



Fair, Safe and Productive Workplaces

Employment Equity Act: Annual Report 2008



Labour Program

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Employment Equity Act: **Annual Report 2008**

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Message From The Minister

To ensure that our economy remains strong and prosperous in these difficult times, all Canadians should have the opportunity to make a contribution to the workforce. The Government of Canada is promoting fair and inclusive workplaces, free of discriminatory barriers to the employment and advancement of all workers. Canada's strength as a society, as an economy and as a nation lies in the skills and talents of our workers and employers.

Given the current economic situation, it is even more important to ensure that everyone can access employment opportunities. To achieve this goal of equal opportunity for all workers, we must address the issue of discrimination in the workplace by eliminating those barriers which limit and impede a person's potential to contribute to a productive work environment.

The main objective of the *Employment Equity Act* is to eliminate barriers in the workplace so that no person is denied employment opportunities for reasons unrelated to ability. Its focus is the hiring, retention and promotion of members of the four groups designated under the legislation: women, Aboriginal peoples, persons with disabilities and members of visible minorities.

The Annual Report provides a report card to Canadians on how federally regulated employers are performing in terms of their progress in achieving a workforce that is representative of the country's diverse population. This report analyzes 2007 data, which indicate that the representation of members of visible minorities has risen noticeably in the private sector, and that improvements have been made regarding the hiring of all four designated groups in the federal public sector.

As Canadians, we can all be proud of what we have achieved together so far in helping to address workplace barriers, but more work needs to be done. Each and everyone must take action and work towards a racism-free workplace. Working together, we can make a difference.



A handwritten signature in blue ink, appearing to read 'Rona Ambrose'.

Rona Ambrose, P.C., M.P.
Minister of Labour

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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*

Canadians can proudly claim to have fostered one of the most open and cohesive societies in the world. In drawing from its unique pool of skills and talents, Canada has carved out a distinct competitive advantage in the global economy. Many believe that the collective success of this country, both economic and social, depends on inclusion. To that end, federal policy has been shaped to bring out the best in Canada's diverse population.

Despite the current economic situation, and the many challenges facing Canada given the crisis in global financial markets and the decline of the economies of our major trading partners, employers must still foster organizational cultures in which people are important, and innovation and excellence are nurtured. A commitment to employment equity helps create such an organizational culture by recognizing that people are the most important resource to the organization.

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 a comprehensive plan outlining how they propose to remove employment barriers and introduce positive policies and practices. This must include a timetable with the organization's short- and long-term goals.

This year marks 21 years of the collection of the federally regulated private sector employers' employment equity reports. These reports provide details on the progress of the four designated groups and what measures organizations are putting in place to ensure the inclusion and development of all eligible members of the Canadian workforce.

Even though there still is a need for continued employer efforts on employment equity, results show that there has been measurable progress in all areas since the *Employment Equity Act* came into effect. For example, many employers have successfully implemented education programs for managers on accommodating persons with disabilities in the workplace and have brought in specialized equipment

to assist members of this designated group in their work. These measures allow persons with disabilities to contribute more fully to their organization and allow employees who are injured or become disabled to return to work more quickly.

The Minister of Labour's Annual Report on Employment Equity highlights both the numerical and non-numerical information collected from federally regulated private sector employers and Crown corporations. The analysis in this report uses both types of information to provide a complete picture of these employers' performance on employment equity. It also includes general information on the other types of employers covered under the Act.

The Act is the only comprehensive 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 Skills Development Canada, the Department of National Defence, the Correctional Service of 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., the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada).
4. **Other public sector employer** organizations with 100 or more employees, including the Canadian Forces (officers and non-commissioned members in the Regular and the Reserve Forces) and the Royal Canadian Mounted Police (regular and civilian members, excluding federal public service employees).
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.

This year's results show progress for all four designated groups in the federally regulated private sector and Crown corporation workforce. Particular attention has been paid to the analysis of persons with disabilities, including a pilot study relating to employers' return-to-work policies. Return-to-work questionnaires were completed by employers to assist in research on the true situation of persons with disabilities in Canadian workplaces. For example, policies that encourage faster reintegration of absent employees help reduce an employer's costs and are a benefit to employees.

Overall, considerable progress has been achieved in the representation of the designated groups since 1987. However, some gaps still exist in some occupational group levels and industrial sub-sectors. For example, members of visible minorities continued to be under-represented in senior management as were women in most non-traditional jobs, while Aboriginal peoples were better represented in some of the sub-sectors under transportation but not in banking and communications.

Overview

This Annual Report is the twenty-first 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 toward achieving employment equity based on reports submitted for 2007. Throughout the report, key findings from 2007 are compared to those from the previous year and, where available, 1987 and 2001 (the last time the *Employment Equity 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 highlights unique employment equity initiatives taken by federally regulated private sector employers and Crown corporations in the following categories: communications, workplace environment, recruitment, training and development, retention, reasonable accommodation, and consultations.

Chapter 6 Employment Equity Success Story showcases an employer, the National Bank of Canada, that has demonstrated an exemplary commitment to the principles and goals of employment equity and made special efforts in reaching out to persons with disabilities.

Chapter 7 The Road Ahead – Workplace Equity Initiatives describes the work being undertaken by the Labour Program that supports the advancement of employment equity.

Key observations on all employers reporting under the *Employment Equity Act*¹

In 2007

- In the **federally regulated private sector**, the representation of members of visible minorities exceeded labour market availability. However, workforce representation gaps existed for the other three designated groups, with particular challenges for persons with disabilities and Aboriginal peoples (Table 1).
- In the **federal public sector**, the representation of Aboriginal peoples exceeded labour market availability. However, the greatest challenge continued to be the gap in the representation of members of visible minorities (Table 1).
- Two thirds of the workforce reported worked in the **federally regulated private sector**, while one third worked in the **federal public sector** (Table 2).
- The **federally regulated private sector** workforce grew by 23% since 1987 (Table 3).

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			
		2006	2007	A**	2006	2007	A**	2006	2007	A**	2006	2007	A**	
#	#	R* %	R* %	A** %	R* %	R* %	A** %	R* %	R* %	A** %	R* %	R* %	A** %	
Total Private Sector	546	733,517	43.1	42.7	47.3	1.8	1.9	2.6	2.7	2.7	5.8	14.9	15.9	12.6
Federal Public Service	72	186,754	53.9	54.4	52.2	4.2	4.4	2.5	5.7	5.9	3.6	8.8	9.2	10.4
Separate Employers	16	71,057	55.7	56.7	47.3	2.8	2.8	2.6	5.0	4.9	5.8	11.8	12.0	12.6
Other Public Sector Employers	2	130,442	18.3	18.4	47.3	3.2	3.1	2.7	1.4	1.4	5.8	3.2	3.5	10.3
Total Public Sector	90	388,253	42.2	42.7	49.7	3.6	3.7	2.6	4.1	4.2	4.7	7.5	7.8	10.8
Grand Total for Both Sectors	636	1,121,770	42.8	42.7	48.1	2.4	2.5	2.6	3.2	3.2	5.4	12.3	13.1	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, while those on the federal public sector are collected on a fiscal-year basis (e.g., April 1, 2006, to March 31, 2007, and April 1, 2007, to March 31, 2008) by the Treasury Board of Canada Secretariat (TBS).

** "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 2006 Census/PALS data were published early in 2009. However, this was after the production of this report. Future reports will include the updated data. Please note that the 2001 availability for persons with disabilities has been revised by Statistics Canada from 5.3% to 5.8%. The workforce availability for the federal public service are estimates produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability are based on the Canadian citizens data. The total availability statistics have been weighted.

1 Employers who report under the *Employment Equity Act* include the federally regulated private sector and Crown corporations, the federal public service, 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., the Canada Revenue Agency, the Canadian Food Inspection Agency, and Parks Canada)], and other public sector employers (including 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.

Table 2**Distribution of All Employees Reported Under the *Employment Equity Act***

Employer	Distribution					
	2001		2006		2007	
	#	%	#	%	#	%
Total Private Sector*	634,759	73.6	698,210	65.3	733,517	65.4
Federal Public Service†	157,510	18.3	179,540	16.8	186,754	16.6
Separate Employers‡	69,910	8.1	66,571	6.2	71,057	6.3
Other Public Sector Employers‡	n/a	n/a	125,198	11.7	130,442	11.6
Total Public Sector	227,420	26.4	371,309	34.7	388,253	34.6
Grand Total for Both Sectors	862,179	100.0	1,069,519	100.0	1,121,770	100.0

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

† Data are based on fiscal years 2001-02, 2006-07, and 2007-08.

‡ Data are based on fiscal years 2000-01, 2005-06, and 2006-07.

Table 3**Number of Employers and Employees in the Federally Regulated Private Sector***

Sector	Employers				Employees			
	1987	2001	2006	2007	1987	2001	2006	2007
	#	#	#	#	#	#	#	#
Banking	23	22	23	24	169,632	195,870	198,374	208,196
Communications	90	88	97	93	179,247	215,330	225,501	230,758
Transportation	208	250	325	347	203,207	179,102	192,799	206,274
Other	52	49	79	82	43,331	44,457	81,536	88,289
All	373	409	524	546	595,417	634,759	698,210	733,517

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

Federally regulated private sector employers

2007 in relation to 2006

For all federally regulated private sector employers and Crown corporations that reported in 2006 and 2007:

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

Over the long run

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

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

Table 4
Representation of the Designated Groups as Reported by Federally Regulated Private Sector Employers*

Sector	Women				Aboriginal Peoples			
	1987	2001	2006	2007	1987	2001	2006	2007
	%	%	%	%	%	%	%	%
Banking	76.1	71.0	68.4	67.7	0.6	1.1	1.3	1.3
Communications	39.6	41.3	40.6	40.5	0.6	1.4	1.5	1.6
Transportation	16.9	24.7	25.4	25.4	0.7	2.0	2.4	2.3
Other	21.2	28.0	30.2	30.0	0.9	2.7	2.3	3.1
All	40.9	44.9	43.1	42.7	0.7	1.6	1.8	1.9
	Persons with Disabilities				Members of Visible Minorities			
	1987	2001	2006	2007	1987	2001	2006	2007
	%	%	%	%	%	%	%	%
Banking	1.8	2.0	3.4	3.6	9.5	17.1	23.5	24.9
Communications	1.4	2.3	2.5	2.5	4.0	10.8	13.2	14.5
Transportation	1.4	2.4	2.3	2.1	2.6	7.6	9.4	9.4
Other	2.3	2.7	2.3	2.3	2.6	7.7	11.8	13.4
All	1.6	2.3	2.7	2.7	5.0	11.7	14.9	15.9

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

Federal public sector employers²

2007 in relation to 2006

For almost all federal public sector employers, there has been a slight improvement in the representation of all designated groups. The following are highlights of the situation in 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).
- Among **separate employers**, women and Aboriginal peoples were well represented, but persons with disabilities and members of visible minorities remained under-represented (Table 1).
- Among **other public sector employers**, Aboriginal peoples were well represented, but significant representation gaps continued to exist for women, persons with disabilities, and members of visible minorities (Table 1).

Government workplace equity initiatives

Racism-Free Workplace Strategy

- The Racism-Free Workplace Strategy helps employers, unions, and community organizations promote fairness in the workplace and address discriminatory barriers to recruitment, retention, and advancement of

Aboriginal peoples and members of visible minorities in the Canadian labour market. The Strategy facilitates partnerships between employers and local community stakeholders and the sharing of good corporate practices.

Legislative review

- The *Employment Equity Act* includes a provision for review by a Committee of the House of Commons every five years. The Act was last reviewed in 2001, and the Government responded to the Committee's recommendations in November 2002. A motion was adopted on April 22, 2009 referring the review to the House Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. It is the responsibility of the Committee to place the review on its agenda. The Labour Program is actively preparing for the review.

2006 Canadian labour market availability

- The new Canadian labour market availability figures for the four designated groups based on the 2006 Census of Canada and the 2006 Participation and Activity Limitation Survey were made available to the general public in spring 2009.

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

Limitations of the employment equity data³

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

1. 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, 2007 designated group representation is being compared to 2001 Census/survey availability data.
2. 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.
3. The data on the workforces covered by the Act are collected from different sources. The federally regulated private sector and Crown corporations' employment equity data are collected on a calendar-year basis and consolidated by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Treasury Board of Canada Secretariat (TBS).

³ 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/eng/lp/lo/lsw/ee_tools/reports/annual/TechnicalGuide.shtml

Chapter 1:

Women

This chapter provides data on the employment situation of women in the different workforces covered under the Employment Equity Act.⁴ Throughout the chapter, key findings from 2007 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- In 2007, women's representation declined at the aggregate level and continued to be below availability in both the **federally regulated private sector** and the **federal public sector** (Table 1.1 and Figure 1.1).⁵
- Women continued to be significantly overrepresented in the banking sector, but there has been a downward trend in this representation over time (Table 1.2).
- In the **federally regulated private sector**, between 2001 and 2007, women have been employed consistently above workforce availability in the middle and other management and supervisory occupations. Although their representation in senior management has increased over this time period, it continues to be below availability in this occupational group (Table 1.3).
- The share of women hired, promoted, and terminated (those who left the workforce) decreased in the **federally regulated private sector** from 1987 to 2007 (Tables 1.4, 1.5, and 1.6).

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

⁵ 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, 2007 representation is being compared to 2001 Census of Canada availability data.

Table 1.1**Representation and Availability of All Women Employees Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2006		2007		2001
	#	%	#	%	#	%	%
Total Private Sector	284,720	44.9	300,747	43.1	313,318	42.7	47.3
Federal Public Service	82,663	52.5	96,816	53.9	101,589	54.4	52.2
Separate Employers†	38,497	55.1	37,079	55.7	40,310	56.7	47.3
Other Public Sector Employers‡	n/a	n/a	22,873	18.3	24,050	18.4	47.3
Total Public Sector	121,160	53.3	156,768	42.2	165,949	42.7	49.7
Grand Total for Both Sectors	405,880	47.1	457,515	42.8	479,267	42.7	48.1

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while those on the federal public sector are collected on a fiscal-year basis by the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public service are based on fiscal years 2001-02, 2006-07, and 2007-08, while those for the separate and other public sector employers are based on fiscal years 2000-01, 2005-06, and 2006-07.

** Source: Statistics Canada, 2001 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens data. The total availability statistics have been weighted.

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

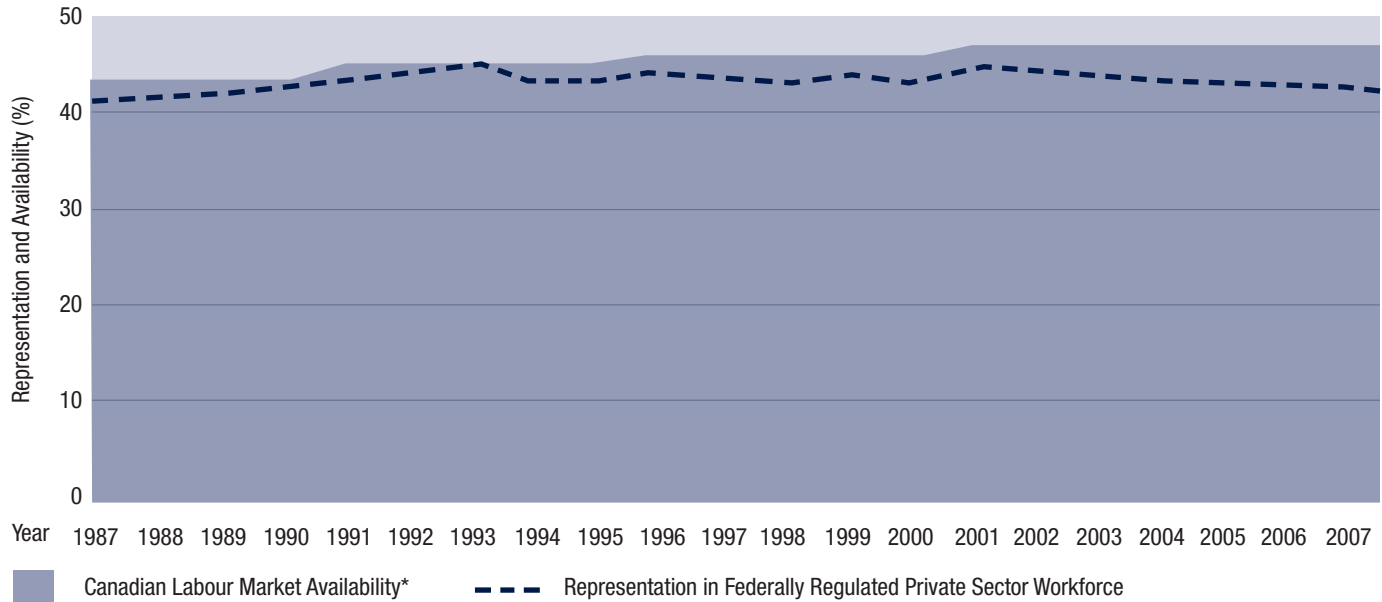
‡ The other public sector employers include the Canadian Forces and the Royal Canadian Mounted Police.

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

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	129,076	76.1	139,080	71.0	135,634	68.4	141,037	67.7
Communications	71,038	39.6	88,861	41.3	91,518	40.6	93,348	40.5
Transportation	34,423	16.9	44,318	24.7	48,957	25.4	52,420	25.4
Other	9,207	21.3	12,461	28.0	24,638	30.2	26,513	30.0
All	243,744	40.9	284,720	44.9	300,747	43.1	313,318	42.7

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

Figure 1.1
Representation and Availability of Women in the Federally Regulated Private Sector



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

Table 1.3
Representation and Availability of Women in the Federally Regulated Private Sector

Employment Equity Occupational Groups (EEOG)	Representation			Availability*
	2001	2006	2007	2001
	%	%	%	%
Senior Managers	19.6	21.3	21.9	25.1
Middle and Other Managers	42.4	43.2	42.2	37.5
Professionals	44.5	45.8	46.1	52.8
Semi-Professionals and Technicians	16.9	19.3	19.4	52.3
Supervisors	63.3	60.5	59.7	56.7
Supervisors: Crafts and Trades	4.4	6.1	6.6	19.6
Administrative and Senior Clerical Personnel	81.0	76.9	75.5	85.0
Skilled Sales and Service Personnel	45.8	25.5	26.4	44.3
Skilled Crafts and Trades Workers	3.0	3.4	3.6	5.9
Clerical Personnel	66.6	66.3	66.0	72.7
Intermediate Sales and Service Personnel	65.9	66.8	64.3	68.5
Semi-Skilled Manual Workers	11.4	11.9	12.6	22.4
Other Sales and Service Personnel	24.2	27.5	26.5	55.9
Other Manual Workers	8.9	11.7	10.3	25.1
Total	44.9	43.1	42.7	47.3

* Source: Statistics Canada, 2001 Census of Canada

Figure 1.2
Representation (2007) and Availability (2001) of Women in the Federally Regulated Private Sector by Region

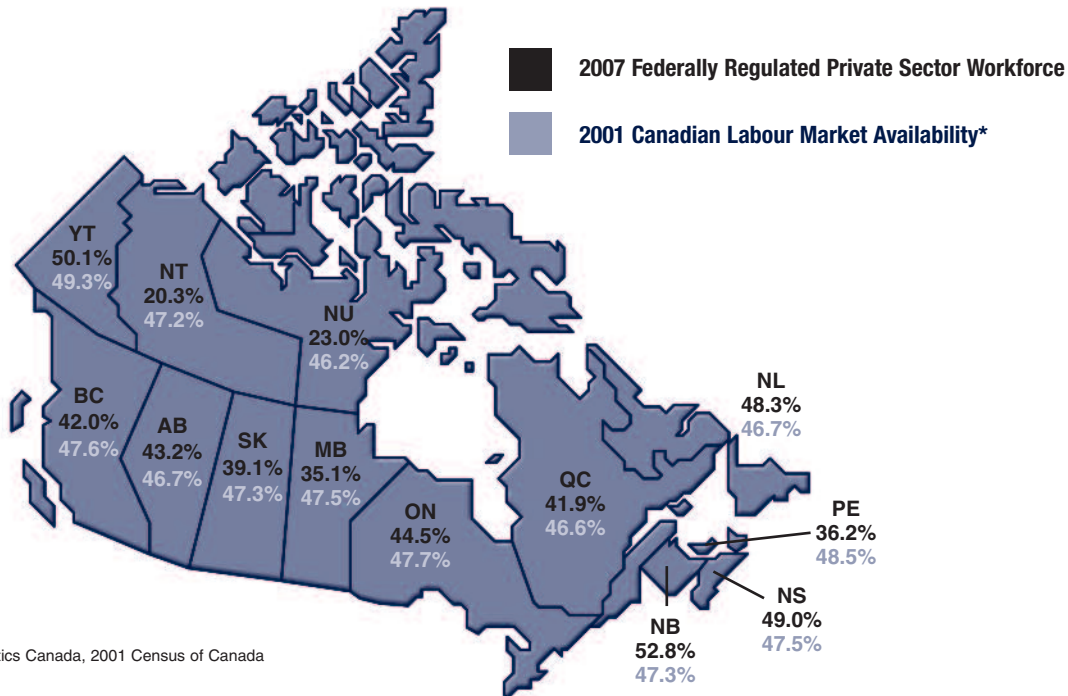


Table 1.4
Share of Women Hired into the Federally Regulated Private Sector*

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	16,704	76.3	17,769	61.4	17,915	58.6	20,491	59.7
Communications	7,515	43.1	12,949	39.2	13,632	36.9	15,189	37.5
Transportation	7,316	21.8	12,753	30.7	10,992	25.9	12,456	25.8
Other	1,485	33.0	1,546	32.4	6,439	29.4	6,531	30.5
All	33,020	42.7	45,017	41.6	48,978	37.1	54,667	37.8

* The "share" is the percentage of total hires received by women.

Table 1.5
Share of Women who left the Federally Regulated Private Sector*

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	16,819	77.5	16,364	64.6	15,864	61.6	17,118	61.7
Communications	6,176	38.6	10,919	39.9	13,387	37.8	14,766	38.0
Transportation	6,028	18.5	7,475	24.7	9,884	24.8	10,456	24.1
Other	1,402	27.6	1,938	23.3	3,704	30.8	4,976	31.0
All	30,425	40.3	36,696	40.2	42,839	37.9	47,316	37.5

* The "share" is the percentage of total terminations received by women.

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

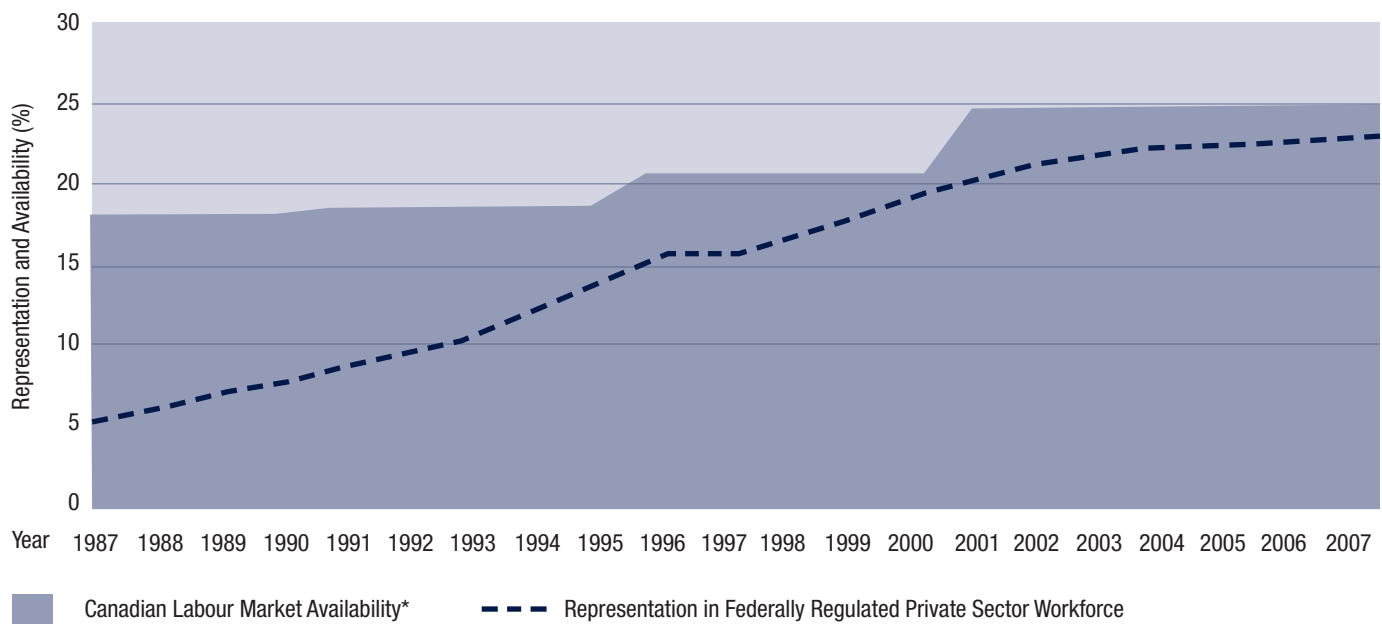
Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	27,599	69.9	18,908	68.4	19,920	66.0	19,595	64.1
Communications	4,900	44.1	5,170	46.1	4,704	41.6	4,791	38.9
Transportation	2,655	18.0	1,852	22.7	1,965	27.6	2,135	31.4
Other	856	26.4	1,169	29.7	1,570	33.6	1,706	35.8
All	36,010	52.5	27,099	53.2	28,159	52.9	28,227	51.8

* The "share" is the percentage of total promotions received by women.

Behind the numbers

- The proportion of women who have reached senior management positions in recent years suggests that **federally regulated private sector** employers have been successful in fostering an environment that has allowed women to obtain higher positions in organizations (Figure 1.3).
- The proportion of women in clerical as well as administrative and sales positions have decreased in recent years as women are tending toward less traditional professions.

Figure 1.3
Representation and Availability of Women in Senior Management Positions in the Federally Regulated Private Sector



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

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.⁶ Throughout the chapter, key findings from 2007 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- The representation of Aboriginal peoples increased slightly from 2006 to 2007. 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 and Figure 2.1).⁷
- In 2007, Aboriginal peoples' representation remained stable in almost all occupational groups in the **federally regulated private sector** and below availability in all groups except for the crafts and trades supervisory occupations and other manual workers (Table 2.3).
- In each of the provinces and territories (excluding Newfoundland and Labrador and the Northwest Territories), the representation of Aboriginal peoples was below the respective availability in 2007 (Figure 2.2).
- The share of Aboriginal peoples hired, promoted, and terminated (those who left the workforce) increased in the **federally regulated private sector** from 1987 to 2007 (Tables 2.4, 2.5, and 2.6).

⁶ Please refer to **Appendix B** for data on Aboriginal peoples in the federally regulated private sector and Crown corporation workforce, and **Appendix C** for data on Aboriginal peoples in the public sector subject to the Act.

⁷ 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, 2007 representation is being compared to 2001 Census of Canada availability data.

Table 2.1**Representation and Availability of Aboriginal Peoples Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2006		2007		2001
	#	%	#	%	#	%	%
Total Private Sector	9,865	1.6	12,364	1.8	13,914	1.9	2.6
Federal Public Service	5,980	3.8	7,610	4.2	8,190	4.4	2.5
Separate Employers†	1,355	1.9	1,846	2.8	2,024	2.8	2.6
Other Public Sector Employers‡	n/a	n/a	4,020	3.2	4,083	3.1	2.7
Total Public Sector	7,335	3.2	13,476	3.6	14,297	3.7	2.6
Grand Total for Both Sectors	17,200	2.0	25,840	2.4	28,211	2.5	2.6

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while those on the federal public sector are collected on a fiscal-year basis by the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public service are based on fiscal years 2001-02, 2006-07, and 2007-08, while those for the separate and other public sector employers are based on fiscal years 2000-01, 2005-06, and 2006-07.

** Source: Statistics Canada, 2001 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens data. The total availability statistics have been weighted.

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

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

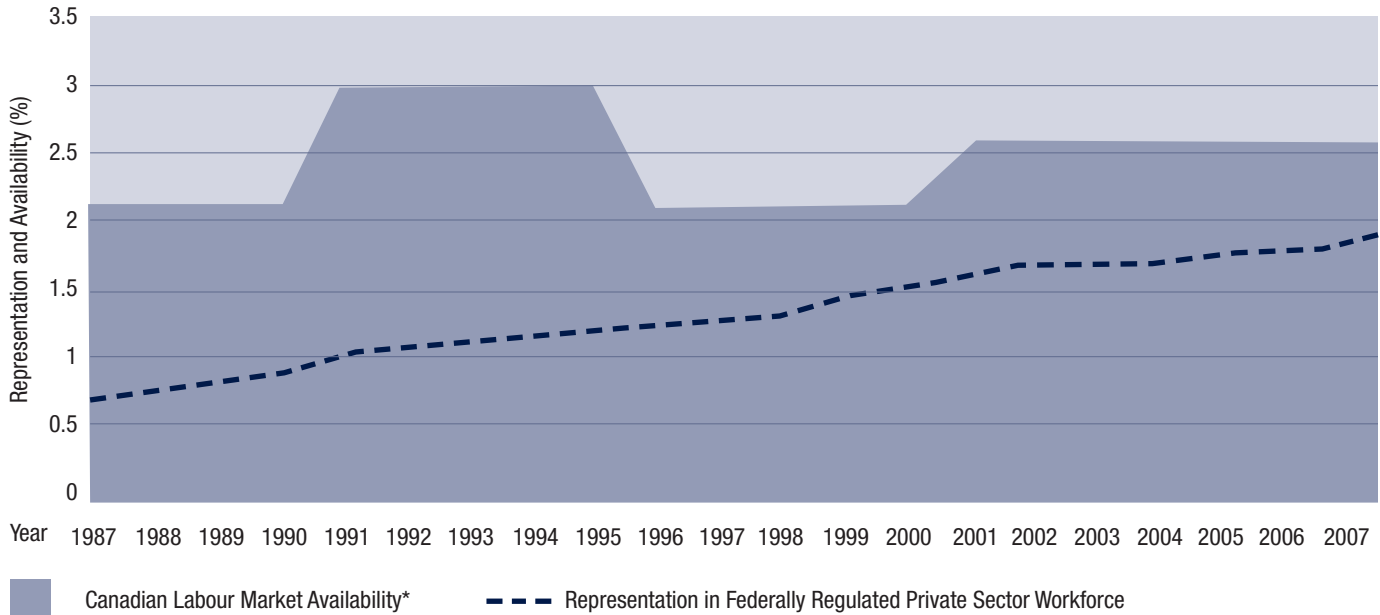
Table 2.2**Representation of Aboriginal Peoples in the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	951	0.6	2,139	1.1	2,636	1.3	2,807	1.3
Communications	1,090	0.6	2,921	1.4	3,353	1.5	3,633	1.6
Transportation	1,479	0.7	3,588	2.0	4,537	2.4	4,763	2.3
Other	401	0.9	1,217	2.7	1,838	2.3	2,711	3.1
All	3,921	0.7	9,865	1.6	12,364	1.8	13,914	1.9

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

Figure 2.1

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



* The data on Canadian labour market availability of Aboriginal peoples are obtained from censuses that are conducted once every five years by Statistics Canada. In 1996, the Census methodology changed from ethnic origin-based to a direct identity-based question, which caused a drop.

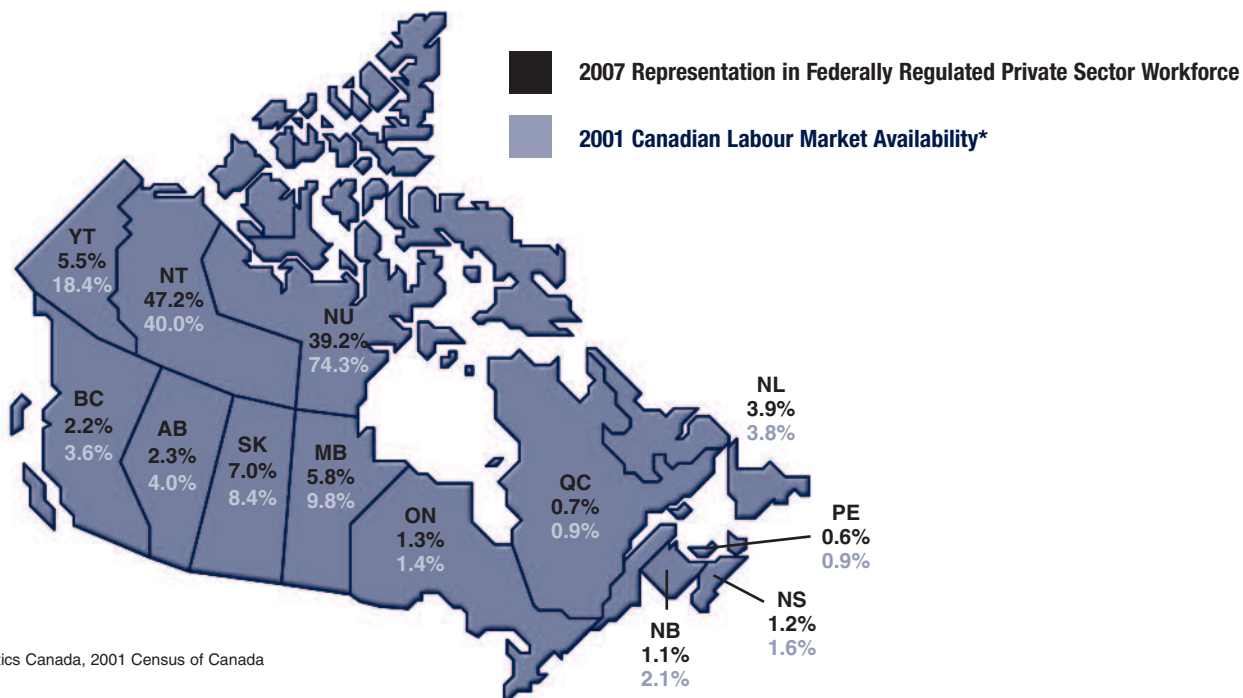
Table 2.3

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

Employment Equity Occupational Groups (EEOG)	Representation			Availability*
	2001	2006	2007	2001
	%	%	%	%
Senior Managers	0.5	0.7	0.9	2.5
Middle and Other Managers	0.8	1.0	1.1	1.4
Professionals	0.9	1.0	1.1	1.5
Semi-Professionals and Technicians	1.4	1.6	1.8	2.7
Supervisors	1.5	1.7	1.8	2.1
Supervisors: Crafts and Trades	2.4	2.5	3.4	1.7
Administrative and Senior Clerical Personnel	1.2	1.6	1.6	2.0
Skilled Sales and Service Personnel	1.3	1.8	2.1	2.6
Skilled Crafts and Trades Workers	2.1	2.6	2.9	3.2
Clerical Personnel	1.5	1.8	1.8	2.2
Intermediate Sales and Service Personnel	1.7	2.1	2.0	2.8
Semi-Skilled Manual Workers	2.5	2.7	2.8	3.1
Other Sales and Service Personnel	2.7	1.1	1.6	3.9
Other Manual Workers	5.4	5.0	5.3	4.9
Total	1.6	1.8	1.9	2.6

* Source: Statistics Canada, 2001 Census of Canada

Figure 2.2
Representation (2007) 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	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	109	0.5	268	0.9	354	1.2	385	1.1
Communications	49	0.3	489	1.5	641	1.7	719	1.8
Transportation	211	0.6	889	2.1	1,325	3.1	1,278	2.6
Other	46	1.0	160	3.4	333	1.5	509	2.4
All	415	0.5	1,806	1.7	2,653	2.0	2,891	2.0

* The "share" is the percentage of total hires received by Aboriginal peoples.

Table 2.5**Share of Aboriginal Peoples who left the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	150	0.7	314	1.2	350	1.4	410	1.5
Communications	36	0.2	385	1.4	698	2.0	705	1.8
Transportation	168	0.5	646	2.1	1,290	3.2	1,139	2.6
Other	40	0.8	179	2.1	229	1.9	472	2.9
All	394	0.5	1,524	1.7	2,567	2.3	2,726	2.2

* The "share" is the percentage of total terminations received by Aboriginal peoples.

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

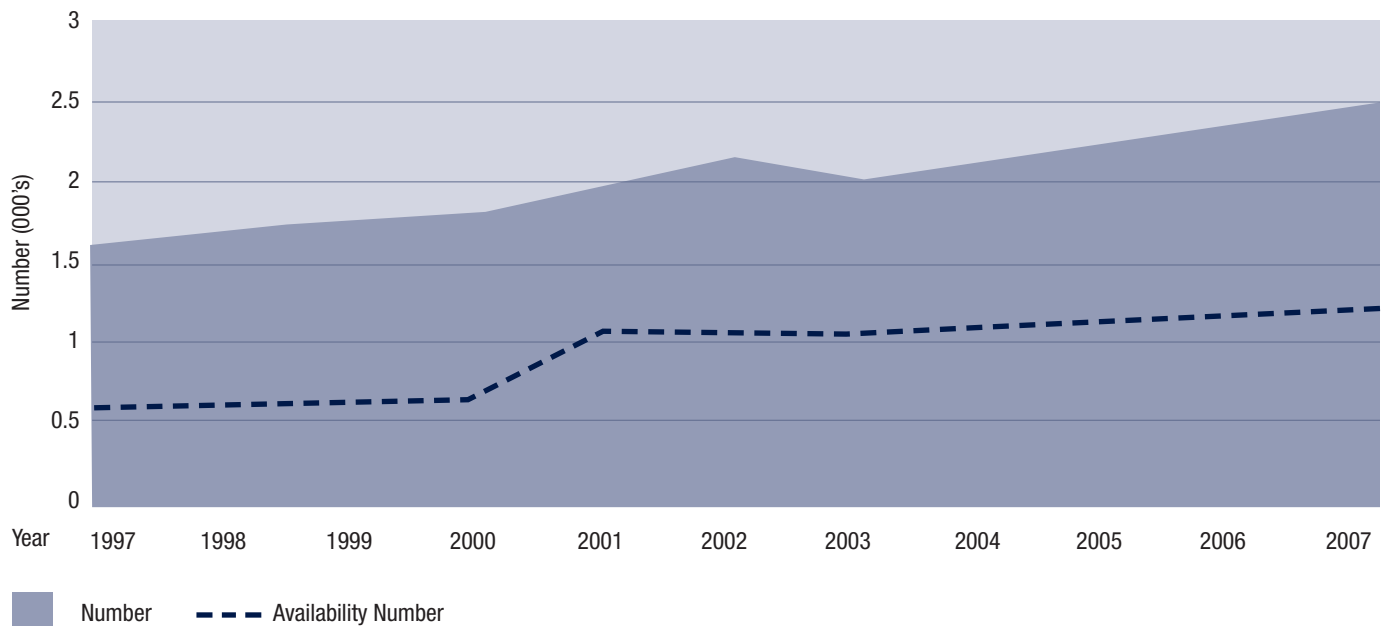
Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	204	0.5	322	1.2	412	1.4	462	1.5
Communications	55	0.5	172	1.5	177	1.6	216	1.8
Transportation	123	0.8	189	2.3	180	2.5	173	2.5
Other	23	0.7	111	2.8	225	4.8	120	2.5
All	405	0.6	794	1.6	994	1.9	971	1.8

* The "share" is the percentage of total promotions received by Aboriginal peoples.

Behind the numbers

- Historical data were analyzed for Aboriginal peoples in the **federally regulated private sector** to observe trends by industrial sector, geographic location, organization size, and years of employment equity implementation.
- Geography was found to be a barrier to Aboriginal peoples in pursuing professional careers as many management and professional careers are located in high population density areas.
- In all four **federally regulated sectors**, employers who locate their operations in a census metropolitan area (CMA) face the unique challenge of attracting the best and brightest to both their organization and to the CMAs in which they operate.
- For example, between 1996 and 2007, employers demonstrated considerable success in attracting and retaining Aboriginal peoples from the Canadian labour pool to offices in Montréal and Toronto (Figure 2.3).
- Large organizations that regularly report on their partnerships with Aboriginal organizations and foster an equitable environment tended to outperform other organizations in drawing from the whole of Canada's national talent pool regardless of location.

Figure 2.3
Number and Availability Number* of Aboriginal Peoples in the Federally Regulated Private Sector (Montréal and Toronto)



* The availability number of Aboriginal peoples is based on the 2001 Census of Canada.

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.⁸ Throughout the chapter, key findings from 2007 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- From 2006 to 2007, the representation of persons with disabilities remained stable at the aggregate level. However, they remained under-represented in the **federally regulated private sector** and the **federal public sector**, with the exception of the **federal public service** which continued to employ them at a level above its own estimated availability (Table 3.1 and Figure 3.1).⁹
- Stability in the representation of persons with disabilities in the **federally regulated private sector** continued to be attributed to year-over-year gains made by the banking sector. This is a continuation of the banking sector's trend, especially since 2001, toward increased representation of this designated group (Table 3.2).
- In the past couple of years, the representation of persons with disabilities in the **federally regulated private sector** exceeded their labour market availability in senior management and supervisory occupations (Table 3.3).
- The share of persons with disabilities hired and promoted in the **federally regulated private sector** rose slightly between 2001 and 2007 (Tables 3.4 and 3.6). However, the overall representation continued not to improve, due to a high share of persons with disabilities leaving the workforce (Table 3.5).

⁸ Please refer to **Appendix B** for data on persons with disabilities in the federally regulated private sector and Crown corporation workforce, and **Appendix C** for data on persons with disabilities in the public sector subject to the Act.

⁹ To measure the progress of persons with disabilities covered by the Act, representation is compared to availability in the workforce population. Availability data are obtained from the Participation and Activity Limitation Survey (PALS) conducted by Statistics Canada every five years. There is therefore a time lag in measuring representation gaps, as for example, 2007 representation is being compared to 2001 PALS availability data.

Table 3.1**Representation and Availability of Persons with Disabilities Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2006		2007		2001
	#	%	#	%	#	%	%
Total Private Sector	14,519	2.3	18,662	2.7	19,772	2.7	5.8
Federal Public Service	8,331	5.3	10,192	5.7	11,001	5.9	3.6
Separate Employers†	3,095	4.4	3,308	5.0	3,449	4.9	5.8
Other Public Sector Employers‡	n/a	n/a	1,800	1.4	1,817	1.4	5.8
Total Public Sector	11,426	5.0	15,300	4.1	16,267	4.2	4.7
Grand Total for Both Sectors	25,945	3.0	33,962	3.2	36,039	3.2	5.4

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while those on the federal public sector are collected on a fiscal-year basis by the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public service are based on fiscal years 2001-02, 2006-07, and 2007-08, while those for the separate and other public sector employers are based on fiscal years 2000-01, 2005-06, and 2006-07.

** Source: Statistics Canada, 2001 Participation and Activity Limitation Survey. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens data. The total availability statistics have been weighted.

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

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

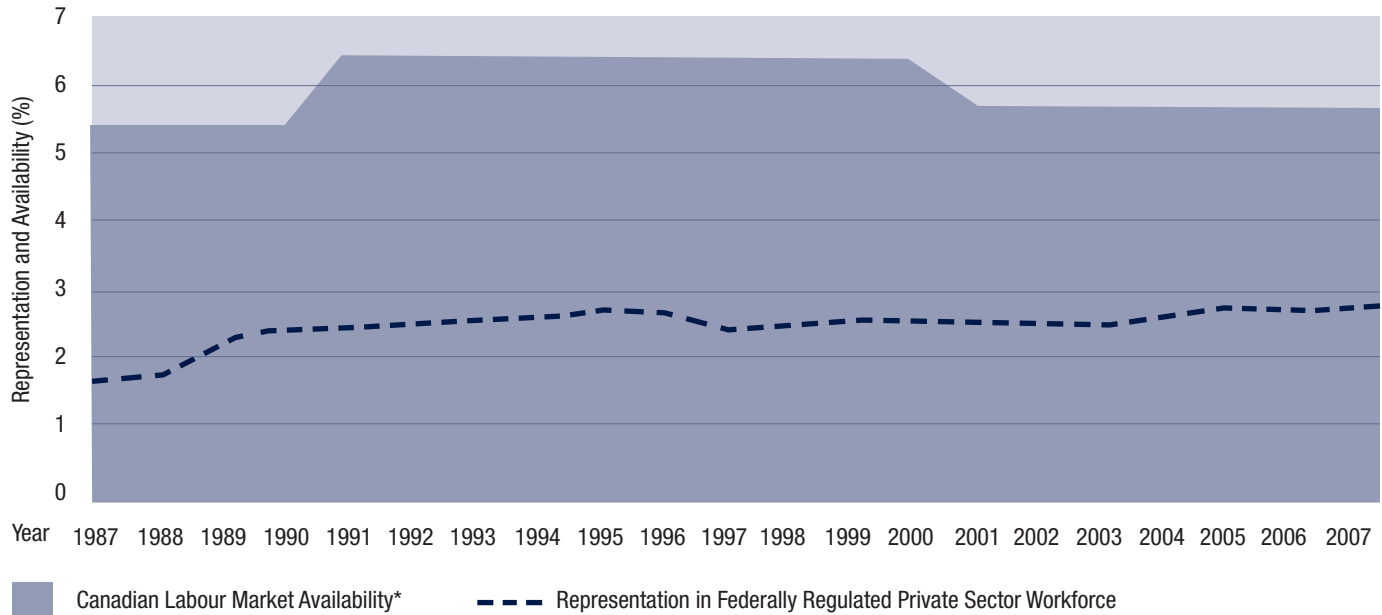
Table 3.2**Representation of Persons with Disabilities in the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	3,053	1.8	3,911	2.0	6,736	3.4	7,441	3.6
Communications	2,512	1.4	5,009	2.3	5,667	2.5	5,875	2.5
Transportation	2,892	1.4	4,385	2.4	4,364	2.3	4,394	2.1
Other	983	2.3	1,214	2.7	1,895	2.3	2,062	2.3
All	9,440	1.6	14,519	2.3	18,662	2.7	19,772	2.7

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

Figure 3.1

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



* The data on Canadian labour market availability of persons with disabilities are obtained from surveys that are conducted by Statistics Canada. Note that since 1987, only two surveys were conducted. The Health and Activity Limitation Survey was conducted in 1991 followed by the Participation and Activity Limitation Survey in 2001. In 2001, the survey methodology used the World Health Organization's International Classification of Functioning, Disability and Health framework to define disability rather than the 1980 International Classification of Impairments, Disabilities, and Handicaps, which caused a drop.

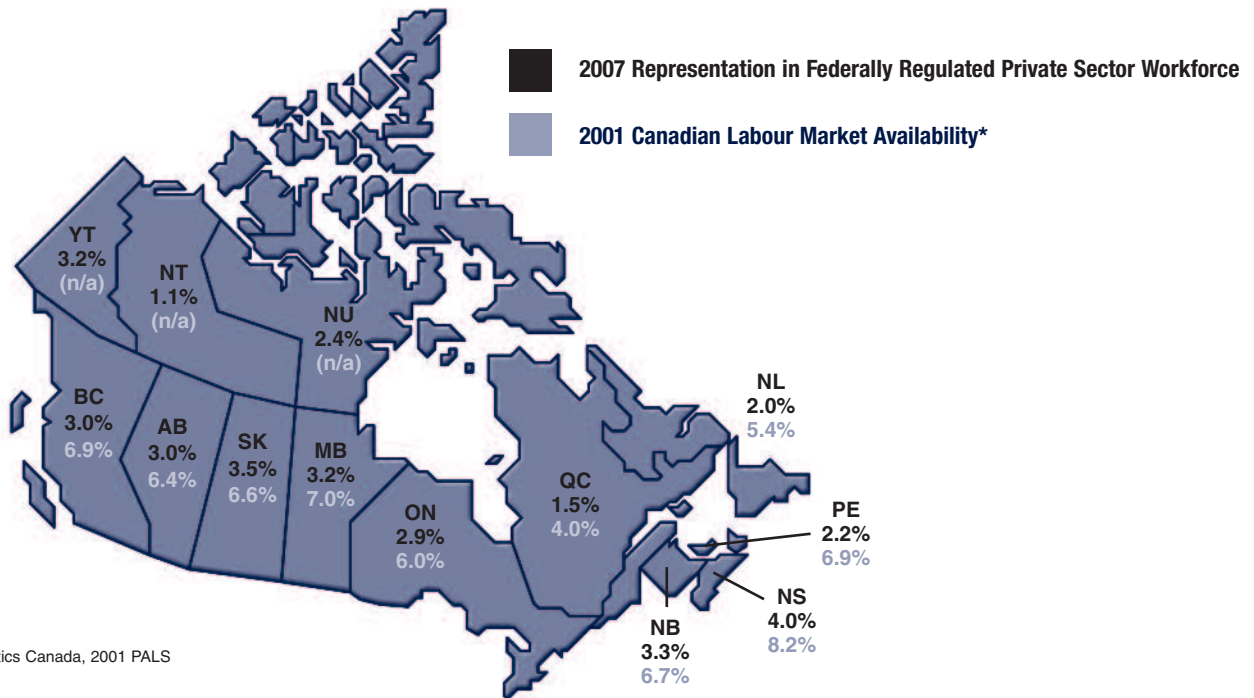
Table 3.3

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

Employment Equity Occupational Groups (EEOG)	Representation			Availability*
	2001	2006	2007	2001
	%	%	%	%
Senior Managers	1.9	2.5	2.6	2.1
Middle and Other Managers	1.9	2.6	2.6	2.7
Professionals	1.9	2.2	2.3	4.5
Semi-Professionals and Technicians	1.7	2.1	2.0	4.0
Supervisors	2.0	2.8	2.9	2.0
Supervisors: Crafts and Trades	3.1	2.8	2.8	4.3
Administrative and Senior Clerical Personnel	1.9	3.0	3.1	4.1
Skilled Sales and Service Personnel	1.9	1.5	1.7	4.3
Skilled Crafts and Trades Workers	3.0	2.8	2.7	4.4
Clerical Personnel	2.6	3.5	3.7	4.5
Intermediate Sales and Service Personnel	1.8	1.6	1.5	4.8
Semi-Skilled Manual Workers	2.4	2.4	2.2	5.4
Other Sales and Service Personnel	2.3	0.8	0.9	5.2
Other Manual Workers	3.8	3.2	3.1	6.2
Total	2.3	2.7	2.7	5.8

* Source: Statistics Canada, 2001 PALS

Figure 3.2
Representation (2007) 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	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	158	0.7	223	0.8	494	1.6	707	2.1
Communications	129	0.7	289	0.9	427	1.2	497	1.2
Transportation	118	0.4	702	1.7	442	1.0	493	1.0
Other	37	0.8	56	1.2	323	1.5	359	1.7
All	442	0.6	1,270	1.2	1,686	1.3	2,056	1.4

* The "share" is the percentage of total hires received by persons with disabilities.

Table 3.5**Share of Persons with Disabilities who left the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	331	1.5	472	1.9	808	3.1	954	3.4
Communications	112	0.7	473	1.7	718	2.0	795	2.0
Transportation	231	0.7	494	1.6	691	1.7	634	1.5
Other	93	1.8	285	3.4	256	2.1	348	2.2
All	767	1.0	1,724	1.9	2,473	2.2	2,731	2.2

* The "share" is the percentage of total terminations received by persons with disabilities.

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

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	607	1.5	526	1.9	740	2.5	807	2.6
Communications	112	1.0	198	1.8	190	1.7	216	1.8
Transportation	198	1.3	180	2.2	139	1.9	101	1.5
Other	64	2.0	76	1.9	123	2.6	111	2.3
All	981	1.4	980	1.9	1,192	2.2	1,235	2.3

* The "share" is the percentage of total promotions received by persons with disabilities.

Behind the numbers

- The number of persons with disabilities in the **federally regulated private sector** has been increasing over time, yet this has not been the result of hiring more employees with disabilities, but rather due to the increase in self-identification (Figures 3.3 and 3.4).
- There are a number of possible explanations for this phenomenon, which makes it difficult to determine what systemic barriers exist for persons with disabilities. In 2007, the Labour Program asked **federally regulated private sector** employers to respond to a voluntary survey to further investigate this phenomenon (see results below).
- Many employers have looked more closely at their own organizations to see whether their employees with disabilities have been leaving the workforce by choice or if there are measures that can be taken to retain those who would like to continue to work.

Figure 3.3
Changes in the Number of Persons with Disabilities Employed from One Year to the Next in the Federally Regulated Private Sector

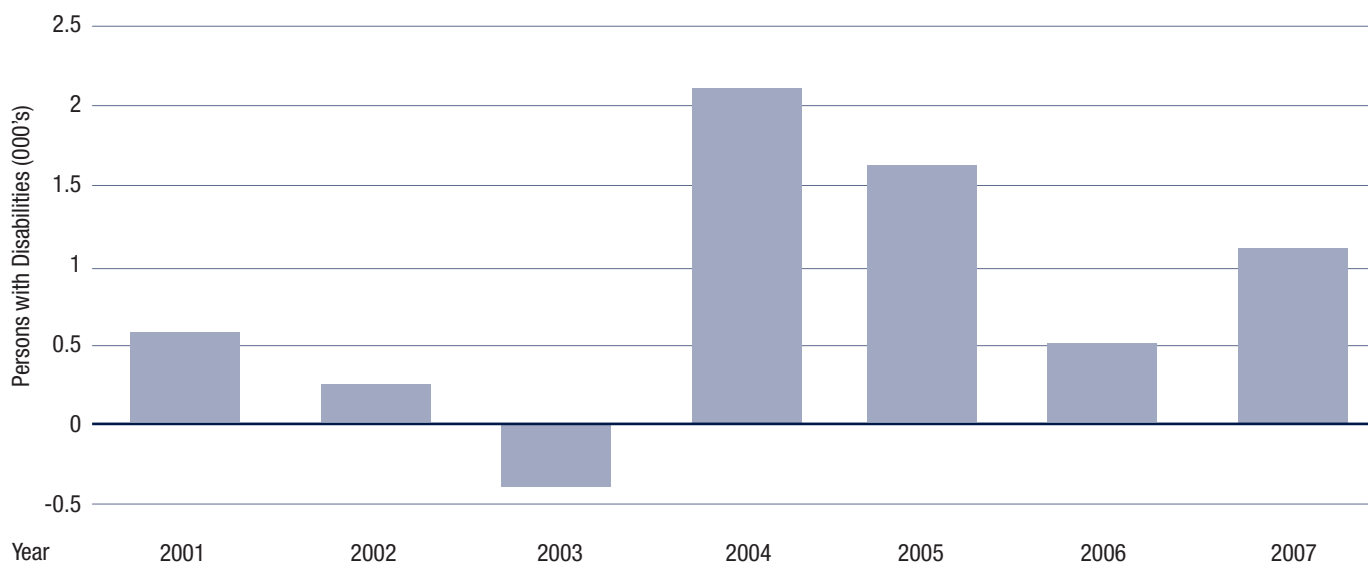
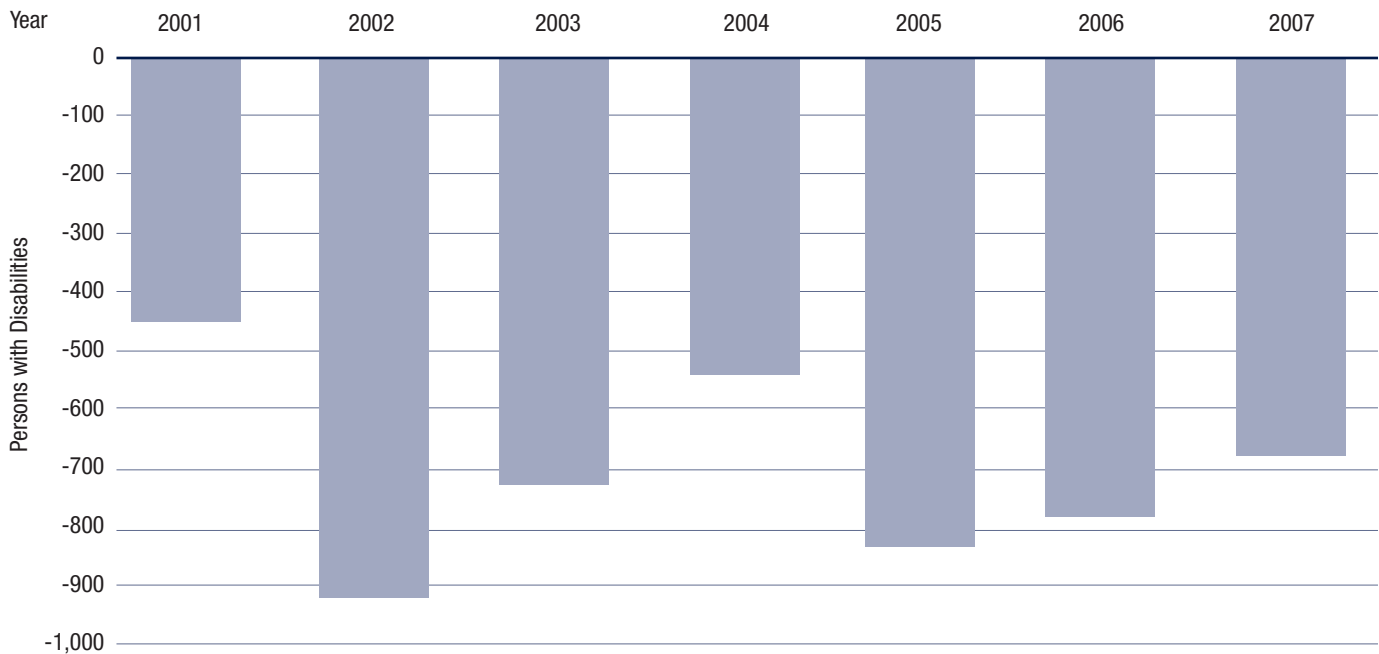


Figure 3.4

Net Effect – Difference between the Number of Persons with Disabilities Hired into the Workforce and Those who Left the Workforce in the Federally Regulated Private Sector



Return-to-work and retention of persons with disabilities

In spring 2008, a voluntary questionnaire on return-to-work policies and procedures was sent to federally

regulated private sector employers and Crown corporations. Although the response rate was relatively low (26%), the findings provide preliminary insight as to how employers are addressing issues related to return-to-work.

Highlights

The majority of respondents reported having established a return-to-work program that includes:

- joint employer/employee health and wellness programs and communication strategies;
- return-to-work policies and procedures that are jointly endorsed (i.e., through employer/worker collaboration);
- an organizational culture that is supportive of return-to-work;
- measures to track the number of workers on disability leave, those returning from leave within one year, and those working successfully after one year or more following return to work;
- benefit programs that support return-to-work policies and procedures;
- an early intervention strategy;
- modified work options for workers with temporarily disabling conditions; and
- workplace accommodations for workers with long-term disabling conditions.

Highlights (continued)

The majority of respondents have not yet developed and implemented:

- measures to track the number of workers who returned to the same job, the same job with accommodation, or a different job in the same workplace; and
- an employee education program on its return-to-work policies and procedures.

Shared experience

Employers were asked to provide an explanation, if known, for the current rates of termination of persons with disabilities in their workplace. Employers commonly cited retirement, voluntary resignation, or dismissal as explanations. Of those who responded dismissal, some mentioned restructuring/reorganization or dismissal due to a performance-related issue as a cause.

Information on best practices was collected from employers on re-integrating injured or disabled employees back to the workplace. Respondents encouraged cooperation between the injured or disabled employee and management during the return-to-work process. They also encouraged taking a gradual approach to the return-to-work process with a focus on early intervention and needs assessment.

Employers also provided information on accommodation measures that have proven successful in their workplace. These include:

- modified scheduling (gradual return to full-time hours, allowing time away from work to attend appointments, etc.);
- modified duties, taking into account injuries and abilities;
- workplace adaptations including the provision of specialized computers, ergonomic adjustments, and lighting changes; and
- change in job or occupation.

Benefits of return-to-work

Employers are encouraged to implement a return-to-work program in their workplace, as the benefits can be significant for both the employer and employee. Return-to-work policies will become an increasingly important workplace issue as Canada's labour market population ages and age-related disabilities become more prevalent.

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.¹⁰ Throughout the chapter, key findings from 2007 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- From 2006 to 2007, representation of members of visible minorities rose in both the **federally regulated private sector** and the **federal public sector**. The representation continued to be above availability in the **federally regulated private sector**. In the **federal public sector**, the representation was significantly below availability (Table 4.1 and Figure 4.1).¹¹
- The representation of members of visible minorities rose in each industrial sector of the **federally regulated private sector** since 2001, and it exceeded availability 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 2007. The representation exceeded availability in nine of the 14 occupational groups in 2007; however, the representation in senior management was still significantly below availability (Table 4.3).
- The share of members of visible minorities hired, promoted, and terminated (those who left the workforce) increased in the **federally regulated private sector** from 2001 to 2007 (Tables 4.4, 4.5, and 4.6).

¹⁰ Please refer to **Appendix B** for data on members of visible minorities in the federally regulated private sector and Crown corporation workforce, and **Appendix C** for data on members of visible minorities in the public sector subject to the Act.

¹¹ 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, 2007 representation is being compared to 2001 Census of Canada availability data.

Table 4.1**Representation and Availability of Members of Visible Minorities Reported Under the *Employment Equity Act***

Employer	Representation*						Availability**
	2001		2006		2007		2001
	#	%	#	%	#	%	%
Total Private Sector	74,049	11.7	104,114	14.9	116,395	15.9	12.6
Federal Public Service	10,772	6.8	15,787	8.8	17,207	9.2	10.4
Separate Employers†	5,386	7.7	7,851	11.8	8,530	12.0	12.6
Other Public Sector Employers‡	n/a	n/a	4,068	3.2	4,588	3.5	10.3
Total Public Sector	14,371	6.3	27,706	7.5	30,325	7.8	10.8
Grand Total for Both Sectors	88,420	10.3	131,820	12.3	146,720	13.1	12.0

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while those on the federal public sector are collected on a fiscal-year basis by the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public service are based on fiscal years 2001-02, 2006-07, and 2007-08, while those for the separate and other public sector employers are based on fiscal years 2000-01, 2005-06, and 2006-07.

** Source: Statistics Canada, 2001 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other public sector employers' availability is based on the Canadian citizens data. The total availability statistics have been weighted.

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

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

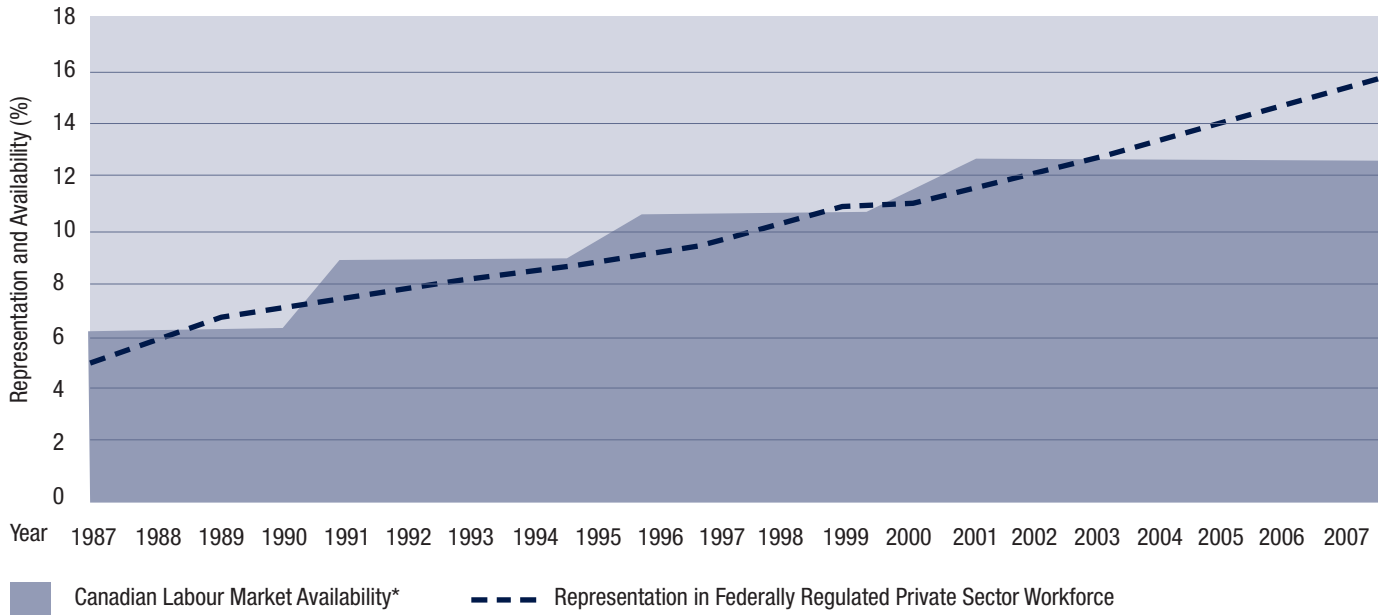
Table 4.2**Representation of Members of Visible Minorities in the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	16,062	9.5	33,575	17.1	46,620	23.5	51,822	24.9
Communications	7,257	4.0	23,359	10.8	29,705	13.2	33,480	14.5
Transportation	5,318	2.6	13,679	7.6	18,191	9.4	19,300	9.4
Other	1,123	2.6	3,436	7.7	9,598	11.8	11,793	13.4
All	29,760	5.0	74,049	11.7	104,114	14.9	116,395	15.9

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

Figure 4.1

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



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

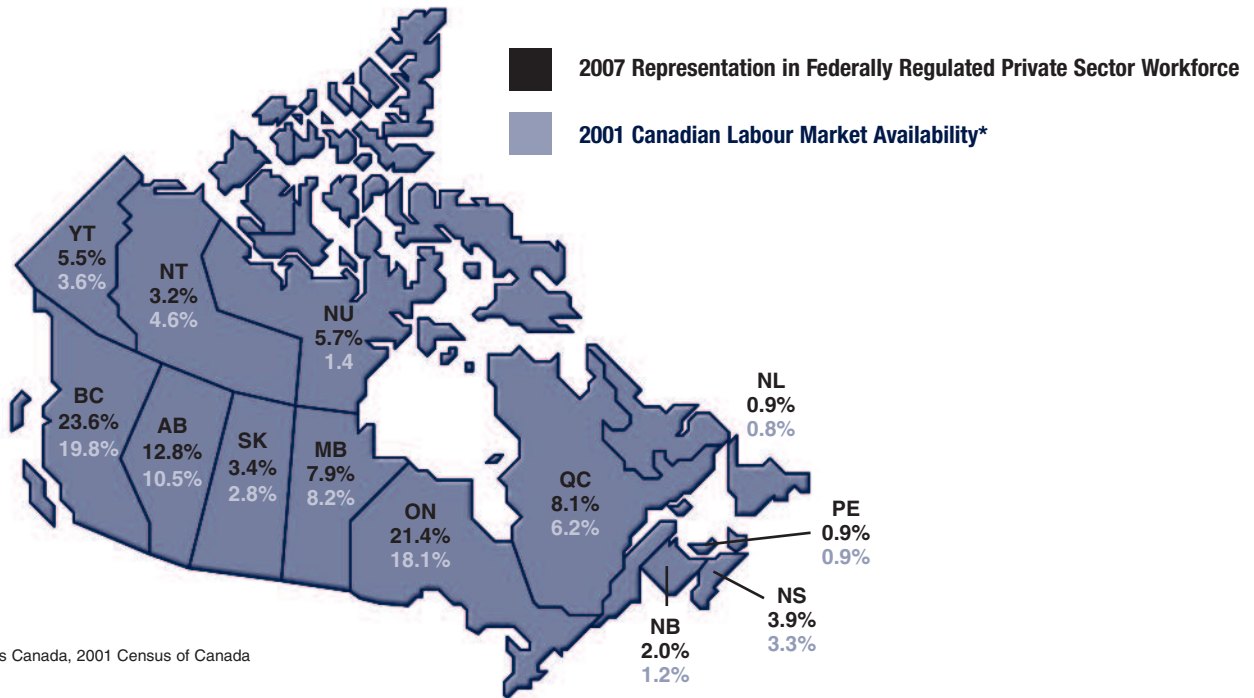
Table 4.3

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

Employment Equity Occupational Groups (EEOG)	Representation			Availability*
	2001	2006	2007	2001
	%	%	%	%
Senior Managers	3.7	5.1	5.4	8.2
Middle and Other Managers	8.8	12.2	12.8	11.8
Professionals	16.5	21.0	22.9	13.8
Semi-Professionals and Technicians	5.1	10.3	9.8	12.0
Supervisors	12.9	15.6	16.0	12.0
Supervisors: Crafts and Trades	4.7	6.2	6.3	4.8
Administrative and Senior Clerical Personnel	17.5	20.0	22.6	9.3
Skilled Sales and Service Personnel	6.8	6.6	8.0	14.0
Skilled Crafts and Trades Workers	6.9	8.1	8.3	8.1
Clerical Personnel	13.8	17.6	18.6	14.6
Intermediate Sales and Service Personnel	11.0	14.4	14.6	13.1
Semi-Skilled Manual Workers	8.4	11.5	11.2	15.1
Other Sales and Service Personnel	13.4	16.8	21.0	15.0
Other Manual Workers	6.2	10.1	10.1	13.3
Total	11.7	14.9	15.9	12.6

* Source: Statistics Canada, 2001 Census of Canada

Figure 4.2
Representation (2007) 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	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	2,211	10.1	3,990	13.8	6,502	21.3	7,702	22.4
Communications	975	5.6	5,130	15.5	6,578	17.8	7,663	18.9
Transportation	691	2.1	4,187	10.1	5,040	11.9	5,530	11.5
Other	150	3.3	416	8.7	3,890	17.7	3,361	15.7
All	4,027	5.2	13,723	12.7	22,010	16.7	24,256	16.8

* The "share" is the percentage of total hires received by members of visible minorities.

Table 4.5**Share of Members of Visible Minorities who left the Federally Regulated Private Sector***

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	1,432	6.6	3,503	13.8	5,424	21.1	6,191	22.3
Communications	437	2.7	3,424	12.5	6,009	17.0	6,683	17.2
Transportation	478	1.5	2,382	7.9	4,135	10.4	4,433	10.2
Other	86	1.7	515	6.2	1,528	12.7	1,884	11.7
All	2,433	3.2	9,824	10.8	17,096	15.1	19,191	15.2

* The "share" is the percentage of total terminations received by members of visible minorities.

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

Sector	1987		2001		2006		2007	
	#	%	#	%	#	%	#	%
Banking	3,778	9.6	5,209	18.9	8,042	26.7	8,917	29.1
Communications	445	4.0	1,352	12.0	1,692	15.0	2,090	17.0
Transportation	376	2.6	511	6.3	663	9.3	787	11.6
Other	85	2.6	364	9.2	526	11.3	499	10.5
All	4,684	6.8	7,436	14.6	10,923	20.5	12,293	22.6

* The "share" is the percentage of total promotions received by members of visible minorities.

Behind the numbers

- Members of visible minorities have experienced increasing representation in each of the four **private sectors under federal jurisdiction** since reporting began in 1987 (Table 4.2).
- In the **banking and communication sectors**, the overall proportion of promotions received by members of visible minorities exceeded their representation within those workplaces over the past decade. However, while their promotion opportunities have improved in the **Transportation sector**, they have started to decline in the Other sector. (Tables 4.2 and 4.6).

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 during the reporting period to remove barriers faced by designated group members in the workplace. These measures could include activities related to communication, workplace environment improvement, recruitment, training and development, retention, reasonable accommodation, and consultation. An overview of good practices implemented by employers in 2007 is provided in this chapter.

Communication

In their annual report submissions, employers described the internal and external communication initiatives they used to implement employment equity in their organizations. These included sensitizing activities to increase employment equity awareness and understanding among the workforce, as well as producing and using marketing and public relations tools such as videos, posters, and seminars.

A sound communication strategy is important for putting employment equity into practice. In 2007, more than 56% of employers reported that management and employees worked together to communicate their organizations' commitment to employment equity. Handbooks and intranet sites were some of the effective tools used by employers to ensure that employees were made aware of the importance of employment equity. Some employers such as the **Canada Mortgage and Housing Corporation** and **Erb Enterprises Inc.** produced employee magazines to provide employment equity information, while other employers held employment equity awareness and lunch and learn sessions. For example, the **Canadian Imperial Bank of Commerce** delivered training on topics such as Aboriginal awareness, Aboriginal recruitment, skills for interviewing persons with

disabilities, interacting with persons with disabilities, and recruiting diverse talent. Employers also used their orientation sessions to deliver diversity awareness training and ensure that positive practices were conveyed to new employees, as well as top-down approaches to communicate their employment equity initiatives directly from senior management.

Equitable work environment

Employers reported measures aimed at creating a corporate environment that supports employment equity and improves the workplace environment for the designated group members. Numerous employers provided counselling services to employees through special programs and discouraged harassment in the workplace through employee education.

For example, in 2007, the Employee and Family Assistance Program (EFAP) of **Canadian National Railway Company** (CN) provided employees, retirees, and their family members with a toll-free line in Canada for immediate support in emergency situations and for non-emergency access to the EFAP and information including online services. Members of the EFAP received training in addiction awareness and CN's Doing Away with Harassment course. CN's Harassment-Free Environment Policy explained in

detail the procedures for reporting and investigations. In addition, CN offered facilitated classroom sessions to both management and non-management employees. Managers received the four-hour Creating a Harassment-Free Workplace course, while employees received the two-hour Doing Away with Harassment course. Both courses reviewed the policy and legislation, the recourse all employees have, and CN's expectations regarding harassment-free behaviour. Managers also received training on taking proactive action to prevent harassment situations within the groups for which they are responsible.

Jazz Air provided respect in the workplace training for unionized and management employees. This training was jointly implemented with the Canadian Auto Workers union and addressed harassment, discrimination, and diversity at Jazz Air.

Recruitment

Nearly 70% of all employers indicated the use of corporate initiatives and programs designed to broaden the recruitment pool and increase the representation of designated group members. To reach potential applicants, many employers' recruitment activities included:

- liaison/outreach programs to actively recruit candidates from designated groups;
- recruitment committees, which may also initiate contact with designated groups;
- targeted recruitment; and
- apprenticeship and student work placement programs for designated groups.

In 2007, the **BMO Financial Group** (BMO) was successful in securing a partnership with Jewish Vocational Services (JVS) and the Job Opportunity Information Network (JOIN) to develop and implement a pre-employment training program for persons with disabilities. JVS, JOIN, the Diversity Sourcing Specialists, and BMO's Human Resources team

collaborated on providing coaching and training to close the gap often experienced by candidates with little or no work experience.

Shannahan's Investigation & Security Ltd. made improvements to its hiring policy/practice by continually coaching and making supervisors who are responsible for hiring in preboard screening operations aware of the barriers persons with disabilities have when applying for jobs.

EastLink strengthened its connections with organizations representing Aboriginal peoples and members of visible minorities by attending the Bridging Aboriginal Youth to Careers and Employers – Recruitment and Retention Practices for Frontline Professionals workshop. EastLink also continued to partner with the Metropolitan Immigrant Settlement Association in their mentorship program and have sponsored individuals through the New Beginnings Program. It is also very involved in Techsploration, a project that increases the number of women working in science, trades, and technical and technology-related occupations by assisting young women from diverse backgrounds to explore a wide range of career options in these fields.

Training and development

Training and staff development is a key to making a difference in career development for members of the designated groups. Many employers outlined corporate initiatives aimed at promoting and improving the occupational distribution of designated group members. Examples included bridging programs, developmental assignments, mentorship programs, career tracking, career counselling, skills upgrading, and support for employees on training.

Some organizations devoted resources to encourage potential employees from the designated groups to pursue education in non-traditional fields. At the

St. Lawrence Seaway Management Corporation, a combined total of 146 internal and external training course events were attended by 83% of women in its workforce, in areas such as leadership training, health and safety, security, and various non-traditional technical training such as forklift, fire extinguisher, and Auto-CAD. These training events were sponsored within the context of both current duties and developmental activities.

Employers have also developed internship programs for members of the designated groups to help them acquire work experience, with the expectation that future opportunities will open up for them. For example, **Global Ontario, a division of Canwest Media Inc.** continued its awards/internship programs specifically aimed at members of the four designated groups. The Global Television “Broadcaster of the Future” awards are a series of scholarship, internship, and mentorship programs designed to encourage and aid talented and enthusiastic Canadians toward establishing or furthering a career in the Canadian broadcast industry. Through these programs, the employer provided invaluable industry experience to the interns, while they offered a new perspective in the work environment.

Retention

Almost 45% of all employers held activities related to retention of designated group members during the 2007 reporting year. Employers reported that retention strategies resulted in lower turnover rates and training costs. In addition, they were able to prevent the development of barriers with regard to recruitment, training, and corporate culture by addressing them in their early stages. Examples included conducting exit interviews and climate surveys to help employers learn more about weaknesses and strengths within their organizations and to determine reasons for the departure of designated group members from the workforce. Other examples included the examination of

lay-off and termination criteria in order to ensure designated group members were not leaving in disproportionate numbers to other employees.

Some employers conducted personal interviews while others used questionnaires. This consultation is becoming increasingly common among employers as an observation method of any particular patterns. Of all voluntary measures implemented by employers, exit interviews are among the most popular as shown in employers' narrative reports.

In 2007, **Horizon Air** instituted a Web-based, anonymous exit interview process. The survey results were reviewed quarterly, in part to ensure that no systemic issues were present that would affect members of any designated group. At **JP Morgan Chase**, turnover was analyzed periodically to determine its impact on the workforce and to develop retention strategies for employees. While certain levels of attrition were normal, particularly in a call centre workforce, emphasis was placed on reviewing the recruitment and advancement pipelines so that the past gains in diversity were not lost. In accordance with the Corrective Action Policy at JP Morgan Chase, managers were encouraged to clarify and reinforce these standards to employees to minimize involuntary terminations.

Some of the initiatives used by **Purolator Courier Ltd.** to retain employees were the New Online Wellness Assessment Tool and the Pulse Surveys. Information gathered through the Pulse Surveys gauged opinions of employees on a variety of topics, and provided quick and timely information on a quarterly basis to make improvements within Purolator for both its employees and the organization. Across the country, some of the regional offices of Purolator were dealing with retention issues by implementing employee retention bonuses. Purolator continued to support employee retention by having prospective candidates take facility tours, go on courier rides, take tours of its

Hamilton Air operations, and have the ability to speak to current employees. This, along with its extensive recruitment and selection process, ensured candidates have a good understanding of the work environment and its physicality of the roles, culture, and expectations of the position prior to being hired.

Cameco Corporation continued its partnership with Areva to jointly sponsor a coordinator, Athabasca Community Relations, to assist in the employment and retention of Aboriginal employees from the extreme northern portion of Saskatchewan. Employees who were experiencing difficulties at home or at work could contact the coordinator for assistance.

Reasonable accommodation

Commitment to employment equity involves consistent workplace accommodation of special needs. Over 65% of all employers have successfully put in place practices and policies to make reasonable accommodations for health, religious, or family-related needs. Employers reported that accommodation measures are improving morale and job satisfaction for all employees—not just members of designated groups. Physical accommodation included practices such as ergonomic assessments and provision of special equipment. Best practices included activities such as coordinating return to work for injured employees or persons with disabilities and allowing for flex-time arrangements.

Accommodation practices were continued at **Purolator Courier Ltd.** in 2007, where they remained an integral part of the organization's culture and work environment. Some examples of accommodations that were provided: altars, prayer rooms, an area to cleanse feet, cultural food in cafeterias, accommodating religious and school hours, extended leave of absences for employees travelling out of country, translators for designated group members, specialized keyboards, magnifying glasses, special information system programs, modified work schedules, and job sharing.

Stratos Wireless Inc. introduced a parking assistance policy focused on providing financial assistance for employees who have a disability, illness, or injury or are pregnant. This policy allowed employees to park closer to the office in metered parking and avoid a lengthy walk or stair climb.

At **Day & Ross Inc.**, the Disability Management Coordinator (DMC) continued to work closely with employees with disabilities and stakeholders to enable the safe, efficient, and effective participation in the organization's return to work program. The organization continued to utilize the services of an occupational therapist as required, to ensure an accurate assessment and matching of an employee's capabilities with the design of his or her job. The DMC also worked with members of management at various terminals to design modified work positions and/or schedules to facilitate an employee's early return to work from a disability.

EastLink continued with the Work@Home program, where employees work in a home office environment that provides flexibility and a barrier free work place. It provided opportunities to people who might not otherwise be able to work, such as individuals with family responsibilities, with disabilities or impairments who need special living conditions, and who were unable to travel to work.

Health education and awareness initiatives help increase acceptance of a range of physical and mental conditions. Many employers reported having Employee and Family Assistance Programs to support their employees and their families through confidential counselling and referral services. For example, **Symcor Inc.** provided an Employee Assistance Program to enhance information and training to employees on a broad scope of topics including workplace violence, harassment, diversity, and work-life balance issues.

Consultation

Employee involvement and consultation is an integral component of a successful employment equity strategy. Employers must report annually on consultations between management and employee representation regarding the implementation of employment equity in their workplaces. About 70% of all employers indicated that they had engaged in extensive consultations on equity issues with their employees during the 2007 reporting year.

Some employers reported conducting town hall meetings, while others indicated that they consulted their employees through employment equity committees. For example, the **Canadian Western Bank** Employment Equity Committee addressed such issues as branch/office accessibility, guidelines on hiring practices, and availability of benefits for special family situations in 2007. Committee members reviewed the results of the reporting data and provided input to the narrative report. The committee also developed and enhanced the Bank's employment equity plan by reviewing all new employment policies and procedures and implemented new initiatives designed to achieve full representation of designated group members. Committee members were also responsible for promoting the value of a diverse workforce by providing support and equity information to employees.

Chapter 6:

Employment Equity Success Story

This chapter features a federally regulated private sector employer that has demonstrated an exemplary commitment to the principles and goals of employment equity. The National Bank of Canada was selected based on its 2007 high ratings of representation of the designated groups, more specifically persons with disabilities, its Report Compliance Index, as well as the employment equity initiatives described in its narrative report.

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

National Bank of Canada: Diverse talents striving for success

The National Bank of Canada, the sixth largest bank in Canada and the leading bank in Quebec, provides comprehensive financial services to consumers, small and medium-sized enterprises, and large corporations in its core market, while offering specialized services elsewhere in the world.

Legal Name: National Bank of Canada

Sector: Banking

Number of Employees: 13,330

Headquarters: Montréal, Quebec

The National Bank of Canada's workforce is diversified, and its efforts reflect its slogan, "Diverse talents striving for success." It received the Maurice Pollack Award in June 2007 from the Government of Quebec in the "private sector enterprises or organizations" category. This award highlights the efforts of businesses that support equal access to employment for Quebecers from cultural communities and members of visible minorities, and the adaptation of services in the workplace.

Two of the Bank's female officers were honoured in November 2007. Gisèle Desrochers, Senior Vice-President, Human Resources and Corporate Affairs,

and Patricia Curadeau-Grou, Executive Vice-President, Finance, Risk and Treasury, were named to the Women's Executive Network Hall of Fame of Canada's most influential women. They received this honour after having made the list of Canada's Most Powerful Women: Top 100 for the third time for their commitment, leadership skills, and contribution to achieving the Bank's results.

In addition, the Bank was named among the "50 Best Employers in Canada" for a fourth consecutive year in December 2007. It placed forty-first overall, up from its previous ranking of forty-sixth. It was also ninth among Quebec-based employers. The list, compiled annually

by Hewitt Associates from a survey of employees, business leaders, and human resources professionals from the participating organizations, recognizes employers with innovative and engaging human resources practices. The ratings are based on criteria including the quality of the employer's human resources programs, and initiatives for promoting diversity and employment equity.

Awareness – The forefront strategy

To raise employee awareness of the inclusive environment within the workplace, one of the activities that the Bank organized was a diversity week. The objectives of this Canada-wide event were to make all

employees aware of the value of diversity, mobilize work teams around the diversity theme, and demonstrate to the community and its employees that the Bank is an employer that puts its employees at the heart of its concerns, is committed to diversity, and values cooperation, team spirit, and openness to differences.

For example, many employees took part in a wheelchair basketball game, a Teranga (an African-inspired festival which included a meal held at head office), and dined at O.Noir, a restaurant where meals are served in the dark by visually impaired staff. Several members of senior management also participated in these events.

“The way I see it, diversity isn’t just a buzzword. It’s a fundamental value that is becoming increasingly important in our interactions, operations, and the way we perceive problems and solutions. It’s also a competitive strength that enriches our relationships with colleagues, clients, and the community. All of us—employees, managers, and members of senior management—express diversity every day through our talents, characteristics, and different perspectives. Diversity is what makes it possible for each of us to be respected and valued in our career within the Bank. I want it to become an integral part of our culture and for all of us to make promoting it part of our daily mission.”

*Louis Vachon, President
National Bank of Canada*



“As a woman, I am particularly sensitive to the Employment Equity Plan currently in place within the Bank. Women’s needs in general and the Bank’s commitment to diversity have been well assimilated by human resources. The Bank designed and showed a DVD during diversity week that allowed employees to better understand that it is not just about visible minorities. It also emphasized the importance of diversity, self-identification, reasonable accommodation, and many other subjects. Participation during that week was phenomenal.”

*Linda Tarakdjian, Account Director, Health Group, Service to Enterprises
National Bank of Canada*



Recruitment and retention – A cutting edge strategy

In 2007, in order to increase the representation of members of designated groups within its workforce, the Bank used one of its recruitment advisors to liaise with different recruitment organizations for members of the designated groups. Another strategy used was to assign recruiters hiring objectives specifically for persons with disabilities. In addition, the Bank continued to participate in the Employment Equity for the Disabled Business Network, of which it is one of the founding members. This network brings together employers to develop their human resource competencies and to help them implement concrete strategies to promote the hiring of persons with disabilities. The *Centre d'adaptation de la main-d'œuvre pour personnes handicapées* coordinates this network.

The Bank's strategies to retain persons with disabilities, such as the corporate reasonable accommodation policy and integration training for managers, have helped increase this designated group's representation in 2007.

Other recruitment practices at the Bank included cooperating with and posting in designated group employment organizations, providing advisory services for managers, assisting with the pre-selection process, integrating and hiring foreign workers, and monitoring recruitment practices and assessment tools.

The Bursary and Summer Employment Program for Students with Functional Limitations was offered for the 18th year in a row in 2007. The purpose of the Program is to help college and university students with a functional limitation to pursue their studies and acquire relevant work experience in their field. The Program is also designed to help raise employee awareness of the issues concerning integrating persons with disabilities in the workplace. The Bank has awarded more than 52 bursaries since the Program was launched in 1989. Several program participants have even stayed on at the Bank after their summer job ended.

Accommodation policy

The Bank has a policy on reasonable accommodation that has been in effect since 2001 and has a dedicated budget. It allows employees with disabilities to work by providing the means to limit the impact of their disability on their performance at work. In 2007, several employees were able to benefit from measures implemented to accommodate a disability.

The Bank's policies are available to employees on its intranet site. The reasonable accommodation policy is there to meet the needs of designated group employees or potential employees. Accommodation has been designed as a means to achieve equal opportunity.

"At the Bank, we are all aware of the recruitment difficulties faced by persons with disabilities, and we were able to overcome these employment barriers. Among our practices, a two-day open-door recruitment event was held for persons with disabilities. It was clearly understood that it was not just a question of hiring them, but of being able to retain them. As a result, managers were trained on retention practices and, depending on the roles and tasks of persons with disabilities, were guided on how to integrate them into the organization. We strongly encouraged these managers, by pairing them with a companion if necessary, to listen to their needs and be aware of existing accommodation policies in place to assist them. The Bank is totally committed to supporting and assisting them through the process."

*France Pelletier, Employment Equity and Diversity Manager
National Bank of Canada*



The Bank's commitment to employment equity

Progress has been made in the representation, recruitment, and promotion of designated group members within many occupational groups. The Bank was pleased to show continuous progress in the representation of persons with disabilities and members of visible minorities within many different parts of the organization in 2007. Even though the representation of Aboriginal peoples remained stable, it corresponded to the current market availability, and their promotion rate exceeded internal availability.

"An initiative taken from our president, Louis Vachon, this year consisted of allocating a flexible day off to all employees of the Bank. With a workforce of more than 16,000 employees, costs involved were quite high. However, employee recognition at all levels of the organization was well worth it."

*Winston Chin, Senior Director, Partnership Branch
National Bank of Canada*



Chapter 7:

The Road Ahead –

Workplace Equity Initiatives

This chapter outlines the work undertaken by the Labour Program regarding the Racism-Free Workplace Strategy, the anticipated second parliamentary review of the Employment Equity Act, and the release of the 2006 Canadian labour market availability data.

7.1 Racism-Free Workplace Strategy: An ongoing commitment

The Racism-Free Workplace Strategy is a government-wide initiative led by Canadian Heritage in partnership with the Labour Program, Citizenship and Immigration Canada, and Justice Canada. The Strategy is a key component of *A Canada for All: Canada's Action Plan Against Racism*, which endeavours to challenge racism, thereby promoting fair, inclusive, and equitable workplaces.

The Strategy aims to remove discriminatory employment barriers and reinforce upward mobility for Aboriginal peoples and members of visible minorities. It focuses primarily on workplaces that fall under the *Employment Equity Act* and the Federal Contractors Program and brings employers and other stakeholders together to work on innovative approaches to training, recruitment, retention, advancement, and conflict resolution.

In 2008, the Strategy's third year of implementation, the Labour Program focused attention on supporting employers in their efforts to address racism in the workplace with the help of regional racism prevention officers. These officers are now building their resources and developing workplace tools to assist employers.

During the year, the Labour Program's Strategy was accountable for:

- holding open sessions on "Breaking the Barriers" across Canada. Six sessions were held to provide an insight into the ongoing barriers faced by the two target groups and challenges faced by employers in addressing these barriers, as well as to help employers develop strategies to deal with discrimination and racism in the workplace. The sessions gave an opportunity for participants to work together to address these barriers and challenges. They involved employers, unions, non-governmental organizations, other government agencies, and community groups.
- sharing measures taken by employers to remove barriers faced by Aboriginal peoples and members of visible minorities; linking employers with networks of available resources (such as community groups, labour pools, designated-group organizations) and providing clients with educational materials on discrimination, its manifestations and impacts, and holding discussion forums.
- developing partnerships with various organizations in order to raise awareness of the Strategy and its scope, impacts and benefits, meanwhile implementing initiatives that reduce discrimination in the workplace.

7.2 Parliamentary review of the *Employment Equity Act*

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

The first review of the Act commenced in 2001, and resulted in a committee report to Parliament in June 2002. The second parliamentary review was set to commence on December 13, 2006, when the mandate for the review of the Act was referred by the House to the Standing Committee on Human Resources, Social Development and the Status of Persons with Disabilities (HUMA). Prior to the commencement of the review, this mandate lapsed when Parliament was prorogued in September 2007. Since then a motion was adopted on April 22, 2009 referring the review to HUMA. It is the responsibility of the Committee to place the review on its agenda. The Labour Program is actively preparing for the review.

In preparation for the second review, the Labour Program conducted consultations with stakeholders, reviewed the progress of the four designated groups, assessed progress on responding to recommendations from the previous review, and prepared material for the Minister of Labour to table with the Standing Committee. In addition, a formal program evaluation was commissioned.

7.3 Update of the Canadian labour market availability data

New Canadian labour market availability figures for the four designated groups based on the 2006 Census of Canada and the 2006 Participation and Activity Limitation Survey became available to the general public in spring 2009. The release of the new data indicates significant increases in the labour force availability of members of visible minorities and Aboriginal peoples, and will be utilized to set new goals for the attainment of equity.

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 2007. Additionally, it evaluates the degree to which employers were in compliance with the requirements of the *Employment Equity Act*, as measured by the Report Compliance Index.

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

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 2007, 40 employers reported for the first time, seven were voluntary, and five had no employees on December 31.

The remaining employers reported on all four designated groups.

Employers are given a rating of A, B, C, D or Z for each of the four designated groups. An A represents the highest rating and D, the lowest. Z indicates no designated groups present.¹²

Number of Federally Regulated Private Sector Employers by Performance Rating and Designated Group (2007)

Designated Group	Rating				
	A	B	C	D	Z
Women	96	111	229	102	3
Aboriginal Peoples	201	69	56	73	95
Persons with Disabilities	73	37	111	194	79
Members of Visible Minorities	140	75	144	99	36

- In 2007, among all designated groups, employers received the greatest number of superior ratings (A) and the greatest number of lowest ratings (Z) for Aboriginal peoples.
- Employers' weakest (combined D and Z) ratings occurred for persons with disabilities.
- Employer's strongest (combined A and B) ratings occurred for women.

¹² 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/eng/lp/l0/lsw/ee/ee_tools/reports/annual/TechnicalGuide.shtml

Number of Federally Regulated Private Sector Employers by Performance Rating, Designated Group and Sector (2007)

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	4	1	0	0	27	42	16	7	0	28	53	181	80	3	22	12	31	15	0
Aboriginal Peoples	9	5	2	2	2	37	16	8	8	21	131	39	35	46	60	24	9	11	17	12
Persons with Disabilities	1	1	12	6	0	16	7	26	30	11	42	20	54	131	64	14	9	19	27	4
Members of Visible Minorities	18	2	0	0	0	25	16	34	14	1	65	46	92	75	33	32	11	18	10	2

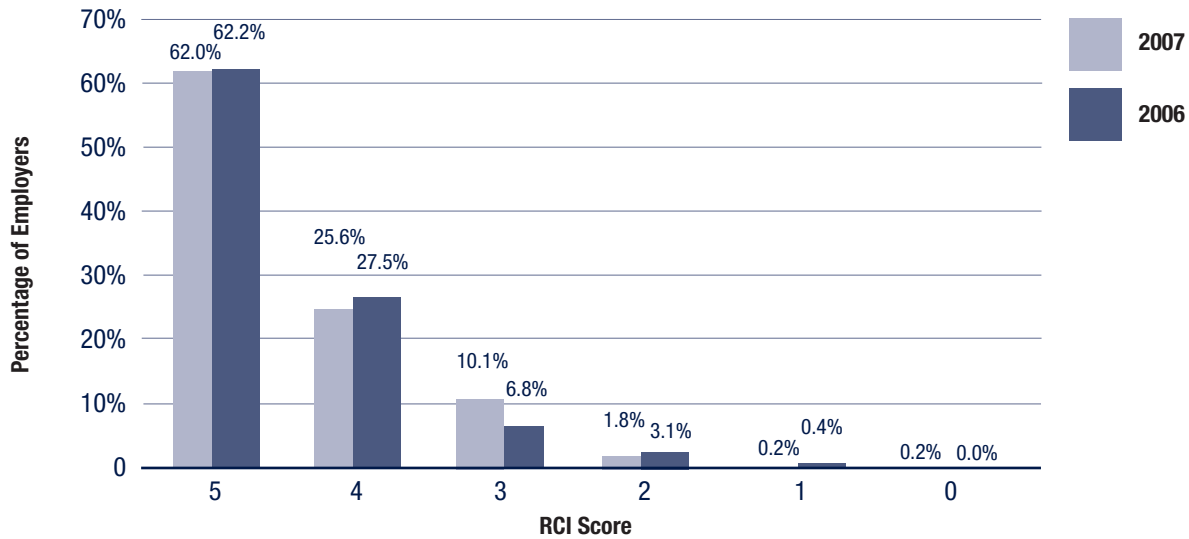
- The banking sector obtained the strongest (A) ratings for women and members of visible minorities. The banks made progress in improving the representation, hiring, and promotion opportunities for these two designated groups. Conversely, the weakest (combined D and Z) rating occurred for persons with disabilities.
- Employers in the communications sector received high ratings for women and Aboriginal peoples, but struggled with the representation of persons with disabilities.
- In the transportation sector, employers scored high ratings for Aboriginal peoples and members of visible minorities, while scoring very low for persons with disabilities.
- Almost 60% of employers in the other sector had a strong rating (A or B) for members of visible minorities. As with employers in the banking, communications and transportation sectors, the weakest scores (D and Z) were obtained for persons with disabilities.

Report Compliance Index (RCI) summary

The 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 2007, 336 employers obtained an RCI of five out of five, while 139 obtained four out of five. Another 55 employers received three out of five, 10 received two out of five, and one employer received one out of five. One employer received an RCI of zero in 2007.¹³

¹³ For more information on the RCI, please refer to the Technical Guide at: http://www.hrsdc.gc.ca/eng/lp/l0/lsw/ee_tools/reports/annual/TechnicalGuide.shtml

Distribution of RCI Scores (2006 and 2007)



Outstanding representation

In 2007, the **Canadian Museum of Nature** and the **Canadian Museum of Civilization Corporation** continued to achieve straight A's and an RCI score of five out of five. Of the 546 employers who submitted

reports, four received four A's, 29 employers received three A's, 103 employers received two A's, and 202 employers received one A.

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 the designated group were inadequate, or that members of the 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/eng/lp/lo/lsw/we/ee_tools/reports/annual/TechnicalGuide.shtml

Description of Codes

COMMENT	RESULTS	EXPLANATION
*	Indicates a small employee population.	The asterisk indicates that the employer's workforce included fewer than 10 members of a particular designated group.
F	Indicates employer had no employees as of December 31.	Employers are required to submit an employment equity report when they have 100 or more employees on any given day of the calendar year. It is possible for an employer to have 100 or more employees during the year but no employees on December 31. When this is the case, the employer does not receive a rating.
G	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 its 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 its quantitative data.
L	Indicates employer's report was submitted late.	The employer submitted a report after the deadline of June 1 without permission from the Labour Program and may be subject to a monetary penalty.
M	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> .
V	Indicates voluntary employer.	The employer is not covered by the Act 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 Act.
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 Act 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.¹⁴ 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, 2007.

The Performance Ratings Table

Employer Name	Total	W	AP	PWD	VM	RCI
BANKING SECTOR						
ABN AMRO BANK N.V., CANADA BRANCH	99	A	A*	D*	A	5
BANK OF AMERICA NATIONAL ASSOCIATION, CANADA BRANCH	256	B	A*	D*	A	5
BANK OF CANADA	1,199	A	C	C	A	5
BANK OF MONTREAL	25,627	A	A	C	A	5
BNP PARIBAS (CANADA)	266	B	Z	D*	A	5
CANADIAN IMPERIAL BANK OF COMMERCE	32,306	A	A	C	A	5
G CANADIAN TIRE FINANCIAL SERVICES	1,646	A				5
CANADIAN WESTERN BANK	1,059	B	B	C*	A	5
CITIBANK CANADA	456	A	A*	C*	A	5
CITIZENS BANK OF CANADA	380	A	D*	C*	A	4
HSBC BANK CANADA	6,120	A	A	C	A	5
ICICI BANK CANADA	161	C	Z	D*	A	5
ING BANK OF CANADA	1,008	A	A	C*	A	5
JPMORGAN CHASE BANK, N.A.	1,482	A	B	D	A	5
G KOREA EXCHANGE BANK OF CANADA	106	A				5
LAURENTIAN BANK OF CANADA	2,977	A	B	C	B	5
MANULIFE BANK OF CANADA	334	A	D*	D*	A	3
NATIONAL BANK OF CANADA	12,708	A	B	C	A	5
ROYAL BANK OF CANADA	43,259	A	A	B	A	5
SYMCOR INC.	4,018	A	B	A	B	5
G THE BANK OF EAST ASIA (CANADA)	103	A				5
THE BANK OF NOVA SCOTIA	30,276	A	C	C	A	5
THE TORONTO-DOMINION BANK	40,931	A	A	C	A	5
G UBS BANK (CANADA)	111	B				5

Legend: **Total:** Number of permanent full-time and part-time employees as of December 31, 2007; **W:** Women; **AP:** Aboriginal peoples; **PWD:** Persons with disabilities; **VM:** Members of visible minorities; **RCI:** Report Compliance Index.

¹⁴ Please note that the ratings for persons with disabilities in the Performance Ratings Table are not based on the revised availability.

The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
COMMUNICATIONS SECTOR						
ACCESS COMMUNICATIONS CO-OPERATIVE LIMITED	182	B	C*	D*	C*	5
G ASTRAL MEDIA RADIO G.P.	1,035	A				5
ASTRAL MEDIA RADIO INC.	712	A	D*	D*	C	5
BELL ALIANT	6,858	A	B	C	C	5
BELL CANADA	25,024	A	A	C	B	5
BELL EXPRESSVU L.P.	1,574	B	A	D	A	4
BELL MOBILITY INC.	4,757	A	A	D	A	5
BELL SOLUTION D'IMPARTITION EN TIC INC.	774	B	Z	D*	C	4
BLACKBURN RADIO INC.	192	B	D*	D*	C*	5
CANADA POST CORPORATION	59,902	A	B	B	B	5
CANADIAN BROADCASTING CORPORATION	7,361	A	A	C	C	5
J CANADIAN SATELLITE RADIO INC.	89	B	Z	Z	C*	3
CANPAR TRANSPORT L.P.	1,640	C	A	A	A	5
COGECO CABLE CANADA INC.	1,173	B	A	D	C	5
I COGECO CÂBLE QUÉBEC INC.	473	B	Z	Z	D*	3
COGECO DIFFUSION INC.	127	A	Z	Z	D*	2
COLISPRO INC.	145	D	A*	A	D*	5
CORUS ENTERTAINMENT INC.	1,869	A	D	C	C	5
<i>CTV INC. - Total</i>	<i>5,385</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>C</i>	
CTV INC.	1,755	A	A	A	C	5
CTV INC. - CTV SASKATCHEWAN	153	B	C*	A	D*	5
CTV INC. - ATV/ASN	169	B	A*	A	D*	5
CTV INC. - CFCF	127	B	A*	A*	A	5
CTV INC. - CFCN	164	A	A*	C*	C*	5
CTV INC. - CFRN	117	B	A*	D*	D*	5
CTV INC. - CJOH	97	B	D*	D*	C*	5
CTV INC. - CKCO	121	B	Z	A*	A*	5
CTV INC. - CKY	90	A	C*	A*	B*	5
CTV INC. - MCTV	125	B	A*	A*	B*	5
CTV LIMITED	2,044	A	B	C	C	5
CTV SPECIALTY TELEVISION INC./ RDS	219	C	Z	D*	D*	5
CTV TELEVISION INC. - CIVT	204	A	A*	C*	C	5

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

The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
CW MEDIA INC. & 4437420 CANADA INC.	519	A	A*	B	C	5
DHL EXPRESS (CANADA), LTD.	2,276	B	B	C	A	5
DICOM EXPRESS INC.	124	D	Z	Z	B	4
DYNAMEX CANADA CORP.	603	B	B	C	A	5
EASTLINK	728	B	A	C	B	5
EQUANT CANADA INC.	119	C	Z	D*	B	5
EXECULINK TELECOM INC.	129	B	A*	A*	B	4
EXPERTECH NETWORK INSTALLATION INC.	1,346	D	A	C	C	4
FAIRCHILD TELEVISION LTD.	273	B	Z	D*	A	5
FEDERAL EXPRESS CANADA LIMITED	4,598	B	B	C	A	4
<i>GLOBAL COMMUNICATIONS - Total</i>	<i>1,223</i>	<i>B</i>	<i>A</i>	<i>C</i>	<i>C</i>	
CANWEST MEDIA INC.	288	B	D*	D*	C	5
CHCH, A DIVISION OF CANWEST MEDIAWORKS INC.	160	B	A*	B*	C*	4
CICT A DIVISION OF GLOBAL COMMUNICATIONS LTD.	193	B	B*	D*	C	5
CITV A DIVISION OF CANWEST MEDIAWORKS INC.	130	B	D*	D*	C*	5
GLOBAL ONTARIO, A DIVISION OF CANWEST MEDIAWORKS INC.	380	B	A*	D*	C	5
GLOBAL TELEVISION NETWORK QUEBEC, LIMITED PARTNERSHIP	72	A	Z	Z	A	5
GLOBALIVE COMMUNICATIONS CORP.	135	C	Z	D*	A	4
GLOBALSTAR CANADA SATELLITE CO.	112	A	Z	D*	A	5
GOLDEN WEST BROADCASTING LTD.	307	A	C*	D*	Z	4
GROUPE TVA INC.	999	B	Z	D*	C	5
HENRI SICOTTE INC.	254	D	Z	Z	A*	3
INFORMATION COMMUNICATION SERVICES	1,062	A	B	B	A	5
INSTECH TÉLÉCOMMUNICATION INC.	218	C	Z	Z	A	5
JIM PATTISON INDUSTRIES LTD.	530	A	B	A	C	5
LOOK COMMUNICATIONS INC.	81	C	A*	D*	B	4
MARITIME BROADCASTING SYSTEM LIMITED	190	B	A*	D*	D*	4
MTS ALLSTREAM INC. - MANITOBA	3,035	A	A	B	B	5
MTS ALLSTREAM INC. - ONTARIO	2,761	B	A	C	A	5
MUSIQUEPLUS INC.	157	A	Z	D*	C*	4
NEWCAP INC.	925	A	B	C	D	5
NORTHERNTEL LIMITED PARTNERSHIP	203	A	A*	D*	D*	4
NORTHWESTEL INC.	608	B	C	C	B	5
PAGING NETWORK OF CANADA INC.	85	A	Z	C*	A	4
PELMOREX MEDIA INC.	372	B	A*	A	B	5
PERSONA COMMUNICATIONS CORP.	593	B	A	C	C	5

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2007;

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

The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
PRIMUS TELECOMMUNICATIONS CANADA INC.	781	B	A	C*	A	5
PUROLATOR COURIER LTD.	10,651	C	A	D	A	5
RADIAN COMMUNICATION SERVICES (CANADA) LTD.	271	D	C*	Z	C	5
RADIO-ONDE INC.	110	C	C*	B*	B*	5
RAWLCO RADIO LTD.	225	B	B	A	D*	5
REUTERS CANADA LIMITED	168	B	Z	Z	A	5
RNC MEDIA INC.	212	B	A*	A*	C*	5
ROGERS COMMUNICATIONS INC.	21,265	A	B	C	A	5
SENTREX COMMUNICATIONS CO.	179	D	Z	B*	C	5
SHAW COMMUNICATIONS INC.	8,746	B	B	C	A	5
F SLAIGHT COMMUNICATIONS	0					
STRATOS WIRELESS INC.	249	A	D*	D*	D*	5
TBAYTEL	412	B	A*	A	C	5
TÉLÉBEC S.E.C.	633	C	A*	C*	D*	4
TÉLÉGLOBE CANADA ULC	357	C	A*	D*	B	4
TELESAT CANADA	415	C	A*	C*	B	5
TELUS COMMUNICATIONS COMPANY	25,499	B	B	C	C	5
G TERAGO NETWORKS INC.	163	C				4
THE CANADIAN PRESS	374	C	B*	B	C	5
THE SCORE TELEVISION NETWORK LTD.	183	C	A*	D*	B	5
TNT EXPRESS (CANADA) LTD.	141	B	Z	A	B	5
TQS INC.	553	B	D*	Z	C	4
J UNITED PARCEL SERVICE CANADA LTD.	8,722	C	A	D	A	4
L VIDEOTRON LTD.	3,475	B	B	C	C	3
VISTA BROADCAST GROUP INC.	178	A	A*	D*	D*	4
R VONAGE CANADA CORP.	0					0
WESTOWER COMMUNICATIONS LTD.	342	D	C*	C*	C	4
WIRECOMM SYSTEMS, INC.	184	C*	Z	Z	A	5
TRANSPORTATION SECTOR						
101004597 SASKATCHEWAN LTD., 101008427 SASKATCHEWAN LTD.	242	C	C	Z	B	5
1507953 ONTARIO INC.	145	C	C*	A*	A*	5
1641-9749 QUÉBEC INC.	507	C	Z	D*	D*	4
168886 CANADA INC.	905	D	A	C	C	5
3087-9449 QUÉBEC INC.	242	C	A*	D*	C	5

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The Performance Ratings Table (continued)

	Employer Name	Total	W	AP	PWD	VM	RCI
V	553562 ONTARIO LTD.	72	C*	C*	D*	D*	5
	591182 ONTARIO LTD.	263	C	A*	D*	C*	5
	682439 ONTARIO INC.	153	D*	A*	C*	C*	3
G, L	865593 ONTARIO LTD. O/A OAKWOOD TRANSPORT	93	C*				4
G	882819 INC.	129	D				5
	A.J. BUS LINES LTD.	148	A	A*	B*	D*	3
	ACTIVE CANADA INC.	122	C*	D*	Z	B*	2
	AÉROPORTS DE MONTRÉAL	575	C	A*	D*	C	5
	AIR CANADA	26,651	C	B	D	C	4
	AIR CREEBEC INC.	259	B	A	B*	D*	5
	AIR GEORGIAN LIMITED	164	C	Z	Z	C	5
	AIR INUIT LTD./LTÉE	520	C	B	D*	B	4
	AIR NORTH CHARTER & TRAINING LTD.	217	A	C	D*	B	5
	AIR TINDI LTD.	156	B	C	D*	D*	5
	AIR TRANSAT INC.	2,002	B	A	C*	C	5
	AIRBORNE ENERGY SOLUTIONS LTD.	174	C	D*	D*	A*	5
	AIRPORT TERMINAL SERVICES CANADIAN CO.	636	B	B	D	A	5
L	ALCAN SMELTERS AND CHEMICALS LIMITED	200	C*	A*	A	Z	4
	ALGOMA CENTRAL CORPORATION	683	B	C*	Z	B	5
	ALLIANCE PIPELINE LTD.	231	A	A*	A	A	4
	ALLIED SYSTEMS (CANADA) COMPANY	1,188	C	B	C	C	2
	ALPINE HELICOPTERS LTD.	110	C*	A*	Z	Z	5
	AMERICAN AIRLINES, INC.	227	A	D*	A	A	5
	AMJ CAMPBELL INC.	267	B	A*	A	C*	3
	APEX MOTOR EXPRESS INC.	145	B	B*	D*	A	5
	ARMOUR TRANSPORT INC.	459	C	A*	A	B*	5
	ARNOLD BROS. TRANSPORT LTD.	363	C	C*	D*	D	5
	ATLANTIC TOWING LIMITED	237	D*	Z	Z	Z	4
	ATLANTIC TURBINES INTERNATIONAL INC.	308	D	A*	D*	D*	4
G	ATLAS VAN LINES	111	A				5
	ATS ANDLAUER TRANSPORTATION SERVICES LP.	730	C	A	D	A	5
	AUTOCAR CONNAISSEUR INC./3329003 CANADA INC.	124	C	Z	Z	C*	5
	AUTOCARS ORLÉANS EXPRESS	251	C	D*	Z	D*	4
	AVMAX GROUP INC.	196	C	Z	D*	A	5
	AYR MOTOR EXPRESS INC.	229	D	B*	B*	D*	5
	B&R ECKEL'S TRANSPORT LTD.	227	D	A	C*	D*	5

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2007;

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

The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
BANDSTRA TRANSPORTATION SYSTEMS LTD.	169	C	A	A	B	4
L, V BANFF TRANSPORTATIONS AND TOURS INC.	63	D	Z	D	D	4
BAY FERRIES LIMITED	150	D	Z	Z	D*	5
BEARSKIN LAKE AIR SERVICE LTD.	251	B	A*	D*	B	5
BESSETTE & BOUDREAU INC.	176	C	Z	D*	D*	4
BIG FREIGHT SYSTEMS INC.	274	D	D*	Z	Z	5
BIG HORN TRANSPORT LTD.	92	D*	A*	B*	D*	3
BISON TRANSPORT INC.	1,127	D	A	A	C	5
BRADLEY AIR SERVICES	914	C	C	C	A	5
V BREWSTER INC.	59	D*	D*	B*	Z	5
G BRIAN KURTZ TRUCKING LTD.	103	C				5
L BRITISH COLUMBIA MARITIME EMPLOYERS ASSOCIATION	4,501	D	A	C	B	3
BROOKVILLE CARRIERS VAN LP	98	D*	A*	D*	D*	4
BRUCE R. SMITH LIMITED	397	D	D*	D*	C*	3
BUFF-MAR CARTAGE LIMITED	316	C	A*	D*	A	5
G C.A. BAILEY LIMITED	115	A				5
C.A.T. INC.	199	C	A*	D*	D*	5
L C.T.M.A. TRAVERSIER LTÉE	55	C	Z	Z	Z	2
CAFAS FUELING, ULC	112	C*	Z	Z	A	5
CALAC TRUCKING LTD.	108	C*	C*	D*	B*	3
CALM AIR INTERNATIONAL LIMITED	447	B	B	D*	A	4
CANADA CARTAGE SYSTEM LIMITED PARTNERSHIP	1,356	C	A	C*	C	5
CANADIAN NATIONAL RAILWAY COMPANY	15,594	C	A	C	C	5
CANADIAN NORTH INC.	358	A	B	C*	C	4
I CANADIAN PACIFIC RAILWAY COMPANY	12,734	C	A	B	B	5
CAN-AM WEST CARRIERS INC.	191	C	A*	D*	C*	5
CANCREW ENTERPRISES LTD.	344	D	B*	Z	C*	5
CANJET AIRLINES, A DIVISION OF IMP GROUP	197	B	A*	D*	C*	5
CARGOJET CANADA LTD.	508	D	A*	D*	A	3
CARON TRANSPORTATION SYSTEMS PARTNERSHIP	280	D	B	B	C	5
CASCADE AEROSPACE INC.	649	C	B	B	A	5
CASCADE CARRIERS L.P.	110	C	D*	Z	B*	5
F CASCADIA TERMINALS	0					
CATHAY PACIFIC AIRWAYS LIMITED	545	A	D*	Z	A	4
CELADON CANADA, INC.	211	D	A*	D*	A	4
CENTRAL MOUNTAIN AIR LTD.	290	B	A*	D*	C	4

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2007;

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
CEVA FREIGHT CANADA CORP.	321	A	A*	D*	A	4
CHALLENGER MOTOR FREIGHT INC.	1,522	C	C	C	A	4
CHC HELICOPTERS INTERNATIONAL INC.	524	B	D*	Z	A	4
CITY OF OTTAWA	2,478	C	A	B	A	5
CLARKE TRANSPORT INC.	325	B	A*	C*	C	4
I CLEAN HARBORS CANADA INC.	520	C	C*	C*	C	3
C-MAR SERVICES (CANADA) LTD.	206	C*	D*	Z	D*	4
CONAIR GROUP, INC.	175	C	D*	D*	A	5
G CONNORS TRANSFER LTD.	131	C				5
CONSOLIDATED AVIATION FUELING OF TORONTO, ULC	325	C*	A*	D*	A	5
I CONSOLIDATED FASTFRATE INC.	1,223	C	C	C	C	4
G CONTRANS SERVICES LP	484	B				5
L COONEY GROUP INC.	270	D	Z	D*	C	3
CREEKBANK TRANSPORT A DIVISION OF TRIANGLE FREIGHT SERVICES LTD.	67	C	A*	Z	A	5
D&W FORWARDERS INC.	153	C*	Z	A*	C	5
DANFREIGHT SYSTEMS INC.	255	C	A*	A*	D*	5
DAY & ROSS INC.	2,067	C	B	D	A	5
DELTA AIR LINES, INC.	243	A	Z	Z	C	5
DESGAGNÉS MARINE CARGO INC.	164	C*	D*	Z	A	4
DICOM EXPRESS INC.	124	D	Z	Z	B	4
DIRECT LIMITED TRANSPORTATION	951	C	B	C*	B	5
G DP WORLD (CANADA) INC.	181	C				5
EASSONS TRANSPORT LTD.	129	D	D*	A*	C*	3
G EBD ENTERPRISES INC.	113	D*				5
ECL CARRIERS L.P.	93	D*	A*	A*	A*	3
ECL GROUP OF COMPANIES LTD.	415	C	B	D*	C	4
EDGE TRANSPORTATION SERVICES LTD.	136	D*	D*	Z	A	5
EDMONTON REGIONAL AIRPORTS AUTHORITY	214	B	A*	B*	C	3
ELGIN MOTOR FREIGHT INC.	140	C	A*	A*	D*	4
ENBRIDGE PIPELINES INC.	1,172	B	C	C*	A	4
ERB ENTERPRISES INC.	1,129	C	B	C	C	5
EUROCOPTER CANADA LIMITED	171	C	A*	D*	C*	4
EXECAIRE, A DIVISION OF I.M.P. GROUP	251	D	Z	D*	C	5
G EXELTECH YQB INC.	529	C				5
FEDEX GROUND PACKAGE SYSTEM, LTD.	815	C	C	D*	C	5
V FEDNAV LTD.	90	A	A*	D*	B*	3

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
FIELD AVIATION COMPANY INC.	439	D	D*	D*	B	3
FLOYD SINTON LTD.	295	A	A*	C*	D*	4
J FORMULA POWELL L.P.	385	D	C	C*	C	3
GOSSELIN EXPRESS LTD.	111	C	Z	Z	Z	5
GREAT CANADIAN RAILTOUR COMPANY	388	A	C*	D*	C	5
GREAT SLAVE HELICOPTERS LTD.	173	D	C*	D*	B*	5
GREATER TORONTO AIRPORTS AUTHORITY	1,201	B	A	C	C	5
J GREYHOUND CANADA TRANSPORTATION CORP.	1,703	D	B	C	C	3
GRIMSHAW TRUCKING L.P.	293	C	A	D*	A	4
G, L GROUPE C.D.P. INC.	423	D				4
G GROUPE GALLAND	167	B				5
GROUPE GUILBAULT LTÉE	172	B	D*	Z	D*	4
GROUPE THIBODEAU INC.	529	D	A*	B	C	5
H & R TRANSPORT LTD.	586	C	Z	Z	C	3
HALIFAX EMPLOYERS ASSOCIATION	515	C	A	A	A	5
HALIFAX INTERNATIONAL AIRPORT AUTHORITY	129	B	A*	B*	A*	5
HALLCON CORPORATION	246	A	C*	D*	B	5
HALLCON CREW TRANSPORT INC.	238	C	C	A	D*	5
G HAPAG LLOYD (CANADA) INC.	311	A				5
G HARV WILKENING TRANSPORT LTD.	96	D*				5
HÉLICOPTÈRES CANADIENS LIMITÉE/CANADIAN HELICOPTERS LIMITED	545	D	A	D*	C	4
HELIJET INTERNATIONAL INC.	136	C	A*	D*	B	5
HIGHLAND MOVING AND STORAGE LTD.	124	B	B	D*	D*	5
G HI-WAY 13 TRANSPORT LTD.	118	C				5
F HMY AIRWAYS	0					
HORIZON AIR INDUSTRIES, INC.	111	A	Z	Z	A	5
HOYT'S MOVING AND STORAGE LTD.	133	C	A*	D*	D*	5
HUTTON TRANSPORT LIMITED	150	C	D*	D*	D*	5
HYNDMAN TRANSPORT (1972) LTD.	186	C	A*	B*	D*	4
INNOTECH AVIATION, A DIVISION OF IMP GROUP LIMITED	369	C	A*	D*	B	5
L INTERNATIONAL AIR TRANSPORT ASSOCIATION	288	A	Z	D*	B	3
G IRON RANGE BUS LINES LTD.	209	B				5
J & R HALL TRANSPORT INC.	149	C	A*	D*	D*	5
J. & T. MURPHY LIMITED	419	B	D*	A	D*	5
J.E. FORTIN INC.	107	C	D*	A*	A*	5
JAY'S MOVING & STORAGE	143	C	A	D*	D*	5

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
JAZZ AIR L.P.	4,694	C	B	B	C	5
JET TRANSPORT LTD.	98	C*	D*	D*	D*	5
JOHN GRANT HAULAGE LTD.	113	C*	A*	D*	C*	5
JULES SAVARD INC.	242	C	D*	D*	Z	5
G K-DAC ENTERPRISES INC.	107	C				5
KEITH HALL & SONS TRANSPORT LIMITED	156	C	A*	A	B*	2
KELOWNA FLIGHTCRAFT GROUP OF COMPANIES	970	C	C	C	A	4
KELTIC TRANSPORTATION INCORPORATED	148	C	Z	D*	A*	5
KENN BOREK AIR LTD.	369	D	A	D*	C	3
KINDER MORGAN CANADA INC.	389	B	C*	C*	A	5
KINDERSLEY TRANSPORT LTD.	616	C	C*	D*	B	5
KLEYSON GROUP LP	338	C	A	C	B	4
KRISKA HOLDINGS LTD.	394	D	A	C*	C	4
KUNKEL BUS LINES LTD.	142	B	A*	C*	Z	3
G KUPAR ENTERPRISES INC.	111	C				5
L SIMARD TRANSPORT LTÉE	236	C	A*	D*	B	3
L. BILODEAU ET FILS LTÉE	132	C	Z	Z	C*	5
L.E. WALKER TRANSPORT LTD.	162	D	Z	D*	D*	3
L-3 COMMUNICATIONS, SPAR AEROSPACE LTD.	391	C	Z	C*	B	5
LABRADOR AIRWAYS LTD.	202	B	A	Z	Z	5
LAIDLAW CARRIERS TANK LP	125	Z	D*	A*	D*	3
LAIDLAW CARRIERS VAN LP	103	D*	A*	C*	D*	3
LAIDLAW TRANSIT LTD.	7,372	A	C	D	C	5
G, L LE GROUPE OCÉAN INC.	269	C				4
LEASEWAY MOTORCAR TRANSPORT CANADA	168	C*	Z	D*	C*	5
LIBERTY LINEHAUL INC.	108	B	A*	Z	D*	3
LINAMAR TRANSPORTATION INC.	167	C	D*	A	A	5
LOGISTEC CORPORATION	152	C	Z	D*	A	4
MACKIE MOVING SYSTEMS CORPORATION	182	B	D*	D*	A	5
MACKINNON TRANSPORT INC.	155	C	A*	A*	D*	5
MAERSK CANADA INC.	207	A	A*	D*	A	5
MARINE ATLANTIC INC.	1,256	B	C*	C	C*	5
MARITIME EMPLOYERS ASSOCIATION	1,279	C	A*	C*	C	4
G MCKEIL MARINE LIMITED	156	D*				5
MCKEVITT TRUCKING LIMITED	139	C	B*	A*	A	3
MEYERS TRANSPORT LIMITED	280	D	A	A	A	5

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
MID-ARCTIC TRANSPORTATION CO. LTD.	142	B	B	D*	C*	3
MIDLAND TRANSPORT LIMITED	1,192	C	C	C	B	3
MILL CREEK MOTOR FREIGHT L.P.	96	C	D*	D*	D*	5
MONTREAL PORT AUTHORITY	333	C	Z	D*	C*	5
MONTSHIP INC.	190	B	D*	A*	B	5
G MTU MAINTENANCE CANADA	170	C	D*	Z	B	5
MULLEN OILFIELD SERVICES L.P.	155	C*	A	Z	D*	5
MULLEN TRUCKING L.P.	108	B	D*	D*	Z	5
MUSKOKA TRANSPORT LIMITED	183	D	B*	A*	D*	4
N. YANKE TRANSFER LTD.	552	C	C	C	D	4
NASITTUQ CORPORATION	253	C	A	A	A*	5
NAV CANADA	5,120	C	B	C	C	5
NESEL FAST FREIGHT INCORPORATED	261	C	A*	D*	C	5
V NEW HOPE TRANSPORT LTD.	92	C*	Z	Z	D*	5
NORMANDIN TRANSIT INC.	353	C	Z	Z	D*	5
G, L NORTHERN INDUSTRIAL CARRIERS LTD.	105	C				4
NORTHERN TRANSPORTATION COMPANY LIMITED	333	C	B	D*	D*	4
NORTHUMBERLAND FERRIES LIMITED	187	B	Z	D*	D*	5
I OCEANEX INC.	239	C	D*	D*	D*	4
L OK TRANSPORTATION LIMITED	245	C	A*	C*	B	4
OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	130	C	D*	A*	B*	4
P.W. TRANSPORTATION LTD.	169	D	Z	Z	C	4
PACIFIC COASTAL AIRLINES LTD.	356	B	D*	D*	C	2
PAUL'S HAULING LTD.	292	C	A	D*	D*	4
G PE BEN OILFIELD SERVICES L.P.	270	D				5
G, L PEMBINA PIPELINE CORPORATION	377	C				3
J PENETANG-MIDLAND COACH LINES LIMITED	151	A	A*	A*	C	3
PENNER INTERNATIONAL, INC.	145	B	Z	Z	D*	2
PERIMETER AVIATION LTD.	507	C	B	D*	D	4
PLH AVIATION SERVICES INC.	202	D	A*	A	C	5
POLE STAR TRANSPORT INCORPORATED	354	C	A*	A	D*	5
PORTER AIRLINES INC.	264	B	Z	D*	B	4
PREMAY EQUIPMENT L.P.	81	C*	A*	Z	Z	5
PRINCESS CRUISES (BC) LTD.	7	A*	Z	Z	A*	3
PROVINCIAL AIRLINES LIMITED	560	B	B	D*	D*	4
I PRUDHOMME GROUP OF COMPANIES	165	C	B*	D*	A*	4

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The Performance Ratings Table (continued)

	Employer Name	Total	W	AP	PWD	VM	RCI
G	Q-LINE TRUCKING	154	D				4
	QUEBEC NORTH SHORE AND LABRADOR RAILWAY	411	C	D*	Z	Z	4
	QUIK X TRANSPORTATION INC.	258	B	A*	D*	C	5
	RAILINK CANADA LTD.	162	C*	A*	A*	D*	5
	RAINBOW TRANSPORT (1974) LTD.	194	C	A*	D*	D*	3
	REIMER EXPRESS LINES LTD.	1,356	C	A	B	C	5
	RIDSDALE TRANSPORT LTD.	262	C	A	A	A	4
	ROBYN'S TRANSPORTATION & DISTRIBUTION SERVICES LTD.	124	C	A*	D*	D*	4
	ROSEDALE TRANSPORT LIMITED	369	C	A*	C*	A	5
	ROSENAU TRANSPORT LTD.	305	D	C*	B	D	5
	RTL ROBINSON ENTERPRISES LTD.	224	D	C*	D*	A	5
	RYDER TRUCK RENTAL CANADA LTD.	1,457	C	C	C	C	5
	S.G.T. 2000 INC.	453	D	A*	D*	C	3
	SASKATCHEWAN TRANSPORTATION COMPANY	231	C	B	B	A*	5
	SCHNEIDER NATIONAL CARRIERS CANADA	610	C	B*	D*	C	5
	SEABOARD LIQUID CARRIERS LIMITED	693	D	A*	C	C	5
	SEARAIL CARGO SURVEYS	108	C	C*	D*	B	4
	SEASPAN INTERNATIONAL LTD.	605	C	A	C	B	4
L	SECUNDA MARINE SERVICES	307	C	D*	D*	C*	1
	SERCO FACILITIES MANAGEMENT INC.	556	C	A	D*	C	4
	SERVICES AÉROPORTUAIRES HANDLEX INC.	1,252	A	A*	D*	A	5
	SERVISAIR INC.	2,317	B	C	D	A	5
	SHANNAHAN'S INVESTIGATION AND SECURITY LTD.	722	A	A	C	D*	5
G	SHARP BUS LINES LIMITED	789	B				5
	SKYSERVICE AIRLINES INC.	1,194	B	B*	D*	C	4
	SKYSERVICE FBO INC.	517	C	Z	D*	C	5
	SMIT MARINE CANADA INC.	164	C	A*	D*	C*	4
	SOCIÉTÉ AIR FRANCE	271	A	Z	D*	A	5
	SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS	557	C	A	C*	A	5
G	SPEARING SERVICE L.P.	105	C				5
	SUNBURY TRANSPORT LTD.	103	C	Z	Z	Z	4
	SUNWEST AVIATION LTD.	223	C	A*	D*	C	4
	SWANBERG BROS. TRUCKING LTD.	175	D	A	D*	D*	5
G	SWISSPORT CANADA HANDLING INC.	947	C				5
G	TEEKAY SHIPPING (CANADA) LTD.	236	A				5
G, L	TENOLD TRANSPORTATION LP	207	C				4

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The Performance Ratings Table (continued)

	Employer Name	Total	W	AP	PWD	VM	RCI
G	TERRATEC ENVIRONMENTAL LTD.	99	D				4
	TFI TRANSPORT 20 L.P.	222	D	B	D*	D*	3
	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION	539	C	A	A	B	5
	THE CALGARY AIRPORT AUTHORITY	144	B	D*	D*	D*	5
	THE WESBELL GROUP OF COMPANIES INC.	162	C	A*	D*	C	5
G	THOMAS BELLEMARE LTÉE	243	C				5
	TIPPET-RICHARDSON LIMITED	237	D	A*	A	C	5
	TORONTO PORT AUTHORITY	93	C	Z	D*	D*	5
	TORONTO TERMINALS RAILWAY COMPANY LTD.	165	D	A*	B*	B	3
	TOTALLINE TRANSPORT INC.	154	B	Z	Z	B	3
	TRANS PROVINCIAL FREIGHT CARRIERS LIMITED	263	C	Z	Z	Z	4
	TRANSCANADA PIPELINES LIMITED	2,210	B	A	C	B	5
	<i>TRANSFORCE - Total</i>	<i>4,620</i>	<i>C</i>	<i>B</i>	<i>D</i>	<i>C</i>	
J	BYERS TRANSPORT LIMITED	443	D	C*	D*	D*	5
	CANADIAN FREIGHTWAYS	903	C	A	C	D	4
	PAPINEAU INT. S.E.C. (TRANSPORT PAPINEAU INTERNATIONAL)	163	D	A*	D*	C*	5
G	PAPINEAU INT. S.E.C., LACAILLE INTERNATIONAL	128	D*				5
	TRANSPORT TFI 1, SEC	282	C	D*	D*	D*	5
	TRANSPORT TFI 12 S.E.C. (TRANSPÉL)	72	C	Z	Z	Z	4
I	TRANSPORT TFI 14 S.E.C. (TRANSPORT NORDIQUE)	67	C*	Z	Z	Z	4
	TRANSPORT TFI 15 S.E.C. (TRANSPORT GRÉGOIRE)	373	D	Z	D*	A*	5
	TRANSPORT TFI 16 SEC	197	C	Z	A*	A*	5
	TRANSPORT TFI 17 L.P.	229	C	A	A	C	4
	TRANSPORT TFI 19 SEC (DUROCHER INTERNATIONAL)	116	C	Z	Z	Z	4
L	TRANSPORT TFI 3, S.E.C.	77	B	A*	A*	B	5
	TRANSPORT TFI 5 S.E.C. (TRANSPORT SÉLECT DAILY)	196	C	A*	D*	C	5
	TRANSPORT TFI 5, SEC (TRANSPORT KINGSWAY)	829	C	A*	C	C	3
	TRANSPORT TFI 6 S.E.C. (TRANSPORT BESNER)	158	C	D*	A*	A*	5
I, L	TRANSPORT TFI-6 S.E.C. (DIVISION FORTIER)	177	C	Z	Z	Z	2
	TRANSPORT TFI 23, S.E.C./TFI	210	D	A*	D*	Z	4
G	TRANSCO ENERGY SERVICES	720	C				5
	TRANSFREIGHT INC.	424	C	B*	C*	A	4
	TRANS-FRT. MCNAMARA INC.	187	C	B*	D*	D*	5
	TRANSIT WINDSOR	277	B	D*	A	A	5
	TRANSPORT BERNIÈRES INC. (GROUPE BERNIÈRES)	224	C	Z	Z	D*	4
	TRANSPORT BOURRET INC.	396	D	Z	D*	D*	2

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
TRANSPORT COUTURE ET FILS LTÉE	205	D	Z	Z	D*	5
TRANSPORT GILMYR INC.	204	C	Z	Z	Z	4
TRANSPORT GUILBAULT INC.	230	Z	Z	D*	D*	5
TRANSPORT GUY BOURASSA INC.	280	D	A*	C*	D*	5
TRANSPORT HERVÉ LEMIEUX (1975) INC.	274	C	A*	C*	C	5
TRANSPORT JACQUES AUGER INC.	198	D	B*	Z	Z	4
TRANSPORT MORNEAU INC.	396	C	D*	D*	D*	5
TRANSPORT ROBERT (1973) LTÉE	541	D*	D*	Z	Z	4
TRANSX LTD.	1,324	C	A	C	C	5
TRAVELERS TRANSPORTATION SERVICES INC.	257	D	A*	C*	C	3
TRENTWAY-WAGAR INC.	872	C	A	C	C	5
<i>TRIMAC TRANSPORTATION MANAGEMENT LTD. - Total</i>	<i>888</i>	<i>D</i>	<i>A</i>	<i>C</i>	<i>D</i>	
ADBY TRANSPORT LIMITED	120	C	A*	D*	A	5
BARTLETT TRANSPORT LIMITED	37	D*	A*	Z	Z	5
COLUMBIA RIVER RELOAD LTD.	12	Z	A*	Z	A*	5
H.M. TRIMBLE AND SONS (1983) LTD.	216	C	A*	D*	D*	5
MACCAM TRANSPORT LTD.	94	D*	A*	Z	B*	5
MERCURY TANK LINES LIMITED	33	B	A*	Z	Z	5
MUNICIPAL TANK LINES LIMITED	47	C*	A*	D*	D*	5
NORTH STAR TRANSPORT LTD.	48	C	Z	Z	Z	5
OIL & INDUSTRY SUPPLIERS	69	D*	A*	D*	D*	5
OIL & INDUSTRY SUPPLIERS (CANADA) LTD.	31	D*	Z	Z	Z	5
PETROLEUM DISTRIBUTION RESOURCES LTD.	34	D*	Z	Z	Z	5
PROVMAR CONTRACT LOGISTICS	63	D*	Z	Z	Z	5
TRIMAC TRANSPORTATION MANAGEMENT INC.	66	C	Z	Z	Z	4
VA ROSS	18	D*	Z	Z	Z	5
TSI TERMINAL SYSTEMS INC.	334	C	A	D*	B	5
TST SOLUTIONS L.P.	978	C	A	A	B	2
I UNITED AIRLINES, INC.	184	A	D*	D*	C	4
UPPER LAKES SHIPPING INC.	352	C	D*	D*	C*	5
J US AIRWAYS GROUP, INC.	128	A	Z	Z	A	3
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY	370	B	C*	D*	B	4
VANCOUVER PORT AUTHORITY	147	A	B*	B*	A	5
VAN-KAM FREIGHTWAYS LTD.	375	C	A	C*	C	4
L VECTOR AEROSPACE HELICOPTER SERVICES INC.	437	D	D*	D*	A	4
VERREULT NAVIGATION INC.	80	D*	Z	D*	Z	4

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
VERSPEETEN CARTAGE LTD.	239	D	D*	C*	A	3
VIA RAIL CANADA INC.	3,282	C	B	C	C	5
VIH HELICOPTERS LTD.	262	D	D*	D*	D*	5
VOYAGEUR AIRWAYS LIMITED	313	D	B*	D*	B	4
WARREN GIBSON LIMITED	526	D	A	C	C	4
WASAYA AIRWAYS LIMITED PARTNERSHIP	334	C	A	C*	C*	4
WESTCAN BULK TRANSPORT LTD.	535	C	C	A	D	5
WESTCOAST ENERGY INC.	822	C	A	A	A	5
G WESTERN LOGISTICS INC.	125	C				5
WESTERN STEVEDORING COMPANY LIMITED	141	C	A*	Z	C	5
WESTJET AIRLINES LTD.	6,897	B	B	D	C	5
WESTSHORE TERMINALS LIMITED PARTNERSHIP	184	C	Z	D*	D*	5
WILLIAMS MOVING AND STORAGE (BC) LTD.	188	B	A*	D*	C*	5
WILLS TRANSFER LTD.	122	C	Z	D*	Z	4
WINNIPEG AIRPORTS AUTHORITY INC.	128	C	A*	D*	C*	5
WITHERS L.P.	147	D	B*	B*	D*	4
I, L WORLDWIDE FLIGHT SERVICES, INC.	432	B	C*	Z	B	3
XTL TRANSPORT INC.	203	B	A*	Z	B	4
YELLOW TRANSPORTATION, INC.	261	C	B*	D*	C	5
ZOOM AIRLINES INC.	346	B	D*	D*	C	3
OTHER SECTORS						
L ADM AGRI-INDUSTRIES LTD.	580	C	A	A	C	4
AEROGUARD EASTERN LTD., AEROGUARD INC., AEROGUARD COMPANY LTD.	1,751	A	C	D	A	5
AGRIBRANDS PURINA CANADA INC.	260	B	D*	A	C*	4
F AGRICORE UNITED	0					
G AGRIS CO-OPERATIVE LTD.	109	C				5
AMEX CANADA INC.	4,057	A	A	A	C	5
G, L APACHE CANADA LTD.	582	B				4
I AREVA RESOURCES CANADA INC.	460	C	A	C*	A	3
ATCO FRONTEC CORPORATION	436	C	C*	D*	C	4
ATOMIC ENERGY OF CANADA LIMITED	4,611	B	A	C	A	5
G BHP BILLITON DIAMONDS INC.	646	C				3
BIOREX INC.	64	D	Z	Z	A*	5
BRETT-YOUNG SEEDS LIMITED PARTNERSHIP	187	D	D*	D*	B	4
BRINK'S CANADA LIMITED	2,123	C	B	C	B	5

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
BRUCE POWER LP	3,759	C	B	C	D	5
BUSINESS DEVELOPMENT BANK OF CANADA	1,735	A	A	B	A	5
CAMECO CORPORATION	2,052	C	A	C	A	4
CANADA COUNCIL FOR THE ARTS	198	A	A	A	A	4
V CANADA LANDS COMPANY CLC LTD.	556	A	A*	D*	B	4
CANADA MALTING COMPANY LTD.	199	D	D*	D*	C*	5
CANADA MORTGAGE AND HOUSING CORPORATION	1,795	A	A	B	A	5
CANADA PENSION PLAN INVESTMENT BOARD	324	C	Z	C*	B	3
CANADIAN AIR TRANSPORT SECURITY AUTHORITY	275	B	Z	B*	A	5
CANADIAN COMMERCIAL CORPORATION	103	B				5
CANADIAN LIGHT SOURCE INC.	132	D	D*	D*	A*	5
CANADIAN MUSEUM OF CIVILIZATION CORPORATION	363	A	A*	A	A	5
CANADIAN MUSEUM OF NATURE	153	A	A*	A*	A*	5
CANADIAN TOURISM COMMISSION	90	A				4
CANADIAN WHEAT BOARD	422	A	D*	D*	B	5
CAN-OAT MILLING INC.	208	D	C	D*	D*	4
CARGILL LTD.	1,503	C	C	C*	C	4
CEVA LOGISTICS CANADA, ULC	1,293	C	A	B	C	5
CWS LOGISTICS LTD.	150	D	D*	C*	A	5
DAWN FOOD PRODUCTS LIMITED, CANADA	0					
DEFENCE CONSTRUCTION (1951) LTD.	499	B	A	A	A	5
DOVER INDUSTRIES LIMITED	286	C	C*	A	B*	5
EXPORT DEVELOPMENT CANADA	1,121	A	C*	B	A	5
FARM CREDIT CANADA	1,325	B	C	C	C	5
FRESHWATER FISH MARKETING CORPORATION	216	A	A	D*	C	4
FUGRO AIRBORNE SURVEYS CORP. / FUGRO AVIATION CANADA LIMITED	181	C	B*	D*	A	5
G4S CASH SERVICES (CANADA) LTD.	2,483	C	B	C	C	5
GE HITACHI NUCLEAR ENERGY CANADA INC.	375	C	A*	B	A	5
HENSALL DISTRICT CO-OPERATIVE INC.	274	D	Z	D*	D*	5
HUDSON BAY MINING AND SMELTING CO., LIMITED	1,489	B	C	B	A	4
IMP GROUP LIMITED - AEROSPACE DIVISION	187	C	D*	Z	Z	3
INTEK COMMUNICATIONS INC.	168	D*	D*	B*	A	5
INTERMAP TECHNOLOGIES CORPORATION	149	D	A*	D*	A	4
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE	245	A	D*	D*	A	5
JAMES RICHARDSON INTERNATIONAL LIMITED	898	C	D	D	D	5
LE GROUPE DE SÉCURITÉ GARDA INC.	17,554	C	D*	D*	A	3

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
LOUIS DREYFUS CANADA LTD.	155	D	D*	D*	D*	4
MASTERFEEDS INC.	323	C	B*	D*	C*	5
MBNA CANADA BANK	1,970	A	A	D	B	5
MDS NORDION	618	B	D*	C*	C	4
NATIONAL ARTS CENTRE CORPORATION	508	A	D*	C*	A	5
NATIONAL CAPITAL COMMISSION	381	A	A*	A	B	5
NATIONAL GALLERY OF CANADA	256	B	C*	D*	C*	4
NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY	225	A	B*	A	A	5
J, V NATURE'S PATH FOODS INC.	192	A	Z	Z	A	3
NEW-LIFE MILLS LIMITED	217	C	D*	D*	D*	3
G NUTRECO CANADA INC.	996	C				5
ONTARIO POWER GENERATION	11,658	C	B	C	B	5
PARRISH & HEIMBECKER, LIMITED	902	C	D	C	C	4
I PATERSON GLOBALFOODS INC.	296	D	C*	C*	D*	4
PENSKE LOGISTICS LLC	260	D	A	D*	B	5
PLB INTERNATIONAL INC.	123	B	Z	A*	D*	4
PRINCE RUPERT GRAIN LTD.	98	C	A*	D*	A*	5
PUBLIC SECTOR PENSION INVESTMENT BOARD	211	A	A*	D*	C	5
RIDLEY TERMINALS INC.	255	C	D*	D*	A	4
ROGERS FOODS LTD.	98	C	Z	A*	A	5
SANDER GEOPHYSICS LIMITED	156	D	Z	D*	A	5
SASKATCHEWAN WHEAT POOL INC.	3,003	C	B	C	D	4
G SECURIGUARD SERVICES LTD.	1,592	C				5
SOCIÉTÉ DU VIEUX-PORT DE MONTRÉAL INC.	242	A	Z	D*	C	5
SOCIÉTÉ GÉNÉRALE (CANADA)	129	A	Z	D*	A	5
STANDARD AERO LTD.	1,245	C	C	C	A	5
TELEFILM CANADA	198	A	Z	C*	B	5
THE ROYAL CANADIAN MINT	696	B	B	B	A	4
THOMPSONS LTD.	287	C	A*	A	C*	5
L, V THOMSON TERMINALS	124	D*	Z	Z	Z	4
TOTAL OILFIELD RENTALS, A DIVISION OF TOTAL ENERGY SERVICES LTD.	212	D	A	A	C*	5
ZIRCATEC PRECISION INDUSTRIES, A CAMECO COMPANY	313	C	A*	C*	D*	4

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2007;

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

Appendix B:

Tables - Federally Regulated Private Sector Employers and Crown Corporations

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

This is the twenty-first consecutive year that the consolidation of federally regulated private sector employers and Crown corporations' reports has been made available. The consolidation includes detailed tables for 2007 as well as tables showing the representation of designated groups for 1987, 2001, 2006, and 2007.

Tables 1 to 8 in this appendix present data aggregated to include permanent full-time, permanent part-time, and temporary employees. Table 9 is a summary of permanent full-time and permanent part-time employees' hires, promotions, terminations, and net effect of hires less terminations. Tables 10 and 11 present salary data for permanent full-time and permanent part-time employees respectively.

Please see Appendix A, "Employers Performance Ratings", for a complete listing of the employers included in the consolidation for 2007.

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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, 2007

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Depository Credit Intermediation	206,997	66,594	140,403	2,793	617	2,176	7,414	2,310	5,104	51,662	19,928	31,734
Monetary Authorities - Central Bank	1,199	565	634	14	8	6	27	15	12	160	84	76
Banking	208,196	67,159	141,037	2,807	625	2,182	7,441	2,325	5,116	51,822	20,012	31,810
Couriers	21,240	15,654	5,586	477	332	145	583	431	152	4,579	3,350	1,229
Information Services	542	357	185	3	1	2	10	6	4	69	43	26
Local Messengers and Local Delivery	8,722	6,038	2,684	166	120	46	127	91	36	2,404	1,821	583
Pay TV, Specialty TV and Program Distribution	4,548	2,755	1,793	75	38	37	80	47	33	368	215	153
Postal Service	59,902	32,449	27,453	995	441	554	2,404	1,411	993	6,201	3,817	2,384
Radio and Television Broadcasting	26,753	15,147	11,606	360	179	181	553	368	185	2,226	1,100	1,126
Telecommunications	109,051	65,010	44,041	1,557	866	691	2,118	1,235	883	17,633	10,672	6,961
Communications	230,758	137,410	93,348	3,633	1,977	1,656	5,875	3,589	2,286	33,480	21,018	12,462
Charter Bus Industry	124	108	16	0	0	0	0	0	0	9	9	0
Deep Sea, Coastal and Great Lakes Water Transportation	5,891	4,877	1,014	130	93	37	55	48	7	158	119	39
Freight Transportation Arrangement	565	488	77	10	8	2	2	2	0	22	16	6
General Freight Trucking	47,789	39,922	7,865	907	752	158	1,057	878	183	3,250	2,548	702
Inland Water Transportation	273	211	62	0	0	0	0	0	0	1	1	0
Interurban and Rural Bus Transportation	3,198	2,778	420	90	79	11	133	111	22	327	306	21
Non-Scheduled Air Transportation	6,159	4,263	1,896	327	213	114	36	29	7	519	349	170
Other Support Activities for Transportation	552	432	120	19	14	5	13	10	3	21	17	4
Other Transit and Ground Passenger Transportation	2,744	2,109	635	74	56	18	61	53	8	313	212	101
Pipeline Transportation of Crude Oil	1,938	1,396	542	25	20	5	15	14	1	187	116	71
Pipeline Transportation of Natural Gas	3,263	2,306	957	89	64	25	89	71	18	376	216	160
Rail Transportation	33,090	29,048	4,042	963	853	110	1,129	1,028	101	2,128	1,734	394
Scenic and Sightseeing Transportation, Land	59	56	3	1	1	0	3	3	0	0	0	0

Table 1 (continued)

Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector, and Subsector as of December 31, 2007

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, Water	7	2	5	0	0	0	0	0	0	2	0	2
Scheduled Air Transportation	47,355	27,394	19,961	996	505	491	716	436	280	6,439	3,407	3,032
School and Employee Bus Transportation	9,807	4,141	5,666	128	38	90	176	95	81	601	290	311
Specialized Freight Trucking	11,000	9,067	1,933	251	210	41	251	217	34	605	472	133
Support Activities for Air Transportation	21,296	15,692	5,604	436	332	104	306	248	58	2,862	1,947	915
Support Activities for Rail Transportation	411	245	166	7	3	4	7	6	1	58	37	21
Support Activities for Water Transportation	9,856	8,607	1,249	288	262	26	323	306	17	1,385	1,208	177
Taxi and Limousine Service	63	54	9	0	0	0	2	0	2	3	3	0
Urban Transit Systems	834	656	178	22	16	6	20	18	2	34	28	6
Transportation	206,274	153,852	52,420	4,763	3,519	1,247	4,394	3,573	825	19,300	13,035	6,265
Activities Related to Real Estate	556	309	247	3	1	2	6	4	2	179	93	86
Aerospace Product and Parts Manufacturing	187	176	11	1	1	0	0	0	0	0	0	0
Animal Food Manufacturing	1,914	1,439	475	13	9	4	15	10	5	24	19	5
Architectural, Engineering and Related Services	5,097	3,836	1,261	164	130	34	168	130	38	888	671	217
Basic Chemical Manufacturing	1,306	967	339	13	9	4	30	27	3	86	65	21
Construction Management	499	323	176	16	9	7	26	14	12	42	20	22
Electric Power Generation, Transmission and Distribution	16,544	13,210	3,334	177	139	38	378	329	49	1,515	1,201	314
Engine Turbine and Power Transmission Equipment Manufacturing	1,245	1,018	227	51	42	9	16	14	2	177	142	35
Farm Product Wholesaler-Distributors	577	292	285	13	4	9	11	4	7	31	14	17
Federal Protective Services	275	163	112	0	0	0	8	6	2	30	17	13
Foreign Affairs and International Assistance	313	107	206	3	1	2	5	5	0	40	12	28
Forging and Stamping	696	465	231	43	28	15	24	15	9	83	52	31
Grain and Oilseed Milling	1,326	1,017	309	35	23	12	71	56	15	51	33	18
Heritage Institutions	1,282	494	788	25	11	14	49	26	23	65	32	33
Investigation and Security Services	25,939	19,317	6,622	235	166	69	156	125	31	5,850	4,574	1,276

Table 1 (continued)
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector, and Subsector as of December 31, 2007

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Management, Scientific & Technical Consulting Services	64	51	13	0	0	0	0	0	0	2	1	1
Metal Ore Mining	4,001	3,314	687	762	640	122	139	118	21	121	103	18
Non-Depository Credit Intermediation	4,416	2,032	2,384	78	37	41	102	53	49	586	287	299
Non-Metallic Mineral Mining and Quarrying	646	546	100	646	546	100	0	0	0	0	0	0
Oil and Gas Extraction	212	184	28	17	12	5	10	10	0	5	4	1
Oilseed and Grain Farming	274	224	50	0	0	0	5	5	0	2	2	0
Other Amusement and Recreation Industries	405	193	212	0	0	0	2	0	2	32	17	15
Other Electrical Equipment & Component Manufacturing	168	160	8	2	2	0	5	5	0	67	65	2
Other Federal Government Public Administration	2,765	1,119	1,646	68	32	36	106	43	63	288	131	157
Other Financial Investment Activities	1,735	825	910	22	8	14	61	19	42	239	92	147
Other Food Manufacturing	772	615	157	24	24	0	31	29	2	114	84	30
Pension Funds	535	328	207	3	0	3	9	2	7	102	56	46
Performing Arts Companies	508	258	250	6	4	2	9	5	4	41	21	20
Scientific Research and Development Services	132	109	23	2	2	0	4	4	0	9	8	1
Seafood Product Preparation and Packaging	297	165	132	81	44	37	5	5	0	23	14	9
Securities and Commodity Contracts Intermediation and Brokerage	129	55	74	0	0	0	1	0	1	21	10	11
Support Activities for Crop Production	1,612	1,203	409	15	10	5	7	5	2	26	9	17
Support Activities for Mining and Oil and Gas Extraction	582	430	152	0	0	0	0	0	0	0	0	0
Travel Arrangement and Reservation Services	4,057	1,444	2,613	44	14	30	429	209	220	663	256	407
Warehousing and Storage	7,223	5,388	1,835	149	113	36	174	129	45	391	277	114
Other	88,289	61,776	26,513	2,711	2,061	650	2,062	1,406	656	11,793	8,382	3,411
All Sectors	733,517	420,197	313,318	13,914	8,182	5,735	19,772	10,893	8,883	116,395	62,447	53,948

Table 2

Representation of Designated Groups by Sector and Subsector (2006 and 2007)

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)
	Depository Credit Intermediation	68.5	67.8	1.3	1.3	3.4	3.6	23.6
Monetary Authorities - Central Bank	52.6	52.9	1.1	1.2	2.3	2.3	12.7	13.3
Banking	68.4	67.7	1.3	1.3	3.4	3.6	23.5	24.9
Couriers	26.5	26.3	2.3	2.2	2.8	2.7	21.0	21.6
Information Services	35.0	34.1	0.5	0.6	1.8	1.8	12.5	12.7
Local Messengers and Local Delivery	30.9	30.8	1.9	1.9	1.4	1.5	28.4	27.6
Pay TV, Specialty TV and Program Distribution	40.2	39.4	1.3	1.6	2.0	1.8	8.9	8.1
Postal Service	45.3	45.8	1.6	1.7	3.9	4.0	9.9	10.4
Radio and Television Broadcasting	42.8	43.4	1.3	1.3	2.2	2.1	8.2	8.3
Telecommunications	41.0	40.4	1.3	1.4	1.8	1.9	13.6	16.2
Communications	40.6	40.5	1.5	1.6	2.5	2.5	13.2	14.5
Charter Bus Industry	9.7	12.9	0.0	0.0	0.0	0.0	3.2	7.3
Deep Sea, Coastal and Great Lakes Water Transportation	16.4	17.2	2.3	2.2	1.2	0.9	3.0	2.7
Freight Transportation Arrangement	15.1	13.6	1.1	1.8	0.6	0.4	3.2	3.9
General Freight Trucking	16.0	16.5	1.9	1.9	2.3	2.2	6.8	6.8
Inland Water Transportation	24.8	22.7	0.0	0.0	0.0	0.0	0.0	0.4
Interurban and Rural Bus Transportation	13.6	13.1	2.6	2.8	4.3	4.2	10.0	10.2
Non-Scheduled Air Transportation	31.5	30.8	5.1	5.3	0.7	0.6	7.9	8.4
Other Support Activities for Transportation	21.0	21.7	3.2	3.4	2.0	2.4	3.8	3.8
Other Transit and Ground Passenger Transportation	23.0	23.1	3.2	2.7	2.3	2.2	12.0	11.4
Pipeline Transportation of Crude Oil	26.6	28.0	2.0	1.3	1.4	0.8	10.3	9.6
Pipeline Transportation of Natural Gas	28.6	29.3	3.0	2.7	2.7	2.7	10.2	11.5
Rail Transportation	12.7	12.2	2.9	2.9	3.6	3.4	6.5	6.4
Scenic and Sightseeing Transportation, Land	10.2	5.1	2.0	1.7	0.0	5.1	0.0	0.0

**Table 2 (continued)
Representation of Designated Groups by Sector and Subsector (2006 and 2007)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)
	Scenic and Sightseeing Transportation, Water Scheduled Air Transportation	82.5	71.4	0.7	0.0	2.1	0.0	22.4
School and Employee Bus Transportation	41.7	42.2	2.1	2.1	1.6	1.5	12.9	13.6
Specialized Freight Trucking	59.0	57.8	1.5	1.3	2.0	1.8	7.8	6.1
Support Activities for Air Transportation	16.9	17.6	3.0	2.3	2.6	2.3	6.1	5.5
Support Activities for Rail Transportation	28.0	26.3	1.9	2.0	1.6	1.4	14.5	13.4
Support Activities for Water Transportation	42.5	40.4	2.0	1.7	2.3	1.7	15.0	14.1
Taxi and Limousine Service	10.2	12.7	3.1	2.9	3.6	3.3	13.3	14.1
Urban Transit Systems	14.3	14.3	0.0	0.0	2.1	2.4	3.8	4.1
Transportation	23.6	21.3	2.7	2.6	2.3	2.1	9.4	9.4
Activities Related to Real Estate	45.1	44.4	0.7	0.5	0.7	1.1	31.3	32.2
Aerospace Product and Parts Manufacturing	16.5	5.9	3.3	0.5	1.1	0.0	12.1	0.0
Animal Food Manufacturing	24.4	24.8	1.5	0.7	1.2	0.8	1.9	1.3
Architectural, Engineering and Related Services	24.4	24.7	3.0	3.2	3.5	3.3	17.3	17.4
Basic Chemical Manufacturing	25.0	26.0	0.9	1.0	2.5	2.3	5.9	6.6
Construction Management	36.0	35.3	1.2	3.2	0.9	5.2	8.1	8.4
Electric Power Generation, Transmission and Distribution	20.1	20.2	1.1	1.1	2.4	2.3	9.1	9.2
Engine Turbine and Power Transmission Equipment Manufacturing	18.2	18.2	4.1	4.1	1.3	1.3	14.2	14.2
Farm Product Wholesaler-Distributors	49.1	49.4	2.6	2.3	2.4	1.9	5.9	5.4
Federal Protective Services	44.3	40.7	0.0	0.0	1.3	2.9	8.9	10.9
Foreign Affairs and International Assistance	68.0	65.8	0.8	1.0	2.8	1.6	12.4	12.8
Forging and Stamping	31.8	33.2	4.2	6.2	2.2	3.4	9.6	11.9
Grain and Oilseed Milling	31.0	23.3	2.3	2.6	4.5	5.4	4.7	3.8
Heritage Institutions	61.2	61.5	2.4	2.0	4.1	3.8	5.1	5.1
Investigation and Security Services	26.4	25.5	0.5	0.9	0.4	0.6	17.5	22.6

Table 2 (continued)

Representation of Designated Groups by Sector and Subsector (2006 and 2007)

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)	2006 (%)	2007 (%)
Management, Scientific & Technical Consulting Services	22.1	20.3	0.0	0.0	0.0	0.0	1.3	3.1
Metal Ore Mining	15.8	17.2	18.9	19.0	2.7	3.5	2.4	3.0
Non-Depository Credit Intermediation	52.7	54.0	1.6	1.8	2.4	2.3	14.5	13.3
Non-Metallic Mineral Mining and Quarrying	0.0	15.5	0.0	100.0	0.0	0.0	0.0	0.0
Oil and Gas Extraction	14.3	13.2	8.2	8.0	4.1	4.7	3.1	2.4
Oliseed and Grain Farming	18.5	18.2	0.0	0.0	1.7	1.8	0.3	0.7
Other Amusement and Recreation Industries	50.2	52.3	0.0	0.0	0.3	0.5	6.9	7.9
Other Electrical Equipment & Component Manufacturing	6.3	4.8	1.3	1.2	3.8	3.0	35.4	39.9
Other Federal Government Public Administration	59.6	59.5	2.5	2.5	4.1	3.8	10.5	10.4
Other Financial Investment Activities	52.3	52.4	1.5	1.3	4.3	3.5	13.3	13.8
Other Food Manufacturing	21.7	20.3	2.4	3.1	3.6	4.0	15.0	14.8
Pension Funds	41.1	38.7	0.8	0.6	2.6	1.7	23.0	19.1
Performing Arts Companies	47.4	49.2	1.0	1.2	1.4	1.8	8.6	8.1
Scientific Research and Development Services	16.0	17.4	0.0	1.5	0.0	3.0	0.0	6.8
Seafood Product Preparation and Packaging	43.4	44.4	28.0	27.3	1.6	1.7	7.2	7.7
Securities and Commodity Contracts Intermediation and Brokerage	51.2	57.4	0.0	0.0	0.8	0.8	17.6	16.3
Support Activities for Crop Production	24.5	25.4	0.8	0.9	0.6	0.4	1.0	1.6
Support Activities for Mining and Oil and Gas Extraction	26.1	26.1	0.0	0.0	0.0	0.0	0.0	0.0
Travel Arrangement and Reservation Services	64.5	64.4	1.2	1.1	9.4	10.6	18.3	16.3
Warehousing and Storage	25.5	25.4	2.1	2.1	2.7	2.4	5.2	5.4
Other	30.2	30.0	2.3	3.1	2.3	2.3	11.8	13.4
All Sectors	43.1	42.7	1.8	1.9	2.7	2.7	14.9	15.9

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, 2007

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	8,194	4,372	3,822	112	62	50	384	230	154	438	214
Montreal	98,279	56,137	42,142	548	307	241	1,549	791	758	10,142	5,780	4,362
Toronto	201,732	111,183	90,549	2,015	995	1,020	5,475	2,914	2,561	61,855	31,640	30,215
Winnipeg	22,765	14,514	8,251	1,250	745	505	782	519	263	2,157	1,334	823
Regina	3,472	1,722	1,750	103	57	46	147	60	87	149	79	70
Calgary	37,638	20,403	17,235	716	356	360	1,210	622	588	5,741	3,025	2,716
Edmonton	22,250	12,900	9,350	573	318	255	653	373	280	3,009	1,702	1,307
Vancouver	59,193	34,873	24,320	1,151	690	461	1,689	972	717	17,879	9,649	8,230
Census Metropolitan Area	453,523	256,104	197,419	6,468	3,530	2,938	11,889	6,481	5,408	101,370	53,423	47,947
Newfoundland and Labrador	7,789	4,029	3,760	306	172	134	157	85	72	70	35	35
Prince Edward Island	1,310	836	474	8	5	3	29	14	15	12	7	5
Nova Scotia	14,869	7,588	7,281	172	94	78	597	329	268	581	283	298
New Brunswick	13,506	6,375	7,131	142	69	73	443	233	210	267	134	133
Quebec	132,984	77,262	55,722	928	514	414	1,983	1,035	948	10,821	6,210	4,611
Ontario	330,641	183,603	147,038	4,361	2,363	1,998	9,708	5,204	4,504	70,763	36,881	33,882
Manitoba	30,396	19,726	10,670	1,751	1,068	683	983	660	323	2,402	1,516	886
Saskatchewan	15,725	9,584	6,141	1,104	808	296	554	304	250	529	336	193
Alberta	75,587	42,945	32,642	1,736	912	824	2,301	1,275	1,026	9,646	5,339	4,307
British Columbia	82,103	47,634	34,469	1,815	1,034	781	2,471	1,372	1,099	19,385	10,500	8,885
Yukon	469	234	235	26	8	18	15	7	8	26	15	11
Northwest Territories	1,639	1,307	332	773	623	150	18	14	4	53	45	8
Nunavut	209	161	48	82	55	27	5	4	1	12	7	5
Canada*	733,517	420,197	313,318	13,914	8,182	5,735	19,772	10,893	8,883	116,395	62,447	53,948

* 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, 2006 and 2007)

Census Metropolitan Area and Province/Territory	Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	1987 (%)	2001 (%)	2006 (%)	2007 (%)	1987 (%)	2001 (%)	2006 (%)	2007 (%)	1987 (%)	2001 (%)	2006 (%)	2007 (%)	1987 (%)	2001 (%)	2006 (%)	2007 (%)
Halifax	41.2	46.2	47.0	46.6	0.5	1.0	1.3	1.4	1.6	3.4	4.8	4.7	1.9	4.1	4.7	5.3
Montréal	39.0	45.6	43.5	42.9	0.3	0.5	0.5	0.6	1.1	1.3	1.5	1.6	3.0	5.5	9.2	10.3
Toronto	47.1	46.9	45.1	44.9	0.6	0.9	1.0	1.0	1.5	1.9	2.7	2.7	12.0	23.6	28.9	30.7
Winnipeg	32.7	38.2	36.8	36.2	0.8	4.1	5.4	5.5	1.8	3.4	3.4	3.4	2.9	6.6	8.4	9.5
Regina	42.9	52.4	49.7	50.4	0.4	2.0	2.6	3.0	2.4	4.4	4.7	4.2	1.6	4.0	3.7	4.3
Calgary	47.6	46.8	45.7	45.8	0.5	1.8	2.0	1.9	1.9	3.2	3.2	3.2	5.6	9.9	14.2	15.3
Edmonton	44.5	41.7	41.0	42.0	0.7	2.3	2.5	2.6	2.0	2.9	3.2	2.9	4.4	9.2	12.1	13.5
Vancouver	40.4	43.4	41.7	41.1	0.5	1.5	1.8	1.9	1.5	2.6	2.8	2.9	7.9	22.4	28.1	30.2
Newfoundland and Labrador	38.4	47.8	49.2	48.3	0.6	3.1	3.9	3.9	1.0	2.3	1.9	2.0	0.7	0.7	0.9	0.9
Prince Edward Island	38.0	48.9	37.6	36.2	0.2	0.4	0.7	0.6	1.2	2.2	2.6	2.2	1.0	0.8	0.5	0.9
Nova Scotia	34.4	48.8	49.3	49.0	0.4	0.8	1.1	1.2	3.5	3.5	4.2	4.0	1.3	3.3	3.6	3.9
New Brunswick	32.2	51.8	52.3	52.8	0.4	0.9	0.9	1.1	1.8	2.5	3.2	3.3	1.1	1.6	2.0	2.0
Quebec	39.8	44.9	42.6	41.9	0.4	0.7	0.7	0.7	1.1	1.3	1.4	1.5	2.6	4.7	7.3	8.1
Ontario	44.2	46.2	44.7	44.5	0.7	1.1	1.3	1.3	1.6	2.2	2.9	2.9	7.3	16.3	20.4	21.4
Manitoba	30.5	37.5	35.5	35.1	1.0	4.5	5.7	5.8	1.7	3.4	3.3	3.2	2.6	5.6	7.3	7.9
Saskatchewan	35.1	42.3	39.6	39.1	1.4	5.3	6.6	7.0	1.8	3.3	3.3	3.5	1.2	3.2	2.7	3.4
Alberta	45.3	44.9	42.9	43.2	0.7	2.1	2.4	2.3	1.9	3.1	3.2	3.0	4.0	8.4	11.7	12.8
British Columbia	41.5	44.3	45.0	42.0	0.7	1.7	1.9	2.2	1.7	2.7	2.9	3.0	6.2	17.5	22.2	23.6
Yukon	31.4	57.6	50.2	50.1	3.8	5.7	4.9	5.5	0.8	2.6	3.1	3.2	1.4	4.3	6.1	5.5
Northwest Territories	21.9	31.8	25.2	20.3	9.6	16.1	15.8	47.2	1.4	1.0	2.3	1.1	2.5	3.0	6.3	3.2
Nunavut	N/A	N/A	25.0	23.0	N/A	N/A	26.7	39.2	N/A	N/A	2.8	2.4	N/A	N/A	6.7	5.7
Canada	40.9	44.9	43.1	42.7	0.7	1.6	1.8	1.9	1.6	2.3	2.7	2.7	5.0	11.7	14.9	15.9

**Table 5
Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2006 and 2007)**

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	2007 #	2006 %	2007 #	2006 %	2007 #	2006 %	2007 #	2006 %	2007 #	2006 %	
Senior Managers	5,559	21.3	1,219	21.9	49	0.9	145	2.6	301	5.4	5.1
Middle and Other Managers	71,079	43.2	30,026	42.2	751	1.1	1,882	2.6	9,099	12.8	12.2
Professionals	100,332	45.8	46,278	46.1	1,123	1.1	2,313	2.3	23,026	22.9	21.0
Semi-Professionals and Technicians	46,363	19.3	8,977	19.4	814	1.8	939	2.0	4,522	9.8	10.3
Supervisors	23,512	60.5	14,038	59.7	426	1.8	675	2.9	3,751	16.0	15.6
Supervisors: Crafts and Trades	11,226	6.1	746	6.6	377	3.4	314	2.8	702	6.3	6.2
Administrative and Senior Clerical Personnel	39,249	76.9	29,629	75.5	636	1.6	1,222	3.1	8,866	22.6	20.0
Skilled Sales and Service Personnel	6,022	25.5	1,590	26.4	126	2.1	100	1.7	480	8.0	6.6
Skilled Crafts and Trades Workers	59,480	3.4	2,141	3.6	1,720	2.9	1,588	2.7	4,933	8.3	8.1
Clerical Personnel	204,966	66.3	135,217	66.0	3,782	1.8	7,505	3.7	38,108	18.6	17.6
Intermediate Sales and Service Personnel	36,052	66.8	23,198	64.3	710	2.0	545	1.5	5,281	14.6	14.4
Semi-Skilled Manual Workers	93,595	11.9	11,816	12.6	2,581	2.8	2,079	2.2	10,497	11.2	11.5
Other Sales and Service Personnel	29,160	27.5	7,730	26.5	453	1.6	248	0.9	6,131	21.0	16.8
Other Manual Workers	6,922	11.7	713	10.3	366	5.3	217	3.1	698	10.1	10.1
Total Number of Employees	733,517	43.1	313,318	42.7	13,914	1.9	19,772	2.7	116,395	15.9	14.9

Table 6
Hires into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2006 and 2007)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	
											2006 %
Senior Managers	486	20.4	5	1.0	0.9	0.9	15	3.1	28	5.8	4.7
Middle and Other Managers	6,751	35.5	55	0.8	0.8	1.2	74	1.1	938	13.9	13.6
Professionals	14,149	38.7	140	1.0	0.9	1.1	171	1.2	3,174	22.4	20.7
Semi-Professionals and Technicians	7,264	23.7	111	1.5	1.3	1.0	92	1.3	739	10.2	11.3
Supervisors	2,016	41.8	46	2.3	1.9	1.2	22	1.1	313	15.5	12.8
Supervisors: Crafts and Trades	1,049	11.5	26	2.5	1.6	0.5	10	1.0	76	7.2	8.7
Administrative and Senior Clerical Personnel	6,706	61.4	84	1.3	1.5	1.8	142	2.1	1,280	19.1	20.0
Skilled Sales and Service Personnel	1,658	20.6	29	1.7	1.6	0.6	20	1.2	86	5.2	6.5
Skilled Crafts and Trades Workers	7,092	3.7	223	3.1	3.2	1.1	50	0.7	839	11.8	9.1
Clerical Personnel	43,506	62.2	801	1.8	1.7	1.9	921	2.1	8,121	18.7	16.8
Intermediate Sales and Service Personnel	8,100	60.9	191	2.4	3.2	1.3	104	1.3	1,229	15.2	16.0
Semi-Skilled Manual Workers	32,699	12.7	909	2.8	3.2	1.1	373	1.1	4,635	14.2	16.8
Other Sales and Service Personnel	9,901	28.7	119	1.2	0.7	0.2	36	0.4	2,553	25.8	22.1
Other Manual Workers	3,167	9.9	152	4.8	6.5	0.9	26	0.8	245	7.7	8.0
Total Number of Employees	144,544	37.8	2,891	2.0	2.0	1.3	2,056	1.4	24,256	16.8	16.7

Table 7
Promotions within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group
(2006 and 2007)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities			
	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2006 %	2006 %
Senior Managers	478	26.2	125	24.1	5	1.0	0.9	14	2.9	34	7.1	6.7
Middle and Other Managers	9,506	44.7	4,245	47.3	113	1.2	1.2	190	2.0	1,704	17.9	16.3
Professionals	12,770	49.9	6,376	50.5	162	1.3	1.2	290	2.3	3,770	29.5	27.5
Semi-Professionals and Technicians	2,593	20.2	525	21.4	50	1.9	2.0	40	1.5	357	13.8	13.7
Supervisors	3,874	63.5	2,459	61.8	68	1.8	1.9	87	2.2	815	21.0	20.7
Supervisors: Crafts and Trades	1,063	8.7	93	8.3	25	2.4	2.1	21	2.0	83	7.8	4.3
Administrative and Senior Clerical Personnel	6,923	73.9	5,119	75.2	123	1.8	1.5	156	2.3	1,806	26.1	22.4
Skilled Sales and Service Personnel	416	26.4	110	28.5	11	2.6	1.6	10	2.4	45	10.8	7.9
Skilled Crafts and Trades Workers	1,057	6.9	73	7.7	38	3.6	7.6	26	2.5	130	12.3	11.0
Clerical Personnel	12,821	62.5	8,007	67.3	296	2.3	1.8	354	2.8	3,066	23.9	23.0
Intermediate Sales and Service Personnel	1,280	64.6	827	55.8	22	1.7	2.5	19	1.5	282	22.0	14.4
Semi-Skilled Manual Workers	1,290	12.5	161	10	46	3.6	7.6	21	1.6	153	11.9	10.0
Other Sales and Service Personnel	283	34.3	97	31.9	7	2.5	1.8	3	1.1	40	14.1	11.0
Other Manual Workers	124	8.1	10	8.4	5	4.0	12.9	4	3.2	8	6.5	5.8
Total Number of Employees	54,478	51.8	28,227	52.9	971	1.8	1.9	1,235	2.3	12,293	22.6	20.5

Table 8

Terminations from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2006 and 2007)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %	2007 #	2007 %
Senior Managers	637	21.8	139	20.2	5	0.8	25	3.9	34	5.3
Middle and Other Managers	7,361	36.3	2,669	38.3	70	1.0	174	2.4	913	12.4
Professionals	11,422	42.1	4,803	41.2	138	1.2	246	2.2	2,464	21.6
Semi-Professionals and Technicians	6,422	23.8	1,527	21.7	108	1.7	139	2.2	567	8.8
Supervisors	2,398	46.4	1,113	51.4	49	2.0	69	2.9	331	13.8
Supervisors: Crafts and Trades	1,061	8.7	92	8.8	28	2.6	25	2.4	89	8.4
Administrative and Senior Clerical Personnel	5,285	67.5	3,568	65.1	86	1.6	164	3.1	1,055	20.0
Skilled Sales and Service Personnel	1,918	21.2	407	27.2	25	1.3	38	2.0	104	5.4
Skilled Crafts and Trades Workers	6,428	3.4	220	3.0	167	2.6	164	2.6	559	8.7
Clerical Personnel	36,494	62.6	22,848	63.7	723	2.0	1,099	3.0	6,267	17.2
Intermediate Sales and Service Personnel	6,748	62.0	4,182	64.3	194	2.9	105	1.6	1,037	15.4
Semi-Skilled Manual Workers	30,024	11.5	3,445	11.2	927	3.1	417	1.4	4,334	14.4
Other Sales and Service Personnel	7,036	29.8	2,100	29.6	80	1.1	32	0.5	1,234	17.5
Other Manual Workers	2,871	7.1	203	8.0	126	4.4	34	1.2	203	7.1
Total Number of Employees	126,105	37.5	47,316	37.9	2,726	2.2	2,731	2.2	19,191	15.2
										15.1

Table 9
Hires, Promotions, Terminations, and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2006 and 2007)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007
	#	#	#	#	#	#	#	#	#	#
All Sectors										
Employees	698,210	733,517	300,747	313,318	12,364	13,914	18,662	19,772	104,114	116,395
Hirings	131,677	143,899	48,856	54,348	2,631	2,875	1,685	2,051	21,977	24,203
Promotions	53,266	54,368	28,154	28,186	994	967	1,192	1,234	10,922	12,291
Terminations	110,477	121,038	41,469	45,518	2,519	2,595	2,431	2,613	16,680	18,803
Net Effect	21,200	22,861	7,387	8,830	112	280	-746	-562	5,297	5,400
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	43.1	42.7	1.8	1.9	2.7	2.7	14.9	15.9
Share of Hirings	100.0	100.0	37.1	37.8	2.0	2.0	1.3	1.4	16.7	16.8
Share of Promotions	100.0	100.0	52.9	51.8	1.9	1.8	2.2	2.3	20.5	22.6
Share of Terminations	100.0	100.0	37.5	37.6	2.3	2.1	2.2	2.2	15.1	15.5
Banking										
Employees	198,374	208,196	135,634	141,037	2,636	2,807	6,736	7,441	46,620	51,822
Hirings	30,548	34,332	17,914	20,490	354	385	494	707	6,502	7,702
Promotions	30,169	30,592	19,920	19,595	412	462	740	807	8,042	8,917
Terminations	25,360	27,741	15,594	17,111	350	410	804	950	5,413	6,191
Net Effect	5,188	6,591	2,320	3,379	4	-25	-310	-243	1,089	1,511
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	68.4	67.7	1.3	1.3	3.4	3.6	23.5	24.9
Share of Hirings	100.0	100.0	58.6	59.7	1.2	1.1	1.6	2.1	21.3	22.4
Share of Promotions	100.0	100.0	66.0	64.1	1.4	1.5	2.5	2.6	26.7	29.1
Share of Terminations	100.0	100.0	61.5	61.7	1.4	1.5	3.2	3.4	21.3	22.3

Table 9 (continued)
Hires, Promotions, Terminations, and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2006 and 2007)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007
Communications										
Employees	225,501	230,758	91,518	93,348	3,353	3,633	5,667	5,875	29,705	33,480
Hirings	36,963	40,319	13,625	15,054	641	714	427	493	6,575	7,640
Promotions	11,306	12,286	4,704	4,772	177	213	190	215	1,692	2,089
Terminations	35,305	37,579	13,343	14,177	698	672	715	745	5,995	6,581
Net Effect	1,658	2,740	282	877	-57	42	-288	-252	580	1,059
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	40.6	40.5	1.5	1.6	2.5	2.5	13.2	14.5
Share of Hirings	100.0	100.0	36.9	37.3	1.7	1.8	1.2	1.2	17.8	18.9
Share of Promotions	100.0	100.0	41.6	38.8	1.6	1.7	1.7	1.7	15.0	17.0
Share of Terminations	100.0	100.0	37.8	37.7	2.0	1.8	2.0	2.0	17.0	17.5
Transportation										
Employees	192,799	206,274	48,957	52,420	4,537	4,763	4,364	4,394	18,191	19,300
Hirings	42,254	48,085	10,880	12,332	1,303	1,269	441	492	5,010	5,502
Promotions	7,119	6,803	1,960	2,135	180	173	139	101	662	787
Terminations	37,829	42,805	8,842	10,094	1,242	1,124	656	630	3,745	4,257
Net Effect	4,425	5,280	2,038	2,238	61	145	-215	-138	1,265	1,245
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.4	25.4	2.4	2.3	2.3	2.1	9.4	9.4
Share of Hirings	100.0	100.0	25.7	25.6	3.1	2.6	1.0	1.0	11.9	11.4
Share of Promotions	100.0	100.0	27.5	31.4	2.5	2.5	2.0	1.5	9.3	11.6
Share of Terminations	100.0	100.0	23.4	23.6	3.3	2.6	1.7	1.5	9.9	9.9

Table 9 (continued)
Hires, Promotions, Terminations, and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2006 and 2007)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2006 #	2007 #	2006 #	2007 #	2006 #	2007 #	2006 #	2007 #	2006 #	2007 #
Other										
Employees	81,536	88,289	24,638	26,513	1,838	2,711	1,895	2,062	9,598	11,793
Hirings	21,912	21,163	6,437	6,472	333	507	323	359	3,890	3,359
Promotions	4,672	4,687	1,570	1,684	225	119	123	111	526	498
Terminations	11,983	12,913	3,690	4,136	229	389	256	288	1,527	1,774
Net Effect	9,929	8,250	2,747	2,336	104	118	67	71	2,363	1,585
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	30.2	30.0	2.3	3.1	2.3	2.3	11.8	13.4
Share of Hirings	100.0	100.0	29.4	30.6	1.5	2.4	1.5	1.7	17.8	15.9
Share of Promotions	100.0	100.0	33.6	35.9	4.8	2.5	2.6	2.4	11.3	10.6
Share of Terminations	100.0	100.0	30.8	32.0	1.9	3.0	2.1	2.2	12.7	13.7

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, 2007

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women	%	Total	Men	Women
Under \$15,000	3,645	2,853	792	21.7	53	42	11	1.5	27	23	4	0.7	779	710	69
\$15,000 - \$19,999	3,832	2,707	1,125	29.4	102	63	39	2.7	43	30	13	1.1	795	610	185
\$20,000 - \$24,999	11,386	6,561	4,825	42.4	307	162	145	2.7	192	87	105	1.7	2,302	1,451	851
\$25,000 - \$29,999	33,560	15,208	18,352	54.7	742	302	440	2.2	846	341	505	2.5	6,557	3,018	3,539
\$30,000 - \$34,999	47,418	20,163	27,255	57.5	1,009	391	618	2.1	1,464	573	891	3.1	9,895	4,141	5,754
\$35,000 - \$37,499	30,050	14,149	15,901	52.9	586	289	297	2.0	907	386	521	3.0	5,952	2,608	3,344
\$37,500 - \$39,999	26,940	13,550	13,390	49.7	548	295	253	2.0	780	343	437	2.9	5,403	2,415	2,988
\$40,000 - \$44,999	54,738	29,282	25,456	46.5	1,179	683	496	2.2	1,562	841	721	2.9	9,503	4,459	5,044
\$45,000 - \$49,999	77,031	44,291	32,740	42.5	1,499	904	595	1.9	2,937	1,679	1,258	3.8	11,600	5,980	5,620
\$50,000 - \$59,999	109,361	67,575	41,786	38.2	2,010	1,301	709	1.8	3,021	1,900	1,121	2.8	14,628	8,163	6,465
\$60,000 - \$69,999	66,937	45,990	20,947	31.3	1,261	947	314	1.9	1,702	1,157	545	2.5	9,252	5,682	3,570
\$70,000 - \$84,999	59,630	41,372	18,258	30.6	1,211	959	252	2.0	1,452	1,006	446	2.4	8,830	5,646	3,184
\$85,000 - \$99,999	38,451	28,469	9,982	26.0	646	545	101	1.7	962	727	235	2.5	5,384	3,783	1,601
\$100,000 and over	54,610	42,179	12,431	22.8	567	457	110	1.0	1,235	943	292	2.3	6,149	4,425	1,724
Total	613,944	371,496	242,448	39.5	11,667	7,298	4,369	1.9	17,103	10,013	7,090	2.8	96,250	52,381	43,869

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, 2007

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	2,725	1,385	1,340	49.2	37	14	23	1.4	36	21	15	1.3	264	149	115
\$5,000 - \$7,499	3,542	1,264	2,278	64.3	73	31	42	2.1	47	21	26	1.3	292	130	162
\$7,500 - \$9,999	5,689	2,346	3,343	58.8	99	41	58	1.7	108	43	65	1.9	649	353	296
\$10,000 - \$12,499	11,455	5,789	5,666	49.5	250	125	125	2.2	218	85	133	1.9	2,411	1,562	849
\$12,500 - \$14,999	9,243	3,658	5,585	60.4	200	73	127	2.2	208	70	138	2.3	1,704	826	878
\$15,000 - \$17,499	9,705	3,467	6,238	64.3	169	55	114	1.7	221	75	146	2.3	1,940	942	998
\$17,500 - \$19,999	11,171	4,062	7,109	63.6	211	71	140	1.9	278	71	207	2.5	2,280	1,101	1,179
\$20,000 - \$22,499	9,927	3,102	6,825	68.8	187	52	135	1.9	236	65	171	2.4	1,793	682	1,111
\$22,500 - \$24,999	9,678	3,007	6,671	68.9	231	84	147	2.4	286	66	220	3.0	1,597	641	956
\$25,000 - \$29,999	16,272	5,809	10,463	64.3	290	88	202	1.8	396	105	291	2.4	2,830	1,277	1,553
\$30,000 - \$34,999	8,386	3,133	5,253	62.6	159	59	100	1.9	272	93	179	3.2	1,365	634	731
\$35,000 - \$39,999	4,663	1,932	2,731	58.6	74	31	43	1.6	103	41	62	2.2	668	342	326
\$40,000 - \$49,999	4,015	1,721	2,294	57.1	65	24	41	1.6	78	26	52	1.9	404	202	202
\$50,000 et plus	2,416	965	1,451	60.1	24	15	9	1.0	52	21	31	2.2	219	104	115
Total	108,887	41,640	67,247	61.8	2,069	763	1,306	1.9	2,539	803	1,736	2.3	18,416	8,945	9,471

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, 2008

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Agriculture and Agri-Food Canada (includes Prairies Farm Rehabilitation Administration)	6,396	47.7	3,049	47.7	202	3.2	295	4.6	547	8.6
Atlantic Canada Opportunities Agency	709	58.8	417	58.8	17	2.4	31	4.4	27	3.8
Canada Border Services Agency	12,846	52.3	6,722	52.3	384	3.0	749	5.8	1,433	11.2
Canada Industrial Relations Board	88	69.3	61	69.3	2	2.3	9	10.2	3	3.4
Canada Public Service Agency	586	70.3	412	70.3	29	4.9	73	12.5	74	12.6
Canada School of Public Service	667	69.4	463	69.4	26	3.9	38	5.7	57	8.5
Canadian Artists and Producers Professional Relations Tribunal	6	83.3	5	83.3	0	0.0	0	0.0	0	0.0
Canadian Dairy Commission	59	62.7	37	62.7	3	5.1	1	1.7	4	6.8
Canadian Environmental Assessment Agency	137	58.4	80	58.4	9	6.6	2	1.5	12	8.8
Canadian Forces Grievance Board	37	67.6	25	67.6	0	0.0	2	5.4	2	5.4
Canadian Grain Commission	626	36.6	229	36.6	37	5.9	44	7.0	60	9.6
Canadian Heritage	2,075	68.7	1,425	68.7	102	4.9	103	5.0	212	10.2
Canadian Human Rights Commission	169	63.3	107	63.3	7	4.1	25	14.8	24	14.2
Canadian Human Rights Tribunal	19	63.2	12	63.2	0	0.0	2	10.5	0	0.0
Canadian Intergovernmental Conference Secretariat	20	60.0	12	60.0	0	0.0	0	0.0	0	0.0
Canadian International Development Agency	1,776	62.0	1,101	62.0	53	3.0	77	4.3	197	11.1
Canadian International Trade Tribunal	61	62.3	38	62.3	0	0.0	2	3.3	4	6.6
Canadian Radio-television and Telecommunications Commission	406	57.1	232	57.1	10	2.5	29	7.1	33	8.1
Canadian Space Agency	573	38.6	221	38.6	5	0.9	15	2.6	76	13.3
Canadian Transportation Agency	208	60.6	126	60.6	6	2.9	20	9.6	9	4.3
Citizenship and Immigration Canada	3,731	68.8	2,566	68.8	77	2.1	192	5.1	633	17.0
Copyright Board Canada	11	54.5	6	54.5	0	0.0	0	0.0	1	9.1
Correctional Service Canada	15,163	45.7	6,930	45.7	1,128	7.4	610	4.0	820	5.4

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2008

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Court Administration Services	552	65.2	360	4.3	24	31	64	5.6	64	11.6
Department of Finance Canada	1,039	51.9	539	1.6	17	38	110	3.7	110	10.6
Department of Justice Canada (includes Public Prosecutor Service of Canada)	5,013	66.0	3,311	3.4	172	255	587	5.1	587	11.7
Economic Development Agency of Canada for the Regions of Quebec	397	57.2	227	1.8	7	14	28	3.5	28	7.1
Elections Canada	349	47.0	164	4.3	15	26	31	7.4	31	8.9
Environment Canada	5,964	44.7	2,663	2.8	165	291	693	4.9	693	11.6
Fisheries and Oceans Canada (includes Canadian Coast Guard)	9,692	32.4	3,143	3.6	352	488	394	5.0	394	4.1
Foreign Affairs and International Trade Canada	4,272	50.8	2,169	2.1	91	153	456	3.6	456	10.7
Hazardous Materials Information Review Commission Canada	25	56.0	14	0.0	0	1	5	4.0	5	20.0
Health Canada	8,935	65.8	5,880	7.0	626	391	1,248	4.4	1,248	14.0
Human Resources and Social Development Canada	22,259	70.5	15,697	4.4	984	1,807	2,123	8.1	2,123	9.5
Immigration and Refugee Board	812	64.5	524	2.8	23	61	199	7.5	199	24.5
Indian and Northern Affairs Canada	4,026	62.7	2,524	30.4	1,222	231	278	5.7	278	6.9
Industry Canada	5,220	49.8	2,597	2.2	114	272	599	5.2	599	11.5
Infrastructure Canada	204	57.8	118	3.4	7	10	20	4.9	20	9.8
International Joint Commission	27	40.7	11	0.0	0	2	0	7.4	0	0.0
Library and Archives Canada	1,069	59.4	635	3.4	36	74	67	6.9	67	6.3
Military Police Complaints Commission	13	69.2	9	0.0	0	3	0	23.1	0	0.0
NAFTA Secretariat, Canadian Section	10	60.0	6	20.0	2	0	3	0.0	3	30.0
National Defence (Civilian Staff)	24,064	39.4	9,472	3.2	776	1,934	1,475	8.0	1,475	6.1
National Farm Products Council	13	61.5	8	7.7	1	0	2	0.0	2	15.4
National Parole Board	344	83.1	286	5.5	19	15	24	4.4	24	7.0

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2008

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Natural Resources Canada	4,264	41.4	1,765	41.4	114	2.7	250	5.9	452	10.6
Office of Indian Residential Schools Resolution of Canada	357	64.4	230	64.4	58	16.2	23	6.4	34	9.5
Office of the Commissioner for Federal Judicial Affairs	61	62.3	38	62.3	1	1.6	2	3.3	3	4.9
Office of the Commissioner of Official Languages	142	69.7	99	69.7	7	4.9	13	9.2	5	3.5
Office of the Registrar of Lobbyists	22	54.5	12	54.5	2	9.1	0	0.0	1	4.5
Office of the Registrar of the Supreme Court of Canada	183	67.2	123	67.2	10	5.5	19	10.4	14	7.7
Office of the Secretary to the Governor General	153	60.1	92	60.1	1	0.7	12	7.8	11	7.2
Offices of the Information and Privacy Commissioners	149	69.8	104	69.8	3	2.0	14	9.4	9	6.0
Passport Canada	2,387	69.5	1,659	69.5	50	2.1	74	3.1	359	15.0
Patented Medicine Prices Review Board Canada	47	66.0	31	66.0	0	0.0	1	2.1	4	8.5
Privy Council Office	743	57.5	427	57.5	22	3.0	32	4.3	69	9.3
Public Health Agency of Canada	2,016	68.3	1,377	68.3	75	3.7	90	4.5	264	13.1
Public Safety Canada (includes Commission for Public Complaints Against the Royal Canadian Mounted Police)	837	61.9	518	61.9	41	4.9	52	6.2	64	7.6
Public Service Commission of Canada	993	68.6	681	68.6	36	3.6	74	7.5	100	10.1
Public Service Staffing Tribunal	22	86.4	19	86.4	1	4.5	1	4.5	1	4.5
Public Works and Government Services Canada	12,197	54.4	6,632	54.4	316	2.6	654	5.4	1,011	8.3

Table 1 (continued)
Representation of Federal Public Service Employees by Designated Group and Department or Agency as of March 31, 2008

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Registry of the Competition Tribunal	10	60.0	6	0.0	0	0.0	0	0.0	1	10.0
Royal Canadian Mounted Police (Civilian Staff)	5,467	79.3	4,333	4.9	270	5.0	276	5.0	436	8.0
Royal Canadian Mounted Police External Review Committee	2	50.0	1	0.0	0	0.0	0	0.0	0	0.0
Statistics Canada	5,616	51.7	2,901	2.0	111	6.0	339	6.0	711	12.7
Status of Women Canada	73	90.4	66	2.7	2	11.0	8	11.0	11	15.1
Transport Canada	4,897	44.6	2,183	2.9	142	4.4	215	4.4	501	10.2
Transportation Appeal Tribunal of Canada	9	77.8	7	0.0	0	0.0	0	0.0	0	0.0
Transportation Safety Board of Canada	202	33.2	67	1.5	3	5.4	11	5.4	18	8.9
Treasury Board of Canada Secretariat	1,042	60.2	627	3.3	34	7.5	78	7.5	97	9.3
Veterans Affairs Canada	3,816	71.9	2,744	3.1	119	8.6	328	8.6	337	8.8
Western Economic Diversification Canada	377	56.2	212	5.8	22	5.0	19	5.0	60	15.9
Total	186,754	54.4	101,589	4.4	8,190	5.9	11,001	5.9	17,207	9.2

Table 2

Representation of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2008

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,251	100.0	1,426	43.9	158	4.9	179	5.5	38	1.2
Prince Edward Island	1,879	100.0	1,188	63.2	41	2.2	163	8.7	40	2.1
Nova Scotia	9,343	100.0	3,911	41.9	346	3.7	697	7.5	494	5.3
New Brunswick	6,273	100.0	3,454	55.1	193	3.1	342	5.5	97	1.5
Quebec	43,489	100.0	24,215	55.7	1,407	3.2	1,983	4.6	3,315	7.6
Ontario	81,063	100.0	45,516	56.1	2,619	3.2	5,126	6.3	9,008	11.1
Manitoba	7,204	100.0	4,044	56.1	901	12.5	487	6.8	462	6.4
Saskatchewan	4,791	100.0	2,662	55.6	646	13.5	253	5.3	170	3.5
Alberta	9,890	100.0	5,593	56.6	726	7.3	669	6.8	805	8.1
British Columbia	17,015	100.0	8,381	49.3	882	5.2	1,009	5.9	2,587	15.2
Yukon	315	100.0	189	60.0	56	17.8	17	5.4	7	2.2
Northwest Territories	636	100.0	375	59.0	140	22.0	32	5.0	23	3.6
Nunavut	191	100.0	110	57.6	58	30.4	8	4.2	11	5.8
Outside Canada	1,414	100.0	525	37.1	17	1.2	36	2.5	150	10.6
Total	186,754	100.0	101,589	54.4	8,190	4.4	11,001	5.9	17,207	9.2

Table 3
Distribution of Federal Public Service Employees by Designated Group and Region of Work as of March 31, 2008

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,251	1.7	1,426	1.4	158	1.9	179	1.6	38	0.2
Prince Edward Island	1,879	1.0	1,188	1.2	41	0.5	163	1.5	40	0.2
Nova Scotia	9,343	5.0	3,911	3.8	346	4.2	697	6.3	494	2.9
New Brunswick	6,273	3.4	3,454	3.4	193	2.4	342	3.1	97	0.6
Quebec	43,489	23.3	24,215	23.8	1,407	17.2	1,983	18.0	3,315	19.3
Ontario	81,063	43.4	45,516	44.8	2,619	32.0	5,126	46.6	9,008	52.4
Manitoba	7,204	3.9	4,044	4.0	901	11.0	487	4.4	462	2.7
Saskatchewan	4,791	2.6	2,662	2.6	646	7.9	253	2.3	170	1.0
Alberta	9,890	5.3	5,593	5.5	726	8.9	669	6.1	805	4.7
British Columbia	17,015	9.1	8,381	8.2	882	10.8	1,009	9.2	2,587	15.0
Yukon	315	0.2	189	0.2	56	0.7	17	0.2	7	0.0
Northwest Territories	636	0.3	375	0.4	140	1.7	32	0.3	23	0.1
Nunavut	191	0.1	110	0.1	58	0.7	8	0.1	11	0.1
Outside Canada	1,414	0.8	525	0.5	17	0.2	36	0.3	150	0.9
Total	186,754	100.0	101,589	100.0	8,190	100.0	11,001	100.0	17,207	100.0

Table 4

Representation of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2008

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,898	100.0	2,042	41.7	165	3.4	278	5.7	326	6.7
Scientific and Professional	27,350	100.0	12,385	45.3	697	2.5	1,094	4.0	3,662	13.4
Administrative and Foreign Service	90,284	100.0	55,832	61.8	4,121	4.6	5,554	6.2	8,533	9.5
Technical	17,422	100.0	5,663	32.5	612	3.5	896	5.1	1,106	6.3
Administrative Support	26,849	100.0	21,719	80.9	1,395	5.2	2,093	7.8	2,730	10.2
Operational	19,951	100.0	3,948	19.8	1,200	6.0	1,086	5.4	850	4.3
Total	186,754	100.0	101,589	54.4	8,190	4.4	11,001	5.9	17,207	9.2

Table 5

Distribution of Federal Public Service Employees by Designated Group and Occupational Category as of March 31, 2008

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Executive	4,898	2.6	2,042	2.0	165	2.0	278	2.5	326	1.9
Scientific and Professional	27,350	14.6	12,385	12.2	697	8.5	1,094	9.9	3,662	21.3
Administrative and Foreign Service	90,284	48.3	55,832	55.0	4,121	50.3	5,554	50.5	8,533	49.6
Technical	17,422	9.3	5,663	5.6	612	7.5	896	8.1	1,106	6.4
Administrative Support	26,849	14.4	21,719	21.4	1,395	17.0	2,093	19.0	2,730	15.9
Operational	19,951	10.7	3,948	3.9	1,200	14.7	1,086	9.9	850	4.9
Total	186,754	100.0	101,589	100.0	8,190	100.0	11,001	100.0	17,207	100.0

Table 6

Representation of Employees in the Separate Employers Workforce by Designated Group as of March 31, 2007

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canada Revenue Agency	40,626	60.5	24,575	2.7	1,099	2.7	2,280	5.6	5,891	14.5
Canadian Food Inspection Agency	6,044	50.3	3,040	2.3	141	2.3	268	4.4	641	10.6
Canadian Forces Personnel Support Agency*	5,800	66.5	3,857	3.2	186	3.2	302	5.2	157	2.7
Canadian Nuclear Safety Commission	603	43.1	260	1.7	10	1.7	15	2.5	81	13.4
Canadian Security Intelligence Service*	2,000	49.9	998	1.3	26	1.3	70	3.5	202	10.1
Communications Security Establishment	1,820	36.3	660	1.3	23	1.3	48	2.6	104	5.7
Financial Transactions and Reports Analysis Centre of Canada	264	49.2	130	0.4	1	0.4	4	1.5	45	17.0
National Energy Board	323	59.4	192	3.7	12	3.7	14	4.3	29	9.0
National Film Board of Canada	467	63.0	294	1.9	9	1.9	5	1.1	56	12.0
National Research Council Canada	4,312	35.3	1,521	1.0	42	1.0	171	4.0	667	15.5
Natural Sciences and Engineering Research Council	368	68.5	252	1.1	4	1.1	13	3.5	23	6.3
Office of the Auditor General of Canada	627	58.9	369	2.1	13	2.1	24	3.8	43	6.9
Office of the Superintendent of Financial Institutions	480	47.3	227	1.0	5	1.0	16	3.3	102	21.3
Parks Canada	4,861	42.9	2,086	7.9	382	7.9	140	2.9	235	4.8
Social Sciences and Humanities Research Council	181	69.6	126	2.2	4	2.2	9	5.0	11	6.1
Statistical Survey Operations	2,281	75.5	1,723	2.9	67	2.9	70	3.1	243	10.7
Total	71,057	40,310	56.7	2.8	2,024	2.8	3,449	4.9	8,530	12.0

* 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, 2007

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canadian Forces (Officers & Non-commissioned Members)	108,332	16.9	18,266	16.9	2,653	2.4	1,308	1.2	3,198	3.0
Royal Canadian Mounted Police (Regular & Civilian Members)	22,110	26.2	5,784	26.2	1,430	6.5	509	2.3	1,390	6.3
Total	130,442	18.4	24,050	18.4	4,083	3.1	1,817	1.4	4,588	3.5

Table 8**List of Federal Contractors as of December 31, 2007**

Employer Name	Employer Name
1110 HOWE HOLDINGS (HOLIDAY INN DOWNTOWN VANCOUVER)	ANACHEMIA CANADA INC.
3627730 CANADA INC.	ANDREW SHERET LIMITED
3M CANADA COMPANY	ANIXTER CANADA INC.
9149-6950 QUÉBEC INC.	AOCO LIMITED
A.R. WILLIAMS MATERIALS HANDLING LTD	AON REED STENHOUSE INC.
A.R.C. ACCOUNTS RECOVERY CORPORATION	APOTEX INCORPORATED
ABB INC.	APPAREL TRIMMING INC.
ABI / ADVANCED BUSINESS INTERIORS INC.	APPLE CANADA INC.
ABILITY JANITORIAL SERVICES LIMITED	AQUATERRA CORPORATION
ACCENTURE INC.	ARAMARK CANADA LTD.
ACCÈS SERVICES SANTÉ GSS INC.	ARBORITE DIVISION OF ITW CANADA
ACCO CANADA INC.	ARCHIVE IRON MOUNTAIN
ACKLANDS-GRAINGER INC.	ARC'TERYX EQUIPMENT INC.
ACRES INTERNATIONAL LIMITED	AREVA T & D CANADA INC.
ACRODEX INC.	ARMTEC LIMITED PARTNERSHIP
ADACEL INC.	ARNPRIOR AEROSPACE INC.
ADCOM INC.	ARO INC.
ADECCO EMPLOYMENT SERVICES LIMITED	ASHLAND CANADA CORP.
ADGA GROUP CONSULTANTS INC.	ASSOCIATED ENGINEERING ALBERTA LTD.
ADI GROUP INC	ASTRAZENECA CANADA INC.
ADOBE SYSTEMS	ATCO STRUCTURES INC.
ADT SECURITY SERVICES CANADA INC.	ATELIER DU MARTIN-PÊCHEUR INC.
ADVANCE ELECTRONICS INC.	ATLANTIC BUILDING CLEANING LIMITED
ADVANCE ENGINEERED PRODUCT LTD.	ATLANTIC INDUSTRIES LIMITED
AERIC INC.	ATLANTIC TRACTORS & EQUIPMENT LIMITED
AGAT LABORATORIES LTD.	ATLANTIC WHOLESALERS LIMITED
AGFA HEALTHCARE INC.	ATLANTIS SYSTEMS INTERNATIONAL, INC.
AGILENT TECHNOLOGIES CANADA INC.	ATLAS SPECIALTY STEELS DIV. OF SLATER STAINLESS
AGROPUR COOPERATIVE	AUTODESK CANADA INC.
AHEARN & SOPER INC.	AVCORP INDUSTRIES INC.
AIR LIQUIDE CANADA INC.	AVENTIS PASTEUR LTD.
AIR PRODUCTS CANADA LTD.	AVISCAR INC./AVIS RENT-A-CAR
AIRBOSS ENGINEERED PRODUCTS INC.	AVNET INC.
AJILON CANADA INC.	AV-TECH 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 LIMITED
ALLIANCE ONE LTD.	BARNES DISTRIBUTION CANADA
ALLIED INTERNATIONAL CREDIT CORP.	BARTLE & GIBSON LTD.
ALLIED SHIPBUILDERS LTD.	BAXTER CORPORATION
ALLIED SIGNAL AEROSPACE CANADA	BAXTERS CANADA INC.
ALS CANADA LTD.	BAYER INC.
AMBASSADOR CONFERENCE RESORT	BAYSHORE HEALTH CARE LTD.
AMEC INC.	BBM CANADA
AMEX CANADA INC.	BC CENTRE FOR DISEASE CONTROL SOCIETY
AMPHENOL CANADA CORPORATION	BDO DUNWOODY LLP

Table 8 (continued)**List of Federal Contractors as of December 31, 2007**

Employer Name	Employer Name
BEAULIEU CANADA	CANADIAN BUTTONS LIMITED
BECKMAN COULTER CANADA INC.	CANADIAN CORPS OF COMMISSIONAIRES
BECTON DICKINSON CANADA INC.	CANADIAN LINEN AND UNIFORM SERVICE
BEE CLEAN BUILDING MAINTENANCE INC	CANADIAN NIAGARA HOTELS INC.
BELL HELICOPTER TEXTRON CANADA LIMITED	CANADIAN SHIPBUILDING & ENGINEERING LTD.
BELRON CANADA INC	CANADIAN STANDARDS ASSOCIATION
BEST FACILITIES SERVICES LTD.	CANADIAN TECHNICAL TAPE LTD
BEST WESTERN RICHMOND HOTEL	CANADIAN WASTE SERVICES INC.
BFI CANADA INC.	CANGENE CORPORATION
BIOGENIE S.R.D.C. INC.	CANON CANADA INC.
BLACK & MCDONALD LIMITED	CANSEL SURVEY EQUIPMENT
BOC CANADA LIMITED	CANTEST LTD.
BODYCOTE ORTECH INC.	CAPGEMINI CANADA INC.
BOEHRINGER INGELHEIM (CANADA) LTD.	CARIS-UNIVERSAL SYSTEMS LTD.
BOEING CANADA TECHNOLOGY	CARLETON UNIVERSITY
BOLANDS LIMITED	CARMICHAEL ENGINEERING LTD
BOMBARDIER INC.	CARRIER CANADA LTD.
BOMBARDIER RECREATIONAL PRODUCTS INC.	CARSWELL, A DIVISION OF THOMSON CANADA LTD.
BOUTHILLETTE PARIZEAU & ASSOCIATES INC.	CASCADES EAST ANGUS INC.
BOWE BELL & HOWELL INTERNATIONAL LTD.	CASCADES RESOURCES
BRAINHUNTER INC.	CASINO NOVA SCOTIA HOTEL
BRAMBIES CANADA	CASTROL CANADA INC.
BRIDGE BRAND FOOD SERVICES LTD.	CATHOLIC SOCIAL SERVICES
BRIDGESTONE FIRESTONE CANADA INC.	CAVALIER ENTERPRISES LTD.
BRISTOL-MYERS SQUIBB CO.	CBCL LIMITED
BROOKFIELD LEPAGE JOHNSON CONTROLS FACILITY MANAGEMENT SERVICES	CCH CANADIAN LIMITED
BROTHER INTERNATIONAL CORPORATION (CANADA) LTD.	CCSI TECHNOLOGY SOLUTIONS CORP.
BROWNING HARVEY LTD.	CÉGEP ÉDOUARD-MONTPETIT
BRUNET HEALTH CARE GROUP	CÉGEP SAINT-JEAN-SUR-RICHELIEU
BTI CANADA	CENTENNIAL FOODS CORPORATION LTD.
BUDGET CAR & TRUCK RENTALS OF OTTAWA	CENTRE DE FORMATION PROFESSIONNELLE ET LINGUISTIQUE CARON LTÉE
BUDGET RENT A CAR OF EDMONTON LTD.	CENTRE DE RECHERCHE INDUSTRIELLE DU QUÉBEC (CRIQ)
BUNGE CANADA	CENTRE FOR ADDICTION AND MENTAL HEALTH
BUROPLUS	CENTRE HOSPITALIER UNIVERSITAIRE DE QUÉBEC
C & D CLEANING AND SECURITY SERVICES LTD.	CENTURY PLAZA LTD.
CAE INC.	CH2M HILL CANADA LIMITED
CAFETERIA DE LA CAPITALE INC.	CHANTIER DAVIE INC.
CAISSE CENTRALE DESJARDINS	CHATEAU OTTAWA HOTEL INC.
CALIAN TECHNOLOGIES LTD.	CHEMISE EMPIRE LTÉE
CAMCO INC.	CHEMISES JML SHIRTS INC.
CAMOSUN COLLEGE	CHEVRON CANADA LIMITED
CANAC MARQUIS GRENIER LTÉE	CHIP HOSPITALITY L.P.
CANAD CORPORATION OF MANITOBA INC.	CHIP REIT #13
CANADA BREAD COMPANY LTD.	CHIP REIT #21
CANADA CATERING CO. LIMITED	CHIP REIT NO. 2 L.P.
CANADIAN BANK NOTE COMPANY, LIMITED	CHIP REIT NO. 32 OPERATIONS LTD.
CANADIAN BLUE BIRD COACH LTD.	CHIP REIT OPERATIONS #37 LTD. - DELTA MONTREAL
CANADIAN BONDED CREDITS LIMITED	CHRYSLER CANADA INC

Table 8 (continued)**List of Federal Contractors as of December 31, 2007**

Employer Name	Employer Name
CIA INC.	D. BERTRAND & FILS INC
CIMA, ENGINEERING CONSULTANTS	DAIRYWORLD FOODS
CISCO SYSTEMS CANADA CO.	DALHOUSIE UNIVERSITY
CISION CANADA INC.	DALSA CORPORATION
CIT FINANCIAL LTD./SERVICES FINANCIERS CIT LTEE	DANCO EQUIPMENT INC.
CITÉ DE LA SANTÉ DE LAVAL	DANKA CANADA INC.
CLARIANT (CANADA) INC	DATACARD CANADA INC
CLEANMATTERS JANITORIAL SERVICES LTD	DAVEY TREE SERVICES A DIVISION OF DAVEY TREE
CLINIDATA CORPORATION	DECISION ONE CORPORATION
CMC ELECTRONIQUE INC	DÉCOR EXPERTS EXPO - 3022528 CANADA INC.
CMI INTERLANGUES INC.	DEL LABORATORIES PHARMACEUTICS CANADA INC.
CNC GLOBAL LIMITED	DELL CANADA INC.
COAST HOTELS LIMITED	DELOITTE & TOUCHE LLP
COBHAM TRACKING AND LOCATING LTD.	DELPHI SOLUTIONS CORP.
COCHRANE GROUP INC.	DELTA BESSBOROUGH - LEGACY HOTELS CORPORATION
COGNOS INC.	DELTA CALGARY AIRPORT - LEGACY HOTELS CORP.
COHOS EVAMY	DELTA CENTRE-VILLE
COLLECTCORP CORPORATION	DELTA CHELSEA - GREAT EAGLE HOTELS (CANADA) LTD.
COLLEGE AHUNTSIC	DELTA HALIFAX
COLLÈGE DE SAINT-BONIFACE	DELTA OTTAWA HOTEL & SUITES
COM DEV LTD.	DELTA VANCOUVER AIRPORT
COMCARE HEALTH SERVICES	DELTA VANCOUVER SUITES (DELTA HOTELS)
COMMERCIAL SOLUTIONS INC.	DERKO LIMITEE
COMMUNICATIONS QUÉBECOR INC	DESCHENES & FILS LTEE
COMPASS GROUP CANADA (BEAVER) LTD.	DESSAU INC.
COMPUGEN INC.	DEW ENGINEERING AND DEVELOPMENT LIMITED
COMPUTER ASSOCIATES CANADA LTD.	DIFCO PERFORMANCE FABDRICS INC.
COMPUTER SCIENCES CANADA INC. - CSC	DILLON CONSULTING LIMITED
COMPUWARE CORPORATION OF CANADA	DISTAL INC.
CONCIERGERIE SPEICO INC.	DOLLAR THRIFTY AUTOMOTIVE GROUP CANADA LTD
CONCORDIA UNIVERSITY	DOMINION BLUELINE INC.
CONESTOGA-ROVERS & ASSOCIATES LIMITED	DOMTAR INC.
CONNORS BROS. DIVISION OF CLOVER LEAF SEAFOODS, LP	DOMUS BUILDING CLEANING CO LTEE
CONOR PACIFIC CANADA	DOUBLETEX
CONSOLTEX INC.	DOVER INDUSTRIES LIMITED
COREL CORPORATION	DOWNEAST COMMUNICATIONS
CORPORATE EXPRESS CANADA INC.	DR. OETKER LTD.
CORPORATION DE L'ÉCOLE POLYTECHNIQUE	DRAKE INTERNATIONAL INC.
CORPORATION DE SOINS DE LA SANTE HOSPIRA	DRS FLIGHT SAFETY AND COMMUNICATIONS
CORPORATION TECHNOLOGIES EICON	DST OUTPUT CANADA INC
COSSETTE COMMUNICATION INC.	DUBE & LOISELLE INC.
CPI CANADA - COMMUNICATIONS & POWER INDUSTRIES CANADA INC.	DUFFERIN CONSTRUCTION COMPANY
CRAWFORD ADJUSTERS CANADA INC.	DUOCOM CANADA INC.
CSG SECURITY INC.	DURHAM FURNITURE INC.
CUMMINS EASTERN CANADA LP	DY 4 SYSTEMS INC
CUMMINS WESTERN CANADA	DYNACARE GAMMA PARTNERSHIP
CUSTOM FOAM SYSTEMS LTD.	DYNAMIC FACILITY SERVICES LTD.
CUTLER-HAMMER ENGINEERING SERVICES DIVISION	E S FOX LIMITED
	E.I. DU PONT CANADA COMPANY

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
EAGLEPICHER ENERGY PRODUCTS CORPORATION	FOR-NET INC
EARTH TECH CANADA INC.	FORT GARRY INDUSTRIES LTD.
EBA ENGINEERING CONSULTANTS LTD.	FOUR POINTS BY SHERATON GATINEAU-OTTAWA
EBCO INDUSTRIES LTD.	(KSD ENTERPRISES)
ECOLAB CO.	FOURNITURE DE BUREAU DENIS
ÉCOLE DE LANGUES LA CITÉ INC.	FRANKLIN EMPIRE INC.
EDMONTON GEAR CENTRE LTD.	FREIGHTLINER OF VANCOUVER LTD.
EDMONTON MEAT PACKING LTD.	FRIESENS CORPORATION
EDS CANADA INC.	FUJI PHOTO FILM CANADA INC.
EDULINX CANADA CORPORATION	FUJITSU CONSULTING (CANADA) INC.
EECOL ELECTRIC LTD.	FUTURE ELECTRONICS INC.
ELECTRO SONIC INC.	G&K SERVICES CANADA INC.
ELI LILLY & CO.	G.A. BOULET INC.
EMC CORPORATION OF CANADA	G.E. WATER AND PROCESS TECHNOLOGIES
EMCO CORPORATION	G.N. JOHNSTON EQUIPMENT CO. LTD.
ENGEL CANADA INC.	GALT WESTERN PERSONNEL LTD.
ENGINEERED APPAREL LTD.	GANOTEC INC.
ENSEIGNES PATTISON SIGN GROUP	GAZ METROPOLITAIN INC
ENTERPRISE RENT A CAR CANADA LIMITED	GDG ENVIRONNEMENT LIMITÉE
ENTRUST LIMITED	GE SECURITY CANADA
EQUIFAX CANADA INC.	GENERAL CHEMICAL CANADA LTD
ERNST & YOUNG LLP	GENERAL DYNAMICS CANADA LTD.
ESRI CANADA LIMITED	GENERAL DYNAMICS LAND SYSTEMS - CANADA CORPORATION
ESSELTE CANADA INC.	GENERAL DYNAMICS- PRODUITS DE DÉFENSE
EVANS CONSOLES CORPORATION	GENERAL ELECTRIC CANADA INC.
EXIDE CANADA INC BATTERY DIVISION	GENERAL MOTORS OF CANADA LTD
FAIRMONT BANFF SPRINGS (THE)	GENERAL MOTORS OF CANADA LTD DIESEL DIV.
FAIRMONT CHATEAU LAURIER (THE)	GENESIS HOSPITALITY INC. (VICTORIA INN HOTEL)
FAIRMONT EMPRESS (THE)	GENIVAR SOCIETE EN COMMANDITE
FAIRMONT HOTEL MACDONALD (THE)	GENPHARM ULC.
FAIRMONT HOTEL VANCOUVER (THE)	GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
FAIRMONT HOTELS INC./THE FAIRMONT NEWFOUNDLAND	GETRONICS CANADA INC
FAIRMONT LE CHATEAU FRONTENAC (THE)	GFS CANADA COMPANY (GORDON FOOD SERVICE)
FAIRMONT LE REINE ELIZABETH	GLAXOSMITHKLINE INC.
FAIRMONT ROYAL YORK (THE)	GLENTEL INC.
FAIRMONT VANCOUVER AIRPORT (THE)	GLOBAL UPHOLSTERY CO. INC.
FAIRMONT WATERFRONT HOTEL (THE)	GOLDEN ARROW SCHOOLBUSES LTD.
FARMERS CO-OPERATIVE DAIRY LIMITED	GOLDER ASSOCIATES LTD
FASTENAL CANADA COMPANY	GOODFELLOW INC
FELLFAB LIMITED	GOODRICH AEROSPACE CANADA LTD
FGI FAMILY GUIDANCE GROUP INC.	GOODYEAR CANADA INC.
FINNING INTERNATIONAL INC.	GOWLING LAFLEUR HENDERSON LLP
FIRST NATIONS UNIVERSITY OF CANADA INC.	GRAND & TOY LIMITED
FISHER SCIENTIFIC COMPANY	GRANT EMBLEMS LIMITED
FISHERMAN'S MARKET INTERNATIONAL INC	GRANT THORNTON LLP
FLEETWAY INC.	GRAYBAR CANADA LIMITED
FORD MOTOR COMPANY OF CANADA LTD.	GROUPE CGI INC.
FORENSIC TECHNOLOGY WAI INC.	GROUPE LACASSE INC.
FORMICA CANADA INC.	GROUPE LGS INC.

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
GROUPE SANTE MEDISYS INC	IKON OFFICE SOLUTIONS INC.
GROUPE TENCO INC.	IMC (CANADA) GLOBAL LTD.
GROUPE-CONSEIL ROCHE LTEE	IMP AEROSPACE COMPONENTS LTD
GUILLEVIN INTERNATIONAL INC	IMP GROUP LIMITED - CSH OPERATIONS
HAGMEYER CANADA INC. DBA CENTURY VALLEN	IMPERIAL OIL CANADA LIMITED
HALSALL ASSOCIATES LIMITED	IMPRIMERIES TRANSCONTINENTAL S.E.N.C.
HARPER POWER PRODUCTS INC.	IMT PARTNERSHIP
HATCH LTD.	INDAL TECHNOLOGIES INC.
HAWORTH LTD.	INDUSPAC GROUP
HAY GROUP LIMITED	INDUSTRIES DE MAINTENANCE EMPIRE INC.
HAZCO ENVIRONMENTAL SERVICES A DIVISION OF CCS INC.	INGENIUM GROUP INC.
HEIDELBERG CANADA GRAPHIC EQUIPMENT LIMITED	INN VEST HOTELS GROUP LTD
HENRY SCHEIN ASH ARCONA	INNVEST HOTELS GP XV LTD.
HÉROUX-DEVTEK INC.	INSCAPE CORPORATION
HERTZ CANADA LIMITED	INSTITUT NATIONAL DE LA RECHERCHE SCIENTIFIQUE
HEWITT ÉQUIPEMENT LTÉE	INSTITUT NATIONAL D'OPTIQUE
HEWLETT-PACKARD (CANADA) CO.	INSTITUT PHILIPPE PINEL DE MONTRÉAL
HILROY, A DIVISION OF MEADWESTVACO, LP	INTEGRATED POWER SYSTEMS CORP.
HILTON CANADA INC.	INTERCON SECURITY LIMITED
HOFFMANN LA ROCHE LIMITED	INTERGRAPH CANADA LTD.
HOLIDAY INN AIRPORT WEST	INTERNATIONAL ROAD DYNAMICS INC.
HOLIDAY INN SELECT HALIFAX CENTRE	IRON ORE COMPANY OF CANADA
HOLIDAY INN SELECT MONTREAL CENTRE-VILLE	IRVING EQUIPMENT
HOLIDAY INN SELECT TORONTO AIRPORT	IRVING OIL LIMITED
HOLIDAY INN TORONTO YORKDALE	IRVING SHIPBUILDING INC./LES CHANTIERS MARITIME IRVING
HOLIDAY INN WINNIPEG SOUTH	ISM INFORMATION SYSTEMS
HOLIDAY INNS OF CANADA LTD.	J & A BUILDING SERVICES LTD.
HONEYWELL LIMITED	J. L. RICHARDS & ASSOCIATES LIMITED
HOPITAL DU SAINT-SACREMENT	J.B. DESCHAMPS INC.
HÔPITAL LAVAL	JACQUES WHITFORD
HORTON TRADING LTD.	JAMES WESTERN STAR STERLING LTD.
HOTEL CHATEAU MONT SAINTE-ANNE INC	JH RYDER MACHINERY LTD
HOTEL DIEU HOSPITAL	JOE'S JANITORIAL SERVICES LTD.
HOTEL GOUVERNEUR PLACE DUPUIS	JOHN DEERE LIMITED
HÔTEL LOEWS LE CONCORDE/PLACE MONTCALM HOTEL INC	JOHNSON & JOHNSON INC
HOTEL SASKATCHEWAN RADISSON PLAZA	JOHNSON & JOHNSON MEDICAL PRODUCTS INC
HTS ENGINEERING LTD.	JOHNSON CONTROLS LP
HUMAN RESOURCES CAPITAL GROUP INC.	JONES PACKAGING INC.
HUMMINGBIRD COMMUNICATIONS LTD.	JTI-MACDONALD CORP.
HUSKY INJECTION MOLDING SYSTEMS LTD.	JUSTICE INSTITUTE OF BRITISH COLUMBIA
HUSKY OIL LIMITED	K&D PRATT GROUP INC.
HYATT REGENCY CALGARY	KASIAN ARCHITECTURE INTERIOR DESIGN AND PLANNING LTD.
HYATT REGENCY VANCOUVER	KAVERIT CRANES & SERVICE ULC.
HYUNDAI AUTO CANADA CORP.	KEILHAUER INDUSTRIES LTD.
IBI GROUP	KELLOWAY CONSTRUCTION LTD.
IBM CANADA LTD	KELLY SERVICES (CANADA) LTD.
ICI CANADA INC	KEMPTVILLE TRUCK CENTRE LIMITED
ID BIOMEDICAL CORPORATION	KI PEMBROKE LP
IDEAL ROOFING COMPANY LTD.	KLOHN CRIPPEN CONSULTANTS LTD.

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
KNOLL NORTH AMERICA CORPORATION	M&S FOOD SERVICES LTD.
KODAK CANADA INCORPORATED	MACDONALD DETTWILER & ASSOCIATES INC.
KODIAK GROUP INC.	MACDONALD DETTWILER & ASSOCIATES LTD.
KOMEX INTERNATIONAL LTD.	MACDONALD, DETTWILER AND ASSOCIATES CORPORATION
KONE INC.	MACK CANADA INC.
KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD.	MAGELLAN AEROSPACE CORPORATION
KONTZAMANIS GRAUMANN SMITH MACMILLAN INC.	MAGELLAN AEROSPACE LIMITED
KOPRASH INVESTMENT INC.	MAINTENANCE EURÉKA LTÉE
KROMAR PRINTING LTD	MALLETTE S.E.N.C.R.L.
KRONOS CANADIAN SYSTEMS INC.	MANAC INC. (INDUSTRIES TANGUAY)
KRUG INC.	MANHEIM AUTO AUCTIONS COMPANY
L.P. ROYER INC.	MANITOBA HYDRO
L-3 COMMUNICATIONS ELECTRONIC SYSTEMS INC.	MANPOWER SERVICES CANADA LIMITED/ SERVICES MANPOWER CANADA LIMITEE
LA CHEMISE PERFECTION (2007) INC.	MAPINFO CANADA INC.
LABORATOIRES ABBOTT LTÉE	MARCONI MEDICAL SYSTEMS CANADA INC.
LABSTAT INTERNATIONAL INC.	MARITIME PAPER PRODUCTS LIMITED
LAB-VOLT (QUÉBEC) LTÉE	MARKETEL/MCCANN-ERICKSON LTD.
LAC LTD. (NAVIGANT CONSULTING)	MARRIOTT CHÂTEAU CHAMPLAIN
LALIBERTÉ ET ASSOCIÉS INC.	MARRIOTT CORPORATION OF CANADA LTD
LANTHIER BAKERY LTD.	MARSH CANADA LIMITED
LARCO HOSPITALITY INC.	MARSHALL MACKLIN MONAGHAN LIMITED
LEGACY HOTELS CORPORATION	MASTECH CANADA
LENBROOK INDUSTRIES LTD	MAXSYS PROFESSIONALS AND SOLUTIONS INC.
LES DISTRIBUTEURS R. NICHOLLS DISTRIBUTORS INC	MAXXAM ANALYTICS INC.
LES EMBALLAGES MITCHEL LINCOLN LTEE	MCCORMICK RANKIN CORPORATION
LES FROMAGES SAPUTO LTÉE	MCGILL UNIVERSITY
LES LAINAGES VICTOR LTÉE	MCGREGOR INDUSTRIES INC.
LES SOUS-VÊTEMENTS U M INC	MCKESSON CANADA CORPORATION
LEVITT SAFETY LIMITED	MCMASTER UNIVERSITY
LEWISFOODS INC.	MCNEIL CONSUMER HEALTHCARE/MCNEIL PDI INC.
LEXISNEXIS CANADA INC.	MEDAVIE INC.
LEXI-TECH INTERNATIONAL INC.	MED-EMERG INTERNATIONAL INC.
LEXMARK CANADA INC.	MED-ENG SYSTEMS INC.
LIBERTY HEALTH	MEDIAGRIF INTERACTIVE TECHNOLOGIES INC.
LIFTKING INDUSTRIES INC.	MEDTRONIC OF CANADA, LTD
LINCOLN ELECTRIC COMPANY OF CANADA LP	MELLON CONSULTANTS LIMITED
LING QUEBEC INC.	MEMORIAL UNIVERSITY OF NEWFOUNDLAND
LITECO INC.	MEMRAMCOOK INSTITUTE
LIVERTON HOTELS INC.	MERCEDES-BENZ CANADA INC.
LOCKHEED MARTIN CANADA	MERCER (CANADA) LTD.
LOGIFLEX OFFICE FURNITURE	MERCK FROSST CANADA LTD.
LOGISTIK UNICORP	MESSIER DOWTY INC.
LOUIS GARNEAU SPORTS INC.	METAFORE LIMITED PARTNERSHIP
LOWE-MARTIN CO. INC.	METROPOLITAN PARKING INC
LUCENT TECHNOLOGIES CANADA CORP.	METTLER-TOLEDO INC.
LUDLOW TECHNICAL PRODUCTS CANADA LTD.	MHPM PROJECT MANAGERS INC.
LUMEN, DIVISION DE SONEPAR CANADA INC.	MICHELIN AMÉRIQUE DU NORD (CANADA) INC
LUMONICS INC	MICRO-BOUTIQUE ÉDUCATIVE INC.
LYRECO (CANADA) INC.	

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
MICROSOFT CANADA CORPORATION	ONLINE ENTERPRISES INC
MINTO SUITE HOTEL	ONYX CANADA
MITEL NETWORKS CORPORATION	OPEN TEXT CORPORATION
MONDRIAN CANADA INC	OPERATION SPRINGBOARD
MONTEL INC	OPTECH INCORPORATED
MOORE CANADA D/B/A RR DONNELLEY	ORACLE CORPORATION CANADA INC.
MORBERN INC	ORTHO-MCNEIL INC.
MORNEAU SOBECO	OSRAM SYLVANIA LTD
MORRISON HERSHFIELD GROUP INC.	OTIS CANADA INC.
MOTOR COACH INDUSTRIES LTD	OTTAWA (JCST) PURCHASCO INC
MOTOROLA CANADA LIMITED	OTTAWA MARRIOTT/1210478 ONTARIO INC.
MOUNT SAINT VINCENT UNIVERSITY	OTTAWA-CARLETON ASSOCIATION FOR PERSONS WITH
MULTI MARQUES INC.	DEVELOPMENTAL DISABILITIES
MUSTANG SURVIVAL CORP.	PACCAR DU CANADA LTÉE
NATIONAL CAR RENTAL (CANADA) INC.	PACIFIC SAFETY PRODUCTS INC.
NATIONAL STEEL CAR LTD.	PAN PACIFIC HOTEL VANCOUVER
NBS TECHNOLOGIES INC.	PANALPINA INC.
NCR CANADA LTD	PANASONIC CANADA INC
NEILL AND GUNTER LIMITED	PARK TOWN MOTOR MOTELS LTD.
NELSON LUMBER COMPANY LTD.	PARKWAY HOTELS AND CONVENTION CENTRE INC.
NEOPOST CANADA LIMITED	PATTERSON DENTAIRE CANADA INC
NEPTUNE FOOD SERVICE INC.	PAUL DEMERS ET FILS INC.
NETMANAGE CANADA INC.	PAYMENTECH CANADA
NEW HORIZONS CAR & TRUCK RENTALS	PEERLESS GARMENTS LP
NEWALTA CORPORATION	PENSKE TRUCK LEASING OF CANADA INC.
NEXIENT LEARNING INC.	PERFORMANCE PRINTING LIMITED
NEXINNOVATIONS INC.	PERKINELMER OPTOELECTRONICS
NIENKAMPER FURNITURE & ACCESSORIES INC.	PETRO-CANADA INC.
NISSAN CANADA INC	PFIZER CANADA INC.
NOR-DON COLLECTION NETWORK INC.	PHARMACIA & UPJOHN INC.
NORTEL NETWORKS	PHARMASCIENCE INC
NORTH ATLANTIC PETROLEUM	PHH ARC ENVIRONMENTAL LTD.
NORTH DOUGLAS SYSCO FOOD SERVICES INC.	PHILIPS & TEMRO INDUSTRIES LTD
NORTHFIELD METAL PRODUCTS LTD.	PHILIPS ELECTRONICS LIMITED
NORTHGATE INDUSTRIES LTD.	PINCHIN ENVIRONMENTAL LTD.
NORTHSTAR AEROSPACE INC.	PIONEER BALLOON CANADA LIMITED
NORTHUMBERLAND CO-OPERATIVE LIMITED	PITNEY BOWES OF CANADA LTD.
NOVA SCOTIA COMMUNITY COLLEGE	PLATESPIN ULC
NOVA SCOTIA TEXTILES LIMITED	POMERLEAU INC.
NOVARTIS PHARMACEUTICALS CANADA INC.	PONTON COLESHILL EDWARDS & ASSOCIATES
NOVOPHARM LIMITED	PORTFOLIO MANAGEMENT SOLUTIONS INC.
NOVOTEL TORONTO CENTRE	POWER BATTERY SALES LTD.
NRCS INC.	PPG CANADA INC
NURUN INC.	PRATT & WHITNEY CANADA CORPORATION INC.
NYCOMED CANADA INC.	PRAXAIR CANADA INC.
O'CONNOR ASSOCIATES ENVIRONMENTAL INC	PREVOST CAR INC.
OLDS COLLEGE	PRICEWATERHOUSECOOPERS LLP
OLYMPUS CANADA INC.	PRITCHARD ENGINEERING CO. LTD
OLYMPUS NDT CANADA INC.	PROCOM CONSULTANTS GROUP LTD.

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
PROCTOR & GAMBLE INC	RUTTER INC.
PROMAXIS SYSTEMS INC.	RYERSON UNIVERSITY
PROTECTRON INC.	SAINT MARY'S UNIVERSITY
PROVIGO DISTRIBUTION INC.	SANDWELL ENGINEERING INC.
PRYSMIAN SYSTÈMES ET CÂBLES	SANOFI-AVENTIS CANADA INC.
PTI GROUP INC.	SAP CANADA INC
PUBLICIS CANADA INC.	SAS INSTITUTE (CANADA) INC
QUANTUM MANAGEMENT SERVICES LTD	SASKATCHEWAN RESEARCH COUNCIL
QUEBECOR WORLD INC	SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY
QUEEN'S UNIVERSITY AT KINGSTON	SCA HYGIENE PRODUCTS INC
QUEST SOFTWARE CANADA INC.	SCEPTER CORPORATION
R. J. BURNSIDE & ASSOCIATES LTD.	SCHENKER OF CANADA LIMITED
R.E. GILMORE INVESTMENTS CORP.	SCHERING CANADA INC.
R3D CONSEIL INC.	SCHINDLER ELEVATOR CORPORATION
RAMADA HOTEL AND CONVENTION CENTER (607637 SASKATCHEWAN LTD.)	SCHNEIDER CANADA INC.
RATIOPHARM INC.	SCOTSBURN CO-OPERATIVE SERVICES LIMITED
RAYMOND CHABOT GRANT THORNTON S.E.N.C.R.L.	SCYTHES INC.
RAYTHEON CANADA LIMITED	SECURITAS CANADA LIMITED/SÉCURITAS CANADA LIMITÉE
RAYTHEON CANADA LIMITED - WATERLOO DIVISION	SHARP ELECTRONICS OF CANADA LTD
RAYTHEON ELCAN OPTICAL TECHNOLOGIES	SHAW GMC PONTIAC BUICK HUMMER INC.
RBA INC	SHELL CANADA LIMITED
RBC DOMINION SECURITIES INC.	SHEPELL FGI LIMITED PARTNERSHIP
READ JONES CHRISTOFFERSON LTD	SHERATON CENTRE TORONTO HOTELS STARWOOD HOTELS
REDHEAD EQUIPMENT LTD	SHERATON HAMILTON HOTEL STARWOOD HOTELS CANADA
RÉGULVAR INC.	SHERATON SUITES CALGARY EAU CLAIRE
REHAB FOUNDATION FOR THE DISABLED	SHERATON VANCOUVER WALL CENTRE HOTEL
RELIABLE WINDOW CLEANERS (SUDBURY) LTD	SICO INC.
RENAISSANCE TORONTO AIRPORT HOTEL AND CONFERENCE CENTER	SIEMENS CANADA LIMITED
RESOLVE CORPORATION	SIERRA SYSTEMS GROUP INC.
RESORT INVESTORS INTERNATIONAL ULC	SIFTO CANADA INC.
REVERA HEALTH SERVICES INC.	SIMON FRASER UNIVERSITY
REXEL CANADA ELECTRICAL INC.	SIMPLEX GRINNELL
RGO OFFICE PRODUCTS PARTNERSHIP	SINCLAIR DENTAL COMPANY LTD.
RHEINMETALL CANADA INC.	SKILLSOFT CANADA
RICOH CANADA INC.	SKOR FOOD SERVICE
ROBERT HALF INTERNATIONAL INC.	SKRETTING CANADA INC.
ROCHE DIAGNOSTICS CANADA DIVISION OF HOFFMAN - LAROCHE LIMITÉE	SKYJACK INC
ROCHE LTÉE GROUPE-CONSEIL	SLR CONSULTING (CANADA) LTD.
ROLLAND INC. DIVISION DES PAPIERS FINS	SMITH LYONS TORRENCE STEVENSON & MAYER
ROLLS ROYCE CANADA LIMITED	SMITHS DETECTION
ROPACK INC.	SNAP-ON TOOLS OF CANADA LTD
ROUSSEAU MÉTAL INC	SNC-LAVALIN INC.
ROYAL HOST LIMITED PARTNERSHIP	SNC-LAVALIN PROFAC
ROYAL LEPAGE RELOCATION SERVICES LTD.	SOFTCHOICE CORPORATION
RPB HOLDINGS LTD. (PENTICTON LAKESIDE RESORT)	SOLOTECH INC.
RUSSEL METALS INC	SOLUTIONS DE RECONNAISSANCE RIDEAU INC.
	SOLUTIONS TECHNOLOGIQUES DORVAL S.C.C.- MICROSERV
	SONY OF CANADA LTD.
	SOROC TECHNOLOGY INC.

Table 8 (continued)

List of Federal Contractors as of December 31, 2007

Employer Name	Employer Name
SOUCY INTERNATIONAL INC.	THE CANADIAN SALT COMPANY LIMITED
SOURCE MEDICAL CORPORATION	THE DATA GROUP LIMITED PARTNERSHIP
SPARTON OF CANADA LIMITED	THE DIEBOLD COMPANY OF CANADA LTD
SPRINGWALL SLEEP PRODUCTS INC	THE DOLLO CORPORATION
SPRUCEGROVE BUILDING CLEANERS (041216 NB LTD)	THE GLOBE AND MAIL DIVISION OF BELL GLOBEMEDIA PUBLISHING INC.
ST. JOHN'S DOCKYARD LIMITED	THE GOVERNING COUNCIL OF THE UNIVERSITY OF TORONTO
ST. JOSEPH PRINT GROUP INC.	THE GREAT WEST LIFE ASSURANCE COMPANY
ST. LAWRENCE COLLEGE	THE LORD ELGIN HOTEL
STANDARD PAPER BOX DIV. OF SPB CANADA INC.	THE LOYALIST COLLEGE OF APPLIED ARTS & TECHNOLOGY
STANFIELD'S LIMITED	THE MCELHANNEY GROUP LTD.
STANLEY CANADA CORPORATION	THE NORTH WEST COMPANY
STANTEC CONSULTING LTD.	THE PRINCE GEORGE HOTEL
STEELCASE CANADA LIMITED	THE UNIVERSITY OF WESTERN ONTARIO
STEELS INDUSTRIAL PRODUCTS LTD	THE WESTIN CALGARY
STERIS CANADA INC.	THE WESTIN EDMONTON/STARWOOD
STEWART WEIR + CO. LTD.	THE WESTIN HARBOUR CASTLE
STRONGCO LIMITED PARTNERSHIP	THYSSEN KRUPP ELEVATOR (CANADA) LIMITED
SUBARU CANADA, INC.	TITAN BUILDING MAINTENANCE LTD.
SUN LIFE ASSURANCE COMPANY OF CANADA	TNS CANADIAN FACTS INC.
SUN MEDIA CORPORATION	TOROMONT INDUSTRIES LTD.
SUN MICROSYSTEMS OF CANADA INC	TOSHIBA OF CANADA LIMITED
SUNCOR ENERGY INC.	TOTAL CREDIT RECOVERY LIMITED
SUPERIOR PROPANE, A DIVISION OF SUPERIOR PLUS	TOYOTA CANADA INC.
SUPREME OFFICE PRODUCTS LIMITED	TRANS UNION OF CANADA INC.
SUPREMEX INC.	TRANSCONTINENTAL DIRECT
SUTTON PLACE HOTEL TORONTO (THE)	TRANSCONTINENTAL INC
SWISH MAINTENANCE LIMITED	TRANSCONTINENTAL PRINTING INC
SYBASE CANADA LIMITED	TRANSPORT ST-LÉONARD INC.
SYMANTEC CORPORATION	TRENT UNIVERSITY
SYNOVATE LTD.	TROW INC
SYSCO FOOD SERVICES OF CANADA INC (QUÉBEC)	TYCO ELECTRONICS CANADA LTD.
SYSCO FOOD SERVICES OF CANADA INC. (REGINA)	UAP INC.
SYSCO FOOD SERVICES OF CANADA INC. (WESTERN DIVISION)	ULTRA ELECTRONICS CANADA LTD
SYSCO FOOD SERVICES OF CENTRAL ONTARIO INC.	ULTRAMAR LTÉE
SYSCO FOOD SERVICES OF TORONTO A DIVISION OF SYSCO FOOD SERVICES OF CANADA INC.	UMA GROUP LTD.
T. LAUZON LTÉE	UNISOURCE CANADA INC.
TAB PRODUCTS OF CANADA CO.	UNISYS CANADA INC.
TANNIS TRADING INC.	UNIVAR CANADA LTD.
TAYCO PANELINK LTD.	UNIVERSITÉ DE SHERBROOKE
TECHNICAL STANDARDS AND SAFETY AUTHORITY	UNIVERSITÉ DU QUÉBEC À MONTRÉAL
TECSULT INC.	UNIVERSITÉ LAVAL
TEKNION CORPORATION	UNIVERSITY COLLEGE OF THE FRASER VALLEY
TÉLÉ UNIVERSITÉ	UNIVERSITY OF ALBERTA
TELEPHOTO TECHNOLOGIES INC.	UNIVERSITY OF BRITISH COLUMBIA
TENAQUIP LIMITÉE	UNIVERSITY OF CALGARY
THALES CANADA INC.	UNIVERSITY OF GUELPH
THE BRITISH COLUMBIA CONSERVATION FOUNDATION	UNIVERSITY OF LETHBRIDGE
THE CAMBRIDGE TOWEL CORPORATION	UNIVERSITY OF MANITOBA

Table 8 (continued)**List of Federal Contractors as of December 31, 2007**

Employer Name	Employer Name
UNIVERSITY OF MONTREAL	
UNIVERSITY OF NEW BRUNSWICK	
UNIVERSITY OF OTTAWA	
UNIVERSITY OF REGINA	
UNIVERSITY OF SASKATCHEWAN	
UNIVERSITY OF VICTORIA	
UNIVERSITY OF WATERLOO	
UNIVERSITY OF WINDSOR	
URS CANADA INC.	
VALCOM CONSULTING GROUP INC.	
VALEANT CANADA LIMITÉE	
VANCOUVER MARRIOTT PINNACLE DOWNTOWN	
VANCOUVER SHIPYARDS CO. LTD.	
VANGENT CANADA LIMITED	
VAPOR RAIL INC.	
VICTOR INNOVATEX INC.	
VICTORIA SHIPYARDS CO LTD	
VICTORIAN ORDER OF NURSES	
VIPOND INC.	
VITALAIRE CANADA INC.	
VITALITY FOODSERVICE CANADA LTD.	
VOLVO GROUP CANADA	
VWR INTERNATIONAL LTD.	
WABUSH MINES	
WAJAX INDUSTRIES LIMITED	
WARDROP ENGINEERING INC.	
WARNER LAMBERT CANADA INC.	
WATSON WYATT & COMPANY	
WEBCOM LIMITED	
WEIR CANADA INC.	
WELCH LLP	
WESCAM INC.	
WESCO DISTRIBUTION CANADA LP	
WESTON BAKERIES LIMITED	
WHB IDENTIFICATION SOLUTIONS INC.	
WINPACK TECHNOLOGIES INC.	
WOLSELEY HOLDINGS CANADA INC.	
WYETH PHARMACEUTICAL	
XEROX CANADA INC.	
XWAVE SOLUTIONS INC.	
YAMAHA MOTOR CANADA LTD.	
YONGE STREET HOTELS	
YORK UNIVERSITY	
ZELLERS INC.	
ZODIAC HURRICANE TECHNOLOGIES INC.	
ZOMAX CANADA COMPANY	