canada Steamship Lines

IN-DEPTH INITIATIVES

Most employers seem to be indicating that they are making some progress in increasing the representation of women and members of visible minorities in their organizations. However, many remained frustrated with their lack of success in attracting Aboriginal candidates or persons with disabilities. Employers said that despite advertising in publications aimed at these groups, very few applications from them were forthcoming. Even when they were able to hire members of these groups, they often found it very difficult to keep them on staff.

Employers who have indicated some success in hiring and retaining Aboriginal peoples and persons with disabilities seem to be those who have either specifically given responsibility for doing so to an officer of the company, or have

entered into partnerships with agencies serving these groups. The measures that they have described as successful have often involved strategies to accommodate group members by dealing with several barriers at once. Consulting with employees who are members of the two designated groups and working in partnership with organizations serving them have provided employers with information that they have found extremely valuable in implementing measures aimed at both groups.

Aboriginal Peoples

Several employers have indicated in their narrative reports that they have entered into partnerships with Aboriginal organizations to help them recruit and retain Aboriginal employees. Rather than merely posting job vacancies or asking organizations to refer candidates, some employers are entering into partnerships with these organizations to set up joint initiatives aimed at providing long-term solutions. Employers can provide assistance to Aboriginal associations in setting up targeted training programs and ensuring that the training is relevant to their industries. In turn, Aboriginal organizations are able to help employers identify and eliminate barriers to the employment of Aboriginal peoples. They may also be able to help set up support programs to improve retention of these employees.

"A partnership was formed with the Sask. Indian Institute of Technology (SIIT) to hire and train NH3 [truck] drivers since this is a skill shortage area in our company. We will provide the training on a cost recovery program and we will then guarantee positions once the training required has been completed."

Saskatchewan Wheat Pool

*"In June 1997, **Air Canada** signed an Agreement with the Assembly of Manitoba Chiefs (AMC) establishing a partnership with all Aboriginal Peoples of Canada. The Agreement provides for **Air Canada**, in cooperation with the AMC, to help prepare Aboriginal youth for career opportunities and to create a more conducive work environment for native people within the Corporation."*

Air Canada

Persons with disabilities

As was the case with Aboriginal employees, the employers who seem to be experiencing the most success in recruiting and retaining persons with disabilities are those who have tried to deal with potential issues before they arise. Several employers indicated that they have formed partnerships with agencies serving persons with disabilities and have developed accommodation models before problems actually occurred. Several employers indicated that they have examined in detail how their employment systems and workplace practices affect employees with specific disabilities. This effort has allowed them to develop solutions relating to technical equipment and methods of interacting with other employees. Some employers have also developed tools to help supervisors adapt to the new experience of working with persons with disabilities.

Canada Post has put much effort into its programs relating to recruiting and accommodating deaf and hard-of-hearing employees. Notably, in 1997, **Canada Post** held a national conference for these employees. Working from recommendations put forward at that conference, **Canada Post** developed a handbook to help supervisors work more effectively with deaf and hard-of-hearing employees. This employer has been able to hire a significant number of deaf and hard-of-hearing employees on a casual basis, and several have been able to move on to permanent jobs in the Corporation.

Rogers Cantel Inc. has been working to improve the representation of blind employees within the company. It has established a partnership with the Canadian National Institute for the Blind (CNIB) to provide assistance and advice. Notably, the CNIB is able to offer ongoing technical advice and support to these employees. To help integrate new blind or visually impaired employees, **Rogers** pairs each one with an employee with a similar impairment, who acts as a coach. To ensure that employees can discuss issues with other workers who may be experiencing similar problems and to ensure that technical solutions are shared as

widely as possible, **Rogers Cantel Inc.**'s blind or sight-impaired employees are linked via e-mail with all other employees with similar disabilities within the corporate group.

CONSULTATION AND CREATING SUPPORT FOR EQUITY INITIATIVES

The *Employment Equity Act* requires employers to consult with employee representatives by inviting their views on the implementation of employment equity. Many of the measures that employers have described in their narrative report as "consultations" do not meet the Act's requirement in this area. For example, some employers listed informing employees of measures which had already been implemented as consultations. Other employers counted conducting a self-identification survey of their workforce, distributing an employee-satisfaction poll or participating in the negotiation of a new collective agreement as consultation. However, none of these activities constitutes consultation under the *Employment Equity Act*. Consultations must involve two-way communication between the employer and the employees' representatives, and must deal directly with employment equity.

Reporting these other measures as "consultations" has made it difficult to assess the real impact that true consultations may have had. Several employers have indicated in their narrative reports that a lack of support for equity initiatives among employees has hampered their efforts to achieve a more representative workforce. According to some employers, feedback from some employees has indicated that they do not understand the goals of employment equity. In fact, they may be somewhat suspicious of employment equity programs. There are, however, indications that employers have been able to gain the support of their employees for their equity initiatives through consultative efforts. Several employers have indicated that they had managed to explain their programs and alleviate employees' misgivings through consultations.

*“In 1993, **Télébec** set up an eight member joint employment equity committee made up of four union representatives and four management representatives. Setting up this committee has allowed us to reduce resistance to change, to calm insecurities and to benefit from the experience and contributions of all parties.”*

Télébec Ltée.

Some employers have identified support for employment equity among their staff as a factor which can radically affect the success of an organization's employment equity plan. Consultation with employee representatives is a powerful tool that employers can use to generate that support.

1998 EMPLOYMENT EQUITY AWARD WINNERS

Every year, the Department presents Vision Awards of Excellence and Certificates of Merit to employers covered under the Legislated Employment Equity Program and the Federal Contractors Program. These awards and certificates recognize outstanding efforts employers have made to implement employment equity.

VISION AWARDS

The Vision Award recognizes employers who have done more than merely meet the basic requirements of the program. The following three employers received 1998 Vision Awards:

Eli Lilly Canada Inc.

for supporting and encouraging designated group members in the community and for effectively communicating its commitment to the principles of employment equity to its employees.

Knoll North America Corp.

for its generous tuition-reimbursement program for employees wishing to further their education and for its highly successful program for assisting employees to return to work following illness or injury.

Saskatchewan Wheat Pool

for co-operation between management and the union and for the integration of the employment equity committee into the organization.

CERTIFICATES OF MERIT

Certificates of Merit were awarded to four organizations that have implemented special activities in support of continued and serious efforts toward attaining a representative workforce. The recipients are:

Atlantic Tractors and Equipment Ltd.

IBM Canada Ltd.

Queen's University

University of Windsor

2. The Business Climate for Industries Covered Under the Act

Trends and events in the economy in general, and in the different industrial sectors in particular, are likely to affect the business activity of companies operating in the industries (Banking, Transportation and Communications) that fall under the Act. The following chapter presents a brief overview of the major trends and events which may affect the workforce in industries under federal jurisdiction. For example, changes in regulations or the introduction of new technologies may affect how organizations do business and, eventually, the number of people they employ and the skills they need to produce goods or deliver services. On another front, work stoppages may result in a reduction of wages earned during the year by the workers involved. A number of mergers, acquisitions and splits have also occurred during 1997 in the industries covered by the Act. This chapter gives an overview of some of the more important ones to help readers see how certain companies have evolved over the years.

Banking

During the year, a task force reviewed the future of financial services in Canada. The task force (created in December 1996) was scheduled to report to the Minister of Finance in September 1998. The mandate of the task force was to examine issues such as bank mergers, purchases of Canadian banks by foreign banks and whether banks should be allowed to retail insurance and lease assets. (Early in 1997, the federal government announced that it would allow foreign banks to open branches in Canada, but the legislation had yet to be drafted by the end of the year.) Changes in the rules governing the banking industry were sought by the major banks in an effort to remain competitive in the face of globalization of financial services. Some banks argued that only by creating bigger entities would they be able to make the costly technological changes required to keep pace with change. Questions about job losses, closure of branches and consumers' interests were raised in submissions to the task force.

Communications

The broadcasting sector is quickly changing with the introduction of services using the latest technologies such as MMDS (Multipoint Multichannel Distribution Service) and LMCS (Local

Multipoint Communications System), an advanced fully digital version of MMDS. Some analysts say that these technologies will eventually replace cable. In 1997, the Canadian Radio-television and Telecommunications Commission (CRTC) approved LOOK TV, a new Multipoint Distribution System (MDS) undertaking that will provide services in southern Ontario. Eventually, the service will be extended to Quebec under the name of LOOK Télé.

To keep up, Vidéotron's cable network is being upgraded to the broad band technology which is capable of carrying video, telephone and data transmissions. Shaw Communications and Rogers Cable TV were also active in this area. Vidéotron wishes to extend its activities to the local telephone market and expects to enter the field some time in 1998.

On the other hand, Bell Canada, Telus and NB Tel want to enter the cable TV market, which was scheduled to be opened to competition as of January 1, 1998. Market trials for Total Vision, a new service operated by Bell, began in September in Quebec and Ontario. Telus will eventually test a similar service in Calgary and Edmonton. Bell Canada expects a drop in its share of the local phone market when this market is opened to

competition. As a result, the company reduced its personnel by another 2,200 people in 1997. Management, administrative and support jobs were most affected.

Among other emerging services is the direct-to-home (DTH) satellite service. Four service providers began operating in 1997: ExpressVu, Star Choice, HomeStar and AlphaStar. As an example, ExpressVu created 140 jobs and invested \$40 million in a broadcasting centre located in North York, Ontario. Telesat and Spar Aerospace announced during 1997 that they would launch their own DTH service.

While the world of broadcasting is facing major changes, large Canadian cable companies are examining ways to rationalize their operations. In a February 1997 decision, the CRTC approved the amalgamation of Vidéotron and the cable systems (CF Cable TV) owned by CFCF Inc. in Ontario and Quebec. However, one condition of approval was that two television stations also owned by CFCF Inc. had to be sold to third parties not related to Vidéotron. As a result, WIC Television Ltd. of Vancouver acquired CFCF-TV Montreal, and Consortium Quebecor acquired Télévision Quatre Saisons (TQS). The transactions were approved in August. Vidéotron also sold its cable installation in Alberta to Moffat Communications Ltd. in an effort to concentrate on its activities in Quebec. In return, Videon CableSystems, a subsidiary of Moffat, will enlarge its market in the West.

Another company, Cogeco Cable, took control of 25 enterprises formerly under Rogers Cable-systems. Cogeco also exchanged activities in the Alberta and British Columbia markets for operations of Shaw Communications in the Ontario market.

In other deals, Baton Broadcasting acquired control of CTV Television Network and all of Electrohome's television holdings, including its shares in CTV. Finally, an exchange of stations, stock and cash between Baton and CHUM Ltd. allowed Baton to extend its activities across Canada and permitted CHUM Ltd. to consolidate its activities in central Canada.

In the telecommunication carriers industry, Bell Mobility entered the personal communication services (PCS) market by introducing service in four cities—Toronto, Ottawa, Montreal and Quebec City.

Finally, in postal and courier services, Canada Post withdrew from the delivery of unaddressed advertising mail, which resulted in the lay-off of almost 10,000 casual employees in January 1997. Later in the year (from November 19 to December 4), employees of the Corporation were on strike. The strike ended with back-to-work legislation, including a wage settlement of about 5.15% over three years.

Transportation

About 900 pilots from Air Canada's regional carriers (Air B.C., Air Ontario, Air Nova and Air Alliance) were on strike from January 10 to the week of March 10, 1997. The strike caused many flights to be cancelled, and other employees were laid off for its duration. The strike occurred because the pilots wanted to maintain the seniority that they had earned as pilots with the regional carriers after going on to jobs with Air Canada.

First Air bought Northwest Territorial Airways, which is based in Yellowknife and had 180 employees at the time of the transaction.

A trucking company, Interlink Freight Systems, went bankrupt on July 4, 1997 with the loss of 2,000 jobs. Increased competition, overcapacity and low margins were blamed. Nevertheless, experts think that the health of the trucking industry improved in 1997 and that it will continue to do so in 1998. The use of technologies such as satellite-tracking devices to monitor the location of trucks might help the companies to survive, a report says. Approximately 40% of Canadian trucks are equipped with these devices.

In 1996, CP Rail created the St. Lawrence and Hudson Railway to serve the eastern part of Canada. The new company has 3,800 employees. It was put up for sale at the beginning of 1997, but in December, Canadian Pacific announced that it was maintaining its service in the East. The unprofitable Hull-Quebec track was sold during the year to a regional company.

Others

In 1997, it was announced that TransCanada Pipelines Ltd., IPL and Gaz Met proposed to build a new natural gas pipeline between Edmundston, New Brunswick and Goldboro, Nova Scotia. This venture would, temporarily, increase significantly the number of employees in these companies.

3. Analysis of Employers' Reports

*This chapter describes the employment situation of designated groups in the workforce of employers covered under the **Employment Equity Act** for 1997. It also analyses how the situation of these groups has changed during the reporting year. In addition to a section presenting the situation of the entire workforce, four profiles appear in this chapter — one for each of the four designated groups, namely: women, Aboriginal peoples, persons with disabilities and members of visible minorities.*

A NEW JOB-CLASSIFICATION SYSTEM

Regulations flowing from the new *Employment Equity Act* of 1996 required employers covered by the Act to report their employee data using a new system of classifying occupations (the National Occupational Classification — or NOC) for the first time in 1998, for reporting year 1997. In their report, employers were asked to code their jobs according to NOC and to group occupational data using 14 Employment Equity Occupational Groups instead of the 12 groups used since 1987¹. Because of these new groupings and the lack of correspondence between the old classification and the new one, it is not possible to compare the occupational data from 1997 with data from the previous years.

NEW SALARY RANGES

The same situation prevails for salaries because the salary ranges have changed with the new regulations. Therefore, it is not possible to compare — in any meaningful way — either the percentage of the workforce in each salary range, or their average salaries for 1997 with figures from previous years.

REPORTING HIRINGS AND TERMINATIONS: NEW GUIDELINES

There are now new guidelines related to reporting hirings and terminations. In the past, in the case of mergers or other corporate transactions in which employees from one company were transferred to another, transferred employees **were not** reported

as being hired or terminated. Now, however, they should be reported as being hired by the company to which they transferred, and as being terminated by the company from which they transferred. For instance, assume that company A bought company B during the year, and that the employees in B were transferred to A. In its report, company A would include the employees transferred from B in the total number of employees reported. When comparing the total number of employees company A reported this year with the number it reported last year, an increase would be noticed. Under the old reporting method, where these new employees came from could not be determined. However, with the new way of reporting, the number of employees which have been added to A's workforce through transfers from company B can be established.

KEY COMPARISONS TO NOTE: THE EXTERNAL PICTURE

Throughout this chapter, we are using data from two external sources to compare the situation of members of the designated groups in the workforce under the Act with the situation of members of the same groups in the Canadian labour force. These data come from the newly released 1996 Census and, for persons with disabilities, from the 1991 Health and Activity Limitations Survey (HALS). Both sets of data describe the situation of members of designated groups in the labour market and play an important part in the employment equity planning process. Employers use these data to identify gaps or shortfalls in the representation of designated

¹ Please refer to Table 5 in Appendix C for a list of the 14 Employment Equity Occupational Groups.

groups in their workforce. We use them to show, at a global level, the extent to which the workforce under the Act reflects—or does not reflect—the Canadian labour force in certain respects. We also use the data to determine how far we have progressed toward achieving a representative workforce under the Act.

Most of these comparisons appear under “Occupational Profile”. For example, in discussing representation, we compare the percentage of employees in the workforce who are in a given occupational group and are Aboriginal peoples with the percentage of employees in the Canadian labour force who are in the same occupational group and are Aboriginal peoples. The results of the comparison will indicate the degree of underrepresentation (if any) of Aboriginal peoples in that occupational group.

3.1 The Workforce Under the Act

- In 1997, the total number of employees in the workforce under the Act remained relatively stable.
- As a result of hirings and terminations occurring in companies covered under the Act, employment declined, but less severely than it has in previous years.
- The number of opportunities (hirings and promotions) that employers had to improve the situation of members of designated groups increased significantly.
- There was a significantly higher percentage of the workforce under the Act employed in the clerical personnel category than in the Canadian labour force, and a significantly lower percentage in sales and service occupations.

THE NUMBER OF EMPLOYERS AND EMPLOYEES BY SECTOR, 1987, 1996 AND 1997						
SECTORS	EMPLOYERS			EMPLOYEES		
	1987	1996	1997	1987	1996	1997
Banking	23	18	19	169,632	172,329	170,374
Transportation	208	171	166	203,207	147,261	149,707
Communications	90	89	96	179,247	192,187	191,392
Other Sectors	52	53	51	43,331	60,106	59,285
ALL SECTORS	373	331	332	595,417	571,883	570,758

SITUATION IN 1997

The number of employers covered under the Act stayed almost unchanged in 1997, compared to the previous year. Our database includes 332 reports filed for reporting year 1997 out of a total of 346 employers covered¹. Employers reported a total number of 570,758 employees, which represented a slight decrease of 0.2% from 1996.



Most of the decrease in the number of employees in 1997 resulted from a decrease in the number of temporary employees reported. However, this does not necessarily mean that the number of temporary employees did, in fact, decline—only that the number reported was lower. The number of temporary employees reported may have decreased because temporary employees no longer represented 20% of the total number of workers in some companies². It is also possible that the number of temporary employees decreased because employers stopped reporting as “temporary” those employees who become full-time or part-

time permanent employees. Interestingly, some employers indicated in their narrative report that this has been the case for many of their temporary employees this year.

Overall, the number of employees under the Act working in permanent jobs increased by 0.1% in 1997. The number of part-time workers decreased slightly (by 0.5%), which was offset by an increase in the number of full-time workers.

Sectoral changes

As the table above shows, between 1996 and 1997, the number of employees under the Act decreased significantly in Banking and the Other sectors, with the workforce in the Transportation sector increasing after having decreased for the last eight years. The table also indicates that the number of employees covered under the Act in Communications decreased slightly. Despite these decreases in Banking and Communications, these

¹ Some employers did not file a proper report in time to be included in the database. See Chapter 4 for a list of these employers.

² The regulations relating to the Act state that employers need report temporary employees only if they make up 20% of their workforce at peak period of employment. Therefore, an employer might stop reporting temporary employees if, for instance, a company's workforce increases, and temporary employees no longer represent 20% of the total number of workers—even if the number of temporary employees has remained constant. See Guideline 11 for more details.



sectors remained the two most important under the Act in terms of the number of people working in them.

Here are some explanations of the changes in the number of employees by sector:

- The decline in employment for Banking reflects the rationalization of activities that has been under way since the beginning of the 1990s.
- In the Other sectors, two companies closed their doors or were no longer required to report. Ontario Hydro also cut 300 people from its workforce.
- The increase in the number of companies in the Communications sector occurred mainly because Baton Broadcasting bought CTV and submitted reports relating to nine different entities, reflecting its new corporate structure. However, note that the number of employees working in this sector did not increase.
- In the Transportation sector, a number of companies ceased their activities, and a few reports had not been received at the time of writing. Nevertheless, the number of employees covered in two sub-sectors of Transportation (the “air transport industry” and “services incidental to the air transport industry”) increased significantly. New organizations such as the Greater Toronto Airports and the Winnipeg Airports Authorities are included in the second sub-sector. Nav Canada, the largest of the new employers in the Transportation sector, is in a third sub-sector, “other services incidental to transportation”.

Regional changes

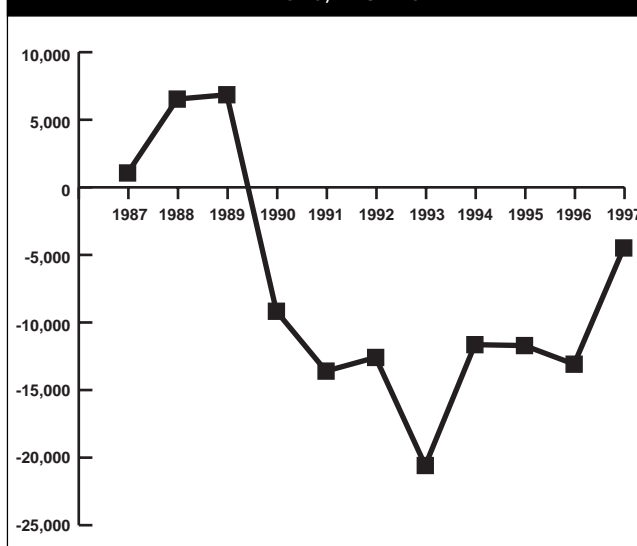
Manitoba and the Northwest Territories were the two regions in which the number of employees covered increased most significantly in 1997, compared to the previous year. In both regions, the creation of Nav Canada accounted for much of the increase. The fact that Manitoba Telecom Services began reporting in 1997 also significantly affected the number of employees covered by the Act in Manitoba. A decline of more than 30% in the number of employees covered occurred in Prince Edward Island between 1996 and 1997 after

almost all employees of Marine Atlantic in that province were terminated.

Employment opportunities

The total number of hirings and terminations was expected to increase relative to previous years because, in the past, transferred employees were not counted as being hired or terminated. In 1997, the number of people reported as hired by companies under the Act in permanent jobs did, in fact, increase by 20.0% over 1996. Such a big increase has rarely been observed since data were first collected under the Act; the only exceptions occurred in 1988 (the second year that employers reported under the Act) and again in 1994, when Ontario Hydro was added to our database. On the other hand, the number of people terminated increased by only 3.2%. The explanation could be that companies from which employees were transferred simply ceased their activities and did not submit reports that would have included the terminated employees.

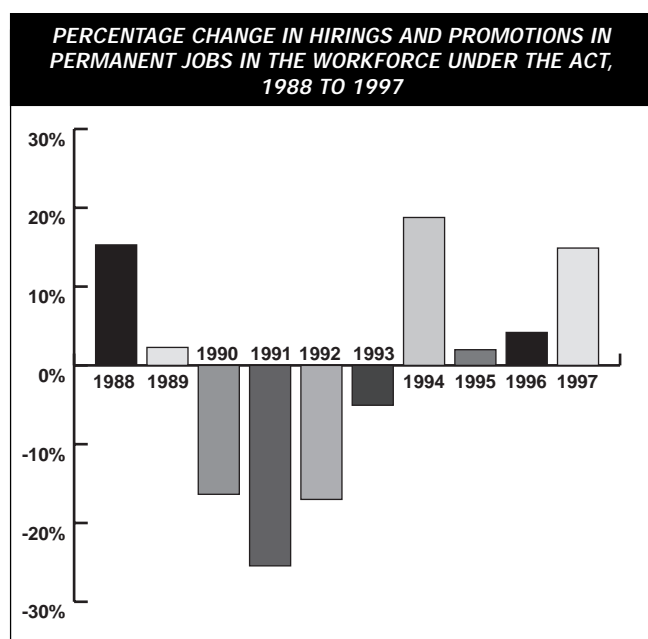
CHANGE IN THE NUMBER OF PERMANENT JOBS IN THE WORKFORCE UNDER THE ACT AS A RESULT OF HIRINGS AND TERMINATIONS, 1987 TO 1997



Even if the number of terminations reported did not increase as rapidly as the number of hirings in 1997, still, more people were terminated than were hired in the workforce under the Act. A total of 4,486 permanent jobs were lost in 1997, about one-third fewer than in 1996 (13,000 jobs were lost that year). As a result, employment declined by only 0.8%, which was significantly lower than the decline of 2.3% observed in 1996.

As in previous years, a large number of full-time jobs were lost as the result of hirings and terminations, while more people were hired than terminated in part-time jobs. In 1997, Banking accounted for the highest number of jobs lost as a net result of hirings and terminations. Communications followed closely. By contrast, more people were hired than terminated in Transportation, especially in the air transport industry and in trucking.

A negative net result of hirings and terminations does not mean that organizations did not have



opportunities to improve the situation of members of designated groups during the year. To fully assess the situation, the total number of hirings and promotions in permanent jobs in the workforce under the Act is usually examined. In 1997, almost 120,000 people were hired or promoted in the workforce, an increase of 14.9% from the previous year. About 54% of these opportunities were new hirings.

OCCUPATIONAL PROFILE

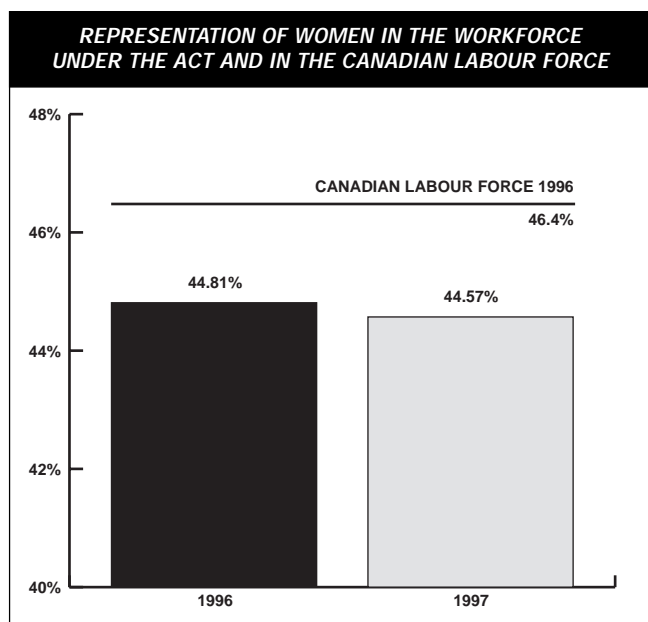
As noted earlier in the introduction, it is not possible to compare the occupational data from 1997 with data from the previous years. Instead, we have compared the distribution of the workforce among the 14 occupational groups with the distribution of the entire Canadian labour force among the same 14 groups, according to the last Census of Canada in 1996.

This comparison shows that the concentration (i.e., the percentage) of employees covered by the Act in the clerical personnel category was three times higher than for the Canadian labour force (31.9% compared to 11.1%). Conversely, a significantly lower percentage of employees covered under the Act worked in sales and service occupations than was the case for the Canadian labour force (7.4% compared to 27.1%, when the three groups of sales and service occupations are added together).

3.2 Women

- After having increased for a number of years, the representation of women in the workforce under the Act decreased slightly in 1997.
- Although women represented more than 44% of the workforce, they accounted for only 39% of all hirings.
- The data collected using the new occupational classification system clearly show that most women are working in professional, clerical and sales and service-related jobs.
- In 1997, women were promoted at a high rate into management and supervisory jobs.
- Using the new salary ranges, women were definitely concentrated in the lower salary ranges and men in the higher.

REPRESENTATION



Last year was only the second time that the representation of women in the workforce under the Act decreased since 1987. However, the decrease was relatively small. The representation of women went from 44.81% in 1996, to 44.57% in 1997. By comparison, the representation of women in the Canadian labour force was 46.4%, according to the 1996 Census.

More women than men left the workforce, and their representation decreased accordingly, as opposed to what was observed in 1996. In 1997, the representation of women decreased in part-time and in temporary work, but increased in full-time work. The decrease (3.2%) in the number of

women working part-time was much more significant than the decrease for the workforce as a whole (0.5%).

Sectoral changes

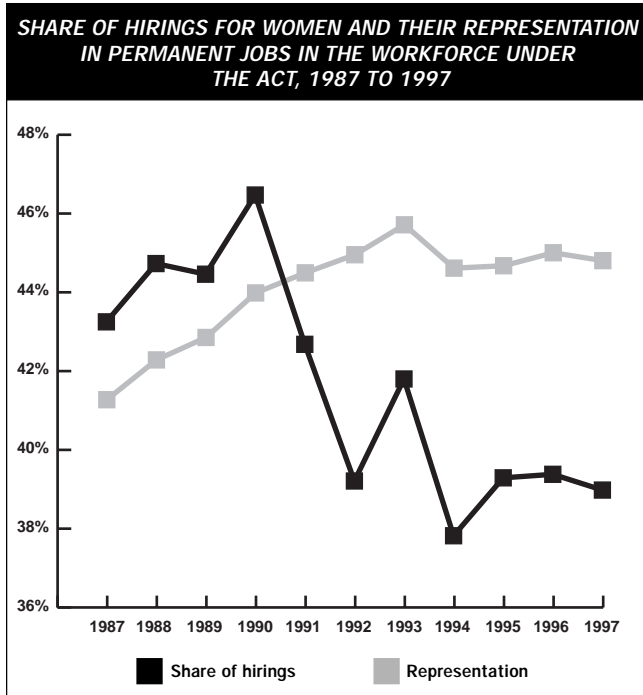
Women's representation in Banking did not follow the same trend as it did in all industries covered under the Act. Their representation in this sector decreased both in full-time and in part-time jobs. Banking is also the sector in which the representation of women decreased most significantly last year. Women represented 73.59% of all employees in the banking sector in 1997, compared to 74.76% in 1996. The decrease was observed in all the major Canadian banks. In contrast, the representation of women in Transportation increased in 1997 to 23.26%. However, the Transportation sector still employs far fewer women than the banks (13.7% of women worked in Transportation, compared to 49.3% in banks in 1997).

Regional changes

Any decrease or increase in the number of women employed in a given province or territory reflected the decrease or increase in the workforce under the Act in that province or territory between 1996 and 1997. For Ontario, however, the number of employees in that province's entire workforce increased by 0.3%, while the number of women in it decreased by 1.3%. In Prince Edward Island, the decrease in the number of women in the workforce was much less significant than the decrease in the total number of employees. This

occurred because Marine Atlantic, a company in that province that reduced its workforce significantly, employed few women. In Yukon, unlike in P.E.I., the number of employees under the Act increased. However, the increase was much more significant for women because a bank opened an additional branch in the territory.

Changes in employment opportunities for women in 1997



The number of women hired in full-time and part-time jobs in the workforce increased. However, it did not increase as rapidly as the number of men hired did. Accordingly, the percentage of women hired in the workforce (full-time and part-time) actually decreased. In 1997, only 38.98% of those hired were women, compared to their representation of 44.57% in the workforce.

In past years, more women have been terminated than hired in the workforce, and the number of terminations increased again for this group in

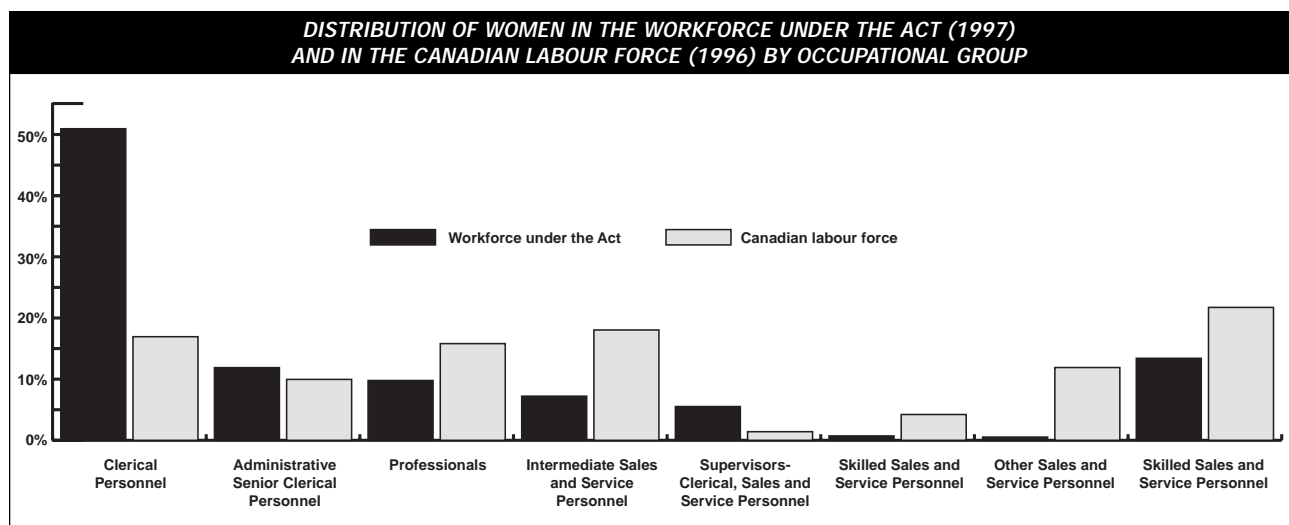
1997. Therefore, women experienced a net loss of 3,682 permanent jobs, compared to a loss of only 804 jobs for men in the workforce. Some 4,181 fewer women occupied full-time jobs in 1997, but this number was partly offset by 499 additional part-time jobs. Most of these losses, as would be expected, occurred in Banking. Communications followed with the second highest number of jobs lost.

The net result of hirings and terminations meant that the employment of women in full-time and part-time jobs declined by 1.4% in 1997, a little less than it did in 1996, when the employment declined by 1.9%. By comparison, men's employment declined by only 0.3% in 1997.

Only 44.5% of the 56,147 permanent jobs offered to women in the workforce under the Act were new hires in 1997. In the same year, this percentage was 62.1% for men. The lower percentage of new hires for women reflected the fact that many employers under the Act promoted women from within their workforce to fill vacant positions.

OCCUPATIONAL PROFILE

It was expected that the new occupational groupings would affect the occupational profile of women. The major impact expected was that fewer women than before would be classified in middle management. This is because the new administrative and senior clerical personnel group includes a number of jobs that are occupied mainly by women, and which were previously considered as part of middle management. Data collected using the new system of 14 Employment Equity Occupational Groups indicated that only 0.24% and 8.86% of all women were classified as senior and middle managers in 1997. The data also indicated that 11.88% were doing administrative and senior clerical work.



With the new classification, a higher percentage of women are now classified as professionals, clerical, sales and service personnel than in previous years. In 1997, almost 87% of all women in the workforce were in the seven occupational groups encompassing these types of jobs, with a majority (50.94%) working as clerical personnel. As the chart above shows, the percentage of women in the Canadian labour force who were in the same occupational groups was lower (78.3%). Only 17% were in clerical work, but a significantly higher percentage were working in professional and sales and service occupations.

In 1997, among the 14 occupational groups, women were most highly represented in administrative and senior clerical personnel, clerical personnel, supervisors of clerical, sales and service workers and intermediate sales and service personnel. As compared with previous data based on 12 occupational groups, the representation of women was lower in middle management and in semi-professionals and technicians.

As noted earlier, the representation of women in the workforce under the Act was lower than the representation of the group in the Canadian labour force. When examining the data by occupational group, however, there were two exceptions to this general finding. A higher percentage of people working, first, as middle managers and, second, as supervisors (of clerical, sales and service workers) in the workforce under the Act, were women than was the case for the Canadian labour force. For

instance, 38.87% of all middle managers in the workforce under the Act were women compared with 33.6% in the Canadian labour force.

On the other hand, a significantly lower percentage of semi-professionals and technicians and other sales and service personnel in the workforce were women than was the case for the Canadian labour force. More specifically, women represented only 19.08% of the workforce in other sales and service personnel, while their representation was 54.4% in the same occupational group in the Canadian labour force.

In the workforce under the Act, women working in banks were particularly highly represented in clerical personnel (89.20%) and supervisors (83.87%). Women accounted for about half of middle managers, professionals and semi-professionals, but were absent from the pool of other manual workers. In Communications, where 41.64% of employees were women, they accounted for 84.93% of all administrative and senior clerical personnel. However, the percentage of women in skilled, semi-skilled and other manual workers remained low. The same situation prevailed in Transportation, with the difference that women were also highly represented among intermediate sales and service personnel. In the Other sectors, the representation of women in skilled, semi-skilled and other manual work was higher than in any of the other three major sectors. Nevertheless, women were still most highly represented in clerical work.

Employment opportunities by occupational group in 1997

In 1997, employers under the Act hired more women than they terminated in 6 of the 14 occupational groups. To some extent, this contributed to improving the situation of women in the workforce in certain occupational groups such as skilled crafts and trades workers, semi-skilled manual workers, intermediate and other sales and service personnel.

In 1997, the percentage of women promoted in some groups (management, both groups of supervisors, professionals and clerical jobs) was higher than their representation in these occupational groups. Interestingly, being promoted was almost the only way for women to get into new positions of managers and supervisors of clerical, sales and service workers, while men were hired from outside for these positions in significant numbers.

SALARIES

The average salary of women working full-time in the workforce under the Act, estimated using the new salary ranges, was \$39,282 in 1997. The same year, men’s average salary for full-time work was \$51,727. Therefore, women’s earnings represented 75.9% of that of men’s. Because new salary ranges were used, it is not possible to compare the average salaries with those of previous years. In 1997, the salary gap between men and women was the largest in Banking, and the narrowest in Communications. In this sense, it is similar to the trend observed in previous years.

Because the salary ranges have changed, benchmarks were also adjusted for what are considered the lower and higher salary ranges. In past years, the lower benchmark was \$25,000 and the higher, \$40,000. These were increased, respectively, to \$30,000 and \$50,000 for data collected in 1997. Therefore, no comparison is possible between the 1997 data on the distribution by salary range and the analysis conducted in previous years.

PERCENTAGE OF MEN AND WOMEN WHO EARNED UNDER \$30,00 FOR FULL-TIME WORK, BY SECTOR, 1997		
	Men	Women
Banking	13.0%	35.8%
Transportation	11.3%	32.7%
Communications	6.7%	13.6%
Other sectors	10.1%	20.7%
ALL SECTORS	9.8%	27.3%

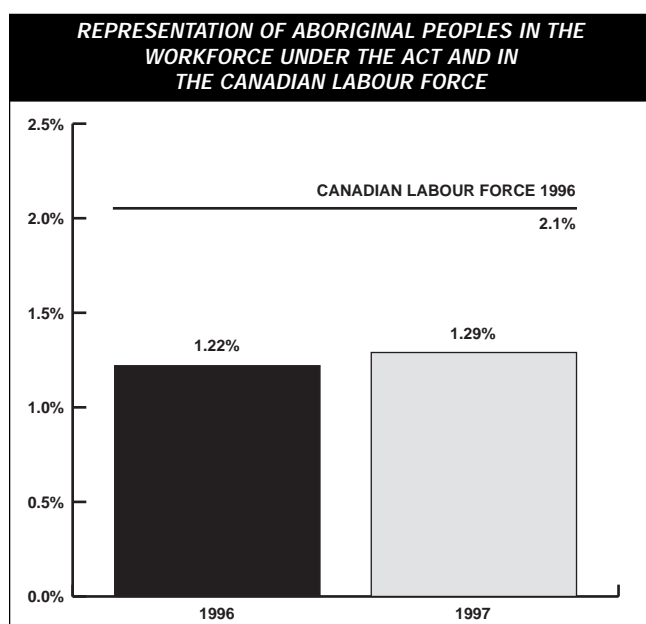
This being said, women are still clearly concentrated in the lower salary ranges. Three times more women than men working full-time earned less than \$30,000 in 1997 (27.3% compared to only 9.8%). The percentage of women in this category was even more significant in Banking and Transportation: about one third of women in the workforce under the Act in these sectors earned less than \$30,000.

In the higher salary ranges, 40% of men in the workforce — but only 15% of women— earned \$50,000 or more in 1997. A somewhat higher percentage of women earned \$50,000 or more in the Other sectors (24.5%).

3.3 Aboriginal Peoples

- The representation of Aboriginal peoples in the workforce under the Act continued to increase in 1997, but it was still lower than the representation of the group in the Canadian labour force.
- Nineteen ninety-seven was only the second year in which significantly more Aboriginal peoples were terminated than were hired in the workforce. Accordingly, their employment declined significantly, but their representation was not affected because other factors offset the decrease.
- With the new occupational classification, the percentage of Aboriginal peoples working as other manual workers decreased, and it increased in skilled crafts and trades workers.
- Aboriginal peoples earned an average salary of \$40,027, or 85.7% of what all employees in the workforce earned for full-time work in 1997.

REPRESENTATION



Aboriginal peoples represented 1.29% of the workforce under the Act in 1997. The representation of the group increased from the previous year, when it was 1.22%. This group has increased its representation in the workforce every year since employers began reporting under the Act. However, the representation of Aboriginal peoples in the workforce was still lower than their representation in the Canadian labour force (2.1%), according to the 1996 Census.

Again in 1997, the number of Aboriginal women reported increased more rapidly than the number of Aboriginal men reported in the workforce under

the Act. If this trend continues, soon there will be as many Aboriginal women as Aboriginal men in the workforce.

Almost all Aboriginal peoples reported by employers in 1997 were permanent full-time or part-time employees. Interestingly, the group's higher representation resulted almost entirely from an increase in the number of members of this group working full-time. Aboriginal women accounted for more than two thirds of this increase.

Sectoral changes

Most of last year's increase in the number of Aboriginal peoples in the workforce under the Act occurred in the Banking sector. The number of Aboriginal employees also increased slightly in Transportation and the Other sectors, but decreased in Communications. Given these variations, in 1997, 30% of Aboriginal peoples worked in Banking, and 28% in Communications. The Communications sector dropped to second place in terms of the number of Aboriginal workers, after having been in first place for a number of years. The representation of Aboriginal peoples remained highest in the Other sectors, even though this group of industries employed only 17% of all Aboriginal peoples in the workforce. Their representation in that sector was 2.11% in 1997, compared to 1.30% in Banking and 1.07% in Communications.

Regional changes

In 1997, the number of Aboriginal peoples working in almost every province or territory increased. The only exceptions were Prince Edward Island and Saskatchewan. In Prince Edward Island, as noted earlier, a large employer cut almost all its staff. In Saskatchewan, two organizations, the Royal Bank of Canada and Cameco Corporation, accounted for most of the decrease in the reported number of Aboriginal peoples employed in that province.

In the Northwest Territories, the workforce under the Act increased significantly because of the addition of Nav Canada. However, Nav Canada employed only a few Aboriginal workers. Consequently, the representation of Aboriginal peoples in the workforce under the Act in the Northwest Territories decreased in 1997. Nevertheless, Aboriginal peoples still accounted for 21.65% of the workforce in that region — the highest representation of the group in Canada.

Changes in employment opportunities for Aboriginal peoples in 1997

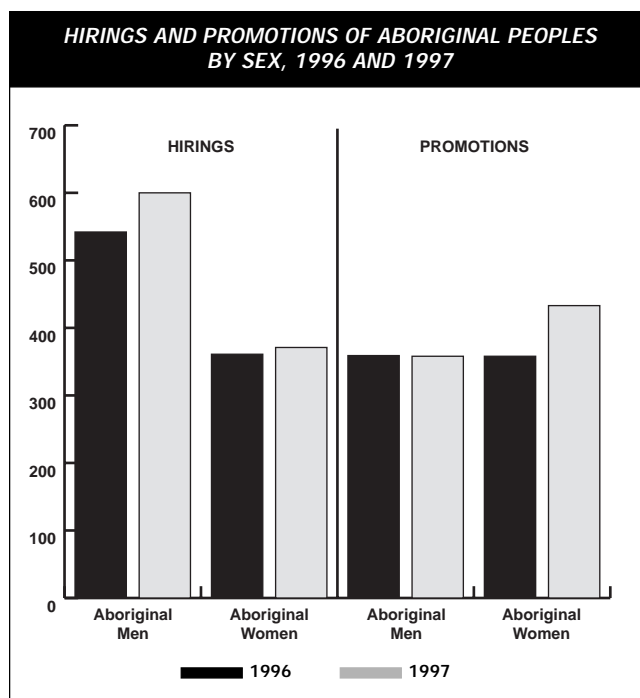
Aboriginal peoples represented 1.51% of all people who were hired in permanent jobs in the workforce under the Act in 1997. This percentage was lower than in 1996, decreasing for the third consecutive year. Both Aboriginal men and women saw their percentage of hirings decrease.

During the same period, the percentage of employees terminated from the workforce who were Aboriginal peoples continued to increase. As a result, 184 more Aboriginal people were terminated than were hired in 1997.

Last year was only the second year that the net result of hirings and terminations was negative and significant since 1987. It was also the first year that Aboriginal peoples' employment declined more significantly than it did for the entire workforce: employment declined by 2.5% for Aboriginal peoples, but by only 0.8% for the entire workforce in 1997. Despite this decline, the representation of the group did not decrease. Other factors such as changes in the composition of the group of employees covered by the Act and

improved self-identification processes more than compensated for the decrease in the number of Aboriginal employees as a result of hirings and terminations.

By sector, the decline in employment for Aboriginal peoples was the highest in Banking, particularly in Saskatchewan and in the larger provinces of Ontario and Quebec. Again, the group's representation did not decrease in this sector; some of the large banks conducted a new workforce survey in 1997, which yielded a higher number of members of this group. Aboriginal peoples' employment also declined significantly in Communications. However, their representation stayed the same because of the influence of the other factors mentioned above.



In 1997, in the workforce under the Act, 1,762 opportunities (hirings and promotions) were offered to Aboriginal peoples. This number was slightly higher than for the previous year. Aboriginal women accounted for a significant part of this increase because of the higher number of promotions they received last year.

Of these new opportunities offered to Aboriginal workers in 1997, 55.1% were new hires. This percentage was similar to that observed for the

previous year. It was also similar to the percentage of new hires used to fill vacant positions in the entire workforce.

OCCUPATIONAL PROFILE

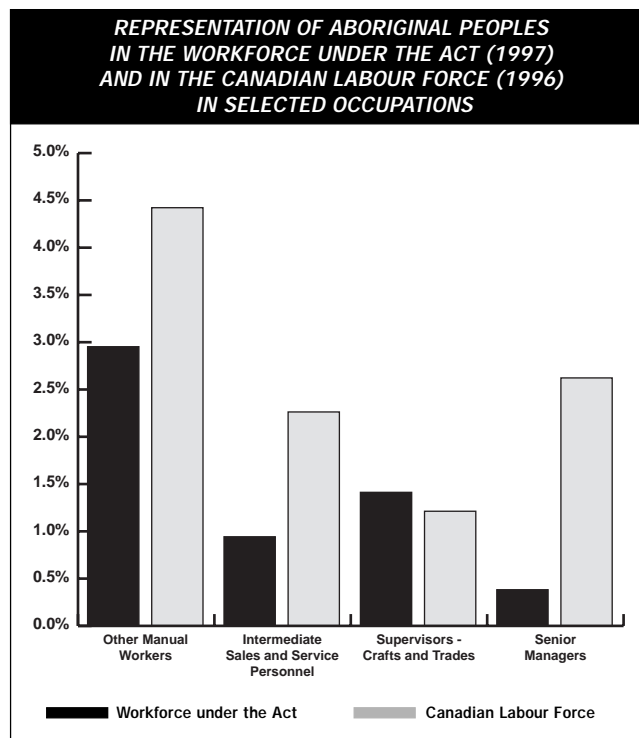
Among the new 14 employment equity occupational groups, Aboriginal peoples were largely concentrated in the clerical personnel category (35.8%), in skilled crafts and trades (11.3%) and in semi-skilled manual work (13.8%). This finding is similar to what had been observed under the old classification system.

It was expected that with the use of the new occupational structure consisting of 14 groups, the percentage of Aboriginal peoples working as other manual workers would decrease and that the percentage working in the more highly skilled blue-collar jobs would increase. This, in fact, did happen, particularly with the percentage of Aboriginal peoples increasing in skilled crafts and trades workers. In white-collar jobs, with the new occupational groups, the percentage of Aboriginal employees classified as middle and other managers decreased significantly from the percentage observed using the old groups.

Aboriginal peoples in the workforce under the Act were more concentrated in clerical work and less in sales and service-related occupations than members of this group were in the Canadian labour force at the time of the last Census (1996). These differences in concentration had already been observed for the entire workforce. However, the differences between Aboriginal peoples in the workforce and in the Canadian labour force were more pronounced.

In 1997, Aboriginal peoples were most highly represented in other manual workers, other sales and service personnel and semi-skilled manual workers. The increase in the representation of Aboriginal employees in skilled crafts and trades was the most noticeable effect of the use of new occupational groups.

For senior managers, other manual workers and sales and services related occupations, the repre-



sentation of Aboriginal peoples in the workforce under the Act in 1997 was significantly lower than their representation in the Canadian labour force was in 1996. For instance, only 0.38% of managers were Aboriginal people in the workforce, compared to a figure of 2.62% in the Canadian labour force. Although 2.95% of other manual workers were Aboriginal peoples (their highest representation among the 14 occupational groups in the workforce), the percentage of employees in this occupational group who were Aboriginal peoples was significantly higher (4.42%) in the Canadian labour force. On the other hand, their representation was higher in supervisors of crafts and trades workers in the workforce than it was for the same occupational group in the Canadian labour force (1.41% compared to 1.21%).

Employment opportunities by occupational group in 1997

More Aboriginal peoples were hired than were terminated in 5 of the 14 occupational groups. This contributed to improving, to some extent, the situation of Aboriginal peoples in occupational groups such as senior managers, intermediate and other sales and service personnel. In the supervisors of clerical, sales and service personnel, and in

the skilled sales and service personnel categories, the situation of Aboriginal employees improved because employers managed to retain more Aboriginal peoples than other employees.

In 1997, the percentage of Aboriginal people who were promoted into the other sales and service personnel category, semi-skilled manual workers, semi-professionals and technicians and other manual workers, was higher than their representation in these occupational groups. As well, in 1997, employers recruiting Aboriginal people into senior management, skilled and intermediate sales and service positions were more likely to recruit them from outside, as opposed to promoting them from within their existing workforce.

SALARIES

Aboriginal men in the workforce under the Act earned an average salary of \$44,046 in 1997 for full-time work. This average was calculated using the new salary ranges introduced with the 1997 reports. The same year, all men in the workforce earned \$51,727, which meant that Aboriginal men earned 85.2% of what all men earned.

AVERAGE SALARIES OF ABORIGINAL PEOPLES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES BY SEX AND BY SECTOR, 1997		
	Men	Women
Banking	77.1%	85.7%
Transportation	87.2%	86.0%
Communications	91.4%	93.3%
Other Sectors	79.4%	81.6%

Using the new salary ranges did not change the fact that the Banking sector exhibited the largest salary gap between Aboriginal men and all men working full-time, and Communications, the smallest. Aboriginal men earned 77.1% and 91.4% respectively of what all men earned in these sectors.

The estimated average salary of Aboriginal women was \$34,500 in 1997, or 87.8% of what all women in the workforce earned that year. In the same year, the salary gap between Aboriginal women and all women was largest in the Other sectors, and smallest in Communications.

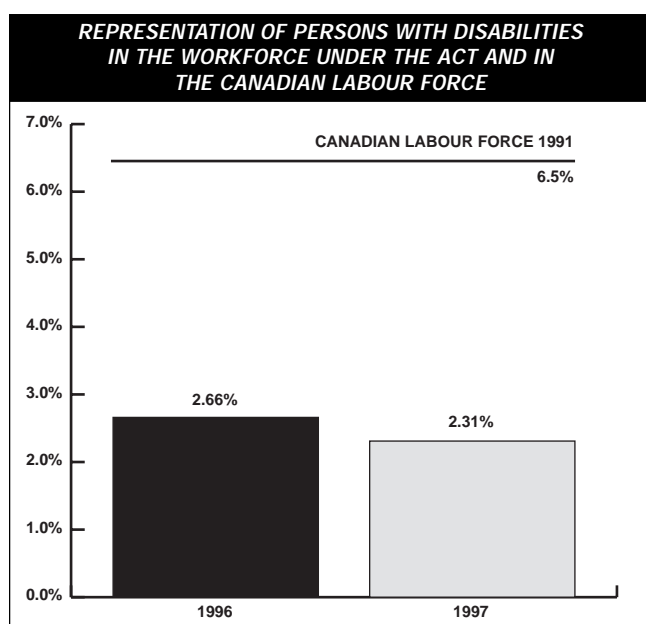
As many as 16.1% of Aboriginal men in the workforce under the Act earned less than \$30,000 in 1997, compared to 9.8% for all men in the workforce the same year. The difference was also significant in the higher salary ranges. Only 26.4% of Aboriginal men earned \$50,000 or more, compared to 40% of all men.

About 38% of Aboriginal women earned less than \$30,000, but only 16% of Aboriginal men were in this range. Of interest is that the difference between the percentage of Aboriginal men and women earning the lowest salaries was smaller than the difference between the percentage of all men and women in the workforce earning the same salaries. At the other end of the salary scale, 15.6% of all women in the workforce earned \$50,000 or more in 1997, but only 8.1% of Aboriginal women did.

3.4 Persons with Disabilities

- The representation of persons with disabilities in the workforce under the Act decreased significantly in 1997. Women with disabilities accounted for a large part of the decrease.
- Although the net result of hirings and terminations was negative last year for persons with disabilities, the decrease in representation was mainly explained by other factors such as new self-identification processes.
- The percentage of persons with disabilities in each occupational group was close to the percentage of the entire workforce in the same groups. However, more persons with disabilities were working in the clerical personnel category and in skilled crafts and trades.
- Persons with disabilities earned, on average, 97.2% of what all employees earned for full-time work in the workforce under the Act in 1997.

REPRESENTATION



Persons with disabilities represented 2.31% of the workforce under the Act in 1997. This percentage decreased for the second year in a row. In 1996, the decrease was not very significant (the representation went from 2.73% in 1995 to 2.66% in 1996). However, last year, the decrease — of 13.2% — was significant. Of note is that employers reported 2,000 fewer persons with disabilities in 1997 than in 1996, with women with disabilities accounting for almost 85% of this decline. The decrease that women with disabilities experienced was slightly more pronounced in part-time than in full-time work.

At 2.31%, the representation of persons with disabilities in the workforce under the Act in 1997 was lower than the group's representation in the Canadian labour force (6.5%). This figure was derived from the 1991 Health and Activity Limitations Survey (HALS) data.

Sectoral changes

The Banking sector accounted for most of the decrease in the number of persons with disabilities reported in 1997. In that sector, the representation of the group decreased from 3.65% in 1996 to 2.45% last year. As will be discussed later in this section, most of the decrease occurred because of changes in self-identification surveys conducted by the large banks during the year.

In 1997, the representation of the group also decreased in Communications and the Other sectors, but to a smaller extent. The situation was different in the Transportation sector. Men with disabilities in that sector experienced a significant increase in their representation. Despite this increase, the group's representation in Transportation (1.78%) was still the lowest among the four main industrial sectors under the Act in 1997.

Regional changes

Between 1996 and 1997, the representation of the group decreased in almost all provinces except Manitoba, Prince Edward Island and the Northwest Territories. In Manitoba, the number and

representation of persons with disabilities increased significantly because a new company, Manitoba Telecom Services, began reporting under the Act. In the last two jurisdictions, the increases were not significant, as we are dealing with very small numbers.

The most important decreases in the representation of persons with disabilities in 1997 occurred in New Brunswick, Nova Scotia and Alberta. The Banking sector accounted for most of the decreases in these provinces.

These changes did not affect the distribution of persons with disabilities across Canada. In terms of the workforce under the Act, almost 50% (47.2%) of members of this group were working in Ontario, and between 11% and 12% of all persons with disabilities were working in Alberta, British Columbia and Quebec.

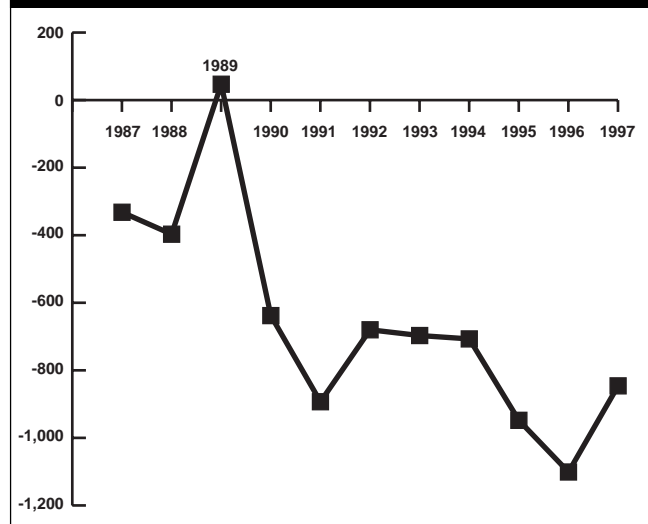
Changes in employment opportunities for persons with disabilities in 1997

Last year was the fourth year in a row that the percentage of persons with disabilities among all people hired into the workforce decreased. Again, women with disabilities experienced the most significant decrease in comparison with all people hired. In 1997, the percentage of people hired in permanent jobs who were persons with disabilities decreased in Banking, Communications and the Other sectors.

Between 1996 and 1997, the percentage of members of this group in the total number of people who left the workforce under the Act also decreased significantly. In 1997, 2.15% of people terminated from the workforce were persons with disabilities, while the group represented 2.32% of the permanent workforce.

The net result of hirings and terminations remained negative for persons with disabilities in 1997. As many as 846 more persons with disabilities were terminated than were hired, and their employment declined by 6.0%, the highest decline among the four designated groups. By comparison, total employment in the workforce declined by only 0.8% in the same year.

CHANGE IN THE NUMBER OF PERSONS WITH DISABILITIES IN PERMANENT JOBS IN THE WORKFORCE UNDER THE ACT AS A RESULT OF HIRINGS AND TERMINATIONS, 1987 TO 1997



However, the negative result of hirings and terminations explained only a little more than one third of the decrease in the representation of persons with disabilities in 1997. The rest of the decrease was explained by other factors. Apparently, in many cases, new self-identification surveys conducted during the year yielded lower results. These surveys included a definition of persons with disabilities which was consistent with the new *Employment Equity Act*.

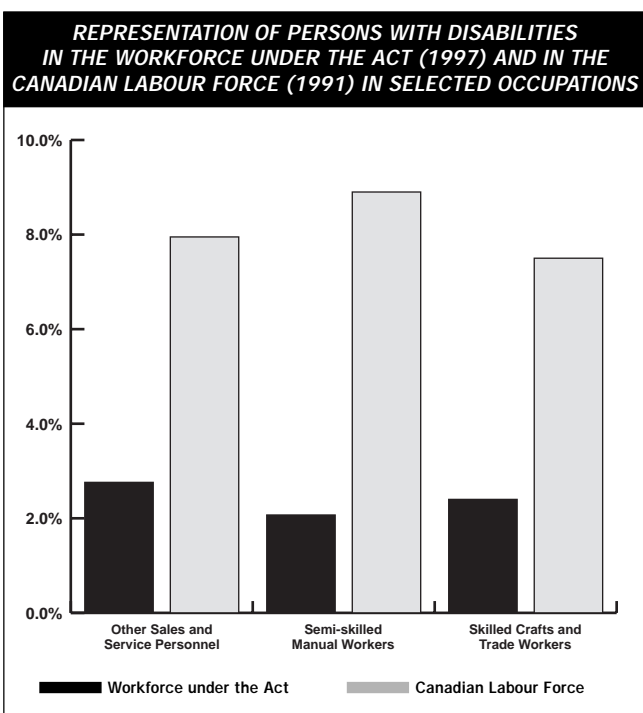
The number and percentage of promotions that the group received also decreased significantly in 1997, compared to the previous year. With promotions of persons with disabilities falling by 15.7%, the number of opportunities employers had to improve the situation of members of this group also decreased, but by only 8.8%. In 1997, 61.9% of persons with disabilities who started a new job were promoted from within the employer's workforce. This percentage was significantly lower than it was in the previous year (67.0%).

OCCUPATIONAL PROFILE

The data collected using the 14 new occupational groups showed that persons with disabilities were concentrated in clerical work, skilled crafts and trades, middle and other managers and professionals. Their distribution across the 14 occupational

groups was similar to that of the entire workforce. This pattern was also observed when we used the old structure of 12 occupational groups. The changes observed in the distribution of persons with disabilities by occupational group between 1996 and 1997 are similar to what was expected for the workforce as a whole: in 1997, more persons with disabilities than before were working as professionals, supervisors, skilled crafts and trades and semi-skilled manual workers, and fewer were working as managers, clerical workers and other manual workers.

In 1997, a significantly higher percentage of persons with disabilities were doing clerical work in the workforce under the Act than they were in the Canadian labour force in 1991¹. It was also the case in management. On the other hand, a lower percentage of persons with disabilities were sales and services workers and semi-skilled manual workers in the workforce than in the Canadian labour force.



In 1997, the representation of persons with disabilities in the workforce under the Act was lower than it was in the Canadian labour force in each of

the 14 occupational groups. Persons with disabilities were significantly underrepresented in skilled crafts and trades and semi-skilled manual work and in the other sales and service personnel category in the workforce in comparison with the situation of the group in the Canadian labour force. The occupational categories in which persons with disabilities were highly represented in the workforce under the Act were clerical personnel, other sales and service personnel and other manual workers.

Employment opportunities by occupational group in 1997

Last year, the net result of hirings and terminations was negative for persons with disabilities in all occupational groups. Persons with disabilities in the semi-professionals and technicians, the supervisors of crafts and trades workers and the intermediate sales and service personnel categories lost the fewest jobs.

Almost all persons with disabilities who started new jobs as supervisors of clerical, sales and service workers or supervisors of crafts and trades workers were promoted from within the workforce of the company where they worked. In the case of other employees filling these types of jobs, a higher percentage was hired from outside the company.

SALARIES

The average salary of men with disabilities in 1997 in the workforce under the Act was \$49,417 for full-time work. This estimated salary, calculated with the new salary ranges, was 95.5% of the estimated salary of all men in the workforce in the same year. This percentage was higher than that calculated for Aboriginal men and visible minority men covered under the Act.

Men with disabilities working full-time earned almost the same average salary as all men in the workforce in the Banking sector. On the other hand, the wage gap was the highest in Communications, where they earned 91.7% of what all men earned in 1997.

¹ Data on persons with disabilities by occupational group in the Canadian labour force are from Statistics Canada 1991 Health and Activity Limitations Survey (HALS).

Women with disabilities also earned an average salary that was equivalent to 95.9% of the salary of all women in the workforce under the Act. However, the actual average salary for women with disabilities was lower than that of their male counterparts: on average, women in this group earned \$37,668 for full-time work in 1997.

The few women with disabilities (391) working full-time in Transportation earned about the same salary as all women in this sector. In Communications and the Other sectors, women with disabilities earned 94% of what all women earned.

Men with disabilities were more concentrated than all men in the salary ranges between \$30,000 and \$49,999. Consequently, compared with all men in the workforce, fewer men with disabilities earned less than \$30,000 and \$50,000 or more in 1997. The table below shows the percentage of men and

women with disabilities and the percentage of all men and women in the lower and higher salary ranges.

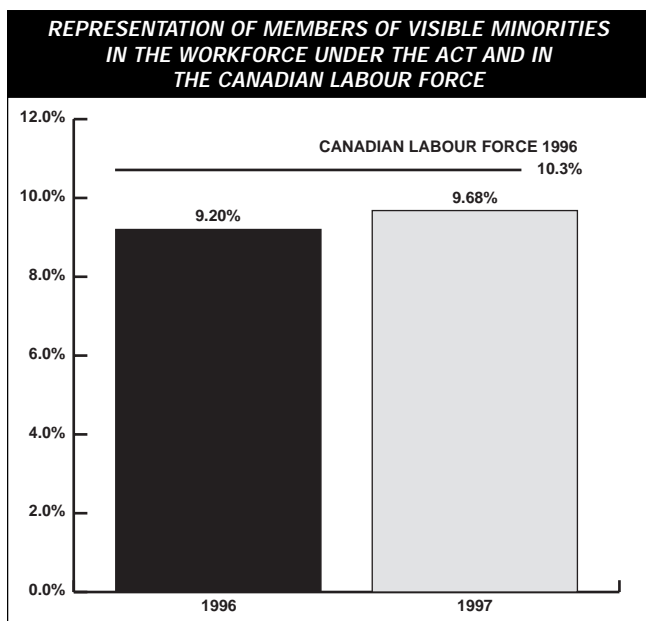
DISTRIBUTION BY SEX AND SALARY RANGE OF PERSONS WITH DISABILITIES AND THE WORKFORCE UNDER THE ACT, 1997		
	Less than \$30,000	\$50,000 or more
Men with disabilities	8.9%	35.5%
All Men	9.8%	40.0%
Women with disabilities	29.7%	12.3%
All Women	27.3%	15.6%

More women with disabilities earned less than \$30,000 than all women in the workforce and fewer earned \$50,000 or more the same year. This situation was the opposite of that observed for men in this group.

3.5 Members of Visible Minorities

- The representation of this designated group increased significantly in the workforce under the Act in the last year, reaching 9.7%. However, it was still lower than the representation of the group in the Canadian labour force (10.3%) in 1996.
- On a positive note, members of visible minorities were the only designated group for which employment grew as a result of hirings and terminations in 1997.
- Members of visible minorities were largely concentrated in a few occupational groups. More than 55% of all members were doing either clerical or professional work.
- On average, visible minority men and women earned 90.7% of what all men and women earned in the workforce for full-time work in 1997.

REPRESENTATION



In 1997, 9.68% of employees in the workforce under the Act were members of visible minorities. The representation of the group increased significantly from the previous year, when it was 9.20%. The recently released data from the 1996 Census of Canada showed that at 10.3%, the group's representation in the Canadian labour force was higher. However, as shown in the table below, the representation of the group in the workforce under the Act increased more than it did in the Canadian labour force during the five-year period between 1991 and 1996.

Again in 1997, the number of visible minority men increased more rapidly than the number of

REPRESENTATION OF MEMBERS OF VISIBLE MINORITIES			
	1991	1996	Change (% points)
Workforce Under the Act	7.6%	9.2%	1.6
Canadian labour force	9.1%	10.3%	1.2

visible minority women in the workforce. This trend has been evident in the last four years and, therefore, men in this group are getting closer to forming 50% (48.2%) of the group in the workforce.

In 1997, the representation of members of visible minorities increased more significantly in part-time work than it did in full-time work. This was true both for men and women in this group, but especially for visible minority men. Their representation in part-time work reached 11.20% in 1997, compared to 10.25% in 1996.

Sectoral changes

Between 1996 and 1997, the representation of members of visible minorities increased most significantly in Banking, — the sector in which the group's representation was highest. This increase contributed to widening the gap between the representation of the group in this sector and the other three industrial sectors. More specifically, at 15.01%, the representation of the group in Banking in 1997 was almost double that of the group (8.86%) in the Communications sector, which was in second place.

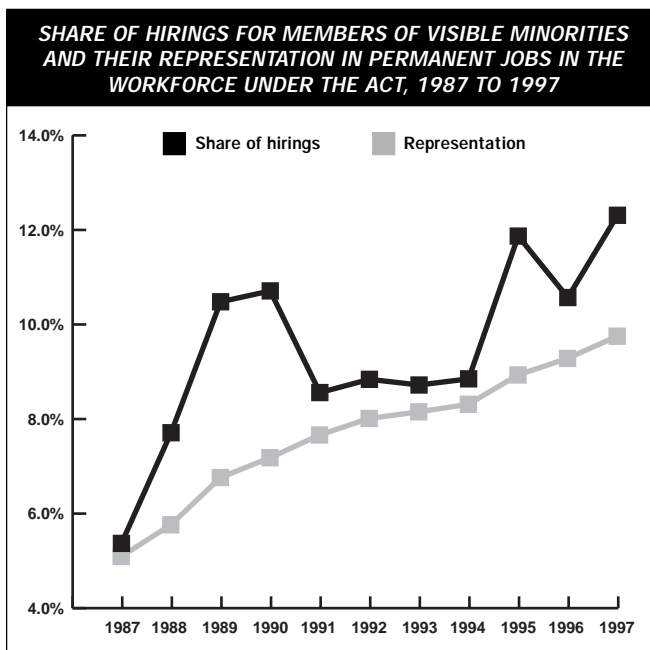
Not surprisingly, more than 46% of members of visible minorities (and 62% of visible minority women) worked in banks in 1997. Another 31% of group members worked in Communications, with a significantly lower percentage working in Transportation and the Other sectors.

Regional changes

In 1997, the number of members of visible minorities increased in almost all provinces and territories in Canada. Because the increase in the number of members of this group was higher than the increase in the workforce in British Columbia, Alberta, Saskatchewan, Nova Scotia and Ontario, the group's representation increased significantly in these provinces. On the other hand, there was a noticeable decrease in their representation in the workforce in Manitoba in all sectors except Banking. In Quebec, unlike in Manitoba, the decrease occurred mainly in Banking.

The representation of members of visible minorities in the workforce under the Act exceeded their national average (9.68%) in Ontario and British Columbia, where it reached 14%. Members of visible minorities working in these provinces were largely concentrated in the metropolitan areas of Toronto and Vancouver.

Changes in employment opportunities for members of visible minorities in 1997



In 1997, the percentage of all people hired in permanent jobs in the workforce who were members of visible minorities increased noticeably (to 12.31%), after having decreased in 1996. This figure was considerably higher than the representation of the group in the workforce (9.68%, as noted above). In fact, the group was the only one that increased its percentage or share of hirings in 1997. Given that visible minority men represented only 4.67% of the permanent workforce, the percentage hired who were visible minority men (7.53%) was relatively high. It was noticeably higher than the percentage hired who were visible minority women (4.78%).

In 1997, the percentage of people terminated who were members of visible minorities (9.90%) also increased significantly from the previous year. However, the net result of these changes was still positive. A total of 1,095 more members of visible minorities were hired than were terminated in the workforce in 1997. Men in a visible minority benefited the most from this positive result: men in this group made almost 80% of the gains. In total, the employment of members of visible minorities grew by 2.03%. Of note is that members of visible minorities were the only designated group for which employment grew in 1997.

Almost two thirds of the gains that members of visible minorities made occurred in a single sector—Transportation. In this sector, the reported number of members of visible minorities hired during 1997 grew by 75% over the number hired in the previous year, while the number terminated remained almost stable. These new hirings took place mainly in Ontario and British Columbia.

In Banking, the net effect of hirings and terminations was negative in 1997. The actual representation of members of visible minorities increased, however, because of other factors such as improved self-identification processes, which accounted for almost all of the increase.

As noted earlier, the number of hirings for members of visible minorities in the workforce increased significantly in 1997. The number of promotions they received also increased, but not to the same extent. Consequently, the percentage

of members of visible minorities who started new jobs and who were hired from outside the company (as opposed to being promoted from within) increased to 50.7%. The situation was different in 1996. In that year, more had been promoted from inside than hired from outside.

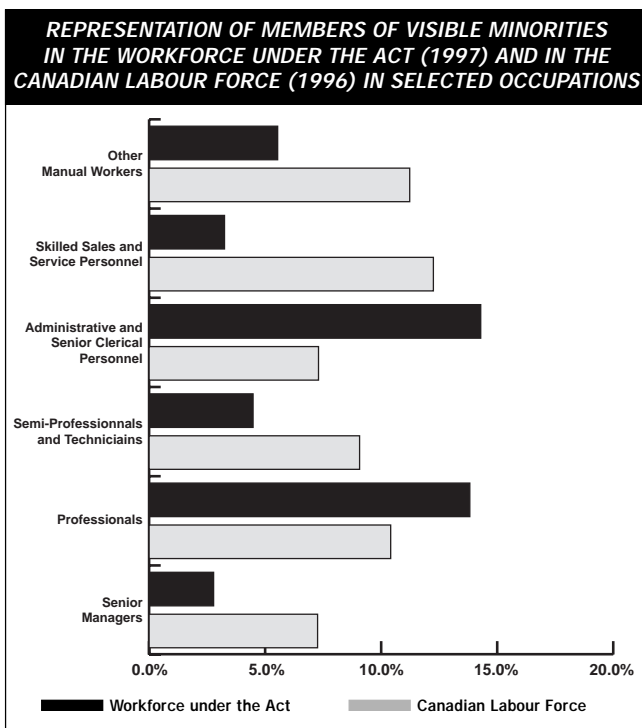
OCCUPATIONAL PROFILE

In 1997, members of visible minorities in the workforce under the Act were largely concentrated in 2 of the 14 new occupational groups: clerical personnel and professionals. Under the old system of 12 occupational groups used to collect data, members of visible minorities were largely concentrated in the same occupational groups, but a high percentage were also working in middle management.

Between 1996 and 1997, the percentage of members of visible minorities working as middle managers decreased significantly. On the other hand, the new administrative and senior clerical personnel category accounted for more than 9% of members of visible minorities in the workforce. By and large, we expected to see these changes because of the adjustments that had been made to the middle management category under the new occupational classification system. We also expected that more workers would be assigned to higher-skill areas in manual and technical jobs. In fact, this is what occurred. The percentage of the group in other manual work decreased significantly, while the percentage in semi-skilled manual work almost doubled. The percentage also decreased in semi-professionals and technicians, while increasing in professionals.

Members of visible minorities (along with the other three designated groups) were much more concentrated in the clerical personnel category in the workforce than they were in the Canadian labour force. On the other hand, only about 5% of members of visible minorities were working in sales and service related occupations, while more than 30% of members of visible minorities were working in these jobs in the Canadian labour force.

When looking at the representation of members of visible minorities by occupation in the workforce



under the Act, a few occupational groups stand out. A high percentage of all people in positions related to clerical work (supervisors, administrative and senior clerical personnel and clerical personnel) were members of visible minorities in 1997. It was also the case for professionals. In the Canadian labour force, members of visible minorities had a significantly larger representation among skilled sales and service workers, other manual workers, semi-professionals and technicians and senior managers.

Employment opportunities by occupational group in 1997

The net effect of hirings and terminations of members of visible minorities was positive in 9 of the 14 occupational groups. It contributed to improving the situation of members of visible minorities in the intermediate and other sales and service personnel and in the semi-skilled workers category. In other groups such as clerical personnel and middle managers, the representation of the group was not affected by a negative result of hirings and terminations because employers managed to retain more members of visible minorities than other employees.

When filling vacant positions in management and in the supervisory categories, employers were

more likely to promote members of visible minorities from within their workforce. Other employees filling these positions had more chance of being hired from outside. However, in the case of skilled crafts and trades, semi-skilled and other manual work, and intermediate and other sales and service related jobs, members of visible minorities were mostly hired from outside.

SALARIES

On average, visible minority men working full-time earned 91.4% of what all men in the workforce earned in 1997. The estimated salary of men in this group, calculated with the new salary ranges, was \$47,263, compared to \$51,727 for all men.

AVERAGE SALARIES OF MEMBERS OF VISIBLE MINORITIES WORKING FULL-TIME AS A PERCENTAGE OF AVERAGE SALARIES OF ALL EMPLOYEES BY SEX AND BY SECTOR, 1997		
	Men	Women
Banking	78.9%	97.3%
Transportation	86.8%	94.3%
Communications	92.0%	93.3%
Other Sectors	97.7%	92.0%

The largest gap between the average salary of visible minority men and the salary of all men occurred in the Banking sector. The smallest gap was found in the Other sectors.

Visible minority women earned on average \$37,582, or 95.7% of what all women received in

the workforce under the Act in 1997 for full-time work. Women in this group obtained their highest remuneration, in comparison with that of all women, in Banking and their lowest in the Other sectors. This pattern was the opposite of what was observed for men in this group.

As many as 18.5% of visible minority men received a salary of less than \$30,000 in 1997. This percentage was significantly higher than the percentage of all men in the same salary range (9.8%). At the other end of the salary scale, 34.0% of men in this group earned \$50,000 or more, while 40.0% of all men did.

The percentage of visible minority women in the lower salary range was significantly higher (32.3%) than the percentage of their male counterparts. However, in general, we can say that the distribution of visible minority women across salary ranges followed more closely that of all women in the workforce. The following table shows the percentages of visible minority women and of all women in three broad salary ranges.

DISTRIBUTION OF VISIBLE MINORITY WOMEN AND OF ALL WOMEN IN THE WORKFORCE BY SALARY RANGE, 1997			
	Under \$30,000	\$30,000 to \$49,999	\$50,000 and over
Visible minority women	32.3%	54.1%	13.7%
All women	27.3%	57.1%	15.6%

4. Assessment of Employers' Results

This chapter presents an assessment of the results that employers achieved in working toward an equitable workforce during the reporting year ending December 31, 1997. The assessment is based entirely on the numerical data contained in the employers' reports and consists of two separate rankings. It is important to note that these rankings measure different elements. Ranking I assesses both the extent to which designated groups are represented in the organization, and whether their jobs and salaries are similar to those of other employees in the same organization. Ranking II shows the extent to which employers have improved the situation of designated groups in their workforce during the year, through promotions and the net result of hirings and terminations.

The following section provides details of the five indicators associated with the two rankings. The results an employer has obtained in relation to these five indicators can help to identify areas in which the employer could improve the employment situation of members of the four designated groups. Please refer to Appendix B for details about the methodology used to calculate the indicators, changes made to the methodology this year and examples showing how the five indicators work in practice.

THE RANKINGS

The first letter (Ranking I) reflects the situation of the designated group in a company's workforce at the end of the reporting year. It shows whether designated group members are disadvantaged in terms of three indicators: the representation, occupational distribution and salary distribution of the group.

- **Indicator one** assesses whether the representation of members of a designated group working for an employer is adequate. "Adequacy" is measured in terms of the extent to which the group's representation in the employer's workforce compares with the group's representation in the entire Canadian labour force. The benchmark is determined according to the latest available Census data. These external data are weighted to fit the regional distribution of the employer's workforce.
- **Indicator two**¹ compares the occupational distribution of members of a designated group with that of other employees in a company. The objective is to assess whether the jobs that group members occupy are equivalent to those which other employees in the same organization occupy.

- **Indicator three**¹ compares the salaries of members of a designated group with those of other employees in the organization. The objective is to determine the extent to which (or whether) the salaries of employees from the group differ from the salaries of other employees.

The second letter (Ranking II) reflects the progress that an employer has made during the reporting year in improving the situation of a designated group. Ranking II assesses progress using two more indicators: the increase in the representation of the group, and their share of promotions.

- **Indicator four** measures whether (and to what extent) an employer has succeeded in increasing the representation of a designated group in his or her workforce. This indicator is used to assess how much the representation of a designated group has increased as a direct result of the number of people an employer has hired or terminated during the year. It filters out changes in the representation of a designated group due to reporting adjustments, such as readministering self-identification surveys.

¹ Indicators two and three are used only for companies with at least 10 employees in both the designated group and the control group of white men and women without disabilities.

- **Indicator five** shows whether an employer has promoted a fair number of members of a designated group by comparing the share of promotions that the group received with the representation of the group in the employer's

workforce. The share of promotions and the representation of the group are adjusted to take into consideration the impact of the promotions they received according to the occupational group to which they were promoted.

HOW TO INTERPRET THE RESULTS

The result of each ranking is represented by the letter A, B or C for each of the four designated groups. An "A" represents the highest "score", and "C" the lowest. However, the letter assigned to employers for Ranking I and Ranking II must be interpreted in a different way since they measure two different things.

As noted earlier, Ranking I measures the extent to which members of a group are both represented in an employer's workforce, and receive treatment similar to other employees (in terms of the jobs they do and their salaries). Ranking II measures how much an employer has managed to improve the situation of a designated group in an organization's workforce during the year. Here is an overview of what an A or a B or a C score on Rankings I and II might signify for a designated group in a typical organization:

Ranking I

SCORE	RESULTS	IN OTHER WORDS...
A	Indicates good results for indicators one, two and three.	The situation of the group in the company compares very well with the external representation of the group and with the jobs and salary of other employees in the organization.
B	Indicates good results for only two of the three indicators.	The situation of the group in the company compares relatively well with the external representation of the group and the jobs and salary of other employees in the organization, but there might be a problem in terms of either representation, occupational distribution or salaries.
C	Indicates poor results for all three indicators.	The situation of the group in the company does not compare well with the external representation of the group or the jobs and salary of other employees in the organization.

Ranking II

SCORE	RESULTS	IN OTHER WORDS...
A	Indicates good results for indicators four and five.	The organization made outstanding progress in improving the representation of the group in its workforce through hiring and promoting group members.
B	Indicates good results for only one of the two indicators.	The organization hired and/or promoted members of the group at a rate that will maintain the representation of the group in the company.
C	Indicates poor results for both indicators.	The organization failed to hire and/or promote members of the group at a rate sufficient to maintain their representation in the company.

Consider the following example of an employer who received a "BA" ranking (i.e., a "B" for Ranking I and an "A" for Ranking II). The "B" score for Ranking I indicates that the current situation of the designated group compares relatively well with the other employees in the organization, but that there is some concern about either the representation of the group, its occupational distribution or the salaries that members of this group receive. A look at the results obtained for indicator one, two and three would determine where the area of concern lies. Now, the higher result (an "A") on Ranking II indicates that the situation of the designated group is improving because of the actions which the employer took during the year to hire or promote group members. We can assume that the organization succeeded in improving the representation of the group during the year by hiring more members of the group than they terminated, and by promoting members of the group at a rate higher than their representation in the organization's workforce.

Another example would be an employer who received an "AC" ranking. In this case, the high result on Ranking I (i.e., an "A") indicates that the situation of the designated group at the end of the reporting year compared well with the external representation of the group and the situation of other employees in the organization. The lower result on Ranking II (i.e., a "C") shows that the employer has failed to hire and promote members of a designated group at a rate sufficient to maintain their representation. In other words, the employer is putting gains made in the past in jeopardy.

Appendix B of this report gives further details about the scale of points used to arrive at results for Ranking I and Ranking II.

SUMMARY OF RESULTS

As noted earlier, changes were made this year to some of the indicators used in ranking employers. The methodology used to calculate the results of indicators two and five was modified. Adjustments were also made to the benchmarks used to calculate indicator three. As well, for the first time, we used 1996 Census data to compare the situation of three designated groups (women, Aboriginal peoples and members of visible minorities) in the Canadian labour force with their situation in the workforce under the Act. This information is used in indicator one. These changes affected the number of employers who received the highest, medium and lowest scores for Ranking I and Ranking II. Here are some of the effects of these changes:

Indicator one

The representation of women and members of visible minorities in the Canadian labour force increased slightly between 1991 and 1996. Accordingly, the changes did not significantly affect the results that employers obtained for these two groups. Of note is that in 1996, the percentage of workers in the Canadian labour force who were Aboriginal peoples was lower than it was in 1991². Therefore, a significantly higher number of employers received better results for this group than in previous years.

Indicator two

The use of more detailed occupational groupings had the most effect on the ranking of women. More employers obtained a better result than in previous years for this group, and a few more obtained a better result for Aboriginal peoples.

Indicator three

The wider range of salaries used for 1997 reports (\$0 to \$100,000 or more, compared to \$0 to \$70,000 or more before) showed how women, especially, were concentrated in the lower salary ranges. More employers obtained lower results for women and members of visible minorities.

Indicator four

No changes were made to this indicator.

Indicator five

A slightly higher number of employers obtained higher results for all of the groups.

The following table provides an overview of the situation of designated group members (Ranking I) in 1997 and the progress (Ranking II) that employers achieved during the year. More detailed results for each of the four industrial sectors covered under the Act appear later, under separate headings.

NUMBER OF EMPLOYERS BY RANKING I AND RANKING II, RESULTS FOR THE FOUR DESIGNATED GROUPS

	Ranking I					Ranking II				
	A	B	C	0*	Total	A	B	C	0*	Total
Women	39	154	126	1	320	130	101	88	1	320
Aboriginal peoples	109	44	108	59	320	40	101	120	59	320
Persons with disabilities	23	72	180	45	320	29	80	166	45	320
Members of visible minorities	70	108	116	26	320	87	108	99	26	320

* A "0" score indicates that the employer reported having no members of designated groups in its workforce.

The results of Ranking I show that, except in the case of Aboriginal peoples, very few employers received the highest score (an "A") regarding the situation of the groups in the workforce. However, for Aboriginal peoples, almost the same number of employers received the lowest score (a "C"). For

women, more employers received a "B" result than received the lowest score.

As in previous years, the results for Ranking II — indicating progress achieved during the year — were more positive. For instance, a significantly

² Please see the 1996 Employment Equity Data Report for explanations.

higher number of employers than in previous years received the highest score for women (130 employers in 1997 compared to 112 in 1996). For Aboriginal peoples and members of visible minorities, more employers received the highest or the medium score than the lowest score. This was not the case for persons with disabilities. For this group, the majority of employers received a “C”.

These results clearly indicate that, generally speaking, the situation of designated group members in the workforce under the Act is not very good. They also suggest that there is room for more employers to achieve significant progress from year to year.

RESULTS BY SECTOR

Banking

Again this year, the best results obtained by banks for Ranking I (the situation of the groups) and Ranking II (the progress achieved) were for women and members of visible minorities. For instance, all employers received an “A” or “B” score in Ranking I for the situation of their female employees. By contrast, none of the banks received the highest score for persons with disabilities. The majority of employers in this sector also received low scores for the progress achieved by members of this group.

Transportation

In this sector, the situation of Aboriginal peoples was good in a significant number of organizations (67 companies out of 157 got an “A”). On the other hand, women and persons with disabilities were clearly more segregated. For women, 84 companies obtained the lowest score and, for persons with disabilities, 90 companies obtained this score.

However, more companies showed significant progress for women than for any of the other designated groups. The majority of companies in Transportation made very little progress in relation to the situation of persons with disabilities.

Communications

In this sector, more employers than in the previous year received a high score for the situation of Aboriginal peoples, persons with disabilities and women. Nevertheless, the largest number of employers still received the lowest score for Aboriginal peoples and persons with disabilities.

Progress was significant for a number of employers only in the case of women (44 of the 93 employers received the highest score).

Other sectors

In the Other sectors, a high number of employers received a “B” (the medium score) for the situation of women and members of visible minorities. Only 2 of the 52 employers in this group of industries received an “A” for the situation of persons with disabilities.

Again in 1997, half the employers in the Other sectors made significant progress with respect to the situation of women. Members of visible minorities also made noteworthy progress in a number of companies, but progress was not as good for Aboriginal peoples and persons with disabilities.

HOW TO READ THE LIST OF INDIVIDUAL RESULTS

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

An asterisk to the right of the second result indicates that the employer’s workforce included fewer than ten members of the designated group. Employers who reported having no members of designated groups in their workforce have been assigned a “0” score.

The letter “P” appears to the left of the legal name for some employers to indicate that the Department questions the validity of the self-identification questionnaire which the employer has used to survey persons with disabilities. If letter “N” appears, this indicates that the

Department questions how the employer has coded the jobs in its workforce according to the new National Occupational Classification.

Any other issue relating to an employer’s results or statistical report is dealt with separately in a footnote.

EMPLOYERS WHO DID NOT SUBMIT A REPORT:

British Columbia Maritime Employers Association
Global Forwarding Company Limited
Highland Moving and Storage Ltd.
Gershman Transport International Ltd.
Niagara Television Limited

EMPLOYERS WHO SUBMITTED THEIR REPORT MORE THAN 30 DAYS AFTER THE JUNE 1ST DEADLINE:

A.J. Bus Lines Ltd.	Defence Construction (1951) Limited	Pole Star Transport Inc.
Agpro Grain Inc.	Deutsche Bank Canada	Rivtow Marine Ltd.
Air Atlantic a division of IMP Group Limited	Greyhound Canada Transportation Corporation	Schneider National Carriers Canada
Armour Transport Inc.	Halifax Employers Association	Secunda Marine Services Ltd.
Atomic Energy of Canada Limited	J.I. Denure (Chatham) Limited	Via Rail Canada Inc.
Calm Air International Limited	Paul's Hauling Ltd.	Videotron Communications Ltd.
Canada Council (The)		Yellow Freight System of Ontario Inc.

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
BANKING SECTOR					
BANCA COMMERCIALE ITALIANA OF CANADA	315	BA	0	CC*	AA
BANK OF AMERICA CANADA	376	AB	CB*	CC*	AA
BANK OF CANADA	1,918	AA	AA	BA	AC
BANK OF MONTREAL	25,908	BA	AA	BC	AA
BANK OF NOVA SCOTIA (THE)	31,121	BB	BC	BC	AA
CANADIAN IMPERIAL BANK OF COMMERCE	37,861	BC	BC	BC	AB
CANADIAN WESTERN BANK	427	BA	CB*	0	BA
CITIBANK CANADA LIMITED	947	AB	CC*	CB*	AA
CITIZENS BANK OF CANADA	118	AA	0	0	0
CRÉDIT LYONNAIS CANADA	101	BC	0	0	BA
HONGKONG BANK OF CANADA	4,671	BC	CB	BC	AA
LAURENTIAN BANK OF CANADA	3,991	BB	CC*	CC*	CB
P NATIONAL BANK OF CANADA	13,393	BB	AB	BC	CA
NATIONAL BANK OF GREECE (CANADA)	207	BA	0	0	CB*
NATIONAL BANK OF PARIS (CANADA)	274	BA	0	CC*	AB
ROYAL BANK OF CANADA	45,262	BC	BB	BC	AB
SOCIÉTÉ GÉNÉRALE (CANADA)	134	BB	0	0	CC*
TORONTO-DOMINION BANK (THE)	26,596	BB	AB	CC	AA
TRANSPORTATION SECTOR					
A.J. BUS LINES LTD.	149	BB	AA*	CA*	CB*
ADBY TRANSPORT INC	110	CB	AC*	CC*	CB*
AIR ALLIANCE INC.	359	CB	CB*	CB*	AA*
AIR ATLANTIC A DIVISION OF IMP GROUP LIMITED	576	BC	CC*	0	CC*
AIR BC LIMITED	1,160	CC	CB*	CB*	BC
AIR CANADA	21,655	BA	BA	BC	BA
AIR CREEBEC (1994) INC.	185	CB	AB	CC*	CC*
AIR FRANCE	147	AA	0	CC*	CC*
AIR INUIT (1985) LIMITED	286	CC	BC	0	CC*
AIR NOVA INC.	697	CC	CC*	BC	CB*
AIR ONTARIO INC.	854	CB	AB	BC	CA
AIR TRANSAT A.T. INC.	1,615	BB	AC*	CC*	BC

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
ALCAN SMELTERS AND CHEMICALS LIMITED	278	BB	AC*	AC	0
ALGOMA CENTRAL RAILWAY INC.	264	CC	AB*	CB*	0
AMERICAN AIRLINES INC.	284	AA	0	0	CC*
AMR SERVICES	446	CC	CB*	CB*	AC
ARMOUR TRANSPORT INC.	344	BC	CC*	CC*	AB*
ARNOLD BROS TRANSPORT LIMITED ³	488	CA	AB	CC*	CC
ARROW TRANSPORTATION SYSTEM INC.	318	CA	AA	CA*	BA
ATLANTIC TOWING LIMITED	257	CC*	CC*	0	BC*
ATLANTIC TURBINES INC	142	CC	AC*	0	CC*
N ATOMIC TRANSPORTATION SYSTEM INC.	530	CA	CB*	CB*	BB
BAX GLOBAL ⁴	261	AC	AC*	CC*	BC
BEARSKIN LAKE AIR SERVICE LIMITED	333	CC	BB	CC*	CC*
BIG FREIGHT TRANSPORT	153	CC	CC*	CA*	CC*
BIG HORN TRANSPORT LTD.	175	CA*	AB	AC	CB*
BISON DIVERSIFIED INC.	317	CA	CB*	BB	BB
BLANCHARD TRANSPORT	138	CB	0	0	CB*
BRADLEY AIR SERVICES LIMITED	848	CA	CA	BB	AB
BRITISH AIRWAYS PLC	216	AA	AC*	CC*	BB
BYERS TRANSPORT LIMITED	463	BB	CC*	BB	CB*
CALGARY AIRPORT AUTHORITY (THE)	136	BC	AB*	CC*	CA*
CALM AIR INTERNATIONAL LIMITED	245	CC	BC	CC*	CA*
CAMVEC CORPORATION	212	BB	AC*	CC*	BB
CANADA 3000 AIRLINES LIMITED	1,200	BC	CB*	CC*	BA
CANADA 3000 AIRPORT SERVICES LIMITED	331	AA	CB*	CB*	BB
CANADA CARTAGE SYSTEM LIMITED	511	CB*	AB*	CB*	BC
CANADA MARITIME AGENCIES LIMITED	199	BB	AB*	CC*	CA
CANADA MESSENGER AND TRANSPORT SYSTEMS INC.	645	BB	CC*	CC*	BC
CANADA STEAMSHIP LINES INC.	436	BC	CC*	CC*	AA
CANADIAN AIRLINES INTERNATIONAL LTD.	14,969	BA	BA	BC	BA
CANADIAN FREIGHTWAYS EASTERN LIMITED	187	CC	AC*	CC*	CC*

³ The data on Aboriginal peoples, persons with disabilities and members of visible minorities submitted by this employer were questioned for the second year.

⁴ The data on Aboriginal peoples, persons with disabilities and members of visible minorities submitted by this employer were questioned for the second year.

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
CANADIAN FREIGHTWAYS LIMITED	1,187	BC	AB	CC*	BB
CANADIAN HELICOPTERS LIMITED	1,022	CA	CA*	BA	BC
P CANADIAN NATIONAL RAILWAYS COMPANY	20,758	BA	BB	CC	BA
CANADIAN PACIFIC RAILWAY COMPANY	16,996	BA	BC	BC	BC
CANADIAN STEVEDORING COMPANY LIMITED	196	CB	CC*	CC*	BB
CAST NORTH AMERICA INC.	104	BB	0	CC*	AA
CATHAY PACIFIC AIRWAYS LIMITED	321	AA	CC*	0	BA
CHALLENGER MOTOR FREIGHT INC.	576	CB	AC*	CA*	BB
CLARKE, DIVISION OF NEW CAP INC.	907	CB	BB*	CB*	BC
CONAIR AVIATION LTD.	273	CC	CC*	CC*	BB
CONSOLIDATED AVIATION FUELING AND SERVICES	318	CC*	AB*	CB*	BB
DAY AND ROSS INC.	1,448	CC	BB*	CC	BB
DELTA AIR LINES INC.	560	AA	CC*	CC*	CA*
EDMONTON REGIONAL AIRPORTS AUTHORITY	207	BA	CC*	CC*	CA*
EMERY AIR FREIGHT CORPORATION	425	AB	AA*	CC*	AB
ERB TRANSPORT LIMITED	865	CA	CA*	BC	BA
EXECAIRE INC.	148	CA	AC*	0	CB*
FEDNAV LIMITED	118	BB	0	CC*	AB
FIELD AVIATION COMPANY INC.	420	CB	CC*	CC*	AC
GD EXPRESS WORLDWIDE (CANADA) INC.	219	AB	AB*	0	AB
GREATER TORONTO AIRPORTS AUTHORITY	723	BB	0	CC	BB
GRIMSHAW TRUCKING AND DISTRIBUTING LTD.	277	CB	AB	AA	CC*
P HELIJET AIRWAYS INC.	102	CB	0	0	BB
HM TRIMBLE AND SONS (1983) LTD.	337	CB	AB	CC*	CC*
HOUSEHOLD MOVERS AND SHIPPERS LIMITED	112	BC	CC*	0	0
HUDSON GENERAL AVIATION SERVICES INC.	1,833	AA	CB*	BB	AA
IMPERIAL OIL LIMITED	150	CB*	AC*	0	CC*
INCHCAPE SHIPPING SERVICES INC.	103	BB	0	0	AA
INNOTECH AVIATION LIMITED	113	CA	AB*	0	BB
INTER-CANADIAN (1991) INC.	462	BA	AB*	CC*	CC*
INTERNATIONAL AIR TRANSPORT ASSOCIATION	286	BA	0	CC*	AA
INTERPROVINCIAL PIPE LINE INC.	728	BC	CC*	BA	BC
J.I. DENURE (CHATHAM) LIMITED	232	BC	AB*	CB*	CA*
JET TRANSPORT LTD.	134	CA	AB*	CC*	CA*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
KELOWNA FLIGHTCRAFT LTD.	982	CC	CB	BB	AB
KINDERSLEY TRANSPORT LTD.	595	CA	CC*	0	CC*
KINGCOME NAVIGATION COMPANY	125	CB*	AB*	CC*	0
KLEYSEN TRANSPORT LTD.	574	BB	BB	BC	BB
KLM ROYAL DUTCH AIRLINES	190	BA	0	0	AC
KRISKA HOLDINGS LTD.	300	CA	CC*	CC*	CC*
LAIDLAW CARRIERS INC.	266	CA	CB*	CB*	CC*
LAIDLAW TRANSIT LTD.	213	CC	CC*	CC*	BC*
LOGISTEC CORPORATION	160	CC	0	CC*	0
LUFTHANSA GERMAN AIRLINES	155	BA	0	0	BA
MACCOSHAM VAN LINES (CANADA) CO LTD.	552	BA	CB*	CC*	CC*
MARINE ATLANTIC INC.	1,043	CC	CC*	BC	CC*
MARITIME EMPLOYERS ASSOCIATION	1,300	BC	AB*	BC	BC
N MCKINLAY TRANSPORT LTD.	164	BB	BC*	0	CB
MEYERS TRANSPORT LIMITED	361	CB	AC*	BC	CC
MIDLAND TRANSPORT LIMITED	1,144	BA	CC*	BC	CC*
MONTREAL AIRPORTS	613	BA	AC*	CC*	BA
MONTREAL PORT CORPORATION	365	BB	AB*	CB*	CB*
MONTSHIP INC.	148	BB	BB*	CB*	CC
MULLEN TRANSPORTATION INC.	469	CB	AB	CC*	CB*
MUNICIPAL TANK LINES LIMITED	215	CC*	AB*	CC*	CC*
N. YANKE TRANSFER LTD.	401	CA	AB	CB	BB
N.M. PATERSON AND SONS LIMITED	126	CB	AB*	CB*	AC*
NAV CANADA	6,214	CB	BA	BA	BC
NESEL FAST FREIGHT INC.	210	CC	0	CC*	CC*
NORTHERN TRANSPORTATION COMPANY LIMITED	306	CC	CC	0	CB*
NORTHUMBERLAND FERRIES LIMITED	197	CC	AB*	CC*	0
NORTHWEST TERRITORIAL AIRWAYS LTD.	255	CC	0	0	0
OCEAN SERVICES LIMITED	173	CB*	AC*	CC*	AB*
OK TRANSPORTATION LTD.	184	CA*	AB*	AB	BA
ONTARIO EXPRESS	252	CC*	AB*	CB*	BB
OTTAWA-CARLETON REGIONAL TRANSIT COMMISSION	2,075	BA	AC	AC	AB
PAUL'S HAULING LTD.	260	CC	CB*	CA	CC*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
PEACE BRIDGE BROKERAGE LIMITED	626	BA	BC*	CC*	BC
PENETANG-MIDLAND COACH LINES LIMITED	532	BB	AB*	BC	BB
POLE STAR TRANSPORT INC.	240	CB	AB*	CC*	CC*
PORTER TRUCKING LTD.	214	CA	BB*	CC*	CA*
PROVINCIAL AIRLINES LIMITED	245	CC	0	CA*	AA*
QUEBEC NORTH SHORE AND LABRADOR RAILWAY	609	CC*	AC*	0	0
N REIMER EXPRESS LINES	1,226	CB	BC	CC*	BB
RIVTOW MARINE LTD.	331	CA	AB*	CC*	BC
ROYAL AVIATION INC.	573	BC	0	0	CA*
RYDER TRUCK RENTAL CANADA LIMITED	816	CA	AB	BC	CB
SASKATCHEWAN TRANSPORTATION COMPANY	316	BB	AB*	CB*	CB*
SCHNEIDER NATIONAL CARRIERS CANADA	771	BA	AC*	CC*	BC
SEASpan INTERNATIONAL LTD.	959	CA	AC	AB	BA
SHARP BUS LINES LTD.	217	AA*	AA*	0	CC*
SMT (EASTERN) LIMITED	212	CB	AB*	BC	0
SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	409	BA	AC*	CC*	AC*
ST-LAWRENCE SEAWAY AUTHORITY (THE)	815	CC	AC	AB	BA
SUNBURY TRANSPORT LIMITED	121	BC	0	0	0
TALLMAN TRANSPORTS LTD.	161	CB	0	CC*	CC*
THOMPSON'S TRANSFER LIMITED	247	BB	0	0	0
TIME AIR INC.	1,882	CC	AC	AC	BB
TORONTO HARBOUR COMMISSIONERS (THE)	102	BC	0	AB*	CC*
TORONTO TERMINALS RAILWAY CO. LTD. (THE)	131	CB	AB*	AB*	BA
TRANS MOUNTAIN PIPE LINE COMPANY LTD.	270	CB	CB*	CC*	BA
TRANSCANADA PIPELINES LIMITED	3,226	BA	BB	CC	AB
TRANSFREIGHT INC.	147	BC	CC*	CB*	CB*
TRANSPORT CABANO KINGSWAY INC.	1,733	CB	CA*	BB	BA
TRANSPORT DESGAGNÉS INC.	154	CC*	BC*	0	AB*
TRANSPORT PAPINEAU INC.	408	CC	AB*	0	0
TRANSPORT ROBERT (1973) LTÉE	211	0	0	0	0
TRANSPORT THIBODEAU-SAGUELAC-MARCAN INC.	361	CC	CA*	CC*	CC*
TRENTWAY WAGAR INC.	545	BA	AB*	CA*	BC
TRI-LINE EXPRESSWAYS LTD.	157	CA	CC*	CC*	CC*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
TRIMAC TRANSPORTATION MANAGEMENT LTD.	241	CB	AB*	CC*	CC
TSI TERMINAL SYSTEMS INC.	168	CB	AB*	CC*	BA
UPPER LAKES GROUP INC.	779	BC	AC*	AC	CC*
US AIRWAYS INC.	119	AA	0	0	CC*
VAN-KAM FREIGHTWAYS LTD.	231	BA	0	0	BB
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	293	BB	CC*	CC*	AB
VANCOUVER PORT CORPORATION	170	AA	AB*	CC*	BB
VIA RAIL CANADA INC.	3,230	BB	CC	BA	BB
WESTCAN BULK TRANSPORT LTD.	386	CA	AC	BC	BA
WESTCOAST ENERGY INC.	1,041	BC	BB	BB	AB
WESTERN STEVEDORING COMPANY LIMITED	140	CB	AC*	CB*	CB*
WESTSHORE TERMINALS LTD.	265	BC	0	CC*	CC*
WILLIAMS MOVING AND STORAGE (BC) LTD.	252	BB	BB*	CC*	CB*
WINNIPEG AIRPORT AUTHORITY	140	BA	CB*	CB*	CA*
YELLOW FREIGHT SYSTEM OF ONTARIO INC.	172	BB	0	CC*	CC*

COMMUNICATIONS SECTOR

ACC TELENTRPRISES LTD.	525	BA	0	CB*	CA
AMTELECOM GROUP INC.	1,302	BA	AB	CA*	BC
AT & T CANADA LONG DISTANCE SERVICES	2,877	BA	AC	BC	AB
BATON BROADCASTING - ATV/ASN	256	CA	0	BA	CA*
BATON BROADCASTING - CFRN	177	BB	BC*	CC*	CB*
BATON BROADCASTING - CIVT	170	BA	CA*	CA*	BA
BATON BROADCASTING - CKCO	172	BC	0	CB*	0
BATON BROADCASTING INCORPORATED - CFCN	198	BB	BB*	CC*	CC*
BATON BROADCASTING INCORPORATED - CFQC	248	BC	CB*	AA	CA*
BATON BROADCASTING INCORPORATED - CFTO/CTV	898	BA	AC*	BA	BB
BATON BROADCASTING INCORPORATED - CJOH	208	BB	0	CB*	AB*
BATON BROADCASTING INCORPORATED - MCTV	305	BA	AC*	CC*	CB*
BC TEL	11,632	BA	BC	BC	BB
BELL CANADA	37,794	BA	BA	BC	BB
BELL MOBILITY CELLULAR INC.	2,125	AA	CB*	CB*	BB
BELL MOBILITY PAGING	353	AC	0	0	CB*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
BLACKBURN RADIO INC.	182	BC	CC*	CC*	CB*
CABLE ATLANTIC INC.	195	CC	CC*	AC*	0
CANADA POST CORPORATION	55,779	AA	AA	AC	AA
CANADIAN BROADCASTING CORPORATION	9,779	AA	AC	BC	BB
CANADIAN SATELLITE COMMUNICATIONS INC.	205	CA	AC*	CC*	BC
CANPAR TRANSPORTATION LTD.	1,629	CA	CC*	AC	BB
CANWEST TELEVISION INC.	417	CA	CC*	BB	CA
CF TÉLÉVISION INC.	275	BA	0	CC*	BB
CHUM LIMITED	1,597	BA	CB*	BC	BB
COGECO CÂBLE (CANADA) INC.	277	CC	CC*	0	0
COGECO CABLE SYSTEMS INC.	566	BA	CC*	CC*	AA
COGECO RADIO-TÉLÉVISION INC.	256	BB	AA*	CC*	0
CRAIG BROADCAST SYSTEMS INC.	297	BA	CC*	CB*	CA*
DHL INTERNATIONAL EXPRESS LTD.	353	AB	AA*	CC*	AB
DYNAMEX CANADA INC.	503	BB	BC*	CA*	BC
FEDERAL EXPRESS CANADA LTD.	4,060	BA	BC	BC	AA
FUNDY CABLE LTD.	553	CB	CB*	CB	AA
GLOBAL COMMUNICATIONS LIMITED	439	BB	BC*	CC*	BC
GOLDEN WEST BROADCASTING LTD.	214	BA	CA*	CA*	0
GROUPE TVA INC.	995	BA	CC*	CC*	CB*
N ISLAND TELEPHONE COMPANY LTD. (THE)	307	BA	0	CC*	0
JIM PATTISON INDUSTRIES LTD.	121	BB	CB*	CC*	CC*
MANITOBA TELECOM SERVICES INC.	4,203	AA	BC	AC	BB
MARITIME BROADCASTING SYSTEM LIMITED	203	CC	0	CB*	CC*
MARITIME TELEGRAPH AND TELEPHONE	2,760	BA	CC*	CC	BC
MAYNE NICKLESS TRANSPORT INC.	1,911	BC	AA	BC	BB
MOFFAT COMMUNICATIONS LIMITED	164	BB	CC*	CB*	CC*
MONARCH BROADCASTING LTD.	225	BB	CB*	CC*	CB*
MUSIQUEPLUS INC.	209	BC	0	0	CC*
NETSTAR ENTERPRISES INC.	132	CB	0	CB*	CB*
NETWORK INSTALLATION INC.	1,667	CB	AA	BA	BB
NEW BRUNSWICK TELEPHONE CO. LTD. (THE)	2,513	BA	CA*	BB	CA*
NEWCAP LTD.	230	BB	AB*	CB*	CB*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
NEWTEL COMMUNICATIONS INC.	1,443	AA	CC*	BC	CC*
NORTHERN TELECOM LIMITED	380	CB*	0	CC*	BA
NORTHERN TELEPHONE LIMITED	270	BC	0	AB	CB*
NORTHWESTEL INC.	620	CA	BC	BB	AC
PAGING NETWORK OF CANADA INC.	207	BA	AA*	CB*	AA
PELMOREX INC. / THE WEATHER NETWORK	299	BB	AC*	CB*	CA
PELMOREX RADIO INC.	116	AB	0	CC*	CA*
POWER BROADCASTING INC.	430	CB	CB*	CC*	CB*
PUROLATOR COURIER LTD.	11,234	BA	BC	BC	AB
QUÉBEC TÉLÉPHONE	1,690	BB	AC*	CC	CB*
RADIO 1540 LIMITED	145	CA	0	0	AA*
RADIO NORD INC.	216	BB	AA*	AA*	0
RADIOMUTUEL INC.	331	BA	0	0	0
RAWLCO COMMUNICATIONS LTD.	288	BC	CC*	AC	CB*
REGINA CABLEVISION CO-OPERATIVE	106	CC	AB*	CC*	AA*
RÉSEAU DES SPORTS (RDS) INC. (LE)	188	BB	0	CC*	0
ROGERS BROADCASTING LIMITED	1,246	BC	AA	CB	CC
ROGERS CABLE T.V. LIMITED	3,085	BC	AC	BC	BA
ROGERS CANTEL INC.	3,422	AB	AA	CB	BC
ROGERS COMMUNICATIONS INCORPORATED	674	CC	AB*	CB*	BC
SHAW COMMUNICATIONS INC.	2,249	CC	BB	BC	AB
SHAW RADIO LTD.	416	CA	0	CC*	CB*
SPORTS NETWORK INC. (THE)	163	BC	0	CC*	CC*
SPRINT CANADA INC.	2,176	AA	CB*	CC*	AB
STANDARD RADIO INC.	435	BB	CC*	CA*	CC
STENTOR RESOURCE CENTRE INC.	1,233	BB	CC*	BB	AA
SWIFT SURE COURIER SERVICE LTD.	139	BA	AC*	CB*	CC*
TÉLÉBEC LTÉE	1,007	AA	CC*	CC*	CC*
TÉLÉGLOBE CANADA INC.	850	BC	CC*	CC	BC
TÉLÉMÉDIA COMMUNICATIONS INC.	610	BC	CB*	CB*	CA*
TELESAT CANADA	514	CB	CC*	CB*	AB
TELUS COMMUNICATIONS (EDMONTON) INC.	2,059	BA	BC	BB	BB
TELUS COMMUNICATIONS INC.	6,625	BA	CB	BA	BB

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
TELUS MOBILITY INC.	600	BA	0	0	BC
THUNDER BAY TELEPHONE	303	BA	CC*	AC	CC*
TMI COMMUNICATIONS, AND COMPANY, LIMITED PARTNERSHIP	142	BC	0	0	AA*
UNITED PARCEL SERVICE CANADA LTD.	6,121	CC	AC	BC	AB
VIDEON CABLESYSTEMS INC.	230	CA	AB*	CB*	CC*
VIDEOTRON COMMUNICATIONS LTD.	246	BC	CB*	CA*	BA
VIDEOTRON LTD.	2,005	CB	0	CC*	BC
WESTEL TELECOMMUNICATIONS LIMITED	241	CA	CC*	CA*	BB
WIC RADIO LTD.	525	BA	CC*	CB*	CC
WIC TELEVISION LTD.	1,021	BC	CC*	BC	BA
YTV CANADA INC.	224	AA	0	AA*	BC
OTHER SECTORS					
ADM AGRI INDUSTRIES LTD.	587	CA	CB*	CB*	CB*
AEROGUARD INC. AND AEROGUARD COMPANY LTD.	441	AA	CB*	BB	AA
AGPRO GRAIN INC.	219	BC	CC*	CC*	0
ALBERTA WHEAT POOL	1,390	CB	CC	BC	BC
ATOMIC ENERGY OF CANADA LIMITED	3,907	CA	BA	BC	AB
BRINKS CANADA LIMITED	2,007	BA	BA	BB	BA
BUSINESS DEVELOPMENT BANK OF CANADA	1,153	BB	BA	BB	BC
CAMECO CORPORATION	1,537	BB	AA	BA	AA
CANADA COUNCIL (THE)	144	AA	AA*	0	AA*
CANADA MALTING COMPANY LIMITED	221	BA	AA*	CB*	CA*
CANADA MORTGAGE AND HOUSING CORP.	2,597	AA	AC	BC	AA
CANADIAN BANKERS' ASSOCIATION	202	AA	0	CC*	BB
CANADIAN MUSEUM OF CIVILIZATION	627	AA	AC*	AC	AA*
CANADIAN MUSEUM OF NATURE	176	AA	0	CC*	AC*
CANADIAN PRESS (THE)	363	BA	CC*	BC	CA
CANADIAN WHEAT BOARD	582	BA	CB	CC*	BC
CAPE BRETON DEVELOPMENT CORPORATION	1,903	BB	CB*	BC	CA*
CARGILL LIMITED	3,083	BB	CA	CB	BA
COGEMA RESOURCES INC.	605	BA	BC	CC*	AA
DEFENCE CONSTRUCTION (1951) LIMITED	243	BC	CB*	CC*	BC*

<i>Name</i>	<i>Total Employees</i>	<i>Women</i>	<i>Aboriginal Peoples</i>	<i>Persons with Disabilities</i>	<i>Members of Visible Minorities</i>
EXPORT DEVELOPMENT CORPORATION	719	AB	CC*	CC*	AA
FARM CREDIT CORPORATION	952	BA	CB	CB	AA
FRESHWATER FISH MARKETING CORPORATION	213	CC	BA	CB*	CB*
GENERAL ELECTRIC CANADA INC.	207	BC	CB*	0	AC
HUDSON BAY MINING AND SMELTING CO. LIMITED	1,647	CC	BC	BA	AB
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	276	BA	CA*	CB*	BA
LOOMIS ARMORED CAR SERVICES LTD.	2,091	BA	AC	BC	BB
MANITOBA POOL ELEVATORS	853	CB	BC	AC	CB
MASTERFEEDS A DIVISION OF AGP INC.	275	CB	CC*	CB*	CB*
MDS NORDION INC.	463	BA	CC*	CC*	AB
N.M. PATERSON AND SONS LIMITED	169	CA	CC*	CB*	0
NATIONAL ARTS CENTRE CORPORATION	659	BA	AA*	CC*	BC
NATIONAL CAPITAL COMMISSION	584	AA	AA*	CB*	CB*
NATIONAL GALLERY OF CANADA	267	AB	CC*	CC*	BC*
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	262	AA	AB*	CB*	CB*
ONTARIO HYDRO	23,962	CB	BB	BC	AA
PACIFIC ELEVATORS LIMITED	190	CC	AC*	0	BC
PARRISH AND HEIMBECKER LIMITED	878	CC	CC	BB	BC
PIONEER GRAIN COMPANY LIMITED	516	CC	CB*	CB*	CC*
PIONEER GRAIN TERMINAL LIMITED	150	CA	AA*	CC*	BA
N PRINCE RUPERT GRAIN LTD.	134	CB	AB	CC*	AB
REUTERS INFORMATION SERVICES CANADA	119	BB	0	CB*	BB
RIDLEY CANADA LTD.	373	CB	CB*	CC*	CB
ROBIN HOOD MULTIFOODS INC.	1,442	CC	CA	BC	BA
ROYAL CANADIAN MINT	552	BC	AC	CC	AB
SASKATCHEWAN WHEAT POOL	3,382	CA	BB	BB	BA
TÉLÉFILM CANADA	136	BA	0	CB*	CB*
TELUS MANAGEMENT SERVICES INC.	661	BA	CC*	BC	BB
THERATRONICS INTERNATIONAL LTD.	230	BA	0	CB*	AC
UNITED GRAIN GROWERS LIMITED	1,617	CB	CB	BB	BA
VERREAULT NAVIGATION INC.	321	CA*	0	CB*	0
ZIRCATEC PRECISION INDUSTRIES INC.	207	BC	AC*	CC*	CC*

Explanatory notes:

1. Employers excluded from the analysis because of problems related to the data:

168886 Canada Inc.

Algoma Central Corporation (*Reported using SOC*)

Deutsche Bank Canada

Fonorola Inc.

Greyhound Canada Transportation Corporation

SLH Transport Inc.

Tippet-Richardson Ltd. (*Reported using SOC*)

TNT Canada Inc.

Transx Ltd.

2. Employers who submitted a report too late to be included in the analysis:

Secunda Marine Services Ltd.

3. Employer who submitted a corrected report too late to be included in the analysis:

Auto Haulaway Inc. (*Did not report on all their employees*)

4. Employers who submitted a voluntary report:

CSX Transportation Inc.

Canada Ports Corporation

Bell Mobility Radiocommunications Inc.

Spar Aerospace Limited

Appendix A:

Glossary of Terms and Technical Notes

Average Salary Calculations

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

Canadian labour force

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

Census Metropolitan Area (CMA)

A Census Metropolitan Area is an urban region identified by Statistics Canada as having a population of more than 100,000 people. The *Employment Equity Act* identifies eight designated CMAs. They are: Vancouver, Calgary, Edmonton, Regina, Winnipeg, Toronto, Montréal and Halifax.

Changes in representation

Many factors contribute to the changes in the representation levels of members of designated groups in the workforce under the Act from one

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

Concentration

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

Distribution

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

Employment Equity

Occupational Groups (EEOG)

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

Employment growth or decline

Refers to the percentage by which the workforce or the total number of members of a group grew or declined during the reporting year. Employment growth is calculated by comparing the number of members of a group as reported by employers (as of December 31) with the estimated number of members of the group at the beginning of the year. This estimated number is obtained by subtracting hirings and adding terminations that occurred during the year to the figure provided by the employers as of December 31.

Employment opportunities

Refers to the number of hirings and promotions used by employers to improve the representation of members of designated groups in the workforce under the Act in a given year.

Net result of hirings and terminations (net effect)

Refers to the positive or negative result of hirings and terminations carried out by employers during a given year. The number of employees terminated during the year is subtracted from the number of employees hired during the same period. The result tells us if the workforce has increased or decreased.

Representation

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

Sector

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

Terminations

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

Wage gaps

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

Workforce or workforce under the Act

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

Appendix B:

Methodology used in ranking the employers

The following ranking methodology is based entirely on the numerical data contained in the reports that employers covered by the *Employment Equity Act* prepare each year. The ranking provided in the Annual Report to Parliament does not reflect the degree of difficulty encountered by employers in achieving equity for designated groups. No qualitative information on the current or future status of the company and the difficulty of accommodating various designated group members is used in ranking an employer. The purpose of ranking employers is:

- to evaluate the situation of designated group members in individual companies covered by the Act and the progress made by the groups in these companies; and
- to make it possible to make comparisons between companies.

The ranking does not reflect whether the companies are in compliance with the Act. It is the responsibility of the Canadian Human Rights Commission (CHRC) to verify whether companies have met their obligations, as stipulated in the Act (sections 5, 9 to 15 and 17).

RANKING I

Ranking I reflects the situation of the designated group in the company's workforce at the end of the reporting year. It indicates the extent to which designated group members are disadvantaged in their representation, occupational distribution and salary in a company's workforce. In an ideal world, all employers would meet three criteria:

- Their workforce would mirror the composition of the entire Canadian labour force in terms of the percentage of members of each designated group employed.
- Members of designated groups would work at the same types of jobs as other employees in the same organization.
- Members of designated groups would earn the same salaries as other employees in the same organization.

Ranking I uses three indicators, as explained below, to assess the extent to which an employer has met these criteria.

Indicator One

Indicator one is the basis for assessing whether or not an employer's workforce includes adequate

numbers of members of a designated group. We measure "adequacy" against an external benchmark. This benchmark is the percentage of the entire Canadian labour force (CLF) consisting of members of a designated group. For comparison purposes, we use the most recent Census data for provinces and CMAs in which the organization has employees.

For example, Zoom Airlines employs 1,000 people in Ontario. Of these, 100 people (10%) belong to designated group X. According to Census data, 9% of the Ontario labour force belongs to this group. Therefore, the percentage—i.e., the representation—of the group in Zoom Airlines (10%) is considered adequate, compared to a representation of 9% in the provincial labour force.

Scoring for Indicator One

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

- Because the group's representation in Zoom Airlines is at least 95% of its representation in Ontario's labour force, Zoom would receive a score of 3 for that group.

- If the group’s representation had been between 80% and 95% of its representation in Ontario’s labour force, Zoom would have received a score of 2 for that group.
- If the group’s representation had been between 50% and 80% of its representation in Ontario’s labour force, Zoom would have received a score of 1 for that group.
- If the group’s representation had been less than 50% of its representation in Ontario’s labour force, Zoom would have received a score of 0 for that group.

Indicator Two

Indicator two is used to assess the quality of jobs that people in a designated group hold, compared with the quality of jobs that other employees in the same company hold. It compares the jobs that designated group members are occupying—i.e., their distribution among jobs in the employer’s workforce—with the jobs that other employees (the control group) are occupying. The objective is to determine whether members of a designated group are concentrated in particular types of jobs that tend, for example, to offer lower salaries and less chance for advancement than those held by the rest of an organization’s employees.

To illustrate: The Thrifty Trust Company employs 3,000 people, 1,000 of which are men and 2,000, women. About 200 (20%) of the male employees are in the Middle and Other Managers occupational groups. However, only 6% of the women at Thrifty are in the Middle and Other Managers group, although they represent 66% of all employees in the company. Most women are working in lower-end Clerical Workers jobs. These figures indicate that people in at least one designated group (women) are under-represented in the “better” managerial jobs, with a large concentration of members of the group working in a particular area (in this case, the lower end clerical jobs).

Scoring for Indicator Two

The following explains only the basics of how to arrive at scores for indicator two. There are now

14 occupational groups for employment equity purposes. The 14 new Employment Equity Occupational Groups are groupings of 522 individual jobs which have been classified according to the National Occupational Classification (NOC). With NOC, jobs are classified according to “skill type” (the type of work performed) and “skill level” (the minimum level of education or experience required for the job). It was decided to use the skill levels associated with the classification system (except for management) to assign a value to each of the fourteen employment equity occupational groups (EEOGs). The value assigned to each group is indicated in the following chart.

EMPLOYMENT EQUITY OCCUPATIONAL GROUP	Number of points
Senior Managers	6
Middle and Other Managers	5
Professionals	4
Semi-Professionals and Technicians	3
Supervisors	3
Supervisors: Crafts and Trades	3
Administrative and	
Senior Clerical Personnel	3
Skilled Sales and Service Personnel	3
Skilled Crafts and Trades Workers	3
Clerical Personnel	2
Intermediate Sales and	
Service Personnel	2
Semi-Skilled Manual Workers	2
Other Sales and Service Personnel	1
Other Manual Workers	1

For each occupational group, this value is then multiplied by the share of a designated group found in the occupation. The results for each occupational group are added together and the procedure is repeated for the control group¹. Finally, the performance of the employer is assessed by comparing the value obtained for a designated group with that obtained for the control group.



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

- If the value obtained for the designated group is at least 95% of the value obtained for the

¹ The control group for women working in a company is composed of men in the same company while for the other three designated groups, the control group is composed of all white men and women without disabilities who work for the company.

control group, the company would receive a score of 2 for that designated group.

- If the value obtained for the designated group is between 80% and 95% of the value obtained for the control group, the company would receive a score of 1 for that designated group.
- If the value obtained for the designated group is less than 80% of the value obtained for the control group, the company would receive a score of 0 for that designated group.

Indicator Three

Indicator three is used to compare the percentage of members of a designated group who are in a given salary range with the percentage of other employees in the same company (the control group) who are in that salary range. The objective is to examine the distribution of designated group members among the various salary ranges to determine the extent to which their salaries differ from those of the control group. For comparison purposes, there are three salary ranges:

- \$50,000 and up
- \$30,000 to \$49,999
- under \$30,000

These range have been adjusted this year to take into account the change in the regulations that affected the salary ranges used by employers to report how their employees are spread across different salary ranges.

For example, at Triple-T Transport, about 30% of staff earn \$50,000 or more. Similarly, 29% of the people in designated group X earn this much. These figures show that the group's members occupy a fair share of jobs in this salary range (relative to the share of employees who do not belong to any designated group); their pay cheques do not differ significantly from those of other employees. However, the situation is different for group Y, another designated group. Although only 10% of Triple-T employees are in the lowest salary range (under \$30,000), about 40% of the members of designated group Y are in

this salary range. These figures indicate that the members of group Y occupy more than their fair share of jobs in this range. As a group, they apparently earn less than the control group (white men and women without a disability).

Scoring for Indicator Three

The following is basic information on calculating scores for this indicator. For scoring purposes, each of the three salary ranges has a point value assigned to it:

- \$50,000 or more—3 points
- \$30,000 to \$49,999—2 points
- less than \$30,000—1 point

To assess the “fairness” of salaries of members of a given designated group in relation to other workers in the company, these steps are followed:

- For each of the three salary ranges, the value (e.g., 2) is multiplied by the share or percentage of members of the particular designated group who are included in it (men and women are counted separately) and the three results are added together.
- This step is repeated for the control group.
- The total result for the designated group is compared to the total result for the control group.

Using the Triple-T scenario as an example:

- Multiply the value attributed to each of the salary ranges by the percentage of designated group X members who are in it.

\$50,000 or more:

$$3 \text{ points} * .29 \text{ (or } 29\%) = .87$$

\$30,000 to \$49,999:

$$2 \text{ points} * .55 = 1.1$$

less than \$30,000:

$$1 \text{ point} * .16 = .16$$

Adding these three results:

$$.87 + 1.1 + .16 = 2.13$$

- Repeat for the control group.

\$50,000 or more:

3 points * .30 = .90

\$30,000 to \$49,999:

2 points * .60 = 1.2

less than \$30,000:

1 point * .10 = .10

Adding these three results:

.90 + 1.2 + .10 = 2.2

- Compare the two total results.

$2.13 / 2.2 * 100 = 96.8\%$

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

- Because the value obtained for the designated group X is at least 95% of the value obtained for the control group, the company would receive a score of 2 for group X.
- If the value obtained for the designated group had been between 80% and 95% of the value obtained for the control group, the company would have received a score of 1 for group X.
- If the value obtained for the designated group had been less than 80% of the value obtained for the control group, the company would have received a score of 0 for group X.

TOTAL RESULT FOR RANKING I

To arrive at a total score for Ranking I, the results of the indicators one, two and three are added. The maximum total score for Ranking I is 7. An employer's score appears as a letter (A, B, or C), as follows:

- A: 5 or higher
- B: 3 or 4
- C: less than 3

For employers who were assessed only on indicator one because there were fewer than 10 members of a group working full-time, the scores are as follows:

- A: 3
- B: 2
- C: less than 2

RANKING II

Ranking II reflects the progress an employer has made during the year. It indicates the extent to which an employer has succeeded in improving the situation of a designated group. Again, ideally, every employer should meet two more criteria:

- Over time, employers should increase the representation of designated groups to closely reflect their representation in the entire Canadian labour force.
- Employers should promote a fair number of people who belong to designated groups.

Ranking II uses two more indicators — indicators four and five — to assess the extent to which an employer has met these criteria.

Indicator Four

This indicator is used to measure to what extent employers have increased the representation of a given designated group in their workforce over a one-year period. Any increase (or decrease) is the net result of the number of staff hired and terminated in that year. It filters out changes in the representation of a designated group due to changes in the reporting process such as re-administering self-identification surveys.

In basic terms, the percentage of members of a designated group working for an organization on January 1 of a given year is compared to the percentage working on December 31 of that year. The comparison shows whether the group's representation has increased or decreased in the employer's workforce.

Scoring for Indicator Four

According to its report, Power Grain had 250 employees on December 31, 1997. Of these, 100 (or 40%) were women. During the year, the company hired 25 people, 10 of them being women. They also terminated 50 employees, 10 of whom were women.

- Using these numbers, we could calculate the representation of women on December 31 (data reported by the employer) as being:

$$100 / 250 * 100 = 40\%.$$

- The calculation of the representation of women on January 1st (the beginning of the year) would take into account the number of people and the number of women hired and terminated during the year. Before people were hired and terminated in the company's workforce, the situation was as follows: there were 275 employees, 100 of whom were women. The estimated representation of women at the beginning of the year would have been:

$$100 / 275 * 100 = 36.4\%.$$

- The increase (or decrease) in representation would then be obtained in the following manner:

$$[(40\% - 36.4\%) / 36.4\%] * 100 = 9.9\%$$

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

- Using the Power Grain example, we get a result of +9.9%. Because the company's score was +5% or greater, the company would receive a score of 2.
- If the result had been between 0% and +5%, the company would have received a score of 1.
- If the result had been less than 0%, the company would have received a score of 0.

For employers who had a very good representation of a group and received the maximum number of points on indicator one (3 points), the scoring for indicator four would be more generous. It is as follows:

- A company receives a score of 2 if the result of the change in representation is at least 0% (i.e., representation did not drop).
- If the result is negative, the score is 1.

Indicator Five

This indicator shows whether an employer has promoted a fair number of members of a designated group. It compares the representation of the group in the employer's workforce with the share of promotions that the group's members received. In doing so, we had to correct for a bias associated with the fact that the number of promotions tends to decrease as people go up in the hierarchical structure of a company. But these promotions have more impact, in terms of salary for instance. The total number of promotions that all groups received was adjusted by assigning a value from 1 to 6 to the promotions depending on the occupational group in which they occurred. This was similar to what was done in calculating indicator two (see value assigned to each of the 14 occupational groups on p. B-2). We then compared the adjusted share of promotions that a group received to the adjusted representation of the group. This adjusted representation was calculated the same way as the adjusted share of promotions. The adjusted representation was used to take into account the fact that there might be very few or no members of the designated group in the feeder group for promotions in some of the higher level jobs.

Scoring for Indicator Five

For example, about 10% of TV Unlimited's workforce belongs to group X (i.e., their adjusted representation is 10%). In 1997, the group received about 12% of the adjusted promotions that took place in the company. Therefore members of the group apparently received at least their fair share of promotions.

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

$$\left(\frac{\text{share of promotions} - \text{group's representation}}{\text{representation}} \right) * 100 = X\%$$

$$\text{or, } \left(\frac{12-10}{10} \right) * 100 = + 20\%$$

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

- Because result was +5% or greater, the company would receive a score of 2.
- If the result had been between -5% and +5%, the company would have received a score of 1.
- If the result had been less than -5%, the company would have received a score of 0.

TOTAL RESULT FOR RANKING II

To arrive at a total score for Ranking II, we add the results of indicators four and five. The maximum total score for Ranking II is 4. An employer's score appears as a letter (A, B, or C), as follows:

- A: 3 or higher
- B: 2
- C: less than 2

For employers who were assessed only on indicator four because there were no promotions during the reporting year in the company, the scores are as follows:

- A: 2
- B: 1
- C: 0

Appendix C:

Consolidation of Employers' Reports

Under section twenty of the *Employment Equity Act*, each year the Minister is required to table in Parliament an analysis and consolidation of employers' reports received under the Act. The following tables represent the consolidation of employers' reports for 1997¹.



This is the eleventh consecutive year that an analysis and consolidation of federally regulated employers' reports has been made available under the *Employment Equity Act*. The consolidation includes detailed tables for 1997 and a set of tables showing the representation of designated groups for 1987, 1996 and 1997.

Data from 1996 could be different from last year's consolidation. For instance, data now include

amendments and additions submitted too late to be incorporated in last year's consolidation.

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

The list on the following page presents the tables that make up the consolidation for 1997².



¹ Please see the chapter "Assessment of Employers' Results" for a complete listing of the employers included in the consolidation for 1997.

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

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TABLE 1
MEMBERS OF DESIGNATED GROUPS BY SEX, INDUSTRIAL SECTOR AND SUBSECTOR, 1997

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
Central Bank	1,446	650	796	19	9	10	26	19	7	109	57	52
Chartered Banks and Other Banking-Type Intermediaries	168,928	44,344	124,584	2,188	417	1,771	4,148	1,337	2,811	25,465	7,746	17,719
<i>Banking Sector</i>	<i>170,374</i>	<i>44,994</i>	<i>125,380</i>	<i>2,207</i>	<i>426</i>	<i>1,781</i>	<i>4,174</i>	<i>1,356</i>	<i>2,818</i>	<i>25,574</i>	<i>7,803</i>	<i>17,771</i>
Air Transport Industries	49,707	30,134	19,573	487	298	189	574	394	180	3,470	2,009	1,461
Service Industries Incidental to Air Transport	6,550	4,522	2,028	41	30	11	113	92	21	902	583	319
Railway Transport and Related Service Industries	40,769	37,019	3,750	464	420	44	863	806	57	1,613	1,393	220
Water Transport Industries	6,518	5,830	688	175	131	44	137	128	9	255	213	42
Service Industries Incidental to Water Transport	3,967	3,294	673	58	52	6	98	90	8	133	78	55
Truck Transport Industries	24,950	20,928	4,022	365	320	45	386	320	66	793	614	179
Public Passenger Transit Systems Industries	6,962	5,225	1,737	143	96	47	240	211	29	329	264	65
Other Service Industries Incidental to Transportation	6,569	5,069	1,500	49	30	19	183	126	57	183	114	69
Pipeline Transport Industries	3,715	2,859	856	54	38	16	76	66	10	226	136	90
<i>Transportation Sector</i>	<i>149,707</i>	<i>114,880</i>	<i>34,827</i>	<i>1,836</i>	<i>1,415</i>	<i>421</i>	<i>2,670</i>	<i>2,233</i>	<i>437</i>	<i>7,904</i>	<i>5,404</i>	<i>2,500</i>
Telecommunication Broadcasting Industries	27,862	17,051	10,811	269	149	120	603	444	159	1,345	753	592
Telecommunication Carriers Industry	82,126	42,221	39,905	718	338	380	1,425	842	583	6,433	3,090	3,343
Postal and Courier Service Industries	81,404	52,417	28,987	1,068	580	488	2,654	1,802	852	9,183	6,000	3,183
<i>Communications Sector</i>	<i>191,392</i>	<i>111,689</i>	<i>79,703</i>	<i>2,055</i>	<i>1,067</i>	<i>988</i>	<i>4,682</i>	<i>3,088</i>	<i>1,594</i>	<i>16,961</i>	<i>9,843</i>	<i>7,118</i>
Metal Mines	3,430	3,027	403	528	452	76	99	92	7	78	70	8
Coal Mines	1,743	1,706	37	2	2	0	75	75	0	4	4	0
Meat and Poultry Products Industries	2,690	2,047	643	83	62	21	78	58	20	952	743	209
Fish Products Industry	147	81	66	23	12	11	6	3	3	6	4	2
Flour, Prepared Cereal Food and Feed Industries	2,438	1,814	624	24	18	6	31	27	4	234	111	123
Stamped, Pressed and Coated Metal Products Industries	456	341	115	20	11	9	17	15	2	43	33	10
Shipbuilding and Repair Industry	257	241	16	0	0	0	1	1	0	0	0	0
Industrial Chemicals Industries n.e.c.	855	662	193	5	4	1	18	15	3	40	32	8
Scientific and Professional Equipment Industries	226	171	55	0	0	0	6	4	2	10	8	2
Project Management, Construction	190	130	60	3	2	1	2	2	0	5	2	3
Grain Elevator Industry	8,453	6,626	1,827	148	100	48	196	157	39	196	119	77
Electric Power Systems Industry	20,963	17,012	3,951	158	130	28	716	660	56	1,899	1,568	331
Farm Products, Wholesale	511	236	275	14	6	8	7	3	4	24	9	15
Business Financing Companies	2,575	1,259	1,316	24	16	8	40	16	24	132	68	64
Architectural, Engineering and												
Other Scientific and Technical Services	3,765	2,944	821	61	41	20	163	137	26	386	332	54
Management Consulting Services	597	255	342	5	0	5	11	3	8	23	11	12
Other Business Services	4,981	3,943	1,038	82	64	18	95	75	20	469	315	154
Foreign Affairs and International Assistance	276	104	172	1	0	1	2	1	1	29	12	17
Human Resource Administration, Federal Government	803	359	444	10	4	6	13	7	6	24	8	16
Economic Services Administration, Federal Government	2,038	903	1,135	34	12	22	68	35	33	159	63	96
Museums and Archives	1,107	503	604	15	6	9	27	13	14	36	16	20
Theatrical and Other Staged Entertainment Services	619	414	205	9	7	2	3	3	0	28	22	6
Business Associations	165	52	113	0	0	0	2	0	2	22	5	17
<i>Other employees covered under the Act</i>	<i>59,285</i>	<i>44,830</i>	<i>14,455</i>	<i>1,249</i>	<i>949</i>	<i>300</i>	<i>1,676</i>	<i>1,402</i>	<i>274</i>	<i>4,799</i>	<i>3,555</i>	<i>1,244</i>

TABLE 2
REPRESENTATION OF DESIGNATED GROUPS BY *INDUSTRIAL SECTOR AND SUBSECTOR* FOR 1987, 1996 AND 1997

Sector and Subsector	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)
<i>All Sectors</i>	40.94	44.81	44.57	0.66	1.22	1.29	1.59	2.66	2.31	5.00	9.20	9.68
<i>Banking sector</i>	76.09	74.76	73.59	0.56	1.11	1.30	1.80	3.65	2.45	9.47	14.07	15.01
Air transport	36.48	38.75	39.38	0.44	0.89	0.98	0.82	1.06	1.15	3.54	6.01	6.98
Services to air transport	27.19	28.64	30.96	0.29	0.53	0.63	0.37	1.69	1.73	3.46	13.00	13.77
Railway transport	8.09	8.78	9.20	0.78	1.24	1.14	1.61	1.85	2.12	2.68	3.99	3.96
Water transport	11.90	13.18	10.56	1.39	2.35	2.68	1.46	1.86	2.10	3.38	3.49	3.91
Services to water transport	6.86	9.00	16.96	0.79	1.81	1.46	1.55	1.65	2.47	1.32	3.23	3.35
Truck transport	13.57	14.67	16.12	0.71	1.18	1.46	1.28	1.52	1.55	1.52	2.78	3.18
Public passenger transit systems	16.99	22.84	24.95	1.07	1.78	2.05	3.13	3.06	3.45	2.09	4.01	4.73
Pipeline Transport	18.29	22.03	23.04	1.22	1.59	1.45	4.19	2.05	2.05	5.41	5.99	6.08
<i>Transportation sector</i>	16.94	21.76	23.26	0.73	1.21	1.23	1.42	1.58	1.78	2.62	4.77	5.28
Telecommunication broadcasting	34.84	39.16	38.80	0.43	1.03	0.97	1.27	2.25	2.16	2.87	4.54	4.83
Telecommunication carriers	46.70	49.06	48.59	0.52	0.88	0.87	1.13	1.73	1.74	4.60	8.10	7.83
Postal and courier service	35.02	35.48	35.61	0.78	1.30	1.31	1.72	3.43	3.26	4.07	10.79	11.28
<i>Communications sector</i>	39.63	41.92	41.64	0.61	1.08	1.07	1.40	2.52	2.45	4.05	8.68	8.86
Metal mines	7.00	11.13	11.75	2.67	15.31	15.39	1.17	2.47	2.89	1.03	2.15	2.27
Grain elevators	15.11	21.59	21.61	0.52	1.60	1.75	1.41	2.32	2.32	1.11	2.10	2.32
Electric power systems	—	18.86	18.85	—	0.78	0.75	—	3.46	3.42	—	8.98	9.06
Architectural, Engineering and Other Scientific and Technical Services	20.69	21.31	21.81	0.28	1.65	1.62	2.75	5.07	4.33	5.57	9.99	10.25
Other business services	19.13	20.74	20.84	0.20	0.93	1.65	0.40	0.91	1.91	6.13	8.43	9.42
<i>Other sectors</i>	21.25	24.61	24.38	0.93	1.97	2.11	2.27	2.90	2.83	2.59	7.75	8.09

TABLE 3
MEMBERS OF DESIGNATED GROUPS BY SEX, CENSUS METROPOLITAN AREA AND PROVINCE, 1997

	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Metropolitan Area and Province/Territory	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Calgary	22,891	12,048	10,843	273	104	169	585	311	274	1,665	753	912
Edmonton	16,594	9,339	7,255	253	126	127	557	343	214	1,321	667	654
Halifax	9,077	4,532	4,545	50	23	27	208	111	97	324	136	188
Montréal	74,859	40,479	34,380	432	184	248	1,019	618	401	2,963	1,448	1,515
Regina	3,980	1,991	1,989	82	40	42	179	86	93	146	62	84
Toronto	143,045	76,783	66,262	1,188	562	626	2,886	1,781	1,105	29,564	13,816	15,748
Vancouver	45,500	24,206	21,294	438	198	240	923	501	422	8,352	3,595	4,757
Winnipeg	21,398	13,381	8,017	549	275	274	619	405	213	1,011	555	456
<i>Census Metropolitan Areas</i>	<i>337,344</i>	<i>182,759</i>	<i>154,585</i>	<i>3,265</i>	<i>1,512</i>	<i>1,753</i>	<i>6,976</i>	<i>4,156</i>	<i>2,819</i>	<i>45,346</i>	<i>21,032</i>	<i>24,314</i>
Ontario	245,717	134,716	111,001	2,477	1,283	1,194	6,094	3,838	2,256	34,619	16,698	17,921
Quebec	101,677	54,653	47,024	725	339	386	1,494	924	570	3,429	1,681	1,748
Nova Scotia	15,883	8,648	7,235	94	46	48	419	258	161	426	176	250
New Brunswick	12,756	6,611	6,145	93	42	51	275	157	118	192	96	96
Manitoba	29,312	18,816	10,496	856	463	393	896	620	276	1,191	691	500
British Columbia	68,084	35,957	32,127	860	395	465	1,537	807	730	9,544	4,123	5,421
Prince Edward Island	1,115	562	553	8	2	6	24	13	11	13	4	9
Saskatchewan	15,975	9,973	6,003	721	509	212	468	270	198	375	179	196
Alberta	55,920	31,291	24,629	884	428	456	1,562	894	668	4,409	2,369	2,040
Newfoundland	5,754	2,924	2,830	67	25	42	104	57	47	45	18	27
Yukon	366	147	219	27	6	21	16	9	7	13	10	3
Northwest Territories	1,141	789	352	247	145	102	20	15	5	26	14	12
Canada*	570,758	316,393	254,365	7,347	3,857	3,490	13,202	8,079	5,123	55,238	26,605	28,633

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

TABLE 4
REPRESENTATION OF DESIGNATED GROUPS BY *CENSUS METROPOLITAN AREA AND PROVINCE* FOR 1987, 1996 AND 1997

	Women			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
Metropolitan Area and Province/Territory	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)	1987 (%)	1996 (%)	1997 (%)
Calgary	47.57	47.60	47.37	0.54	1.08	1.19	1.87	3.36	2.56	5.60	7.11	7.27
Edmonton	44.49	44.17	43.72	0.66	1.56	1.52	1.98	3.74	3.36	4.35	7.53	7.96
Halifax	41.18	49.40	50.07	0.51	0.55	0.55	1.63	2.97	2.29	1.87	3.39	3.57
Montréal	39.04	46.90	45.93	0.32	0.52	0.58	1.13	1.56	1.36	2.98	4.05	3.96
Regina	42.86	55.21	49.97	0.36	2.46	2.06	2.36	5.39	4.50	1.57	3.29	3.67
Toronto	47.10	47.04	46.32	0.55	0.71	0.83	1.48	2.59	2.02	12.04	20.60	20.67
Vancouver	40.36	43.79	46.80	0.53	0.90	0.96	1.51	2.31	2.03	7.94	15.80	18.36
Winnipeg	32.70	36.46	37.47	0.82	2.51	2.57	1.75	2.76	2.89	2.86	4.75	4.72
Ontario	44.18	45.90	45.17	0.66	0.95	1.01	1.63	2.95	2.48	7.26	13.58	14.09
Quebec	39.76	47.06	46.25	0.39	0.65	0.71	1.10	1.58	1.47	2.59	3.39	3.37
Nova Scotia	34.44	44.73	45.55	0.45	0.55	0.59	3.47	3.38	2.64	1.27	2.45	2.68
New Brunswick	32.16	48.70	48.17	0.43	0.63	0.73	1.81	2.87	2.16	1.13	1.53	1.51
Manitoba	30.45	34.42	35.81	1.05	2.81	2.92	1.69	2.99	3.06	2.58	4.11	4.06
British Columbia	41.54	44.82	47.19	0.66	1.16	1.26	1.65	2.48	2.26	6.24	12.17	14.02
Prince Edward Island	37.95	41.07	49.60	0.21	0.80	0.72	1.25	2.09	2.15	1.04	0.86	1.17
Saskatchewan	35.06	38.46	37.58	1.42	4.73	4.51	1.80	3.38	2.93	1.23	2.02	2.35
Alberta	45.32	44.99	44.04	0.67	1.48	1.58	1.92	3.43	2.79	3.96	7.57	7.88
Newfoundland	38.36	50.80	49.18	0.55	1.16	1.16	1.04	2.14	1.81	0.71	0.84	0.78
Yukon	31.40	53.69	59.84	3.80	7.37	7.38	0.80	4.72	4.37	1.40	3.24	3.55
Northwest Territories	21.91	29.37	30.85	9.64	24.28	21.65	1.40	1.70	1.75	2.53	2.00	2.28
Canada	40.94	44.81	44.57	0.66	1.22	1.29	1.59	2.66	2.31	5.00	9.20	9.68

TABLE 5
MEMBERS AND REPRESENTATION OF DESIGNATED GROUPS BY *OCCUPATIONAL GROUP*, 1997

	All Employees	Men		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
Occupational Group	Number	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	4,174	3,556	85.19	618	14.81	16	0.38	73	1.75	116	2.78
Middle and Other Managers	58,011	35,463	61.13	22,548	38.87	412	0.71	1,291	2.23	4,197	7.23
Professionals	60,967	36,101	59.21	24,866	40.79	419	0.69	1,245	2.04	8,428	13.82
Semi-Professionals and Technicians	32,598	28,012	85.93	4,586	14.07	375	1.15	665	2.04	1,461	4.48
Supervisors	21,206	7,164	33.78	14,042	66.22	298	1.41	486	2.29	2,336	11.02
Supervisors: Crafts and Trades	9,894	9,622	97.25	272	2.75	140	1.41	233	2.35	350	3.54
Administrative and Senior Clerical Personnel	36,405	6,186	16.99	30,219	83.01	513	1.41	717	1.97	5,203	14.29
Skilled Sales and Service Personnel	6,670	4,837	72.52	1,833	27.48	70	1.05	109	1.63	217	3.25
Skilled Crafts and Trades Workers	61,576	59,955	97.37	1,621	2.63	833	1.35	1,478	2.40	3,041	4.94
Clerical Personnel	182,266	52,690	28.91	129,576	71.09	2,627	1.44	5,087	2.79	22,164	12.16
Intermediate Sales and Service Personnel	28,232	9,858	34.92	18,374	65.08	266	0.94	310	1.10	1,930	6.84
Semi-Skilled Manual Workers	54,691	50,958	93.17	3,733	6.83	1,016	1.86	1,132	2.07	4,703	8.60
Other Sales and Service Personnel	7,061	5,714	80.92	1,347	19.08	155	2.20	195	2.76	704	9.97
Other Manual Workers	7,007	6,277	89.58	730	10.42	207	2.95	181	2.58	388	5.54
Total number of employees	570,758	316,393	55.43	254,365	44.57	7,347	1.29	13,202	2.31	55,238	9.68

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TABLE 6
MEMBERS AND REPRESENTATION OF DESIGNATED GROUPS IN *HIRINGS BY OCCUPATIONAL GROUP*, 1997

	All Employees	Men		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
Occupational Group	Number	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	318	280	88.05	38	11.95	4	1.26	4	1.26	9	2.83
Middle and Other Managers	4,853	2,912	60.00	1,941	40.00	19	0.39	57	1.17	403	8.30
Professionals	8,635	5,524	63.97	3,111	36.03	49	0.57	85	0.98	1,257	14.56
Semi-Professionals and Technicians	3,925	3,113	79.31	812	20.69	48	1.22	58	1.48	225	5.73
Supervisors	1,064	529	49.72	535	50.28	19	1.79	6	0.56	107	10.06
Supervisors: Crafts and Trades	344	324	94.19	20	5.81	4	1.16	1	0.29	16	4.65
Administrative and Senior Clerical Personnel	3,373	1,165	34.54	2,208	65.46	37	1.10	46	1.36	506	15.00
Skilled Sales and Service Personnel	881	662	75.14	219	24.86	10	1.14	2	0.23	32	3.63
Skilled Crafts and Trades Workers	2,796	2,666	95.35	130	4.65	63	2.25	16	0.57	187	6.69
Clerical Personnel	16,906	5,026	29.73	11,880	70.27	224	1.32	186	1.10	2,172	12.85
Intermediate Sales and Service Personnel	4,375	1,421	32.48	2,954	67.52	78	1.78	26	0.59	552	12.62
Semi-Skilled Manual Workers	15,067	13,789	91.52	1,278	8.48	342	2.27	114	0.76	2,260	15.00
Other Sales and Service Personnel	1,473	1,065	72.30	408	27.70	45	3.05	18	1.22	174	11.81
Other Manual Workers	1,556	1,421	91.32	135	8.68	43	2.76	17	1.09	59	3.79
Total number of employees	65,566	39,897	60.85	25,669	39.15	985	1.50	636	0.97	7,959	12.14

TABLE 7
MEMBERS AND REPRESENTATION OF DESIGNATED GROUPS IN *PROMOTIONS BY OCCUPATIONAL GROUP*, 1997

	All Employees	Men		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
Occupational Group	Number	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	439	326	74.26	113	25.74	0	0.00	8	1.82	17	3.87
Middle and Other Managers	9,862	5,313	53.87	4,549	46.13	71	0.72	178	1.80	961	9.74
Professionals	8,971	4,694	52.32	4,277	47.68	59	0.66	167	1.86	1,662	18.53
Semi-Professionals and Technicians	1,823	1,539	84.42	284	15.58	35	1.92	40	2.19	105	5.76
Supervisors	3,995	1,092	27.33	2,903	72.67	57	1.43	65	1.63	567	14.19
Supervisors: Crafts and Trades	902	862	95.57	40	4.43	12	1.33	14	1.55	33	3.66
Administrative and Senior Clerical Personnel	7,841	1,347	17.18	6,494	82.82	123	1.57	136	1.73	1,329	16.95
Skilled Sales and Service Personnel	731	507	69.36	224	30.64	5	0.68	5	0.68	24	3.28
Skilled Crafts and Trades Workers	1,915	1,848	96.50	67	3.50	80	4.18	49	2.56	72	3.76
Clerical Personnel	14,289	3,145	22.01	11,144	77.99	245	1.71	297	2.08	2,238	15.66
Intermediate Sales and Service Personnel	1,381	511	37.00	870	63.00	14	1.01	9	0.65	193	13.98
Semi-Skilled Manual Workers	2,548	2,352	92.31	196	7.69	72	2.83	41	1.61	444	17.43
Other Sales and Service Personnel	225	182	80.89	43	19.11	8	3.56	3	1.33	18	8.00
Other Manual Workers	287	253	88.15	34	11.85	10	3.48	8	2.79	21	7.32
Total number of employees	55,209	23,971	43.42	31,238	56.58	791	1.43	1,020	1.85	7,684	13.92

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TABLE 8
MEMBERS AND REPRESENTATION OF DESIGNATED GROUPS IN *TERMINATIONS BY OCCUPATIONAL GROUP*, 1997

	All Employees	Men		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
Occupational Group	Number	Number	%	Number	%	Number	%	Number	%	Number	%
Senior Managers	455	392	86.15	63	13.85	1	0.22	12	2.64	8	1.76
Middle and Other Managers	6,494	4,146	63.84	2,348	36.16	42	0.65	141	2.17	460	7.08
Professionals	7,299	4,656	63.79	2,643	36.21	46	0.63	142	1.95	950	13.02
Semi-Professionals and Technicians	4,111	3,379	82.19	732	17.81	52	1.26	82	1.99	178	4.33
Supervisors	1,656	668	40.34	988	59.66	19	1.15	47	2.84	181	10.93
Supervisors: Crafts and Trades	713	676	94.81	37	5.19	16	2.24	13	1.82	23	3.23
Administrative and Senior Clerical Personnel	3,412	839	24.59	2,573	75.41	49	1.44	103	3.02	427	12.51
Skilled Sales and Service Personnel	1,312	939	71.57	373	28.43	10	0.76	14	1.07	91	6.94
Skilled Crafts and Trades Workers	4,096	3,974	97.02	122	2.98	85	2.08	127	3.10	186	4.54
Clerical Personnel	20,936	5,280	25.22	15,656	74.78	324	1.55	564	2.69	2,348	11.22
Intermediate Sales and Service Personnel	3,220	1,207	37.48	2,013	62.52	59	1.83	31	0.96	215	6.68
Semi-Skilled Manual Workers	12,862	11,950	92.91	912	7.09	326	2.53	159	1.24	1,590	12.36
Other Sales and Service Personnel	1,216	882	72.53	334	27.47	40	3.29	20	1.64	123	10.12
Other Manual Workers	1,288	1,172	90.99	116	9.01	91	7.07	21	1.63	45	3.49
Total number of employees	69,070	40,160	58.14	28,910	41.86	1,160	1.68	1,476	2.14	6,825	9.88

TABLE 9
TOTAL NUMBER OF MEMBERS OF DESIGNATED GROUPS AND THEIR REPRESENTATION WITH THE
NUMBERS AND PERCENTAGE *HIRED, PROMOTED AND TERMINATED IN PERMANENT JOBS*, 1996 AND 1997

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	1996	1997	1996	1997	1996	1997	1996	1997	1996	1997
Employees	567,051	567,895	253,890	253,088	6,909	7,322	15,150	13,164	52,335	55,095
Hirings	53,412	64,106	21,023	24,987	903	971	596	627	5,647	7,889
Promotions	50,314	55,066	28,157	31,160	717	791	1,208	1,018	6,040	7,671
Terminations	66,500	68,592	25,901	28,669	1,050	1,155	1,697	1,473	5,584	6,794
	%	%	%	%	%	%	%	%	%	%
Representation	100.00	100.00	44.77	44.57	1.22	1.29	2.67	2.32	9.23	9.70
Share of Hirings	100.00	100.00	39.36	38.98	1.69	1.51	1.12	0.98	10.57	12.31
Share of Promotions	100.00	100.00	55.96	56.59	1.43	1.44	2.40	1.85	12.00	13.93
Share of Terminations	100.00	100.00	38.95	41.80	1.58	1.68	2.55	2.15	8.40	9.90

TABLE 10
MEMBERS OF DESIGNATED GROUPS IN *PERMANENT FULL-TIME EMPLOYMENT BY SEX AND SALARY RANGE, 1997*

Salary Range	All Employees			Aboriginal Peoples			Persons With Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Under \$15,000	2,209	1,485	724	89	61	28	45	33	12	285	202	83
\$15,000 - \$19,999	7,186	3,262	3,924	152	71	81	109	46	63	1,028	480	548
\$20,000 - \$24,999	24,807	7,871	16,936	467	151	316	557	190	367	3,142	1,060	2,082
\$25,000 - \$29,999	48,008	15,860	32,148	824	280	544	1,149	404	745	7,290	2,440	4,850
\$30,000 - \$34,999	57,706	23,179	34,527	844	377	467	1,329	595	734	6,740	2,196	4,544
\$35,000 - \$37,499	63,472	37,927	25,545	912	519	393	2,103	1,424	679	5,913	2,872	3,041
\$37,500 - \$39,999	34,410	18,452	15,958	473	295	178	837	524	313	2,968	1,303	1,665
\$40,000 - \$44,999	62,795	38,029	24,766	661	450	211	1,415	1,020	395	4,790	2,559	2,231
\$45,000 - \$49,999	39,557	27,811	11,746	480	366	114	855	654	201	3,001	1,814	1,187
\$50,000 - \$59,999	61,905	47,590	14,315	602	493	109	1,418	1,179	239	4,375	2,922	1,453
\$60,000 - \$69,999	35,473	27,350	8,123	271	205	66	738	624	114	2,837	1,950	887
\$70,000 - \$84,999	27,254	22,274	4,980	156	135	21	597	518	79	2,356	1,786	570
\$85,000 - \$99,999	10,141	8,460	1,681	46	41	5	214	179	35	778	613	165
\$100,000 and over	12,113	10,400	1,713	51	46	5	220	195	25	532	408	124
Total number of employees	487,036	289,950	197,086	6,028	3,490	2,538	11,586	7,585	4,001	46,035	22,605	23,430

TABLE 11
MEMBERS OF DESIGNATED GROUPS IN *PERMANENT PART-TIME EMPLOYMENT BY SEX AND SALARY RANGE, 1997*

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	3,311	1,598	1,713	50	17	33	43	22	21	443	192	251
\$5,000 - \$7,499	3,182	1,047	2,135	64	15	49	48	17	31	385	125	260
\$7,500 - \$9,999	5,661	2,587	3,074	106	54	52	93	28	65	861	522	339
\$10,000 - \$12,499	8,594	3,197	5,397	128	41	87	145	50	95	1,235	660	575
\$12,500 - \$14,999	8,594	2,455	6,139	155	43	112	156	42	114	967	449	518
\$15,000 - \$17,499	8,089	2,355	5,734	135	41	94	150	26	124	964	429	535
\$17,500 - \$19,999	7,520	1,751	5,769	127	19	108	144	36	108	775	242	533
\$20,000 - \$22,499	7,441	1,582	5,859	122	25	97	166	33	133	762	228	534
\$22,500 - \$24,999	5,054	1,105	3,949	68	5	63	95	19	76	519	139	380
\$25,000 - \$29,999	6,900	1,472	5,428	122	19	103	159	26	133	638	175	463
\$30,000 - \$34,999	4,697	1,091	3,606	71	18	53	80	31	49	348	121	227
\$35,000 - \$39,999	10,438	4,235	6,203	141	54	87	280	124	156	1,097	617	480
\$40,000 - \$49,999	1,075	336	739	8	4	4	17	13	4	44	13	31
\$50,000 and over	437	84	353	0	0	0	6	2	4	34	6	28
Total number of employees	80,993	24,895	56,098	1,297	355	942	1,582	469	1,113	9,072	3,918	5,154