



Fair, Safe and Productive Workplaces

Employment Equity Act: Annual Report 2009



Labour Program

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Employment Equity Act: **Annual Report 2009**

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Paper

Cat. No.: HS21-1/2009

ISBN: 978-1-100-51170-2

PDF

Cat. No.: HS21-1/2009E-PDF

ISBN: 978-1-100-14972-1



Message From The Minister

Canada is paving the way toward economic recovery following a difficult global recession. To ensure our economy remains strong, it is vital we attract the best talent pool to our workforce and engage all of our dynamic and skilled workers. Developing competitive, efficient and inclusive workplaces is central to building a productive and innovative economy.

The Government of Canada supports workers and businesses that are contributing to our nation's prosperity, now and in the future, by promoting a diverse, talented and competitive Canadian workforce.

All Canadians have the right to work in an environment where employment opportunities and promotions are based on their skills and abilities. Our Government is fully committed to fostering workplaces that are free of discriminatory barriers to the employment and advancement of all workers.

To help achieve this goal, the *Employment Equity Act* was enacted, and the Annual Report describes the progress made by federally regulated employers in achieving an equitable workforce—one that accurately represents Canada's diverse population.

This report analyzes 2008 data, and I am pleased to report that the results show improvement in employment equity in the federal public sector. The results also indicate that the representation of visible minorities in the federally regulated private sector has noticeably improved.

As Canadians, we celebrate our diversity and recognize the social and economic benefits of a diverse working environment. We can be proud of our leadership in this area, but we must continue to promote a discrimination and racism-free workplace. Inclusive and innovative workplaces that draw on the talents of all people will be the most successful and will further Canada's economic success.



Lisa Raitt
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*

Canada, like the rest of the world, is faced with great economic uncertainty following the deepest global recession since the Second World War. Threatened by a weakened economy, Canadians must work together to ensure that society as a whole will emerge stronger from this economic crisis. Canada is proud to have one of the world's most open and cohesive societies with a labour market rich in unique skills and talents. Never before has Canada's diverse working population been so pivotal to its economic health and survival.

In 2008, many employers reported that the recession adversely affected their operations, reduced the opportunities for improvement in designated group membership within their workforces and resulted in numerous challenges in implementing employment equity. As the country's unemployment rate rose and resources shrank, many employers were faced with downsizing, reorganizing and, in some cases, closing their business.

In implementing employment equity, it is necessary to take into account the business realities of these difficult times. Plans and objectives may not always be attainable within the projected timelines. Creative strategies must be implemented to ensure that scarce jobs are filled through sound human resource management and employment equity planning. Organizations, unions, designated groups and governments must work together to help meet the objectives of equity in the workforce.

Employees are concerned about how the worldwide recession is affecting the workplace. Employers must strive for an inclusive workforce to combat these realities, focusing on the many distinct human resources contained therein. Embracing employment equity aids in creating a cohesive work environment and maximising the potential of an organization's most valuable resource: its employees.

Employers covered under the Act have four core obligations in implementing employment equity. These are to:

- survey their workforces and collect information on the representation, occupational group, salary distribution and share of hires, as well as promotions and terminations of designated group members;
- carry out analysis of any under-representation of the designated groups in each occupational group in their workforces;
- review their employment systems, policies and practices to identify employment barriers; and
- 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 22 years for the collection of federally regulated private sector employer and Crown corporation employment equity reports. These reports provide details on the progress employers have made with regard to the four designated groups and describe measures these organizations are putting in place to ensure the inclusion and development of all members of the Canadian workforce.

The information presented in the Minister of Labour's Annual Report on Employment Equity consolidates and analyzes both the numerical and non-numerical information collected from federally regulated private sector employers and Crown corporations, and summarizes the progress these employers have made in achieving an equitable workforce in 2008. This report also provides a brief overview of the other types of employers covered by the *Employment Equity Act*.

Despite Canada's current difficult economic conditions, this year's results show progress for all four designated groups in the federally regulated private sector and Crown corporation workforce compared to when employers first reported in 1987. In both the private and public sectors, the representation of women, Aboriginal peoples and persons with disabilities remained relatively unchanged between 2007 and 2008. The representation of members of visible minorities increased in both sectors and exceeded the overall labour market availability in the federally regulated private sector, but work remains in the federal public sector to close the gap.

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 initially valued at \$200,000 or more.

Overview

This Annual Report is the twenty-second edition tabled in Parliament. It focuses on employment equity initiatives that federally regulated private sector employers and Crown corporations have carried out to achieve a more equitable workforce in 2008. It also describes the employment situation of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) covered under the *Employment Equity Act*.

Chapter 1, Recognizing Excellence – Good Practices, highlights unique employment equity initiatives taken by federally regulated private sector employers and Crown corporations in the following categories: communication, equitable work environment, recruitment, training and development, retention, accommodation of differences and consultation.

Chapter 2, Employment Equity Success Story, features one of Canada's Best Diversity Employers for 2009, the Canada Mortgage and Housing Corporation, that has demonstrated exemplary commitment to the principles and goals of employment equity.

Chapters 3 to 6 provide data on the employment situation of each of the designated groups.

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

The *Employment Equity Act* came into force in 1986. Since then, there has been continued improvement in the employment situation of all four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities). However, more work remains to be done.

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

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

In 2008

- In both the **federally regulated private sector** and the **federal public sector**, women's representation remained fairly stable at 42.6% and 42.8% respectively, and continued to be below labour market availability (47.9% and 50.0%) (Table 1). Despite having experienced a slight improvement in their employment situation in some occupational groups, the "glass ceiling" persists for women, as they remain highly concentrated in clerical-related occupations and continue to be under-represented in senior management and professional occupations.
- Aboriginal peoples made up 1.9% of the **federally regulated private sector** workforce, well below their 3.1% labour market availability. However, they were well represented in the **federal public sector** at 3.7%, exceeding their 3.1% labour market availability (Table 1).

Increased Aboriginal urbanization, a young population growing at a rate faster than the overall Canadian rate, continued economic disparities and improved educational attainment levels for Aboriginal youth will increase both the pressure for better results and the possibilities of achieving them.

- With a representation of 2.7% compared to 4.9% labour market availability, the **federally regulated private sector** lags behind the **federal public sector** (4.2% representation compared to 4.5% availability) in engaging persons with disabilities. In the federal public service, the representation of persons with disabilities at 5.9% exceeded labour market availability of 4.0% (Table 1).
- Representation of members of visible minorities in the **federally regulated private sector** increased to 16.6% and continued to exceed labour market availability of 15.3%. However, in the **federal public sector**, the greatest challenge continues to be the gap in their representation (8.0% compared to 13.0% labour market availability) (Table 1).
- Of the workforce who reported in 2008, two thirds worked in the **federally regulated private sector**, while one third worked in the **federal public sector** (Table 2).
- The **federally regulated private sector** workforce has grown by 25% since 1987, increasing from 595,417 to 743,887 employees (Table 3).

¹ Employers who report under the *Employment Equity Act* include the federally regulated private sector and Crown corporations, the federal public service, the separate employers [federal public sector organizations with 100 or more employees that are listed in Schedule I, Part II of the *Public Service Staff Relations Act* (e.g. the Canada Revenue Agency, the Canadian Food Inspection Agency and Parks Canada)], and the 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 1
Summary Statistics for All Employers Covered Under the *Employment Equity Act*

Employer	#	All Employees #	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
			2007 R* %	2008 R* %	A** %	2007 R* %	2008 R* %	A** %	2007 R* %	2008 R* %	A** %	2007 R* %	2008 R* %	A** %
Total Federally Regulated Private Sector	550	743,887	42.7	42.6	47.9	1.9	1.9	3.1	2.7	2.7	4.9	15.9	16.6	15.3
Federal Public Service	72	186,754	53.9	54.4	52.3	4.2	4.4	3.0	5.7	5.9	4.0	8.8	9.2	12.4
Separate Employers	16	72,825	56.7	56.8	47.9	2.8	2.9	3.1	4.9	5.0	4.9	12.0	12.6	15.3
Other Public Sector Employers	2	131,716	18.4	18.6	47.9	3.1	3.3	3.3	1.4	1.4	4.9	3.5	3.9	12.5
Total Federal Public Sector	90	391,295	42.3	42.8	50.0	3.6	3.7	3.1	4.1	4.2	4.5	7.6	8.0	13.0
Grand Total for Both Sectors	640	1,135,182	42.6	42.7	48.6	2.5	2.5	3.1	3.2	3.2	4.8	13.0	13.6	14.5
Total Provincially Regulated Private Sector (Federal Contractors Program)***	925	1,165,000												
Grand Total for All Sectors	1,565	2,300,182												

* "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 the federal public sector data 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 Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS).

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

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

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

Employer	Distribution					
	2001		2007		2008	
	#	%	#	%	#	%
Total Federally Regulated Private Sector*	634,759	74.3	733,789	65.8	743,887	65.5
Federal Public Service	149,339	17.5	179,540	16.1	186,754	16.5
Separate Employers	69,910	8.2	71,057	6.4	72,825	6.4
Other Public Sector Employers	n/a	n/a	130,442	11.7	131,716	11.6
Total Federal Public Sector†	219,249	25.7	381,039	34.2	391,295	34.5
Grand Total for Both Sectors	854,008	100.0	1,114,828	100.0	1,135,182	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 2000-01, 2006-07 and 2007-08.

Table 3

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

Sector	Employers				Employees			
	1987	2001	2007	2008	1987	2001	2007	2008
	#	#	#	#	#	#	#	#
Banking	23	22	24	26	169,632	195,870	208,196	212,020
Communications	90	88	93	96	179,247	215,330	230,981	234,338
Transportation	208	250	345	348	203,207	179,102	206,323	206,111
Other	52	49	80	80	43,331	44,457	88,289	91,418
All Sectors	373	409	542	550	595,417	634,759	733,789	743,887

* 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

2008 in relation to 2007

For all federally regulated private sector employers and Crown corporations that reported in 2007 and 2008:

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

Over the long run

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

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

Federal Public Sector Employers²

2008 in relation to 2007

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 in 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 persons with disabilities were well represented, but Aboriginal peoples 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).

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

Table 4

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

Sector	Women				Aboriginal Peoples			
	1987	2001	2007	2008	1987	2001	2007	2008
	%	%	%	%	%	%	%	%
Banking	76.1	71.0	67.7	67.0	0.6	1.1	1.3	1.3
Communications	39.6	41.3	40.4	40.2	0.6	1.4	1.6	1.6
Transportation	16.9	24.7	25.4	25.7	0.7	2.0	2.3	2.5
Other	21.2	28.0	30.0	30.2	0.9	2.7	3.1	2.5
All Sectors	40.9	44.9	42.7	42.6	0.7	1.6	1.9	1.9
	Persons with Disabilities				Members of Visible Minorities			
	1987	2001	2007	2008	1987	2001	2007	2008
	%	%	%	%	%	%	%	%
Banking	1.8	2.0	3.6	3.5	9.5	17.1	24.9	25.5
Communications	1.4	2.3	2.5	2.5	4.0	10.8	14.5	15.3
Transportation	1.4	2.4	2.1	2.1	2.6	7.6	9.4	10.2
Other	2.3	2.7	2.3	2.4	2.6	7.7	13.4	13.5
All Sectors	1.6	2.3	2.7	2.7	5.0	11.7	15.9	16.6

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

Government Workplace Equity Initiatives

Racism-Free Workplace Strategy: An Ongoing Commitment

- The Labour Program’s Racism-Free Workplace Strategy promotes a fair and inclusive workplace, free of discriminatory barriers to the employment and upward mobility of Aboriginal peoples and members of visible minorities. It focuses primarily on workplaces that fall under the *Employment Equity Act* and the Federal Contractors Program. The Strategy also brings employers and key stakeholders together to work on innovative approaches to training, recruitment, retention and advancement aimed

at increasing the representation of the two target groups in the workplace.

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 in April 2009 referring the review to the House Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. The Labour Program welcomes the upcoming review as a means of

examining whether all measures are in place to support inclusive and respectful workplaces.

Federal Contractors Program

- The Federal Contractors Program applies to provincially regulated employers with 100 or more employees that were awarded federal government goods or services contracts worth \$200,000 or more. The four designated groups identified in the *Employment Equity Act* and targeted by the Program are: women, Aboriginal peoples, persons with disabilities and members of visible minorities. Between 80 and 100 compliance reviews are conducted every year by workplace equity officers located across Canada to evaluate the contractors' employment equity programs. Approximately 925 employers are covered by the Program, which includes more than 1.1 million Canadian employees.

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. For example, 2008 designated group representation data is being compared to 2006 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 Office of the Chief Human Resources Officer of 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: www.hrsc.gc.ca/eng/lp/lo/lsw/ee_tools/reports/annual/TechnicalGuide.shtml

Chapter 1:

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 provide equal opportunities to designated group members in the workplace. These measures could include activities related to communication, workplace environment improvement, recruitment, training and development, retention, accommodation of differences and consultation. An overview of smart practices implemented by employers in 2008 is provided in this chapter.

Communication

In their 2008 annual report submissions, more than 90% of employers described the internal or external communication initiatives they used to implement employment equity in their workplaces. They noted that effective communication was vital to the success of implementing an employment equity program in their organizations. Moreover, employers have increased their efforts in developing employment equity-related awareness campaigns and adopting initiatives.

Employers used a wide variety of media outlets to convey their commitment to achieving employment equity. They reported the use of employee intranets and Web sites, newsletters or other internal publications and messages from senior management. In addition, some employers made use of workshops, special diversity days or events, employee handbooks, as well as training and orientation sessions for managers and employees. Organizations also ensured that information and resources were readily available and easily accessible to all employees.

Employers such as the **Canadian Imperial Bank of Commerce**, the **Business Development Bank of Canada** and the **Canada Mortgage and Housing Corporation** maintained specific employment equity

and diversity intranet sites where a wealth of information was made available (e.g. policies, programs, upcoming events and recruitment strategies). Other employers, such as the **Royal Bank of Canada** (RBC), even shared their commitment to foster and maintain an inclusive and equitable workplace with other employers and community organizations. **RBC's** Vice President of Global Technology and Operations and voluntary Chair of the Board for the Canadian Council on Rehabilitation and Work (CCRW) was the keynote speaker at CCRW's National Conference. The Conference focused on improving access to employment for persons with disabilities.

Another example of a good communication practice reported by employers in 2008 was to subserve the facilitation of various meetings where senior management and employees were able to discuss policies and practices related to employment equity. The **Jim Pattison Broadcast Group**, for example, reported that every year during their annual Performance Improvement Plan reviews, manager-employee discussions on the organization's commitment to employment equity and to removing barriers related to the designated groups are always a topic of their "best practices."

Equitable Work Environment

In 2008, employers continued to see a positive impact on employee perspectives resulting from ongoing efforts to cultivate a corporate environment that supports employment equity and inclusive workplaces for the designated group members. In many cases, employers used a number of creative methods to foster employment equity.

Defence Construction Canada, for example, continued enhancing cultural awareness by highlighting and informing employees of various celebrations that occurred throughout the year, such as the Chinese New Year and the Muslim Mawlid-An-Nabi. Their main goal was to raise awareness and, at the same time, encourage discussion and participation of employees in cultural events. The **CitiBank** held its first “Citi Fest” multicultural talent show. The show was an opportunity for employees to visibly demonstrate their diverse backgrounds in front of their peers. The event included performances of Tai Chi and Natya, a classical Indian dance.

Exhibits were also used to celebrate designated group members in the workforce. During the **National Capital Commission**’s Aboriginal Awareness Week celebrations, an exhibit commemorating Aboriginal peoples was set up by members of the Commission’s Diversity Committee. In addition, several employees participated in the official launch of Aboriginal Awareness Week on Parliament Hill.

Other employers introduced awards for visible minorities and newcomers to Canada, with an emphasis on research, employment and sponsorships. In 2008, the **Royal Bank of Canada** teamed up with the *Canadian Immigrant Magazine* to launch a national awards program celebrating the achievements of immigrants in Canada.

Recruitment

Employers in all industrial sectors are striving to recruit, increase and maintain a diverse workforce that reflects the community. About three-quarters of employers indicated having adopted various recruitment strategies to help integrate designated group members into their workforces. Appropriate recruitment practices are essential to achieving a more equitable workforce representation. Many employers engaged in outreach recruiting, targeted Web sites, recruitment training for human resources specialists, as well as workshops and training programs to increase the pool of candidates for job openings.

The **Canadian Museum of Nature** initiated a workshop focused on Aboriginal Awareness issues. It demonstrated to the participants that effective recruitment, retention and advancement practices could increase the representation of Aboriginal peoples in the organization.

In 2008, **CTV Inc. – MCTV** started sending job postings to various associations, such as the Center for Research–Action on Race Relations, the Quebec Native Women Inc. and the Service d’Orientation et de Recherche d’emploi pour l’Intégration des Femmes au travail. **Canada Mortgage and Housing Corporation** routinely used Equitek Employment Solutions, a diversity outreach and sourcing firm, to advertise all vacant postings to designated groups.

A large number of employers chose to reach potential candidates for job openings through the use of the Internet. Many employers included employment equity information and job advertisements on their Web sites in order to reach a diverse audience and attract suitable candidates. The **Canadian Museum of Civilization Corporation** updated its directory of posting sites targeting designated group members and maintained a proactive approach in this regard.

Training and Development

Training and staff development is the organizational activity aimed at bettering the performance of designated group and non-group members alike. Employers ensured their employees continued to learn so they could keep up with increased job demands and gain or maintain competitive advantage. For example, in 2008, the **Canadian Imperial Bank of Commerce** (CIBC) contributed more than two million dollars to training initiatives for employee groups, including each of the four designated groups. **CIBC's** funding supported programs such as mentoring, skills development, financial literacy training and nutrition and health in communities across the country.

Training and development is a key to ensuring employers are equipped to meet the challenges of the 21st century. Employers encouraged and supported efforts by employees to develop their capabilities and advance their careers in the overall context of meeting the goals and objectives of their organizations. Activities designed to support staff development included training, internship/scholarship and mentoring programs. For example, in recognition of the contributions made by the **Bank of Montreal's** former Head of Aboriginal Banking, the Bank created the Ron Jamieson Scholarship and Internship Program. The intent of the Program is to provide talented Aboriginal youth with a scholarship and the opportunity to compete for a summer internship while in school. The goal is to offer Aboriginal youth a permanent placement as financial services managers upon graduation.

In 2008, **Nasittuq Corporation's** management team continued to designate project opportunities as training and developmental positions in the trades, technical and professional categories in order to facilitate meaningful Aboriginal peoples' participation in their North Warning System Project. On-going success in the programs include employee transfers and

promotions from the Development Program to full-time positions, and transfers and promotions from the Training Program to the Development Program.

Retention

Effective employee retention is critically important given Canada's aging population. The first wave of baby-boomers is beginning to turn 60 and enter retirement age. The impact of this trend as well as other demographic changes have been reported by Statistics Canada.⁴ Based on information collected from the 2006 Census, data projections indicate that the number of retirement-aged Canadians in the workforce will continue to increase over the next few years. By 2016, more than one in five potential workers will be aged 55 to 64. In about 10 years, Canada may have more people at the age where they can leave the workforce than people at the age where they can begin working. Along with the rapid changes in the working-age population, future challenges that employers may face include higher employee turnover rates, knowledge transfer, employee retention, the health of older workers and continuous training for employees.

In a competitive labour market, best practices for retaining employees include offering a stimulating work environment, providing flexible career options and creating a culture that values staff contributions. Positive human resource practices reported by employers included conducting exit interviews and climate surveys, providing rehabilitation programs and establishing early interventions. All these types of practices help employers prevent the development of employment barriers and learn more about the weaknesses and strengths within their organizations.

At **Pelmorex Media**, human resources managers continued to conduct one-on-one retention meetings with all employees on an annual basis. These meetings have proven to be very beneficial in identifying and addressing employee concerns.

⁴ Laurent Martel and Éric Caron Malenfant, Demography Division, Statistics Canada, "2006 Census: Portrait of the Canadian Population in 2006, by Age and Sex" available at: www12.statcan.ca/census-recensement/2006/as-sa/97-551/index-eng.cfm

The Human Resources team at **CTV Inc.** worked closely with its benefit carrier's early intervention specialists and the employees' doctors in developing a return to work plan for employees coming back from a short- or long-term disability. Also, despite the low turnover among the staff, they still paid a great deal of attention to retention by conducting exit interviews to ensure that there were no possible barriers to, or unfair treatment of, designated group members.

At **HSBC Bank Canada**, an automated exit interview process conducted by an online survey continues to be used. Termination in the senior talent groups was reviewed quarterly by the Senior Executive Committee from a diversity lens. To increase retention of designated group members and all employees, actions continued to be focused on the journey to make **HSBC** a great place to work. Results were measured through a global people survey, which included diversity and work-life balance components. In 2008, these areas continued to have strong results.

Other employers such as the **Business Development Bank of Canada** and **Defence Construction Canada** continued to conduct exit interviews with departing employees. The results were reviewed by their executive management teams to identify retention issues or trends.

One of the initiatives used by **Alliance Pipeline Ltd.** was to adjust its part-time work policy. The primary aim was to increase retention of women who may wish to reduce their work schedule.

Accommodation of Differences

Employment equity, as a broad principle, ensures the fair representation and full participation of the four designated groups in the workplace. It is achieved by establishing policies and practices that prevent and correct disadvantages in employment for these designated groups through special measures such as programs that remove barriers to employment opportunities.

Taking reasonable steps to accommodate the special needs of members of the designated groups in the workplace is vital to their integration in an organization. In 2008, employers indicated that the measures they adopted to remove barriers for the designated groups have in fact benefited all employees and have given the business a competitive edge with a more diverse workforce. Employers included several aspects of accommodation such as religious observance, improving accessibility to the workplace, parental leave and alternative work arrangements.

For instance, the **Royal Bank of Canada** and **Citibank** employees continued to participate in a wide array of work-life initiatives that included flexible work hours or modified work schedules, work from home or off-site locations and reduced hours through job sharing. At the **Royal Bank of Canada**, the Workplace Accommodation Advisor developed a collection of best practices in workplace accommodation that is available to managers, recruiters and employees, while at **Citibank**, alternative work arrangements were discussed during orientation sessions and have been well received by employees.

In 2008, **CTV Inc.** renovated its downtown buildings and built wheelchair accessible washrooms on most floors. Two of the buildings were connected by a ramp so that a person in a wheelchair would have access to both buildings. In addition, an elevator in the lobby that had been out of service for over a decade was put back in service and now adds ease of access to all floors for everyone.

Canada Mortgage and Housing Corporation

accommodated its employees who were returning from medical leave to integrate them back into the workforce with modified work schedules and duties as identified by its absence management service provider. Employees were involved in the design of their workplaces and work processes which suited their needs.

Other employers such as **Defence Construction Canada** (DCC), **Canpar Transport L.P.** and **Canadian Imperial Bank of Commerce** (CIBC) implemented ergonomic assessment practices in 2008 to accommodate employees and prevent the risk factors in the workplace known to cause a number of injuries. **DCC** ergonomic assessments were conducted for thirteen employees, resulting in modifications to workstations according to specific needs. At **Canpar Transport L.P.**, assessments were provided on a priority basis to employees with medical certificates and to others upon request. Employees with disabilities were given immediate attention and there were two situations of employees with visual impairments who were accommodated in the workplace. **CIBC** invested approximately \$518,000 on 528 workplace accommodation requests, including sign-language interpretation, job coaching, vision- or hearing-enhancing software and work-station modifications.

Accommodation practices were continued at the **Halifax International Airport Authority** and **HSBC Bank Canada** in 2008, where they remained an important element of these employers' commitment to inclusive workplaces. The **Halifax International Airport Authority** successfully returned employees to work who had suffered injuries that impeded them from returning to their original occupations. **HSBC Bank Canada** has a return-to-work and rehabilitation policy, where injured employees returned to work following joint employer/worker collaboration.

Consultation

Under the *Employment Equity Act*, every employer must consult with its employees' representatives in both unionized and non-unionized workplaces by inviting the representatives to articulate the concerns of the workforce and, in particular, the needs and suggestions of the designated groups to facilitate the implementation of employment equity in its workplace.

Consultations with employee representatives can also take place in the form of active participation of union representatives on committees and working groups. Employee involvement and consultations are essential to a successful employment equity strategy.

In 2008, employers reported on consultations between management and employee representation from all different occupational levels and backgrounds regarding the implementation of employment equity in their workplaces. Many employers reported conducting meetings, while others indicated that they consulted their employees through diversity/employment equity committees. For example, **Canada Mortgage and Housing Corporation's** diversity committees and the President's Advisory Council were the primary vehicles for conducting consultations between managers and employees about employment equity and their employment equity plan. The **National Capital Commission** consults with its employee representatives on matters related to employment equity by way of its Labour-Management Consultation Committee on a periodic basis. The Employment Equity/Diversity Consultation Group at the **Royal Bank of Canada** meets semi-annually to provide feedback on the Bank's employment equity plan and the results achieved. Employee representatives are nominated by their peers and represent each of the designated groups within different geographical regions in Canada.

In 2008, at **Amex Canada**, the "One Amex" team was established to provide a forum for addressing employee concerns and bringing forward ideas of importance to the employee base. The team was created based on an interview and a selection process consisting of individuals from all employee categories and from various departments, virtually and locally, within the organization to truly reflect the employee population.

The **Halifax Employers Association** consults with the International Longshoremen's Association regarding employment equity policies and processes on an ongoing basis. The joint union-management Employment Equity Committee, the key mechanism for collaboration and consultation, meets at least twice a year. A draft Employment Equity Action Plan for the committee was tabled in 2008 and feedback was sought from the members. This document flagged specific agenda items that need to be tabled each year, proposed a set schedule for employment equity meetings and listed specific annual tasks with timeframes for completion.

Conclusion

Various initiatives have been reported by employers to increase the numbers of the designated groups in the organization's workforce and to help create a respectful and responsive working environment for all employees, including designated group members. Good practices are built across the human resource cycle: the attraction, hiring, retention and exit of employees. They are embedded in normal practice. These types of positive practices help maintain a favourable and productive work environment where employees feel included and that their contribution is respected and valued.

Chapter 2:

Employment Equity Success Story

This chapter features a federal Crown corporation that has demonstrated an exemplary commitment to the principles and goals of employment equity. Canada Mortgage and Housing Corporation was selected based on its high ratings for the representation of the designated groups in 2008, 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.

Canada Mortgage and Housing Corporation (CMHC)

Canada Mortgage and Housing Corporation (CMHC) is Canada's national housing agency. Established as a government-owned corporation in 1946 to address Canada's post-war housing shortage, the agency has grown into a major national institution. CMHC is Canada's premier provider of mortgage loan insurance, mortgage-backed securities, housing policy and programs, as well as housing research. CMHC is also Canada's voice internationally on matters related to housing.

Canada Mortgage and Housing Corporation

Government-owned corporation

Number of Employees: 2,177

Headquarters: Ottawa, Ontario

Canada Mortgage and Housing Corporation recognizes that its employees are its greatest asset and are excellent ambassadors in their communities. CMHC offers an inclusive workplace where employees are valued and respected and where everyone is encouraged to contribute their unique talents and experience to achieve their best. The Corporation's success in fostering a positive environment is evident

in the many awards it has received over the past year, including recognition by Mediacorp Canada Inc. as one of Canada's Top 100 Employers, one of Canada's Best Diversity Employers for 2009 and 2010, one of the Top 25 Employers in the National Capital Region and as the Employer of Choice by the Canadian Mortgage Professionals.

Valuing Diversity

Valuing and respecting individuals and creating an inclusive and representative workplace environment are cornerstones of how CMHC manages its people and delivers its mandate. The Corporation is committed to carrying out every aspect of its business in a manner that respects human dignity and values diversity.

CMHC places a high priority on increasing awareness of the diversity of its workforce and clients through corporate-wide communications from the president and members of CMHC management. Sharing successes and promoting diversity are keys to helping employees understand and appreciate the value of diversity at CMHC. Employees in the five regional offices as well as in the National Office have formed committees to promote diversity at CMHC. These committees organized a number of events across the country in 2008 to celebrate diversity and share successes with employees. Examples include Bilingualism and Diversity Awareness campaigns, National Aboriginal

Awareness Week celebrations, as well as lunch and learn sessions with diversity themes and speakers. CMHC employees interviewed for this report confirmed that their appreciation of the value of diversity was enhanced by what they learned through their participation in these activities.

Employees interviewed made it clear that CMHC's actions have shaped a corporate culture that encourages a sense of belonging among employees. For example, the regional office of British Columbia, during a town hall meeting, discussed sustainable practices used in other countries and by other cultures, while all employees in the Quebec region participated in a conference on innovation and diversity.

External communications were also undertaken in 2008 to promote diversity and increase awareness of CMHC products and services. Through the Ethno Marketing Strategy, CMHC publications were translated into several languages to respond to the diverse Canadian population and, in particular, to benefit newcomers to Canada.

"CMHC places a great deal of emphasis on diversity, on building an organization that represents Canada's diverse workforce. Actively communicating about diversity and involving employees in special events and campaigns enhances their understanding of the value of diversity and contributes to a more respectful and inclusive workplace."

*Gail Tolley, Vice-President, Human Resources
Canada Mortgage and Housing Corporation*



"CMHC employees feel proud that they are doing something important to benefit the lives of others. I am proud to be part of CMHC's Ethno Marketing Strategy that aims to provide our literature and programs in languages other than English and French. By helping translate in my native tongue, Filipino or Tagalog, I contribute to making CMHC accessible to Canada's increasingly diverse population. I know that the information needs of immigrants (having been one myself) are greatest immediately when they arrive. I am particularly honoured to be of assistance to them."

*Paul Kilala, Director, Strategic Planning
Canada Mortgage and Housing Corporation*



Recruitment and Retention

CMHC's designation as one of Canada's best diversity employers has garnered positive media coverage across the country. Along with a new employer sub-brand, CMHC: My Choice, which promotes the **10 Reasons for Choosing CMHC**, one of which is "We are building an inclusive workforce," and a new career Web site, this endorsement supports CMHC's efforts to recruit and retain a diverse workforce that is able to understand and meet the needs of a diverse population and ultimately enhances CMHC's ability to fulfill its mandate.

To broaden the recruitment pool and increase the representation of its workforce, CMHC used different hiring practices, including advertising positions in diverse communities and working with outreach organizations that specialize in placing candidates from

specific target populations. Where opportunities arose, external competitions were posted with outreach organizations representing Aboriginal peoples, persons with disabilities and members of visible minorities, as well as in mainstream media. Moreover, CMHC routinely used Equitek Employment Equity Solutions, a diversity outreach and sourcing firm, to advertise vacant position postings to designated groups.

Examples of other resources used for targeted recruitment in CMHC's regions and markets include advertising in Aboriginal newspapers and on Aboriginal organization Web sites, using the Champions Career Centre for persons with disabilities, and conducting an employment information session with The WorkBridge, an agency serving persons with disabilities. CMHC also continued to use partnerships to target new immigrants through the Yorkdale Adult Learning Centre, the City Adult Learning Centre and the YMCA.

"We encourage people to go to the career section of our Web site. As a result, we get people applying for jobs and being hired after looking us up on the Internet. One of our best recruitment strategies is our own employees. When they are working in the community, you could not have better ambassadors."

*Gail Tolley, Vice-President, Human Resources
Canada Mortgage and Housing Corporation*



"Our Human Resources employees have access to outreach organizations so that we can generate interest from a variety of groups to apply for jobs at CMHC. The most important thing at CMHC is that we have a good brand as an organization. People know we have a good workplace and that our mandate touches the lives of Canadians across the country. Our work in First Nations communities enhances our ability to recruit Aboriginal peoples to join CMHC. I also believe that our employees represent us. They make good ambassadors of our brand. People see the good work we do and they are enticed to join us and be part of it."

*André Asselin, Executive Director, CMHC International
Canada Mortgage and Housing Corporation and CMHC Diversity Champion*



In tandem with its recruitment efforts, CMHC also encourages employee retention through a number of initiatives designed to meet the diverse needs of employees. Examples include helping employees manage their work-life balance and accommodating cultural or religious practices using approaches such as one floater vacation day, compressed workday schedules, special leaves and a religious observance-related leave policy. In addition, managers and employees work with rehabilitation counsellors to assist employees to re-enter the workforce following leave due to physical and/or mental illness.

Training and Development

In a fast-paced world, continuous learning is essential to success. CMHC is committed to continuous learning

and to ensuring that its employees acquire the knowledge and skills they need to achieve their career goals and to fulfill the Corporation's mandate. To meet these objectives and to promote and improve the occupational distribution of the designated group members, CMHC carries out many different initiatives. Orientation sessions on diversity training and presentations by senior managers on Aboriginal peoples, persons with disabilities and recent immigrants are conducted with new employees on a regular basis. CMHC also includes modules on diversity and equity in the workplace in its training courses covering fundamentals of effective leadership and management.

"I've decided to stay with CMHC for many different reasons. First of all, I have been interested in the housing industry for a long time. Also, when you consider the mandate and role of CMHC, I personally find it intriguing. I like being involved in the broad-based nature of the Corporation: diverse and interesting subject-matter, work that is important to the economy and the country, an entrepreneurial spirit and a workplace culture that promotes valuing and respecting individuals. As well, if I come up with an idea, I feel that I have the opportunity to always put it on the table for consideration. All these things make CMHC a strong draw for me."

*Catherine Nethersole, Manager, Multiples Underwriting
Canada Mortgage and Housing Corporation*



"Formal training programs are offered to all CMHC employees, including professional development programs, management courses and tutoring opportunities. We have senior staff who have been with the organization for a long time who mentor informally and offer good advice and help. The whole concept behind our training and development programs is to help all employees within the organization to achieve their goals. For myself, having a mentor has helped me quickly gain a better understanding of my role and responsibilities as a manager in an extremely challenging work environment. I have definitely benefited from having access to individuals with a vast knowledge and a wealth of experience, who provide guidance and have the corporate memory to help me make sound decisions while continually learning."

*Lance Haymond, Manager, Aboriginal On Reserve Housing Programs
Canada Mortgage and Housing Corporation*



CMHC offers language training support to help employees maintain or develop second language skills, as well as training in other languages to support its business. For example, employees working in CMHC's International Division have developed or enhanced their foreign-language skills to assist them in working with international clients. As well, an employee of CMHC's library, the Canadian Housing Information Centre, took training in Portuguese and Spanish to better serve clients speaking these languages and to expand the linguistic and cultural competencies of CMHC's workforce.

Since 1993, CMHC has continued to support its Special Needs Program, which provides work experience, mentoring and skills development for three employees with Down syndrome.

Reasonable Accommodation

CMHC's policies on reasonable accommodation support its commitment to creating and maintaining a respectful and inclusive workplace that values the contributions of all employees and respects individual needs. CMHC's Workplace Accommodation Policy provides guidance to business managers when responding to accommodation requests from employees and assists employees making these requests to allow them to fulfill the requirements of their position. The CMHC approach to accommodation

acknowledges that business effectiveness and profitability can be maintained while accommodating the designated group members' health, cultural, religious and family-related needs.

Employees returning from medical-related leave are integrated back into the workplace with modified work schedules and duties as identified by CMHC's Absence Management Service provider. These employees are involved in the design of their workplaces and work processes that suit their needs, while CMHC's Disability Management Coordinator ensures that their integration back into the workplace is successful and their medical accommodation requirements are being considered and implemented.

Many accommodations, such as job restructuring and equipment modifications, result in increased productivity for everyone. Work stations are modified as requirements are identified to accommodate employees' individual needs, including physical and other disabilities.

"We place emphasis on succession planning. CMHC understands the need to offer something more than just compensation. We can retain employees, because CMHC is a place to learn."

*Mostafa Farissi, Portfolio Management Officer
Canada Mortgage and Housing Corporation*



Chapter 3:

Women

This chapter provides data on the employment situation of women in the different workforces covered under the Employment Equity Act.⁵ Throughout the chapter, key findings from 2008 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- In 2008, women's representation remained fairly stable at 42.7% at the aggregate level of **both the private and public sectors** and below labour market availability of 48.6% (Table 3.1).⁶
- Over the past few years, women's representation exceeded availability in the **federal public service and separate employers' workforce** (Table 3.1).

Federally Regulated Private Sector:

- The representation of women at 42.6% in 2008 continued to be below labour market availability of 47.9% (Table 3.1 and Figure 3.1).
- The trend continued in 2008 where fewer women than men held permanent full-time jobs, while more women held permanent part-time jobs. Women comprised approximately four of 10 permanent full-time employees and six of 10 permanent part-time employees (Table 3.2).
- Of all women in permanent positions in the workforce, 78.7% were in full-time and 21.3% in part-time employment. This compares to 90.0% of men in permanent full-time and 10.0% in permanent part-time employment in 2008 (Table 3.3).
- More than half of all women who worked in permanent full-time positions earned less than \$50,000 in 2008, while 27.1% earned \$60,000 or more. In comparison, 36.8% of men earned less than \$50,000 and 45.0% earned more than \$60,000. The distribution of both women and men were equal at 18.2% for those who earned between \$50,000 and \$59,999 (Table 3.4).
- Women continued to exceed labour market availability in the banking sector at 67.0% in 2008 and there has been a downward trend in their representation over time (Table 3.5). However, the representation of women in senior management positions in the banking sector continued to climb, reaching 30.2% in 2008.
- Of all the women in the workforce, the highest proportion continued to be in clerical positions at 44.0%, followed by professional occupations at 15.5% in 2008 (Table 3.6).

⁵ 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.

⁶ 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, 2008 representation is being compared to 2006 Census of Canada availability data.

Highlights continued

- Women's representation in senior management positions increased from 19.6% in 2001 to 22.0% in 2008, but continued to be below availability of 24.2% (Table 3.7 and Figure 3.2).
- Between 2001 and 2008, women were employed consistently above workforce availability in the middle and other management and supervisory occupations (Table 3.7).
- The representation of women in less traditional work increased in recent years (e.g. crafts and trades supervisors, skilled crafts and trades, semi-skilled manual workers and other manual workers). However, they remained significantly under-represented in these occupations (Table 3.7).
- The highest representation of women in the country occurred in New Brunswick at 52.2%, Yukon at 50.3% and Newfoundland and Labrador at 48.6%. In each of these regions, women's representation exceeded their respective provincial/territorial availability (Figure 3.3).
- The share of women hired decreased from 42.7% in 1987 to 36.4% in 2008 and was significantly below availability of 47.9%. This can be attributed to the overall decrease in the number of hiring opportunities due to the global financial crisis between 2007 and 2008 (Table 3.8).⁷
- Women's share of promotions decreased to 50.1% in 2008, but stayed above representation. As with hiring opportunities, many employers attributed the decrease in promotional opportunities to the global economic downturn (Table 3.9).
- Between 1987 and 2008, the share of women terminated (those who left the workforce) decreased from 40.3% to 37.3% and remained below representation (Table 3.10).

⁷ The share is the percentage of total hires, promotions or terminations of employment received by members of a particular designated group. The share of hires is compared to availability, while the share of promotions and terminations are compared to representation.

Table 3.1

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

Employer	Representation*						Availability**
	2001		2007		2008		2006
	#	%	#	%	#	%	%
Total Private Sector	284,720	44.9	313,385	42.7	316,914	42.6	47.9
Federal Public Service	77,785	52.1	96,816	53.9	101,589	54.4	52.3
Separate Employers†	38,497	55.1	40,310	56.7	41,387	56.8	47.9
Other Public Sector Employers‡	n/a	n/a	24,050	18.4	24,484	18.6	47.9
Total Public Sector	116,282	53.0	161,176	42.3	167,460	42.8	50.0
Grand Total for Both Sectors	401,002	47.0	474,561	42.6	484,374	42.7	48.6

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000-01, 2006-07 and 2007-08.

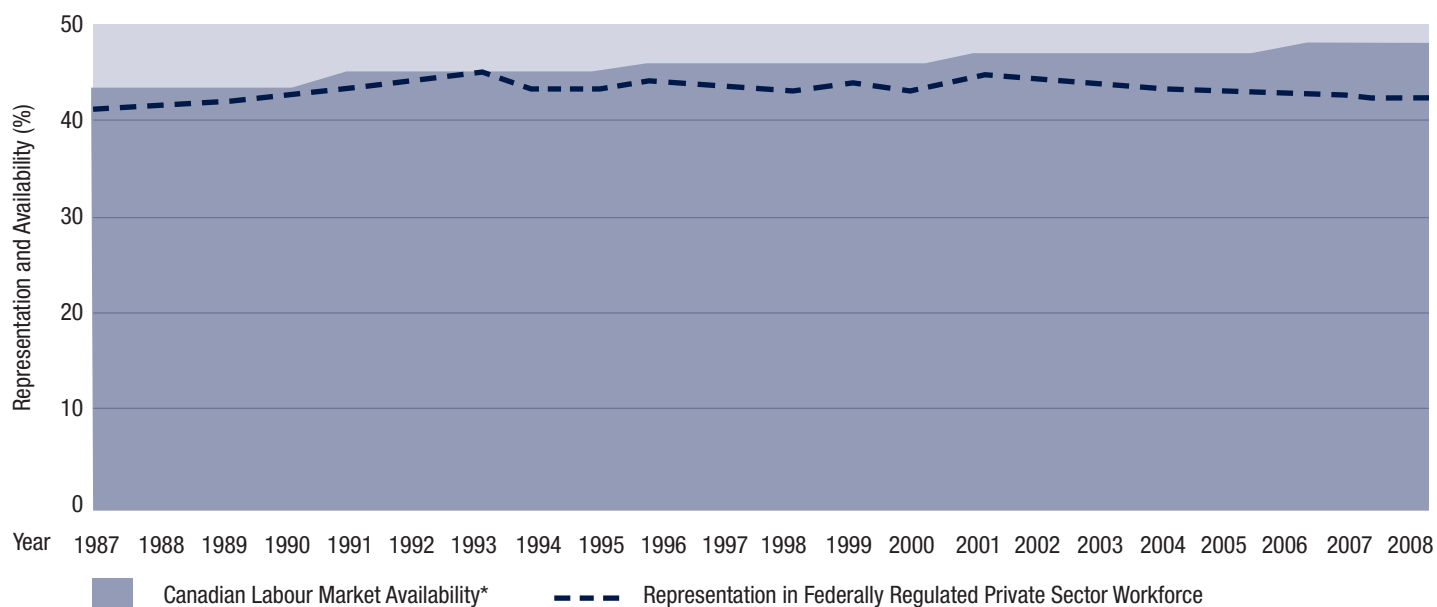
** Source: Statistics Canada, 2006 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other 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 1, 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.

Figure 3.1

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 3.2**Representation of Women in the Federally Regulated Private Sector**

Type of Employment	Women			Men		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	40.6	39.4	39.4	59.4	60.6	60.6
Permanent Part-time	66.0	61.8	61.3	34.0	38.2	38.7
Total	44.6	42.7	42.6	55.4	57.3	57.4

Table 3.3**Distribution of Women in the Federally Regulated Private Sector**

Type of Employment	Women			Men		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	76.9	78.3	78.7	90.4	90.0	90.0
Permanent Part-time	23.1	21.7	21.3	9.6	10.0	10.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 3.4**Distribution of Permanent Full-time Women in the Federally Regulated Private Sector**

Salary Range	Women			Men		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Under \$50,000	74.8	57.5	54.7	52.6	39.8	36.8
\$50,000 - \$59,999	10.7	17.2	18.2	16.3	18.1	18.2
\$60,000 and over	14.5	25.3	27.1	31.1	42.2	45.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 3.5**Representation of Women in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	129,076	76.1	139,080	71.0	141,037	67.7	142,103	67.0
Communications	71,038	39.6	88,861	41.3	93,422	40.5	94,129	40.2
Transportation	34,423	16.9	44,318	24.7	52,413	25.4	53,037	25.7
Other	9,207	21.3	12,461	28.0	26,513	30.0	27,645	30.2
All Sectors	243,744	40.9	284,720	44.9	313,385	42.7	316,914	42.6

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

Table 3.6
Distribution of Women in the Federally Regulated Private Sector

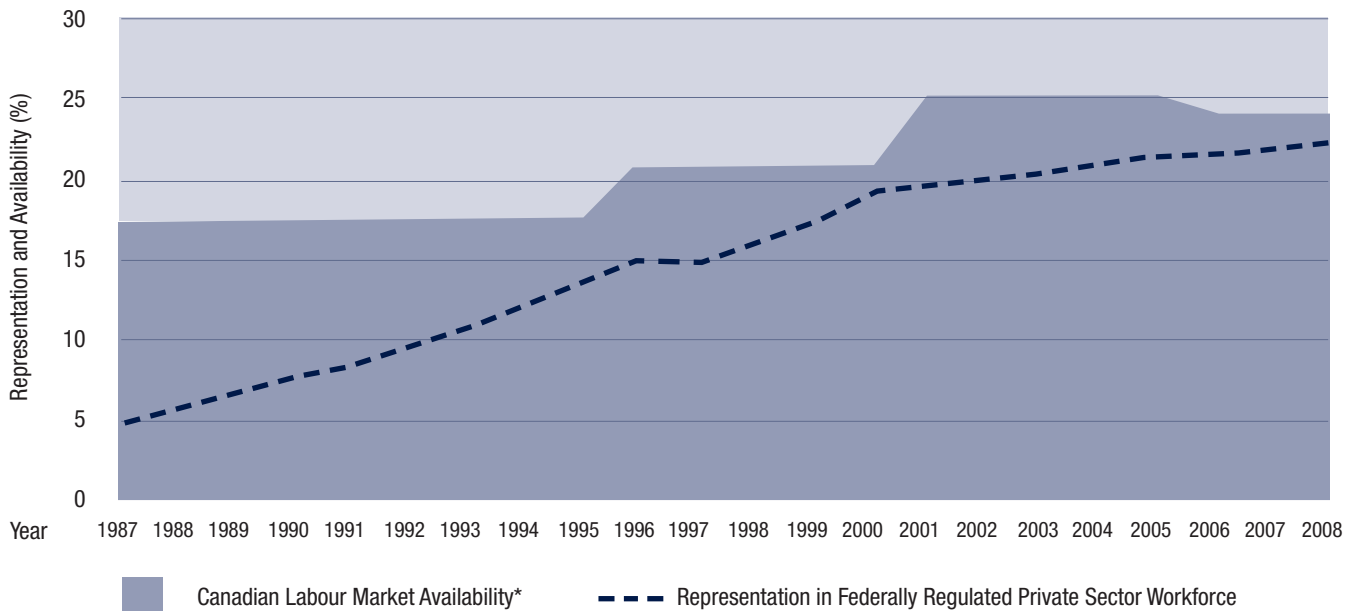
Employment Equity Occupational Group (EEOG)	Women			Men		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Senior Managers	0.3	0.4	0.4	1.1	1.0	1.0
Middle and Other Managers	9.7	9.6	9.6	10.8	9.8	9.9
Professionals	12.4	14.8	15.5	12.6	12.9	13.5
Semi-Professionals and Technicians	2.2	2.9	2.8	8.6	8.9	9.2
Supervisors	4.8	4.5	4.4	2.3	2.3	2.2
Supervisors: Crafts and Trades	0.1	0.2	0.2	2.4	2.5	2.4
Administrative and Senior Clerical Personnel	12.5	9.5	8.0	2.4	2.3	2.0
Skilled Sales and Service Personnel	1.1	0.5	0.5	1.1	1.1	1.0
Skilled Crafts and Trades Workers	0.6	0.7	0.7	16.1	13.6	13.6
Clerical Personnel	45.3	43.2	44.0	18.5	16.6	16.9
Intermediate Sales and Service Personnel	6.9	7.4	7.5	2.9	3.1	2.8
Semi-Skilled Manual Workers	2.9	3.8	3.6	17.4	19.5	18.9
Other Sales and Service Personnel	1.0	2.5	2.6	2.5	5.1	5.3
Other Manual Workers	0.2	0.2	0.2	1.4	1.5	1.5
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 3.7
Representation and Availability of Women in the Federally Regulated Private Sector

Employment Equity Occupational Group (EEOG)	Representation			Availability*
	2001	2007	2008	2006
	%	%	%	%
Senior Managers	19.6	21.9	22.0	24.2
Middle and Other Managers	42.4	42.2	42.1	39.1
Professionals	44.5	46.1	46.0	54.2
Semi-Professionals and Technicians	16.9	19.4	18.3	54.3
Supervisors	63.3	59.7	59.9	57.2
Supervisors: Crafts and Trades	4.4	6.7	7.1	18.2
Administrative and Senior Clerical Personnel	81.0	75.5	75.0	83.2
Skilled Sales and Service Personnel	45.8	26.4	26.5	45.1
Skilled Crafts and Trades Workers	3.0	3.6	3.7	5.4
Clerical Personnel	66.6	66.0	66.0	71.7
Intermediate Sales and Service Personnel	65.9	64.3	66.4	67.9
Semi-Skilled Manual Workers	11.4	12.6	12.4	20.8
Other Sales and Service Personnel	24.2	26.5	26.7	56.5
Other Manual Workers	8.9	10.3	9.8	24.8
Total	44.9	42.7	42.6	47.9

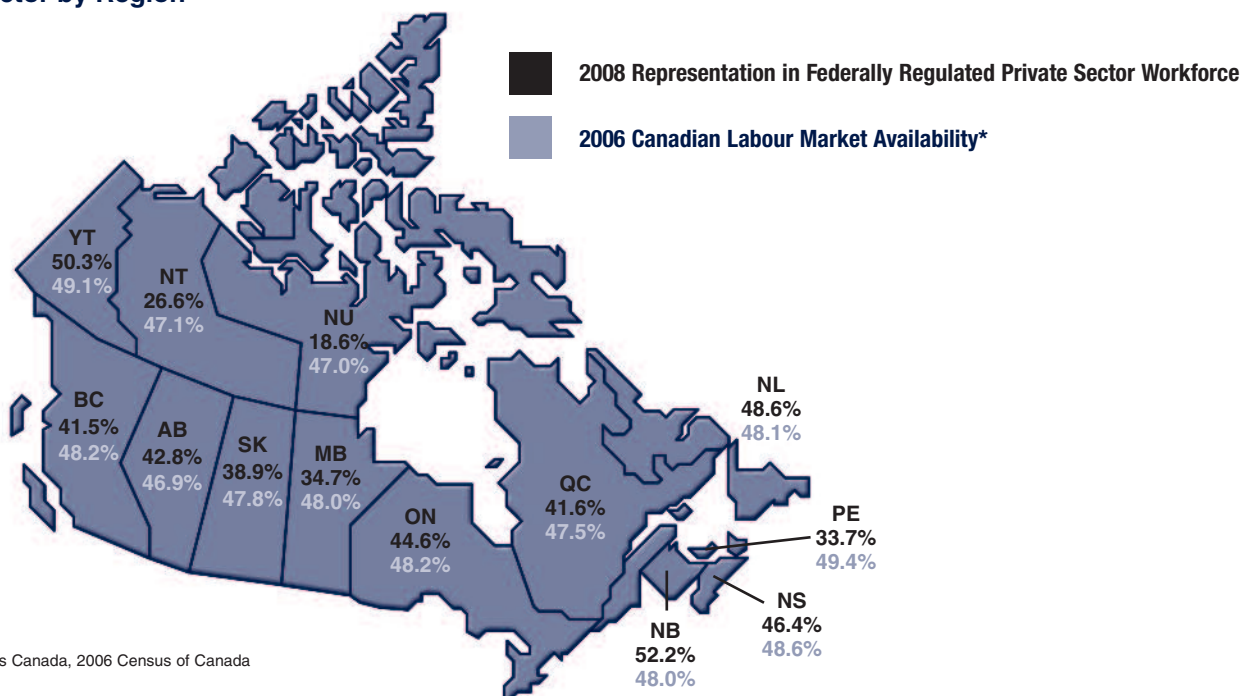
* Source: Statistics Canada, 2006 Census of Canada

Figure 3.2
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.

Figure 3.3
Representation (2008) and Availability (2006) of Women in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2006 Census of Canada

Table 3.8**Share of Women Hired into the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	16,704	76.3	17,769	61.4	20,491	59.7	18,446	58.3
Communications	7,515	43.1	12,949	39.2	15,245	37.4	13,961	34.9
Transportation	7,316	21.8	12,753	30.7	12,457	25.8	11,232	24.9
Other	1,485	33.0	1,546	32.4	6,531	30.5	4,942	30.1
All Sectors	33,020	42.7	45,017	41.6	54,724	37.8	48,581	36.4

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

Table 3.9**Share of Women who were Promoted in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	27,599	69.9	18,908	68.4	19,595	64.1	16,518	63.0
Communications	4,900	44.1	5,170	46.1	4,793	38.9	4,864	38.1
Transportation	2,655	18.0	1,852	22.7	2,135	31.4	2,167	31.8
Other	856	26.4	1,169	29.7	1,706	35.8	1,808	37.2
All Sectors	36,010	52.5	27,099	53.2	28,229	51.8	25,357	50.1

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

Table 3.10**Share of Women who left the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	16,819	77.5	16,364	64.6	17,118	61.7	17,761	61.7
Communications	6,176	38.6	10,919	39.9	14,842	38.0	16,201	37.1
Transportation	6,028	18.5	7,475	24.7	10,457	24.0	10,027	23.6
Other	1,402	27.6	1,938	23.3	4,976	31.0	4,364	29.8
All Sectors	30,425	40.3	36,696	40.2	47,393	37.5	48,353	37.3

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

Chapter 4:

Aboriginal Peoples

This chapter provides data on the employment situation of Aboriginal peoples in the different workforces covered under the Employment Equity Act.⁸ Throughout the chapter, key findings from 2008 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- In 2008, looking at the **private and public sectors together**, the representation of Aboriginal peoples remained at 2.5%, below the labour market availability of 3.1%. However, there was a significant difference between the two sectors, with Aboriginal peoples being well represented in the **federal public sector** at 3.7% compared to just 1.9% in the **private sector** (Table 4.1).⁹

Federally Regulated Private Sector:

- The representation of Aboriginal peoples continued to be at a level below labour market availability (Tables 4.1 and 4.5 and Figure 4.1).
- In 2008, Aboriginal peoples comprised 1.9% of permanent full-time employees and 2.0% of permanent part-time employees (Table 4.2).
- Of all Aboriginal employees, 84.3% held permanent full-time jobs while 15.7% had permanent part-time jobs in 2008. Non-Aboriginal employees exhibited similar trends (Table 4.3).
- Of all Aboriginal peoples in permanent full-time positions, 49.1% earned less than \$50,000 in 2008, while 32.5% earned \$60,000 or more. In comparison, 43.7% of non-Aboriginal employees earned less than \$50,000 and 38.1% earned more than \$60,000. The distribution of both Aboriginal and non-Aboriginal employees was relatively similar at 18.3% and 18.2% respectively for those who earned between \$50,000 and \$59,999 (Table 4.4).
- In 2008, the proportion of Aboriginal women who worked in permanent full-time jobs and earned less than \$30,000 was double that of all men (13.7% compared to 6.9% respectively).
- Aboriginal peoples continued to be clustered in clerical occupations (27.4%), followed by semi-skilled manual work (18.8%) in 2008 (Table 4.6).
- Between 2007 and 2008, Aboriginal peoples' representation remained stable in almost all occupational groups and was below availability in all groups except for the crafts and trades supervisory occupations (Table 4.7).

⁸ 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.

⁹ 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, 2008 representation is being compared to 2006 Census of Canada availability data.

Highlights continued

- In each of the provinces and territories, the representation of Aboriginal peoples was below the respective availability in 2008 (Figure 4.2).
- Between 2001 and 2008, the representation of Aboriginal peoples increased in all of the provinces and eight designated census metropolitan areas, except in the province of Quebec and in Montreal, where their representation remained at 0.7% and 0.5% respectively.
- The share of Aboriginal peoples hired increased from 0.5% in 1987 to 2.3% in 2008, but remained significantly below availability of 3.1% (Table 4.8).¹⁰
- Between 2007 and 2008, Aboriginal peoples' share of promotions remained fairly stable at 1.7% and was below representation (Table 4.9).
- The share of Aboriginal peoples terminated (those who left the workforce) remained around 2.1% between 2007 and 2008 and was above representation (Table 4.10).
- Female Aboriginal employees made up 41.3% of Aboriginal employees in 2008.
- Only 18.7% of Aboriginal women in permanent full-time positions earned \$60,000 or more, compared to 27.1% of all women and 45.0% of all men.
- As with the overall trend of women in the workforce, Aboriginal women continued to be concentrated in clerical and professional occupations.

¹⁰ The share is the percentage of total hires, promotions or terminations of employment received by members of a particular designated group. The share of hires is compared to availability, while the share of promotions and terminations are compared to representation.

Table 4.1

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

Employer	Representation*						Availability**
	2001		2007		2008		2006
	#	%	#	%	#	%	%
Total Private Sector	9,865	1.6	13,920	1.9	13,958	1.9	3.1
Federal Public Service	5,316	3.6	7,610	4.2	8,190	4.4	3.0
Separate Employers†	1,355	1.9	2,024	2.8	2,104	2.9	3.1
Other Public Sector Employers‡	n/a	n/a	4,083	3.1	4,304	3.3	3.3
Total Public Sector	6,671	3.0	13,717	3.6	14,598	3.7	3.1
Grand Total for Both Sectors	16,536	1.9	27,637	2.5	28,556	2.5	3.1

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000-01, 2006-07 and 2007-08.

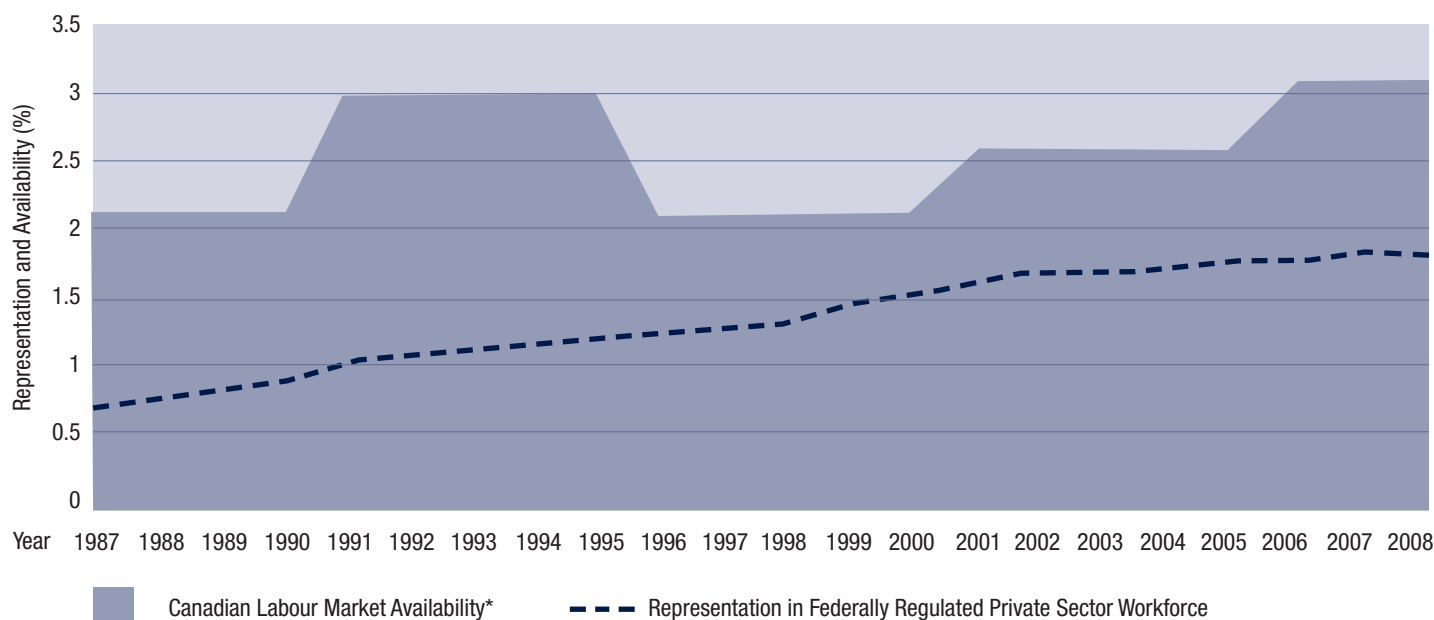
** Source: Statistics Canada, 2006 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other 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 1, 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.

Figure 4.1

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 4.2

Representation of Aboriginal Peoples in the Federally Regulated Private Sector

Type of Employment	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	1.5	1.9	1.9	98.5	98.1	98.1
Permanent Part-time	1.7	1.9	2.0	98.3	98.1	98.0
Total	1.6	1.9	1.9	98.4	98.1	98.1

Table 4.3

Distribution of Aboriginal Peoples in the Federally Regulated Private Sector

Type of Employment	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	83.0	85.0	84.3	84.4	85.0	85.2
Permanent Part-time	17.0	15.0	15.7	15.6	15.0	14.8
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 4.4

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

Salary Range	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Under \$50,000	72.2	51.4	49.1	61.5	46.7	43.7
\$50,000 - \$59,999	13.0	17.2	18.3	14.0	17.7	18.2
\$60,000 and over	14.8	31.4	32.5	24.5	35.6	38.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 4.5

Representation of Aboriginal Peoples in the Federally Regulated Private Sector*

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	951	0.6	2,139	1.1	2,807	1.3	2,726	1.3
Communications	1,090	0.6	2,921	1.4	3,634	1.6	3,699	1.6
Transportation	1,479	0.7	3,588	2.0	4,768	2.3	5,206	2.5
Other	401	0.9	1,217	2.7	2,711	3.1	2,327	2.5
All Sectors	3,921	0.7	9,865	1.6	13,920	1.9	13,958	1.9

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

Table 4.6**Distribution of Aboriginal Peoples in the Federally Regulated Private Sector**

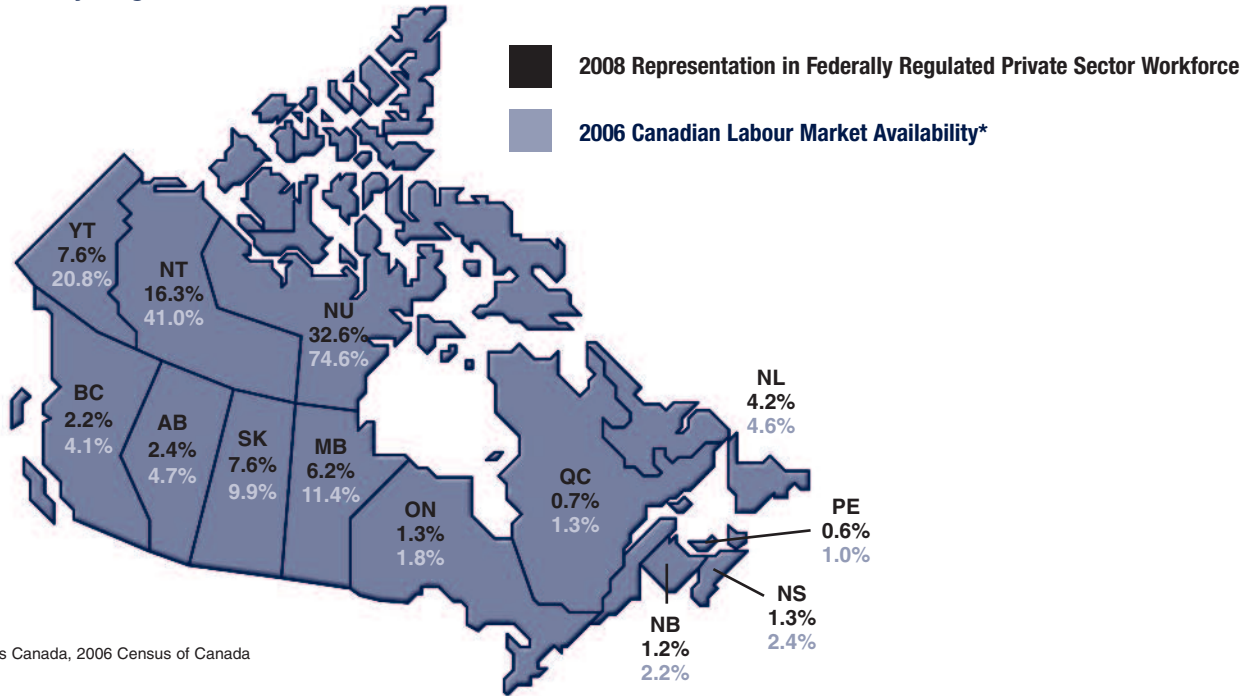
Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Non-Aboriginal Peoples		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Senior Managers	0.3	0.4	0.3	0.8	0.8	0.7
Middle and Other Managers	5.4	5.4	5.7	10.4	9.8	9.8
Professionals	7.1	8.1	7.7	12.6	13.8	14.4
Semi-Professionals and Technicians	4.9	5.8	6.1	5.7	6.3	6.5
Supervisors	3.2	3.1	3.0	3.4	3.2	3.1
Supervisors: Crafts and Trades	2.1	2.7	2.1	1.4	1.5	1.5
Administrative and Senior Clerical Personnel	5.5	4.6	3.5	7.0	5.4	4.5
Skilled Sales and Service Personnel	1.0	0.9	0.9	1.1	0.8	0.8
Skilled Crafts and Trades Workers	12.1	12.4	12.8	9.1	8.0	8.0
Clerical Personnel	30.0	27.2	27.4	30.5	28.0	28.5
Intermediate Sales and Service Personnel	5.1	5.1	5.8	4.7	4.9	4.8
Semi-Skilled Manual Workers	17.2	18.6	18.8	10.7	12.6	12.3
Other Sales and Service Personnel	3.1	3.3	3.3	1.8	4.0	4.2
Other Manual Workers	3.0	2.6	2.5	0.8	0.9	0.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

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

Employment Equity Occupational Group (EEOG)	Representation			Availability*
	2001	2007	2008	2006
	%	%	%	%
Senior Managers	0.5	0.9	0.7	2.4
Middle and Other Managers	0.8	1.1	1.1	1.9
Professionals	0.9	1.1	1.0	1.8
Semi-Professionals and Technicians	1.4	1.8	1.8	3.2
Supervisors	1.5	1.8	1.8	2.8
Supervisors: Crafts and Trades	2.4	3.4	2.7	2.2
Administrative and Senior Clerical Personnel	1.2	1.6	1.5	2.3
Skilled Sales and Service Personnel	1.3	2.1	2.2	3.1
Skilled Crafts and Trades Workers	2.1	2.9	3.0	3.8
Clerical Personnel	1.5	1.8	1.8	2.8
Intermediate Sales and Service Personnel	1.7	2.0	2.3	3.2
Semi-Skilled Manual Workers	2.5	2.8	2.9	3.7
Other Sales and Service Personnel	2.7	1.6	1.5	4.7
Other Manual Workers	5.4	5.3	5.0	5.7
Total	1.6	1.9	1.9	3.1

* Source: Statistics Canada, 2006 Census of Canada

Figure 4.2
Representation (2008) and Availability (2006) of Aboriginal Peoples in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2006 Census of Canada

Table 4.8
Share of Aboriginal Peoples Hired into the Federally Regulated Private Sector*

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	109	0.5	268	0.9	385	1.1	335	1.1
Communications	49	0.3	489	1.5	720	1.8	721	1.8
Transportation	211	0.6	889	2.1	1,278	2.6	1,585	3.5
Other	46	1.0	160	3.4	509	2.4	441	2.7
All Sectors	415	0.5	1,806	1.7	2,892	2.0	3,082	2.3

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

Table 4.9**Share of Aboriginal Peoples who were Promoted in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	204	0.5	322	1.2	462	1.5	370	1.4
Communications	55	0.5	172	1.5	216	1.8	211	1.7
Transportation	123	0.8	189	2.3	173	2.5	183	2.7
Other	23	0.7	111	2.8	120	2.5	119	2.5
All Sectors	405	0.6	794	1.6	971	1.8	883	1.7

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

Table 4.10**Share of Aboriginal Peoples who left the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	150	0.7	314	1.2	410	1.5	433	1.5
Communications	36	0.2	385	1.4	705	1.8	752	1.7
Transportation	168	0.5	646	2.1	1,140	2.6	1,264	3.0
Other	40	0.8	179	2.1	472	2.9	288	2.0
All Sectors	394	0.5	1,524	1.7	2,727	2.2	2,737	2.1

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

Chapter 5:

Persons with Disabilities

This chapter provides data on the employment situation of persons with disabilities in the different workforces covered under the Employment Equity Act.¹¹ Throughout the chapter, key findings from 2008 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- Between 2007 and 2008, the representation of persons with disabilities remained stable at 3.2% at the aggregate level of **both the private and public sectors** and below labour market availability of 4.8% (Table 5.1).¹²
- They remained under-represented in the **federally regulated private sector** at 2.7% and the **federal public sector** at 4.2%, with the exception of the **federal public service** which continued to employ them at a level above its own estimated labour market availability (Tables 5.1 and 5.5 and Figure 5.1).

Federally Regulated Private Sector:

- Between 2001 and 2008, the representation of persons with disabilities increased from 2.4% to 2.7% in permanent full-time and from 1.7% to 2.3% in permanent part-time work (Table 5.2).
- A slightly higher proportion of persons with disabilities were in permanent full-time jobs than persons without disabilities (87.1% compared to 85.2% respectively). Correspondingly, a lower proportion of persons with disabilities were in permanent part-time work than persons without disabilities (12.9% and 14.8%) (Table 5.3).
- About 48% of all persons with disabilities who worked in permanent full-time positions earned less than \$50,000 in 2008, while 33.4% earned \$60,000 or more. In comparison, 43.7% of persons without disabilities earned less than \$50,000 and 38.1% earned more than \$60,000 (Table 5.4).
- Of all employees with disabilities, the highest proportion in 2008 was in clerical (38.7%), followed by professionals (12.1%) and semi-skilled manual occupations (10.4%). There was a similar pattern with the proportion of employees without disabilities at 28.2%, 14.4% and 12.5% respectively (Table 5.6).
- In the past couple of years, the representation of persons with disabilities exceeded their availability only in administrative and senior clerical occupations (Table 5.7).

¹¹ 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.

¹² 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, 2008 representation is being compared to 2006 PALS availability data.

Highlights continued

- In all provinces and territories, the representation of persons with disabilities was below the respective availability in 2008 (Figure 5.2).
- The share of persons with disabilities hired was stable between 2007 and 2008 at 1.4% and remained significantly below availability of 4.9% (Table 5.8).¹³
- The share of persons with disabilities promoted declined slightly to 2.1% in 2008. The share of persons with disabilities terminated (those who left the workforce) also declined to 2.1% (Tables 5.9 and 5.10).
- In 2008, women with disabilities made up 45.1% of all employees with disabilities.
- While 54.7% of all women who worked in permanent full-time positions earned less than \$50,000 in 2008, 60.2% of women with disabilities were in the same salary range. In contrast, only 36.8% of all men earned less than \$50,000.
- The proportion of women with disabilities in permanent full-time positions who earned \$60,000 or more was 22.8%. In contrast, 27.1% of all women and 45.0% of all men earned a salary of \$60,000 and above.
- Of all women with disabilities, 54.7% were concentrated in clerical and 12.8% in professional occupations. The respective concentration was 44.0% and 15.5% for all women.

¹³ The share is the percentage of total hires, promotions or terminations of employment received by members of a particular designated group. The share of hires is compared to availability, while the share of promotions and terminations are compared to representation.

Table 5.1

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

Employer	Representation*						Availability**
	2001		2007		2008		2006
	#	%	#	%	#	%	%
Total Private Sector	14,519	2.3	19,777	2.7	19,786	2.7	4.9
Federal Public Service	7,621	5.1	10,192	5.7	11,001	5.9	4.0
Separate Employers†	3,095	4.4	3,449	4.9	3,663	5.0	4.9
Other Public Sector Employers‡	n/a	n/a	1,817	1.4	1,860	1.4	4.9
Total Public Sector	10,716	4.9	15,458	4.1	16,524	4.2	4.5
Grand Total for Both Sectors	25,235	3.0	35,235	3.2	36,310	3.2	4.8

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000-01, 2006-07 and 2007-08.

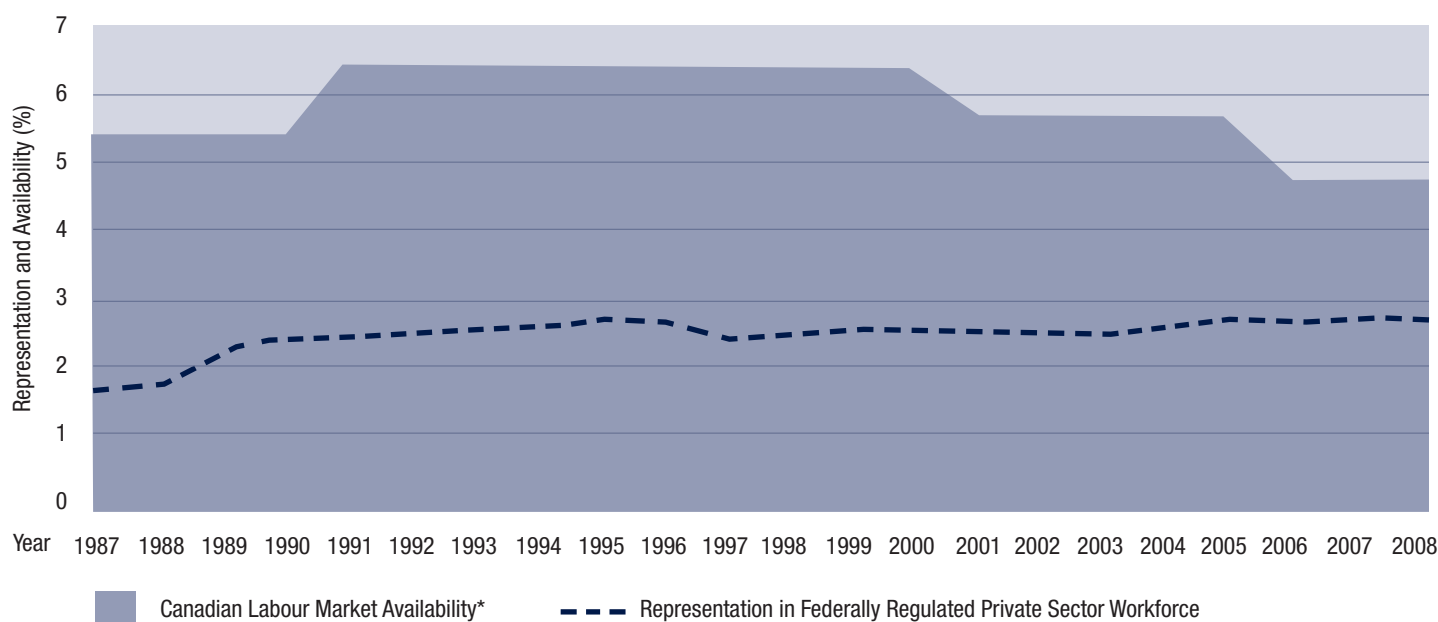
** Source: Statistics Canada, 2006 Participation and Activity Limitation Survey. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes 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 1, 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.

Figure 5.1

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, three surveys were conducted. The Health and Activity Limitation Survey was conducted in 1991, followed by the Participation and Activity Limitation Survey in 2001 and 2006. In both 2001 and 2006, 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 5.2**Representation of Persons with Disabilities in the Federally Regulated Private Sector**

Type of Employment	Persons with Disabilities			Persons without Disabilities		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	2.4	2.8	2.7	97.6	97.2	97.3
Permanent Part-time	1.7	2.3	2.3	98.3	97.7	97.7
Total	2.3	2.7	2.7	97.7	97.3	97.3

Table 5.3**Distribution of Persons with Disabilities in the Federally Regulated Private Sector**

Type of Employment	Persons with Disabilities			Persons without Disabilities		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	88.4	87.1	87.1	84.3	85.0	85.2
Permanent Part-time	11.6	12.9	12.9	15.7	15.0	14.8
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 5.4**Distribution of Permanent Full-time Persons with Disabilities in the Federally Regulated Private Sector**

Salary Range	Persons with Disabilities			Persons without Disabilities		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Under \$50,000	66.4	51.1	48.1	61.5	46.6	43.7
\$50,000 - \$59,999	12.5	17.6	18.5	14.1	17.7	18.2
\$60,000 and over	21.2	31.2	33.4	24.4	35.7	38.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 5.5**Representation of Persons with Disabilities in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	3,053	1.8	3,911	2.0	7,441	3.6	7,458	3.5
Communications	2,512	1.4	5,009	2.3	5,879	2.5	5,844	2.5
Transportation	2,892	1.4	4,385	2.4	4,395	2.1	4,324	2.1
Other	983	2.3	1,214	2.7	2,062	2.3	2,160	2.4
All Sectors	9,440	1.6	14,519	2.3	19,777	2.7	19,786	2.7

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

Table 5.6**Distribution of Persons with Disabilities in the Federally Regulated Private Sector**

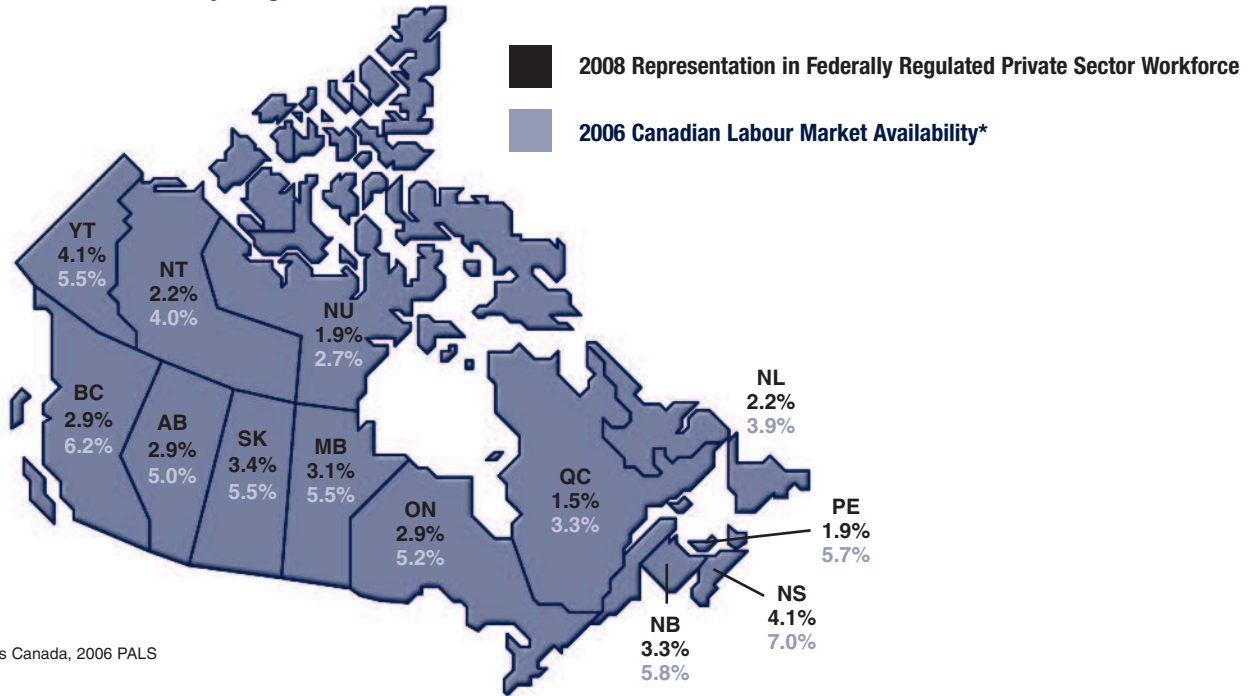
Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Persons without Disabilities		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Senior Managers	0.6	0.7	0.6	0.8	0.8	0.7
Middle and Other Managers	8.5	9.5	9.5	10.3	9.7	9.8
Professionals	10.4	11.7	12.1	12.6	13.7	14.4
Semi-Professionals and Technicians	4.2	4.8	4.7	5.7	6.4	6.5
Supervisors	3.0	3.4	3.4	3.4	3.2	3.1
Supervisors: Crafts and Trades	1.9	1.6	1.4	1.4	1.5	1.5
Administrative and Senior Clerical Personnel	5.8	6.2	4.9	7.0	5.3	4.5
Skilled Sales and Service Personnel	0.9	0.5	0.5	1.1	0.8	0.8
Skilled Crafts and Trades Workers	12.2	8.0	8.1	9.1	8.1	8.1
Clerical Personnel	34.1	38.0	38.7	30.4	27.7	28.2
Intermediate Sales and Service Personnel	3.7	2.8	3.2	4.7	5.0	4.9
Semi-Skilled Manual Workers	11.4	10.5	10.4	10.8	12.8	12.5
Other Sales and Service Personnel	1.8	1.3	1.5	1.8	4.1	4.2
Other Manual Workers	1.4	1.1	1.0	0.8	0.9	0.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 5.7**Representation and Availability of Persons with Disabilities in the Federally Regulated Private Sector**

Employment Equity Occupational Group (EEOG)	Representation			Availability*
	2001	2007	2008	2006
	%	%	%	%
Senior Managers	1.9	2.6	2.2	3.2
Middle and Other Managers	1.9	2.6	2.6	3.2
Professionals	1.9	2.3	2.3	4.5
Semi-Professionals and Technicians	1.7	2.0	1.9	4.8
Supervisors	2.0	2.9	2.9	9.5
Supervisors: Crafts and Trades	3.1	2.8	2.6	4.6
Administrative and Senior Clerical Personnel	1.9	3.1	2.9	2.6
Skilled Sales and Service Personnel	1.9	1.7	1.6	5.6
Skilled Crafts and Trades Workers	3.0	2.7	2.7	5.3
Clerical Personnel	2.6	3.7	3.6	4.4
Intermediate Sales and Service Personnel	1.8	1.5	1.8	5.3
Semi-Skilled Manual Workers	2.4	2.2	2.2	5.5
Other Sales and Service Personnel	2.3	0.9	0.9	6.5
Other Manual Workers	3.8	3.1	2.7	5.2
Total	2.3	2.7	2.7	4.9

* Source: Statistics Canada, 2006 PALS

Figure 5.2
Representation (2008) and Availability (2006) of Persons with Disabilities in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2006 PALS

Table 5.8
Share of Persons with Disabilities Hired into the Federally Regulated Private Sector*

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	158	0.7	223	0.8	707	2.1	564	1.8
Communications	129	0.7	289	0.9	501	1.2	465	1.2
Transportation	118	0.4	702	1.7	493	1.0	461	1.0
Other	37	0.8	56	1.2	359	1.7	314	1.9
All Sectors	442	0.6	1,270	1.2	2,060	1.4	1,804	1.4

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

Table 5.9**Share of Persons with Disabilities who were Promoted in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	607	1.5	526	1.9	807	2.6	671	2.6
Communications	112	1.0	198	1.8	216	1.8	218	1.7
Transportation	198	1.3	180	2.2	101	1.5	85	1.2
Other	64	2.0	76	1.9	111	2.3	106	2.2
All Sectors	981	1.4	980	1.9	1,235	2.3	1,080	2.1

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

Table 5.10**Share of Persons with Disabilities who left the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	331	1.5	472	1.9	954	3.4	976	3.4
Communications	112	0.7	473	1.7	795	2.0	771	1.8
Transportation	231	0.7	494	1.6	634	1.5	700	1.6
Other	93	1.8	285	3.4	348	2.2	309	2.1
All Sectors	767	1.0	1,724	1.9	2,731	2.2	2,756	2.1

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

Chapter 6:

Members of Visible Minorities

This chapter provides data on the employment situation of members of visible minorities in the different workforces covered under the Employment Equity Act.¹⁴ Throughout the chapter, key findings from 2008 are compared to those from the previous year and, where available, 2001 and 1987.

Highlights

- Between 2007 and 2008, the representation of members of visible minorities rose in the **federally regulated private sector** from 15.9% to 16.6% and in the **federal public sector** from 7.6% to 8.0%. The representation continued to be above the availability of 15.3% in the **federally regulated private sector**. In the **federal public sector**, the representation was significantly below the availability of 13.0% (Table 6.1 and Figure 6.1).¹⁵

Federally Regulated Private Sector:

- In 2008, members of visible minorities comprised 16.3% of the permanent full-time and 18.0% of the permanent part-time employees (Table 6.2).
- When compared to non-visible minority members, a slightly lower proportion of members of visible minorities were in permanent full-time employment and a higher proportion in permanent part-time employment in 2008 (Table 6.3).
- Of those who worked in permanent full-time jobs in 2008, 51.9% of members of visible minorities earned less than \$50,000, compared to 42.3% of the non-visible minority employees. In contrast, the proportion of this designated group who earned \$50,000 to \$59,999 and \$60,000 and over was lower than those of non-visible minority employees (Table 6.4).
- The representation of members of visible minorities has increased in each industrial sector since 1987 and has met or exceeded availability in the banking and communications sectors (Table 6.5).
- The highest proportion of members of visible minorities in the workforce continued to be in clerical jobs at 33.4%, followed by professional occupations at 20.6%. This compares to 27.4% and 13.1% of the non-visible minority employees (Table 6.6).
- Members of visible minorities' representation rose in all occupational groups between 2001 and 2008. The representation exceeded availability in six of the 14 occupational groups in 2008; however, the representation in senior management at 5.8% was still significantly below availability of 8.7% (Table 6.7).

¹⁴ 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.

¹⁵ 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, 2008 representation is being compared to 2006 Census of Canada availability data.

Highlights continued

- The representation of members of visible minorities was above the respective availability in most provinces and territories. They were under-represented in Newfoundland and Labrador, Prince Edward Island and Manitoba in 2008 (Figure 6.2).
- The share of members of visible minorities hired more than tripled since 1987. It rose from 5.2% in 1987 to 17.7% in 2008 and was above the availability of 15.3% in the last two years (Table 6.8).¹⁶
- Between 2007 and 2008, there was a slight decrease in the share of promotions received by members of visible minorities from 22.6% to 22.4%; however, the share of promotions was above representation (Table 6.9).
- The share of members of visible minorities terminated (those who left the workforce) increased from 15.2% in 2007 to 16.0% in 2008 and was about the same as representation (Table 6.10).
- Visible minority women made up 45.4% of members of visible minority employees in 2008.
- More visible minority women in permanent full-time jobs earned less than \$30,000 than all women and men in the same salary range in 2008 (10.3% compared to 9.3% and 6.9% respectively).
- Of the employees who earned \$60,000 or more in permanent full-time occupations in 2008, a higher proportion of visible minority women than all women was found (38.5% compared to 27.1%). However, this was lower than the proportion of all men in the same salary range (45.0%).
- In 2008, higher concentrations of visible minority women than all women were found in clerical and professional occupations (45.7% and 19.8% compared to 44.0% and 15.5% respectively).

¹⁶ The share is the percentage of total hires, promotions or terminations of employment received by members of a particular designated group. The share of hires is compared to availability, while the share of promotions and terminations are compared to representation.

Table 6.1

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

Employer	Representation*						Availability**
	2001		2007		2008		2006
	#	%	#	%	#	%	%
Total Private Sector	74,049	11.7	116,491	15.9	123,248	16.6	15.3
Federal Public Service	9,143	6.1	15,787	8.8	17,207	9.2	12.4
Separate Employers†	5,386	7.7	8,530	12.0	9,150	12.6	15.3
Other Public Sector Employers‡	n/a	n/a	4,588	3.5	5,118	3.9	12.5
Total Public Sector	14,529	6.6	28,905	7.6	31,475	8.0	13.0
Grand Total for Both Sectors	88,578	10.4	145,396	13.0	154,723	13.6	14.5

* Data on the federally regulated private sector are collected on a calendar-year basis by the Labour Program, while the federal public sector data are collected on a fiscal-year basis by the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat (TBS). Representation data for the federal public sector are based on fiscal years 2000-01, 2006-07 and 2007-08.

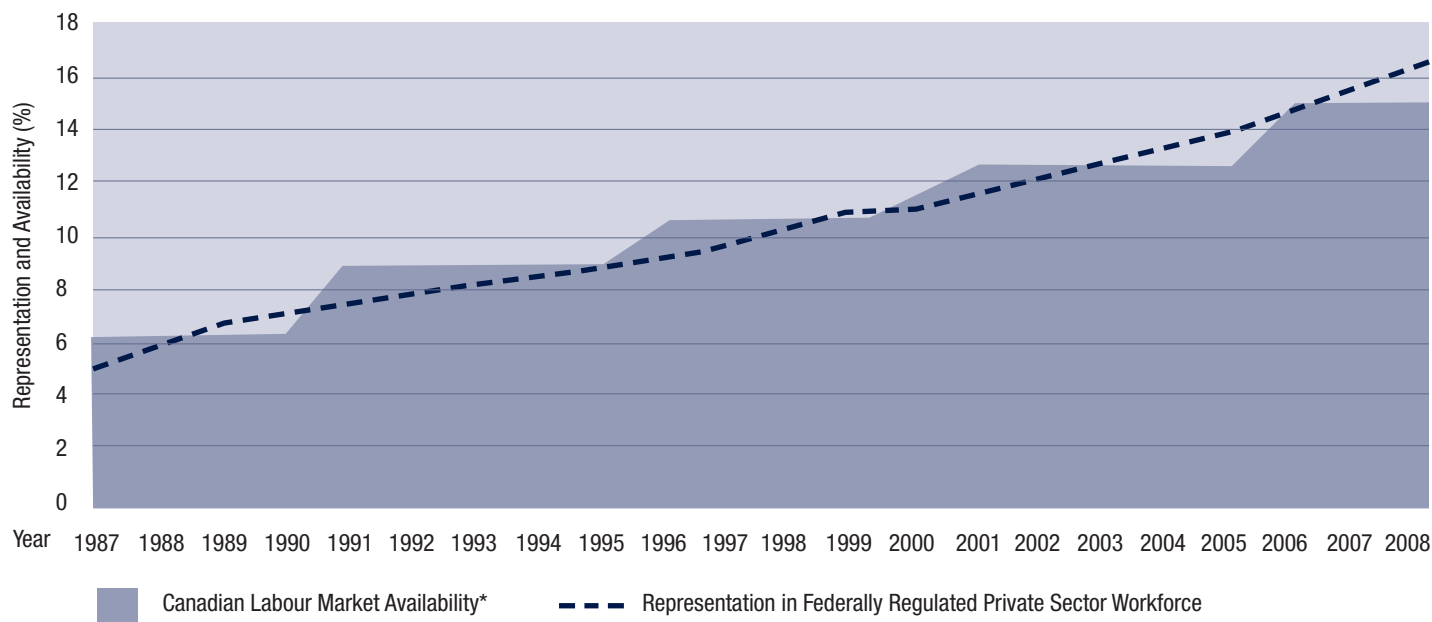
** Source: Statistics Canada, 2006 Census of Canada. The workforce availability for the federal public service is an estimate produced by TBS based on occupations in the Canadian workforce that correspond to occupations in this workforce of Canadian citizens only (excludes landed immigrants). The other 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 1, 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.

Figure 6.1

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

Type of Employment	Members of Visible Minorities			Non-visible Minority Members		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	11.5	15.7	16.3	88.5	84.3	83.7
Permanent Part-time	12.7	16.9	18.0	87.3	83.1	82.0
Total	11.7	15.9	16.6	88.3	84.1	83.4

Table 6.3**Distribution of Members of Visible Minorities in the Federally Regulated Private Sector**

Type of Employment	Members of Visible Minorities			Non-visible Minority Members		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Permanent Full-time	83.1	84.1	83.9	84.6	85.2	85.5
Permanent Part-time	16.9	15.9	16.1	15.4	14.8	14.5
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 6.4**Distribution of Permanent Full-time Members of Visible Minorities in the Federally Regulated Private Sector**

Salary Range	Members of Visible Minorities			Non-visible Minority Members		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Under \$50,000	67.9	54.4	51.9	60.8	45.3	42.3
\$50,000 - \$59,999	11.8	15.1	15.6	14.3	18.2	18.7
\$60,000 and over	20.2	30.5	32.5	24.9	36.5	39.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 6.5**Representation of Members of Visible Minorities in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	16,062	9.5	33,575	17.1	51,822	24.9	54,002	25.5
Communications	7,257	4.0	23,359	10.8	33,567	14.5	35,962	15.3
Transportation	5,318	2.6	13,679	7.6	19,309	9.4	20,984	10.2
Other	1,123	2.6	3,436	7.7	11,793	13.4	12,300	13.5
All Sectors	29,760	5.0	74,049	11.7	116,491	15.9	123,248	16.6

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

Table 6.6**Distribution of Members of Visible Minorities in the Federally Regulated Private Sector**

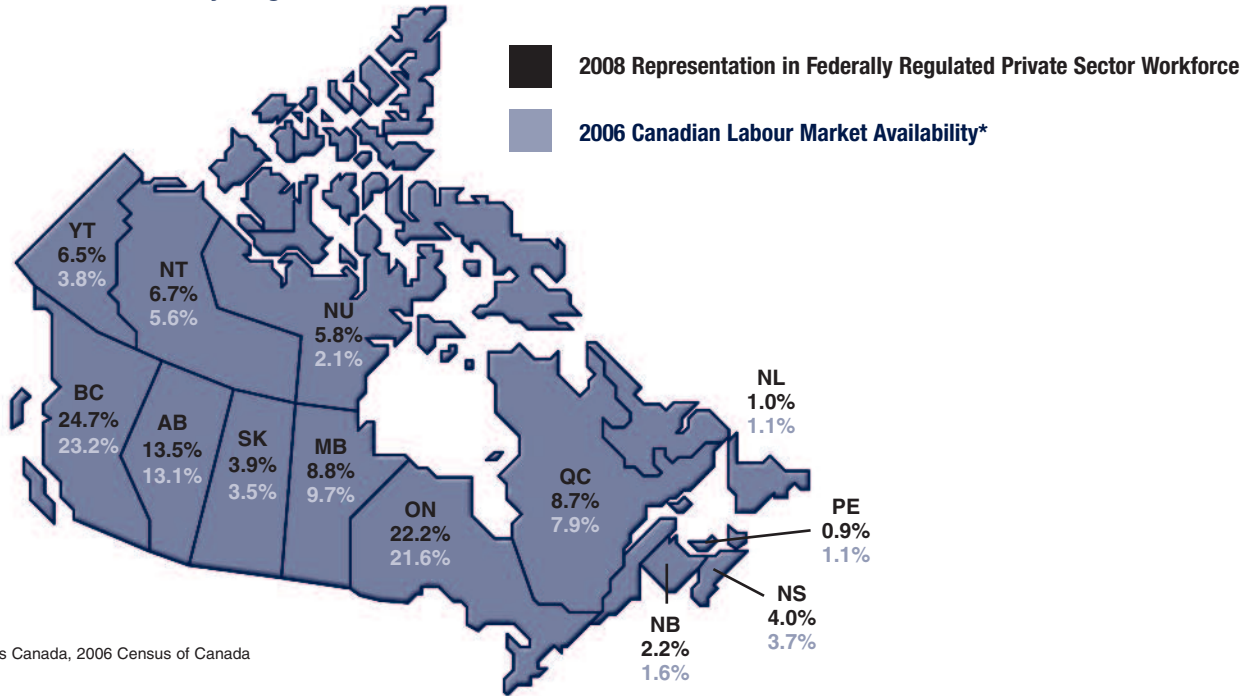
Employment Equity Occupational Group (EEOG)	Members of Visible Minorities			Non-visible Minority Members		
	2001	2007	2008	2001	2007	2008
	%	%	%	%	%	%
Senior Managers	0.2	0.3	0.3	0.8	0.9	0.8
Middle and Other Managers	7.7	7.8	8.1	10.6	10.0	10.1
Professionals	17.7	19.8	20.6	11.8	12.5	13.1
Semi-Professionals and Technicians	2.5	3.9	3.9	6.1	6.8	7.0
Supervisors	3.8	3.2	3.0	3.4	3.2	3.1
Supervisors: Crafts and Trades	0.6	0.6	0.6	1.5	1.7	1.6
Administrative and Senior Clerical Personnel	10.4	7.6	6.0	6.5	4.9	4.2
Skilled Sales and Service Personnel	0.6	0.4	0.4	1.2	0.9	0.9
Skilled Crafts and Trades Workers	5.4	4.2	4.0	9.6	8.8	8.9
Clerical Personnel	36.1	32.7	33.4	29.8	27.0	27.4
Intermediate Sales and Service Personnel	4.5	4.5	4.3	4.8	5.0	4.9
Semi-Skilled Manual Workers	7.9	9.0	9.4	11.2	13.5	13.0
Other Sales and Service Personnel	2.1	5.3	5.3	1.8	3.7	3.9
Other Manual Workers	0.5	0.6	0.6	0.9	1.0	1.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 6.7**Representation and Availability of Members of Visible Minorities in the Federally Regulated Private Sector**

Employment Equity Occupational Group (EEOG)	Representation			Availability*
	2001	2007	2008	2006
	%	%	%	%
Senior Managers	3.7	5.4	5.8	8.7
Middle and Other Managers	8.8	12.8	13.7	14.0
Professionals	16.5	23.0	23.8	16.5
Semi-Professionals and Technicians	5.1	9.8	9.9	14.3
Supervisors	12.9	16.0	16.2	15.4
Supervisors: Crafts and Trades	4.7	6.3	7.0	5.6
Administrative and Senior Clerical Personnel	17.5	22.6	22.1	11.2
Skilled Sales and Service Personnel	6.8	8.0	8.7	17.2
Skilled Crafts and Trades Workers	6.9	8.3	8.2	9.3
Clerical Personnel	13.8	18.6	19.5	17.2
Intermediate Sales and Service Personnel	11.0	14.7	14.9	16.5
Semi-Skilled Manual Workers	8.4	11.2	12.6	17.9
Other Sales and Service Personnel	13.4	21.0	21.2	18.5
Other Manual Workers	6.2	10.1	11.1	15.6
Total	11.7	15.9	16.6	15.3

* Source: Statistics Canada, 2006 Census of Canada

Figure 6.2
Representation (2008) and Availability (2006) of Members of Visible Minorities in the Federally Regulated Private Sector by Region



* Source: Statistics Canada, 2006 Census of Canada

Table 6.8
Share of Members of Visible Minorities Hired into the Federally Regulated Private Sector*

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	2,211	10.1	3,990	13.8	7,702	22.4	6,554	20.7
Communications	975	5.6	5,130	15.5	7,720	18.9	8,868	22.2
Transportation	691	2.1	4,187	10.1	5,530	11.5	5,762	12.8
Other	150	3.3	416	8.7	3,361	15.7	2,429	14.8
All Sectors	4,027	5.2	13,723	12.7	24,313	16.8	23,613	17.7

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

Table 6.9**Share of Members of Visible Minorities who were Promoted in the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	3,778	9.6	5,209	18.9	8,917	29.1	7,850	30.0
Communications	445	4.0	1,352	12.0	2,094	17.0	2,155	16.9
Transportation	376	2.6	511	6.3	787	11.6	778	11.4
Other	85	2.6	364	9.2	499	10.5	584	12.0
All Sectors	4,684	6.8	7,436	14.6	12,297	22.6	11,367	22.4

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

Table 6.10**Share of Members of Visible Minorities who left the Federally Regulated Private Sector***

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	1,432	6.6	3,503	13.8	6,191	22.3	6,935	24.1
Communications	437	2.7	3,424	12.5	6,685	17.1	7,533	17.2
Transportation	478	1.5	2,382	7.9	4,434	10.2	4,180	9.8
Other	86	1.7	515	6.2	1,884	11.7	2,061	14.1
All Sectors	2,433	3.2	9,824	10.8	19,194	15.2	20,709	16.0

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

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 Federal Contractors Program.

Racism-Free Workplace Strategy: An Ongoing Commitment

The Racism-Free Workplace Strategy (RFWS) is a key component of *A Canada for All: Canada's Action Plan Against Racism*, which endeavours to eradicate racism by promoting fair, inclusive and equitable workplaces.¹⁷

The Strategy aims to remove discriminatory barriers to employment and facilitate the upward mobility of Aboriginal peoples and members of visible minorities in the workplace. In 2009, the Strategy's fourth year of implementation, the Labour Program continued its mandate to support employers in their efforts to address racism in the workplace by establishing innovative partnerships with employers, unions, government and non-government organizations, as well as raising awareness of the impacts and benefits of implementing initiatives to reduce workplace discrimination and create racism-free workplaces.

The Strategy's front-line racism-prevention officers have been providing employers with the necessary tools and resources to create harassment- and barrier-free workplaces. In addition, they have been linking employers to available community and government resources. The Strategy has a successful partnership with the Aboriginal Human Resource Council (AHRC) to present specialized Mastering Aboriginal Inclusion workshops designed specifically to help employers that

fall under the *Employment Equity Act* and the Federal Contractors Program advance Aboriginal peoples' inclusion in their organizations.

The Racism-Free Workplace Strategy once again partnered with the National Film Board of Canada to extend the Strategy's mandate through the medium of film. *Work for All: Stop Racism in the Workplace* concentrates on both direct and systematic racism, seeks to promote discussion and offers innovative solutions to help combat workplace racism faced by Aboriginal peoples and members of visible minorities.

RFWS partners with Citizenship and Immigration Canada-Metropolis which organizes an annual national conference bringing together over 1,200 participants (academics, policy-makers, community partners and employers) to discuss key immigration issues, including discrimination, labour market integration and racism.

In 2009, the Strategy also participated in an inter-departmental partnership with Statistics Canada for the development of demographic projections for 2006 to 2031, based on the 2006 Census data. The projections will provide key information on demographic trends and labour force evolution for immigrants, members of visible minorities and Aboriginal peoples.

In the coming year, the Strategy will focus on key priority projects and initiatives that will ensure it

17 This horizontal initiative is coordinated by the Multiculturalism Branch of Citizenship and Immigration Canada (formerly part of Canadian Heritage) in partnership with the Labour Program, Canadian Heritage and Justice Canada.

continues to remain responsive through the fulfillment of its mandated objectives. These priorities include developing a more targeted approach to racism in the workplace; developing and implementing an enhanced engagement and strategic partnering plan; exploring the extension of the Strategy's work and mandate to include federal departments and broader private sector employers; and, implementing recommendations stemming from the five-year internal program evaluation of the Strategy which is currently underway.

Parliamentary Review of the *Employment Equity Act*

Subsection 44(1) of the *Employment Equity Act* requires a comprehensive parliamentary review of the Act every five years by a committee of the House of Commons. The 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 Act was last reviewed in 2001, which resulted in a committee report to Parliament in June 2002. The Government responded to the committee's recommendations in November 2002. A motion was adopted by the House in December 2006 referring the review of the Act to the House Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. However, Parliament was prorogued in September 2007 prior to the Committee conducting the review. A new motion was passed in April 2009, but again died with the proroguing of Parliament in January 2010.

The Federal Contractors Program and its Evolution

The Federal Contractors Program (FCP) was initiated by a cabinet decision in 1986.¹⁸ As a condition for bidding on large federal contracts, contractors commit to implementing employment equity. Successful contractors undertake steps to develop and implement an employment equity program whose requirements are equivalent to those under the *Employment Equity Act* covering federally regulated employers.

The FCP applies to provincially regulated employers with a Canadian workforce of 100 employees or more who receive initial contracts from the federal government valued at \$200,000 and above (including all applicable taxes).¹⁹ In 2008, over 900 employers with approximately 1,165,000 employees were covered by the FCP. Each year, approximately 50 new employers join the Program.

Once a contractor enters the Program, it must become compliant and remain in compliance as there is no sunset date. A contractor who does not comply with or who voluntarily withdraws from the FCP is ineligible to bid on any further contracts valued at \$25,000 or more.

Since its creation in 1986, more than 1,000 contractors have been reviewed. Furthermore, measures have been put in place to ensure the continuity and consistency of FCP reviews for employers in various regions of the country. The following table illustrates the number of reviews completed per year.

¹⁸ Employer obligations, the roles of the Labour Program and other federal departments, the compliance review process and sanctions for non-compliance are set out in *Appendix D - The Federal Contractors Program for Employment Equity* of Treasury Board's Contracting Policy. The latest version was released in 2003.

¹⁹ Construction contracts, real estate property leases and contracts with federal employers under the *Employment Equity Act* are exempt.

Number of Employers Found in Compliance per Fiscal Year

1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
43	28	31	13	23	54	32	66	41	68	72	79

A four-step compliance review process as well as tools that provide contractors with templates, software, checklists and model documents assist them in carrying out their work and achieving compliance. Since April 2003, 358 employers have been found to be in compliance. Approximately 150 employers are currently on the list of employers declared ineligible to receive contracts exceeding \$25,000. In 2008-09, the four step document was revised as “The Federal Contractors Program Guide to Implementing Employment Equity in your Workforce.” This improved document better reflects the requirements of the *Employment Equity Act* and its Regulations, includes guidance on sustaining a compliant employment equity program and is more user-friendly for the employer. The Guide, released in February 2010, helps bring the FCP into line by denoting that the requirements and standards applied to the Program are equivalent to those required by federally regulated employers under the *Employment Equity Act*. There is however, one major difference: FCP employers are not required to submit an annual report. Regular assessment of progress in closing gaps is therefore not possible.

In addition, a new communication strategy was implemented in 2009 to encourage and assist contractors in implementing employment equity measures before they are selected for a compliance review. Once employers enter the Program, they are sent a letter outlining their obligations and, on their anniversary dates, are sent reminder letters on the progress that should have been achieved. As a result, it is expected that a larger number of employers will be in compliance, or closer to compliance, when a review is started.

Appendix A:

Employers Performance Ratings²⁰

This appendix presents an assessment of the quantitative results that federally regulated private sector employers and Crown corporations achieved during 2008. 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 subject to a monetary penalty levied by the Labour Program. Cases of non-compliance are referred to the Canadian Human Rights Commission.

Performance Summary

Performance ratings provide a quantitative measure of achievement for federally regulated private sector employers and Crown corporations during the reporting year. These ratings are generated using the numerical data gathered from the individual employer's annual submission and labour force data from the Census. Six indicators are consolidated into a single score to reflect the situation of the designated groups in the employer's workforce at the end of the calendar year. These indicators include: the progress experienced by designated group members in terms of representation, occupational distribution and salary, as well as their shares of hirings, promotions and terminations.

Employers are given a rating of A, B, C, D or Z for each of the four designated groups. An A represents strong performance and D, the poorest. Z indicates no representation of a particular designated group.²¹

Employers who submit employment equity reports for the first time are required to only report by gender to allow them sufficient time to complete self-identification surveys of their workforces. In 2008, 38 employers reported for the first time, four were voluntary, and four had no employees on December 31.

²⁰ This year's report incorporates labour market availability data from the 2006 Census of Canada and the 2006 Participation and Activity Limitation Survey, both of which were conducted by Statistics Canada. This new labour market availability data has had an impact on the Performance Ratings in this Appendix. While the methodology used to calculate these ratings remained constant, the ratings reflect the new availability data. Some employers will note a lower rating than last year for certain designated groups, even if their workforce remained relatively stable during 2008.

²¹ A indicates superior performance, B good, C adequate, D poor and Z indicates no members of a designated group in the employer's workforce. For more information on how the ratings are calculated, please refer to the Technical Guide at: www.hrsdc.gc.ca/eng/lp/lo/lsw/ee/ee_tools/reports/annual/TechnicalGuide.shtml

Legend

Description of Performance Ratings

RATING	RESULTS	EXPLANATION
A	Strong performance in all six indicators. ²²	The employer made exceptional progress in improving the representation of the designated group in its workforce by hiring and promoting group members. The designated group's situation compared well to its Canadian Labour Market Availability (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	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	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	Poor performance.	Legislative obligations were not met and the employer scored low on all six indicators. A follow-up and an employment systems review are required to detect and remove employment barriers.
Z	No presence of a designated group in the employer's workforce.	The organization appears to have had no representation of the designated group in its workforce. This could occur for several reasons: no workforce survey or workforce analysis was conducted; there was no hiring of designated group members; or there were no retention policies. The employer needs to conduct an employment systems review and adopt special measures to hire designated group members.

For more details about the methodology used to calculate the performance ratings, please refer to the Technical Guide at: www.hrsdc.gc.ca/eng/lp/lo/lsw/we/ee_tools/reports/annual/TechnicalGuide.shtml

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

Description of Codes

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

Number of Federally Regulated Private Sector Employers by Performance Rating and Designated Group (2008)

Designated Group	Rating				
	A	B	C	D	Z
Women	95	106	243	101	4
Aboriginal Peoples	218	75	59	83	114
Persons with Disabilities	79	43	108	214	103
Members of Visible Minorities	79	74	217	125	54

- In 2008, among all designated groups, employers received the greatest number of superior ratings (A) and the greatest number of lowest ratings (Z) for Aboriginal peoples.
- Employers' weakest (combined D and Z) ratings occurred for persons with disabilities.
- Employers' strongest (combined A and B) ratings occurred for Aboriginal peoples.

Number of Federally Regulated Private Sector Employers by Performance Rating, Designated Group and Sector (2008)

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	21	4	1	0	0	29	31	29	6	0	20	59	181	86	4	25	12	32	9	0
Aboriginal Peoples	6	4	7	1	8	38	13	12	12	20	144	50	27	51	78	30	8	13	19	8
Persons with Disabilities	1	3	13	6	3	16	10	24	31	14	45	21	52	153	79	17	9	19	26	7
Members of Visible Minorities	15	8	1	1	1	17	14	42	19	3	36	36	140	92	46	11	16	34	13	4

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

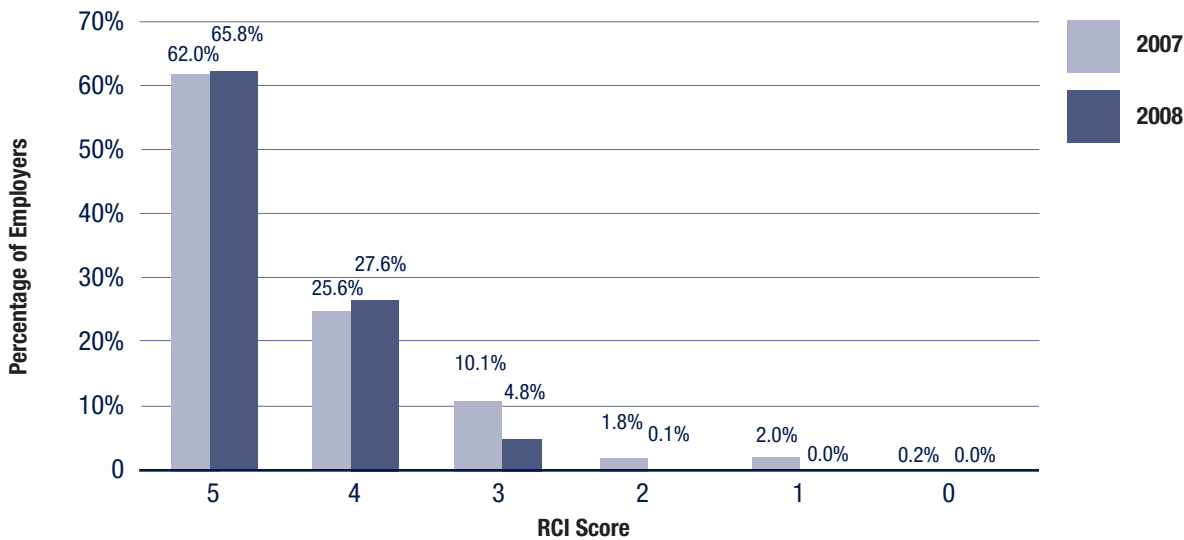
Report Compliance Index Summary

The Report Compliance Index (RCI) measures the degree to which employers have fulfilled their reporting requirements under the *Employment Equity Act*. The Labour Program awards a point for each of the following:

1. Submitting a report by June 1st
2. Describing measures undertaken to implement employment equity
3. Reporting on results achieved
4. Holding consultations with employee representatives
5. Explaining year-to-year data variances

In 2008, 358 employers obtained an RCI of five out of five, while 150 obtained four out of five. Another 27 employers received three out of five, eight received two out of five and two received one out of five.²³

Distribution of RCI Scores (2007 and 2008)



²³ For more information on the RCI, please refer to the Technical Guide at: www.hrsdc.gc.ca/eng/lp/lo/lsw/ee_tools/reports/annual/TechnicalGuide.shtml

How to Read the Individual Results

In the Performance Ratings Table, employers are listed by their legal name along with their performance ratings for each designated group. The number of employees for each employer appears in the first column after the legal name. Employers with 100 or

more employees on any given day of the calendar year receive a rating, but the total number of permanent full-time and permanent part-time employees in this column is based on the figure for December 31, 2008.

The Performance Ratings Table

Employer Name	Total	W	AP	PWD	VM	RCI
BANKING SECTOR						
ABN AMRO Bank N.V., Canada Branch	53	A	Z	D*	A	4
Bank of America National Association, Canada Branch	224	B	B*	D*	A	4
Bank of Canada	1,208	A	B	C	B	5
Bank of Montreal	26,145	A	A	C	A	5
BNP Paribas (Canada)	257	A	Z	D*	A	5
Canadian Imperial Bank of Commerce	31,559	A	B	B	B	5
Canadian Tire Financial Services	1,514	A	A	C	C	5
Canadian Western Bank	1,141	B	C	C*	B	5
Citibank Canada	366	B	A*	C*	A	5
Citizens Bank of Canada	391	A	C*	C*	A	5
V Deutsche Bank AG, Canada Branch	80	A	Z	D*	B	4
HSBC Bank Canada	6,176	A	C	C	A	5
ICICI Bank Canada	186	C	Z	D*	A	4
ING Bank of Canada	977	A	A	B	A	5
JPMorgan Chase Bank, N.A.	1,843	A	C	C	B	5
Korea Exchange Bank of Canada	115	A	Z	Z	A	4
Laurentian Bank of Canada	2,927	A	C	C	B	5
Manulife Bank of Canada	417	A	D*	C*	D	5
National Bank of Canada	13,325	A	A	C	A	5
G President's Choice Bank	130	B				5
Royal Bank of Canada	45,020	A	A	B	A	5
Symcor Inc.	3,781	A	C	A	A	5
The Bank of East Asia (Canada)	104	A	Z	Z	A	4
The Bank of Nova Scotia	30,977	A	B	C	B	5
The Toronto-Dominion Bank	41,753	A	C	C	A	5
UBS Bank (Canada)	105	A	Z	D*	B	4

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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
COMMUNICATIONS SECTOR						
Access Communications Co-operative Limited	200	C	D*	D*	D*	4
Astral Media Radio G.P.	1,052	A	A	B	C	5
Astral Media Radio Inc.	709	A	D*	D*	C	5
Bell Aliant	7,486	B	A	D	D	4
Bell Canada	22,587	A	C	D	C	5
Bell ExpressVu L.P.	1,442	B	B	C	A	5
Bell Mobility Inc.	5,112	A	B	D	A	4
Bell ICT Outsourcing Solutions Inc.	715	C	Z	D*	C	4
Blackburn Radio Inc.	194	B	Z	D*	C*	5
Canada Post Corporation	59,376	A	B	B	C	5
Canadian Broadcasting Corporation	7,503	A	A	C	C	5
Canadian Satellite Radio Inc.	94	B	Z	D*	C	4
Canpar Transport L.P.	1,627	D	A	A	B	5
Cogeco Cable Canada Inc.	1,274	B	A	D	C	4
I Cogeco Câble Québec s.e.n.c.	528	C	Z	Z	D*	4
Cogeco Diffusion Inc.	130	A	Z	Z	D*	4
Colispro Inc.	158	C	A*	A	D*	3
Corus Entertainment Inc.	1,875	A	C	C	C	5
<i>CTV Inc. - Total</i>	5,423	A	C	C	B	
CTV Inc.	2,770	A	A	C	C	5
CTV Inc. - CTV Saskatchewan	150	C	D*	A	C*	5
CTV Inc. - ATV/ASN	213	B	D*	A	D*	5
CTV Inc. - CFCF	150	B	A*	A*	B	5
CTV Inc. - CFCN	204	A	A*	C*	C	5
CTV Inc. - CFRN	190	B	D*	D*	D*	5
CTV Inc. - CJOH	101	C	A*	A*	D*	5
CTV Inc. - CKCO	430	A	D*	B	C	5
CTV Inc. - CKY	178	B	A	A*	C	5
CTV Inc. - CTV Victoria	124	C	D*	D*	D*	5
CTV Inc. - MCTV	116	B	A*	A*	D*	5
CTV Inc. - Ottawa	198	B	A*	D*	C	5
F CTV Limited	0					
CTV Specialty Television Inc./ RDS	244	C	Z	D*	D*	5
CTV Television Inc. - CIVT	355	A	D*	C	C	5

Legend: **Total:** Number of permanent full-time and part-time employees as of December 31, 2008;
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.	683	A	A*	C	C	5
DHL Express (Canada), Ltd.	2,308	C	A	C	A	5
Dicom Express Inc.	550	C	Z	Z	A	4
Dynamex Canada Corp.	596	B	A	D	A	5
EastLink	853	C	A	C	A	5
Equant Canada Inc.	111	C	Z	Z	B	5
Execulink Telecom Inc.	126	C	A*	A*	C*	5
Expertech Network Installation Inc.	1,359	C	A	C	C	5
Fairchild Television Ltd.	323	A	Z	D*	A	5
Federal Express Canada Limited	5,000	B	B	C	A	4
G Glentel Inc.	162	C				5
<i>Global Communications - Total</i>	1,062	A	C	C	C	
CanWest Media Inc.	296	B	D*	D*	B	5
CHCH, A Division of CanWest MediaWorks Inc.	135	B	A*	A*	D*	5
CICT a Division of Global Communications Ltd.	191	B	C*	D*	B	5
CITV a Division of CanWest MediaWorks Inc.	132	A	D*	D*	C*	5
Global Ontario, a division of CanWest MediaWorks Inc.	282	B	A*	A	C	5
Global Television Network Quebec, Limited Partnership	26	B*	Z	Z	B*	5
Globalive Communications Corp.	107	C	Z	Z	C	4
Globalstar Canada Satellite Co.	123	B	Z	D*	B	5
Golden West Broadcasting Ltd.	347	A	B	D*	D*	4
Groupe TVA Inc.	1,359	A	Z	Z	C	4
Henri Sicotte Inc.	258	D	Z	Z	D*	4
Information Communication Services	1,040	A	B	B	A	5
Instech Télécommunication Inc.	228	D	C*	D*	C	5
Jim Pattison Industries Ltd.	537	A	A	B	C	5
Look Communications Inc.	73	C	A*	C*	C*	5
Maritime Broadcasting System Limited	193	B	A*	D*	C*	4
G Mountain Cablevision Ltd.	121	B				5
MTS Allstream Inc. - Manitoba	3,081	A	A	B	B	4
MTS Allstream Inc. - Ontario	2,749	B	A	C	A	5
MusiquePlus Inc.	155	A	Z	D*	C*	5
NewCap Inc.	1,037	A	C	D	D	5
Northwestel Inc.	570	C	C	A	A	5
Pelmorex Media Inc.	370	A	A*	A	C	5

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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
Persona Communications Corp.	561	B	A	C	C	5
Primus Telecommunications Canada Inc.	732	B	A	C*	B	5
Purolator Courier Ltd.	11,159	C	A	C	A	5
Radian Communication Services (Canada) Ltd.	274	D	A*	Z	C	5
Radio-Onde Inc.	113	C	C*	B*	D*	5
Rawlco Radio Ltd.	236	B	C*	A	C*	4
Reuters Canada Limited	89	A	Z	Z	B	4
RNC Media Inc.	204	B	B*	A*	D*	4
Rogers Communications Inc.	21,631	A	B	C	A	5
Sentrex Communications Co.	181	D	Z	D*	C	5
Shaw Communications Inc.	10,044	B	B	C	A	5
Stratos Wireless Inc.	241	A	D*	C*	A*	5
Tata Communications (Canada) ULC	319	C	A*	D*	B	3
TBayTel	392	B	A*	A	C	5
Telesat Canada	366	C	A*	C*	C	5
TELUS Communications Company	26,103	B	B	B	C	5
Terago Networks Inc.	174	C	A*	D*	A	5
The Canadian Press	356	C	B*	B	C	5
The Score Television Network Ltd.	177	C	A*	D*	C	5
TNT Express (Canada) Ltd.	144	C	B*	B	C	5
TQS Inc.	152	A	Z	Z	C*	3
United Parcel Service Canada Ltd.	9,402	C	B	D	A	4
Videotron Ltd.	4,061	B	C	C	B	4
Vista Broadcast Group Inc.	198	B	A*	D*	D*	4
Vonage Canada Corp.	216	C	A*	D*	B	5
Westman Communications Group	108	C	D*	Z	Z	5
Westower Communications Ltd.	349	D	C*	C*	D	4
L,F Wirecomm Systems, Inc.	0					
TRANSPORTATION SECTOR						
101004597 Saskatchewan Ltd., 101008427 Saskatchewan Ltd.	232	D	C	Z	B	5
1507953 Ontario Inc.	150	C	D*	B*	C*	5
1641-9749 Québec Inc.	470	D	Z	D*	D*	5
3087-9449 Québec Inc.	288	C	C*	Z	C	5
591182 Ontario Ltd.	213	D	A*	D*	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
682439 Ontario Inc.	146	D*	A*	D*	D*	4
865593 Ontario Limited	103	C	D*	Z	D*	5
882819 Inc.	111	C	A*	Z	C*	4
A.J. Bus Lines Ltd.	148	B	A*	A*	D*	5
L Active Canada Inc.	133	C*	Z	D*	D*	4
Active Transport Inc.	101	C	A*	D*	D*	5
Air Canada	25,233	B	C	D	C	5
Air Creebec Inc.	266	B	A	B*	D*	5
Air Georgian Limited	203	D	A*	Z	C	5
Air Inuit Ltd.	559	C	B	D*	C	5
Air North Charter & Training Ltd.	211	B	C	D*	C	5
Air Tindi Ltd.	184	C	C	D*	A	5
Air Transat Inc.	2,091	B	A	D*	D	5
Airborne Energy Solutions Ltd.	173	C	A*	Z	C*	5
Airport Terminal Services Canadian Co.	726	C	B	D	A	5
Alcan Smelters and Chemicals Limited	202	C*	A*	A	Z	5
Algoma Central Corporation	684	D	C*	Z	C	5
Alliance Pipeline Ltd.	242	B	A	A	A	4
Allied Systems (Canada) Company	1,148	C	B	C	C	4
Alpine Helicopters Ltd.	115	C*	D*	Z	Z	5
American Airlines, Inc.	208	A	A*	A	A	5
L AMJ Campbell Inc.	271	C	A	D*	C	2
Apex Motor Express Inc.	143	B	B*	D*	B	5
Armour Transport Inc.	458	C	B*	A	B*	5
Arnold Bros. Transport Ltd.	301	C	D*	Z	C	5
Atlantic Towing Limited	226	D*	Z	Z	Z	4
Atlas Van Lines (Canada) Ltd.	104	B	Z	D*	D*	5
ATS Andlauer Transportation Services LP	827	B	B	C	B	5
Autocar Connaissance Inc./3329003 Canada Inc.	138	C	Z	Z	C	5
Autocars Orléans Express	286	D	D*	Z	D*	4
G Aveos Fleet Performance	463	C				5
Avmax Group Inc.	221	D	Z	D*	A	5
Ayr Motor Express Inc.	273	D	A*	B*	C*	4
B&R Eckel's Transport Ltd.	290	C	A	D*	D*	5
Bandstra Transportation Systems Ltd.	164	C	A	A	D	4
Bay Ferries Limited	148	D	Z	Z	D*	4

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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
Bearskin Lake Air Service Ltd.	267	B	A*	D*	D	4
Besette & Boudreau Inc.	182	C	Z	D*	D*	4
Big Freight Systems Inc.	223	D	D*	D*	D*	5
Bison Transport Inc.	1,148	D	A	A	D	5
Bradley Air Services	941	C	C	C	A	5
Brewster Inc.	74	C*	D*	D*	D*	5
Brian Kurtz Trucking Ltd.	115	C	D*	A*	D*	4
British Columbia Maritime Employers Association	4,468	D	B	C	C	5
F Brookville Carriers Van LP	0					
Bruce R. Smith Limited	394	D	D*	D*	C*	4
G Brunswick Bulk Transport	23	Z				5
Buff-Mar Cartage Limited	313	C	A*	D*	B	4
C.A. Bailey Limited	121	B	D*	D*	Z	5
C.A.T. Inc.	208	C	A*	D*	C*	4
C.T.M.A. Traversier Ltée	56	C	Z	Z	Z	3
Cafas Fueling, ULC	117	C*	Z	Z	D*	5
Calm Air International Limited	502	B	B	D*	C	4
Canada Cartage System Limited Partnership	1,362	C	A	C	C	5
Canadian Helicopters Limited	569	D	A	D*	B	4
Canadian National Railway Company	15,416	C	B	C	C	5
Canadian North Inc.	456	A	A	C*	D	5
Canadian Pacific Railway Company	12,793	C	A	B	C	4
Can-Am West Carriers Inc.	169	D	B*	D*	C*	5
Cancrew Enterprises Ltd.	347	D	C*	Z	A*	5
CanJet Airlines, a division of IMP Group Limited	307	B	C*	D*	A	4
CargoJet Partnership by its Managing Partner Cargojet GP Inc.	640	C	A	D*	C	5
Caron Transportation Systems Partnership	292	D	B	A	D	5
Cascade Aerospace Inc.	604	D	B	C	A	4
Cascade Carriers L.P.	117	C	B*	Z	C	5
Cathay Pacific Airways Limited	577	A	D*	Z	A	4
Celadon Canada, Inc.	193	C	B*	D*	C	4
Central Mountain Air Ltd.	293	B	A	D*	C	4
CEVA Freight Canada Corp.	324	A	A*	D*	A	5
Challenger Motor Freight Inc.	1,557	C	A	D	C	4
CHC Helicopter Group of Companies	653	B	D*	D*	B	5
City of Ottawa	872	C	A	B	C	5

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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
Clarke Transport Inc.	323	C	A*	C*	C	5
Clean Harbors Canada Inc.	478	C	A*	C*	C	4
C-MAR Services (Canada) Ltd.	272	C*	C*	Z	A*	4
G Coastal Bulk Transport	11	D*				5
Conair Group, Inc.	171	C	D*	D*	C	5
L Connors Transfer Ltd.	137	C	D*	D*	D*	2
Consolidated Aviation Fueling of Toronto, ULC	353	C*	A*	D*	A	5
Consolidated Fastrate Inc.	1,417	C	A	C	C	3
Contrans Services LP	440	B	A	A	C*	3
Cooney Group Inc.	208	D	Z	D*	D	5
D&W Forwarders Inc.	156	C	Z	A*	B	5
L Danfreight Systems Inc.	246	C	B*	A*	D*	4
Day & Ross Inc.	2,170	B	C	D	A	5
Delta Air Lines, Inc.	162	A	Z	Z	C*	5
Desgagnés Marine Cargo Inc.	168	C*	Z	Z	A	5
Dicom Express Inc.	371	D	Z	Z	A	4
Direct Limited Partnership	909	C	B	D	C	4
DP World (Canada) Inc.	186	C	A*	D*	C	5
Eassons Transport Ltd.	136	C	D*	A*	D*	4
EBD Enterprises Inc.	104	C*	A*	D*	D*	4
ECL Carriers L.P.	96	D*	A*	A*	C*	3
ECL Group of Companies Ltd.	432	C	A	D*	C	5
Edge Transportation Services Ltd.	129	C	D*	D*	A	4
Edmonton Regional Airports Authority	239	B	A	C*	B	4
Elgin Motor Freight Inc.	158	D	A*	A*	D*	4
Enbridge Pipelines Inc.	1,475	B	C	C*	A	4
Erb Enterprises Inc.	1,136	D	B	B	C	5
Eurocopter Canada Limited	229	D	A*	D*	C*	4
Exeaire, A Division Of Imp Group	238	D	D*	D*	C	5
L ExelTech YQB Inc.	590	D	B*	D*	C	4
Fedex Freight Canada Corp.	162	B	A*	D*	A	5
FedEx Ground Package System, Ltd.	888	C	B	D	A	5
V Fednav Ltd.	92	A	A*	D*	C*	4
Field Aviation Company Inc.	352	D	D*	D*	A	5
FirstCanada ULC	7,542	B	B	D	C	4
Floyd Sinton Ltd.	296	B	A*	C*	D*	4

Legend: **Total:** Number of permanent full-time and part-time employees as of December 31, 2008;
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
G,L	Flying Colours Corporation	155	C				5
	Formula Powell L.P.	360	D	A	C*	D*	5
	Gosselin Express Ltd.	99	C	Z	Z	Z	5
	Great Canadian Raitour Company	218	B	B*	D*	C	5
	Great Slave Helicopters Ltd.	172	D	C*	D*	C*	4
	Greater Toronto Airports Authority	1,201	B	A	C	B	5
	Greyhound Canada Transportation Corp.	1,763	D	B	C	C	5
	Grimshaw Trucking L.P.	304	C	A	C*	D	5
	Groupe C.D.P. Inc.	500	D	Z	D*	C	5
	Groupe Galland	161	B	A*	D*	C	4
G	Groupe Goyette Inc.	223	C				5
	Groupe Guilbault Ltée	150	B	Z	Z	D*	5
	Groupe Thibodeau Inc.	450	C	A*	A	C	5
	H & R Transport Ltd.	589	C	D*	Z	C	4
	Halifax Employers Association	497	C	A	A	A	5
	Halifax International Airport Authority	133	C	A*	B*	B*	5
	Halcon Corporation	194	A	A	D*	A	5
	Halcon Crew Transport Inc.	269	C	A	A	D*	5
	Hapag Lloyd (Canada) Inc.	273	A	Z	A*	B	5
	Harv Wilkening Transport Ltd.	92	D*	D*	D*	D*	4
	Helijet International Inc.	128	C	A*	D*	C	4
	Highland Moving and Storage Ltd.	100	C	A	Z	D*	5
	Hi-Way 13 Transport Ltd.	111	C	D*	A*	D*	5
	Horizon Air Industries, Inc.	94	A	Z	Z	B	3
	Hoyt's Moving and Storage Ltd.	103	D	A*	Z	D*	5
	Hutton Transport Limited	151	C	C*	D*	D*	5
	Hyndman Transport (1972) Ltd.	199	C	A*	B*	D*	5
	Innotech Aviation, a division of IMP Group Limited	353	C	D*	D*	A	5
	International Air Transport Association	278	A	Z	D*	B	5
G	International Truckload Services Ltd.	144	C				5
	Iron Range Bus Lines Ltd.	209	C	A*	C*	D*	5
G	Island Tug & Barge Ltd.	106	C				5
	J & R Hall Transport Inc.	150	C	D*	D*	Z	5
	J. & T. Murphy Limited	419	B	D*	A	D*	5

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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
J.E. Fortin Inc.	94	C	Z	A*	D*	4
Jay's Moving & Storage	169	C	A	D*	D*	5
Jazz Air L.P.	4,576	C	A	B	C	5
Jervis B. Webb Company of Canada, Ltd.	120	D	Z	D*	A	5
Jet Transport Ltd.	94	C*	A*	A*	D*	5
John Grant Haulage Limited	105	C*	A*	D*	C	5
L Jules Savard Inc.	245	C	D*	Z	Z	2
K-DAC Enterprises Inc.	102	C	Z	D*	Z	4
Keewatin Air Limited	103	B	D*	D*	D*	5
Keith Hall & Sons Transport Limited	153	C	A*	A*	C*	2
Kelowna Flightcraft Group of Companies	939	D	B	C	C	4
Keltic Transportation Incorporated	150	C	D*	D*	D*	5
G Ken Angeli Trucking	6	Z				5
Kenn Borek Air Ltd.	379	D	A	D*	B	4
Kinder Morgan Canada Inc.	370	B	B*	D*	C	5
Kindersley Transport Ltd.	656	C	C	C*	B	4
Kleyson Group LP	344	C	A	A	B	4
Kriska Holdings Ltd.	389	D	A	A	B	5
Kunkel Bus Lines Ltd.	176	A	Z	D*	Z	4
Kupar Enterprises Inc.	109	D	Z	Z	Z	3
L. Simard Transport Ltée	214	C	A*	D*	B	5
L. Bilodeau et Fils Ltée	126	C	Z	Z	Z	3
I,L L.E. Walker Transport Ltd.	141	C	Z	D*	D*	1
G L-3 Communications MAS (Canada) Inc.	990	B				5
Labrador Airways Ltd.	173	B	A	Z	Z	5
Laidlaw Carriers Tank LP	114	D*	A*	C*	Z	4
Laidlaw Carriers Van LP	173	D*	A*	D*	Z	4
G Lakehead Freightways Inc.	97	C*				5
Le Groupe Océan Inc.	298	C	B*	B*	D*	4
Linamar Transportation Inc.	134	C	D*	B	C*	5
Logistec Corporation	150	B	Z	D*	C	4
Mackie Moving Systems Corporation	185	B	A*	D*	B	5
MacKinnon Transport Inc.	164	D	A*	A*	D*	5
Maersk Canada Inc.	188	A	A*	D*	A	5
Marine Atlantic Inc.	1,315	B	C*	C	C*	3
Maritime Employers Association	1,237	C	D*	D*	C	5

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
McKeil Marine Limited	124	D*	Z	Z	D*	4
McKevitt Trucking Limited	152	D	A*	B*	C	4
Meyers Transport Limited	262	C	A	A	C	5
Mid-Arctic Transportation Co. Ltd.	163	C	B	C*	C*	5
Midland Transport Limited	1,258	C	C	A	C	5
Mill Creek Motor Freight L.P.	87	C	Z	D*	D*	5
Montreal Airports	613	C	A*	D*	C	5
Montreal Port Authority	334	C	Z	D*	C*	5
Montship Inc.	194	B	D*	D*	A	5
MTU Maintenance Canada	178	C	D*	Z	B	5
Mullen Oilfield Services L.P.	271	D	A	D*	D*	4
Mullen Trucking L.P.	110	B	D*	D*	Z	4
Muskoka Transport Limited	141	C	B*	A*	D*	5
N. Yanke Transfer Ltd.	501	C	C	B	C	4
Nasittuq Corporation	265	C	A	A	C*	5
Nav Canada	5,028	C	C	C	C	5
Nesel Fast Freight Incorporated	217	D	A*	D*	C	5
Normandin Transit Inc.	401	C	Z	Z	D	5
Northern Transportation Company Limited	426	C	B	D*	C*	5
Northumberland Ferries Limited	193	B	Z	D*	D*	5
Oceanex Inc.	244	C	D*	D*	C*	5
OK Transportation Limited	274	C	A*	C*	B	4
Ottawa Macdonald-Cartier International Airport Authority	129	B	D*	D*	C*	5
P.W. Transportation Ltd.	178	C	Z	Z	C	5
Pacific Coastal Airlines Ltd.	294	C	B*	D*	C	3
Paul's Hauling Ltd.	276	C	A	C*	D*	4
Pe Ben Oilfield Services L.P.	254	D	A	D*	D*	5
Pembina Pipeline Corporation	396	C	A	C	C	4
Penetang-Midland Coach Lines Limited	164	B	A*	A*	C	5
Penner International, Inc.	147	C	Z	Z	D*	2
Perimeter Aviation Ltd.	535	C	B	D*	D	4
G Phoenix Oilfield Hauling	107	C				5
PLH Aviation Services Inc.	207	D	A*	A	B	5
Pole Star Transport Incorporated	333	C	A*	A	C*	5
G Polymer Distribution Inc.	102	C				5
Porter Airlines Inc.	426	B	D*	D*	B	4

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
Premay Equipment L.P.	82	C*	A*	Z	D*	5
G Premay Pipeline Hauling L.P.	5	B*				5
Princess Cruises (BC) Ltd.	6	B*	Z	Z	D*	3
Provincial Airlines Limited	625	C	B	D*	C*	4
Q-Line Trucking	125	D	B*	D*	A*	5
Quebec North Shore and Labrador Railway	430	C	D*	Z	Z	5
Quik X Transportation Inc.	271	B	B*	D*	D	5
G Quinnsway Transport	24	D*				5
RailLink Canada Ltd.	155	D*	A*	A*	D*	5
Reimer Express Lines Ltd.	1,347	C	B	B	C	5
Ridsdale Transport Ltd.	305	C	A	B	B	4
Robyn's Transportation & Distribution Services Ltd.	107	C	A*	A*	A	4
Rosedale Transport Limited	351	C	A*	C*	C	4
Rosenau Transport Ltd.	327	D	A	B	D	5
RTL Robinson Enterprises Ltd.	198	D	C	D*	C	4
Ryder Truck Rental Canada Ltd.	1,295	C	C	C	C	5
S.G.T. 2000 Inc.	455	C	A*	D*	C	4
Saskatchewan Transportation Company	232	C	A	A	B*	5
Schneider National Carriers Canada	587	C	B	D*	C	4
Seaboard Liquid Carriers Limited	609	D	A*	D*	C	5
Searail Cargo Surveys	101	C	D*	D*	D	5
Seaspan International Ltd.	665	C	A	C	B	4
Secunda Marine Services	323	C	B*	D*	C*	1
Serco Facilities Management Inc.	415	C	A	D*	C*	5
Services aéroportuaires Handlex Inc.	1,291	A	A	D*	A	5
L Servisair Inc.	2,135	B	B	D	A	5
Shannahan's Investigation and Security Ltd.	734	A	A	C*	D*	5
Sharp Bus Lines Limited	820	B	A	C	C	5
Skyservice Airlines Inc.	1,222	B	C*	D*	C	5
Skyservice FBO Inc.	528	C	Z	C*	C	5
SLH Transport Inc.	888	D	A	C	C	5
SMIT Marine Canada Inc.	139	D*	B*	D*	C*	3
Société Air France	265	A	Z	D*	A	4
Société de transport de l'Outaouais	596	C	A	B	C	4
Spearing Service L.P.	151	D	B*	D*	C*	4
G,L Starlink Aviation Inc.	110	C				4

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
Sunbury Transport Limited	105	C	Z	Z	Z	5
Sunwest Aviation Ltd.	248	C	A*	D*	D	4
G Sunwing Airlines Inc.	704	B				5
Swanberg Bros. Trucking L.P.	154	C	A	D*	C*	5
Swissport Canada Handling Inc.	1,224	C	C*	D*	A	4
TeeKay Shipping (Canada) Ltd.	205	B	D*	Z	C	5
Tenold Transportation LP	179	D	D*	A*	C*	5
Terratec Environmental Ltd.	93	C	Z	D*	D*	3
TFI Transport 20 L.P.	197	D	B*	D*	Z	3
The Calgary Airport Authority	150	B	B*	D*	C*	5
The St. Lawrence Seaway Management Corporation	542	B	A*	A	C	5
Thomas Bellemare Ltée	264	C	D*	D*	Z	3
Tippet-Richardson Limited	258	C	A*	A	C	5
Toronto Port Authority	93	C	Z	Z	C*	5
Toronto Terminals Railway Company, Ltd.	209	D	A*	C*	C	3
Trans Provincial Freight Carriers Limited	257	C	A*	C*	D*	3
TransCanada Pipelines Limited	2,369	B	B	C	B	5
<i>Transforce - Total</i>	<i>4,077</i>	<i>C</i>	<i>C</i>	<i>D</i>	<i>C</i>	
Byers Transport Limited	416	C	A	D*	C	3
Canadian Freightways	878	C	A	C	D	5
Papineau Int. S.E.C. (Transport Papineau International)	125	D	A*	D*	D*	5
Papineau Int. S.E.C., Lacaille International	99	D*	Z	Z	D*	5
Transport TFI 1, SEC	262	C	A*	B*	C*	4
Transport TFI 14 S.E.C. (Transport Nordique)	101	C	A*	Z	Z	5
Transport TFI 15 S.E.C. (Transport Grégoire)	404	C	Z	D*	D*	5
Transport TFI 16 SEC	165	D	Z	C*	C*	5
Transport TFI 19 SEC (Durocher International)	98	C	Z	D*	Z	5
G Transport TFI 2 S.E.C (Trans 4 logistics)	85	C				5
Transport TFI 23, S.E.C./TFI	183	D	A*	D*	Z	4
Transport TFI 5 S.E.C. (Transport Sélect Daily)	177	C	Z	D*	C	3
Transport TFI 5, SEC (Transport Kingsway)	779	D	A*	B	C	4
Transport TFI 6 S.E.C. (Transport Besner)	145	C	D*	C*	C*	5
Transport TFI-6 S.E.C. (Division Fortier)	160	B	Z	Z	Z	4
Transco Energy Services Ltd.	590	C	D*	D*	D*	5
Transfreight Inc.	450	B	A*	C*	C	5
Trans-Frt. McNamara Inc.	193	C	B*	D*	D*	4

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
Transit Windsor	291	B	D*	A	C	5
Transport Bernières Inc. (groupe Bernières)	200	C	Z	Z	D*	5
Transport Bourret Inc.	416	C	Z	Z	D*	3
Transport Couture et Fils Ltée	176	D	A*	Z	D*	3
Transport Gilmyr Inc.	209	C	Z	Z	D*	4
Transport Guilbault Inc.	217	Z	Z	D*	C	5
Transport Guy Bourassa Inc.	293	C	A*	D*	D*	5
Transport Hervé Lemieux (1975) Inc.	280	D	A*	D*	C	5
L Transport Jacques Auger Inc.	178	C	A*	Z	Z	2
Transport Morneau Inc.	408	C	D*	D*	D*	5
Transport Robert (1973) Ltée	480	D	A*	A	C	5
L TransX Ltd.	1,484	D	B	D	C	4
Travelers Transportation Services Inc.	250	D	A*	D*	C	4
Trentway-Wagar Inc.	896	C	A	C	C	5
<i>Trimac Transportation Management Ltd. - Total</i>	858	C	C	C	D	
Adby Transport Limited	111	C	D*	D*	C*	5
Bartlett Transport Limited	30	D*	A*	Z	Z	5
Columbia River Reload Ltd.	8	Z	Z	Z	D*	5
H.M. Trimble and Sons (1983) Ltd.	228	C	B*	D*	C*	5
Maccam Transport Ltd.	98	C*	A*	Z	D*	5
Mercury Tank Lines Limited	27	D*	Z	Z	Z	5
Municipal Tank Lines Limited	10	D*	Z	Z	Z	5
North Star Transport Ltd.	44	B	Z	D*	D*	5
Oil & Industry Suppliers (Canada) Ltd.	29	D*	A*	C*	Z	5
Oil & Industry Suppliers Ltd.	71	D*	D*	D*	C*	5
Petroleum Distribution Resources Ltd.	39	D*	Z	Z	D*	5
Provmar Contract Logistics	53	D*	Z	Z	Z	5
Trimac Transportation Management Inc.	80	C	Z	Z	Z	5
VA Ross	30	D*	A*	Z	Z	5
TSI Terminal Systems Inc.	337	C	A	D*	B	5
TST Solutions L.P.	1,248	C	A	A	C	5
United Airlines, Inc.	180	A	C*	D*	B	5
Upper Lakes Shipping Inc.	345	C	D*	D*	C*	5
US Airways Group, Inc.	119	A	Z	Z	A	5
Vancouver Fraser Port Authority	198	A	A*	B*	B	5
Vancouver International Airport Authority	399	B	D*	C*	C	5

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
Van-Kam Freightways Ltd.	375	C	B*	C	C	5
Vector Aerospace Engine Services - Atlantic	384	C	B*	D*	D*	5
Vector Aerospace Helicopter Services Inc.	433	C	A	C*	A	5
I Verreault Navigation Inc.	40	D*	Z	Z	Z	3
Verspeeten Cartage Ltd.	177	D	D*	B*	C*	5
VIA Rail Canada Inc.	3,266	C	B	C	C	5
VIH Helicopters Ltd.	277	D	D*	D*	D*	4
Voyageur Airways Limited	314	D	A*	D*	C	4
Warren Gibson Limited	467	D	A	C*	C*	5
Wasaya Airways Limited Partnership	380	C	A	C*	C*	4
Westcan Bulk Transport Ltd.	546	C	C	A	C	5
Westcoast Energy Inc.	868	B	A	A	C	4
Western Logistics Inc.	124	C	Z	Z	B	3
Western Stevedoring Company Limited	122	C	A*	Z	C*	5
WestJet Airlines Ltd.	7,149	A	A	D	B	5
Westshore Terminals Limited Partnership	188	C	Z	D*	D*	4
Williams Moving and Storage (BC) Ltd.	194	C	A	D*	C*	5
Wills Transfer Ltd.	104	C	A*	D*	D*	2
Winnipeg Airports Authority Inc.	125	B	B*	D*	C*	5
Withers L.P.	213	D	A	D*	D*	4
Worldwide Flight Services, Inc.	316	B	Z	Z	B	5
XTL Transport Inc.	245	C	A*	D*	B	4
Yellow Transportation, Inc.	245	C	A*	D*	C*	5
G Zim Integrated Shipping Services (Canada) Co. Ltd.	114	A				5
OTHER SECTORS						
ADM Agri-Industries Ltd.	554	C	A	A	C	5
Aeroguard Eastern Ltd., Aeroguard Inc., Aeroguard Company Ltd.	1,750	A	C	D	A	4
Agribands Purina Canada Inc.	264	C	D*	A	C*	5
Agris Co-operative Ltd.	115	C	D*	A*	Z	4
Amex Canada Inc.	3,941	A	A	A	C	5
Areva Resources Canada Inc.	531	C	A	D*	A	4
Atco Frontec Corporation	257	C	C*	D*	D	5
Atomic Energy of Canada Limited	4,933	B	A	C	B	5
Biorex Inc.	72	C	Z	Z	D*	5
Brett-Young Seeds Limited Partnership	188	D	C*	B*	B	4

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
Brink's Canada Limited	2,448	C	B	C	B	4
Bruce Power LP	3,666	B	A	C	C	5
Business Development Bank of Canada	1,719	A	A	A	B	5
Cameco Corporation	2,713	C	A	C	C	4
Canada Council for the Arts	207	A	A	A	B	5
V Canada Deposit Insurance Corporation	90	A	D*	D*	C	5
V Canada Lands Company CLC Ltd.	567	A	B*	D*	C	3
Canada Malting Co. Limited	218	C	D*	D*	C	5
Canada Mortgage and Housing Corporation	1,841	A	A	B	C	5
Canada Pension Plan Investment Board	343	B	A*	C	B	4
Canadian Air Transport Security Authority	318	B	D*	C*	C	5
Canadian Commercial Corporation	115	A	A*	A*	C*	5
Canadian Light Source Inc.	144	C	D*	D*	A	5
Canadian Museum of Civilization Corporation	332	A	A*	A	B	5
Canadian Museum of Nature	154	A	A*	A*	C*	5
Canadian Tourism Commission	90	A	D*	D*	C	5
Canadian Wheat Board	428	A	D	D*	B	5
Can-Oat Milling A Division of Viterra Inc.	208	C	A	D*	D*	5
Cargill Limited	1,556	C	C	C	C	4
CEVA Logistics Canada, ULC	1,051	C	A*	B	D	5
CWS Logistics Ltd.	147	C	A*	D*	B	5
Defence Construction (1951) Ltd.	696	A	A	B	C	5
L Dover Industries Limited	278	C	D*	A	D*	4
Export Development Canada	1,120	A	C*	B	B	4
Farm Credit Canada	1,421	A	C	B	C	5
Freshwater Fish Marketing Corporation	225	B	A	Z	A	4
Fugro Airborne Surveys Corp. / Fugro Aviation Canada Limited	194	D	B*	D*	B	5
G4S Cash Services (Canada) Ltd.	2,167	B	C	C	C	4
F G4S Security Services (Canada) Inc.	0					
GE Hitachi Nuclear Energy Canada Inc.	382	C	A*	B	B	5
Hensall District Co-operative Inc.	272	D	D*	B	D*	5
Hudson Bay Mining and Smelting Co., Limited	1,504	C	B	A	C	5
IMP Group Limited - Aerospace Division	169	D	A*	C*	Z	4
G IMP Group Limited, Halifax Airport Location	1,024	C				5
Intek Communications Inc.	172	D*	D*	A*	A	5
Intermap Technologies Corporation	154	C	A*	Z	A	4

Legend: Total: Number of permanent full-time and part-time employees as of December 31, 2008;

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The Performance Ratings Table (continued)

Employer Name	Total	W	AP	PWD	VM	RCI
International Development Research Centre	274	A	D*	D*	B	5
Le Groupe de Sécurité Garda Inc.	19,609	B	D	D	A	4
Louis Dreyfus Canada Ltd.	160	D	D*	D*	B*	5
Masterfeeds Inc.	351	C	B*	D*	C*	4
MBNA Canada Bank	1,931	A	A	C	A	5
MDS Nordion	450	B	D*	C*	C	4
National Arts Centre Corporation	505	A	B*	C	D	5
National Capital Commission	393	A	A*	A	C	5
National Gallery of Canada	248	A	B*	D*	C*	5
National Museum of Science and Technology	231	A	A*	A	C*	5
New-Life Mills Limited	221	C	D*	D*	D*	3
Nutreco Canada Inc.	1,155	C	C	C*	C	4
Old Port of Montreal Corporation	238	B	Z	D*	C	5
Ontario Power Generation	12,000	C	B	C	C	5
Parrish & Heimbecker, Limited	943	C	C	C	D	4
L Paterson GlobalFoods Inc.	340	D	C	D*	C*	2
Penske Logistics LLC	200	C	A	D*	C	5
PLB International Inc.	114	B	Z	A*	D*	4
Prince Rupert Grain Ltd.	105	C	A	D*	C	5
Public Sector Pension Investment Board	277	A	A*	D*	B	5
Richardson International Limited	921	C	C	D	D	4
Ridley Inc.	241	D	D*	Z	C*	4
Rogers Foods Ltd.	92	C	Z	A*	C	5
Sander Geophysics Limited	162	C	D*	Z	C	5
Securiguard Services Ltd.	1,710	C	A	D	A	5
G Sécurité Kolossal Inc.	196	A				4
Société Générale (Canada)	111	A	Z	D*	A	5
Standard Aero Ltd.	1,222	C	C	C	B	5
Telefilm Canada	192	A	Z	C*	C	5
The Royal Canadian Mint	763	B	A	B	A	5
Thompsons Ltd.	292	C	D*	A	D*	5
Total Oilfield Rentals, a division of Total Energy Services Ltd.	233	D	A	C*	C	5
Viterra Inc.	2,969	B	C	C	D	4

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Appendix B:

Tables - Federally Regulated Private Sector Employers and Crown Corporations

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

This is the twenty-second 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 2008, as well as tables showing the representation of designated groups for 1987, 2001, 2007 and 2008.

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

Please see Appendix A, "Employers Performance Ratings," for a complete listing of the employers included in the consolidation for 2008.

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- 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, 2008
- 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, 2008

Table 1

Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2008

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	210,812	69,341	141,471	2,713	615	2,098	7,431	2,347	5,084	53,827	21,179
Monetary Authorities - Central Bank	1,208	576	632	13	8	5	27	14	13	175	96	79
Banking	212,020	69,917	142,103	2,726	623	2,103	7,458	2,361	5,097	54,002	21,275	32,727
Couriers	22,582	16,686	5,896	507	355	152	581	432	149	4,934	3,652	1,282
Information Services	356	237	119	3	1	2	10	6	4	29	17	12
Local Messengers and Local Delivery	9,402	6,656	2,746	182	135	47	120	84	36	2,718	2,096	622
Pay TV, Specialty TV and Program Distribution	4,999	3,057	1,942	73	38	35	75	45	30	393	229	164
Postal Service	59,376	31,839	27,537	1,005	444	561	2,294	1,329	965	6,238	3,878	2,360
Radio and Television Broadcasting	28,034	15,668	12,366	359	177	182	543	373	170	2,496	1,230	1,266
Telecommunications	109,589	66,066	43,523	1,570	881	689	2,221	1,300	921	19,154	11,731	7,423
Communications	234,338	140,209	94,129	3,699	2,031	1,668	5,844	3,569	2,275	35,962	22,833	13,129
Charter Bus Industry	1,195	873	322	15	9	6	13	11	2	116	98	18
Deep Sea, Coastal and Great Lakes Water Transportation	6,388	5,306	1,082	161	118	43	57	51	6	268	180	88
Freight Transportation Arrangement	1,346	1,148	198	64	51	13	70	60	10	87	73	14
General Freight Trucking	46,109	38,361	7,748	999	833	166	1,041	861	180	3,749	2,910	839
Inland Water Transportation	267	202	65	0	0	0	0	0	0	2	2	0
Interurban and Rural Bus Transportation	1,659	1,353	306	66	54	12	73	61	12	77	64	13
Non-scheduled Air Transportation	5,624	3,788	1,836	246	154	92	26	21	5	392	280	112
Other Pipeline Transportation	396	296	100	17	13	4	7	5	2	11	3	8
Other Support Activities for Transportation	501	389	112	17	13	4	16	14	2	26	21	5
Other Transit and Ground Passenger Transportation	1,941	1,578	363	68	55	13	48	42	6	200	139	61
Pipeline Transportation of Crude Oil	1,845	1,272	573	30	23	7	11	11	0	219	138	81
Pipeline Transportation of Natural Gas	3,479	2,436	1,043	97	69	28	90	70	20	440	251	189
Rail Transportation	32,759	28,693	4,066	994	879	115	1,087	987	100	2,111	1,731	380

Table 1 (continued)
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2008

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Scenic and Sightseeing Transportation, Land	74	66	8	1	1	0	2	2	0	4	2
Scenic and Sightseeing Transportation, Water	6	2	4	0	0	0	0	0	0	1	0	1
Scheduled Air Transportation	47,919	27,802	20,117	1,215	636	579	694	424	270	6,663	3,576	3,087
School and Employee Bus Transportation	9,895	4,250	5,645	146	45	101	202	110	92	663	327	336
Specialized Freight Trucking	10,820	8,934	1,886	285	244	41	273	232	41	677	541	136
Support Activities for Air Transportation	22,835	16,880	5,955	472	338	134	291	237	54	3,708	2,616	1,092
Support Activities for Rail Transportation	403	259	144	12	3	9	6	6	0	73	43	30
Support Activities for Water Transportation	9,763	8,490	1,273	281	256	25	296	277	19	1,457	1,262	195
Urban Transit Systems	887	696	191	20	15	5	21	18	3	40	32	8
Transportation	206,111	153,074	53,037	5,206	3,809	1,397	4,324	3,500	824	20,984	14,289	6,695
Activities Related to Real Estate	567	323	244	3	1	2	5	4	1	186	100	86
Aerospace Product and Parts Manufacturing	1,193	968	225	5	5	0	5	5	0	0	0	0
Animal Food Manufacturing	2,082	1,516	566	26	22	4	19	14	5	39	31	8
Architectural, Engineering and Related Services	5,443	4,053	1,390	176	138	38	153	120	33	900	679	221
Basic Chemical Manufacturing	832	599	233	10	5	5	16	13	3	90	66	24
Construction Management	696	432	264	25	13	12	28	14	14	54	30	24
Electric Power Generation, Transmission and Distribution	16,919	13,399	3,520	183	145	38	360	312	48	1,560	1,216	344
Engine Turbine and Power Transmission Equipment Manufacturing	1,222	997	225	53	41	12	15	13	2	174	140	34
Farm Product Wholesaler-Distributors	588	299	289	14	4	10	11	4	7	40	18	22
Federal Protective Services	318	185	133	3	0	3	8	6	2	41	23	18
Foreign Affairs and International Assistance	274	90	184	2	1	1	4	4	0	34	8	26
Forging and Stamping	763	513	250	46	31	15	25	17	8	98	62	36
Grain and Oilseed Milling	1,322	1,005	317	33	21	12	74	56	18	51	33	18
Heritage Institutions	1,214	475	739	23	11	12	45	24	21	61	30	31
Insurance Carriers	90	43	47	1	1	0	1	0	1	10	6	4

Table 1 (continued)
Number of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group, Gender, Sector and Subsector as of December 31, 2008

Sector and Subsector	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Investigation and Security Services	28,137	20,893	7,244	283	200	83	192	150	42	6,260	4,968	1,292
Management, Scientific and Technical Consulting Services	272	198	74	10	8	2	2	0	2	23	16	7
Metal Ore Mining	4,748	3,866	882	886	736	150	150	130	20	143	126	17
Non-Depository Credit Intermediation	4,472	2,068	2,404	84	46	38	115	65	50	587	300	287
Oil and Gas Extraction	233	199	34	25	19	6	8	7	1	10	8	2
Oilseed and Grain Farming	272	222	50	1	1	0	11	10	1	3	2	1
Other Amusement and Recreation Industries	394	190	204	0	0	0	5	2	3	30	16	14
Other Electrical Equipment and Component Manufacturing	172	164	8	1	1	0	7	7	0	67	65	2
Other Federal Government Public Administration	2,838	1,156	1,682	71	33	38	113	45	68	319	147	172
Other Financial Investment Activities	1,719	817	902	21	8	13	62	19	43	222	85	137
Other Food Manufacturing	554	489	65	24	24	0	31	29	2	39	32	7
Other Professional, Scientific and Technical Services	89	49	40	0	0	0	0	0	0	21	12	9
Pension Funds	620	385	235	4	1	3	13	4	9	124	70	54
Performing Arts Companies	505	258	247	8	5	3	17	11	6	52	28	24
Scientific Research and Development Services	144	114	30	2	2	0	4	4	0	10	8	2
Seafood Product Preparation and Packaging	309	182	127	92	59	33	0	0	0	41	24	17
Securities and Commodity Contracts Intermediation and Brokerage	111	49	62	0	0	0	1	0	1	22	12	10
Support Activities for Crop Production	1,671	1,217	454	36	24	12	43	27	16	44	18	26
Travel Arrangement and Reservation Services	3,941	1,402	2,539	44	13	31	470	215	255	611	234	377
Warehousing and Storage	6,694	4,958	1,736	132	105	27	147	110	37	334	230	104
Other	91,418	63,773	27,645	2,327	1,724	603	2,160	1,441	719	12,300	8,843	3,457
All Sectors	743,887	426,973	316,914	13,958	8,187	5,771	19,786	10,871	8,915	123,248	67,240	56,008

Table 2
Representation of Designated Groups by Sector and Subsector (2007 and 2008)

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)
Depository Credit Intermediation	67.8	67.1	1.3	1.3	3.6	3.5	25.0	25.5
Monetary Authorities - Central Bank	52.9	52.3	1.2	1.1	2.3	2.2	13.3	14.5
Banking	67.7	67.0	1.3	1.3	3.6	3.5	24.9	25.5
Couriers	26.3	26.1	2.2	2.2	2.7	2.6	21.6	21.8
Information Services	34.1	33.4	0.6	0.8	1.8	2.8	12.7	8.1
Local Messengers and Local Delivery	30.8	29.2	1.9	1.9	1.5	1.3	27.6	28.9
Pay TV, Specialty TV and Program Distribution	39.4	38.8	1.6	1.5	1.8	1.5	8.1	7.9
Postal Service	45.8	46.4	1.7	1.7	4.0	3.9	10.4	10.5
Radio and Television Broadcasting	43.4	44.1	1.3	1.3	2.1	1.9	8.3	8.9
Telecommunications	40.4	39.7	1.4	1.4	1.9	2.0	16.2	17.5
Communications	40.5	40.2	1.6	1.6	2.5	2.5	14.5	15.3
Charter Bus Industry	12.9	26.9	0.0	1.3	0.0	1.1	7.3	9.7
Deep Sea, Coastal and Great Lakes Water Transportation	17.2	16.9	2.2	2.5	0.9	0.9	2.7	4.2
Freight Transportation Arrangement	13.6	14.7	1.8	4.8	0.4	5.2	3.9	6.5
General Freight Trucking	16.5	16.8	1.9	2.2	2.2	2.3	6.8	8.1
Inland Water Transportation	22.7	24.3	0.0	0.0	0.0	0.0	0.4	0.7
Interurban and Rural Bus Transportation	13.1	18.4	2.8	4.0	4.2	4.4	10.2	4.6
Non-scheduled Air Transportation	30.8	32.6	5.3	4.4	0.6	0.5	8.4	7.0
Other Pipeline Transportation		25.3		4.3		1.8		2.8
Other Support Activities for Transportation	21.7	22.4	3.4	3.4	2.4	3.2	3.8	5.2
Other Transit and Ground Passenger Transportation	22.8	18.7	2.8	3.5	2.2	2.5	11.5	10.3
Pipeline Transportation of Crude Oil	28.0	31.1	1.3	1.6	0.8	0.6	9.6	11.9
Pipeline Transportation of Natural Gas	29.3	30.0	2.7	2.8	2.7	2.6	11.5	12.6
Rail Transportation	12.2	12.4	2.9	3.0	3.4	3.3	6.4	6.4

**Table 2 (continued)
Representation of Designated Groups by Sector and Subsector (2007 and 2008)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)
Scenic and Sightseeing Transportation, Land	5.1	10.8	1.7	1.4	5.1	2.7	0.0	5.4
Scenic and Sightseeing Transportation, Water	71.4	66.7	0.0	0.0	0.0	0.0	28.6	16.7
Scheduled Air Transportation	42.2	42.0	2.1	2.5	1.5	1.4	13.6	13.9
School and Employee Bus Transportation	57.8	57.0	1.3	1.5	1.8	2.0	6.1	6.7
Specialized Freight Trucking	17.6	17.4	2.3	2.6	2.3	2.5	5.5	6.3
Support Activities for Air Transportation	26.3	26.1	2.0	2.1	1.4	1.3	13.4	16.2
Support Activities for Rail Transportation	40.4	35.7	1.7	3.0	1.7	1.5	14.1	18.1
Support Activities for Water Transportation	12.7	13.0	2.9	2.9	3.3	3.0	14.1	14.9
Urban Transit Systems	21.3	21.5	2.6	2.3	2.4	2.4	4.1	4.5
Transportation	25.4	25.7	2.3	2.5	2.1	2.1	9.4	10.2
Activities Related to Real Estate	44.4	43.0	0.5	0.5	1.1	0.9	32.2	32.8
Aerospace Product and Parts Manufacturing	5.9	18.9	0.5	0.4	0.0	0.4	0.0	0.0
Animal Food Manufacturing	24.8	27.2	0.7	1.2	0.8	0.9	1.3	1.9
Architectural, Engineering and Related Services	24.7	25.5	3.2	3.2	3.3	2.8	17.4	16.5
Basic Chemical Manufacturing	26.0	28.0	1.0	1.2	2.3	1.9	6.6	10.8
Construction Management	35.3	37.9	3.2	3.6	5.2	4.0	8.4	7.8
Electric Power Generation, Transmission and Distribution	20.2	20.8	1.1	1.1	2.3	2.1	9.2	9.2
Engine Turbine and Power Transmission Equipment Manufacturing	18.2	18.4	4.1	4.3	1.3	1.2	14.2	14.2
Farm Product Wholesaler-Distributors	49.4	49.1	2.3	2.4	1.9	1.9	5.4	6.8
Federal Protective Services	40.7	41.8	0.0	0.9	2.9	2.5	10.9	12.9
Foreign Affairs and International Assistance	65.8	67.2	1.0	0.7	1.6	1.5	12.8	12.4
Forging and Stamping	33.2	32.8	6.2	6.0	3.4	3.3	11.9	12.8
Grain and Oilseed Milling	23.3	24.0	2.6	2.5	5.4	5.6	3.8	3.9
Heritage Institutions	61.5	60.9	2.0	1.9	3.8	3.7	5.1	5.0
Insurance Carriers		52.2		1.1		1.1		11.1

**Table 2 (continued)
Representation of Designated Groups by Sector and Subsector (2007 and 2008)**

Sector and Subsector	Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)	2007 (%)	2008 (%)
Investigation and Security Services	25.5	25.7	0.9	1.0	0.6	0.7	22.6	22.2
Management, Scientific and Technical Consulting Services	20.3	27.2	0.0	3.7	0.0	0.7	3.1	8.5
Metal Ore Mining	17.2	18.6	19.0	18.7	3.5	3.2	3.0	3.0
Non-Depository Credit Intermediation	54.0	53.8	1.8	1.9	2.3	2.6	13.3	13.1
Oil and Gas Extraction	13.2	14.6	8.0	10.7	4.7	3.4	2.4	4.3
Oilseed and Grain Farming	18.2	18.4	0.0	0.4	1.8	4.0	0.7	1.1
Other Amusement and Recreation Industries	52.3	51.8	0.0	0.0	0.5	1.3	7.9	7.6
Other Electrical Equipment and Component Manufacturing	4.8	4.7	1.2	0.6	3.0	4.1	39.9	39.0
Other Federal Government Public Administration	59.5	59.3	2.5	2.5	3.8	4.0	10.4	11.2
Other Financial Investment Activities	52.4	52.5	1.3	1.2	3.5	3.6	13.8	12.9
Other Food Manufacturing	20.3	11.7	3.1	4.3	4.0	5.6	14.8	7.0
Other Professional, Scientific and Technical Services		44.9		0.0		0.0		23.6
Pension Funds	38.7	37.9	0.6	0.6	1.7	2.1	19.1	20.0
Performing Arts Companies	49.2	48.9	1.2	1.6	1.8	3.4	8.1	10.3
Scientific Research and Development Services	17.4	20.8	1.5	1.4	3.0	2.8	6.8	6.9
Seafood Product Preparation and Packaging	44.4	41.1	27.3	29.8	1.7	0.0	7.7	13.3
Securities and Commodity Contracts Intermediation and Brokerage	57.4	55.9	0.0	0.0	0.8	0.9	16.3	19.8
Support Activities for Crop Production	25.4	27.2	0.9	2.2	0.4	2.6	1.6	2.6
Travel Arrangement and Reservation Services	64.4	64.4	1.1	1.1	10.6	11.9	16.3	15.5
Warehousing and Storage	25.4	25.9	2.1	2.0	2.4	2.2	5.4	5.0
Other	30.0	30.2	3.1	2.5	2.3	2.4	13.4	13.5
All Sectors	42.7	42.6	1.9	1.9	2.7	2.7	15.9	16.6

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, 2008

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	9,798	5,645	4,153	120	63	57	405	227	178	511	242
Montreal	100,022	57,331	42,691	548	307	241	1,593	818	775	10,949	6,335	4,614
Toronto	203,959	112,209	91,750	2,013	1,030	983	5,425	2,893	2,532	63,855	32,966	30,889
Winnipeg	23,705	15,272	8,433	1,345	810	535	783	508	275	2,408	1,499	909
Regina	3,623	1,824	1,799	119	67	52	146	70	76	184	96	88
Calgary	37,907	20,638	17,269	730	367	363	1,149	594	555	6,223	3,324	2,899
Edmonton	22,673	13,251	9,422	585	317	268	603	342	261	3,287	1,899	1,388
Vancouver	59,266	35,326	23,940	1,138	694	444	1,642	956	686	18,515	10,182	8,333
Census Metropolitan Areas	460,953	261,496	199,457	6,598	3,655	2,943	11,746	6,408	5,338	105,932	56,543	49,389
Newfoundland and Labrador	7,762	3,993	3,769	329	183	146	169	80	89	80	41	39
Prince Edward Island	1,441	955	486	8	6	2	27	15	12	13	9	4
Nova Scotia	16,379	8,776	7,603	209	111	98	666	360	306	650	307	343
New Brunswick	13,932	6,665	7,267	161	81	80	462	245	217	306	153	153
Quebec	136,943	80,031	56,912	964	541	423	2,070	1,088	982	11,945	7,046	4,899
Ontario	332,592	184,369	148,223	4,393	2,429	1,964	9,680	5,130	4,550	73,798	38,976	34,822
Manitoba	30,158	19,682	10,476	1,869	1,165	704	949	628	321	2,641	1,678	963
Saskatchewan	16,430	10,044	6,386	1,256	928	328	559	320	239	635	408	227
Alberta	77,681	44,433	33,248	1,900	1,046	854	2,222	1,234	988	10,471	5,864	4,607
British Columbia	82,759	48,390	34,369	1,812	1,045	767	2,423	1,373	1,050	20,402	11,333	9,069
Yukon	459	228	231	35	14	21	19	8	11	30	18	12
Northwest Territories	1,130	829	301	184	103	81	25	16	9	76	62	14
Nunavut	258	210	48	84	56	28	5	5	0	15	12	3
Canada*	743,887	426,973	316,914	13,958	8,187	5,771	19,786	10,871	8,915	123,248	67,240	56,008

* 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, 2007 and 2008)

Census Metropolitan Area and Province/Territory	Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	1987 (%)	2001 (%)	2007 (%)	2008 (%)	1987 (%)	2001 (%)	2007 (%)	2008 (%)	1987 (%)	2001 (%)	2007 (%)	2008 (%)	1987 (%)	2001 (%)	2007 (%)	2008 (%)
Halifax	41.2	46.2	46.6	42.4	0.5	1.0	1.4	1.2	1.6	3.4	4.7	4.1	1.9	4.1	5.3	5.2
Montreal	39.0	45.6	42.9	42.7	0.3	0.5	0.6	0.5	1.1	1.3	1.6	1.6	3.0	5.5	10.3	10.9
Toronto	47.1	46.9	44.9	45.0	0.6	0.9	1.0	1.0	1.5	1.9	2.7	2.7	12.0	23.6	30.7	31.3
Winnipeg	32.7	38.2	36.2	35.6	0.8	4.1	5.5	5.7	1.8	3.4	3.4	3.3	2.9	6.6	9.5	10.2
Regina	42.9	52.4	50.4	49.7	0.4	2.0	3.0	3.3	2.4	4.4	4.2	4.0	1.6	4.0	4.3	5.1
Calgary	47.6	46.8	45.8	45.6	0.5	1.8	1.9	1.9	1.9	3.2	3.2	3.0	5.6	9.9	15.3	16.4
Edmonton	44.5	41.7	42.0	41.6	0.7	2.3	2.6	2.6	2.0	2.9	2.9	2.7	4.4	9.2	13.5	14.5
Vancouver	40.4	43.4	41.1	40.4	0.5	1.5	1.9	1.9	1.5	2.6	2.9	2.8	7.9	22.4	30.2	31.2
Newfoundland and Labrador	38.4	47.8	48.3	48.6	0.6	3.1	3.9	4.2	1.0	2.3	2.0	2.2	0.7	0.7	0.9	1.0
Prince Edward Island	38.0	48.9	36.2	33.7	0.2	0.4	0.6	0.6	1.2	2.2	2.2	1.9	1.0	0.8	0.9	0.9
Nova Scotia	34.4	48.8	49.0	46.4	0.4	0.8	1.2	1.3	3.5	3.5	4.0	4.1	1.3	3.3	3.9	4.0
New Brunswick	32.2	51.8	52.8	52.2	0.4	0.9	1.1	1.2	1.8	2.5	3.3	3.3	1.1	1.6	2.0	2.2
Quebec	39.8	44.9	41.9	41.6	0.4	0.7	0.7	0.7	1.1	1.3	1.5	1.5	2.6	4.7	8.1	8.7
Ontario	44.2	46.2	44.5	44.6	0.7	1.1	1.3	1.3	1.6	2.2	2.9	2.9	7.3	16.3	21.4	22.2
Manitoba	30.5	37.5	35.1	34.7	1.0	4.5	5.8	6.2	1.7	3.4	3.2	3.1	2.6	5.6	7.9	8.8
Saskatchewan	35.1	42.3	39.1	38.9	1.4	5.3	7.0	7.6	1.8	3.3	3.5	3.4	1.2	3.2	3.4	3.9
Alberta	45.3	44.9	43.2	42.8	0.7	2.1	2.3	2.4	1.9	3.1	3.0	2.9	4.0	8.4	12.8	13.5
British Columbia	41.5	44.3	42.0	41.5	0.7	1.7	2.2	2.2	1.7	2.7	3.0	2.9	6.2	17.5	23.6	24.7
Yukon	31.4	57.6	50.1	50.3	3.8	5.7	5.5	7.6	0.8	2.6	3.2	4.1	1.4	4.3	5.5	6.5
Northwest Territories	21.9	31.8	20.3	26.6	9.6	16.1	47.2	16.3	1.4	1.0	1.1	2.2	2.5	3.0	3.2	6.7
Nunavut	N/A	N/A	23.0	18.6	N/A	N/A	39.2	32.6	N/A	N/A	2.4	1.9	N/A	N/A	5.7	5.8
Canada	40.9	44.9	42.7	42.6	0.7	1.6	1.9	1.9	1.6	2.3	2.7	2.7	5.0	11.7	15.9	16.6

**Table 5
Representation of Federally Regulated Private Sector and Crown Corporation Employees by Designated Group and Occupational Group (2007 and 2008)**

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities		
	2008 #	2008 #	2008 %	2007 %	2008 #	2008 %	2008 #	2008 %	2008 #	2007 %	
Senior Managers	5,512	1,214	22.0	21.9	41	0.7	122	2.2	319	5.8	5.4
Middle and Other Managers	72,641	30,546	42.1	42.2	795	1.1	1,885	2.6	9,922	13.7	12.8
Professionals	106,497	49,014	46.0	46.1	1,078	1.0	2,398	2.3	25,349	23.8	23.0
Semi-Professionals and Technicians	47,963	8,779	18.3	19.4	846	1.8	931	1.9	4,750	9.9	9.8
Supervisors	23,123	13,853	59.9	59.7	415	1.8	674	2.9	3,755	16.2	16.0
Supervisors: Crafts and Trades	10,927	773	7.1	6.7	300	2.7	284	2.6	770	7.0	6.3
Administrative and Senior Clerical Personnel	33,631	25,232	75.0	75.5	492	1.5	976	2.9	7,443	22.1	22.6
Skilled Sales and Service Personnel	5,861	1,556	26.5	26.4	127	2.2	92	1.6	509	8.7	8.0
Skilled Crafts and Trades Workers	60,149	2,230	3.7	3.6	1,789	3.0	1,603	2.7	4,934	8.2	8.3
Clerical Personnel	211,510	139,495	66.0	66.0	3,828	1.8	7,654	3.6	41,170	19.5	18.6
Intermediate Sales and Service Personnel	35,930	23,866	66.4	64.3	810	2.3	632	1.8	5,346	14.9	14.7
Semi-Skilled Manual Workers	92,223	11,412	12.4	12.6	2,631	2.9	2,055	2.2	11,637	12.6	11.2
Other Sales and Service Personnel	30,901	8,258	26.7	26.5	454	1.5	288	0.9	6,565	21.2	21.0
Other Manual Workers	7,019	686	9.8	10.3	352	5.0	192	2.7	779	11.1	10.1
Total Number of Employees	743,887	316,914	42.6	42.7	13,958	1.9	19,786	2.7	123,248	16.6	15.9

Table 6

Hires of Permanent Employees into the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2007 and 2008)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	#	%	#	%	#	%	#	%	#	%
Senior Managers	396	20.4	3	1.0	0	0.0	0	3.1	27	5.8
Middle and Other Managers	5,869	35.5	41	0.7	67	1.1	67	1.1	969	13.9
Professionals	12,149	38.7	104	0.9	121	1.0	121	1.2	2,798	22.4
Semi-Professionals and Technicians	6,258	23.5	114	1.8	58	0.9	58	1.3	651	10.5
Supervisors	1,478	41.5	23	1.6	28	1.9	28	1.1	193	15.5
Supervisors: Crafts and Trades	704	11.5	12	1.7	9	1.3	9	1.0	70	7.2
Administrative and Senior Clerical Personnel	5,108	61.4	82	1.6	99	1.9	99	2.1	944	19.1
Skilled Sales and Service Personnel	1,069	20.6	19	1.8	6	0.6	6	1.2	82	5.2
Skilled Crafts and Trades Workers	6,494	3.7	228	3.5	56	0.9	56	0.7	650	11.8
Clerical Personnel	42,126	62.1	727	1.7	756	1.8	756	2.1	8,175	18.7
Intermediate Sales and Service Personnel	7,194	60.9	258	3.6	107	1.5	107	1.3	1,094	15.2
Semi-Skilled Manual Workers	32,036	12.7	1,061	3.3	372	1.2	372	1.1	5,744	14.2
Other Sales and Service Personnel	9,134	28.7	182	2.0	84	0.9	84	0.4	1,831	25.8
Other Manual Workers	3,289	8.3	228	6.9	41	1.2	41	0.8	385	7.7
Total Number of Employees	133,304	37.8	3,082	2.3	1,804	1.4	1,804	1.4	23,613	16.8

**Table 7
Promotions of Permanent Employees within the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2007 and 2008)**

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %
Senior Managers	506	24.1	122	26.2	3	0.6	3	0.6	34	6.7
Middle and Other Managers	8,712	44.4	3,870	44.7	137	1.6	184	2.1	1,644	18.9
Professionals	11,908	49.3	5,873	49.9	136	1.1	253	2.1	3,431	28.8
Semi-Professionals and Technicians	2,497	19.6	490	20.2	52	2.1	39	1.6	331	13.3
Supervisors	3,308	61.6	2,038	63.4	59	1.8	74	2.2	678	20.5
Supervisors: Crafts and Trades	1,106	8.8	97	8.7	37	3.3	25	2.3	105	9.5
Administrative and Senior Clerical Personnel	4,796	71.6	3,432	73.9	69	1.4	87	1.8	1,291	26.9
Skilled Sales and Service Personnel	399	30.1	120	26.4	10	2.5	8	2.0	45	11.3
Skilled Crafts and Trades Workers	974	5.3	52	6.9	33	3.4	13	1.3	93	9.5
Clerical Personnel	13,499	61.3	8,275	62.5	279	2.1	351	2.6	3,208	23.8
Intermediate Sales and Service Personnel	1,082	61.5	665	64.6	17	1.6	13	1.2	207	19.1
Semi-Skilled Manual Workers	1,403	12.2	171	12.5	37	2.6	18	1.3	236	16.8
Other Sales and Service Personnel	363	37.5	136	34.3	10	2.8	7	1.9	53	14.6
Other Manual Workers	103	15.5	16	8.1	4	3.9	5	4.9	11	10.7
Total Number of Employees	50,656	50.1	25,357	51.8	883	1.7	1,080	2.1	11,367	22.4
										22.6

Table 8

Terminations of Permanent Employees from the Federally Regulated Private Sector and Crown Corporations by Designated Group and Occupational Group (2007 and 2008)

Occupational Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %	2008 #	2008 %
Senior Managers	736	21.2	156	21.7	6	0.8	23	3.1	28	3.8
Middle and Other Managers	9,074	38.5	3,493	36.3	90	1.0	225	2.5	1,154	12.7
Professionals	12,331	41.9	5,170	42.0	124	1.0	224	1.8	2,607	21.1
Semi-Professionals and Technicians	6,433	23.4	1,507	23.7	97	1.5	106	1.6	580	9.0
Supervisors	2,350	50.3	1,183	46.3	50	2.1	58	2.5	331	14.1
Supervisors: Crafts and Trades	1,023	9.7	99	8.7	26	2.5	29	2.8	72	7.0
Administrative and Senior Clerical Personnel	4,770	67.0	3,196	67.4	78	1.6	120	2.5	988	20.7
Skilled Sales and Service Personnel	1,108	26.1	289	21.2	20	1.8	19	1.7	89	8.0
Skilled Crafts and Trades Workers	6,531	3.0	194	3.4	149	2.3	139	2.1	665	10.2
Clerical Personnel	38,018	62.0	23,568	62.6	722	1.9	1,151	3.0	7,093	18.7
Intermediate Sales and Service Personnel	6,248	61.9	3,866	61.9	181	2.9	84	1.3	730	11.7
Semi-Skilled Manual Workers	30,471	10.7	3,252	11.5	901	3.0	474	1.6	4,636	15.2
Other Sales and Service Personnel	7,626	27.8	2,122	29.8	125	1.6	48	0.6	1,472	19.3
Other Manual Workers	2,924	8.8	258	7.1	168	5.7	56	1.9	264	9.0
Total Number of Employees	129,643	37.3	48,353	37.5	2,737	2.1	2,756	2.1	20,709	16.0
										15.2

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 (2007 and 2008)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
All Sectors										
Employees	733,789	743,887	313,385	316,914	13,920	13,958	19,777	19,786	116,491	123,248
Hirings	144,773	133,304	54,724	48,581	2,892	3,082	2,060	1,804	24,313	23,613
Promotions	54,486	50,656	28,229	25,357	971	883	1,235	1,080	12,297	11,367
Terminations	126,331	129,643	47,393	48,353	2,727	2,737	2,731	2,756	19,194	20,709
Net Effect	18,442	3,661	7,331	228	165	345	-671	-952	5,119	2,904
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	42.7	42.6	1.9	1.9	2.7	2.7	15.9	16.6
Share of Hirings	100.0	100.0	37.8	36.4	2.0	2.3	1.4	1.4	16.8	17.7
Share of Promotions	100.0	100.0	51.8	50.1	1.8	1.7	2.3	2.1	22.6	22.4
Share of Terminations	100.0	100.0	37.5	37.3	2.2	2.1	2.2	2.1	15.2	16.0
Banking										
Employees	208,196	212,020	141,037	142,103	2,807	2,726	7,441	7,458	51,822	54,002
Hirings	34,333	31,661	20,491	18,446	385	335	707	564	7,702	6,554
Promotions	30,592	26,200	19,595	16,518	462	370	807	671	8,917	7,850
Terminations	27,749	28,763	17,118	17,761	410	433	954	976	6,191	6,935
Net Effect	6,584	2,898	3,373	685	-25	-98	-247	-412	1,511	-381
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	67.7	67.0	1.3	1.3	3.6	3.5	24.9	25.5
Share of Hirings	100.0	100.0	59.7	58.3	1.1	1.1	2.1	1.8	22.4	20.7
Share of Promotions	100.0	100.0	64.1	63.0	1.5	1.4	2.6	2.6	29.1	30.0
Share of Terminations	100.0	100.0	61.7	61.7	1.5	1.5	3.4	3.4	22.3	24.1

Table 9 (continued)
Hires, Promotions, Terminations, and Net Effect of Permanent Employees in the Federally Regulated Private Sector and Crown Corporations by Designated Group and Sector (2007 and 2008)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
Communications										
Employees	230,981	234,338	93,488	94,129	3,634	3,699	5,879	5,844	33,567	35,962
Hirings	40,770	39,993	15,245	13,961	720	721	501	465	7,720	8,868
Promotions	12,325	12,783	4,793	4,864	216	211	216	218	2,094	2,155
Terminations	39,024	43,704	14,842	16,201	705	752	795	771	6,685	7,533
Net Effect	1,746	-3,711	403	-2,240	15	-31	-294	-306	1,035	1,335
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	40.5	40.2	1.6	1.6	2.5	2.5	14.5	15.3
Share of Hirings	100.0	100.0	37.4	34.9	1.8	1.8	1.2	1.2	18.9	22.2
Share of Promotions	100.0	100.0	38.9	38.1	1.8	1.7	1.8	1.7	17.0	16.9
Share of Terminations	100.0	100.0	38.0	37.1	1.8	1.7	2.0	1.8	17.1	17.2
Transportation										
Employees	206,323	206,111	52,413	53,037	4,768	5,206	4,395	4,324	19,309	20,984
Hirings	48,277	45,171	12,457	11,232	1,278	1,585	493	461	5,530	5,762
Promotions	6,803	6,817	2,135	2,167	173	183	101	85	787	778
Terminations	43,482	42,488	10,457	10,027	1,140	1,264	634	700	4,434	4,180
Net Effect	4,795	2,683	2,000	1,205	138	321	-141	-239	1,096	1,582
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	25.4	25.7	2.3	2.5	2.1	2.1	9.4	10.2
Share of Hirings	100.0	100.0	25.8	24.9	2.6	3.5	1.0	1.0	11.5	12.8
Share of Promotions	100.0	100.0	31.4	31.8	2.5	2.7	1.5	1.2	11.6	11.4
Share of Terminations	100.0	100.0	24.0	23.6	2.6	3.0	1.5	1.6	10.2	9.8

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 (2007 and 2008)

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	2007 #	2008 #	2007 #	2008 #	2007 #	2008 #	2007 #	2008 #	2007 #	2008 #
Other										
Employees	88,289	91,418	26,513	27,645	2,711	2,327	2,062	2,160	11,793	12,300
Hirings	21,393	16,479	6,531	4,942	509	441	359	314	3,361	2,429
Promotions	4,766	4,856	1,706	1,808	120	119	111	106	499	584
Terminations	16,076	14,688	4,976	4,364	472	288	348	309	1,884	2,061
Net Effect	5,317	1,791	1,555	578	37	153	11	5	1,477	368
	%	%	%	%	%	%	%	%	%	%
Representation	100.0	100.0	30.0	30.2	3.1	2.5	2.3	2.4	13.4	13.5
Share of Hirings	100.0	100.0	30.5	30.0	2.4	2.7	1.7	1.9	15.7	14.7
Share of Promotions	100.0	100.0	35.8	37.2	2.5	2.5	2.3	2.2	10.5	12.0
Share of Terminations	100.0	100.0	31.0	29.7	2.9	2.0	2.2	2.1	11.7	14.0

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, 2008

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	3,414	2,622	792	23.2	44	32	12	1.3	18	17	1	0.5	767	678	89
\$15,000 - \$19,999	3,431	2,503	928	27.0	74	53	21	2.2	37	27	10	1.1	828	649	179
\$20,000 - \$24,999	10,911	6,523	4,388	40.2	296	170	126	2.7	164	86	78	1.5	2,419	1,600	819
\$25,000 - \$29,999	31,344	14,467	16,877	53.8	740	301	439	2.4	754	281	473	2.4	6,049	2,931	3,118
\$30,000 - \$34,999	47,276	20,301	26,975	57.1	1,028	449	579	2.2	1,480	608	872	3.1	10,307	4,489	5,818
\$35,000 - \$37,499	27,854	12,952	14,902	53.5	517	241	276	1.9	871	359	512	3.1	5,716	2,524	3,192
\$37,500 - \$39,999	27,169	13,038	14,131	52.0	596	296	300	2.2	795	344	451	2.9	5,561	2,560	3,001
\$40,000 - \$44,999	52,179	27,306	24,873	47.7	1,061	574	487	2.0	1,468	737	731	2.8	9,975	4,698	5,277
\$45,000 - \$49,999	71,283	40,118	31,165	43.7	1,373	826	547	1.9	2,662	1,485	1,177	3.7	11,505	5,940	5,565
\$50,000 - \$59,999	114,072	69,140	44,932	39.4	2,136	1,362	774	1.9	3,168	1,953	1,215	2.8	15,999	8,870	7,129
\$60,000 - \$69,999	66,520	44,333	22,187	33.4	1,228	893	335	1.8	1,706	1,140	566	2.6	9,563	5,669	3,894
\$70,000 - \$84,999	68,288	48,250	20,038	29.3	1,120	885	235	1.6	1,613	1,137	476	2.4	10,444	6,828	3,616
\$85,000 - \$99,999	41,587	30,864	10,723	25.8	734	616	118	1.8	1,056	785	271	2.5	5,934	4,121	1,813
\$100,000 and over	61,515	47,557	13,958	22.7	712	582	130	1.2	1,348	1,029	319	2.2	7,272	5,266	2,006
Total	626,843	379,974	246,869	39.4	11,659	7,280	4,379	1.9	17,140	9,988	7,152	2.7	102,339	56,823	45,516

**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, 2008**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Under \$5,000	3,180	1,404	1,776	59	20	39	49	28	21	249	116	133
\$5,000 - \$7,499	2,672	1,031	1,641	55	25	30	44	24	20	272	111	161
\$7,500 - \$9,999	5,179	2,263	2,916	93	42	51	95	41	54	646	394	252
\$10,000 - \$12,499	10,088	5,100	4,988	221	111	110	205	85	120	2,164	1,461	703
\$12,500 - \$14,999	9,208	3,940	5,268	235	113	122	186	66	120	1,950	1,095	855
\$15,000 - \$17,499	9,384	3,477	5,907	202	84	118	230	77	153	2,005	985	1,020
\$17,500 - \$19,999	10,501	3,780	6,721	219	68	151	253	77	176	2,236	1,098	1,138
\$20,000 - \$22,499	10,563	3,591	6,972	206	69	137	235	58	177	2,151	957	1,194
\$22,500 - \$24,999	9,671	3,236	6,435	172	61	111	250	68	182	1,877	818	1,059
\$25,000 - \$29,999	16,810	5,999	10,811	331	103	228	455	128	327	2,857	1,282	1,575
\$30,000 - \$34,999	9,820	3,674	6,146	178	62	116	276	76	200	1,761	859	902
\$35,000 - \$39,999	5,047	1,972	3,075	102	36	66	132	56	76	714	342	372
\$40,000 - \$49,999	4,196	1,747	2,449	65	28	37	75	24	51	508	261	247
\$50,000 and over	2,520	891	1,629	31	13	18	55	21	34	253	97	156
Total	108,839	42,105	66,734	2,169	835	1,334	2,540	829	1,711	19,643	9,876	9,767

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	5.6	64	11.6	
Department of Finance Canada	1,039	51.9	539	1.6	17	38	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	5.1	587	11.7	
Economic Development Agency of Canada for the Regions of Quebec	397	57.2	227	1.8	7	14	3.5	28	7.1	
Elections Canada	349	47.0	164	4.3	15	26	7.4	31	8.9	
Environment Canada	5,964	44.7	2,663	2.8	165	291	4.9	693	11.6	
Fisheries and Oceans Canada (includes Canadian Coast Guard)	9,692	32.4	3,143	3.6	352	488	5.0	394	4.1	
Foreign Affairs and International Trade Canada	4,272	50.8	2,169	2.1	91	153	3.6	456	10.7	
Hazardous Materials Information Review Commission Canada	25	56.0	14	0.0	0	1	4.0	5	20.0	
Health Canada	8,935	65.8	5,880	7.0	626	391	4.4	1,248	14.0	
Human Resources and Social Development Canada	22,259	70.5	15,697	4.4	984	1,807	8.1	2,123	9.5	
Immigration and Refugee Board	812	64.5	524	2.8	23	61	7.5	199	24.5	
Indian and Northern Affairs Canada	4,026	62.7	2,524	30.4	1,222	231	5.7	278	6.9	
Industry Canada	5,220	49.8	2,597	2.2	114	272	5.2	599	11.5	
Infrastructure Canada	204	57.8	118	3.4	7	10	4.9	20	9.8	
International Joint Commission	27	40.7	11	0.0	0	2	7.4	0	0.0	
Library and Archives Canada	1,069	59.4	635	3.4	36	74	6.9	67	6.3	
Military Police Complaints Commission	13	69.2	9	0.0	0	3	23.1	0	0.0	
NAFTA Secretariat, Canadian Section	10	60.0	6	20.0	2	0	0.0	3	30.0	
National Defence (Civilian Staff)	24,064	39.4	9,472	3.2	776	1,934	8.0	1,475	6.1	
National Farm Products Council	13	61.5	8	7.7	1	0	0.0	2	15.4	
National Parole Board	344	83.1	286	5.5	19	15	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, 2008**

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canada Revenue Agency	41,411	60.9	25,239	2.8	1,160	2.8	2,370	5.7	6,328	15.3
Canadian Food Inspection Agency	6,473	51.8	3,354	2.2	140	2.2	264	4.1	759	11.7
Canadian Forces Personnel Support Agency*	6,000	63.4	3,804	2.7	162	2.7	288	4.8	162	2.7
Canadian Nuclear Safety Commission	690	42.5	293	1.3	9	1.3	12	1.7	96	13.9
Canadian Security Intelligence Service*	2,529	49.5	1,252	1.7	43	1.7	89	3.5	276	10.9
Communications Security Establishment Canada	1,739	37.3	649	1.7	29	1.7	86	4.9	121	7.0
Financial Transactions and Reports Analysis Centre of Canada	329	48.0	158	0.9	3	0.9	7	2.1	52	15.8
National Energy Board	319	59.2	189	2.5	8	2.5	12	3.8	24	7.5
National Film Board of Canada	486	62.8	305	1.9	9	1.9	3	0.6	50	10.3
National Research Council Canada	4,377	35.5	1,552	1.1	48	1.1	177	4.0	699	16.0
Natural Sciences and Engineering Research Council of Canada	374	68.4	256	2.1	8	2.1	11	2.9	28	7.5
Office of the Auditor General of Canada	621	60.5	376	2.3	14	2.3	21	3.4	47	7.6
Office of the Superintendent of Financial Institutions Canada	498	48.0	239	2.2	11	2.2	20	4.0	117	23.5
Parks Canada	4,948	43.7	2,160	8.1	403	8.1	221	4.5	170	3.4
Social Sciences and Humanities Research Council of Canada	199	71.4	142	1.5	3	1.5	10	5.0	15	7.5
Statistical Survey Operations	1,832	77.5	1,419	2.9	54	2.9	72	3.9	206	11.2
Total	72,825	56.8	41,387	2.9	2,104	2.9	3,663	5.0	9,150	12.6

* The number of employees and designated groups are estimates.

Table 7

Representation of Employees in the Other Public Sector Employers Workforce by Designated Group as of March 31, 2008

Employer Name	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
	#	%	#	%	#	%	#	%	#	%
Canadian Forces (Officers & Non-commissioned Members)	108,856	17.0	18,461	17.0	2,845	2.6	1,365	1.3	3,653	3.4
Royal Canadian Mounted Police (Regular & Civilian Members)	22,860	26.3	6,023	26.3	1,459	6.4	495	2.2	1,465	6.4
Total	131,716	18.6	24,484	18.6	4,304	3.3	1,860	1.4	5,118	3.9

Table 8**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
1110 Howe Holdings Ltd.	Allard-Johnson Communications Inc.
3031632 Manitoba Inc.	Allen-Vanguard Technologies Incorporated
3627730 Canada Inc.	Alliance One Ltd.
3M Canada Company	Allied International Credit Corp.
598468 Saskatchewan Ltd.	Allied Shipbuilders Ltd.
ABB Inc.	ALS Canada Ltd.
Accenture Inc.	Ambassador Conference Resort
Accès Services Santé Gss Inc.	AMEC Inc.
Acco Canada Inc.	Amerisourcebergen Canada Corp.
Acier Marshall Ltée	Amex Canada Inc.
Acklands-Grainger Inc.	Amphenol Canada Corporation
ACNielsen Company of Canada	Anachemia Canada Inc.
Acrodex Inc.	Angus Reid Group Inc.
Activation Laboratories Ltd.	Anixter Canada Inc.
Acuity Holdings Inc. O/A Zep Manufacturing Company	Aon Reed Stenhouse Inc.
Acuren Group Inc.	Apollo 8 Maintenance Services Limited
Adacel Inc.	Apotex Incorporated
ADAPSYS L.P.	Apparel Trimming Inc.
Adecco Employment Services Limited	Apple Canada Inc.
ADGA Group Consultants Inc.	APX Landscaping & Nursery Ltd.
ADI Group Inc.	Aquaterra Corporation
Adobe Systems	Aramark Canada Ltd.
ADS Groupe Conseil Inc.	Arborite Division of ITW Canada
ADT Security Services Canada Inc.	Arc'teryx Equipment Inc.
Advance Engineered Products Ltd.	Areva T & D Canada Inc.
Advance Maintenance Inc.	Armotec Survivability Corp.
Advantis Canada	Armtec Limited Partnership
AECOM Canada Ltd.	Arnprior Aerospace Inc.
AERIC Inc.	Arrow Electronics Canada Ltd.
Aerotek ULC	Arthurs Jones Lithographing Ltd.
Agat Laboratories Ltd.	Artopex
Agence de recouvrement Ogilvie Inc.	Ashland Canada Corp.
Agence de Sécurité Mirado Inc.	Associated Engineering Alberta Ltd.
Agfa HealthCare Inc.	Astrazeneca Canada Inc.
Agilent Technologies Canada Inc.	ATCO Structures Inc.
Agility Logistics, Co.	Atelier du Martin-Pêcheur Inc.
Agropur Cooperative	Athabasca University
Ahearn & Soper Inc.	Atlantic Building Cleaning Limited
Air Liquide Canada Inc.	Atlantic Catch Data Ltd.
Air Products Canada Ltd.	Atlantic Industries Limited
AirBoss Engineered Products Inc.	Atlantic Shopping Centres Limited
AJ Forsyth & Co Ltd.	Atlantic Tractors & Equipment Limited
Ajilon Canada Inc.	Atlantic Wholesalers Limited
Albert Fisher Canada Limited	Atlantis Systems International Inc.
Alberta Cancer Board	Autodesk Canada Co.
Alberta Research Council	Avis Budget Car Rental Canada ULC.
Alcatel Canada Inc.	Avnet Inc.
Algonquin College of Applied Arts & Technology	Av-Tech Inc.
Aliments Martel Inc.	Axa Assistance Canada Inc.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Axia Netmedia Corporation	Bregman & Hamann Architects
Axidata Inc.	Breton, Banville & Associés S.E.N.C.
B. Gingras Entreprises Ltd.	Bridge Brand Food Services Ltd.
B.G.E. Service & Supply Ltd.	Bridgestone Canada Inc.
Babcock & Wilcox Canada Ltd.	Bristol-Myers Squibb Co.
Bacou-Dalloz Protective Apparel Ltd.	Brookfield Global Relocation Services Ltd.
Ballard Power Systems	Brookfield Lepage Johnson Controls Facility Management Services
Bardon Supplies Limited	Brother International Corporation (Canada) Ltd.
Barnes Distribution Canada	Browning Harvey Ltd.
Bartle & Gibson Ltd.	Brunet Health Care Group
Baxter Corporation	Buck Consultants Limited
Baxters Canada Inc.	Budget Rent A Car of BC Ltd.
Bayer Inc.	Budget Rent A Car of Calgary Ltd.
Bayshore Health Care Ltd.	Budget Rent A Car of Edmonton Ltd.
Bayweb Div of Georgian Industries	Bunge Canada
BBDO Canada Corp.	Bunzel Distribution Inc.
BC Centre for Disease Control Society	BuroPlus
BDI Canada Inc.	C & D Cleaning and Security Services Ltd.
BDO Dunwoody LLP	C.B. Richard Ellis Limited
Beaulieu Canada Company	C.S. Personnel Ltd.
Beckman Coulter Canada Inc.	Cadrin Viandex Inc.
Becton Dickinson Canada Inc.	CAE Inc.
Bell Helicopter Textron Canada Limited	Caisse Centrale Desjardins
Belron Canada Inc.	Calgary Marriott Hotel (Marriott Hotels and Resorts Canada)
Bertrand, Distributeur en Alimentation Inc.	Calian Technologies Ltd.
Best Facilities Services Ltd.	Camco Inc.
Bevertec CST Inc.	Camosun College
BFI Canada Inc.	Canac Marquis Grenier Ltée
BGC Engineering Inc.	Canad Corporation of Manitoba Inc.
Bigstone Medical Transport Ltd.	Canada Bread Atlantic Limited
Biogénie S.R.D.C. Inc.	Canada Bread Company Ltd.
Bison Building Services Ltd.	Canada Catering Co. Limited
Black & McDonald Limited	Canada NewsWire Ltd.
BMO Nesbitt Burns Inc.	Canadian Bank Note Company Limited
BMT Fleet Technology Limited	Canadian Blue Bird Coach Ltd.
Boehringer Ingelheim (Canada) Ltd.	Canadian Corps of Commissionaires
Boeing Canada Technology	Canadian Linen and Uniform Service Co.
Bolands Limited	Canadian Niagara Hotels Inc.
Bombardier Inc.	Canadian Protection Services Ltd.
Bombardier Recreational Products Inc.	Canadian Shipbuilding & Engineering Ltd.
Boulangerie St-Méthode Inc.	Canadian Standards Association
Bouthillette Parizeau & Associates Inc.	Canadian Technical Tape Ltd.
Boutique Knitting Mills Inc.	Cangene Corporation
Bow Valley College	Canon Canada Inc.
Bowe Bell & Howell International Ltd.	Cantar Polyair Canada Ltd.
BPR Ingénieurs-conseils	Cantest Ltd.
Brainhunter Inc.	Capgemini Canada Inc.
Brambies Canada	Caris-Universal Systems Ltd.
Braxton	Carleton University

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Carmanah Technologies Corporation	Cofomo Inc.
Carmichael Ltée	Cohos Evamy
Carrier Canada Ltd.	Cole Sherman & Associates Ltd.
Carswell, A Division of Thomson Canada Ltd.	Collectcorp Corporation
Cascades East Angus Inc.	Collège Ahuntsic
Cascades Resources	Collège de Saint-Boniface
Cassels Brock & Blackwell LLP	Collège d'enseignement général et professionnel de Maisonneuve
Castek Software Factory Inc.	COM DEV Ltd.
Castrol Canada Inc.	Comcare Health Services
CaTECH Systems Ltd.	Commercial Solutions Inc.
Catholic Social Services	Communications Québecor Inc.
CBCI Télécom Canada Inc.	Compass Group Canada (Beaver) Ltd.
CBCL Limited	Compugen Inc.
CCH Canadian Limited	Computer Associates Canada Ltd.
CCSI Technology Solutions Corp.	Computer Sciences Canada Inc. - CSC
CDW Canada Inc.	Compuware Corporation of Canada
Cégep de Chicoutimi	Comstock Canada Ltd.
Cégep Édouard-Montpetit	Concordia University
Cégep Saint-Jean-sur-Richelieu	Conestoga-Rovers & Associates Limited
Centennial Foodservice Partnership	Confederation College of Applied Arts & Technology
Centre de recherche industrielle du Québec (CRIQ)	Connors Bros. Clover Leaf Seafoods Company
Centre for Addiction and Mental Health	Consoltex Inc.
Centre hospitalier universitaire de Québec	Consultants Mesar Inc.
CH2M HILL Canada Limited	Consumers Gas Company Ltd.
Chabot Carrosserie Inc.	Contact Personnel Group
Chantier Davie Inc.	Co-op Atlantic
Chateau Lacombe Hotel Ltd.	Corel Corporation
Chemise Empire Ltée	Cornerstone Group of Companies Limited
Chemises JML Shirts Inc.	Corporate Express Canada Inc.
Chevron Canada Limited	Corporate Research Associates Inc.
Chip Reit #21	Corporation de l'École Polytechnique
Chip Reit Hospitality LP	Corporation de Soins de la Santé Hospira
Chip Reit No. 32 Operations Ltd.	Cossette Communication Inc.
Chrysalis	COTA Comprehensive Rehabilitation & Mental Health
Chrysler Canada Inc.	CPI Canada - Communications & Power Industries Canada Inc.
CIA Inc.	Crane Supply, A Division of Crane Canada Co.
Cima+, s.e.n.c.	Crawford Adjusters Canada Inc.
Cisco Systems Canada Co.	Crowne Plaza Fredericton-Lord Beaverbrook
Cision Canada Inc.	CSG Security Inc.
CIT Financial Ltd./Services Financiers CIT Ltée	Cummins Eastern Canada LP
Cité-de-la-Santé de Laval	Cummins Western Canada
Clariant (Canada) Inc.	Custom Fabricators & Machinists (CFM)
Clean Harbors Canada Inc.	Dairyworld Foods
Clifton Associates Ltd.	Dalhousie University
CMC Electronic Inc.	DALSA Corporation
CMI Interlangues Inc.	Datamark Systems
Coast Hotels Limited	Davey Tree Services, a Division of Davey Tree
Cobham Tracking and Locating Ltd.	DecisionOne Corporation
Cochrane Group Inc.	Dell Canada Inc.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Deloitte & Touche LLP	EBA Engineering Consultants Ltd.
Delphi Solutions Corp.	Ebco Industries Ltd.
Delta Barrington	Ecolab Co.
Delta Beauséjour	Edmonton Laboratories Ltd.
Delta Bessborough - Legacy Hotels Corporation	Edmonton Meat Packing Ltd.
Delta Centre-Ville	EDS Canada Inc.
Delta Chelsea - Great Eagle Hotels (Canada) Ltd.	EECOL Electric Ltd.
Delta Grandview Resort	Electro Sonic Inc.
Delta Halifax	Eli Lilly Canada Inc.
Delta Hotels No. 22 Limited Partnership	EM Plastic & Electric Products Ltd.
Delta Hotels No. 45 Limited Partnership	EMC Corporation of Canada
Delta London Armouries Hotel	Emco Corporation
Delta Ottawa Hotel & Suites	Engel Canada Inc.
Delta Toronto East	Enmax Energy Corporation
Delta Vancouver Airport	Ensignes Pattison Sign Group
Delta Vancouver Suites (Delta Hotels)	Entrust Limited
Delta Victoria Ocean Point & Resort & Spa	Equifax Canada Inc.
Derko Limited	Ernst & Young LLP
Deschênes & Fils Ltée	ESI Canada
Dessau Inc.	ESRI Canada Limited
Dew Engineering and Development ULC	Esselte Canada Inc.
DHL Danzas Air & Ocean (Canada) Inc.	Evans Consoles Corporation
Difco Performance Fabrics Inc.	Evergreen School Division No. 22
Dillon Consulting Limited	Evrivos Janitorial Services Ltd.
Direct Energy Marketing Limited	Executive Airport Plaza Partnership
Dollar Thrifty Automotive Group Canada Ltd.	Exide Canada Inc. Battery Division
Dominion Blueline Inc.	Exova Canada Inc.
Dominion Soil Investigation Inc.	Fairmont Banff Springs
Domtar Inc.	Fairmont Chateau Lake Louise
Domus Building Cleaning Co Ltd.	Fairmont Chateau Laurier
Doubletex	Fairmont Chateau Whistler
Dover Industries Limited	Fairmont Empress
DownEast Communications	Fairmont Hotel Macdonald
Dr. Oetker Ltd.	Fairmont Hotel Vancouver
Draftworldwide Canada Inc.	Fairmont Hotels Inc./The Fairmont Newfoundland
Drake International Inc.	Fairmont Jasper Park Lodge
DRS Technologies Canada Ltd.	Fairmont Le Château Frontenac
Drug Trading Company Limited	Fairmont Le Manoir Richelieu
DST Output Canada Inc.	Fairmont Le Reine Elizabeth
Dube & Loiselle Inc.	Fairmont Royal York
Dufferin Construction Company	Fairmont Tremblant
DuoCom Canada Inc.	Fairmont Vancouver Airport
Durham Furniture Inc.	Fairmont Waterfront Hotel
Dynacare Gamma Partnership	Farmers Co-operative Dairy Limited
Dynamic Facility Services Ltd.	Fastlane Technologies Incorporated
E.S. Fox Limited	Fellfab Limited
E.I. du Pont Canada Company	FGI Family Guidance Group Inc.
EaglePicher Energy Products Corporation	Finning International Inc.
Eaton Yale Company	First Canadian Hotels and Entertainment Ltd.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
First Nations University of Canada Inc.	Goodyear Canada Inc.
Fisher Scientific Company	Gowling Lafleur Henderson LLP
Fleetway Inc.	Grand & Toy Limited
Focus Building Services Ltd.	Grant Emblems Limited
Focus Corporation	Grant Macewan Community College
Ford Motor Company of Canada Ltd.	Grant Thornton LLP
Forensic Technology Wai Inc.	Graybar Canada Limited
Formica Canada Inc.	Graybar Electric (Ontario) Limited
For-Net Inc.	Great Lakes Receivable Mgt Services
Fort Garry Industries Ltd.	Groupe CGI Inc.
Fortis Properties Corporation	Groupe HBA Expert-Conseils senc.
Fournitures de Bureau Denis	Groupe Lacasse Inc.
FPIInnovations	Groupe LGS Inc.
Franklin Empire Inc.	Groupe Santé Medisys Inc.
Friesens Corporation	Groupe Tenco Inc.
Fuji Graphic Systems Canada Inc.	Guildfords Limited
Fuji Photo Film Canada Inc.	Guillevin International Inc.
Fujitsu Consulting (Canada) Inc.	H.D. Brown Enterprises Ltd.
Future Electronics Inc.	Hagmeyer Canada Inc. DBA Century Vallen
G&K Services Canada Inc.	Halifax Marriott Harbourfront (Westerkirk Harbourfront Limited Partnership)
G.A. Boulet Inc.	Hallmark Housekeeping Services Inc.
G.E. Water and Process Technologies	Halsall Associates Limited
G.N. Johnston Equipment Co. Ltd.	Harper Power Products Inc.
Ganotec Inc.	Hatch Ltd.
Gaz Métropolitain Inc.	Hatch Mott MacDonald Ltd.
GDG Environnement Limitée	Haul-All Equipment Ltd.
GE Security Canada	Haworth Ltd.
Gem Health Care Services Inc.	Hay Group Limited
General Body & Equipment Ltd.	Hazco Environmental Services, a division of CCS Inc.
General Chemical Canada Ltd.	Henry Birks & Sons Inc.
General Dynamics Canada Ltd.	Henry Schein Ash Arcona
General Dynamics Land Systems - Canada Corporation	Hercules SLR Inc.
General Dynamics - Produits de défense	Héroux-Devtek Inc.
General Electric Canada Inc.	Hertz Canada Limited
General Motors of Canada Ltd.	Hewitt Équipement Ltée
General Motors of Canada Ltd. Diesel Div.	Hewlett-Packard (Canada) Co.
Genivar Société en commandite	Hill and Knowlton Canada, a division of WPP Group Canada Communications Limited
Genpharm ULC	Hilroy, a division of MeadWestvaco, LP
GFS Canada Company (Gordon Food Service)	Hilton Québec
Giesecke & Devrient Security Card System	Hilton Toronto
GlaxoSmithKline Inc.	Hilton Toronto Airport
Global Gateway Corporation	Hi-Way Service Ltd.
Global Upholstery Co. Inc.	Hoffmann La Roche Limited
GN Navtel Inc.	Hogg Robinson Canada Inc.
Golden Arrow Schoolbuses Ltd.	Hok Canada Inc.
Golder Associates Ltd.	Holiday Inn Airport West
Goodfellow Inc.	Holiday Inn Select Halifax Centre
Goodrich Aerospace Canada Ltd.	
Goodwill Industries of Toronto	

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Holiday Inn Select Montréal Centre-Ville	Integrated Distribution Systems Limited Partnership
Holiday Inn Select Toronto Airport	Integrated Power Systems Corp.
Holiday Inn Toronto Yorkdale	Intergold Ltd.
Holiday Inns of Canada Ltd.	Intergraph Canada Ltd.
Honeywell Limited	Interstate Management (Vancouver Metrotown) Ltd.
Hôpital du Saint-Sacrement	Invest Hotels GP XV Ltd. - Prince Edward Hotel
Hôpital Laval	IPL Inc.
Horton Trading Ltd.	iQor Canada Ltd.
Hôtel Château Mont Sainte-Anne Inc.	Iron Mountain Canada Corporation
Hôtel-Dieu Hospital	Iron Ore Company of Canada
Hôtel Gouverneur Place Dupuis	Irving Equipment
Hotel Hilton Lac-Lemay	Irving Oil Commercial G.P.
Hotel Inter-Continental Toronto	Irving Shipbuilding Inc./Les chantiers maritime Irving
Hôtel Loews Le Concorde/Place Montcalm Hotel Inc.	ISL Engineering and Land Services (formerly Infrastructure Systems Ltd.)
Hotel Saskatchewan (1990) Ltd.	ISM Information Systems Management Canada Corporation
Hotellus Canada Holdings Inc.	Itemus Solutions
HTS Engineering Ltd.	iTRANS Consulting Inc.
Human Resources Capital Group Inc.	J&A Building Services Ltd.
Humber College	J&D Systems Inc.
Husky Oil Limited	J. L. Richards & Associates Limited
Hyatt Regency Calgary	J.B. Deschamps Inc.
Hyatt Regency Vancouver	Jacques Whitford
Hydro One	James Western Star Sterling Ltd.
Hyundai Auto Canada Corp.	Jatom Systems Inc.
IBI Group	JH Ryder Machinery Ltd.
IBM Canada Ltd.	Joe's Janitorial Services Ltd.
ICI Canada Inc.	John Deere Limited
ID Biomedical Corporation	Johnson & Johnson Inc.
Ideal Metals & Alloys of Canada Inc.	Johnson & Johnson Medical Products Inc.
Ideal Roofing Company Ltd.	Johnson Controls LP
Ikon Office Solutions Inc.	JohnsonDiversey Canada Inc.
Imation Canada Inc.	Jone Direct Marketing Services Ltd.
IMP Aerospace Components Ltd.	Jones Packaging Inc.
IMP Group Limited - CSH Operations	Jones-Carillion Joint Venture
Imperial Oil Canada Limited	Jones-Ledcor Limited Partnership
Imprimerie Interweb Inc.	JTI-MacDonald Corp.
Imprimeries Transcontinental 2005 S.E.N.C.	Justice Institute of British Columbia
Imprimeries Transcontinental S.E.N.C.	K&D Pratt Group Inc.
IMT Partnership	Kasian Architecture Interior Design and Planning Ltd.
Indal Technologies Inc.	Kaverit Cranes & Service ULC
Induspac Group	Keen Engineering Company Ltd.
Industrial Accident Prevention Association	Keilhauer Industries Ltd.
Ingenium Group Inc.	Kelloway Construction Ltd.
Inn Vest Hotels Group Ltd. - Delta Sherbrooke Hotel & Conference Centre	Kelly Services (Canada) Ltd.
InnVest Hotels GP XV Ltd. - Fairmont Palliser	Kemptville Truck Centre Limited
Inscape Corporation	KHRG Management
Institut national de la recherche scientifique	KI Pembroke LP
Institut Philippe Pinel de Montréal	Kimberly-Clark Inc.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
King Street Enterprise Ltd.	Ling Québec Inc.
Klohn Crippen Berger Ltd.	Liteco Inc.
Knoll North America Corporation	Liverton Hotels Inc.
Kodak Canada Incorporated	Loblaw Companies Limited
Kodiak Group Inc.	Lockheed Martin Canada
Komatsu Canada Limited	Logistik Unicorp
Kone Inc.	Long View Systems Corporation
Konica Minolta Business Solutions (Canada) Ltd.	Louis Garneau Sports Inc.
Kontzamanis Graumann Smith MacMillan Inc.	Lowe-Martin Co. Inc.
Koprash Investment Inc.	Lucent Technologies Canada Corp.
KPMG LLP	Ludlow Technical Products Canada Ltd.
Kromar Printing Ltd.	Lumec Inc.
Kronos Canadian Systems Inc.	Lumen, division de Sonepar Canada Inc.
Krug Inc.	Lumonics Inc.
Kuehne + Nagel Ltd.	Lumsden Brothers Limited
L.P. Royer Inc.	Lyreco (Canada) Inc.
L-3 Communications Electronic Systems Inc.	M&S Food Services Ltd.
La Chemise Perfection (2007) Inc.	M.O.M. Printing Ltd.
La Cie de Pavage d'Asphalte Beaver	MacDonald Dettwiler & Associates Inc.
Laboratoires Abbott Ltée	MacDonald Dettwiler & Associates Ltd.
Laboratoires Choisy Ltée	MacDonald, Dettwiler and Associates Corporation
Labstat International Inc.	Mack Canada Inc.
Lab-Volt Ltée	Magellan Aerospace Corporation
Lakeland College	Magellan Aerospace Limited
Laliberté et associés inc.	Maintenance Euréka Ltée
Lanthier Bakery Ltd.	Malette S.E.N.C.R.L.
Lason Canada Company	Manac Inc. (Industries Tanguay)
Le Groupe GLM (2005) Inc.	Manheim Auto Auctions Company
LearnStream Inc.	Manitoba Hydro
Leavitt Machinery General Partnership	Manpower Services Canada Limited/Services Manpower Canada Limitée
Legacy Hotels Corporation	Manufacture de Lingerie Château Inc.
Les Chaussures STC Inc.	Marco Sales & Incentives Ltd.
Les Distributeurs R. Nicholls Distributors Inc.	Marconi Communications Canada Inc.
Les Emballages Mitchel Lincoln Ltée	Marconi Medical Systems Canada Inc.
Les Industries A.P. Inc.	Maritime Paper Products Limited
Les Lainages Victor Ltée	Marketel/McCann-Erickson Ltd.
Les Placements Helmic Ltée	Marlin Travel Group Ltd.
Les Services Conseils Systematix Inc.	Marriott Château Champlain
Les Soudures Chagnon Ltée	Marriott Corporation of Canada Ltd.
Lesters Food Limited	Marsh Canada Limited
Levitt Safety Limited	Mastech Canada
Lewisfoods Inc.	Maxsys Professionals and Solutions Inc.
LexisNexis Canada Inc.	Maxxam Analytics Inc.
Lexi-Tech International Inc.	Mayfield Suites Hotel Mississauga Limited Partnership
Lexmark Canada Inc.	Mazda Canada Inc.
Liberty Health	McBee Systems of Canada Inc.
Liftking Industries Inc.	McCormick Rankin Corporation
Lincoln Electric Company of Canada LP	McGill University
Linde Canada Limited	

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
McGregor Industries Inc.	Network Health Inc.
McKesson Canada Corporation	New Horizons Car & Truck Rentals
McMaster University	Nexient Learning Inc.
MDG Computers Canada Inc.	Nienkamper Furniture & Accessories Inc.
Medavie Inc.	Nissan Canada Inc.
Med-Emerg International Inc.	Norampac-Viau, division of Cascades Canada Inc.
Mediagrif Interactive Technologies Inc.	Norco Énergie
Medtronic of Canada Ltd.	Nor-Don Collection Network Inc.
Memorial University of Newfoundland	Nortel Networks Corporation
Memramcook Institute	North Atlantic Refining Limited
Mercedes-Benz Canada Inc.	Northfield Metal Products Ltd.
Mercer (Canada) Ltd.	Northstar Aerospace Inc.
Merck Frosst Canada Ltd.	Northumberland Co-operative Limited
Messier Dowty Inc.	Nova Quitech Corporation
Metafore Limited Partnership	Nova Scotia Agricultural College
Metro-Mcnaair Clinical Laboratories Ltd.	Nova Scotia Community College
Metropolitan Parking Inc.	Nova Scotia Power Corporation
Michelin North America (Canada) Inc.	Nova Scotia Textiles Limited
Micro Warehouse Canada Inc.	Novartis Pharmaceuticals Canada Inc.
Micro-Boutique éducative Inc.	Novatel Inc.
Microsoft Canada Corporation	Novell Inc.
Miller Waste Systems	Novopharm Limited
Minacs Intellicom Inc.	Novotel Toronto Centre
Minto Suite Hotel	Nurun Inc.
Mitel Networks Corporation	Nycomed Canada Inc.
MMM Group Limited	Nygard International Ltd.
Mohawk College of Applied Arts & Technology	Ocean Pointe Resort Hotel & Spa
Mondrian Canada Inc.	Od International Inc.
Montel Inc.	Ogilvy & Mather (Canada) Ltd.
Moore Canada d/b/a RR Donnelley	OHR Grand Management Ltd. (DBA The West)
Moore Canada, An RR Donnelley, Moore Wallace Partnership	Olds College
Morbern Inc.	Olympus Canada Inc.
Morneau Sobeco	Olympus NDT Canada Inc.
Morrison Hershfield Group Inc.	Omni Facility Services Canada Corp.
Motor Coach Industries Ltd.	Online Enterprises Inc.
Motorola Canada Limited	Open Text Corporation
Mount Saint Vincent University	Operation Springboard
MSC (Moneris Services Corporation)	Optech Incorporated
Multi Marques Inc.	Oracle Canada ULC
Mustang Survival Corp.	Ortho-McNeil Inc.
National Car Rental (Canada) Inc.	OSL-Martin
National Life Assurance Co. of Canada	Osram Sylvania Ltd.
National Optics Institute	Otis Canada Inc.
National Steel Car Ltd.	Ottawa Marriott/1210478 Ontario Inc.
NCO Financial Services Inc.	Ottawa-Carleton Association for Persons with Developmental Disabilities
NCR Canada Ltd.	Ozz Energy Solutions Inc.
Neill and Gunter Limited	Paccar du Canada Ltée
Neopost Canada Limited	Pacific Safety Products Inc.
Neptune Food Service Inc.	

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Pan Pacific Hotel Vancouver	Ramada Hotel & Conference Centre
Panalpina Inc.	Rand Worldwide
Panasonic Canada Inc.	Randstad Interim Inc.
Park Town Motor Motels Ltd.	Ratiopharm Inc.
Parkhill Hotel	Raydan Manufacturing Inc.
Parkin Architects Limited	Raydon Rentals Ltd.
Patterson Dentaire Canada Inc.	Raymond Chabot Grant Thornton S.E.N.C.R.L.
Paul Demers et Fils Inc.	Raytheon Canada Limited
Peerless Garments LP	Raytheon Canada Limited - Waterloo division
Penske Truck Leasing of Canada Inc.	Raytheon Elcan Optical Technologies
Perkinelmer Optoelectronics	RBC Dominion Securities Inc.
Peter Kiewit Sons Co.	Read Jones Christofferson Ltd.
Pfizer Canada Inc.	Redhead Equipment Ltd.
Pharmascience Inc.	Regal Constellation Hotel
PHH Canada Inc.	Regina Travelodge Hotel Ltd.
Philips Electronics Limited	Régulvar Inc.
Pinchin Environmental Ltd.	Rehab Foundation for the Disabled
Pitney Bowes of Canada Inc.	Reliable Window Cleaners (Sudbury) Ltd.
Pitney Bowes Software Canada Inc.	Research In Motion Limited
Platform Computing Corporation	Resolve Corporation
Pomerleau Inc.	Resort Investors International ULC
Ponton Coleshill Edwards & Associates Insurance Adjusters Ltd.	Revera Health Services Inc.
Portage College	Rexel Canada Electrical Inc.
Power Battery Sales Ltd.	RGO Office Products Partnership
Powertech Labs Inc.	Rheinmetall Canada Inc.
Pratt & Whitney Canada Corporation Inc.	Richmond Inn Hotel Ltd.
Praxair Canada Inc.	Ricoh Canada Inc.
Prevost Car Inc.	Robert Half Canada Inc.
PricewaterhouseCoopers LLP	Roche Diagnostics Canada Division of Hoffman - LaRoche Limitée
Prince Spa and Resort Operations Toronto Ltd.	Roche Ltée Groupe-Conseil
Prism Systems Inc.	Rolland Inc. Division des Papiers Fins
Proctor & Gamble Inc.	Rolls Royce Canada Limited
Promaxis Systems Inc.	Ropack Inc.
Protemps Ltd.	Rose Facility Management
Provigo Distribution Inc.	Rousseau Métal Inc.
Prysmian Cables & Systems	Royal Host Limited Partnership - Chimo Hotel
PTI Group Inc.	Royal Host Limited Partnership - Hilton London
Publicis Canada Inc.	Royal Host Limited Partnership - Travelodge Hotel Airline
Quantum Management Services Ltd.	Royal Host Limited Partnership - Travelodge Ottawa
Quantum Murray LP	RPB Holdings Ltd. (Penticton Lakeside Resort)
Quebec Telephone	RSW Inc.
Quebecor World Inc.	Russel Metals Inc.
Queen Elizabeth Health Sciences Center	Rutter Inc.
Queen's University at Kingston	Ryerson University
Quinn Contractors Ltd.	S.I. Systems Ltd.
R. J. Burnside & Associates Ltd.	Saint Mary's University
R.E. Gilmore Investments Corp.	Samsung Electronics Canada Inc.
R3D Conseil Inc.	Sandoz Canada Inc.
Radisson Hotel Saskatoon	Sandwell Engineering Inc.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Sanofi Pasteur Limited	Smith Trucking Service (1976) Ltd.
Sanofi-Aventis Canada Inc.	Smiths Detection
SAP Canada Inc.	Snap-On Tools of Canada Ltd.
Sapphire Technologies Canada Limited	SNC-Lavalin Inc.
Saputo Produits laitiers Canada s.e.n.c.	SNC-Lavalin ProFac
SAS Institute (Canada) Inc.	Sodexo Canada Inc.
Saskatchewan Institute of Applied Science & Technology	Softchoice Corporation
Saskatchewan Research Council	Solutions de reconnaissance Rideau Inc.
Sault College of Applied Arts and Technology	Sony of Canada Ltd.
SBR Global	Soroc Technology Inc.
SCA North America - Canada Inc.	SOS Janitorial Services Ltd.
Scepter Corporation	Soucy International Inc.
Schenker of Canada Limited	Source Medical Corporation
Schering Canada Inc.	Source Security & Investigations Inc.
Schindler Elevator Corporation	South Rock Ltd.
Schneider Canada Inc.	Spartan Building Services Ltd.
Scotsburn Co-operative Services Limited	Sparton of Canada Limited
SDV Logistiques (Canada) Inc.	Springwall Sleep Products Inc.
Securitas Canada Limited	Sprung Instant Structures Ltd.
Service d'entretien Distinction Inc.	St. John's Dockyard Limited
Services Alimentaires de Métro Richelieu Inc. Division Distagro MTL	St. Joseph Print Group Inc.
Services d'entretien d'édifices ALLIED (Québec) Inc.	St. Lawrence College
Services domiciliaires et communautaires de la Banlieue Ouest Inc.	Stanfield's Limited
SHARP Electronics of Canada Ltd.	Stanley Canada Corporation
Shaw GMC Pontiac Buick Hummer Inc.	Stantec Consulting Ltd.
Shell Canada Limited	Starber International Inc.
Shepell FGI Limited Partnership	Starwood Hotels & Resorts Canada Worldwide (Canada)
Sheraton Grande Edmonton Hotel	Statopex Inc.
Sheraton Guildford Hotel	Steelcase Canada Limited
Sheraton Hamilton Hotel Starwood Hotels Canada	Steris Canada Inc.
Sheraton Suites Calgary Eau Claire	St-Gelais Bélanger Beauchemin et Dominique Blais, Architectes
Sheraton Vancouver Wall Centre Hotel	Stony Kettle Management Ltd.
Sheraton Winnipeg Hotel	Strongco Limited Partnership
Sherwin-Williams Canada Inc.	Studentloans.com Inc.
Shire Canada Inc.	Subaru Canada Inc.
Sico Inc.	Sun Chemical Limited
Siemens Canada Limited	Sun Life Assurance Company of Canada
Siemens Healthcare Diagnostics Ltd.	Sun Microsystems of Canada Inc.
Sierra Systems Group Inc.	Suncor Energy Inc.
Sierra Ventures Corporation	Sunshine Building Maintenance Inc.
Sifto Canada Inc.	Superior Propane, a division of Superior Plus LP
Simon Fraser University	Supreme Office Products Limited
Simplex Grinnell	Supremex Inc.
Sinclair Dental Company Ltd.	Surgenor National Leasing Ltd.
Skillsoft Canada	Sutton Place Grande Limited - Edmonton
Skyjack Inc.	Sutton Place Grande Limited - Vancouver
SLMsoft.com	Sutton Place Hotel Toronto
SLR Consulting (Canada) Ltd.	Swish Maintenance Limited
Smith Carter Architects and Engineers Incorporated	Sykes Assistance Services Corporation

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Symantec Corporation	Timberline Forest Inventory Consultants Ltd.
Symtech Canada Ltd.	Titan Building Maintenance Ltd.
Synovate Ltd.	TMI-Learnix Incorporated
Sysco Food Services of Atlantic Canada, a Division of Sysco Food Services of Canada Inc.	TNS Canadian Facts Inc.
Sysco Food Services of Canada Inc. (Québec)	Toromont Energy Systems Inc.
Sysco Food Services of Canada Inc. (Regina)	Toromont Industries Ltd.
Sysco Food Services of Canada Inc. (Western Division)	Toshiba of Canada Limited
Sysco Food Services of Central Ontario Inc.	Total Credit Recovery Limited
Sysco Food Services of Toronto, a division of Sysco Food Services of Canada Inc.	Toyota Canada Inc.
Sysco Victoria Inc.	Transcontinental/PLM Inc.
TAB Products of Canada Co.	Trealmont Logistics
Tactical Communication Systems	Trent University
Tandemar Research Inc.	Trentfab Inc.
Tannis Trading Inc.	Trow Inc.
Tayco Panelink Ltd.	Tuff Control Systems Limited
TCG International Inc.	Tyco Electronics Canada ULC
Technical Standards and Safety Authority	UAP Inc.
Tecsuit Inc.	Ultra Electronics Canada Defence Inc.
Tejazz Management Services Inc.	Ultramar Ltée
Teknika HBA Inc.	Unicco Facility Services Canada Company
Teknion Corporation	Unisource Canada Inc.
Télé Université	Unisys Canada Inc.
Telephoto Technologies Inc.	United Rentals of Canada Inc.
Tenaquip Limitée	Univar Canada Ltd.
Thales Canada Inc.	Université du Québec à Montréal
The Brick Warehouse Corporation	Université Laval
The Bristol Group Inc.	Université Sainte-Anne
The Cambridge Towel Corporation	University College of the Fraser Valley
The Canadian Hearing Society	University of Alberta
The Canadian Salt Company Limited	University of British Columbia
The Data Group Limited Partnership	University of Calgary
The Dollco Corporation	University of Guelph
The Garda Security Group Inc.	University of Lethbridge
The Globe and Mail division of CTV Globe Media Publishing Inc.	University of Manitoba
The Governing Council of the University of Toronto	University of Montreal
The Great West Life Assurance Company	University of New Brunswick
The Loyalist College of Applied Arts & Technology	University of Northern British Columbia
The McElhanney Group Ltd.	University of Ontario Institute of Technology
The Michener Institute for Applied Health Services	University of Ottawa
The North West Company	University of Saskatchewan
The Plaza II Corporation	University of Victoria
The Prince George Hotel	University of Waterloo
The Stevens Company Limited	University of Windsor
The University of Western Ontario	URS Canada Inc.
The Young & Rubicam Group of Companies Ltd.	Valeant Canada Limitée
Thyssen Krupp Elevator (Canada) Limited	Vancouver Marriott Pinnacle Downtown
Tigh-Na-Mara Seaside Spa Resort & Conference Centre	Vancouver Shipyards Co. Ltd.
	Vangent Canada Limited
	Vapor Rail Inc.

Table 8 (continued)**List of Federal Contractors as of December 31, 2008**

Employer Name	Employer Name
Veolia ES Canada Services Industriels Inc.	Worley Parsons Canada
Victor Innovatex Inc.	WorleyParsons Canada Ltd.
Victoria Shipyards Co. Ltd.	Wyeth Pharmaceutical
Victorian Order of Nurses	Xerox Canada Inc.
Vicwest Steel	Xwave Solutions Inc.
Vipond Inc.	Yamaha Motor Canada Ltd.
Vistainfo Canada Inc.	Yonge Street Hotels
VitalAire Canada Inc.	York University
Vitality Foodservice Canada Ltd.	Zeidler Partnership/Architects
VMware Canada Inc.	Zellers Inc.
Volt Human Resources Inc.	Zomax Canada Company
Volvo Group Canada	
VWR International Ltd.	
Wabush Mines	
Wajax GP Holdco Inc., Trustee of Wajax GP Trust General, Partner of Integrated Distribution Systems LP	
Wardrop Engineering Inc.	
Wartsila Canada Inc.	
Waste Management Inc.	
Waste Management of Canada Corporation	
Watson Wyatt Canada ULC	
We Care Health Services Inc.	
Webcom Inc.	
Wedlock Paper Converters Ltd.	
Weir Canada Inc.	
Welch LLP	
WellSpring Pharmaceutical Canada Corp.	
Wescam Inc.	
Wesco Distribution Canada LP	
West Canadian Graphic Industries Ltd.	
Western Materials Handling & Equipment Ltd.	
Weston Bakeries Limited	
Westons Concessions Limited	
Wilfrid Laurier University	
Williams Engineering Canada Inc.	
Wilson Bandwell Human Solutions	
Winnipeg Transit Department	
WJ Stelmaschuk and Associates Ltd.	
Wolseley Holdings Canada Inc.	
Wood Gundy Inc.	
Worker's Compensation Board	
Worley Parsons Infrastructure + Environment, a Division of	