



Building Fair and Productive Workplaces

Employment Equity Act: Annual Report 2006



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Employment Equity Act:
Annual Report 2006

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Minister's Message

Canada's workplaces are where our nation's wealth is generated. They are also where many Canadians spend a significant part of their working lives. The performance of the workplace therefore has a major influence on the social and economic outcomes for Canadians.

Given the role the workplace plays in the lives of Canadians, it must reflect the changing face of Canada. The government plays a significant role in achieving this objective through a variety of ways including through Canada's *Employment Equity Act*. The Act drives us to be more inclusive and to open doors to those who face particular employment barriers: women, Aboriginal peoples, persons with disabilities and members of visible minorities.



The Annual Report provides a report card to Canadians on how federally regulated workplaces are performing to achieve the objective of appropriate representation of the designated groups in Canadian workplaces.

The Report shows that we have been making progress but more progress is still needed to close the gaps between the availability of these groups in the workforce and their representation in the workplace. The government recognizes and applauds the efforts of employers and employees in achieving these gains. The government takes this opportunity to encourage all employers to strengthen their efforts to do even more.

Given the reality of the modern day labour markets and the impact of demographic change that is slowing down labour force growth, objectives of fairness for the designated groups and the need of the modern economy go hand-in-hand.

Building fairness in Canada's workplaces, which would enhance productivity, is central to succeeding in the highly competitive global market. When we promote diversity and inclusiveness in the workplace, we not only create better workplaces but we also build a better economy and stronger nation.

A handwritten signature in blue ink that reads "Jean-Pierre Blackburn". The signature is fluid and cursive.

Jean-Pierre Blackburn, P.C., M.P.

Minister of Labour and

Minister of the Economic Development Agency of Canada for the Regions of Quebec

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Introduction

Employment Equity

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

- Section 2 of the *Employment Equity Act*

Over twenty years ago, in 1986, the *Employment Equity Act* was passed requiring employers to undertake and report, to the Government of Canada, their plans and results with respect to the achievement of appropriate levels in the workplace of representation of the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. The 2006 Annual Report presents these results.

Canada's strength as a nation lies in its diversity, and with the skills of its workers. Attracting the best and brightest, as well as maximizing the potential of all working Canadians, are the keys to success in the highly competitive global marketplace.

A number of pressures in the labour market make it even more important to use the skills of all those who want to work. As the baby boom generation begins to retire, the Canadian workforce will decline unless there are new labour market entrants to replace the numbers of those retiring. Canada currently has the lowest unemployment rate in three decades; 62.7% of the working age population is working.¹ Increasing numbers of employers are reporting shortages in certain skilled and unskilled occupations. Making full use of the talents of all workers in Canada, including immigrants, can help address impending skill shortages. Employment equity is a necessary and effective tool to help employers do just that.

Canadians want the workplace to be responsive to these pressures and to be fair, so that equitable employment opportunities are available for everyone who is seeking work. Canadians believe there should not be employment barriers or discriminatory factors preventing a person from earning a position for which they are qualified. In order to meet those goals, the Labour Program is working with its partners at the Canadian Human Rights Commission and the Public Service Human Resources Management Agency of Canada to provide information about employment equity and its social and economic benefits.

¹ Source: Labour Force Survey, December 2005

The Labour Program, for example, is implementing the Racism-Free Workplace Strategy to assist employers to recruit and retain members of visible minorities and Aboriginal peoples, and to address issues related to racial differences. The strategy provides information and tools about good business practices, success stories and business cases. It also brings employers and representatives from these two groups together to work on innovative approaches to training, recruitment, retention and advancement.

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

- To survey their workforces and collect information on the representation, occupational groups, salary distribution and shares of hires, promotions and terminations of designated group members;
- To carry out analysis of any under-representation of the designated groups in each occupational group in their workforces;
- To review their employment systems, policies and practices in order to identify employment barriers; and
- To prepare plans outlining how they propose to remove employment barriers and introduce positive policies and practices for the hiring, training, promotion and retention of persons in the designated groups, including making reasonable accommodations and establishing timetables complete with short and long-term goals.

The special focus in this year's report is "Overcoming employee resistance to self-identification". Self-identification is a key component of workplace equity programs and often has been cited by employers as a human resource challenge. Good communication and awareness building, as well as understanding the purpose and operation of employment equity will help eliminate misperceptions and assist in the achievement of better labour force representation of designated groups.

The Act is the only comprehensive federal legislation for employment equity in Canada. It covers the following five types of employers:

1. **Federally Regulated Private Sector Employers and Crown Corporations** with 100 or more employees.
2. **Federal Public Service** organizations listed under Schedule I, Part I of the *Public Service Staff Relations Act* (PSSRA) [e.g., Human Resources and Social Development Canada (HRSDC), National Defence, Correctional Service Canada and Health Canada].
3. **Separate Employer** organizations in the federal public sector with 100 or more employees listed in Schedule I, Part II of the PSSRA (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada).
4. **Other Public Sector Employer** organizations with 100 or more employees, including the Canadian Forces (officers and non-commissioned members in the Regular and the Reserve Forces) and the Royal Canadian Mounted Police (regular and civilian members, excluding federal Public Service employees).
5. **Federal Contractor** organizations that are provincially regulated suppliers of goods and services, with at least 100 employees in Canada, who bid on or receive federal contracts valued at \$200,000 or more.

Overview

This Annual Report is the nineteenth edition tabled in Parliament. It describes the employment situation of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) and the progress that employers made towards achieving employment equity based on the reports submitted for 2005.

There is a change in the format of this year's report in that information on each of the designated groups is covered under a separate chapter. Throughout the report, key findings from 2005 are compared to those from the previous year and, where appropriate, 1987 and 2001 (the last time the Act was reviewed by Parliament).

Chapters 1 to 4 provide data on the employment situation of each of the designated groups in the different workforces covered under the Act.

Chapter 5 Recognizing Excellence – Good Practices provides information on the tools used by the federally regulated private sector employers and Crown corporations for improving equity outcomes.

Chapter 6 Employment Equity Success Stories showcases special case studies of exemplary employment equity employers – Spectra Energy and Citibank Canada.

Chapter 7 The Road Ahead – Workplace Equity Initiatives describes the work being undertaken by Human Resources and Social Development Canada (HRSDC)-Labour which supports the advancement of employment equity.

Key Observations on All *Employment Equity Act* Employers

In 2005

- There was improvement in the representation of all four designated groups at the aggregate level covered under the *Employment Equity Act*. However, all designated groups remain under-represented in both the Federally Regulated Private Sector and the Federal Public Sector (Table 1 – Grand Total for Both Sectors).²
- In the **federally regulated private sector**, progress was achieved in the representation of most of the designated groups. However, there is still a need for continuing improvement as gaps exist for three of the designated groups with particular challenges for persons with disabilities and Aboriginal peoples (Table 1).
- In the **federal public sector**, improvement was noted for all designated groups. However, the largest challenge is the gap in the representation of members of visible minorities (Table 1).

Table 1
Summary Statistics for All Employers Reporting Under the *Employment Equity Act*

Employers	#	All Employees #	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
			2004 R* %	2005 R* %	A** %	2004 R* %	2005 R* %	A** %	2004 R* %	2005 R* %	A** %	2004 R* %	2005 R* %	A** %
Total Private Sector	520	672,652	43.4	43.3	47.3	1.7	1.8	2.6	2.5	2.7	5.3	13.3	14.1	12.6
Federal Public Service	73	165,856	53.1	53.5	52.2	4.1	4.2	2.5	5.7	5.8	3.6	7.8	8.1	10.4
Separate Employers	16	66,068	55.1	55.2	47.3	2.6	2.6	2.6	4.8	4.9	5.3	10.8	11.3	12.6
Other Public Sector Employers	2	121,722	18.0	18.2	47.3	2.9	3.1	2.7	1.8	1.6	5.3	2.7	3.0	10.3
Total Public Sector	91	353,646	40.9	41.7	49.6	3.4	3.5	2.6	4.1	4.2	4.5	6.5	7.0	10.8
Grand Total for Both Sectors	611	1,026,298	42.5	42.7	48.1	2.3	2.4	2.6	3.1	3.2	5.0	10.9	11.6	12.0

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar year basis by the Labour Program of the Department of Human Resources and Social Development Canada (HRSDC), while those on the federal public sector are collected on a fiscal year basis (i.e., April 1, 2003 to March 31, 2004 and April 1, 2004 to March 31, 2005) by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

** "A" refers to the percentage workforce availability from the 2001 Census of Canada and the 2001 Participation and Activity Limitation Survey (PALS) conducted by Statistics Canada. The workforce availability for the federal Public Service are estimates produced by PSHRMAC based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The Other Public Sector Employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

2 Employers who report under the *Employment Equity Act* include the federally regulated private sector and Crown corporations, the federal Public Service, the Separate Employers [federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada)], and the Other Public Sector Employers (include the Canadian Forces and the Royal Canadian Mounted Police). Provincially regulated employers subject to the Federal Contractors Program (FCP) do not submit annual reports. Therefore, representation data for the designated groups in the entire FCP workforce are not available.

Federally Regulated Private Sector Employers

2005 in relation to 2004

For all federally regulated private sector employers and Crown corporations who reported in 2004 and 2005:

- Progress was made in the representation of Aboriginal peoples, persons with disabilities and members of visible minorities (Table 2).
- The representation of women remained relatively stable (Table 2).

Over the longer run

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

- There was improvement in the representation of all the designated groups (Table 2).
- The largest relative improvements were for members of visible minorities and Aboriginal peoples (Table 2).

Table 2
Representation of the Designated Groups as Reported by Federally Regulated Private Sector Employers*

Sector	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	1987 %	2004 %	2005 %	1987 %	2004 %	2005 %	1987 %	2004 %	2005 %	1987 %	2004 %	2005 %
Banking	76.1	69.6	68.9	0.6	1.3	1.3	1.8	2.8	3.3	9.5	21.8	22.8
Communications	39.6	41.1	40.8	0.6	1.4	1.5	1.4	2.5	2.6	4.0	12.2	12.6
Transportation	16.9	25.3	25.3	0.7	2.2	2.3	1.4	2.4	2.4	2.6	8.4	9.1
Other	21.3	27.9	30.7	0.9	2.3	2.3	2.3	2.2	2.4	2.6	6.4	8.3
All	40.9	43.4	43.3	0.7	1.7	1.8	1.6	2.5	2.7	5.0	13.3	14.1

* These data are collected on a calendar year basis by HRSDC. Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

Federally Regulated Public Sector Employers ³

2005 in relation to 2004

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

- In the **federal Public Service**, unlike the federally regulated private sector and Crown corporations, women, Aboriginal peoples and persons with disabilities were well represented, but members of visible minorities remained under-represented (Table 1).
- In the **Separate Employers**, women and Aboriginal peoples were well represented, but persons with disabilities and members of visible minorities remained under-represented (Table 1).
- In the **Other Public Sector Employers**, Aboriginal peoples were well represented, but significant representation gaps continued to exist for women, persons with disabilities and members of visible minorities (Table 1).

Government Workplace Equity Initiatives

Strategic Initiative

- The Racism-Free Workplace Strategy is a key component of the Federal Government's *A Canada for All: Canada's Action Plan Against Racism*. It aims to improve the employment situation of Aboriginal peoples and members of visible minorities through the elimination of barriers to employment and the adoption of positive support measures in the federally regulated private and public sectors.

Legislative Review

- The *Employment Equity Act* requires a review by a parliamentary committee every five years. The review by the Standing Committee on Human Resources, Social Development and the Status of Persons with Disabilities (HUMA) is scheduled to take place in 2007. In preparation for that review, a number of activities were undertaken in 2006: a discussion paper inviting comment was released; meetings were held with key stakeholders to obtain their views; and a program evaluation was initiated.

³ Historical data are not available for some of the employers in the federal public sector.

Limitations of the Employment Equity Data ⁴

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

1. The data are received from employers on an annual basis. However, the employer universe changes from one year to the next, largely due to the addition of new employers. Alternatively, some employers may cease to fall under federal jurisdiction. If one compares the statistics from year to year, keeping in mind that the universe has changed, the comparison may produce inaccurate results. As an example, if a new employer reports weak representation of women, then this figure may lower the overall average representation of women for the year. This could lead to the erroneous impression that there has been a decline in the overall representation of women. To provide a more accurate impression, we need to consider only those employers that have reported on a consistent basis over time. This is what we have labelled as “adjusted” data. However, not all of the historical data have been adjusted.

The following tables illustrate the changes in the data that arise due to using different employer bases.

Table 3
Unadjusted Representation of the Designated Groups in All of the Federally Regulated Private Sector Employers who Reported in 2001, 2004 and 2005*

Sector	Women						Aboriginal Peoples					
	2001		2004		2005		2001		2004		2005	
	#	%	#	%	#	%	#	%	#	%	#	%
Banking	139,080	71.0	128,350	69.6	131,415	68.9	2,139	1.1	2,408	1.3	2,460	1.3
Communications	88,861	41.3	90,232	41.1	89,849	40.8	2,921	1.4	3,137	1.4	3,263	1.5
Transportation	44,318	24.7	46,969	25.3	48,553	25.3	3,588	2.0	3,995	2.2	4,509	2.3
Other	12,461	28.0	17,196	27.9	21,381	30.7	1,217	2.7	1,416	2.3	1,622	2.3
All	284,720	44.9	282,747	43.4	291,198	43.3	9,865	1.6	10,956	1.7	11,854	1.8
Sector	Persons with Disabilities						Members of Visible Minorities					
	2001		2004		2005		2001		2004		2005	
	#	%	#	%	#	%	#	%	#	%	#	%
Banking	3,911	2.0	5,250	2.8	6,236	3.3	33,575	17.1	40,261	21.8	43,550	22.8
Communications	5,009	2.3	5,553	2.5	5,664	2.6	23,359	10.8	26,724	12.2	27,763	12.6
Transportation	4,385	2.4	4,411	2.4	4,597	2.4	13,679	7.6	15,639	8.4	17,493	9.1
Other	1,214	2.7	1,344	2.2	1,666	2.4	3,436	7.7	3,948	6.4	5,767	8.3
All	14,519	2.3	16,558	2.5	18,163	2.7	74,049	11.7	86,572	13.3	94,573	14.1

* Figures have not been adjusted in this table. The data show all of the numbers that were reported in each year (i.e., 418 employers in 2001, 503 employers in 2004 and 520 employers in 2005).
Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

⁴ For detailed descriptions of the terms and statistical approaches used in this report, please refer to the Technical Guide at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/lsw/ee/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wzp

Table 4

Adjusted Representation of the Designated Groups in Only the Federally Regulated Private Sector Employers who Reported in Each Year Since 2001*

Sector	Women						Aboriginal Peoples					
	2001		2004		2005		2001		2004		2005	
	#	%	#	%	#	%	#	%	#	%	#	%
Banking	138,607	71.1	128,095	69.6	130,470	69.0	2,124	1.1	2,408	1.3	2,448	1.3
Communications	81,242	41.5	87,615	41.3	86,661	41.0	2,711	1.4	3,069	1.4	3,174	1.5
Transportation	36,035	23.1	37,442	24.3	38,633	24.3	3,187	2.0	3,528	2.3	3,826	2.4
Other	11,901	27.8	12,902	29.9	13,914	31.1	1,202	2.8	1,300	3.0	1,385	3.1
All	267,785	45.4	266,054	44.8	269,678	44.6	9,224	1.6	10,305	1.7	10,833	1.8
	Persons with Disabilities						Members of Visible Minorities					
	2001		2004		2005		2001		2004		2005	
	#	%	#	%	#	%	#	%	#	%	#	%
Banking	3,900	2.0	5,249	2.9	6,223	3.3	33,462	17.2	40,192	21.8	43,268	22.9
Communications	4,781	2.4	5,425	2.6	5,514	2.6	20,597	10.5	25,862	12.2	26,440	12.5
Transportation	3,950	2.5	3,966	2.6	4,132	2.6	12,000	7.7	13,627	8.8	15,217	9.6
Other	1,202	2.8	1,196	2.8	1,234	2.8	3,381	7.9	3,725	8.6	4,291	9.6
All	13,833	2.3	15,836	2.7	17,103	2.8	69,440	11.8	83,406	14.1	89,216	14.8

* Figures have been adjusted in order to measure the yearly progress in the representation of the designated groups in the employer base. Data in this table cannot be compared to those published last year as the employer base in this report includes 322 employers who reported each year since 2001 (i.e., employers who reported for the first time after 2000 are excluded). Last year's report covered 381 employers who submitted reports in 2003 and 2004.

- To measure the progress of designated groups covered by the Act, their percentage representation (i.e., the number of designated group employees divided by the number of all employees) is compared to their availability in the workforce population. Availability data are obtained from Censuses or surveys conducted every five years by Statistics Canada. There is therefore a time lag in measuring representation gaps, as for example, 2005 designated group representation is being compared to 2001 Census/survey availability data.
- Due to some data being reported by employers after publication deadlines, there may be differences in the data reported in Annual Reports for particular years.
- The data on the workforces covered by the Act are collected from different sources. The federally regulated private sector and Crown corporations' employment equity data are collected on a calendar year basis and consolidated by the Labour Program of the Department of Human Resources and Social Development Canada, while the federal public sector data are collected on a fiscal year basis by the Public Service Human Resources Management Agency of Canada.

Chapter 1: Women

This chapter provides data on the employment situation of women in the different workforces covered under the Employment Equity Act.⁵ Throughout the chapter key findings from 2005 are compared to those from the previous year and, where available, 2001 and 1987.⁶

Highlights

- From 2004 to 2005, women's representation rose at the aggregate level but continued to be below availability in both the **federal private** and **public sectors** (Table 1.1).⁷
- Women are significantly overrepresented compared to availability in the banking sector, but there has been a downward trend in this representation over time (Table 1.2). The opposite is the case for the remaining **federally regulated private sector**.
- In the **federally regulated private sector**, women's representation in senior and middle management, as well as professional occupations has increased between 2001 and 2005, while the representation in the remaining groups decreased (Table 1.3). However, the representation has continued to be below availability in senior management and professional occupations.
- The share of women hired and terminated in the **federally regulated private sector** has been on a downward trend since 2001 (Tables 1.4 and 1.5), while the share of women promoted has been somewhat stable (Table 1.6).

5 Please refer to **Appendix B** for data on women in the federally regulated private sector and Crown corporations workforce, and **Appendix C** for data on women in the public sector subject to the Act.

6 Tables throughout this section show comparisons between adjusted and unadjusted federally regulated private sector employers and Crown corporations data. The adjusted data cover employees from the same population of employers (322) who have been reporting each year since 2001 (i.e., employers who reported for the first time after 2000 are excluded), while the unadjusted data cover all employees reported in the specific year (i.e., all employers are included in year-to-year comparisons).

7 To measure the progress of women covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from Censuses conducted by Statistics Canada every five years. There is therefore a time lag in measuring representation gaps, as for example, 2005 representation is being compared to 2001 Census of Canada availability data.

Table 1.1
All Women Employees Under the *Employment Equity Act*

Employers	Adjusted			Unadjusted		
	2004	2005		2004	2005	
	R* %	R* %	A** %	R* %	R* %	A** %
Total Private Sector	44.8	44.6	47.3	43.4	43.3	47.3
Federal Public Service				53.1	53.5	52.2
Separate Employers†				55.1	55.2	47.3
Other Public Sector Employers‡				18.0	18.2	47.3
Total Public Sector				40.9	41.7	49.6
Grand Total for Both Sectors				42.5	42.7	48.1

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar year basis by the Labour Program of Human Resources and Social Development Canada (HRSDC), while those on the federal public sector are collected on a fiscal year basis (i.e., April 1, 2003 to March 31, 2004 and April 1, 2004 to March 31, 2005) by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

** "A" refers to the percentage workforce availability from the 2001 Census of Canada conducted by Statistics Canada. The workforce availability for the federal Public Service are estimates produced by PSHRMAC based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The Other Public Sector Employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

† Separate Employers are federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada).

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

Table 1.2
Representation of Women in the Federally Regulated Private Sector*

Sector	Adjusted						Unadjusted			
	2001		2004		2005		1987	2001	2004	2005
	#	%	#	%	#	%	%	%	%	%
Banking	138,607	71.1	128,095	69.6	130,470	69.0	76.1	71.0	69.6	68.9
Communications	81,242	41.5	87,615	41.3	86,661	41.0	39.6	41.3	41.1	40.8
Transportation	36,035	23.1	37,442	24.3	38,633	24.3	16.9	24.7	25.3	25.3
Other	11,901	27.8	12,902	29.9	13,914	31.1	21.2	28.0	27.9	30.7
All	267,785	45.4	266,054	44.8	269,678	44.6	40.9	44.9	43.4	43.3

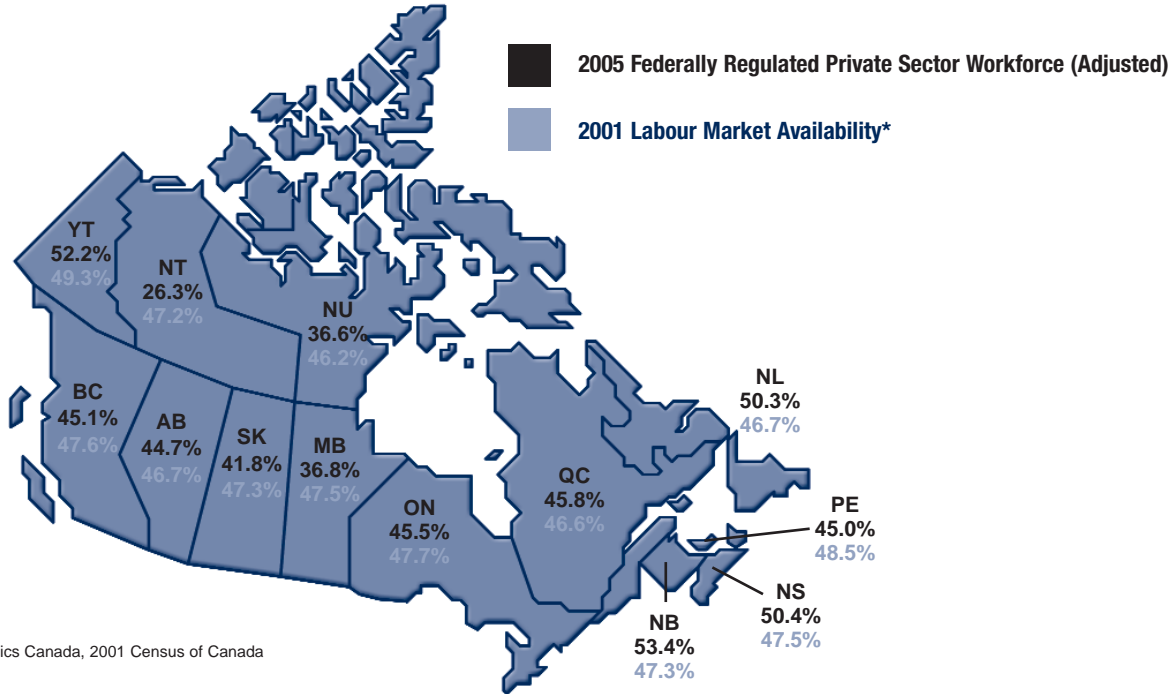
* Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

Table 1.3
Women in the Federally Regulated Private Sector by Selected Occupational Groups*

Employment Equity Occupational Groups (EEOGs)	Representation**			Availability***
	2001	2004	2005	2001
	%	%	%	%
Senior Managers	20.3	22.1	22.1	25.1
Middle and Other Managers	43.0	43.6	44.1	37.5
Professionals	45.2	45.9	46.0	52.8
Remaining EEOGs	46.1	45.1	44.8	47.7
Total	45.4	44.8	44.6	47.3

* Employers report according to 14 Employment Equity Occupational Groups (EEOGs). This table shows selected EEOGs with significant differences between representation and availability for women.
 ** Data are based on adjusted employer database.
 *** Source: Statistics Canada, 2001 Census of Canada

Figure 1.1
Representation (2005) and Availability (2001) of Women in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2001 Census of Canada

Table 1.4**Share of Women Hired into the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	17,727	61.5	12,220	57.9	14,773	58.4
Communications	10,623	38.7	12,488	42.5	10,667	37.1
Transportation	11,000	31.1	6,439	25.3	7,151	24.4
Other	1,423	31.4	1,419	35.7	1,855	35.1
All	40,773	42.4	32,566	40.7	34,446	38.9

* The "share" is the percentage of total hires received by members of a designated group.
Data are based on adjusted employer database.

Table 1.5**Share of Women Terminated from the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	16,300	64.7	12,953	64.2	14,153	62.0
Communications	8,852	39.1	9,175	39.5	12,752	39.7
Transportation	6,240	24.8	5,256	22.9	6,087	23.4
Other	1,817	24.0	1,136	30.2	1,769	35.3
All	33,209	41.2	28,520	40.7	34,761	40.4

* The "share" is the percentage of total terminations received by members of a designated group.
Data are based on adjusted employer database.

Table 1.6**Share of Women Promoted in the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	18,884	68.4	14,596	64.5	15,392	64.3
Communications	4,791	46.5	3,855	42.8	4,242	42.6
Transportation	1,725	22.3	1,325	27.2	1,999	32.8
Other	1,127	29.1	1,141	35.5	1,123	33.7
All	26,527	53.6	20,917	52.6	22,756	52.5

* The "share" is the percentage of total promotions received by members of a designated group.
Data are based on adjusted employer database.

Chapter 2: Aboriginal Peoples

This chapter provides data on the employment situation of Aboriginal peoples in the different workforces covered under the Employment Equity Act.⁸ Throughout the chapter key findings from 2005 are compared to those from the previous year and, where available, 2001 and 1987.⁹

Highlights

- There has been a very modest increase in the representation of Aboriginal peoples from 2004 to 2005. Aboriginal peoples were well represented in the **federal public sector**, whereas in the **federally regulated private sector** they generally continued to be at levels below availability (Tables 2.1 and 2.2).¹⁰
- Between 2001 and 2005, Aboriginal peoples' representation increased slightly in senior and middle management, professional, as well as crafts and trades supervisory occupations in the **federally regulated private sector** (Table 2.3). However, the representation remained below availability in all groups except for the crafts and trades supervisory occupations.
- The share of Aboriginal peoples hired into the **federally regulated private sector** has continued to be significantly below availability since 2001 (Table 2.4) and their share of terminations has been above their representation (Table 2.5). The share of Aboriginal peoples promoted has been somewhat stable (Table 2.6).

⁸ Please refer to **Appendix B** for data on Aboriginal peoples in the federally regulated private sector and Crown corporations workforce, and **Appendix C** for data on Aboriginal peoples in the public sector subject to the Act.

⁹ Tables throughout this section show comparisons between adjusted and unadjusted federally regulated private sector employers and Crown corporations data. The adjusted data cover employees from the same population of employers (322) who have been reporting each year since 2001 (i.e., employers who reported for the first time after 2000 are excluded), while the unadjusted data cover all employees reported in the specific year (i.e., all employers are included in year-to-year comparisons).

¹⁰ To measure the progress of Aboriginal peoples covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from Censuses conducted by Statistics Canada every five years. There is therefore a time lag in measuring representation gaps, as for example, 2005 representation is being compared to 2001 Census of Canada availability data.

Table 2.1
Aboriginal Peoples in All Employers Under the *Employment Equity Act*

Employers	Adjusted			Unadjusted		
	2004	2005		2004	2005	
	R* %	R* %	A** %	R* %	R* %	A** %
Total Private Sector	1.7	1.8	2.6	1.7	1.8	2.6
Federal Public Service				4.1	4.2	2.5
Separate Employers†				2.6	2.6	2.6
Other Public Sector Employers‡				2.9	3.1	2.7
Total Public Sector				3.4	3.5	2.6
Grand Total for Both Sectors				2.3	2.4	2.6

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar year basis by the Labour Program of Human Resources and Social Development Canada (HRSDC), while those on the federal public sector are collected on a fiscal year basis (i.e., April 1, 2003 to March 31, 2004 and April 1, 2004 to March 31, 2005) by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

** "A" refers to the percentage workforce availability from the 2001 Census of Canada conducted by Statistics Canada. The workforce availability for the federal Public Service are estimates produced by PSHRMAC based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The Other Public Sector Employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

† Separate Employers are federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada).

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

Table 2.2
Representation of Aboriginal Peoples in the Federally Regulated Private Sector*

Sector	Adjusted						Unadjusted			
	2001		2004		2005		1987	2001	2004	2005
	#	%	#	%	#	%	%	%	%	%
Banking	2,124	1.1	2,408	1.3	2,448	1.3	0.6	1.1	1.3	1.3
Communications	2,711	1.4	3,069	1.4	3,174	1.5	0.6	1.4	1.4	1.5
Transportation	3,187	2.0	3,528	2.3	3,826	2.4	0.7	2.0	2.2	2.3
Other	1,202	2.8	1,300	3.0	1,385	3.1	0.9	2.7	2.3	2.3
All	9,224	1.6	10,305	1.7	10,833	1.8	0.7	1.6	1.7	1.8

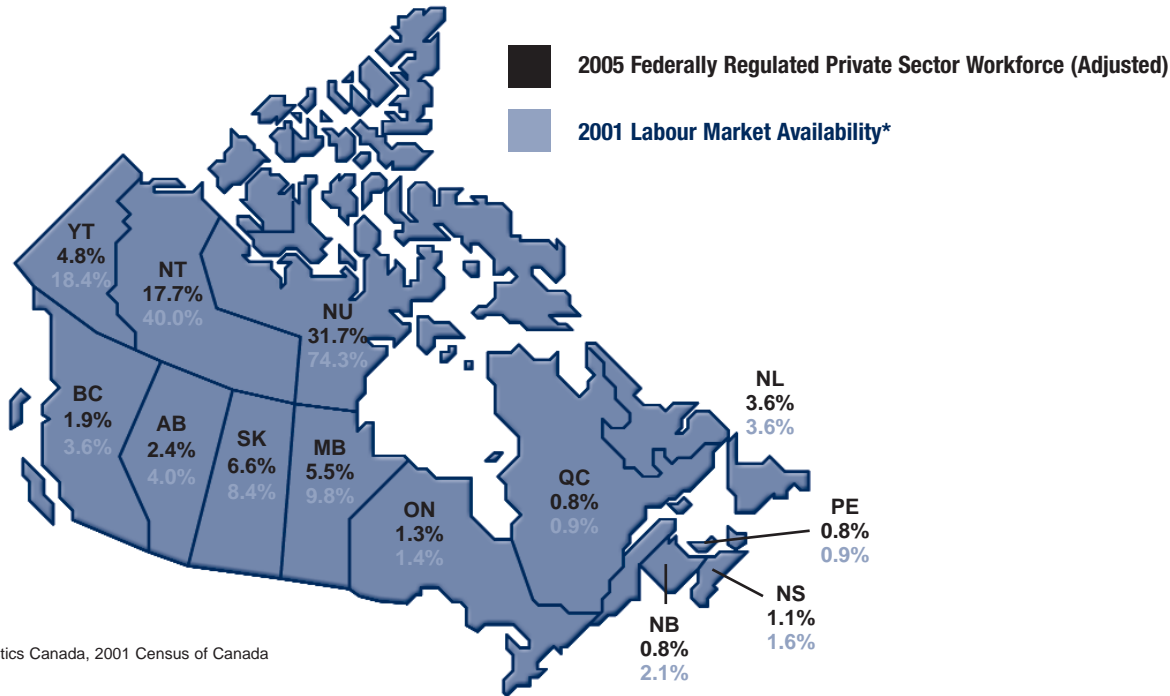
* Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

Table 2.3
Aboriginal Peoples in the Federally Regulated Private Sector by Selected Occupational Groups*

Employment Equity Occupational Groups (EEOGs)	Representation**			Availability***
	2001	2004	2005	2001
	%	%	%	%
Senior Managers	0.6	0.6	0.7	2.5
Middle Managers and Professionals	0.9	1.0	1.0	1.5
Supervisors: Crafts and Trades	2.4	2.7	2.9	1.7
Remaining EEOGs	1.8	2.0	2.1	3.0
Total	1.6	1.7	1.8	2.6

* Employers report according to 14 Employment Equity Occupational Groups (EEOGs). This table shows selected EEOGs with significant differences between representation and availability for Aboriginal peoples.
 ** Data are based on adjusted employer database.
 *** Source: Statistics Canada, 2001 Census of Canada

Figure 2.1
Representation (2005) and Availability (2001) of Aboriginal Peoples in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2001 Census of Canada

Table 2.4**Share of Aboriginal Peoples Hired into the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	267	0.9	293	1.4	235	0.9
Communications	446	1.6	413	1.4	496	1.7
Transportation	784	2.2	696	2.7	832	2.8
Other	159	3.5	115	2.9	203	3.8
All	1,656	1.7	1,517	1.9	1,766	2.0

* The "share" is the percentage of total hires received by members of a designated group.
Data are based on adjusted employer database.

Table 2.5**Share of Aboriginal Peoples Terminated from the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	311	1.2	262	1.3	315	1.4
Communications	334	1.5	383	1.6	527	1.6
Transportation	591	2.4	665	2.9	778	3.0
Other	177	2.3	80	2.1	148	2.9
All	1,413	1.8	1,390	2.0	1,768	2.1

* The "share" is the percentage of total terminations received by members of a designated group.
Data are based on adjusted employer database.

Table 2.6**Share of Aboriginal Peoples Promoted in the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	322	1.2	322	1.4	314	1.3
Communications	166	1.6	125	1.4	138	1.4
Transportation	183	2.4	111	2.3	156	2.6
Other	111	2.9	147	4.6	172	5.2
All	782	1.6	705	1.8	780	1.8

* The "share" is the percentage of total promotions received by members of a designated group.
Data are based on adjusted employer database.

Chapter 3: Persons with Disabilities

This chapter provides data on the employment situation of persons with disabilities in the different workforces covered under the Employment Equity Act.¹¹ Throughout the chapter key findings from 2005 are compared to those from the previous year and, where available, 2001 and 1987.¹²

Highlights

- From 2004 to 2005, the representation of persons with disabilities slightly increased but remained below availability in both the **federal private** and **public sectors** (Table 3.1).¹³
- The federal **Public Service** workforce is the exception where the representation was well above availability in both 2003-04 and 2004-05 (Table 3.1).
- The representation of persons with disabilities rose significantly in the banking sector over time, but stayed relatively stable in the remaining **federally regulated private sector** (Table 3.2).
- Between 2001 and 2005, the representation of persons with disabilities increased and met availability in senior and middle management, as well as supervisory occupations in the **federally regulated private sector** (Table 3.3). However, persons with disabilities remain under-represented in all other occupational groups.
- The share of persons with disabilities hired and promoted in the **federally regulated private sector** remained somewhat stable (Tables 3.4 and 3.6). The share of persons with disabilities who left the workforce rose significantly over time (Table 3.5).

¹¹ Please refer to **Appendix B** for data on persons with disabilities in the federally regulated private sector and Crown corporations workforce, and **Appendix C** for data on persons with disabilities in the public sector subject to the Act.

¹² Tables throughout this section show comparisons between adjusted and unadjusted federally regulated private sector employers and Crown corporations data. The adjusted data cover employees from the same population of employers (322) who have been reporting each year since 2001 (i.e., employers who reported for the first time after 2000 are excluded), while the unadjusted data cover all employees reported in the specific year (i.e., all employers are included in year-to-year comparisons).

¹³ To measure the progress of persons with disabilities covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from surveys conducted by Statistics Canada every five or ten years. There is therefore a time lag in measuring representation gaps, as for example, 2005 representation is being compared to 2001 Participation and Activity Limitation Survey (PALS) availability data.

Table 3.1

Persons with Disabilities in All Employers Under the *Employment Equity Act*

Employers	Adjusted			Unadjusted		
	2004	2005		2004	2005	
	R* %	R* %	A** %	R* %	R* %	A** %
Total Private Sector	2.7	2.8	5.3	2.5	2.7	5.3
Federal Public Service				5.7	5.8	3.6
Separate Employers†				4.8	4.9	5.3
Other Public Sector Employers‡				1.8	1.6	5.3
Total Public Sector				4.1	4.2	4.5
Grand Total for Both Sectors				3.1	3.2	5.0

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar year basis by the Labour Program of Human Resources and Social Development Canada (HRSDC), while those on the federal public sector are collected on a fiscal year basis (i.e., April 1, 2003 to March 31, 2004 and April 1, 2004 to March 31, 2005) by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

** "A" refers to the percentage workforce availability from the 2001 Participation and Activity Limitation Survey (PALS) conducted by Statistics Canada. The workforce availability for the federal Public Service are estimates produced by PSHRMAC based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The Other Public Sector Employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

† Separate Employers are federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada).

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

Table 3.2

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

Sector	Adjusted						Unadjusted			
	2001		2004		2005		1987	2001	2004	2005
	#	%	#	%	#	%	%	%	%	%
Banking	3,900	2.0	5,249	2.9	6,223	3.3	1.8	2.0	2.8	3.3
Communications	4,781	2.4	5,425	2.6	5,514	2.6	1.4	2.3	2.5	2.6
Transportation	3,950	2.5	3,966	2.6	4,132	2.6	1.4	2.4	2.4	2.4
Other	1,202	2.8	1,196	2.8	1,234	2.8	2.3	2.7	2.2	2.4
All	13,833	2.3	15,836	2.7	17,103	2.8	1.6	2.3	2.5	2.7

* Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

Table 3.3

Persons with Disabilities in the Federally Regulated Private Sector by Selected Occupational Groups*

Employment Equity Occupational Groups (EEOGs)	Representation**			Availability***
	2001	2004	2005	2001
	%	%	%	%
Senior Managers	1.9	2.6	2.7	2.1
Middle and Other Managers	1.9	2.2	2.6	2.5
Supervisors	2.0	2.7	2.8	2.0
Remaining EEOGs	2.4	2.7	2.9	4.4
Total	2.3	2.7	2.8	5.3

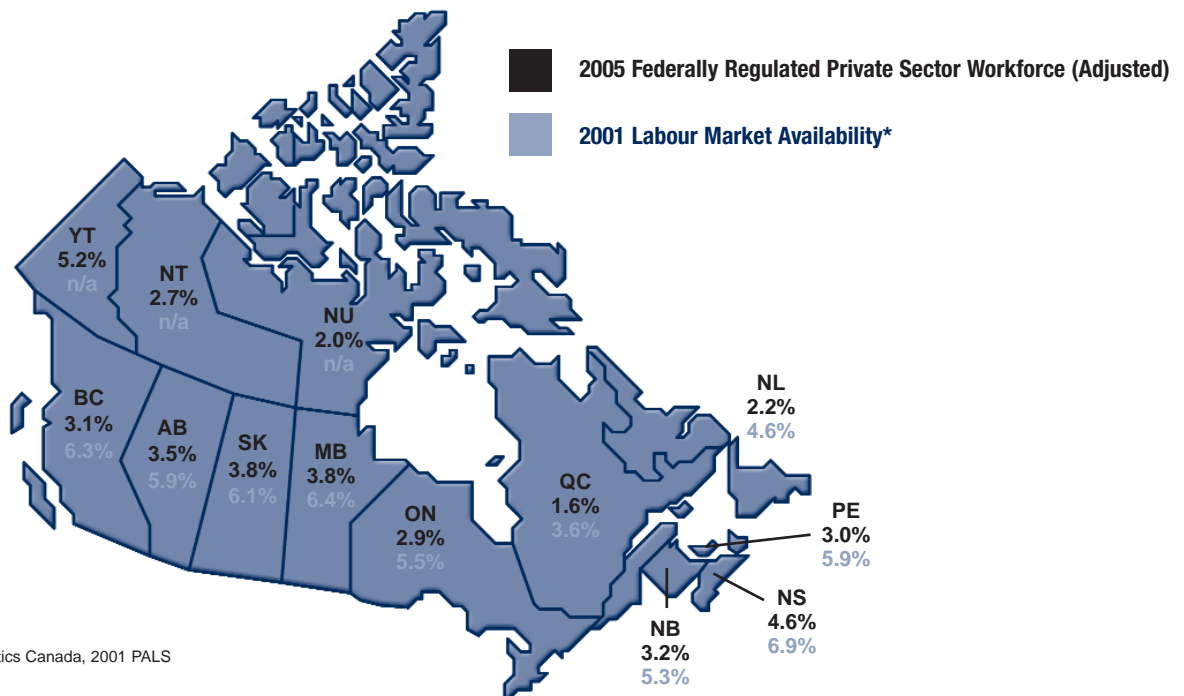
* Employers report according to 14 Employment Equity Occupational Groups (EEOGs). This table shows selected EEOGs with significant differences between representation and availability for persons with disabilities.

** Data are based on adjusted employer database.

*** Source: Statistics Canada, 2001 PALS

Figure 3.1

Representation (2005) and Availability (2001) of Persons with Disabilities in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2001 PALS

Table 3.4**Share of Persons with Disabilities Hired into the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	223	0.8	354	1.7	379	1.5
Communications	255	0.9	290	1.0	283	1.0
Transportation	656	1.9	326	1.3	355	1.2
Other	54	1.2	33	0.8	55	1.0
All	1,188	1.2	1,003	1.3	1,072	1.2

* The "share" is the percentage of total hires received by members of a designated group.
Data are based on adjusted employer database.

Table 3.5**Share of Persons with Disabilities Terminated from the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	469	1.9	426	2.1	694	3.0
Communications	428	1.9	494	2.1	639	2.0
Transportation	427	1.7	482	2.1	504	1.9
Other	246	3.2	84	2.2	106	2.1
All	1,570	1.9	1,486	2.1	1,943	2.3

* The "share" is the percentage of total terminations received by members of a designated group.
Data are based on adjusted employer database.

Table 3.6**Share of Persons with Disabilities Promoted in the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	526	1.9	485	2.1	489	2.0
Communications	191	1.9	174	1.9	171	1.7
Transportation	168	2.2	95	1.9	128	2.1
Other	76	2.0	47	1.5	76	2.3
All	961	1.9	801	2.0	864	2.0

* The "share" is the percentage of total promotions received by members of a designated group.
Data are based on adjusted employer database.

Chapter 4: Members of Visible Minorities

This chapter provides data on the employment situation of members of visible minorities in the different workforces covered under the Employment Equity Act.¹⁴ Throughout the chapter key findings from 2005 are compared to those from the previous year and, where available, 2001 and 1987.¹⁵

Highlights

- From 2004 to 2005, representation of members of visible minorities rose in both the **federal private** and **public sectors**. The representation continues to be above availability in the **federally regulated private sector**. In the **federal public sector**, the representation is significantly below availability (Table 4.1).¹⁶
- The representation of members of visible minorities has risen in each of the **federally regulated private sector** components since 2001. However, they are significantly overrepresented in the banking sector (Table 4.2).
- In the **federally regulated private sector**, the representation of members of visible minorities increased in all occupational groups between 2001 and 2005. The representation has met or exceeded availability for middle management and professional occupations in 2005; however, the representation in senior management is still significantly below availability (Table 4.3).
- The share of members of visible minorities hired, terminated and promoted in the **federally regulated private sector** has increased markedly since 2001 (Tables 4.4 to 4.6).

¹⁴ Please refer to **Appendix B** for data on members of visible minorities in the federally regulated private sector and Crown corporations workforce, and **Appendix C** for data on members of visible minorities in the public sector subject to the Act.

¹⁵ Tables throughout this section show comparisons between adjusted and unadjusted federally regulated private sector employers and Crown corporations data. The adjusted data cover employees from the same population of employers (322) who have been reporting each year since 2001 (i.e., employers who reported for the first time after 2000 are excluded), while the unadjusted data cover all employees reported in the specific year (i.e., all employers are included in year-to-year comparisons).

¹⁶ To measure the progress of members of visible minorities covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from Censuses conducted by Statistics Canada every five years. There is therefore a time lag in measuring representation gaps, as for example, 2005 representation is being compared to 2001 Census of Canada availability data.

Table 4.1

Members of Visible Minorities in All Employers Under the *Employment Equity Act*

Employers	Adjusted			Unadjusted		
	2004	2005		2004	2005	
	R* %	R* %	A** %	R* %	R* %	A** %
Total Private Sector	14.1	14.8	12.6	13.3	14.1	12.6
Federal Public Service				7.8	8.1	10.4
Separate Employers†				10.8	11.3	12.6
Other Public Sector Employers‡				2.7	3.0	10.3
Total Public Sector				6.5	7.0	10.8
Grand Total for Both Sectors				10.9	11.6	12.0

* "R" refers to the percentage representation of the respective designated group of all employees in the employer's workforce. The data on the federally regulated private sector are collected on a calendar year basis by the Labour Program of Human Resources and Social Development Canada (HRSDC), while those on the federal public sector are collected on a fiscal year basis (i.e., April 1, 2003 to March 31, 2004 and April 1, 2004 to March 31, 2005) by the Public Service Human Resources Management Agency of Canada (PSHRMAC).

** "A" refers to the percentage workforce availability from the 2001 Census of Canada conducted by Statistics Canada. The workforce availability for the federal Public Service are estimates produced by PSHRMAC based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The Other Public Sector Employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

† Separate Employers are federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g., Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada).

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

Table 4.2

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

Sector	Adjusted						Unadjusted			
	2001		2004		2005		1987	2001	2004	2005
	#	%	#	%	#	%	%	%	%	%
Banking	33,462	17.2	40,192	21.8	43,268	22.9	9.5	17.1	21.8	22.8
Communications	20,597	10.5	25,862	12.2	26,440	12.5	4.0	10.8	12.2	12.6
Transportation	12,000	7.7	13,627	8.8	15,217	9.6	2.6	7.6	8.4	9.1
Other	3,381	7.9	3,725	8.6	4,291	9.6	2.6	7.7	6.4	8.3
All	69,440	11.8	83,406	14.1	89,216	14.8	5.0	11.7	13.3	14.1

* Discrepancies may occur with data previously reported due to database additions and/or adjustments made to employer reports after publication deadlines.

Table 4.3
Members of Visible Minorities in the Federally Regulated Private Sector by Selected Occupational Groups*

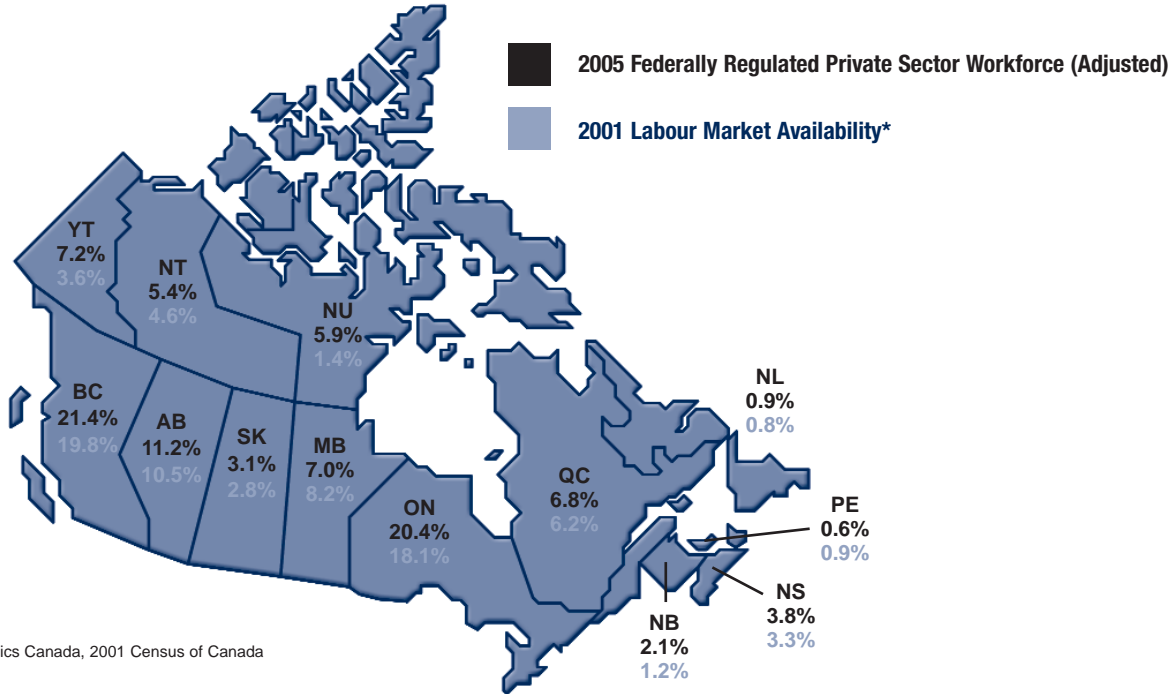
Employment Equity Occupational Groups (EEOGs)	Representation**			Availability***
	2001	2004	2005	2001
	%	%	%	%
Senior Managers	3.9	4.8	5.5	8.2
Middle and Other Managers	8.9	11.0	11.8	11.8
Professionals	16.7	19.6	20.4	13.8
Clerical	14.4	17.1	17.7	12.7
Remaining EEOGs	8.2	10.2	11.0	12.6
Total	11.8	14.1	14.8	12.6

* Employers report according to 14 Employment Equity Occupational Groups (EEOGs). This table shows selected EEOGs with significant differences between representation and availability for members of visible minorities.

** Data are based on adjusted employer database.

*** Source: Statistics Canada, 2001 Census of Canada.

Figure 4.1
Representation (2005) and Availability (2001) of Members of Visible Minorities in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2001 Census of Canada

Table 4.4**Share of Members of Visible Minorities Hired into the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	3,971	13.8	4,518	21.4	4,888	19.3
Communications	4,394	16.0	4,504	15.3	4,756	16.6
Transportation	3,744	10.6	3,432	13.5	4,347	14.8
Other	393	8.7	437	11.0	706	13.4
All	12,502	13.0	12,891	16.1	14,697	16.6

* The "share" is the percentage of total hires received by members of a designated group.
Data are based on adjusted employer database.

Table 4.5**Share of Members of Visible Minorities Terminated from the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	3,479	13.8	3,385	16.8	4,480	19.6
Communications	2,899	12.8	3,823	16.4	5,280	16.4
Transportation	2,088	8.3	2,430	10.6	3,103	11.9
Other	501	6.6	330	8.8	600	12.0
All	8,967	11.1	9,968	14.2	13,463	15.7

* The "share" is the percentage of total terminations received by members of a designated group.
Data are based on adjusted employer database.

Table 4.6**Share of Members of Visible Minorities Promoted in the Federally Regulated Private Sector***

Sector	2001		2004		2005	
	#	%	#	%	#	%
Banking	5,205	18.9	5,799	25.6	6,409	26.8
Communications	1,228	11.9	1,415	15.7	1,486	14.9
Transportation	486	6.3	368	7.5	636	10.4
Other	356	9.2	353	11.0	402	12.1
All	7,275	14.7	7,935	20.0	8,933	20.6

* The "share" is the percentage of total promotions received by members of a designated group.
Data are based on adjusted employer database.

Chapter 5: Recognizing Excellence – Good Practices

The Employment Equity Act requires federally regulated private sector employers and Crown corporations to submit a narrative report that describes the measures taken to remove barriers faced by designated group members in the workplace. This chapter provides an overview of good practices implemented by employers in 2005 as they related to the following categories: communications, equity environment, recruitment, training and development, retention and termination, accommodation and consultations.

Communications

Employers reported implementing a wide variety of unique and creative measures to convey their employment equity commitment to their employees. The communication of equitable workplace policies and practices often lead to an enhanced understanding of the goals of employment equity and frequently increased participation in self-identification campaigns. Effective communication is vital to the success of an employment equity plan.

Employee Intranet sites became a common and successful means of communication for employers in 2005. Communication through Intranet sites ensured that information and resources were readily available and easily accessible for all employees. Employers offered a wealth of information on their Intranet sites that related to equitable workplace practices. Reported examples included their employment equity related policies and procedures, executive messages, myths and realities, learning resources and diversity articles.

Communication was especially effective when it came directly from senior management. In 2005, many employers facilitated town hall meetings where senior management and employees were able to discuss policies and practices related to employment equity at length. These meetings allowed for open dialogue with employees and proved to be a successful means of both delivering communication and receiving feedback.

Through training and communications, we continued to raise levels of awareness about disabilities within TD, including among executives. During meetings held throughout the year, our HR Diversity Council discussed topics and shared success stories around attracting, retaining and engaging Persons with Disabilities. Our eBank division developed a video to demonstrate a day in the life of a number of positions within the call centre to help set expectations.

The Toronto Dominion Bank

Equity Environment

Employers reported that incorporating equality into their workplace culture enhanced and generated a secure and inclusive work environment. In many cases, an equitable environment increased productivity and improved overall employee well-being.

Employers created an equitable environment in a number of creative ways during the 2005 reporting year. Many employers distributed multicultural calendars which highlighted multi-faith holidays to all employees. This encouraged employees to understand and appreciate various holidays and celebrations. Cultural days which included pot-lucks, concerts and art were also used to celebrate the differing backgrounds and ethnicities of employees. A few employers also celebrated national days with employees such as the National Aboriginal Day or the International Day for the Elimination of Racial Discrimination and created awareness of the potential barriers facing designated group members.

For example, Canada Mortgage and Housing Corporation hosted guest speakers from Mohawk and Huron Nations to deepen employees understanding of the employment barriers facing Aboriginals in Canada.

Recruitment

Recruitment strategies remained a primary means of integrating designated group members into Canadian workforces during the 2005 reporting year. Employers reported that outreach programs facilitated hiring processes by expanding the pool of applicants to include designated group members. Partnering with community based organizations proved to be an effective and successful means of connecting with Canada's designated group populations.

Persona Communications Corp., for example, implemented a unique recruitment strategy in 2005 by partnering with The Canadian Council on Rehabilitation and Work to provide on-the-job training and volunteer opportunities to persons with disabilities. This program presented potential employees with an opportunity to enhance their employable skills and assisted them in securing meaningful and equitable employment.

CBC North adopted innovative recruitment strategies by advertising vacancies in Aboriginal languages in Aboriginal magazines/papers and by sending the postings by fax to small, northern communities.

Canadian Broadcasting Corporation

Ontario Power Generation focused its efforts on employment equity recruitment initiatives through the revision of screening, testing and interview practices. It also provided a recruitment tool-kit for managers involved in the hiring process. The tool-kit, which is found on its employee Intranet site, included an extensive guide to bias-free selection.

Specialty career fairs were also a successful recruitment approach for employers throughout 2005. Employers who participated in the fairs found that their efforts were rewarded with a greater number of designated group applicants and thus a larger pool of candidates. Participating in diversity career fairs proved to be a simple and effective means of meeting qualified designated group members. Some employers, who did not have access to speciality career fairs, found that targeting minority student groups, as part of their on-campus recruitment campaigns, was a straightforward way to connect with young designated group members.

In 2005, CTV Inc.-MCTV developed a unique promotional video to assist with its recruitment campaigns. The video included testimonials from senior management and Aboriginal employees, as well as news coverage of Aboriginal issues. It was shown at all recruitment functions, career fairs and appropriate events. The video reached the Canadian Aboriginal population and encouraged them to apply to CTV Inc.-MCTV.

Training and Development

Many employers provided training and development opportunities to their employees in 2005 to remove barriers in the career advancement of designated group members. Racism-free and cultural diversity training sessions increased awareness and understanding of equitable workplace environments for both management and employees. Employers reported that the success rate of these training programs was highest when completed during the orientation process.

One employer provided simulated interview sessions to assist in the career development of employees with disabilities. Employees reported that the training gave them the skills and confidence to succeed in a professional interview.

To develop the competencies of human resources staff and the effectiveness of its hiring campaigns, The Toronto Dominion Bank visited the Grand River Employment and Training Centre, located on the Sixth Nations reserve. At this meeting, the Bank expanded its knowledge of the Centre's programs and services and promoted careers in banking amongst Aboriginal peoples. The human resources staff at The Toronto Dominion Bank were also trained on how to recruit and retain Aboriginal employees.

The Bank of Nova Scotia introduced a unique means of training and development with its Advancement of Women campaign. The program involved activities such as networking, mentoring and career development for women employed at the Bank. All program resources were readily available on its Intranet site, to ensure accessibility. Its Scotia Women's Connection, a spin-off from the Advancement of Women strategy, also helped women learn of new opportunities, develop contacts and increase visibility, as well as raised the organization's profile.

Retention and Termination

Many employers focused on retention and termination strategies in 2005. Activities included circulating employee opinion questionnaires to all their workforces and collecting vital information pertaining to employee satisfaction and morale. Among many issues, the surveys included questions about perceived and real barriers facing designated group members within their organizations. The anonymous and voluntary surveys provided employers with the insight necessary to focus their retention strategies.

For example, Export Development Canada creatively used the results from its Employee Opinion Survey to identify barriers facing designated group members in its workforce. Management worked closely with an external consultant to understand the employment equity barriers expressed in the surveys. Confidential employee focus groups and private interviews in various languages were also undertaken to accurately identify the causes and solutions to the barriers.

TransX Ltd implemented a creative retention strategy in 2005 with an anonymous call line where employees could communicate security, safety and harassment issues to management. This retention strategy improved the comfort level of all employees in approaching management about employment equity issues and prevented employees from leaving the organization due to a lack of awareness from the employer.

To retain valuable employees, Corus Entertainment Inc introduced a team of volunteer harassment advisors across the organization. Each advisor was trained by an external consultant and was available to assist fellow employees who felt they were being harassed or discriminated against in the workplace. This initiative provided employees with an opportunity to help their peers and ensured employees felt comfortable with approaching issues related to harassment and discrimination.

Accommodation

Accommodation measures are vital to the integration of designated group members in an organization. Accommodation initiatives in 2005 included flexible working hours, working from home, ergonomic assessments and recommendations, as well as self assigned schedules. Work training programs for workers returning from long and short term disability proved to be a successful means of re-integrating them into the workforce.

MBNA Canada Bank, for example, incorporated a unique form of accommodation by providing a designated quiet room where employees could go for multi-faith prayer and reflection. In addition, it also offered special programs for mothers on maternity leave which focused on health and wellness, nutrition and fitness. Both strategies were a highly effective means of accommodating designated group members.

Many of the job descriptions used for positions at American Airlines were updated in 2005 to include comprehensive Physical Demand Summaries that are very helpful with physical accommodations for both new hires as well as existing employees who have sustained either temporary or permanent disabilities.

American Airlines, Inc.

The Ontario Power Generation accommodated women by providing two workplace daycare centres for the children of employees. This initiative ensured that mothers were able to return to work while their children received affordable, convenient and quality day care.

The Royal Canadian Mint accommodated employees with disabilities at its Ottawa and Winnipeg plants by providing portable wireless communications devices to employees with hearing impairments. These were intended for emergency use and permit communication from anywhere, similar to a cellular phone. Thus, employees with hearing impairments felt safe and comfortable working at the Royal Canadian Mint.

Bradley Air Services launched a new, user friendly Web site that included information in Inuktitut. This allowed present and future employees to better understand the organization's operations, particularly the recruitment functions.

Many employers implemented both creative and effective measures in the 2005 reporting year. These employers deserve recognition and praise for their continuous commitment to employment equity. Their effort is evident in the success of their individual employment equity plans, as well as in the yearly improvement of the representation of designated group members in Canada's workforce.

Consultations

Most employers consulted their employees through employment equity committees, composed of management and employee representatives from all different occupational levels and backgrounds.

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

Chapter 6: Employment Equity Success Stories

This chapter features two federally regulated private sector employers who have demonstrated an exemplary commitment to the principles and goals of employment equity. Spectra Energy and Citibank Canada were selected based on their 2005 Ratings and Report Compliance Index, as well as the employment equity initiatives described in their narrative reports. Included in this chapter are the unique approaches used by these two organizations to one of the major challenges faced by employers: overcoming employee resistance to self-identify.

Representatives of Human Resources and Social Development Canada (HRSDC)-Labour met with these employers to identify the factors that contributed to the success of their employment equity programs.

6.1 Success in the Transportation Sector

<p>Spectra Energy and its predecessor companies, an employer that gathers, processes and delivers natural gas, has submitted annual reports under the <i>Employment Equity Act</i> for eighteen years and has shown significant success over that time.</p>	<p>Legal Name: Westcoast Energy Inc. Business Name: Spectra Energy Sector: Transportation Industry: Pipeline Transportation of Natural Gas Number of Employees: 858 Headquarters: Calgary, Alberta</p>
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Closing the Gaps through Partnerships

Outreach

Spectra Energy attributes its success with employment equity largely to the long-standing partnerships it has established with community organizations that represent or assist designated group members. Targeted outreach through these partnerships has enabled Spectra Energy to significantly reduce the gaps identified through its workforce analysis by allowing it to extend more job opportunities to designated group members. One such organization, Equitek Employment Equity Solutions, the pioneer of strategic diversity sourcing, distributes job postings to over 250 designated group organizations.

*"Today's progressive corporations understand that being an employer that **values diversity** is more than being a good corporate citizen; it is a sound business strategy. Over the next decade, people from the designated groups will represent a significant percentage of the new labour market. Progressive employers know they need this new labour market to meet their employment needs; augmenting their traditional recruitment strategy **now** will position their corporation to meet the challenges of the future."*

- Equitek Employment Equity Solutions
www.equitek.ca

Spectra Energy also takes part in the Bow Valley Immigrant Work Experience Program. This program, offered through Bow Valley College in Calgary, Alberta, provides ten weeks of intensive employment related training for skilled immigrants, followed by six weeks of unpaid work experience. The student obtains a Canadian employer reference while the host employer benefits from the international experience and expertise of a highly motivated student at no cost.

Although Bow Valley emphasizes that there is no obligation to hire the student after the six week placement, Spectra Energy has gained payoffs from retaining some of these individuals. Employees hired through this program usually tend to appreciate their employment opportunities and to remain with the employer for a longer time period, which in turn benefits the employer's retention rate.

Taking Initiative

Spectra Energy witnessed the success of the Bow Valley Program. However, this program was restricted to the province of Alberta. Quickly recognizing the potential of having access to similar programs in other provinces, Spectra Energy approached S.U.C.C.E.S.S., a non-profit immigration and social service agency in British Columbia (B.C.), and proposed to create a similar program. Essentially, the program will involve the agency training immigrants with the specific needs of Spectra Energy and later sending them to northern B.C. to obtain their work experience.

Preparing for the Workforce Shortage

In the coming decades, Canada likely will face labour shortages as our population ages. Lower birth rates imply that population growth will stall. As the baby boomers age, they will be less likely to participate in the labour market, which will put downward pressure on labour force growth. Immigration will play an increasingly important role in addressing the skills shortages that result, and employers will need to leverage the skills of designated group members in order to remain competitive.

"We know that the only growth that's happening in the Canadian population is through the immigrant growth. And as a result of that, we need to be a reflection of the skill sets that come in from overseas so that we can effectively leverage those skill sets that are coming in... We wanted to participate in partnering with a lot of these immigrant organizations that sponsor newcomers to Canada so that we can highlight what we have to offer... It's made our job easier to do this. When we say it's a business sense, there is a dollars bottom-line reason we're doing this as well as just being a good citizen."

- Bohdan Bodnar, Vice President Human Resources
Spectra Energy

Starting Early

Spectra Energy also has developed partnerships to increase recruitment of Aboriginal peoples. Northern Opportunities, a program initiated by Duke Energy, Spectra Energy's predecessor company, is a partnership of school districts and colleges in northeastern B.C., Aboriginal communities and businesses. It attempts to provide a seamless learning pathway from secondary school to post-secondary trades/technology training and careers. Employers offer students shop training, such as welding and power engineering, to prepare them for the workforce. While employers such as Spectra Energy are faced with a labour shortage in northern B.C., this program allows them to reach out to potential employees at a young age and encourage them to follow a career path in oil and gas and supporting industries. The initial investment of \$1.88 million made by the employer is expected to pay off as young entrants to the workforce are trained according to the organization's specific needs, and increased employment opportunities benefit the community at the same time.

Creating Tools

In 2005, Spectra Energy was part of a group of employers that created a new partnership, sponsored by the Aboriginal Human Resource Development Council, called Networks of Change. This national initiative further engages the corporate sector in the recruitment, retention and advancement of Aboriginal employees by developing effective tools for employers to advance Aboriginal inclusion in the workplace. These tools will eventually become available online to all employers.

Providing Work/Life Balance

Spectra Energy has made work/life balance a priority. Representation of women among the top ranks is clear as both the President of Spectra Energy Transmission and the President of Union Gas, one of its wholly owned businesses, are women. These two presidents delivered a seminar to other women in the organization about their own career advancement, and the common challenges faced by parents in the workplace. This seminar made employees aware that they faced the same problems and concerns as the senior managers (e.g., what to do when your child is sick and you have to attend a meeting). This was only one of many seminars delivered to women at Spectra Energy to discuss the strategies that females have used to advance their careers.

Spectra Energy helps women to return to work gradually following maternity leave. For example, as a pilot project in the Calgary office, women can begin by working a three day workweek after returning from their leave. The workweek is increased to four days a week and eventually back to full-time schedule. Some women in the organization work half days or take one day off every two weeks to achieve greater work/life balance. Employees can work from home or work flexible hours. Spectra Energy also has engaged the services of Kids & Company to provide backup childcare for its employees, relieving some of the stress associated with an ill caregiver or a school break. Spectra Energy employees returning from parental leave are guaranteed a childcare spot with Kids & Company.

Overcoming Challenges: Ensuring High Participation in the Self-Identification Survey

Communicating Senior Management's Commitment

Spectra Energy has a high response rate with its strategic survey to promote self-identification. The survey, which is administered electronically, is initiated by an e-mail sent from the president to all employees. The message displays senior management's commitment to the principles of employment equity, as well as a link to the survey. The president's message has been crucial in communicating his dedication to the organization's employment equity program and in increasing employee awareness of the seriousness of the matter.

Ensuring Education

The link from the president's message brings employees to a description of employment equity and the purpose of the federal *Employment Equity Act*. Employees are unable to access the survey without first proceeding through various educational steps. The difference between diversity and employment equity, a common misunderstanding, is explained, along with a statement emphasizing the benefits of equity in the workplace: "Spectra Energy believes employment equity and diversity are fundamental to our ability to succeed and we value individuals of all backgrounds. Through employment equity, we maintain alignment with federal legislation and reap the benefits that a culturally diverse organization can bring." Through these messages, Spectra Energy is able to increase employee comfort in disclosing designated group status.

Employees must then proceed to a document titled "Employment Equity – Facts & Fiction" which describes eight common myths and clarifies the true principles in place. The purposes of the survey and confidentiality concerns are also addressed prior to the survey. Once the survey has been completed, employees have access to employment equity reports and information on the employment equity committee, as well as additional available resources and an opportunity to provide feedback.

The Importance of Follow-Up

Employees who select "I chose not to participate" on the workforce survey or who do not complete the survey at all are contacted three times to address any concerns they may have. Further education is provided and the continued encouragement has enabled Spectra Energy to increase survey participation.

Going Above and Beyond

Spectra Energy recognizes the benefits provided by the employment equity legislation, however, it also realizes that being successful requires a much larger investment in workplace equity initiatives. By allocating one full-time individual to furthering equity at Spectra Energy, it has been able to focus more time into developing new and creative approaches and thus reap even more benefits while continuing to maintain a competitive advantage.

"The legislation provides the bare minimum; it's the minimum starting point that people need to be considering. I think the only difference is that successful companies go way outside of that."

- Bohdan Bodnar, Vice President Human Resources
Spectra Energy

6.2 Success in the Banking Sector

Citibank Canada, an employer that provides a broad array of financial products and services, has submitted annual reports under the *Employment Equity Act* over the last eighteen years.

Legal Name: Citibank Canada

Sector: Banking

Industry: Depository Credit Intermediation

Number of Employees: 440

Headquarters: Toronto, Ontario

Effective Recruiting

Citibank Canada's success in achieving an inclusive environment is in large part due to its recruitment practices. Wherever possible, Citibank encourages non-traditional work experience by reducing its requirements for designations, degrees and prior work experience which may be creating barriers to potential candidates. Thus Citibank expands its pool of candidates. Citibank officials told HRSDC that being a global organization has enabled them to gain a much better understanding of overseas education and experience, allowing them to better evaluate overseas resumes and recognize the advantage of experience gained outside of North America. This process has enabled them to become more competitive as they are able to recruit some of the best talent available worldwide.

"The minute you open your mind to the different possibilities of background education and experience, it truly makes good business sense because you have a larger candidate pool and the diverse experiences only help you grow. You don't want everyone to be the same or else what is the new person going to bring – what new perspective will they bring?"

- Aleta Froemmel, Assistant Vice President Human Resources
Citibank Canada

Citibank also has a successful strategy for recruiting in North America. During Citibank's annual university recruitment campaign, it emphasizes the importance of diversity during its presentation to attract members of all designated groups. Citibank also works in partnership with external search firms to ensure a diverse set of candidates is presented for each position.

Celebrating Diversity

Citibank celebrates several events throughout the year to encourage a workplace culture of inclusion, including Black History Month, Women’s History Month, Asian Celebration Month and Chinese New Year. Employees at Citibank told HRSDC that they have learned a lot about different cultures from these events and that the entire workforce reacts positively through the excitement and enjoyment of the activities.

For example, the Chinese New Year celebration is a very popular event for staff members regardless of their background. When asked why Citibank decided to hold these celebrations, one manager explained that “it is about acknowledging and celebrating what’s important to our employee population”. This message is shared widely across the organization and has resulted in higher motivation levels among staff. One employee told HRSDC that she is grateful for the cultural celebrations because it shows “the bank values us for being different” and added that the participants are so diverse at these events that nobody feels different.

In addition to special events, Citibank has recently launched a program to feature a different country each month in its cafeteria. A menu is created to reflect cuisine from that country and information sheets are placed at each table.

“We have excellent retention statistics. I attribute that to the long-standing emphasis on creating an inclusive environment.”

- Ken Quinn, Chairman & CEO
Citibank Canada

HRSDC was told that these events and activities have resulted in an ingrained culture of inclusion that is embraced by everybody throughout the organization. It is quite clear through speaking to Citibank employees that this culture has had an impact on the organization’s exceptionally high retention rate.

Overcoming Challenges: Ensuring High Participation in the Self-Identification Survey

Strategic Planning

When the organization’s representation rates were lower than expected, managers at Citibank became concerned that some staff members were not self-identifying either because of a lack of understanding of the definitions behind the four designated groups or because of a low comfort level. As a result, Citibank decided to take a strategic approach in overcoming these concerns by embarking upon a week-long communications process to increase awareness as well as employee comfort.

Education through Celebration

After weeks of planning and preparation, Citibank held a “Diversity Week” event to communicate crucial information to all employees. A theme depicting the four designated groups was used on all print communications so employees could associate a visual with the employment equity initiative. The event, which was approached from a marketing perspective, was highly publicized through posters and other written and verbal communications to employees which created anticipation and excitement throughout the organization.

Diversity Week opened with a message from the Chairman and CEO, Ken Quinn, who expressed Citibank’s commitment to the event and the importance of employment equity. Each morning during the week, employees received a new Fact Sheet with information regarding a different designated group. A questionnaire was distributed on the last day. Employees told HRSDC that they looked forward to the next day’s Fact Sheet because of the interesting information it provided and their eagerness to fill-out the questionnaire. On the final day, all employees had a free luncheon with the CEO, followed by a draw with a prize for the winner. A diverse menu was provided, and the CEO thanked everyone for their participation, again reinforcing the importance of employment equity at Citibank. With every single departmental manager in attendance to support the effort, employees truly felt the organization’s commitment to the matter.

“As part of a global organization, we are acutely aware of the positive impact diversity has on our workforce. A diverse workforce encourages innovation and broadens our understanding of our customers’ needs, therefore helping to maintain Citigroup’s position as a global leader.

Attracting and retaining the most qualified employees from a diverse pool of applicants is key to creating a positive work environment and is a critical element in achieving our business goals. Employment Equity at Citibank Canada provides an environment that encourages all employees to make a valuable contribution to the success of our organization. Only by capitalizing on the rich diversity of our community – by continuing to hire and promote the “best in class” from the entire talent pool – can we maintain and build on our competitive position.”

- Ken Quinn, Chairman & CEO
(from workforce survey covering letter to all Citibank Canada employees)

The self-identification survey was distributed to all employees the following week with the same theme used for Diversity Week correspondence. An opening letter from the CEO as well as a “Questions & Answers” document accompanied the survey to provide employees with additional comfort by explaining the objectives of the re-survey. Citibank was successful in increasing education as well as comfort among employees which resulted in a much higher response rate and also a significant increase in internal statistics on designated group representation.

A Long Standing Reputation

Citibank has benefited from a long standing reputation as an employer dedicated to workplace equity. This reputation has allowed Citibank to attract top talent from around the world and also retain employees longer than other employers. HRSDC met with employees who began working with Citibank as soon as they had finished school and have been employed there for over 20 years. This type of job satisfaction allows Citibank to maintain lower recruitment and training costs as well as higher productivity.

An Abundance of Benefits

When HRSDC asked Citibank managers why they are so dedicated to the principles of employment equity, various responses were provided. See below for a sample of these answers which reveal the long standing benefits that result from an investment in employment equity.

"We value diversity from the perspective that it gives us a business edge as well. That we represent our customers and we represent the population out at large gives us an edge through having diverse thoughts and perspectives, ideas, approaches and be able to mimic some of the cultures that we see outside, internally."

- Christine Di Scola, Senior Vice President Human Resources

"It makes us a more attractive organization. I think that's key. We have a brand that's globally recognized. It helps attract talent for us and by having an inclusive environment, and that's a reputation I hope we will always retain, that makes us an employer of choice. When a potential new hire has decisions to make, I hope they will chose us because of this emphasis that we have."

- Ken Quinn, Chairman & CEO

"If employers don't want to do it, why would anybody want to work there? The cost of inaction is enormous. Over time, it will catch up with the organization that does not embrace these principles."

- Jack Hoffman, Director, Chief Operations & Technology Officer
Citibank Canada

Chapter 7: The Road Ahead – Workplace Equity Initiatives

This chapter outlines the Racism-Free Workplace Strategy, which reflects the Government of Canada's leadership role in the fight against racism. In addition, it describes the work undertaken by the Labour Program of Human Resources and Social Development Canada (HRSDC-Labour) for the 2006 Parliamentary Review of the Employment Equity Act.

7.1 The Racism-Free Workplace Strategy

Overview

The Racism-Free Workplace Strategy (RFWS) is the HRSDC-Labour component of the broader *Canada for All: Canada's Action Plan Against Racism (CAPAR)*, which is the first inter-departmental initiative by the Government of Canada to fight racism. CAPAR was announced by four federal Ministers on March 21, 2005 and is led by Canadian Heritage in collaboration with HRSDC-Labour, Citizenship and Immigration Canada and Justice Canada.

The Action Plan recognizes the changing demographics of Canada and the need to build the grounds for a racism-free society and barrier-free workplaces to achieve sustainable economic prosperity. In this regard, the RFWS fits with the government's agenda of an inclusive society and shared citizenship. Competition for skilled labour by employers is one of the challenges of globalization and Canada's continued success in world markets will be drawn from the diversity of its workforce. The RFWS also, contributes to HRSDC-Labour's mission of achieving fair and healthy workplaces in Canada.

The RFWS aims at the removal of discriminatory barriers facing Aboriginal peoples and members of visible minorities in Canadian workplaces with a primary focus on those subject to the *Employment Equity Act* and the Federal Contractors Program. This will be achieved by promoting the benefits of fair and inclusive workplaces, building a network between community resources and employers and providing tools and assistance to employers working toward equitable representation in their workforces. Although this initiative focuses on members of visible minorities and Aboriginal peoples, an inclusive workplace benefits all workers.

Under the Strategy, the Labour Program plays an active role in employment equity education. It facilitates dissemination of tools, good practices, success stories and business cases. And it brings employers, community groups and stakeholders together to ensure a successful integration of members of visible minorities and Aboriginal peoples in the workplace.

Strategy Update

The Honourable Jean-Pierre Blackburn, Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec, conducted a cross-Canada tour to promote the RFWS from August 28th to September 1st, 2006. The Minister visited in Vancouver, Calgary, Toronto, Montreal and Halifax.

Highlights of the five day tour included visits to the University of British Columbia, Husky Energy, TD Bank, Pelmorex Inc., Michelin North America, Pier 21 Museum, Black Business Initiative and others, including provincial and municipal officials.

“Canada’s strength as a nation lies in its diversity. We need to remember that working together – employers and employees, governments and business – we will have a greater impact in dealing with the issue of discrimination in the workplace. This tour gave me the occasion to sit down with representatives from all these sectors to listen and learn from each other’s best practices in creating welcoming workplaces for all. Providing equal access to employment opportunities makes Canada a magnet for worldwide talent and investment, and contributes to our social strength and economic prosperity.”

- Jean-Pierre Blackburn
Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec

The Minister’s tour received generally favourable response from media and tour participants alike. Media across Canada reported on the message that employers and employees must do more than talk about combating racism; they must reach out and include members of visible minorities and Aboriginal peoples in business and community affairs. Much of the media coverage pointed to the government commitment to hire nine Racism Prevention Officers to implement the RFWS across Canada. Employers’ representatives, as well as provincial and municipal government leaders also found value in the Minister’s visit and were impressed by his commitment to the shared goal of providing equal access to employment opportunities.

“Mr. Blackburn says a Statistics Canada 2003 survey shows 1.4 million people report experiencing racism in the workplace. With Canada’s reliance on immigrants to increase its pool of workers, he says the government must do what it can to promote inclusive workplaces.”

The Globe and Mail

Strategy Implementation – Pilot Phase

This year marks the first stage of RFWS implementation. As a preliminary measure, HRSDC-Labour has hired four external consultants and delegated one permanent Workplace Equity Officer to deliver workshops to introduce the RFWS to employers. Employers will be invited to participate in these workshops in winter 2007. During these workshops, consultants will help to determine how to best provide employers with the support necessary for developing inclusive workplaces.

Strategy Linkages

The RFWS builds on existing employment equity programs engaging stakeholders as partners in an effort to make the labour market more inclusive and productive. The RFWS works with a wide network of over 1,500 federally regulated employers in the private and public sectors which have a combined workforce of 2.1 million people, as well as dozens of community organizations and labour unions.

HRSDC-Labour is working with CIC-Metropolis and the National Film Board to develop educational and promotional products. Ongoing working relation with CIC-Metropolis provides promotional tools and dissemination opportunity at national and international conferences, as well as research activities. The National Film Board has developed a Web site on racism issues and produced short films, educational material in DVD and other formats to raise awareness about racism in the workplace.

HRSDC-Labour will continue to work in partnership with other organizations to further the objectives of the RFWS, including industry and union organizations, such as the Canadian Bankers' Association (CBA), Federally-regulated Employers in Transportation and Communication (FETCO) and Canada Labour Congress (CLC).

Next Steps

In 2007, nine permanent Racism Prevention Officers across Canada will be hired. Their role, following-up on the groundwork conducted by the external consultants, will be to offer the following services:

- Training and education sessions to raise awareness of race-related issues, to share good practices and to help identify barriers to members of visible minorities and Aboriginal peoples and ultimately create a more inclusive workplace;
- Assistance regarding recruitment, advancement and retention of members of visible minorities and Aboriginal peoples;
- Support in establishing effective networks between employers and local community stakeholders for innovative partnerships; and
- Conflict resolution advice and strategic recommendations for potential courses of action to address racism-related issues in the workplace.

7.2 Legislative Review

The Parliamentary Review of the *Employment Equity Act*

Year 2006 marks twenty years since the first *Employment Equity Act* came into effect. The legislation requires a review by a parliamentary committee every five years.

The review by the Standing Committee on Human Resources, Social Development and the Status of Persons with Disabilities (HUMA) is expected to take place in 2007. In preparation for that review, a number of activities were undertaken in 2006:

- To assist in developing the submission for the Minister, the Labour Program sought the views of Canadians representing employment equity specialists, and organizations including employers, employer groups, unions, as well as organizations representing designated groups. An issue paper which outlined the history of the legislation and posed a number of questions about its current impact was prepared and circulated to stimulate the discussion.
- Program representatives met with a number of organizations representing both designated groups and employers, sent letters requesting the submission of written comments, and invited written responses on the HRSDC Web site. A summary of comments received will be included in the Minister's documents being prepared for the parliamentary committee.
- Program evaluation was initiated.

Appendix A: Employers Performance Ratings

This appendix presents an assessment of the quantitative results that federally regulated private sector employers and Crown corporations achieved during 2005. Additionally, it evaluates the degree to which employers were in compliance with the requirements of the *Employment Equity Act*, as measured by the Report Compliance Index (RCI).

Employers who fail to comply with their employment equity reporting obligations may be considered for a monetary penalty. In cases where compliance with reporting is questionable, employers are recommended to the Canadian Human Rights Commission for compliance review/audit.

Performance Summary

Employers who submit employment equity reports for the first time are required to only report by gender in order to allow them sufficient time to complete self-identification surveys of their workforces. In 2005, 33 employers reported for the first time, four were voluntary and six had no employees on December 31st. The remaining employers reported on all four designated groups.

Employers are given a rating of A, B, C, D or Z for each of the four designated groups. An “A” represents the highest rating and “D” the lowest. “Z” indicates no designated groups present.¹⁷

Number of Federally Regulated Private Sector Employers by Performance Rating and Designated Group (2005)

Designated Group	Rating				
	A	B	C	D	Z
Women	99	114	191	96	1
Aboriginal Peoples	174	75	68	79	72
Persons with Disabilities	68	29	118	192	61
Members of Visible Minorities	106	75	151	107	29

- In 2005, employers received the greatest number of high ratings (i.e., an “A”) for Aboriginal peoples.

17 “A” indicates superior performance, “B” good, “C” adequate, “D” poor and “Z” no designated groups in the employer’s workforce. For more information on how the ratings are calculated, please refer to the Technical Guide at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/ee/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wz

Number of Federally Regulated Private Sector Employers by Performance Rating, Designated Group and Sector (2005)

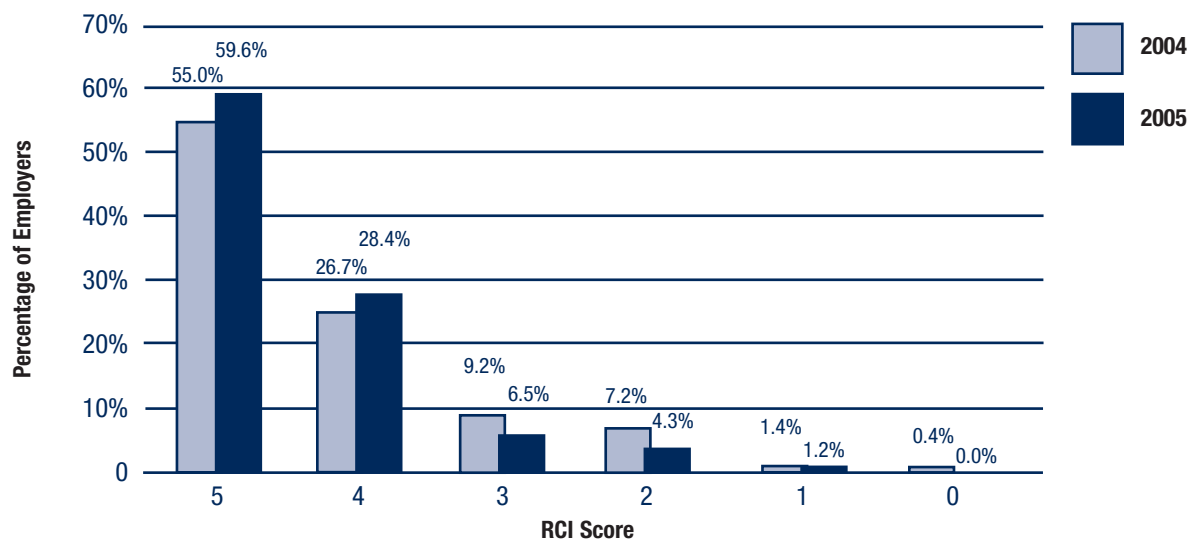
Designated Group	Banking					Communications					Transportation					Other				
	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z	A	B	C	D	Z
Women	19	2	0	0	0	31	43	17	7	0	29	54	148	74	1	20	15	26	15	0
Aboriginal Peoples	5	6	3	1	5	35	14	13	16	12	111	47	38	46	48	23	8	14	16	7
Persons with Disabilities	2	1	11	5	1	10	9	31	33	7	40	12	59	132	47	16	7	17	22	6
Members of Visible Minorities	15	2	2	1	0	21	18	32	15	4	49	43	97	79	22	21	12	20	12	3

- Over 90% of the banking sector employers attained “A” ratings for women.
- “A” ratings for Aboriginal peoples were achieved by over 40% of the transportation sector employers.

Report Compliance Index Summary

The Report Compliance Index (RCI) covers five aspects of the employer’s report: timeliness, measures taken, results achieved, consultations held with employee representatives, and explanations of year-to-year data variances. In 2005, 304 employers obtained an RCI of five out of five, while 145 obtained four out of five. Another 33 employers received three out of five, 22 received two out of five and six employers received one out of five. No employers received an RCI of zero in 2005.¹⁸

Distribution of RCI Scores (2004 and 2005)



- In 2005, nearly 60% of employers received an RCI of five.

¹⁸ For more information on the RCI, please refer to the Technical Guide at:
http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/lsw/ee/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wzp

Outstanding Representation

This was the fourth consecutive year that the **Canadian Museum of Nature** achieved straight “A’s”. There were seven employers who received four “A’s”, 20 employers who received three “A’s”, 92 employers who received two “A’s”, and 175 employers who received one “A”.

The 2005 reporting year is the first time an employer in the banking sector has received four “A’s” and this was achieved by both **Bank of America National Association, Canada Branch** and **Symcor Inc.** Since the 2001 reporting year, there have been only 18 times when employers have received four “A’s”, over one-third of those occurred in 2005.

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

Top Federally Regulated Private Sector Employers Based on Overall Ratings (2005)

Legal Name	Total Workforce	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities	RCI
Bank of America National Association, Canada Branch	245	A	A*	A*	A	5
Symcor Inc.	4,059	A	A	A	A	5
CTV Inc. -- CFCF	131	A	A*	A*	A	5
Canadian Museum of Nature	160	A	A*	A*	A*	5
Canada Mortgage and Housing Corporation	1,753	A	A	A	A	5
Canadian Museum of Civilization Corporation	372	A	A	A	A	5

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

Legend

Description of Performance Ratings

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

For more details about the methodology used to calculate the performance ratings, please refer to the Technical Guide at:

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/we/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wzp.

Description of Codes

COMMENT	RESULTS	EXPLANATION
*	Indicates a small employee population.	The asterisk indicates that the employer's workforce included fewer than ten members of a particular designated group.
F	Indicates employer had no employees as of December 31 st .	Employers are required to submit an employment equity report when they have 100 or more employees on any given day of the calendar year. It is possible for an employer to have 100 or more employees during the year but no employees on December 31 st . When this is the case, the employer does not receive a rating.
G	Indicates employer's report was submitted by gender only.	Employers reporting for the first time do so by gender only. As a result the performance rating is calculated only for women.
I	Indicates employer's report was closed with minor discrepancies.	The employer failed to account for year to year variances that were found in their quantitative data.
J	Indicates employer's report was closed with major discrepancies.	The employer failed to account for significant year to year variances that were found in their quantitative data.
L	Indicates employer's report was submitted late.	The employer submitted a report after the deadline of June 1 st without permission from the Labour Program of Human Resources and Social Development Canada and may be subject to a monetary penalty.
M	Indicates late amendment.	An amendment to the employment equity report was requested but was either not received or received after the closing date of the database.
N	Indicates employer's report was not inclusive of all designated groups in the Annual Report.	The employer's workforce is reported in the Annual Report by gender only. Its complete workforce was submitted by all designated groups after the database had been consolidated.
R	Indicates no report submitted.	The employer failed to submit an employment equity report as required by section 18 of the <i>Employment Equity Act</i> (EEA).
V	Indicates voluntary employer.	The employer is not covered by the EEA but has submitted a voluntary employment equity report.
T1	Indicates a Type 1 violator.	Without reasonable excuse, the employer failed to file an employment equity report as required by section 18 of the EEA.
T2	Indicates a Type 2 violator.	Without reasonable excuse, the employer failed to include in the employment equity report any information that is required by section 18 of the EEA and its Regulations; or the employer knowingly filed false or misleading information in its report.

How to Read the Individual Results

In the Performance Ratings Table, employers are listed by their legal name along with their performance ratings for each designated group. The number of employees for each employer appears in the first column after the legal name. Employers with 100 or more employees on any given day of the calendar year receive a rating, but the total number of permanent full-time and permanent part-time employees in this column is based on the figure for December 31, 2005.

The Ratings

Employer Name	Total	W	AP	PWD	VM	RCI
BANKING SECTOR						
ABN AMRO BANK N.V., CANADA BRANCH	102	A	Z	D*	A	5
BANK OF AMERICA NATIONAL ASSOCIATION, CANADA BRANCH	245	A	A*	A*	A	5
BANK OF CANADA	1,135	A	C	C	A	5
BANK OF MONTREAL	23,329	A	A	C	A	5
BCP BANK CANADA	113	A	Z	D*	C*	4
BNP PARIBAS (CANADA)	240	A	Z	D*	A	4
CANADIAN IMPERIAL BANK OF COMMERCE	31,860	A	B	B	B	5
CANADIAN WESTERN BANK	854	B	B	C*	A	5
CITIBANK CANADA	429	A	A*	C*	A	5
CITIZENS BANK OF CANADA	437	A	D*	C	A	4
V DEUTSCHE BANK AG, CANADA BRANCH	65					
HSBC BANK CANADA	5,319	A	C	C	A	5
ING BANK OF CANADA	827	A	A	D*	A	4
G JPMORGAN CHASE BANK, N.A.	900	A				5
LAURENTIAN BANK OF CANADA	2,785	A	B*	C	B	5
MANULIFE BANK OF CANADA	179	B	Z	D*	C*	4
NATIONAL BANK OF CANADA	12,524	A	B	C	A	5
NATIONAL BANK OF GREECE (CANADA)	274	A	Z	Z	D*	5
ROYAL BANK OF CANADA	39,170	A	B	C	A	5
SYMCOR INC.	4,059	A	A	A	A	5
THE BANK OF NOVA SCOTIA	27,370	A	B	C	A	5
THE TORONTO-DOMINION BANK	37,137	A	C	C	A	5

Legend: **Total:** Number of permanent full-time and part-time employees as of December 31, 2005;
W: Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities;
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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
COMMUNICATIONS SECTOR						
ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	183	B	A*	C*	A*	4
ALIANTELECOM	6,017	B	C	C	C	4
ALLIANCE ATLANTIS COMMUNICATIONS INC.	550	A	A*	B	B	5
ASTRAL MEDIA RADIO INC.	795	A	Z	Z	D	5
BELL CANADA – Alberta and Northwest Territories	1,201	A	C*	D*	C	4
BELL CANADA – Quebec	25,341	A	B	C	B	4
BELL EXPRESSVU LTD.	1,243	B	A	C	A	5
BELL MOBILITY INC.	3,590	A	A	D	A	4
BLACKBURN RADIO INC.	195	B	D*	C*	C*	5
F CALL-NET ENTERPRISES INC.	0					
CANADA POST CORPORATION	59,540	A	B	B	B	5
CANADIAN BROADCASTING CORPORATION	7,465	A	A	C	C	5
CANPAR TRANSPORT L.P.	1,644	C	A	B	A	5
CENTURY II HOLDINGS INC.	1,115	B	B	B	A	5
CHUM LIMITED	3,097	A	B	C	C	5
COGECO CABLE CANADA INC.	993	B	A	D	C	4
COGECO CÂBLE QUÉBEC INC.	370	B	Z	D*	Z	4
G COGECO DIFFUSION INC.	118	A				5
CONNEXIM INC.	785	B	D*	D*	A	5
CORUS ENTERTAINMENT INC.	1,914	A	C	C	C	5
<i>CTV INC. - Total</i>	3,125	A	A	B	C	
CTV INC.	1,574	A	A	B	C	5
CTV INC. - CTV SASKATCHEWAN	161	B	C*	A	B*	5
CTV INC. - ATV/ASN	173	A	A*	A	C*	5
CTV INC. - CFRN	116	A	D*	D*	D*	5
CTV INC. - CJOH	99	B	D*	D*	D*	5
CTV INC. - CKCO	117	B	Z	B*	D*	5
CTV INC. - CKY	90	B	C*	A*	A*	5
CTV INC. - MCTV	120	B	A*	A	D*	5
CTV INC. --CFCF	131	A	A*	A*	A	5
CTV SPECIALTY TELEVISION INC./ RDS	193	C	A*	D*	Z	5
CTV TELEVISION INC. - CFCN	157	B	B*	C*	D*	5
CTV TELEVISION INC. - CIVT	194	A	D*	D*	B	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
DHL INTERNATIONAL EXPRESS LTD.	2,005	C	B	C	A	5
DICOM EXPRESS INC.	133	D	A*	Z	B	4
DYNAMEX CANADA CORP.	541	B	B	C	B	5
EASTLINK	648	B	A	C	C	3
EQUANT CANADA INC.	126	C	Z	D*	B	2
EXPERTECH NETWORK INSTALLATION INC.	1,771	C	A	C	C	5
G FAIRCHILD TELEVISION	273	A				5
FEDERAL EXPRESS CANADA LIMITED	4,449	B	A	C	A	5
L, F FIDO SOLUTIONS INC.	0					
G3 WORLDWIDE CANADA INC.	95	B	Z	Z	A	5
<i>GLOBAL COMMUNICATIONS - Total</i>	1,427	B	C	C	C	
CANWEST MEDIAWORKS INC. (CH Vancouver Island)	91	C	Z	D*	D*	5
CANWEST MEDIAWORKS INC. (Global BC)	305	B	D*	C*	B	5
CHCH, A DIVISION OF CANWEST MEDIAWORKS INC.	165	B	A*	D*	C	4
CICT A DIVISION OF GLOBAL COMMUNICATIONS LTD.	188	B	D*	D*	C*	5
CITY A DIVISION OF GLOBAL COMMUNICATIONS LTD.	143	A	D*	D*	C*	5
GLOBAL TELEVISION NETWORK QUEBEC, LIMITED PARTNERSHIP	89	B	Z	Z	C*	4
GLOBAL TELEVISION NETWORK, A DIVISION OF CANWEST MEDIAWORKS INC.	446	B	A*	D*	C	5
GOLDEN WEST BROADCASTING LTD.	265	B	D*	D*	Z	4
GROUPE TVA INC.	1,057	A	D*	Z	B	5
G HENRI SICOTTE INC.	179	D				5
G INSTECH TÉLÉCOMMUNICATION INC.	113	C*				5
JIM PATTISON INDUSTRIES LTD.	414	C	C*	B	C	5
LEARNING & SKILLS TELEVISION OF ALBERTA LTD.	95	A	A*	D*	B*	3
G LOOK COMMUNICATIONS INC.	173	C				5
MARITIME BROADCASTING SYSTEM LIMITED	186	B	D*	D*	D*	5
MTS ALLSTREAM INC. – Manitoba	3,296	A	B	C	C	5
MTS ALLSTREAM INC. – Ontario	3,197	B	A	C	C	5
MUSIQUEPLUS INC.	152	B	Z	D*	B	4
NAVIGATA COMMUNICATIONS LTD.	145	B	C*	D*	A	5
NEWCAP INC.	836	A	C	C	D	5
NORTHERNTEL LIMITED PARTNERSHIP	221	B	D*	D*	D*	5
NORTHWESTEL INC.	583	B	C	A	A	5
PAGING NETWORK OF CANADA INC.	115	B	Z	C*	A	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
PELMOREX MEDIA INC.	307	B	A*	A	C	5
PERSONA COMMUNICATIONS CORP.	416	B	B*	C*	D*	5
PHASECOM SYSTEMS INC.	92	D	A*	D*	C	3
PRIMUS TELECOMMUNICATIONS CANADA INC.	808	A	A	C	A	5
PUROLATOR COURIER LTD	10,576	C	A	C	A	5
RADIAN COMMUNICATION SERVICES (CANADA) LTD.	335	D	A*	D*	B	5
G RADIANT COMMUNICATIONS CORP.	103	B				5
RADIO NORD COMMUNICATIONS INC.	191	B	A*	A*	D*	5
RADIO-ONDE INC.	113	B	C*	C*	Z	3
RAWLCO RADIO LTD.	207	B	A	A	D*	5
REUTERS CANADA LTD.	166	B	Z	Z	B	5
J ROGERS COMMUNICATIONS INC.	15,620	A	B	D	B	4
SENTREX COMMUNICATIONS CO.	159	D	Z	D*	C	5
SHAW COMMUNICATIONS INC.	7,352	C	B	C	A	5
STANDARD RADIO INC.	979	A	B	B	C	5
STRATOS WIRELESS INC.	242	A	D*	D*	C*	5
TBAYTEL	331	C	D*	A	C	5
TÉLÉBEC S.E.C.	631	C	A	C*	B*	5
TÉLÉGLOBE CANADA ULC	530	A	A*	D*	A	4
TELE-MOBILE COMPANY & TM MOBILE INC.	6,594	A	B	C	B	5
TELESAT CANADA	484	C	B*	C*	A	5
TELUS COMMUNICATIONS (QC) INC.	1,759	A	D*	C	C	4
TELUS COMMUNICATIONS INC.	14,715	B	A	D	C	5
THE CANADIAN PRESS	379	C	A*	C	C	5
THE SCORE TELEVISION NETWORK LTD.	178	C	A*	D*	B	5
TQS INC.	446	B	C*	D*	D*	4
UNITED PARCEL SERVICE CANADA LTD.	8,330	C	A	D	A	5
VIDEOTRON LTD.	2,582	B	D*	C	D	5
I VIDÉOTRON TÉLÉCOM LTÉE	420	B	A*	D*	C	4
G VISTA BROADCAST GROUP INC.	133	A				5
WESTOWER COMMUNICATIONS LTD.	310	D	C*	D*	C*	4
WIRECOMM SYSTEMS INC.	132	D*	Z	Z	A	4
G YAK COMMUNICATIONS (CANADA) INC.	156	A				5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
TRANSPORTATION SECTOR						
101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	210	D	C*	Z	C*	2
1507953 ONTARIO INC.	143	D	C*	D*	A*	5
1641-9749 QUÉBEC INC.	422	D	Z	D*	D*	3
168886 CANADA INC.	1,177	D	A	C	C	4
3087-9449 QUÉBEC INC.	189	C	A*	D*	C	2
591182 ONTARIO LTD.	279	C	A*	C*	C*	5
682439 ONTARIO INC.	195	C	B*	D*	D*	5
L A.J. BUS LINES LTD.	127	B	A*	D*	D*	1
ACROHELIPRO GLOBAL SERVICES	422	C	D*	C*	A	4
L ACTIVE CANADA INC.	175	C	C*	Z	C*	3
ACTIVE TRANSPORT INC.	92	C*	A*	Z	D*	2
AIR CANADA	27,509	B	B	C	C	4
AIR CREEBEC INC.	209	C	A	B*	D*	4
AIR GEORGIAN LIMITED	239	D	A*	Z	C	4
AIR INUIT LTD/LTÉE	479	C	B	D*	A	5
AIR NORTH CHARTER & TRAINING LTD.	153	B	D*	D*	D*	5
AIR TINDI LTD	146	C	C	D*	A*	4
AIR TRANSAT INC.	1,872	B	A	C	C	5
AIRBORNE ENERGY SOLUTIONS LTD.	200	D	D*	Z	D*	3
AIRPORT TERMINAL SERVICES CANADIAN CO.	376	C	B*	C	A	4
ALBANY BERGERON & FILS INC.	118	B	Z	D*	Z	4
ALCAN SMELTERS AND CHEMICALS LIMITED	197	C*	A*	A	Z	5
ALGOMA CENTRAL CORPORATION	715	C	C*	C	B	5
ALLIANCE PIPELINE LTD.	194	A	A*	A	B	4
ALLIED SYSTEMS (CANADA) COMPANY	1,279	C	C	C	C	3
ALPINE HELICOPTERS LTD.	106	C*	A*	Z	Z	5
AL'S CARTAGE LTD.	115	C	Z	D*	D*	4
AMERICAN AIRLINES, INC.	252	A	Z	A	A	5
N, L AMJ CAMPBELL INC.	205	B	Z	Z	Z	2
ANDLAUER TRANSPORTATION SERVICES INC.	933	C	B	D	B	5
APEX MOTOR EXPRESS INC.	142	B	A*	D*	B	3
ARMOUR TRANSPORT INC.	443	C	A*	A	B*	5
ARMSTRONG HOSPITALITY GROUP LTD.	337	A	B*	D*	C	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
ARNOLD BROS. TRANSPORT LTD.	379	C	B	C*	C	5
ATLANTIC TOWING LIMITED	271	D*	Z	Z	Z	4
ATLANTIC TURBINES INTERNATIONAL INC.	267	D	B*	D*	D*	5
AUTOCARS ORLÉANS EXPRESS	146	C	Z	Z	D*	4
AVMAX GROUP INC.	306	D	D*	D*	C	4
AYR MOTOR EXPRESS INC.	190	D	A*	A	A*	5
B&R ECKEL'S TRANSPORT LTD.	224	D	B	C*	D*	5
BANDSTRA TRANSPORTATION SYSTEMS LTD.	132	C	A*	A*	D*	4
BAX GLOBAL (CANADA) LTD.	250	A	B*	D*	A	5
BAY FERRIES LIMITED	154	D	Z	Z	D*	5
BEARSKIN LAKE AIR SERVICE LTD.	210	B	A*	D*	C*	5
BESSETTE & BOUDREAU INC.	138	D	C*	D*	D*	4
BIG FREIGHT SYSTEMS INC.	223	D	C	D*	A*	5
BIG HORN TRANSPORT LTD.	115	D*	A*	A	B*	5
BISON TRANSPORT INC.	1,014	D	A	B	C	5
BRADLEY AIR SERVICES	903	B	C	C	B	5
BREWSTER TRANSPORT COMPANY LTD.	67	C*	D*	Z	Z	5
BRITISH AIRWAYS PLC	206	A	Z	D*	B	2
BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	3,955	C	A	B	C	5
BROOKVILLE CARRIERS VAN L.P.	163	D	A*	D*	A*	5
L BRUCE R. SMITH LIMITED	379	C	D*	D*	C*	1
BUFF-MAR CARTAGE LIMITED	269	B	A*	D*	B	4
BYERS TRANSPORT LIMITED	360	C	B	A	C	4
C.T.M.A. GROUP	56	C	Z	Z	Z	3
CAFAS FUELING, ULC	107	C*	A*	Z	D*	3
CALAC TRUCKING LTD.	105	D*	D*	D*	D*	2
CALM AIR INTERNATIONAL LIMITED	377	B	B	D*	D	4
CANADA CARTAGE SYSTEM LIMITED	1,288	D	A	D*	C	5
CANADIAN FREIGHTWAYS	965	C	B	C	D	5
CANADIAN NATIONAL RAILWAY COMPANY	12,633	C	B	C	C	4
CANADIAN NORTH INC.	250	B	C	Z	D*	5
CANADIAN PACIFIC RAILWAY COMPANY	13,315	C	A	B	B	5
CAN-AM WEST CARRIERS INC.	233	D	A*	C*	C*	4
CANCREW ENTERPRISES LTD.	281	D	B*	Z	D*	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
CANJET AIRLINES, A DIVISION OF IMP GROUP LIMITED	503	B	A*	D*	C	5
L, F CANXPRESS LTD.	0					
CARGOJET PARTNERSHIP	416	C	A	D*	A	4
CARON TRANSPORTATION SYSTEMS PARTNERSHIP	255	D	A*	B	D*	5
CASCADE AEROSPACE INC.	509	D	B	C*	A	4
CASCADE CARRIERS L.P.	125	C	D*	D*	C*	5
L CATHAY PACIFIC AIRWAYS LIMITED	447	A	D*	Z	A	4
I CELADON CANADA, INC.	197	C	C*	D*	A	2
CENTRAL MOUNTAIN AIR LTD.	298	B	B*	D*	C	5
CHALLENGER MOTOR FREIGHT INC.	1,336	D	B	D	B	3
CHC HELICOPTERS INTERNATIONAL, INC.	741	D	C	D*	C	3
CITY OF OTTAWA	2,283	C	A	A	A	5
L, G CLARKE TRANSPORT INC.	501	C				4
CLEAN HARBORS CANADA INC.	560	C	C*	C	B	4
CLIMAN TRANSPORT (2747-7173 QUÉBEC INC.)	140	C	Z	D*	C*	4
C-MAR SERVICES (CANADA) LTD.	139	C*	Z	Z	Z	4
CONAIR GROUP, INC.	157	C	D*	D*	A	5
CONSOLIDATED AVIATION FUELING OF TORONTO, ULC	291	C*	B*	D*	B	3
CONSOLIDATED FASTFRATE INC.	1,066	C	C	D	C	4
COONEY GROUP INC.	306	C	Z	D*	C*	4
CP SHIPS (CANADA) AGENCIES LIMITED	422	A	A*	D*	B	5
CREEKBANK TRANSPORT A DIVISION OF TRIANGLE FREIGHT SERVICES LTD.	101	D	A*	D*	C	4
D&W FORWARDERS INC.	155	C	Z	A*	B	5
DANFREIGHT SYSTEMS INC.	228	C	A*	A*	D*	4
DAY & ROSS INC.	1,873	C	C	D	A	4
DELTA AIR LINES, INC.	251	A	Z	D*	B	5
DESGAGNÉS MARINE CARGO INC.	179	C	D*	Z	A*	5
DICOM EXPRESS INC.	338	D	A*	Z	B	4
DIRECT INTEGRATED TRANSPORTATION	797	C	A	D*	B	5
EASSONS TRANSPORT LIMITED	121	C	Z	D*	C*	4
ECL CARRIERS L.P.	117	C	D*	D*	B*	2
ECL GROUP OF COMPANIES LTD.	381	C	C*	D*	C*	5
EDGE TRANSPORTATION SERVICES LTD.	160	D	D*	D*	D*	4
EDMONTON REGIONAL AIRPORTS AUTHORITY	157	B	C*	D*	C*	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
EGL - EAGLE GLOBAL LOGISTICS (CANADA) CORP.	367	A	A*	D*	A	5
ELGIN MOTOR FREIGHT INC.	156	D	A*	A*	C*	4
ENBRIDGE PIPELINES INC.	816	B	C	C*	A	4
ERB ENTERPRISES INC.	1,100	C	A	C	C	5
EUROCOPTER CANADA LIMITED	136	C	A*	D*	B*	4
EXECAIRE, A DIVISION OF I.M.P GROUP	206	D	Z	D*	C*	4
EXEL GLOBAL LOGISTICS (CANADA) INC.	381	A	A*	B*	A	4
FEDEX GROUND PACKAGE SYSTEM, LTD.	698	C	D*	D*	B	5
V FEDNAV LTD.	82					
FIELD AVIATION COMPANY INC.	401	D	D*	D*	C	5
FLOYD SINTON LIMITED	229	A	A*	D*	D*	4
GLOBEGROUND NORTH AMERICA, INC.	3,401	A	C	D	A	5
L GOSSELIN EXPRESS LTD	192	C	Z	D*	Z	4
F GRAY LINE OF VICTORIA LTD.	0					
G GREAT SLAVE HELICOPTERS LTD.	116	C				5
GREATER TORONTO AIRPORTS AUTHORITY	998	C	A	C	C	5
GREYHOUND CANADA TRANSPORTATION CORP.	1,984	C	B	C	C	5
L GRIMSHAW TRUCKING LTD.	273	C	B	D*	C	2
I, L GROUPE CONNEX GVI	103	A	A*	D*	Z	1
GROUPE GUILBAULT INC.	197	B	D*	Z	D*	5
GROUPE THIBODEAU INC.	540	D	A*	A	C	5
I H & R TRANSPORT LTD.	652	D	D*	Z	B	2
HALIFAX EMPLOYERS ASSOCIATION INC.	541	B	A	A	A	5
HALIFAX INTERNATIONAL AIRPORT AUTHORITY	115	B	B*	A*	A*	4
G HALLCON CORPORATION	174	A				5
G HALLCON CREW TRANSPORT INC.	228	C				5
HAWKAIR AVIATION SERVICES LTD.	71	A	A*	D*	D*	2
HÉLICOPTÈRES CANADIENS LIMITÉE/CANADIAN HELICOPTERS LIMITED	578	D	A	D*	C	4
HELIJET INTERNATIONAL INC.	130	C	Z	D*	B	5
HIGHLAND MOVING AND STORAGE LTD.	103	B	B	Z	D*	3
HMY AIRWAYS INC.	288	B	Z	Z	A	5
HORIZON AIR INDUSTRIES INC.	119	A	D*	Z	A	5
HOYT'S MOVING AND STORAGE LTD.	157	C	A*	D*	A*	5
HUTTON TRANSPORT LIMITED	171	C	D*	D*	D*	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
INNOTECH AVIATION LIMITED	145	C	Z	Z	A	5
INTERNATIONAL AIR TRANSPORT ASSOCIATION	307	A	Z	D*	A	5
J & R HALL TRANSPORT INC.	131	C	B*	D*	D*	4
J. & T. MURPHY LIMITED	390	B	D*	B	D*	5
J.D. SMITH AND SONS LIMITED	260	C	A*	A	B	4
J.E. FORTIN INC.	105	C	D*	A*	Z	3
JAY'S MOVING & STORAGE	147	B	A	A*	B	5
JAZZ AIR L.P.	4,008	C	A	C	C	5
JET TRANSPORT LTD.	99	D*	Z	D*	D*	5
JOHN GRANT HAULAGE LTD.	112	C*	A*	A*	C*	5
JULES SAVARD INC.	214	C	Z	Z	Z	4
KEITH HALL & SONS TRANSPORT LIMITED	160	C	A*	A	B*	3
KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	808	D	C	C	B	4
KELTIC TRANSPORTATION INCORPORATED	152	C	A*	D*	D*	4
KENN BOREK AIR LTD.	373	D	A	D*	C	4
KINDER MORGAN CANADA INC.	310	B	D*	C*	B	5
KINDERSLEY TRANSPORT LTD.	705	C	C	Z	D	4
KLEYSER TRANSPORT LTD.	284	C	A	A	B	4
F KOCH TRANSPORT LIMITED	0					
KRISKA HOLDINGS LTD.	439	D	A	C	C	5
KUNKEL BUS LINES LTD.	142	B	A*	D*	D*	3
G L. BILODEAU ET FILS LTÉE.	135	C				5
L.E. WALKER TRANSPORT LTD.	244	C	D*	Z	D*	4
L-3 COMMUNICATIONS, SPAR AEROSPACE LIMITED	733	C	D*	C	A	5
LABRADOR AIRWAYS LTD.	201	B	A	Z	Z	5
LAIDLAW CARRIERS TANK L.P.	155	C	A*	A*	D*	5
LAIDLAW CARRIERS VAN L.P.	147	C	D*	A*	D*	5
J LAIDLAW TRANSIT LTD.	6,725	B	C	D	C	4
LANGDON'S COACH LINES CO. LIMITED	199	A	Z	C*	C*	4
LEASEWAY MOTORCAR TRANSPORT CANADA	136	C*	A*	D*	D*	3
LES ARMOIRES FORTIER INC.	282	C	C*	D*	Z	5
LIBERTY LINEHAUL INC.	115	D	A*	D*	Z	3
LINAMAR TRANSPORTATION INC.	197	C	D*	D*	D*	5
LOGISTEC CORP.	167	C	Z	D*	D*	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
MACKIE MOVING SYSTEMS CORPORATION	200	B	A*	D*	A	5
MACKINNON TRANSPORT INC.	184	C	A*	A*	D*	5
MAERSK CANADA INC.	156	A	A*	D*	A	4
MARINE ATLANTIC INC.	1,259	B	C*	B	C*	5
MARITIME EMPLOYERS ASSOCIATION	1,169	C	A*	C*	C	5
MCKEVITT TRUCKING LIMITED	124	C	A*	D*	C*	2
MEYERS TRANSPORT LIMITED	286	C	A	A	B	5
MID-ARCTIC TRANSPORTATION CO. LTD.	164	C	C	D*	D*	5
MIDLAND TRANSPORT LIMITED	1,134	C	B*	C	C	4
MILL CREEK MOTOR FREIGHT L.P.	125	D	B*	D*	D*	5
MONTREAL AIRPORTS	535	B	A*	Z	C	5
MONTREAL PORT AUTHORITY	321	C	Z	D*	C*	4
MONTSHIP INC.	172	B	D*	A*	B	5
G MTU MAINTENANCE CANADA	144	D				5
G MULLEN OILFIELD SERVICES L.P.	208	D				5
MULLEN TRUCKING L.P.	107	A	D*	D*	C*	5
MUSKOKA TRANSPORT LIMITED	189	D	D*	D*	D*	5
N. YANKE TRANSFER LTD.	642	C	C	C	D	5
NASITTUQ CORPORATION	254	C	A	C*	A*	5
NAV CANADA	5,271	C	C	C	C	5
G NEIL WITHERS TRUCKING LTD.	120	D*				5
NESEL FAST FREIGHT INCORPORATED	274	C	C*	D*	C	5
NORMANDIN TRANSIT INC.	297	C	Z	Z	D*	5
NORTHERN TRANSPORTATION COMPANY LIMITED	248	C	B	D*	D*	5
NORTHUMBERLAND FERRIES LIMITED	186	B	Z	D*	D*	5
G NORTHWAY BUS LINES INC.	99	A				5
OCEANEX INC.	273	C	Z	D*	D*	4
OK TRANSPORTATION LIMITED	159	C*	A*	D*	C	4
OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	125	B	B*	D*	D*	5
P.W. TRANSPORTATION LTD.	161	D	Z	D*	C	5
J PACIFIC COASTAL AIRLINES LTD.	235	B	D*	D*	C	1
PAPINEAU INT S.E.C. (TRANSPORT PAPINEAU INTERNATIONAL)	149	C	A*	D*	D*	5
PAUL'S HAULING LTD.	289	D	B	D*	D*	4
PENETANG-MIDLAND COACH LINES LIMITED	146	B	C*	D*	D*	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
PENNER INTERNATIONAL INC.	148	B	Z	Z	D*	2
PENTASTAR ENERGY SERVICES LTD.	270	D	B	D*	D*	4
PERIMETER AVIATION LTD.	439	B	B	C*	D	3
PLH AVIATION SERVICES INC.	194	D	A*	A	B	5
POLE STAR TRANSPORT INCORPORATED	342	C	A*	A	B*	5
F PORTER TRUCKING LTD.	0					
V PREMAY EQUIPMENT L.P.	88					
V PRINCE EDWARD AIR LTD.	77					
PROVINCIAL AIRLINES LIMITED	522	B	B	D*	C*	5
PRUDHOMME GROUP OF COMPANIES	156	D	B*	D*	B*	5
QUEBEC NORTH SHORE AND LABRADOR RAILWAY	414	C	D*	Z	D*	4
QUIK X TRANSPORTATION INC.	222	B	A*	D*	D	5
RAILINK CANADA LTD.	304	C	A	A	C*	4
RAINBOW TRANSPORT (1974) LTD.	310	C	A	C*	C	5
REIMER EXPRESS LINES LTD.	1,370	C	A	B	C	5
RIDSDALE TRANSPORT LTD	266	D	A	C*	D*	3
ROBYN'S TRANSPORTATION AND DISTRIBUTION SERVICES LTD.	133	C	C*	D*	D*	2
ROSEDALE TRANSPORT LIMITED	328	C	A*	C*	A	5
ROSENAU TRANSPORT LTD.	272	C	B*	B	D*	4
J, M RTL ROBINSON ENTERPRISES LTD.	213	B	B	D*	B*	2
RYDER TRUCK RENTAL CANADA LTD.	821	C	A	C*	C	4
S.G.T. 2000 INC.	431	C	B*	Z	C	4
SASKATCHEWAN TRANSPORTATION COMPANY	229	D	B	A	C*	5
SCHNEIDER NATIONAL CARRIERS CANADA	580	D	B*	C*	C	5
SEABOARD LIQUID CARRIERS LIMITED	586	D	A*	C*	C	4
SEASPAN INTERNATIONAL LTD.	1,132	C	A	C	C	5
SECUNDA MARINE SERVICES LIMITED	298	C	C*	D*	C*	2
SERCO FACILITIES MANAGEMENT INC.	737	B	A	D*	C*	5
SERVICES AÉROPORTUAIRES HANDLEX INC.	1,038	A	B*	D*	A	5
SHANNAHAN'S INVESTIGATION AND SECURITY LTD.	649	B	A	D*	D*	4
SKYSERVICE AIRLINES INC.	1,320	B	C*	D*	C	5
SKYSERVICE F.B.O. INC. ET SKYSERVICE AVIATION INC.	357	C	D*	D*	D*	4
SMIT MARINE CANADA INC.	149	C	A*	D*	C*	3
SOCIÉTÉ AIR FRANCE	266	A	Z	D*	A	5

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The Ratings (continued)

	Employer Name	Total	W	AP	PWD	VM	RCI
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	511	B	A	C*	A	5
L	SUNBURY TRANSPORT LTD.	113	C	Z	Z	Z	4
	SUNWEST AVIATION LTD.	168	C	D*	Z	C*	2
	SWANBERG BROS. TRUCKING LTD.	234	D	A	D*	D*	5
	TBI PARTNERSHIP	215	B	A*	C*	B	5
G	TFI TRANSPORT 20 L.P.	213	D				5
	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	534	B	A	B	A	4
	THE CALGARY AIRPORT AUTHORITY	140	C	Z	D*	C*	5
	THE TORONTO TERMINALS RAILWAY COMPANY, LTD.	98	D	A*	A*	C	2
	TIPPET-RICHARDSON LIMITED	151	C	C*	A	A	5
	TNT EXPRESS (CANADA) LTD.	141	B	B*	A*	B	5
	TORONTO PORT AUTHORITY	89	C	Z	D*	C*	4
G	TOTALLINE TRANSPORT INC.	124	A				5
	TRANS PROVINCIAL FREIGHT CARRIERS LIMITED	249	C	Z	Z	D*	3
	TRANSCANADA PIPELINES LIMITED	1,639	B	A	C	B	5
L, G	TRANSFORCE TRANSPORT 17 L.P.	217	D				4
	TRANSFREIGHT INC.	363	C	B*	C*	A	5
	TRANS-FRT. MCNAMARA INC.	131	C	C*	D*	D*	2
	TRANSIT WINDSOR	262	C	D*	B*	A	5
	TRANSPORT AMÉRICAIN CANADIEN C.A.T. INC.	240	C	Z	D*	D*	5
	TRANSPORT BERNIERES INC. (GROUPE BERNIÈRES)	200	C	Z	Z	A*	3
	TRANSPORT BOURRET INC.	314	C	Z	Z	Z	5
	TRANSPORT COUTURE ET FILS LTÉE	199	D	Z	Z	Z	5
	TRANSPORT GUILBAULT INC.	237	Z	D*	D*	D*	5
	TRANSPORT GUY BOURASSA INC.	261	C	A*	C*	D*	4
	TRANSPORT HERVÉ LEMIEUX (1975) INC.	280	D	A*	C*	C	5
	TRANSPORT JACQUES AUGER INC.	246	C	C*	Z	D*	4
	TRANSPORT MORNEAU INC.	386	D	D*	D*	Z	4
	TRANSPORT ROBERT (1973) LTÉE	505	D*	D*	Z	D*	3
	TRANSPORT TFI 1, S.E.C.	266	D	D*	D*	D*	4
I	TRANSPORT TFI 12 S.E.C.	118	C	Z	Z	D*	3
G	TRANSPORT TFI 14 S.E.C. (TRANSPORT NORDIQUE)	119	C				5
	TRANSPORT TFI 15 S.E.C. (TRANSPORT GRÉGOIRE)	377	C	Z	D*	Z	4
	TRANSPORT TFI 16 S.E.C.	148	D	D*	D*	Z	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
TRANSPORT TFI 19 S.E.C (DUROCHER INTERNATIONAL)	122	C*	Z	Z	Z	5
TRANSPORT TFI 3, S.E.C.	84	B	A*	A*	C	5
TRANSPORT TFI 5 S.E.C. (TRANSPORT KINGSWAY)	875	C	A*	C	C	5
TRANSPORT TFI 5, S.E.C. (TRANSPORT SÉLECT/DAILY)	162	C	Z	D*	B	4
TRANSPORT TFI 6 S.E.C. (TRANSPORT BESNER)	186	D	D*	A*	A*	5
TRANSPORT THOM LTD	173	C	B*	A*	A*	4
G TRANSPORT W. J. DEANS INC.	87	C				5
TRANSX LTD.	1,092	D	A	C	C	5
I TRAVELERS TRANSPORTATION SERVICES INC.	326	D	D*	C*	C	1
TRENTWAY-WAGAR INC.	873	C	B	C	B	5
<i>TRIMAC TRANSPORTATION MANAGEMENT LTD. - Total</i>	1,118	D	B	C	D	
A.B. SLAG ENTERPRISES	9					5
ADBY TRANSPORT LIMITED	109	D	A*	D*	C*	5
BARTLETT TRANSPORT LIMITED	35					5
COLUMBIA RIVER RELOAD LTD.	12					5
HM TRIMBLE AND SONS (1983) LTD.	250	D	A	C*	C*	5
MACCAM TRANSPORT LTD.	71					5
MERCURY TANK LINES LTD.	33					5
MUNICIPAL TANK LINES LTD.	84	C*	A*	D*	D*	5
NORTH STAR TRANSPORT LTD.	47					5
OIL & INDUSTRY SUPPLIERS (CANADA) LTD.	66					5
OIL & INDUSTRY SUPPLIERS LTD.	70					5
PETROLEUM DISTRIBUTION RESOURCES LTD.	25					5
PROVMAR CONTRACT LOGISTICS	50					5
G TRIMAC MANAGEMENT SERVICES L.P.	156	B				5
TRIMAC TRANSPORTATION MANAGEMENT INC.	78					4
VA ROSS	23					5
TSI TERMINAL SYSTEMS INC.	294	D	A*	D*	C	4
TST SOLUTIONS L.P.	1,022	C	A	A	C	5
UNITED AIRLINES, INC.	169	A	A*	D*	C	5
UPPER LAKES SHIPPING INC.	361	D	D*	D*	C*	5
US AIRWAYS GROUP, INC.	110	A	Z	Z	A	5
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	330	B	D*	C*	B	5
VANCOUVER ISLAND HELICOPTERS LTD.	158	D	D*	D*	D*	4

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
VANCOUVER PORT AUTHORITY	155	A	D*	A*	A	5
VAN-KAM FREIGHTWAYS LTD.	325	C	C*	C*	C	4
VERREAUULT NAVIGATION INC.	123	D	Z	D*	A*	4
VERSPEETEN CARTAGE LTD.	399	C	D*	C*	C	3
I VIA RAIL CANADA INC.	3,430	C	B	C	C	4
VOYAGEUR AIRWAYS LIMITED	283	C	A	D*	C	5
WARREN GIBSON LIMITED	581	D	A	C*	D*	5
WASAYA AIRWAYS LIMITED PARTNERSHIP	270	B	A	C*	D*	5
WESBELL GROUP OF COMPANIES INC.	110	C	A*	Z	B	5
WESTCAN BULK TRANSPORT LTD.	561	C	C	A	C	5
WESTCOAST ENERGY INC.	785	C	A	A	A	5
WESTERN STEVEDORING COMPANY LTD.	150	C	A*	D*	C*	5
WESTJET AIRLINES LTD.	4,740	A	A	C	B	3
WESTSHORE TERMINALS LIMITED PARTNERSHIP	186	C	Z	D*	D*	4
WILLIAMS MOVING AND STORAGE (BC) LTD.	217	C	A	D*	C	5
WINNIPEG AIRPORTS AUTHORITY INC.	128	B	C*	C*	C*	5
WORLDWIDE FLIGHT SERVICES, INC.	575	C	B*	D	A	5
XTL TRANSPORT INC.	163	A	A*	Z	C	4
YELLOW TRANSPORTATION, INC.	277	C	B*	D*	C	5
G ZOOM AIRLINES INC.	244	B				5
OTHER SECTORS						
ADM AGRI-INDUSTRIES LTD.	609	C	A	A	B	5
AEROGUARD EASTERN LTD., AEROGUARD COMPANY LTD., AEROGUARD INC.	1,584	A	C	D	A	4
AGRIBRANDS PURINA CANADA INC.	295	C	D*	A	C*	4
AGRICORE UNITED	2,497	C	C	C	C	5
G AMEX CANADA INC.	3,243	B				5
ATOMIC ENERGY OF CANADA LIMITED	3,437	B	A	B	A	5
BIOREX INC.	90	D	Z	D*	A*	3
BRETT-YOUNG SEEDS LIMITED PARTNERSHIP	149	D	D*	D*	C	3
BRINK'S CANADA LIMITED	2,012	C	A	D	B	4
BRUCE POWER L.P.	3,546	C	B	C	C	5
BUSINESS DEVELOPMENT BANK OF CANADA	1,520	A	B	A	A	5

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The Ratings (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
CAMECO CORPORATION	1,645	C	A	C	A	4
CANADA COUNCIL FOR THE ARTS	194	A	A	A	A	4
CANADA LANDS COMPANY CLC LTD.	513	A	A*	D*	B	5
CANADA MALTING COMPANY LTD.	198	D	D*	Z	C*	5
CANADA MORTGAGE AND HOUSING CORPORATION	1,753	A	A	A	A	5
CANADIAN AIR TRANSPORT SECURITY AUTHORITY	213	B	D*	C*	A	4
CANADIAN MUSEUM OF CIVILIZATION CORPORATION	372	A	A	A	A	5
CANADIAN MUSEUM OF NATURE	160	A	A*	A*	A*	5
CANADIAN WHEAT BOARD	412	A	D	D*	C	5
CAN-OAT MILLING INC.	171	C	B	D*	B*	5
L CARGILL LIMITED	955	C	C	C*	C	4
CASCADIA TERMINAL	120	C	A*	A	C	5
COGEMA RESOURCES INC.	334	C	A	D*	A	5
CWS LOGISTICS LTD.	119	C	D*	Z	D*	4
DAWN FOOD PRODUCTS LIMITED, CANADA	337	B	D*	D*	A	4
DEFENCE CONSTRUCTION (1951) LTD.	352	B	D*	D*	A	5
DOVER INDUSTRIES LIMITED	178	C	A*	A*	D*	4
EXPORT DEVELOPMENT CANADA	1,018	A	C*	B	B	5
FARM CREDIT CANADA	1,139	A	C	C	C	4
FRESHWATER FISH MARKETING CORP.	144	B	A	B*	C*	4
FUGRO AIRBORNE SURVEYS CORP. / FUGRO AVIATION CANADA LIMITED	155	D	Z	D*	C*	4
G4S CASH SERVICES (CANADA) LTD.	2,509	B	C	C	C	4
J GARDA DU CANADA	7,729	C	Z	D*	D	1
GENERAL ELECTRIC CANADA INC.	235	D	A*	A	A	5
GRAIN MILLERS CANADA CORP.	121	C	D*	D*	Z	4
G HENSALL DISTRICT CO-OPERATIVE INC.	262	D				5
HUDSON BAY MINING AND SMELTING CO., LIMITED	1,427	B	B	A	A	4
IMP GROUP LIMITED - AEROSPACE DIVISION	159	D*	D*	Z	Z	3
G INTEK COMMUNICATIONS INC.	143	D*				5
INTERMAP TECHNOLOGIES CORPORATION	106	D	D*	Z	A	5
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	248	A	D*	C*	A	5
JAMES RICHARDSON INTERNATIONAL LIMITED	669	D	C*	C*	D	5
LANDMARK FEEDS INC.	297	D	C	D*	D*	4
LOUIS DREYFUS CANADA LTD.	143	D	D*	D*	D*	4

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The Ratings (continued)

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MASTERFEEDS INC.	301	C	C*	D*	D*	5
MBNA CANADA BANK	1,480	A	C	D	A	5
MDS NORDION	618	B	Z	C*	B	4
NATIONAL ARTS CENTRE CORP.	670	A	D*	C	B	5
NATIONAL CAPITAL COMMISSION	384	A	B*	A	C	5
NATIONAL GALLERY OF CANADA	247	A	B*	C*	C	5
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	230	A	A*	A	C*	5
G NATURE'S PATH FOODS INC.	105	A				5
NEW-LIFE MILLS LIMITED	210	D	D*	B*	D*	3
ONTARIO POWER GENERATION	11,320	C	B	C	B	5
PARRISH & HEIMBECKER, LIMITED	935	B	C	B	D	4
PATERSON GLOBALFOODS INC.	269	D	C*	C*	D*	2
PENSKE LOGISTICS LLC	259	C	A*	C*	B	5
G PLB INTERNATIONAL INC.	99	B				5
PRINCE RUPERT GRAIN LTD.	101	C	A*	D*	A	5
G PUBLIC SECTOR PENSION INVESTMENT BOARD	122	B				5
RIDLEY INC.	309	C	D*	D*	C	4
G ROGERS FOODS LTD.	102	B				5
SANDER GEOPHYSICS LIMITED	125	C	Z	D*	A	4
SASKATCHEWAN WHEAT POOL INC.	1,213	C	C	B	C	5
T1, N, LSHUR-GAIN, A MEMBER OF MAPLE LEAF FOODS INC.	845	C	Z	Z	Z	2
SMUCKER FOODS OF CANADA CO.	916	B	B	C	B	4
SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	239	A	A*	D*	C	5
SOCIÉTÉ GÉNÉRALE (CANADA)	117	A	Z	Z	B	4
G STANDARD AERO LTD.	1,284	C				5
L TELEFILM CANADA	165	A	A*	D*	C	4
THE ROYAL CANADIAN MINT	648	B	C	C	A	5
THOMPSONS LTD.	304	C	A*	A	D*	4
TNT LOGISTICS NORTH AMERICA	1,144	C	A	A	B	4
TOTAL OILFIELD RENTALS, A DIVISION OF TOTAL ENERGY SERVICES LTD.	180	D	A	A*	C*	5
ZIRCATEC PRECISION INDUSTRIES INC.	266	C	A*	B	D*	4

Legend: **Total:** Number of permanent full-time and part-time employees as of December 31, 2005;
W: Women; **AP:** Aboriginal Peoples; **PWD:** Persons with Disabilities; **VM:** Visible Minorities;
RCI: Report Compliance Index.

Appendix B: Tables - Federally Regulated Private Sector Employers and Crown Corporations

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

This is the nineteenth consecutive year that the consolidation of federally regulated employers and Crown corporations' reports has been made available. The consolidation includes detailed tables for 2005 as well as tables showing the representation of designated groups for 1987, 2001 and 2004.

Tables 1 to 9 in this Appendix present data aggregated to include permanent full-time, permanent part-time and temporary employees. The last two tables (tables 10 and 11) present salary data for permanent full-time and part-time employees respectively.

Please see Appendix A, "Employers Performance Ratings", for a complete listing of the employers included in the consolidation for 2005.

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**Table 1
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2005**

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Monetary Authorities - Central Bank	1,135	530	605	12	7	5	30	16	14	130	72	58
Depository Credit Intermediation	189,480	58,670	130,810	2,448	518	1,930	6,206	1,894	4,312	43,420	16,081	27,339
Banking	190,615	59,200	131,415	2,460	525	1,935	6,236	1,910	4,326	43,550	16,153	27,397
Postal Service	59,635	32,975	26,660	949	424	525	2,532	1,535	997	5,692	3,490	2,202
Couriers	20,463	15,168	5,295	449	326	123	563	429	134	4,120	2,994	1,126
Local Messengers and Local Delivery	8,330	5,707	2,623	159	108	51	104	72	32	2,299	1,765	534
Radio and Television Broadcasting	27,447	15,712	11,735	329	147	182	581	398	183	1,821	858	963
Pay TV, Specialty TV and Program Distribution	11,468	7,501	3,967	238	146	92	184	133	51	1,830	1,239	591
Telecommunications	92,544	53,163	39,381	1,136	620	516	1,690	980	710	11,937	6,966	4,971
Information Services	545	357	188	3	1	2	10	6	4	64	39	25
Communications	220,432	130,583	89,849	3,263	1,772	1,491	5,664	3,553	2,111	27,763	17,351	10,412
Scheduled Air Transportation	45,090	26,417	18,673	885	449	436	764	480	284	5,593	2,993	2,600
Non-Scheduled Air Transportation	5,890	4,025	1,864	332	205	127	31	25	6	383	230	152
Rail Transportation	30,915	27,149	3,766	906	805	101	1,221	1,128	93	2,000	1,634	366
Deep Sea, Coastal and Great Lakes Water Transportation	4,341	3,612	729	105	74	31	60	54	6	129	89	40
Inland Water Transportation	276	212	64	0	0	0	0	0	0	1	1	0
General Freight Trucking	42,485	35,727	6,758	836	720	116	982	836	146	2,648	2,044	604
Specialized Freight Trucking	9,618	7,968	1,650	236	194	42	248	217	31	522	410	112
Urban Transit Systems	1,022	805	217	23	18	5	16	15	1	34	30	4
Interurban and Rural Bus Transportation	2,740	2,367	373	69	64	5	129	113	16	283	266	17
School and Employee Bus Transportation	8,270	3,404	4,866	115	34	81	165	89	76	582	281	301
Other Transit and Ground Passenger Transportation	3,018	2,294	724	106	83	23	82	68	14	327	223	104
Pipeline Transportation of Crude Oil	1,126	852	274	19	18	1	17	17	0	94	59	35
Pipeline Transportation of Natural Gas	2,618	1,856	762	74	55	19	82	67	15	278	166	112

Table 1 (continued)
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2005

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
	Scenic and Sightseeing Transportation, Land	67	61	6	1	1	0	0	0	0	0	0
Support Activities for Air Transportation	20,876	15,055	5,821	388	275	113	361	288	73	3,270	2,094	1,176
Support Activities for Rail Transportation	272	156	116	1	1	0	5	5	0	14	11	3
Support Activities for Water Transportation	10,768	9,469	1,299	317	290	27	397	380	17	1,190	1,019	171
Freight Transportation Arrangement	1,887	1,431	456	80	64	16	26	22	4	124	75	49
Other Support Activities for Transportation	642	507	135	16	14	2	11	10	1	21	18	3
Transportation	191,921	143,367	48,553	4,509	3,364	1,145	4,597	3,814	783	17,493	11,643	5,849
Oilseed and Grain Farming	262	210	52	0	0	0	0	0	0	0	0	0
Support Activities for Crop Production	1,233	884	349	13	9	4	9	7	2	15	3	12
Oil and Gas Extraction	180	153	27	15	9	6	8	8	0	4	3	1
Metal Ore Mining	3,406	2,928	478	617	538	79	104	94	10	89	77	12
Electric Power Generation, Transmission and Distribution	14,866	11,794	3,072	154	124	30	400	353	47	1,424	1,148	276
Construction Management	466	303	163	4	1	3	7	3	4	29	15	14
Animal Food Manufacturing	2,061	1,566	495	24	22	2	16	12	4	24	19	5
Grain and Oilseed Milling	2,236	1,614	622	47	35	12	88	67	21	85	50	35
Seafood Product Preparation and Packaging	330	190	140	89	53	36	5	5	0	23	13	10
Support Activities for Crop Production	1,051	837	214	24	22	2	33	30	3	80	59	21
Basic Chemical Manufacturing	1,119	833	286	8	6	2	34	28	6	64	54	10
Forging and Stamping	648	458	190	23	18	5	14	12	2	63	41	22
Other Electrical Equipment and Component Manufacturing	143	136	7	0	0	0	0	0	0	0	0	0
Aerospace Product and Parts Manufacturing	1,443	1,188	255	2	2	0	0	0	0	0	0	0
Farm Product Wholesaler-Distributors	555	282	273	13	3	10	13	5	8	26	12	14
Warehousing and Storage	7,524	5,653	1,871	158	122	36	205	159	46	379	267	112
Non-Depository Credit Intermediation	3,637	1,715	1,922	57	28	29	88	46	42	436	211	225

Table 1 (continued)
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2005

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
Securities and Commodity Contracts Intermediation and Brokerage	117	60	57	0	0	0	0	0	0	19	10	9
Other Financial Investment Activities	1,520	726	794	22	11	11	73	25	48	180	69	111
Pension Funds	122	72	50	0	0	0	0	0	0	0	0	0
Activities Related to Real Estate	513	285	228	4	1	3	4	2	2	152	77	75
Architectural, Engineering and Related Services	3,823	2,919	904	115	94	21	156	131	25	600	467	133
Management, Scientific and Technical Consulting Services	90	71	19	0	0	0	2	1	1	2	1	1
Travel Arrangement and Reservation Services	3,243	1,099	2,144	34	9	25	122	60	62	715	286	429
Investigation and Security Services	13,834	10,016	3,818	98	61	37	96	73	23	934	650	284
Performing Arts Companies	670	390	280	5	2	3	12	6	6	43	23	20
Heritage Institutions	1,240	492	748	31	15	16	56	30	26	51	28	23
Other Amusement and Recreation Industries	345	177	168	2	0	2	1	0	1	19	13	6
Federal Protective Services	213	123	90	1	1	0	5	3	2	14	8	6
Foreign Affairs and International Assistance	298	104	194	4	1	3	7	4	3	47	14	33
Other Federal Government Public Administration	2,496	1,025	1,471	58	24	34	108	44	64	250	100	150
Other	69,684	48,303	21,381	1,622	1,211	411	1,666	1,208	458	5,767	3,718	2,049
All Sectors	672,652	381,453	291,198	11,854	6,872	4,982	18,163	10,485	7,678	94,573	48,865	45,707

Table 2
Representation of Designated Groups by Sector and Subsector (2004 and 2005)

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)
Monetary Authorities - Central Bank	56.0	53.3	1.2	1.1	2.0	2.6	11.6	11.5
Depository Credit Intermediation	69.7	69.0	1.3	1.3	2.9	3.3	21.9	22.9
Banking	69.6	68.9	1.3	1.3	2.8	3.3	21.8	22.8
Postal Service	44.3	44.7	1.6	1.6	3.9	4.2	9.5	9.5
Couriers	25.6	25.9	2.2	2.2	2.8	2.8	19.4	20.1
Local Messengers and Local Delivery	32.0	31.5	1.7	1.9	1.0	1.2	24.8	27.6
Radio and Television Broadcasting	42.4	42.8	1.3	1.2	2.2	2.1	6.8	6.6
Pay TV, Specialty TV and Program Distribution	34.1	34.6	1.7	2.1	1.4	1.6	14.7	16.0
Telecommunications	43.5	42.6	1.2	1.2	1.9	1.8	12.6	12.9
Information Services	34.9	34.5	0.4	0.6	1.8	1.8	10.9	11.7
Communications	41.1	40.8	1.4	1.5	2.5	2.6	12.2	12.6
Scheduled Air Transportation	41.4	41.4	1.8	2.0	1.7	1.7	10.9	12.4
Non-Scheduled Air Transportation	33.5	31.6	5.3	5.6	0.7	0.5	5.3	6.5
Rail Transportation	11.8	12.2	2.7	2.9	4.1	3.9	6.4	6.5
Deep Sea, Coastal and Great Lakes Water Transportation	16.2	16.8	2.3	2.4	1.4	1.4	2.9	3.0
Inland Water Transportation	22.4	23.2	0.0	0.0	0.0	0.0	0.4	0.4
General Freight Trucking	15.6	15.9	1.8	2.0	2.1	2.3	5.7	6.2
Specialized Freight Trucking	17.3	17.2	2.2	2.5	2.5	2.6	5.2	5.4
Urban Transit Systems	18.5	21.2	2.3	2.3	1.5	1.6	3.2	3.3
Interurban and Rural Bus Transportation	12.9	13.6	3.1	2.5	5.7	4.7	10.6	10.3
School and Employee Bus Transportation	59.4	58.8	1.4	1.4	2.1	2.0	7.5	7.0
Other Transit and Ground Passenger Transportation	23.4	24.0	3.3	3.5	2.8	2.7	9.0	10.8
Pipeline Transportation of Crude Oil	24.7	24.3	1.3	1.7	3.3	1.5	7.2	8.3
Pipeline Transportation of Natural Gas	31.2	29.1	1.9	2.8	2.7	3.1	9.5	10.6

**Table 2 (continued)
Representation of Designated Groups by Sector and Subsector (2004 and 2005)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)
Scenic and Sightseeing Transportation, Land	5.2	9.0	1.3	1.5	0.0	0.0	3.9	0.0
Support Activities for Air Transportation	28.4	27.9	1.6	1.9	1.7	1.7	14.0	15.7
Support Activities for Rail Transportation	14.0	42.6	0.0	0.4	0.0	1.8	0.0	5.1
Support Activities for Water Transportation	12.0	12.1	3.1	2.9	4.1	3.7	10.8	11.1
Freight Transportation Arrangement	22.5	24.2	1.2	4.2	0.7	1.4	4.2	6.6
Other Support Activities for Transportation	41.3	21.0	2.1	2.5	2.7	1.7	9.8	3.3
Transportation	25.3	25.3	2.2	2.3	2.4	2.4	8.4	9.1
Oilseed and Grain Farming	25.2	19.8	0.8	0.0	0.8	0.0	2.7	0.0
Support Activities for Crop Production	26.1	28.3	0.0	1.1	0.0	0.7	0.0	1.2
Oil and Gas Extraction	N/A	15.0	N/A	8.3	N/A	4.4	N/A	2.2
Metal Ore Mining	13.0	14.0	17.6	18.1	3.3	3.1	2.6	2.6
Electric Power Generation, Transmission and Distribution	20.4	20.7	1.0	1.0	2.9	2.7	9.3	9.6
Construction Management	33.9	35.0	0.5	0.9	2.4	1.5	5.5	6.2
Animal Food Manufacturing	22.5	24.0	1.1	1.2	0.9	0.8	1.1	1.2
Grain and Oilseed Milling	25.2	27.8	0.8	2.1	0.8	3.9	2.7	3.8
Seafood Product Preparation and Packaging	38.3	42.4	22.4	27.0	1.5	1.5	4.6	7.0
Support Activities for Crop Production	26.1	28.3	0.0	1.1	0.0	0.7	0.0	1.2
Basic Chemical Manufacturing	27.5	25.6	0.6	0.7	1.8	3.0	5.1	5.7
Forging and Stamping	33.1	29.3	2.1	3.5	2.5	2.2	10.6	9.7
Other Electrical Equipment and Component Manufacturing	N/A	4.9	N/A	0.0	N/A	0.0	N/A	0.0
Aerospace Product and Parts Manufacturing	4.1	17.7	2.0	0.1	0.0	0.0	0.0	0.0
Farm Product Wholesaler-Distributors	50.6	49.2	2.6	2.3	1.9	2.3	4.3	4.7
Warehousing and Storage	25.4	24.9	1.7	2.1	1.8	2.7	2.1	5.0
Non-Depository Credit Intermediation	52.9	52.8	1.6	1.6	2.5	2.4	11.0	12.0

Table 2 (continued)
Representation of Designated Groups by Sector and Subsector (2004 and 2005)

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)	2004 (%)	2005 (%)
Securities and Commodity Contracts Intermediation and Brokerage	N/A	48.7	N/A	0.0	N/A	0.0	N/A	16.2
Other Financial Investment Activities	51.4	52.2	1.6	1.4	1.5	4.8	9.9	11.8
Pension Funds	N/A	41.0	N/A	0.0	N/A	0.0	N/A	0.0
Activities Related to Real Estate	45.4	44.4	0.5	0.8	0.9	0.8	25.0	29.6
Architectural, Engineering and Related Services	23.0	23.6	3.0	3.0	4.5	4.1	14.2	15.7
Management, Scientific and Technical Consulting Services	23.7	21.1	0.0	0.0	0.0	2.2	1.1	2.2
Travel Arrangement and Reservation Services	N/A	66.1	N/A	1.0	N/A	3.8	N/A	22.0
Investigation and Security Services	22.6	27.6	0.7	0.7	0.7	0.7	3.5	6.8
Performing Arts Companies	38.9	41.8	0.8	0.7	1.8	1.8	5.3	6.4
Heritage Institutions	58.7	60.3	2.5	2.5	4.8	4.5	4.4	4.1
Other Amusement and Recreation Industries	46.8	48.7	0.0	0.6	0.3	0.3	6.2	5.5
Federal Protective Services	43.1	42.3	0.0	0.5	1.7	2.3	6.3	6.6
Foreign Affairs and International Assistance	65.6	65.1	1.0	1.3	2.0	2.3	14.4	15.8
Other Federal Government Public Administration	58.9	58.9	2.5	2.3	4.0	4.3	9.7	10.0
Other	28.1	30.7	2.3	2.3	2.2	2.4	6.4	8.3
All Sectors	43.4	43.3	1.7	1.8	2.5	2.7	13.3	14.1

Table 3
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Census Metropolitan Area, Province and Territory as of December 31, 2005

Census Metropolitan Area and Province/Territory	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Halifax	8,086	4,241	3,845	117	67	50	382	235	147	413	190	223
Montreal	87,289	48,728	38,561	470	249	221	1,327	744	583	7,268	3,903	3,365
Toronto	183,845	100,780	83,065	1,835	928	907	4,688	2,650	2,038	51,651	25,821	25,830
Winnipeg	21,147	13,119	8,028	1,118	680	438	831	555	276	1,676	1,002	674
Regina	3,399	1,612	1,787	81	42	39	187	79	108	131	62	69
Calgary	32,919	17,702	15,217	655	315	340	1,157	594	563	4,343	2,116	2,227
Edmonton	18,527	10,776	7,751	499	268	231	580	344	236	2,041	1,080	961
Vancouver	53,897	31,490	22,407	977	587	390	1,603	964	639	14,112	7,087	7,025
Census Metropolitan Areas	409,109	228,448	180,661	5,752	3,136	2,616	10,755	6,165	4,590	81,635	41,261	40,374
Newfoundland & Labrador	7,601	3,941	3,660	297	153	144	157	85	72	67	33	34
Prince Edward Island	1,317	782	535	9	4	5	35	15	20	7	4	3
Nova Scotia	14,867	7,551	7,316	172	99	73	640	350	290	554	255	299
New Brunswick	13,458	6,415	7,043	119	64	55	432	222	210	274	139	135
Quebec	122,285	69,273	53,012	873	468	405	1,837	1,040	797	7,990	4,338	3,652
Ontario	300,590	165,989	134,601	3,842	2,120	1,722	8,485	4,837	3,648	58,779	29,994	28,785
Manitoba	28,928	18,585	10,343	1,560	966	594	1,021	694	327	1,880	1,139	741
Saskatchewan	14,530	8,713	5,817	913	683	230	518	284	234	426	253	173
Alberta	66,161	37,630	28,531	1,621	863	758	2,216	1,251	965	6,999	3,598	3,401
British Columbia	72,326	40,128	32,198	1,400	747	653	2,152	1,181	971	15,038	7,286	7,752
Yukon	418	204	214	21	7	14	17	8	9	23	14	9
Northwest Territories	1,165	851	314	195	121	74	21	17	4	52	44	8
Nunavut	101	64	37	32	18	14	2	2	0	6	5	1
Canada*	672,652	381,453	291,198	11,854	6,872	4,982	18,163	10,485	7,678	94,573	48,865	45,707

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

Table 4

Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Census Metropolitan Area, Province and Territory (1987, 2001, 2004 and 2005)

Census Metropolitan Area and Province/Territory	Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	1987 (%)	2001 (%)	2004 (%)	2005 (%)	1987 (%)	2001 (%)	2004 (%)	2005 (%)	1987 (%)	2001 (%)	2004 (%)	2005 (%)	1987 (%)	2001 (%)	2004 (%)	2005 (%)
Halifax	41.2	46.2	46.8	47.6	0.5	1.0	1.3	1.4	1.6	3.4	4.1	4.7	1.9	4.1	4.5	5.1
Montreal	39.0	45.6	44.3	44.2	0.3	0.5	0.5	0.5	1.1	1.3	1.5	1.5	3.0	5.5	7.6	8.3
Toronto	47.1	46.9	45.1	45.2	0.6	0.9	1.0	1.0	1.5	1.9	2.3	2.5	12.0	23.6	26.9	28.1
Winnipeg	32.7	38.2	38.0	38.0	0.8	4.1	5.0	5.3	1.8	3.4	3.8	3.9	2.9	6.6	7.3	7.9
Regina	42.9	52.4	53.8	52.6	0.4	2.0	2.3	2.4	2.4	4.4	5.4	5.5	1.6	4.0	4.4	3.9
Calgary	47.6	46.8	45.8	46.2	0.5	1.8	1.8	2.0	1.9	3.2	3.3	3.5	5.6	9.9	12.2	13.2
Edmonton	44.5	41.7	41.5	41.8	0.7	2.3	2.6	2.7	2.0	2.9	2.8	3.1	4.4	9.2	10.1	11.0
Vancouver	40.4	43.4	41.9	41.6	0.5	1.5	1.8	1.8	1.5	2.6	2.8	3.0	7.9	22.4	26.0	26.2
Newfoundland & Labrador	38.4	47.8	48.5	48.2	0.6	3.1	3.2	3.9	1.0	2.3	1.9	2.1	0.7	0.7	0.9	0.9
Prince Edward Island	38.0	48.9	45.7	40.6	0.2	0.4	0.3	0.7	1.2	2.2	2.3	2.7	1.0	0.8	0.8	0.5
Nova Scotia	34.4	48.8	49.3	49.2	0.4	0.8	1.1	1.2	3.5	3.5	3.8	4.3	1.3	3.3	3.4	3.7
New Brunswick	32.2	51.8	52.7	52.3	0.4	0.9	1.0	0.9	1.8	2.5	2.9	3.2	1.1	1.6	2.0	2.0
Quebec	39.8	44.9	43.2	43.4	0.4	0.7	0.7	0.7	1.1	1.3	1.4	1.5	2.6	4.7	5.9	6.5
Ontario	44.2	46.2	44.8	44.8	0.7	1.1	1.2	1.3	1.6	2.2	2.6	2.8	7.3	16.3	18.7	19.6
Manitoba	30.5	37.5	36.8	35.8	1.0	4.5	5.3	5.4	1.7	3.4	3.6	3.5	2.6	5.6	6.1	6.5
Saskatchewan	35.1	42.3	40.7	40.0	1.4	5.3	5.8	6.3	1.8	3.3	3.4	3.6	1.2	3.2	2.9	2.9
Alberta	45.3	44.9	43.2	43.1	0.7	2.1	2.2	2.5	1.9	3.1	3.2	3.3	4.0	8.4	9.8	10.6
British Columbia	41.5	44.3	43.4	44.5	0.7	1.7	2.1	1.9	1.7	2.7	3.0	3.0	6.2	17.5	20.4	20.8
Yukon	31.4	57.6	52.9	51.2	3.8	5.7	4.0	5.0	0.8	2.6	3.7	4.1	1.4	4.3	4.5	5.5
Northwest Territories	21.9	31.8	24.9	27.0	9.6	16.1	14.9	16.7	1.4	1.0	2.2	1.8	2.5	3.0	4.2	4.5
Nunavut	N/A	N/A	N/A	36.6	N/A	N/A	N/A	31.7	N/A	N/A	N/A	2.0	N/A	N/A	N/A	5.9
Canada	40.9	44.9	43.4	43.3	0.7	1.6	1.7	1.8	1.6	2.3	2.5	2.7	5.0	11.7	13.3	14.1

Table 5

Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2004 and 2005)

Occupational Group	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%
	Total	2005	2004	2005	2005	2004	2005	2005	2004	2005	2005	2004	2005	2005	2004
Senior Managers	5,143	1,075	20.9	35	0.7	0.7	128	2.5	2.5	266	5.2	4.4			
Middle and Other Managers	68,687	29,559	43.0	685	1.0	1.0	1,717	2.5	2.2	7,902	11.5	10.6			
Professionals	86,519	39,296	45.4	820	0.9	0.9	1,916	2.2	2.1	17,230	19.9	19.2			
Semi-Professionals and Technicians	45,142	8,542	18.9	702	1.6	1.6	969	2.1	2.1	3,892	8.6	7.9			
Supervisors	21,334	13,206	61.9	363	1.7	1.6	569	2.7	2.6	3,245	15.2	15.1			
Supervisors: Crafts and Trades	10,008	546	5.5	267	2.7	2.5	317	3.2	3.2	609	6.1	5.7			
Administrative and Senior Clerical Personnel	35,115	27,487	78.3	545	1.6	1.6	1,036	3.0	2.8	6,792	19.3	19.1			
Skilled Sales and Service Personnel	5,867	1,499	25.5	105	1.8	1.5	112	1.9	1.7	366	6.2	6.1			
Skilled Crafts and Trades Workers	55,899	1,829	3.3	1,381	2.5	2.4	1,614	2.9	3.0	4,381	7.8	7.4			
Clerical Personnel	195,877	130,309	66.5	3,355	1.7	1.7	6,709	3.4	3.1	33,919	17.3	16.4			
Intermediate Sales and Service Personnel	32,372	21,706	67.1	644	2.0	1.9	505	1.6	1.6	4,552	14.1	12.6			
Semi-Skilled Manual Workers	85,807	10,153	11.8	2,352	2.7	2.5	2,121	2.5	2.3	9,365	10.9	10.0			
Other Sales and Service Personnel	18,012	5,224	29.0	273	1.5	1.2	223	1.2	1.2	1,483	8.2	6.3			
Other Manual Workers	6,870	767	11.2	327	4.8	3.5	227	3.3	3.3	571	8.3	7.2			
Total number of employees	672,652	291,198	43.3	11,854	1.8	1.7	18,163	2.7	2.5	94,573	14.1	13.3			

Table 6
Hires into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2004 and 2005)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	#	%	#	%	#	%	#	%	#	%	
	Total		2005	2004	2005	2004	2005	2004	2005	2004	2005
Senior Managers	378		76	21.4	1	0.3	1	0.3	19	5.0	4.5
Middle and Other Managers	5,593		2,039	36.5	51	0.9	61	1.1	727	13.0	12.1
Professionals	11,339		4,392	38.7	90	0.8	119	1.0	2,081	18.4	20.2
Semi-Professionals and Technicians	5,415		1,138	21.0	67	1.2	55	1.0	497	9.2	9.3
Supervisors	1,099		523	47.6	9	0.8	15	1.4	141	12.8	16.1
Supervisors: Crafts and Trades	507		55	10.8	16	3.2	4	0.8	38	7.5	6.1
Administrative and Senior Clerical Personnel	4,838		2,947	60.9	62	1.3	69	1.4	805	16.6	19.0
Skilled Sales and Service Personnel	1,010		233	23.1	14	1.4	9	0.9	56	5.5	5.5
Skilled Crafts and Trades Workers	5,032		170	3.4	135	2.7	45	0.9	495	9.8	7.6
Clerical Personnel	30,609		19,560	63.9	475	1.6	434	1.4	4,879	15.9	15.4
Intermediate Sales and Service Personnel	5,915		3,929	66.4	173	2.9	45	0.8	1,223	20.7	16.7
Semi-Skilled Manual Workers	29,510		3,144	10.7	840	2.8	367	1.2	4,706	15.9	14.7
Other Sales and Service Personnel	5,608		1,921	34.3	92	1.6	31	0.6	646	11.5	7.1
Other Manual Workers	2,485		185	7.4	165	6.6	26	1.0	126	5.1	3.6
Total number of employees	109,338		40,312	36.9	2,190	2.0	1,281	1.2	16,439	15.0	14.2

**Table 7
Promotions within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2004 and 2005)**

Occupational Group	All Employees		Women		Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
	#	%	#	%	#	%	%	#	%	%	#	%	%	#	%	%
	Total		2005	2004	2005	2005	2004	2005	2005	2004	2005	2005	2004	2005	2004	2004
Senior Managers	364		95	27.1	0	0.0	0.2	4	1.1	2.2	29	8.0	7.0			
Middle and Other Managers	8,512		3,824	45.7	88	1.0	1.0	158	1.9	1.7	1,346	15.8	14.8			
Professionals	9,138		4,495	48.9	91	1.0	1.0	167	1.8	1.7	2,378	26.0	24.9			
Semi-Professionals and Technicians	2,264		532	23.5	47	2.1	2.0	38	1.7	1.7	273	12.1	11.8			
Supervisors	3,110		2,010	64.6	52	1.7	1.5	71	2.3	2.4	619	19.9	22.5			
Supervisors: Crafts and Trades	930		66	7.1	33	3.5	2.7	31	3.3	3.0	73	7.8	8.1			
Administrative and Senior Clerical Personnel	5,049		3,629	71.9	84	1.7	2.1	107	2.1	2.5	1,259	24.9	24.7			
Skilled Sales and Service Personnel	492		149	30.3	11	2.2	1.6	6	1.2	1.8	48	9.8	6.8			
Skilled Crafts and Trades Workers	1,097		59	5.4	72	6.6	7.7	20	1.8	2.5	85	7.7	6.1			
Clerical Personnel	11,398		7,514	66.7	208	1.8	1.8	233	2.0	1.9	2,618	23.0	22.3			
Intermediate Sales and Service Personnel	1,237		804	65.0	20	1.6	1.8	11	0.9	1.2	268	21.7	10.9			
Semi-Skilled Manual Workers	1,547		143	9.2	101	6.5	7.2	38	2.5	3.4	158	10.2	9.2			
Other Sales and Service Personnel	253		92	36.4	8	3.2	2.2	4	1.6	1.3	27	10.7	11.4			
Other Manual Workers	164		16	9.8	12	7.3	6.3	6	3.7	0.7	13	7.9	6.3			
Total number of employees	45,555		23,428	51.4	827	1.8	1.8	894	2.0	2.0	9,194	20.2	19.7			

Table 8
Terminations from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2004 and 2005)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities				
	#	%	#	%	#	%	#	%	#	%			
	Total												
Senior Managers	589	21.2	125	19.6	1	0.2	0.5	17	2.9	1.7	17	2.9	4.3
Middle and Other Managers	7,323	39.1	2,863	37.8	66	0.9	0.9	184	2.5	2.0	771	10.5	9.6
Professionals	10,643	42.1	4,482	42.3	91	0.9	1.0	199	1.9	1.6	1,958	18.4	16.8
Semi-Professionals and Technicians	4,246	22.9	971	23.9	66	1.6	1.8	72	1.7	2.2	350	8.2	7.7
Supervisors	1,992	53.5	1,066	51.6	36	1.8	1.1	42	2.1	2.1	273	13.7	11.9
Supervisors: Crafts and Trades	791	7.8	62	7.4	16	2.0	2.3	22	2.8	3.3	63	8.0	5.7
Administrative and Senior Clerical Personnel	4,564	66.5	3,033	68.1	70	1.5	1.3	124	2.7	2.6	822	18.0	16.6
Skilled Sales and Service Personnel	1,480	29.8	441	29.6	16	1.1	1.0	17	1.1	1.5	139	9.4	7.7
Skilled Crafts and Trades Workers	5,620	2.6	147	3.0	136	2.4	2.5	151	2.7	3.0	420	7.5	6.7
Clerical Personnel	28,700	64.0	18,359	65.7	520	1.8	1.7	824	2.9	2.3	4,803	16.7	15.6
Intermediate Sales and Service Personnel	5,647	64.0	3,612	61.9	166	2.9	2.9	75	1.3	1.6	905	16.0	13.7
Semi-Skilled Manual Workers	25,256	10.0	2,537	8.4	655	2.6	2.3	320	1.3	1.5	3,719	14.7	13.4
Other Sales and Service Personnel	4,771	32.9	1,571	29.8	72	1.5	1.5	31	0.6	0.8	462	9.7	6.8
Other Manual Workers	1,964	6.8	133	6.5	104	5.3	3.6	43	2.2	0.9	85	4.3	3.5
Total number of employees	103,586	38.0	39,402	37.9	2,015	1.9	1.8	2,121	2.0	1.9	14,787	14.3	13.0

Table 9

Hires, Promotions, Terminations and Net Effect of All Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2004 and 2005)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
All Sectors										
Employees	# 651,048	# 672,652	# 282,747	# 291,198	# 10,956	# 11,854	# 16,558	# 18,163	# 86,572	# 94,573
Hirings	97,712	109,338	37,033	40,312	1,712	2,190	1,103	1,281	13,869	16,439
Promotions	41,139	45,555	21,443	23,428	738	827	816	894	8,087	9,194
Terminations	84,640	103,586	32,066	39,402	1,551	2,015	1,636	2,121	11,011	14,787
Net Effect	13,072	5,752	4,967	910	161	175	-533	-840	2,858	1,652
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	43.4	43.3	1.7	1.8	2.5	2.7	13.3	14.1
Share of Hiring	100.0	100.0	37.9	36.9	1.8	2.0	1.1	1.2	14.2	15.0
Share of Promotions	100.0	100.0	52.1	51.4	1.8	1.8	2.0	2.0	19.7	20.2
Share of Terminations	100.0	100.0	37.9	38.0	1.8	1.9	1.9	2.0	13.0	14.3
Banking										
Employees	# 184,407	# 190,615	# 128,350	# 131,415	# 2,408	# 2,460	# 5,250	# 6,236	# 40,261	# 43,550
Hirings	21,174	26,093	12,262	15,322	293	245	354	385	4,526	5,003
Promotions	22,675	23,997	14,620	15,429	322	314	485	490	5,806	6,417
Terminations	20,226	23,200	12,987	14,354	262	317	426	697	3,396	4,548
Net Effect	948	2,893	-725	968	31	-72	-72	-312	1,130	455
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	69.6	68.9	1.3	1.3	2.8	3.3	21.8	22.8
Share of Hiring	100.0	100.0	57.9	58.7	1.4	0.9	1.7	1.5	21.4	19.2
Share of Promotions	100.0	100.0	64.5	64.3	1.4	1.3	2.1	2.0	25.6	26.7
Share of Terminations	100.0	100.0	64.2	61.9	1.3	1.4	2.1	3.0	16.8	19.6

Table 9 (continued)

Hires, Promotions, Terminations and Net Effect of All Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2004 and 2005)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
	#	#	#	#	#	#	#	#	#	#
Communications										
Employees	219,591	220,432	90,232	89,849	3,137	3,263	5,553	5,664	26,724	27,763
Hirings	31,088	30,545	13,021	11,226	429	511	301	293	4,739	5,037
Promotions	9,339	10,364	4,009	4,389	129	145	176	176	1,478	1,587
Terminations	25,627	33,804	9,998	13,253	412	539	533	654	4,105	5,462
Net Effect	5,461	-3,259	3,023	-2,027	17	-28	-232	-361	634	-425
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	41.1	40.8	1.4	1.5	2.5	2.6	12.2	12.6
Share of Hiring	100.0	100.0	41.9	36.8	1.4	1.7	1.0	1.0	15.2	16.5
Share of Promotions	100.0	100.0	42.9	42.3	1.4	1.4	1.9	1.7	15.8	15.3
Share of Terminations	100.0	100.0	39.0	39.2	1.6	1.6	2.1	1.9	16.0	16.2
Transportation										
Employees	185,473	191,921	46,969	48,553	3,995	4,509	4,411	4,597	15,639	17,493
Hirings	35,873	41,865	8,631	10,278	866	1,186	410	462	4,149	5,310
Promotions	5,604	7,140	1,600	2,276	131	186	103	141	445	759
Terminations	33,038	37,077	7,453	8,638	784	984	586	591	3,171	3,901
Net Effect	2,835	4,788	1,178	1,640	82	202	-176	-129	978	1,409
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.3	25.3	2.2	2.3	2.4	2.4	8.4	9.1
Share of Hiring	100.0	100.0	24.1	24.6	2.4	2.8	1.1	1.1	11.6	12.7
Share of Promotions	100.0	100.0	28.6	31.9	2.3	2.6	1.8	2.0	7.9	10.6
Share of Terminations	100.0	100.0	22.6	23.3	2.4	2.7	1.8	1.6	9.6	10.5

Table 9 (continued)
Hires, Promotions, Terminations and Net Effect of All Employees in the Federally Regulated Private Sector and Crown Corporations
by Designated Group and Sector (2004 and 2005)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2004 #	2005 #	2004 #	2005 #	2004 #	2005 #	2004 #	2005 #	2004 #	2005 #
Other										
Employees	61,577	69,684	17,196	21,381	1,416	1,622	1,344	1,666	3,948	5,767
Hirings	9,577	10,835	3,119	3,486	124	248	38	141	455	1,089
Promotions	3,521	4,054	1,214	1,334	156	182	52	87	358	431
Terminations	5,749	9,505	1,628	3,157	93	175	91	179	339	876
Net Effect	3,828	1,330	1,491	329	31	73	-53	-38	116	213
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	27.9	30.7	2.3	2.3	2.2	2.4	6.4	8.3
Share of Hiring	100.0	100.0	32.6	32.2	1.3	2.3	0.4	1.3	4.8	10.1
Share of Promotions	100.0	100.0	34.5	32.9	4.4	4.5	1.5	2.1	10.2	10.6
Share of Terminations	100.0	100.0	28.3	33.2	1.6	1.8	1.6	1.9	5.9	9.2

Table 10
Federally Regulated Private Sector and Crown Corporation Employees in Permanent Full-Time Employment by Designated Group,
Gender and Salary Range as of December 31, 2005

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	2,898	2,004	894	30.8	94	65	29	3.2	45	29	16	1.6	299	222	77
\$15,000 - \$19,999	4,688	2,950	1,738	37.1	108	66	42	2.3	65	47	18	1.4	663	328	335
\$20,000 - \$24,999	14,804	7,373	7,431	50.2	352	151	201	2.4	294	120	174	2.0	2,114	1,031	1,083
\$25,000 - \$29,999	33,519	13,964	19,555	58.3	742	281	461	2.2	894	345	549	2.7	6,009	2,499	3,510
\$30,000 - \$34,999	48,181	20,388	27,793	57.7	922	398	524	1.9	1,361	515	846	2.8	9,081	3,625	5,456
\$35,000 - \$37,499	27,065	12,512	14,553	53.8	542	275	267	2.0	707	324	383	2.6	4,856	2,084	2,772
\$37,500 - \$39,999	24,556	11,737	12,819	52.2	494	258	236	2.0	657	354	303	2.7	4,255	1,777	2,478
\$40,000 - \$44,999	67,769	37,236	30,533	45.1	1,345	800	545	2.0	2,593	1,484	1,109	3.8	10,401	4,998	5,403
\$45,000 - \$49,999	75,334	45,361	29,973	39.8	1,343	840	503	1.8	2,396	1,536	860	3.2	8,497	4,541	3,956
\$50,000 - \$59,999	85,661	53,760	31,901	37.2	1,445	1,027	418	1.7	2,384	1,601	783	2.8	10,619	5,855	4,764
\$60,000 - \$69,999	58,722	41,796	16,926	28.8	973	741	232	1.7	1,457	1,076	381	2.5	7,073	4,582	2,491
\$70,000 - \$84,999	51,343	37,002	14,341	27.9	768	627	141	1.5	1,317	1,004	313	2.6	6,507	4,319	2,188
\$85,000 - \$99,999	31,038	23,715	7,323	23.6	361	300	61	1.2	740	576	164	2.4	3,859	2,747	1,112
\$100,000 and over	40,000	31,592	8,408	21.0	354	285	69	0.9	891	722	169	2.2	3,830	2,751	1,079
Total number of employees	565,578	341,390	224,188	39.6	9,843	6,114	3,729	1.7	15,801	9,733	6,068	2.8	78,063	41,359	36,704

**Table 11
Federally Regulated Private Sector and Crown Corporation Employees in Permanent Part-Time Employment by Designated Group,
Gender and Salary Range as of December 31, 2005**

Salary Range	All Employees				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%
Under \$5,000	5,288	2,306	2,982	56.4	97	47	50	1.8	72	41	31	1.4	431	199	232	8.2
\$5,000 - \$7,499	3,340	1,393	1,947	58.3	77	36	41	2.3	60	26	34	1.8	334	124	210	10.0
\$7,500 - \$9,999	6,742	2,851	3,891	57.7	160	78	82	2.4	129	61	68	1.9	1,045	566	479	15.5
\$10,000 - \$12,499	10,189	4,647	5,542	54.4	238	112	126	2.3	206	88	118	2.0	2,195	1,310	885	21.5
\$12,500 - \$14,999	8,901	3,058	5,843	65.6	185	64	121	2.1	219	55	164	2.5	1,513	659	854	17.0
\$15,000 - \$17,499	9,999	3,609	6,390	63.9	192	64	128	1.9	249	73	176	2.5	1,795	931	864	18.0
\$17,500 - \$19,999	8,956	2,497	6,459	72.1	157	35	122	1.8	219	46	173	2.4	1,483	525	958	16.6
\$20,000 - \$22,499	9,360	2,661	6,699	71.6	202	42	160	2.2	239	54	185	2.6	1,622	581	1,041	17.3
\$22,500 - \$24,999	9,464	2,847	6,617	69.9	166	60	106	1.8	237	58	179	2.5	1,427	539	888	15.1
\$25,000 - \$29,999	12,756	4,409	8,347	65.4	181	51	130	1.4	301	76	225	2.4	1,771	716	1,055	13.9
\$30,000 - \$34,999	6,823	2,456	4,367	64.0	107	41	66	1.6	159	62	97	2.3	803	371	432	11.8
\$35,000 - \$39,999	3,616	1,497	2,119	58.6	54	24	30	1.5	62	24	38	1.7	361	185	176	10.0
\$40,000 - \$49,999	3,311	1,435	1,876	56.7	43	21	22	1.3	57	23	34	1.7	311	156	155	9.4
\$50,000 and over	1,660	605	1,055	63.6	15	11	4	0.9	27	9	18	1.6	149	58	91	9.0
Total number of employees	100,405	36,271	64,134	63.9	1,874	686	1,188	1.9	2,236	696	1,540	2.2	15,240	6,920	8,320	15.2

Appendix C: Tables – Federal Public Sector Employers and Contractors

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

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Table 1
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2005

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Agriculture and Agri-Food Canada (includes Prairie Farm Rehabilitation Administration)	6,128	45.8	2,809	45.8	171	2.8	261	4.3	472	7.7
Atlantic Canada Opportunities Agency	618	55.5	343	55.5	12	1.9	25	4.0	21	3.4
Canada Industrial Relations Board	92	68.5	63	68.5	1	1.1	6	6.5	7	7.6
Canada School of Public Service	530	68.5	363	68.5	16	3.0	23	4.3	27	5.1
Canadian Artists and Producers Professional Relations Tribunal	11		7	63.6	0	0.0	0	0.0	0	0.0
Canadian Dairy Commission	62	62.9	39	62.9	1	1.6	0	0.0	6	9.7
Canadian Environmental Assessment Agency	118	58.5	69	58.5	6	5.1	2	1.7	8	6.8
Canadian Firearms Centre	303	68.0	206	68.0	21	6.9	30	9.9	11	3.6
Canadian Forces Grievance Board	41	82.9	34	82.9	1	2.4	2	4.9	2	4.9
Canadian Grain Commission	616	35.9	221	35.9	31	5.0	43	7.0	49	8.0
Canadian Heritage	2,007	66.3	1,330	66.3	88	4.4	96	4.8	182	9.1
Canadian Human Rights Commission	193	64.8	125	64.8	7	3.6	23	11.9	18	9.3
Canadian Human Rights Tribunal	18	66.7	12	66.7	1	5.6	1	5.6	0	0.0
Canadian Intergovernmental Conference Secretariat	22	50.0	11	50.0	0	0.0	0	0.0	0	0.0
Canadian International Development Agency	1,543	60.7	936	60.7	43	2.8	65	4.2	145	9.4
Canadian International Trade Tribunal	77	55.8	43	55.8	0	0.0	2	2.6	4	5.2
Canadian Radio-television and Telecommunications Commission	377	58.9	222	58.9	10	2.7	33	8.8	21	5.6
Canadian Space Agency	578	40.8	236	40.8	4	0.7	11	1.9	70	12.1
Canadian Transportation Agency	253	60.1	152	60.1	5	2.0	19	7.5	13	5.1
Citizenship and Immigration Canada	5,184	64.4	3,340	64.4	121	2.3	252	4.9	766	14.8
Copyright Board Canada	10	60.0	6	60.0	0	0.0	0	0.0	1	10.0
Correctional Service Canada	14,177	43.3	6,137	43.3	975	6.9	697	4.9	726	5.1

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2005

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Court Administration Services	541	65.2	353	65.2	19	3.5	27	5.0	48	8.9
Department of Finance Canada	979	50.7	496	50.7	13	1.3	40	4.1	90	9.2
Department of Justice Canada	4,556	64.9	2,956	64.9	155	3.4	257	5.6	461	10.1
Economic Development Agency of Canada for the Regions of Quebec	416	57.2	238	57.2	9	2.2	11	2.6	25	6.0
Environment Canada	5,759	42.1	2,427	42.1	136	2.4	273	4.7	584	10.1
Fisheries and Oceans Canada (includes Canadian Coast Guard)	9,517	30.2	2,870	30.2	343	3.6	444	4.7	360	3.8
Foreign Affairs and International Trade Canada	3,903	48.7	1,902	48.7	92	2.4	164	4.2	334	8.6
Hazardous Materials Information Review Commission Canada	28	60.7	17	60.7	0	0.0	1	3.6	6	21.4
Health Canada	7,764	65.6	5,097	65.6	603	7.8	390	5.0	1,034	13.3
Human Resources and Skills Development Canada	12,273	75.2	9,228	75.2	498	4.1	1,079	8.8	925	7.5
Immigration and Refugee Board	927	64.8	601	64.8	26	2.8	40	4.3	202	21.8
Indian and Northern Affairs Canada	3,784	63.4	2,398	63.4	1,181	31.2	246	6.5	218	5.8
Indian Residential Schools Resolution Canada	149	68.5	102	68.5	17	11.4	12	8.1	12	8.1
Industry Canada	5,623	49.7	2,797	49.7	139	2.5	289	5.1	553	9.8
Infrastructure Canada	132	65.9	87	65.9	2	1.5	7	5.3	14	10.6
International Joint Commission	30	43.3	13	43.3	0	0.0	2	6.7	1	3.3
Law Commission of Canada	10	60.0	6	60.0	1	10.0	1	10.0	0	0.0
Library and Archives Canada	1,106	56.4	624	56.4	33	3.0	69	6.2	53	4.8
Military Police Complaints Commission	14	78.6	11	78.6	0	0.0	0	0.0	0	0.0
NAFTA Secretariat—Canadian Section	7	42.9	3	42.9	0	0.0	0	0.0	2	28.6
National Defence (Civilian staff)	19,815	38.2	7,574	38.2	466	2.4	1,159	5.8	1,041	5.3
National Farm Products Council	14	57.1	8	57.1	0	0.0	0	0.0	0	0.0

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2005

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
National Parole Board	298	76.5	228	4.4	13	4.4	14	4.7	16	5.4
Natural Resources Canada	4,448	39.3	1,747	2.7	122	2.7	273	6.1	445	10.0
Office of the Chief Electoral Officer	311	49.5	154	3.5	11	3.5	31	10.0	22	7.1
Office of the Commissioner for Federal Judicial Affairs	59	67.8	40	6.8	4	6.8	3	5.1	2	3.4
Office of the Commissioner of Official Languages	139	66.9	93	5.0	7	5.0	10	7.2	1	0.7
Office of the Registrar of the Supreme Court of Canada	172	68.0	117	4.7	8	4.7	11	6.4	15	8.7
Office of the Secretary to the Governor General	151	61.6	93	1.3	2	1.3	11	7.3	9	6.0
Offices of the Information and Privacy Commissioners	123	59.3	73	2.4	3	2.4	12	9.8	8	6.5
Passport Office	1,650	70.8	1,168	1.8	30	1.8	58	3.5	224	13.6
Patented Medicine Prices Review Board										
Canada	40	50.0	20	0.0	0	0.0	2	5.0	3	7.5
Privy Council Office	795	60.1	478	2.5	20	2.5	39	4.9	63	7.9
Public Health Agency of Canada	1,598	69.2	1,106	4.4	70	4.4	92	5.8	208	13.0
Public Safety and Emergency Preparedness Canada	648	57.4	372	3.7	27	4.2	49	7.6	47	7.3
Public Service Commission of Canada	951	68.1	648	3.3	35	3.7	86	9.0	120	12.6
Public Service Human Resources Management Agency of Canada	454	62.1	282	2.4	15	3.3	43	9.5	56	12.3
Public Works and Government Services Canada	12,487	51.7	6,458	0.0	301	2.4	703	5.6	996	8.0
Registry of the Competition Tribunal	9	55.6	5	0.0	0	0.0	1	11.1	0	0.0
Royal Canadian Mounted Police (Civilian Staff)	5,152	76.0	3,915	4.7	244	4.7	282	5.5	320	6.2
Royal Canadian Mounted Police External Review Committee	4	75.0	3	0.0	0	0.0	0	0.0	0	0.0

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2005

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Royal Canadian Mounted Police Public Complaints Commission	35		23	65.7	2	5.7	3	8.6	1	2.9
Social Development Canada	11,126		7,235	65.0	351	3.2	869	7.8	1,064	9.6
Statistics Canada	5,339		2,746	51.4	116	2.2	354	6.6	599	11.2
Status of Women Canada	116		109	94.0	3	2.6	9	7.8	20	17.2
Transport Canada	4,629		1,921	41.5	119	2.6	217	4.7	368	7.9
Transportation Appeal Tribunal of Canada	3		3	100.0	0	0.0	0	0.0	0	0.0
Transportation Safety Board of Canada	232		79	34.1	2	0.9	15	6.5	27	11.6
Treasury Board of Canada Secretariat	756		443	58.6	17	2.2	53	7.0	66	8.7
Veterans Affairs Canada	3,474		2,427	69.9	100	2.9	261	7.5	242	7.0
Western Economic Diversification Canada	352		204	58.0	17	4.8	23	6.5	44	12.5
Total	165,856		88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

Table 2
Representation of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2005

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,011	100.0	1,243	41.3	137	4.5	163	5.4	31	1.0
Prince Edward Island	1,711	100.0	1,067	62.4	38	2.2	139	8.1	32	1.9
Nova Scotia	8,539	100.0	3,501	41.0	239	2.8	586	6.9	435	5.1
New Brunswick	5,508	100.0	2,936	53.3	160	2.9	297	5.4	80	1.5
Quebec	39,214	100.0	21,489	54.8	1,191	3.0	1,731	4.4	2,498	6.4
Ontario	71,092	100.0	39,458	55.5	2,129	3.0	4,484	6.3	7,109	10.0
Manitoba	6,321	100.0	3,540	56.0	768	12.1	434	6.9	404	6.4
Saskatchewan	4,315	100.0	2,311	53.6	558	12.9	247	5.7	154	3.6
Alberta	8,867	100.0	4,839	54.6	676	7.6	560	6.3	670	7.6
British Columbia	14,783	100.0	7,171	48.5	745	5.0	884	6.0	1,943	13.1
Yukon	281	100.0	174	61.9	50	17.8	24	8.5	8	2.8
Northwest Territories	583	100.0	327	56.1	125	21.4	26	4.5	17	2.9
Nunavut	172	100.0	94	54.7	47	27.3	5	2.9	8	4.7
Outside Canada	1,459	100.0	552	37.8	23	1.6	46	3.2	109	7.5
Total	165,856	100.0	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

Table 3
Distribution of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2005

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,011	1.8	1,243	1.4	137	2.0	163	1.7	31	0.2
Prince Edward Island	1,711	1.0	1,067	1.2	38	0.6	139	1.4	32	0.2
Nova Scotia	8,539	5.1	3,501	3.9	239	3.5	586	6.1	435	3.2
New Brunswick	5,508	3.3	2,936	3.3	160	2.3	297	3.1	80	0.6
Quebec	39,214	23.6	21,489	24.2	1,191	17.3	1,731	18.0	2,498	18.5
Ontario	71,092	42.9	39,458	44.5	2,129	30.9	4,484	46.6	7,109	52.7
Manitoba	6,321	3.8	3,540	4.0	768	11.2	434	4.5	404	3.0
Saskatchewan	4,315	2.6	2,311	2.6	558	8.1	247	2.6	154	1.1
Alberta	8,867	5.3	4,839	5.5	676	9.8	560	5.8	670	5.0
British Columbia	14,783	8.9	7,171	8.1	745	10.8	884	9.2	1,943	14.4
Yukon	281	0.2	174	0.2	50	0.7	24	0.2	8	0.1
Northwest Territories	583	0.4	327	0.4	125	1.8	26	0.3	17	0.1
Nunavut	172	0.1	94	0.1	47	0.7	5	0.1	8	0.1
Outside Canada	1,459	0.9	552	0.6	23	0.3	46	0.5	109	0.8
Total	165,856	100.0	88,702	100.0	6,886	100.0	9,626	100.0	13,498	100.0

Table 4
Representation of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2005

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,305	100.0	1,601	37.2	129	3.0	236	5.5	221	5.1
Scientific and Professional	24,400	100.0	10,313	42.3	615	2.5	944	3.9	3,003	12.3
Administrative and Foreign Service	70,487	100.0	42,511	60.3	2,988	4.2	4,308	6.1	5,632	8.0
Technical	17,569	100.0	5,605	31.9	538	3.1	788	4.5	953	5.4
Administrative Support	30,701	100.0	25,327	82.5	1,612	5.3	2,481	8.1	2,959	9.6
Operational	18,394	100.0	3,345	18.2	1,004	5.5	869	4.7	730	4.0
Total	165,856	100.0	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

Table 5
Distribution of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2005

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,305	2.6	1,601	1.8	129	1.9	236	2.5	221	1.6
Scientific and Professional	24,400	14.7	10,313	11.6	615	8.9	944	9.8	3,003	22.2
Administrative and Foreign Service	70,487	42.5	42,511	47.9	2,988	43.4	4,308	44.8	5,632	41.7
Technical	17,569	10.6	5,605	6.3	538	7.8	788	8.2	953	7.1
Administrative Support	30,701	18.5	25,327	28.6	1,612	23.4	2,481	25.8	2,959	21.9
Operational	18,394	11.1	3,345	3.8	1,004	14.6	869	9.0	730	5.4
Total	165,856	100.0	88,702	100.0	6,886	100.0	9,626	100.0	13,498	100.0

Table 6
Representation of Employees in the Separate Employers Workforce by Designated Group as of March 31, 2005

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canada Revenue Agency	39,894	59.4	23,704	59.4	961	2.4	2,061	5.2	5,293	13.3
Canadian Food Inspection Agency	5,825	47.7	2,777	47.7	139	2.4	305	5.2	566	9.7
Canadian Forces Personnel Support Agency	2,431	66.1	1,606	66.1	72	3.0	138	5.7	75	3.1
Canadian Nuclear Safety Commission	540	42.0	227	42.0	12	2.2	16	3.0	67	12.4
Canadian Security Intelligence Service*	2,000	47.7	954	47.7	26	1.3	68	3.4	198	9.9
Communications Security Establishment	1,536	36.5	561	36.5	9	0.6	43	2.8	61	4.0
Financial Transactions and Reports Analysis Centre of Canada	193	50.3	97	50.3	1	0.5	5	2.6	26	13.5
National Energy Board	349	57.9	202	57.9	10	2.9	16	4.6	28	8.0
National Film Board of Canada	470	62.1	292	62.1	10	2.1	4	0.9	37	7.9
National Research Council Canada	4,578	35.2	1,612	35.2	47	1.0	180	3.9	695	15.2
Natural Sciences and Engineering Research Council of Canada	335	70.7	237	70.7	2	0.6	7	2.1	10	3.0
Office of the Auditor General of Canada	587	54.5	320	54.5	8	1.4	23	3.9	42	7.2
Office of the Superintendent of Financial Institutions Canada	451	46.6	210	46.6	2	0.4	19	4.2	77	17.1
Parks Canada	4,648	41.1	1,910	41.1	373	8.0	261	5.6	101	2.2
Social Sciences and Humanities Research Council of Canada	179	69.3	124	69.3	5	2.8	11	6.1	6	3.4
Statistical Survey Operations	2,052	80.4	1,649	80.4	60	2.9	76	3.7	190	9.3
Total	66,068	55.2	36,482	55.2	1,737	2.6	3,233	4.9	7,472	11.3

* The numbers of employees and designated groups are estimates.

Table 7
Representation of Employees in the Other Public Sector Employers Workforce by Designated Group as of March 31, 2005

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canadian Forces (Officers & Non-commissioned Members)	100,974	16.7	16,830	16.7	2,501	2.5	1,366	1.4	2,433	2.4
Royal Canadian Mounted Police (Regular & Civilian Members)	20,748	25.5	5,296	25.5	1,296	6.2	546	2.6	1,230	5.9
Total	121,722	18.2	22,126	18.2	3,797	3.1	1,912	1.6	3,663	3.0

Table 8
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
3M CANADA COMPANY	ANIXTER CANADA INC.
6025773 CANADA INC.	AOCO LTD.
9149-6950 QUÉBEC INC.	AON REED STENHOUSE INC.
A.R. WILLIAMS MATERIALS HANDLING LTD.	APOTEX INC.
ABB INC.	APPLE CANADA INC.
ACCENTURE INC.	ARAMARK CANADA LTD.
ACCÈS SERVICES SANTÉ GSS INC.	ARBORITE DIVISION OF ITW CANADA
ACCO CANADA INC.	ARCHIVE IRON MOUNTAIN
ACKLANDS-GRAINGER INC.	ARMTEC LTD.
ACRODEX INC.	ASHLAND CANADA CORP.
AD OPT TECHNOLOGIES INC.	ASSOCIATED ENGINEERING ALBERTA LTD.
ADACEL INC.	ASTRAZENECA CANADA INC.
ADCOM INC.	ATCO GAS AND PIPELINES LTD.
ADECCO EMPLOYMENT SERVICES LTD.	ATCO STRUCTURES INC.
ADGA GROUP CONSULTANTS INC.	ATELIER DU MARTIN-PÊCHEUR INC.
ADI GROUP INC.	ATLANTIC BUILDING CLEANING LTD.
ADOBE SYSTEMS	ATLANTIC INDUSTRIES LTD.
ADT SECURITY SERVICES CANADA INC.	ATLANTIC TRACTORS & EQUIPMENT LTD.
ADVANCE ELECTRONICS INC.	ATLANTIC WHOLESALERS LTD.
AERIC INC.	ATLANTIS SYSTEMS INTERNATIONAL, INC.
AGAT LABORATORIES LTD.	ATLAS SPECIALTY STEELS DIV. OF SLATER STAINLESS
AGFA INC.	AUTODESK CANADA INC.
AGILENT TECHNOLOGIES CANADA INC.	AVCORP INDUSTRIES INC.
AHEARN & SOPER INC.	AVENTIS PASTEUR LTD.
AIR LIQUIDE CANADA INC.	AVENTIS PHARMA INC.
AIR PRODUCTS CANADA LTD.	AVERY DENNISON CANADA INC.
AIRBOSS ENGINEERED PRODUCTS INC.	AVISCAR INC./AVIS RENT-A-CAR
AIRCRAFT APPLIANCE & EQUIPMENT LTD.	AVNET INTERNATIONAL CANADA LTD.
AIT CORPORATION	AV-TECH INC.
AJILON CANADA INC.	AVW TELAV INC.
ALBERTA CANCER BOARD	AXIDATA INC.
ALBERTA RESEARCH COUNCIL	B.G.E. SERVICE & SUPPLY LTD.
ALCATEL CANADA INC.	BABCOCK & WILCOX CANADA LTD.
ALGONQUIN COLLEGE OF APPLIED ARTS & TECHNOLOGY	BACOU-DALLOZ PROTECTIVE APPAREL LTD.
ALIMENTS MARTEL INC.	BALLARD POWER SYSTEMS
ALLARD-JOHNSON COMMUNICATIONS INC.	BARDON SUPPLIES LTD.
ALLIANCE ONE LTD.	BARNES DISTRIBUTION CANADA
ALLIED INTERNATIONAL CREDIT CORP.	BARTLE & GIBSON LTD.
ALLIED SHIPBUILDERS LTD.	BAXTER CORPORATION
ALLIEDSIGNAL AEROSPACE CANADA	BAXTERS CANADA INC.
ALMAC MACHINE WORKS LTD.	BAYER INC.
ALS CANADA LTD.	BAYSHORE HEALTH CARE LTD.
ALSTOM CANADA INC. APPAREILLAGE HAUTE TENSION	BBM CANADA
ALUMICOR LTD.	BC CENTRE FOR DISEASE CONTROL SOCIETY
AMBASSADOR CONFERENCE RESORT	BDO DUNWOODY LLP
AMEC AMERICAS LTD.	BEAULIEU CANADA
AMEC EARTH & ENVIRONMENTAL LTD.	BECKMAN COULTER CANADA INC.
AMEX CANADA INC.	BECTON DICKINSON CANADA INC.
AMPHENOL CANADA CORPORATION	BEE CLEAN BUILDING MAINTENANCE INC.
ANACHEMIA CANADA INC.	BELL HELICOPTER TEXTRON CANADA LTD.
ANDREW SHERET LTD.	BELRON CANADA INC.

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
BEST FACILITIES SERVICES LTD.	CANADIAN BONDED CREDITS LTD.
BETZ DEARBORN INC.	CANADIAN BUTTONS LTD.
BF GOODRICH LANDING GEAR DIVISION OAKVILLE	CANADIAN LINEN AND UNIFORM SERVICE
BFI CANADA INC.	CANADIAN NIAGARA HOTELS INC.
BLACK & MCDONALD LTD.	CANADIAN SHIPBUILDING & ENGINEERING LTD.
BOC CANADA LTD.	CANADIAN STANDARDS ASSOCIATION
BODYCOTE ORTECH INC.	CANADIAN TECHNICAL TAPE LTD.
BOEHRINGER INGELHEIM (CANADA) LTD.	CANADIAN WASTE SERVICES INC.
BOEING CANADA INC.	CANCER CARE ONTARIO
BOEING CANADA TECHNOLOGY	CANGENE CORPORATION
BOLANDS LTD.	CANON CANADA INC.
BOMBARDIER INC.	CANTEST LTD.
BOMBARDIER RECREATIONAL PRODUCTS INC.	CAPGEMINI CANADA INC.
BOUTHILLETTE PARIZEAU & ASSOCIATES INC.	CARIS-UNIVERSAL SYSTEMS LTD.
BOWATER PÂTES ET PAPIERS CANADA INC.	CARLETON UNIVERSITY
BOWDENS MEDIA MONITORING LTD.	CARMICHAEL ENGINEERIG LTD.
BOWE BELL & HOWELL INTERNATIONAL LTD.	CARRIER CANADA LTD.
BRAINHUNTER INC.	CARSWELL, A DIVISION OF THOMSON CANADA LTD.
BRAMBIES CANADA	CARTEM INC.
BRIDGE BRAND FOOD SERVICES LTD.	CASCADES EAST ANGUS INC.
BRIDGESTONE FIRESTONE CANADA INC.	CASCADES RESOURCES
BRISTOL-MYERS SQUIBB CO.	CASINO NOVA SCOTIA HOTEL
BROOKFIELD LEPAGE JOHNSON CONTROLS FACILITY MANAGEMENT SERVICES	CASTROL CANADA INC.
BROTHER INTERNATIONAL CORPORATION (CANADA) LTD.	CATHOLIC SOCIAL SERVICES
BROWNING HARVEY LTD.	CBCL LTD.
BTI CANADA	CCH CANADIAN LTD.
BUDGET CAR & TRUCK RENTALS OF OTTAWA	CCSI TECHNOLOGY SOLUTIONS CORP.
BUDGET RENT A CAR OF EDMONTON LTD.	CDI CAREER DEVELOPMENTS LTD.
BUNGE CANADA	CDI PROFESSIONAL SERVICES, LTD.
C & D CLEANING AND SECURITY SERVICES LTD.	CÉGEP ÉDOUARD-MONTPETIT
C.S. BROOKS CANADA INC.	CÉGEP SAINT-JEAN-SUR-RICHELIEU
CABLECOM INT'L NETWORK CABLING INC.	CENTENNIAL FOODS CORPORATION LTD.
CAE ELECTRONICS LTD.	CENTRAL HEALTH SERVICES/RETIREMENT RESIDENCES INC.
CAFETERIA DE LA CAPITALE INC.	CENTRAL PRECISION LTD.
CAISSE CENTRALE DESJARDINS	CENTRE DE RECHERCHE INDUSTRIELLE DU QUÉBEC (CRIQ)
CALIAN TECHNOLOGIES LTD.	CENTRE FOR ADDICTION AND MENTAL HEALTH
CAMCO INC.	CENTRE HOSPITALIER UNIVERSITAIRE DE QUÉBEC
CAMOSUN COLLEGE	CH2M HILL CANADA LTD.
CAMPBELL FORD SALES LTD.	CHEMISE EMPIRE LTÉE
CANAC MARQUIS GRENIER LTÉE	CHEMISES JML SHIRTS INC.
CANAD CORPORATION OF MANITOBA INC.	CHESAPEAKE DISPLAY AND PACKAGING
CANADA BREAD ATLANTIC LTD.	CHEVRON CANADA LTD.
CANADA BREAD COMPANY LTD.	CIA INC.
CANADA CAPITAL BUILDING SERVICES LTD.	CIMA, ENGINEERING CONSULTANTS
CANADA CATERING CO. LTD.	CISCO SYSTEMS CANADA CO.
CANADIAN BANK NOTE COMPANY, LTD.	CIT FINANCIAL LTD.
CANADIAN BLUE BIRD COACH LTD.	CITÉ DE LA SANTÉ DE LAVAL
	CLARIANT (CANADA) INC.

Table 8 (continued)**List of Federal Contractors as of December 31, 2005**

Employer Name	Employer Name
CLEANMATTERS JANITORIAL SERVICES LTD.	DALHOUSIE UNIVERSITY
CLINIDATA CORPORATION	DALSA CORPORATION
CMC ELECTRONIQUE INC.	DANCO EQUIPMENT INC.
CMI INTERLANGUES INC.	DANKA CANADA INC.
CNC GLOBAL LTD.	DANONE WATERS OF CANADA INC.
COAST HOTELS LTD.	DATA BUSINESS FORMS
COCHRANE GROUP INC.	DATA GENERAL (CANADA) CO.
COGNOS INC.	DATACARD CANADA INC.
COHOS EVAMY	DAVEY TREE SERVICES A DIVISION OF DAVEY TREE
COLLECTCORP CORPORATION	DAVIE MARITIME INC.
COLLEGE AHUNTSIC	DECISION ONE CORPORATION
COLLÈGE DE SAINT-BONIFACE	DELL COMPUTER CORPORATION
COLONY HOTEL TORONTO/SINGDEER INVESTMENT LTD.	DELOITTE & TOUCHE LLP
COM DEV INTERNATIONAL LTD.	DELPHI SOLUTIONS CORP.
COMCARE HEALTH SERVICES	DELTA BESSBOROUGH - LEGACY HOTELS CORPORATION
COMMUNICATIONS QUÉBECOR INC.	DELTA CHELSEA - GREAT EAGLE HOTELS (CANADA) LTD.
COMPASS GROUP CANADA (BEAVER) LTD.	DELTA OTTAWA HOTEL & SUITES
COMPUGEN INC.	DELTA VANCOUVER SUITES (DELTA HOTELS)
COMPUTER ASSOCIATES CANADA LTD.	DERKO LIMITEE
COMPUTER SCIENCES CANADA INC. - CSC	DESCHENES & FILS LTEE
COMPUWARE CORPORATION OF CANADA	DESSAU-SOPRIN INC.
CONCORDIA UNIVERSITY	DEW ENGINEERING AND DEVELOPMENT LTD.
CONESTOGA-ROVERS & ASSOCIATES LTD.	DIFCO TISSUS DE PERFORMANCE
CONNORS BROS. DIVISION OF CLOVER LEAF SEAFOODS, LP	DILLON CONSULTING LTD.
CONOR PACIFIC CANADA	DISCOUNT CAR & TRUCK RENTALS LTD.
CONSOLIDATED SERVICE INDUSTRIES CORPORATION	DISTAL INC.
CONSOLTEX INC.	DOLLAR THRIFTY AUTOMOTIVE GROUP CANADA LTD.
COOKSHIRETEX INC.	DOLLCO CORPORATION (THE)
COREL CORPORATION	DOMINION BLUELINE INC.
CORPAV PRESENTATION GROUP	DOMTAR INC.
CORPORATE EXPRESS CANADA INC.	DOMUS BUILDING CLEANING CO LTEE
CORPORATION DE L'ÉCOLE POLYTECHNIQUE	DOUBLETEX
CORPORATION TECHNOLOGIES EICON	DOWNEAST COMMUNICATIONS
COSSETTE COMMUNICATION INC.	DR. OETKER LTD.
CPI CANADA - COMMUNICATIONS & POWER INDUSTRIES CANADA INC.	DRAKE INTERNATIONAL INC.
CRANE CANADA INC.	DRS FLIGHT SAFETY AND COMMUNICATIONS
CRAWFORD ADJUSTERS CANADA INC.	DST OUTPUT CANADA INC.
CROWNE PLAZA TORONTO CENTRE	DUBE & LOISELLE INC.
CSG SECURITY INC.	DUFFERIN CONSTRUCTION COMPANY
CUMMINS EST DU CANADA INC.	DUOCOM CANADA INC.
CUMMINS MID CANADA LTD.	DURHAM FURNITURE INC.
CUMMINS ONTARIO INC.	DY 4 SYSTEMS INC.
CUSTOM FOAM SYSTEMS LTD.	DYNACARE GAMMA PARTNERSHIP
CUTLER-HAMMER ENGINEERING SERVICES DIVISION	DYNAMIC MAINTENANCE LTD.
D. BERTRAND ET FILS INC.	DYNEX FACILITY SERVICES INC.
DAIMLERCHRYSLER CANADA LTD.	E S FOX LTD.
DAIRYWORLD FOODS	E.I. DU PONT CANADA COMPANY
	EAGLEPICHER ENERGY PRODUCTS CORPORATION

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
EARTH TECH CANADA INC.	FORD MOTOR CO OF CANADA LTD.
EASTERN BAKERIES LTD.	FORENSIC TECHNOLOGY WAI INC.
EBA ENGINEERING CONSULTANTS LTD.	FORMICA CANADA INC.
EBCO INDUSTRIES LTD.	FOR-NET INC.
ECOLAB CO.	FORT GARRY INDUSTRIES LTD.
ÉCOLE DE LANGUES LA CITÉ INC.	FOURNITURE DE BUREAU DENIS
EDMONTON MEAT PACKING LTD.	FRANKLIN EMPIRE INC.
EDS CANADA INC.	FRIESENS CORPORATION
EDULINX CANADA CORPORATION	FRISCO BAY INDUSTRIES DU CANADA LTD.
EECOL ELECTRIC LTD.	FUJII PHOTO FILM CANADA INC.
ELECTRO SONIC INC.	FUJITSU CONSULTING (CANADA) INC.
ELI LILLY & CO.	FUTURE ELECTRONICS INC.
EMC CORPORATION OF CANADA	G&K SERVICES CANADA INC.
EMCO CORPORATION	G.A. BOULET INC.
EMS TECHNOLOGIES CANADA , LTD.	G.N. JOHNSTON EQUIPMENT CO. LTD.
ENGEL CANADA INC.	GANOTEC INC.
ENGINEERED APPAREL LTD.	GARLOCK OF CANADA LTD.
ENSEIGNES IMPERIAL SIGNS	GAZ METROPOLITAIN INC.
ENTERPRISE RENT A CAR CANADA LTD.	GDG ENVIRONNEMENT LIMITÉE
ENTRUST LTD.	GE CANADA NUCLEAR PRODUCTS
ENVIRO-TEST LABORATORIES	GE CAPITAL FLEET SERVICES
E-ONE CANADA LTD.	GE SECURITY CANADA
EPSON CANADA LTD.	GENERAL CABLE COMPANY
EQUIFAX CANADA INC.	GENERAL CHEMICAL CANADA LTD.
ERNST & YOUNG LLP	GENERAL DYNAMICS CANADA LTD.
ESRI CANADA LTD.	GENERAL DYNAMICS LAND SYSTEMS - CANADA CORPORATION
ESSELTE CANADA INC.	GENERAL MOTORS OF CANADA LTD.
EVANS CONSOLES CORPORATION	GENERAL MOTORS OF CANADA LTD. DIESEL DIV.
EVEREADY CANADA	GENPHARM INC.
EXCALIBUR LEARNING RESOURCE CENTRE, CANADA CORP.	GESCAN DIVISION OF SONAPOR CANADA INC.
EXIDE CANADA INC. BATTERY DIVISION	GETRONICS CANADA INC.
EXPRO TECHNOLOGIES INC.	GFS CANADA COMPANY (GORDON FOOD SERVICE)
E-Z-EM CANADA INC.	GGI GROUP INC.
FAIRMONT CHATEAU LAURIER (THE)	GIBBARD FURNITURE SHOPS LTD.
FAIRMONT LE CHATEAU FRONTENAC (THE)	GLAXOSMITHKLINE INC.
FAIRMONT LE REINE ELIZABETH	GLENTEL INC.
FAIRMONT ROYAL YORK (THE)	GLOBAL UPHOLSTERY CO INC.
FAIRMONT VANCOUVER AIRPORT (THE)	GMA COVER CORPORATION
FAIRMONT WATERFRONT HOTEL (THE)	GOLDEN ARROW SCHOOLBUSES LTD.
FARMERS CO-OPERATIVE DAIRY LTD.	GOLDER ASSOCIATES LTD.
FELLFAB LTD.	GOODFELLOW INC.
FGI FAMILY GUIDANCE GROUP INC.	GOODYEAR CANADA INC.
FINANCIAL COLLECTION AGENCIES (INTERNATIONAL) INC.	GOWLING LAFLEUR HENDERSON LLP
FINNING INTERNATIONAL INC.	GRAND & TOY LTD.
FIRST NATIONS UNIVERSITY OF CANADA INC.	GRANT EMBLEMS LTD.
FISHER SCIENTIFIC COMPANY	GRANT THORNTON LLP
FISHERMAN'S MARKET INTERNATIONAL INC.	GRAPHIC CONTROLS CANADA LTD.
FLEETWAY INC.	

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
GRAY FORGINGS & STAMPINGS LTD.	HYATT REGENCY VANCOUVER
GRAYBAR CANADA LTD.	HYDRO AGRI CANADA (NUTRITE)
GROUPE CGI INC.	IAN MARTIN LTD.
GROUPE LACASSE INC.	IBI GROUP
GROUPE LGS INC.	IBM CANADA LTD.
GROUPE SANTE MEDISYS INC.	ICI CANADA INC.
GROUPE-CONSEIL ROCHE LTEE	IDEAL ROOFING COMPANY LTD.
GUILLEVIN INTERNATIONAL INC.	IKON OFFICE SOLUTIONS INC.
HAGMEYER CANADA INC. DBA CENTURY VALLEN	IMC (CANADA) GLOBAL LTD.
HARBOUR TOWERS HOTEL AND SUITES	IMP AEROSPACE COMPONENTS LTD.
HARPER DETROIT DIESEL LTD.	IMP GROUP LTD. - CSH OPERATIONS
HARRIS CANADA INC.	IMPERIAL OIL CANADA LTD.
HATCH ASSOCIATES LTD.	IMPRIMERIES TRANSCONTINENTAL INC.
HAWORTH LTD.	IMT PARTNERSHIP
HAY GROUP LTD.	INDAL TECHNOLOGIES INC.
HENRY SCHEIN ASH ARCONA	INDUSPAC GROUP
HÉROUX-DEVTEK INC.	INDUSTRIES DE MAINTENANCE EMPIRE INC.
HERTZ CANADA LTD.	INGENIUM GROUP INC.
HEWITT ÉQUIPEMENT LTÉE	INSCAPE CORPORATION
HEWLETT-PACKARD (CANADA) CO.	INSTITUT NATIONAL DE LA RECHERCHE SCIENTIFIQUE
HILROY MEAD WESTBACO COMPANY	INSTITUT NATIONAL D'OPTIQUE
HILTON CANADA INC.	INSTITUT PHILIPPE PINEL DE MONTRÉAL
HITACHI CONSTRUCTION MACHINERY CO. LTD.	INTEGRATED POWER SYSTEMS CORP.
HITACHI DATA SYSTEMS INC.	INTELCOM SECURITY SERVICES LTD.
HOFFMANN LA ROCHE LTD.	INTERCITY PACKERS LTD.
HOLIDAY INN AIRPORT WEST	INTERCON SECURITY LTD.
HOLIDAY INN PLAZA LA CHAUDIÈRE	INTERGRAPH CANADA LTD.
HOLIDAY INN SELECT HALIFAX CENTRE	INTERNATIONAL ROAD DYNAMICS INC.
HOLIDAY INN SELECT MONTREAL CENTRE-VILLE	INTERTEC SECURITY & INVESTIGATION LTD.
HOLIDAY INN SELECT TORONTO AIRPORT	IRON ORE COMPANY OF CANADA
HOLIDAY INN TORONTO YORKDALE	IRVING EQUIPMENT
HONEYWELL LTD.	IRVING OIL LTD.
HOPITAL DU SAINT-SACREMENT	IRVING SHIPBUILDING INC.
HÔPITAL LAVAL	ISLAND FARMS DAIRIES
HORTON TRADING LTD.	ISM INFORMATION SYSTEMS
HOTEL CHATEAU MONT SAINTE-ANNE INC.	J & A BUILDING SERVICES LTD.
HOTEL DIEU HOSPITAL	J. L. RICHARDS & ASSOCIATES LTD.
HOTEL GOUVERNEUR PLACE DUPUI8	JACQUES WHITFORD
HOTEL LOEWS LE CONCORDE/PLACE MONTCALM HOTEL INC.	JH RYDER MACHINERY LTD.
HOTEL SASKATCHEWAN RADISSON PLAZA	JOE'S JANITORIAL SERVICES LTD.
HOTEL WYNDHAM MONTREAL/COMPAGNIE HOSPITALITE	JOHN DEERE LTD.
HOULE ELECTRIC LTD.	JOHNSON & JOHNSON INC.
HTS ENGINEERING LTD.	JOHNSON & JOHNSON MEDICAL PRODUCTS INC.
HUMAN RESOURCES CAPITAL GROUP INC.	JOHNSON CONTROLS LP
HUMMINGBIRD COMMUNICATIONS LTD.	JONES PACKAGING INC.
HUSKY INJECTION MOLDING SYSTEMS LTD.	JTI-MACDONALD CORP.
HUSKY OIL LTD.	JUSTICE INSTITUTE OF BRITISH COLUMBIA
HYATT REGENCY CALGARY	KASIAN ARCHITECTURE INTERIOR DESIGN AND PLANNING LTD.

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
KAVERIT STEEL AND CRANE ULC	LONDON KING STREET PURCHASECO INC.
KEILHAUER INDUSTRIES LTD.	LOUIS GARNEAU SPORTS INC.
KELLOWAY CONSTRUCTION LTD.	LOWE-MARTIN CO. INC.
KELLY SERVICES (CANADA) LTD.	LUCENT TECHNOLOGIES CANADA CORP.
KEMPTVILLE TRUCK CENTRE LTD.	LUMEN, DIVISION DE SONEPAR CANADA INC.
KI PEMBROKE INC.	LUMONICS INC.
KINECOR INC.	LYRECO (CANADA) INC.
KLOHN CRIPPEN CONSULTANTS LTD.	M&S FOOD SERVICES LTD.
KNOLL NORTH AMERICA CORPORATION	MACDONALD DETTWILER & ASSOCIATES INC.
KODAK CANADA INC.	MACDONALD DETTWILER & ASSOCIATES LTD.
KOMEX INTERNATIONAL LTD.	MACK CANADA INC.
KONE INC.	MAGELLAN AEROSPACE CORPORATION
KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD.	MAINTENANCE EUREKA LIMITÉE
KONTZAMANIS GRAUMANN SMITH MACMILLAN INC.	MALLETTE S.E.N.C.R.L.
KOPRASH INVESTMENT INC.	MANAC INC. (INDUSTRIES TANGUAY)
KROMAR PRINTING LTD.	MANITOBA HYDRO
KRUG INC.	MANPOWER SERVICES CANADA LTD./SERVICES MANPOWER CANADA LIMITEE
L.P. ROYER INC.	MAPINFO CANADA INC.
L-3 COMMUNICATIONS ELECTRONIC SYSTEMS INC.	MARCONI MEDICAL SYSTEMS CANADA INC.
L-3 COMMUNICATIONS MAPPS	MARIOTT CHATEAU CHAMPLAIN
LA CHEMISE PERFECTION INC.	MARITIME PAPER PRODUCTS LTD.
LABORATOIRES ABBOTT LTÉE	MARK'S WORK WEARHOUSE
LABSTAT INTERNATIONAL INC.	MARRIOTT CORPORATION OF CANADA LTD.
LAB-VOLT (QUÉBEC) LTÉE	MARSH CANADA LTD.
LALIBERTÉ ET ASSOCIÉS INC.	MARSHALL MACKLIN MONAGHAN LTD.
LANTHIER BAKERY LTD.	MASTECH CANADA
LE GROUPE OCÉAN INC.	MAXSYS PROFESSIONALS AND SOLUTIONS INC.
LEGACY HOTELS CORPORATION	MAXXAM ANALYTICS INC.
LENBROOK INDUSTRIES LTD.	MCCORMICK RANKIN CORPORATION
LES DISTRIBUTEURS R. NICHOLLS DISTRIBUTORS INC.	MCGILL UNIVERSITY
LES EMBALLAGES MITCHEL LINC.OLN LTEE	MCGREGOR INDUSTRIES INC.
LES FROMAGES SAPUTO LTÉE	MCKENZIES SALES LTD.
LES LAINAGES VICTOR LTÉE	MCKESSON CANADA CORPORATION
LES ORDRES, DÉCORATIONS ET MÉDAILLES RIDEAU INC.	MCLARENS TOPLIS CANADA
LES SOUS-VÊTEMENTS U M INC.	MCNEIL CONSUMER HEALTHCARE/MCNEIL PDI INC.
LEVITT SAFETY LTD.	MEDAVIE INC.
LEWISFOODS INC.	MED-EMERG INTERNATIONAL INC.
LEXISNEXIS CANADA INC.	MED-ENG SYSTEMS INC.
LEXI-TECH INTERNATIONAL INC.	MEDIAGRIF INTERACTIVE TECHNOLOGIES INC.
LEXMARK CANADA INC.	MEDTRONIC OF CANADA, LTD.
LIBERTY HEALTH	MELLON CONSULTANTS LTD.
LIFTKING INDUSTRIES INC.	MEMORIAL UNIVERSITY OF NEWFOUNDLAND
LINC.OLN ELECTRIC COMPANY OF CANADA LP	MEMRAMCOOK INSTITUTE
LITECO INC.	MERCEDES-BENZ CANADA INC.
LIVERTON HOTELS INC.	MERCK FROSST CANADA LTÉE/LTD.
LOCKHEED MARTIN CANADA	MESSIER DOWTY INC.
LOGIDEC/MOORE WALLACE INC.	METAFORE CORPORATION
LOGISTIK UNICORP	

Table 8 (continued)**List of Federal Contractors as of December 31, 2005**

Employer Name	Employer Name
METRO EXECUTIVE CLASS CATERING INC.	NURUN INC.
METROPOLITAN PARKING INC.	O'CONNOR ASSOCIATES ENVIROMENTAL INC.
MICHELIN AMÉRIQUE DU NORD (CANADA) INC.	OERLIKON CONTRAVES INC.
MICRO-BOUTIQUE ÉDUCATIVE INC.	OLDS COLLEGE
MICROSOFT CANADA CORPORATION	OLYMPUS CANADA INC.
MINTO SUITE HOTEL	OLYMPUS NDT CANADA INC.
MONDRIAN CANADA INC.	ONLINE ENTERPRISES INC.
MONTEL INC.	ONX INC.
MOORE NORTH AMERICA	ONYX CANADA
MORBERN INC.	OPEN TEXT CORPORATION
MORNEAU SOBECO	OPERATION SPRINGBOARD
MORRISON HERSHFIELD GROUP INC.	OPTTECH INC.
MOTOR COACH INDUSTRIES LTD.	ORACLE CORPORATION CANADA INC.
MOTOROLA CANADA LTD.	ORTHO-MCNEIL INC.
MOUNT SAINT VINC.ENT UNIVERSITY	OSRAM SYLVANIA LTD.
MULTI MARQUES INC.	OTIS CANADA INC.
MUSTANG SURVIVAL CORP.	OTTAWA (JCST) PURCHASCO INC.
NATIONAL CAR RENTAL (CANADA) INC.	OTTAWA MARRIOTT/1210478 ONTARIO INC.
NATIONAL PAPER GOODS	OTTAWA-CARLETON ASSOCIATION FOR PERSONS WITH DEVELOPMENTAL DISABILITIES
NATIONAL STEEL CAR LTD.	PACCAR DU CANADA LTÉE
NATREL INC. IVISION D'AGROPUR COOPÉRATIVE	PACIFIC SAFETY PRODUCTS INC.
NBS TECHNOLOGIES INC.	PACKARD BELL NEC
NCR CANADA LTD.	PAN PACIFIC HOTEL VANCOUVER
NEILL AND GUNTER LTD.	PANALPINA INC.
NELSON LUMBER COMPANY LTD.	PANASONIC CANADA INC.
NEPTUNE FOOD SERVICE INC.	PAPRICAN
NETMANAGE CANADA INC.	PARK TOWN MOTOR MOTELS LTD.
NEW BRUNSWICK ELECTRIC POWER	PATTERSON DENTAIRE CANADA INC.
NEXINNOVATIONS INC.	PAYMENTECH CANADA
NFO CF GROUP	PEACOCK INC.
NIENKAMPER FURNITURE & ACCESSORIES INC.	PEARSON CANADA SOLUTIONS LTD.
NISSAN CANADA INC.	PEERLESS GARMENTS LTD.
NOR-DON COLLECTION NETWORK INC.	PENSKE TRUCK LEASING OF CANADA INC.
NORDX/CDT INC.	PERKINELMER OPTOELECTRONICS
NORIMCO - DIV OF BATA INDUSTRIES LTD.	PETRO-CANADA INC.
NORTEL NETWORKS	PFIZER CANADA INC.
NORTH ATLANTIC PETROLEUM	PHARMACIA & UPJOHN INC.
NORTH DOUGLAS SYSCO FOOD SERVICES INC.	PHARMASCIENCE INC.
NORTHFIELD METAL PRODUCTS LTD.	PHILIPS & TEMRO INDUSTRIES LTD.
NORTHGATE INDUSTRIES LTD.	PHILIPS ELECTRONICS LTD.
NORTHSTAR AEROSPACE INC.	PIERCEYS BUILDING SUPPLIES
NORTHUMBERLAND CO-OPERATIVE LTD.	PINC.HIN ENVIRONMENTAL LTD.
NORWEST SOIL RESEARCH LTD.	PIONEER BALLOON CANADA LTD.
NOVA SCOTIA COMMUNITY COLLEGE	PIRELLI CABLES ET SYSTEMES INC.
NOVA SCOTIA TEXTILES LTD.	PITNEY BOWES OF CANADA LTD.
NOVARTIS PHARMACEUTICALS CANADA INC.	POLAR BEAR CORPORATE EDUCATION SOLUTIONS
NOVOPHARM LTD.	PORTFOLIO MANAGEMENT SOLUTIONS INC.
NRCS INC.	

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
POWER BATTERY SALES LTD.	ROYAL LEPAGE RELOCATION SERVICES LTD.
PPG CANADA INC.	RUSSEL METALS INC.
PRATT & WHITNEY CANADA CORPORATION INC.	RYERSON UNIVERSITY
PRAXAIR CANADA INC.	SAFT POWER SYSTEMS INC.
PREVOST CAR INC.	SAINT MARY'S UNIVERSITY
PRICEWATERHOUSECOOPERS LLP	SAMSONITE CANADA INC.
PRITCHARD ENGINEERING CO LTD.	SANDWELL ENGINEERING INC.
PROCTER & GAMBLE INC.	SANOFI-SYNTHELABO CANADA INC.
PRODUITS BIOLOGIQUES SHIRE	SAP CANADA INC.
PROMAXIS SYSTEMS INC.	SAS INSTITUTE (CANADA) INC.
PROTEXION PRODUCTS (1997) INC.	SASKATCHEWAN RESEARCH COUNCIL
PTI GROUP INC.	SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY
PUBLICIS CANADA INC.	SCA HYGIENE PRODUCTS INC.
PYLON ELECTRONICS INC.	SCEPTER CORPORATION
QUANTUM MANAGEMENT SERVICES LTD.	SCHENKER OF CANADA LTD.
QUEBECOR WORLD INC.	SCHERING CANADA INC.
QUEEN'S UNIVERSITY	SCHINDLER ELEVATOR CORPORATION
R. J. BURNSIDE & ASSOCIATES LTD.	SCHNEIDER CANADA INC.
R.E. GILMORE INVESTMENTS CORP.	SCIENCE APPLICATIONS INTERNATIONAL CORPORATION (SAIC CANADA)
R3D CONSEIL INC.	SCYTHES INC.
RAMADA INN 400/401	SEACOR ENVIRONMENTAL INC.
RATIOPHARM INC.	SEANIX TECHNOLOGY INC.
RAYMOND CHABOT GRANT THORNTON	SECURITAS CANADA LTD./SÉCURITAS CANADA LIMITÉE
RAYTHEON CANADA LTD.	SERVICEMASTER OF OTTAWA - 1351120 ONTARIO INC.
RAYTHEON ELCAN OPTICAL TECHNOLOGIES	SHARP ELECTRONICS OF CANADA LTD.
RBA INC.	SHARP'S AUDIO VISUAL LTD.
RBC DOMINION SECURITIES INC.	SHAW GMC PONTIAC BUICK HUMMER LTD.
RECOCHEM INC.	SHELL CANADA LTD.
REDHEAD EQUIPMENT LTD.	SHERATON CENTRE TORONTO HOTELS STARWOOD HOTELS
RÉGULVAR INC.	SHERATON HAMILTON HOTEL STARWOOD HOTELS CANADA
REHAB FOUNDATION FOR THE DISABLED	SHERATON LAVAL
RELIABLE WINDOW CLEANERS (SUDBURY) LTD.	SHERATON OTTAWA HOTEL
RELIZON CANADA INC.	SHERATON SUITES CALGARY EAU CLAIRE
RENTOKIL INITIAL CANADA LTD.	SHERATON VANCOUVER WALL CENTRE HOTEL
RESIDENCE INN BY MARRIOTT HOTEL	SICO INC.
RESOLVE MSS INC.	SIEMENS CANADA LTD.
RESORT INVESTORS INTERNATIONAL ULC	SIERRA SYSTEMS GROUP INC.
REUTERS CANADA LTD.	SIFTO CANADA INC.
RGO OFFICE PRODUCTS PARTNERSHIP	SIMON FRASER UNIVERSITY
RICOH CANADA INC.	SIMPLEX GRINNELL
RICOH IMAGE COMMUNICATION	SIMTRAN TECHNOLOGIES INC.
ROCHE DIAGNOSTICS CANADA DIVISION OF HOFFMAN - LAROCHE LIMITÉE	SINC.LAIR DENTAL COMPANY LTD.
ROCHE LTEE GROUPE-CONSEIL	SKILLSOFT CANADA
ROLLAND INC. DIVISION DES PAPIERS FINS	SKYJACK INC.
ROLLS ROYCE CANADA LTD.	SMED INTERNATIONAL
ROPACK INC.	SMITH LYONS TORRENCE STEVENSON & MAYER
ROUSSEAU MÉTAL INC.	SMITHS DETECTION

Table 8 (continued)

List of Federal Contractors as of December 31, 2005

Employer Name	Employer Name
SNAP-ON TOOLS OF CANADA LTD.	TENAQUIP LIMITEE
SNC TECHNOLOGIES INC.	TERRA FOOTWEAR LTD.
SOFTCHOICE CORPORATION	TEXCAN A DIVISION OF SONAPAR CANADA
SONY OF CANADA LTD.	THALES CANADA INC.
SOROC TECHNOLOGY INC.	THE 500 STAFFING SERVICES INC.
SOUCY INTERNATIONAL INC.	THE CAMBRIDGE TOWEL CORPORATION
SOURCE MEDICAL CORPORATION	THE CANADIAN CORPS OF COMMISSIONAIRES
SPARTON OF CANADA LTD.	THE CANADIAN SALT COMPANY LTD.
SPRINGWALL SLEEP PRODUCTS INC.	THE GLOBE AND MAIL DIVISION OF BELL GLOBEMEDIA PUBLISHING INC.
ST. JOHN'S DOCKYARD LTD.	THE GREAT WEST LIFE ASSURANCE COMPANY
ST. JOSEPH PRINT GROUP INC.	THE LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY
ST. LAWRENCE COLLEGE	THE MCELHANNEY GROUP LTD.
STANDARD KNITTING LTD.	THE NORTH WEST COMPANY INC.
STANDARD PAPER BOX DIV. OF SPB CANADA INC.	THE PRINC.E GEORGE HOTEL
STANFIELD'S LTD.	THE ROYAL OAK INN
STANTEC CONSULTING LTD.	THE WESTIN EDMONTON/STARWOOD
STEELCASE CANADA LTD.	THE WESTIN HARBOUR CASTLE
STEELS INDUSTRIAL PRODUCTS LTD.	THYSSEN KRUPP ELEVATOR (CANADA) LTD.
STORAGETEK CANADA INC.	TITAN BUILDING MAINTENANCE LTD.
STRONGCO INC.	TOROMONT INDUSTRIES LTD.
SUBARU CANADA, INC.	TORONTO AUTO AUCTIONS LTD.
SUN MICROSYSTEMS OF CANADA INC.	TOSHIBA OF CANADA LTD.
SUNCOR ENERGY INC.	TOTAL CREDIT RECOVERY LTD.
SUPERIOR PROPANE, A DIVISION OF SUPERIOR PLUS	TRANS UNION OF CANADA INC.
SUPREME OFFICE PRODUCTS LTD.	TRANSCONTINENTAL DIRECT
SUPREMEX INC.	TRANSCONTINENTAL INC.
SUTTON PLACE HOTEL TORONTO (THE)	TRANSCONTINENTAL PRINTING INC.
SWISH MAINTENANCE LTD.	TRANSPORT ST-LÉONARD INC.
SYMANTEC CORPORATION	TRENT UNIVERSITY
SYMBOL TECHNOLOGIES CANADA ULC	TYCO ELECTRONICS CANADA LTD.
SYSCO FOOD SERVICES OF CANADA INC. (QUÉBEC)	UAP INC.
SYSCO FOOD SERVICES OF CANADA INC. (WESTERN DIVISION)	ULTRA ELECTRONICS CANADA LTD.
SYSCO FOOD SERVICES OF CENTRAL ONTARIO INC.	ULTRAMAR LTEE
SYSCO FOOD SERVICES OF TORONTO A DIVISION OF SYSCO FOOD SERVICES OF CANADA INC.	UMA GROUP LTD.
SYSCO FOOD SERVICES OF VANCOUVER INC.	UNICLEAN BUILDING MAINTENANCE CONTRACTOR
T. LAUZON LTÉE	UNISOURCE CANADA INC.
TAB PRODUCTS OF CANADA LTD.	UNISYS CANADA INC.
TANNIS TRADING INC.	UNIVAR CANADA LTD.
TAYCO PANELINK LTD.	UNIVERSITÉ DU QUÉBEC À MONTRÉAL
TECHNICAL STANDARDS AND SAFETY AUTHORITY	UNIVERSITY COLLEGE OF THE FRASER VALLEY
TECHNICOLOR CANADA INC.	UNIVERSITY OF ALBERTA
TECSULT INC.	UNIVERSITY OF BRITISH COLUMBIA
TEKNION CORPORATION	UNIVERSITY OF CALGARY
TÉLÉ UNIVERSITÉ	UNIVERSITY OF LETHBRIDGE
TELEMEDIA COMMUNICATIONS INC.	UNIVERSITY OF MANITOBA
TELEPHOTO TECHNOLOGIES INC.	UNIVERSITY OF MONTREAL
TELUS NATIONAL SYSTEMS INC.	UNIVERSITY OF NEW BRUNSWICK

Table 8 (continued)
List of Federal Contractors as of December 31, 2005

Employer Name

UNIVERSITY OF OTTAWA
UNIVERSITY OF SASKATCHEWAN
UNIVERSITY OF VICTORIA
UNIVERSITY OF WATERLOO
UNIVERSITY OF WINDSOR
URS CANADA INC.
VALCOM MANUFACTURING GROUP INC.
VALEANT CANADA LIMITÉE
VANCOUVER MARRIOTT PINNACLE DOWNTOWN
VAPOR RAIL INC.
VICTOR INNOVATEX INC.
VICTORIAN ORDER OF NURSES
VIPOND INC.
VITALAIRE HEALTHCARE
VITALITY FOODSERVICE CANADA LTD.
VITA-TECH CANADA INC.
VOLKSWAGEN CANADA INC.
VOLVO MOTOR GRADERS
VWR INTERNATIONAL LTD.
WABUSH MINES
WAJAX INDUSTRIES LTD.
WARDROP ENGINEERING INC.
WARNER LAMBERT CANADA INC.
WARREN SHEPELL CONSULTANTS GROUP
WATSON WYATT & COMPANY
WEBCOM LTD.
WELCH & COMPANY LLP
WESCAM INC.
WESCO DISTRIBUTION CANADA LP
WESTBURNE RUDDY ELECTRIC
WG THOMPSON & SONS LTD.
WHB IDENTIFICATION SOLUTIONS INC.
WHITEHALL ROBINS INC.
WILLIAM M MERCER LTD.
WINPACK TECHNOLOGIES INC.
WOLSELEY HOLDINGS CANADA INC.
WOOD WYANT INC.
WYETH PHARMACEUTICAL
XEROX CANADA INC.
XWAVE SOLUTIONS
YAMAHA MOTOR CANADA LTD.
YONGE STREET HOTELS
YORK UNIVERSITY
ZELLERS INC.
ZENON ENVIRONMENTAL INC.
ZODIAC HURRICANE TECHNOLOGIES INC.
ZOMAX INC.