



Employment and
Social Development Canada

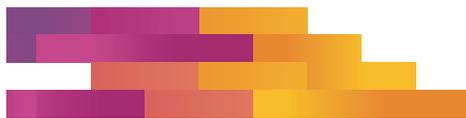
Emploi et
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Canada



EMPLOYMENT EQUITY

2016



DATA REPORT

Employment Equity Data Report 2016

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PDF

Cat. No.: Em8-5/2016E-PDF
ISBN: 978-0-660-30511-0

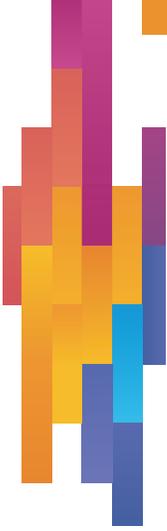
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Executive Summary

The *Employment Equity Act* (the Act) requires the Minister of Labour to give employers who report under the Legislated Employment Equity Program or the Federal Contractors Program the information they need to meet the Act's requirements. In January 2019, the Labour Program released the labour market availability benchmarks for measuring firm equity performance in the Workplace Equity Information Management System (WEIMS). These benchmarks were derived from the 2016 Census and 2017 Canadian Survey on Disability.

This 2016 Employment Equity Data Report (EEDR) informs employers on the changes in the employment equity environment, traces the main trends in the new availability data and details other data and research relevant to employment equity for groups that the Act designates: women, Aboriginal peoples, members of visible minorities and persons with disabilities.

TABLE 1 National Labour Market Availability (percent)

Census Cycle	1996	2001	2006	2011	2016
Women	46.4	47.3	47.9	48.2	48.2
Aboriginal Peoples	2.1	2.6	3.1	3.5	4.0
Members of Visible Minorities	10.3	12.6	15.3	17.8	21.3
Persons with Disabilities	N/A	5.3	4.9	4.9	9.1

Women's Availability:

- Women's availability was unchanged at 48.2% from 2011 to 2016. Their strong increase in business-related educational attainment suggests that higher availability should emerge in managerial occupations.

Aboriginal Peoples' Availability:

- Availability of Aboriginal peoples has been growing rapidly— from 3.1% in 2006 to 4.0% in 2016. Their workforce is younger than the non-Aboriginal workforce.
- While Ontario had the largest Aboriginal population, workers tend to be concentrated in Western Canada and the Territories, where they form a large share of the workforce.
- Aboriginal workforce growth will be above average for the conceivable future and successful outreach programs could have long-term payoffs for employers.¹

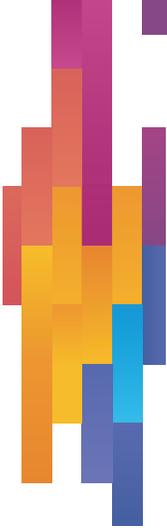
Members of Visible Minorities' Availability:

- The visible minority workforce grew rapidly from 2011 to 2016. Their availability rose from 17.8% to 21.3%.
- A higher birth rate and continued flows of immigrants will push their availability higher beyond the 2021 Census.
- Availability for members of visible minorities varies less across employment equity occupational groups than in the past. It is lower than average in management and trades-related occupations and higher than average in sales- and services-related occupations.

Persons with Disabilities Availability:

- The availability of persons with disabilities rose to 9.1% at the national level in the 2016 Census cycle versus 4.9% in the 2011 Census cycle.
- Population ageing and changes to questions in the Canadian Survey on Disability accounted for most of the increase.
- All Employment Equity Occupational Groups (EEOGs) except the managerial-related groups had notable increases in their availability of persons with disabilities. The largest increase was among supervisory employees.

¹ See MacLaine et al (2019) *Working Together: Indigenous Recruiting and Retention in Remote Canada* for a discussion of outreach strategies.



1. Introduction

The economic and social environment for employment equity in Canada shifted since the publication of the last Employment Equity Data Report in 2013. Research overwhelmingly identified diversity as a key generator of income for all Canadians. Labour markets tightened significantly, which made finding candidates more difficult.

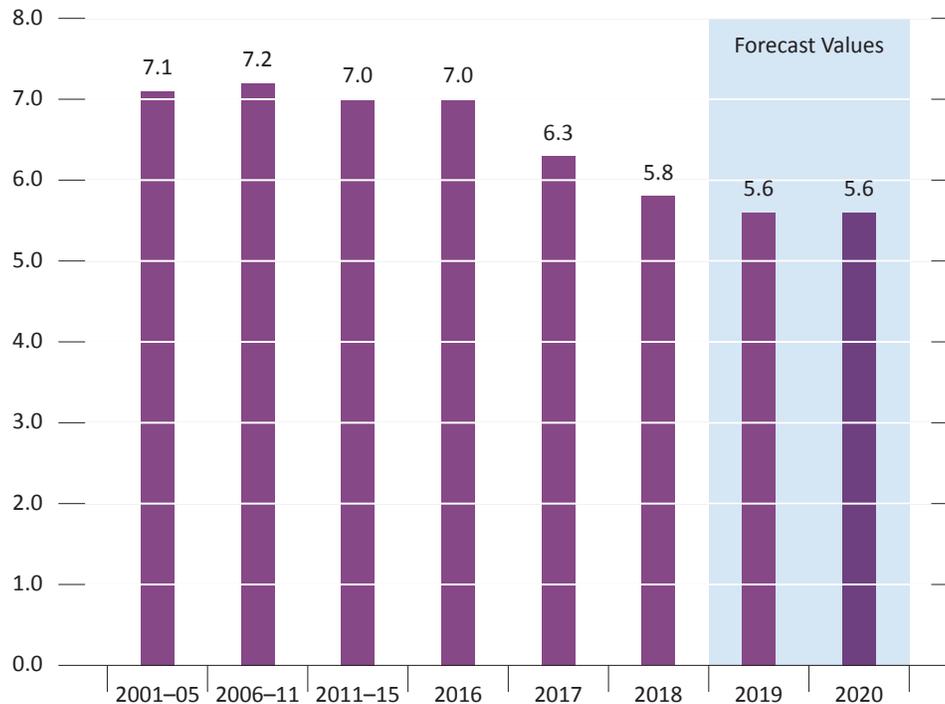
The 2016 EEDR begins with a description of the trends affecting employment equity, followed by sections on each of the four designated groups. [Appendix A](#) contains sections on two of the important trends in employment equity: the large body of literature on the value of diversity and on teleworking to bridge geographical gaps between employers and workers.

1.1 The Employment Equity Environment

The sustained annual retirement of some 400,000 Canadian workers from the post-war “baby boom” generation brought the national unemployment rate to a decades-old low of 5.8% in mid-2018 (versus 7.2% at the same point in the 2011 Census cycle). At the same time, fewer workers are entering the labour markets than in the past. It is anticipated that this combination will keep labour markets tight through the 2016-2021 census cycle.²

² Analysts expect labour markets to tighten across the skill range and in all regions of the world over that period as reflected in the forecasts of the Organization for Economic Co-operation and Development and the International Monetary Fund.

CHART 1 Canada's Unemployment Rate

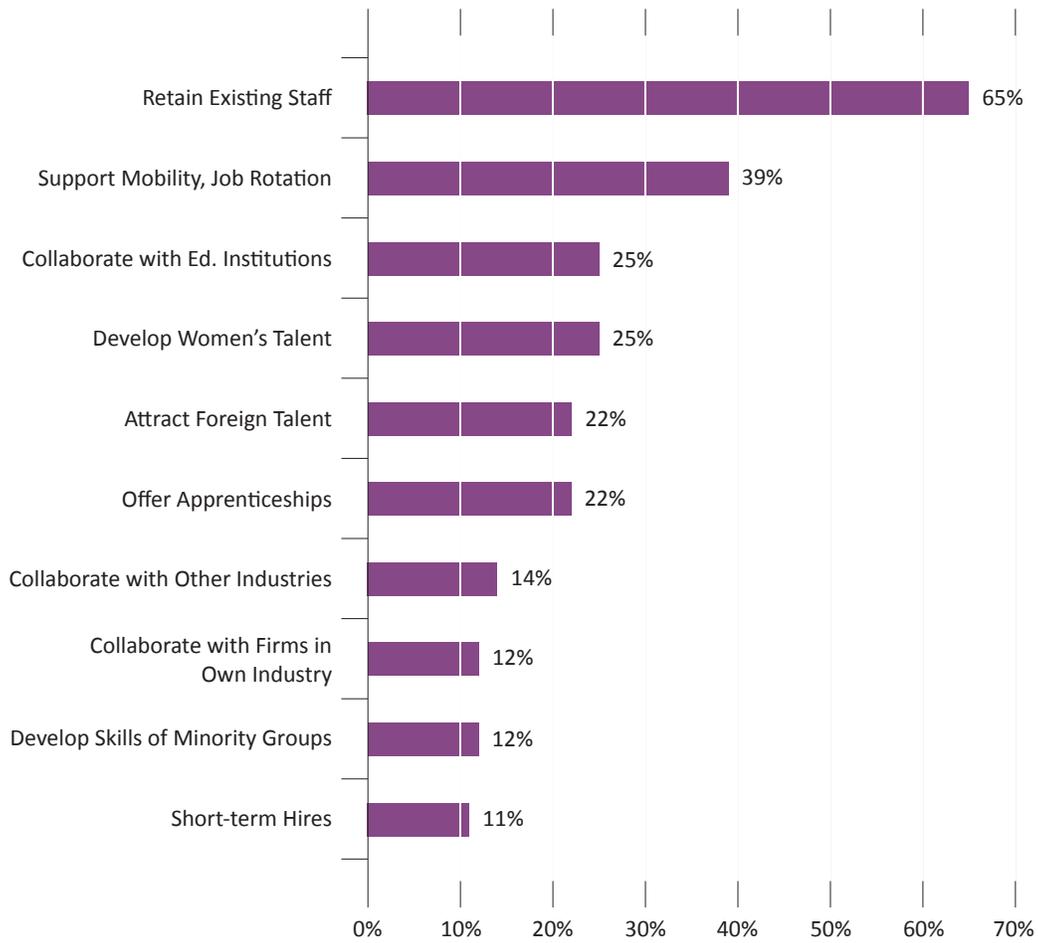


Source: The Conference Board of Canada: Canadian Outlook Economic Forecast, Spring 2019

The low unemployment rates³ reflected a widespread and growing shortage of workers at all skill levels. Nearly half of the Canadian Federation for Independent Business members found that labour market shortages were one of their largest production problems in 2017 and 2018. Private and public employment agencies dealt with widespread shortages at most skill levels across the country.

³ The Conference Board of Canada: Canadian Outlook Economic Forecast, Spring 2019: [https://conferenceboard.ca/\(X\(1\)S\(mydqashepclimtg3mjurkh\)\)/e-library/abstract.aspx?did=10243](https://conferenceboard.ca/(X(1)S(mydqashepclimtg3mjurkh))/e-library/abstract.aspx?did=10243)

CHART 2 Firm's Human Resource Strategies in 2016 to Address Skill Shortage



Source: World Economic Forum, *The Future of Jobs Report*, 2016

These conditions forced North American employers to recruit in new ways. Many reduced their job requirements to find new hires from other similarly skilled occupations.⁴ Large firms with well-defined career ladders and strong support for learning partnered with educational facilities to attract new recruits and develop the skills needed for success in those firms.

1.2 Changes in Workplace Practices

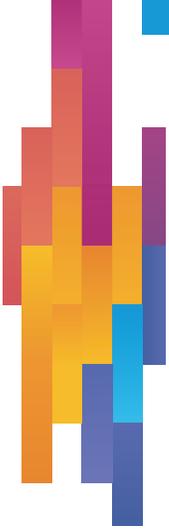
Data and research demonstrate how workplace practices also changed to accommodate workers. For the flexibility that many workers needed, more employers implemented teleworking for workers with mobility issues, in remote locations or having family care duties.⁵ By mid-2018, there were nearly as many people teleworking in the United States as there were unemployed. (See [Appendix G](#) for further readings.)

1.3 The Value of Diversity

The *Employment Equity Act* specifies that employers should hire or promote only employees who meet the essential qualifications for the work to be performed, and that employment equity plans should address systematically unfair treatment of designated groups. [Research](#) almost universally shows that diversity in employment results in stronger and more productive work places. International studies now include diversity measures in their set of economic indicators, for example, the World Economic Forum ranks Canada as the best in the world for its treatment of women and of the LGBT+ community. (See [Appendix G](#) for further readings.)

⁴ Employment and Social Development Canada (ESDC) uses the models of the Canadian Occupational Projection System (COPS) to projection future trends in job openings and worker availability. Part of their analysis focuses on the flow of workers between occupations. For further information, go to <http://occupations.esdc.gc.ca/sppc-cops/w.2lc.4m.2@-eng.jsp>. Most provinces also post occupational projections for their jurisdictions.

⁵ Abel, Amy and Gad Levanon (2012); *The Incredible Disappearing Office: Making Teleworking Work*; New York, The Conference Board.



2. Data Highlights and Analysis

International agencies, such as the Organisation for Economic Co-operation and Development (OECD)⁶ and the International Monetary Fund (IMF)⁷ released studies showing that labour market tightness would persist throughout the 2016-2021 period. As a result, Canada's economic growth could hinge on policies to increase labour market presence of women, Aboriginal peoples, members of visible minorities⁸ and persons with disabilities.

2.1 Women

In 2011, the OECD began its Gender Initiative to focus on women's issues and develop proposals for improving equality for women in the workplace. Since then, the program's analysis and outreach has encouraged government and private-sector organizations from around the world to advance equality for women.⁹ Since 2013, roughly two-thirds of the OECD's 35 member countries have instituted new measures to promote equity for women.¹⁰

⁶ Organisation for Economic Co-operation and Development (2017); *OECD Employment Outlook 2017, Chapter 1, "How are we doing? A broad Assessment of labour market performance"*; Paris.

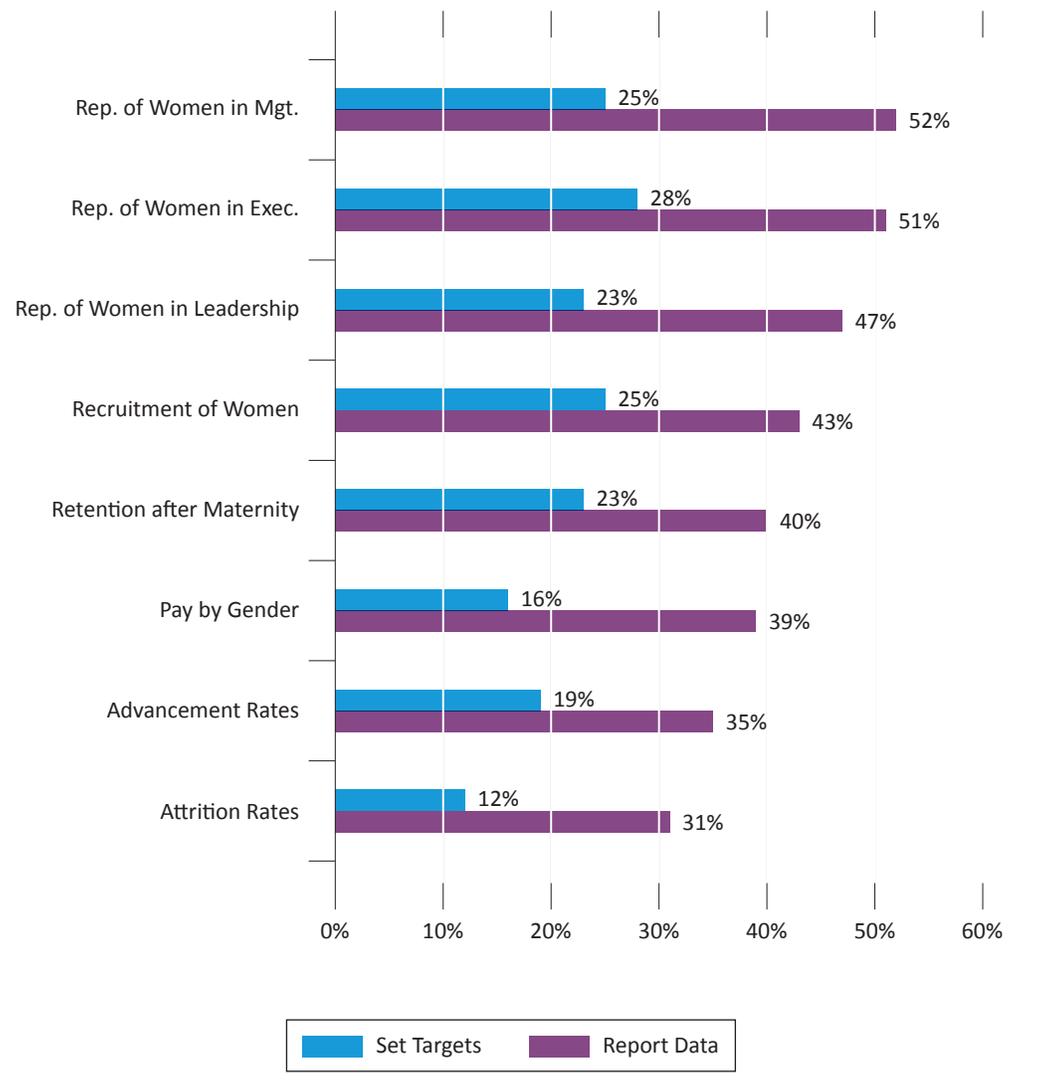
⁷ Petersson, Bengt, Rodrigo Mariscal, and Kotaro Ishi (2017); "Women are Key for Future Growth: Evidence from Canada"; *IMF Working Paper 17/66*, International Monetary Fund, Washington.

⁸ Conference Board of Canada (2019); *Can't Go It Alone. Immigration is Key to Canada's Growth Strategy*; Ottawa, Conference Board of Canada.

⁹ A partial progress report is contained in OECD (2019); *Fast Forward to Gender Equality: Mainstreaming, Implementation and Leadership*; OECD, Paris.

¹⁰ OECD (2018); *The Pursuit of Gender Equality: An Uphill Battle*; Paris, OECD.

CHART 3 Percent of Canada's Private-sector Employers Making Efforts to Move towards Gender Parity



Source: Canada-United States Council for Advancement of Women as Entrepreneurs and Business Leaders (2018); Advancing Women as Leaders in the Private Sector

Canada renewed its commitment to workplace equity for women in two ways since the release of the 2011 Employment Equity Data Report. First, the Canada-United States Council for Advancement of Women and Business Leaders released a series of publications on women's place in the labour market. This work showed that only half of the firms in Canada's private sector report data on women's careers and even fewer of them use these data to set employment equity targets and to follow up.

Second, Budget 2018 announced a five-year commitment to introduce pay transparency for federally-regulated employers in the private sector, including the provision of accessible online information on comparative wage gaps across all four designated groups on the Government of Canada Website. The federal government will also support research for discussion among private or public-sector leaders on issues that women face in the workplace. This will help develop tools that employers can use to narrow the wage gaps of women in the workplace.

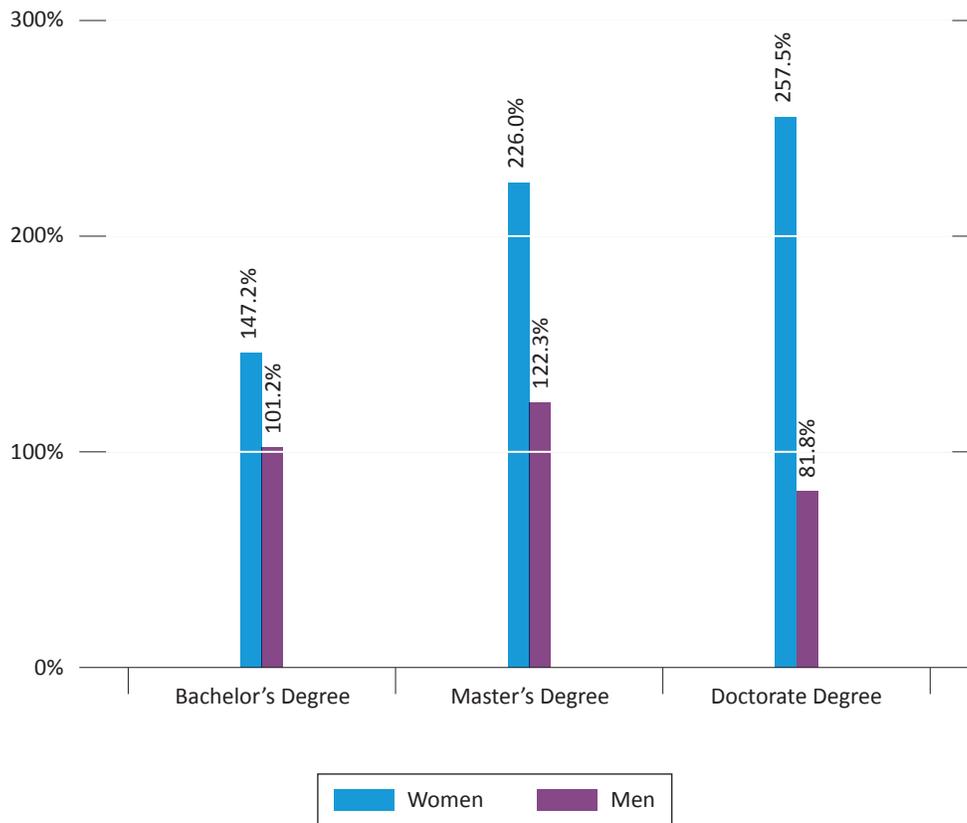
2.1.1. Developments in Women's Availability

Women's availability changed little from 2006 to 2016 – rising from 47.9% in 2006 to 48.2% in both 2011 and 2016. While their share of the workforce was unchanged, women had large gains in their ability to compete for jobs.

2.1.2. Educational Attainment

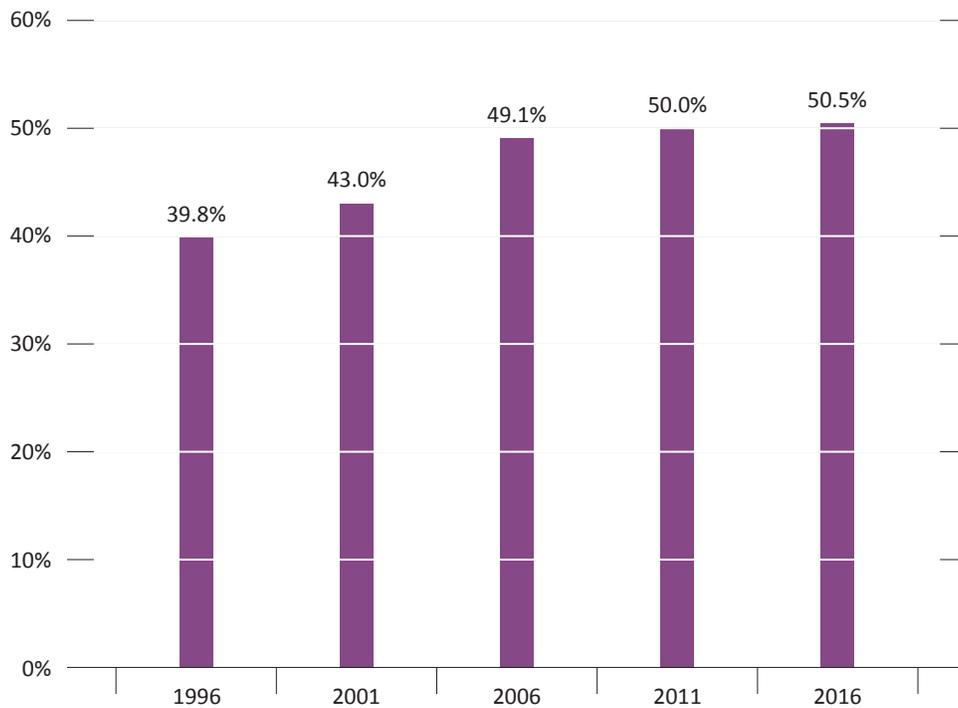
Education matters. Women around the world raised their educational attainment dramatically over the 1996 to 2016 period, but not as much as Canadian women. The number of Canadian women with a Bachelor's degree rose 147% from 1996 to 2016. The number with more advanced degrees was up more than 200%. By 2017, nearly 70% of all Canadian women between the ages of 25-34 held post-secondary credentials (including university degrees and college/CEGEP graduates) – the highest share in the world.¹¹

¹¹ According to the World Economic Forum's Global Gender Gap 2017, Canada moved from 21st in the world to first in terms of educational attainment between 2006 and 2017. However, it slipped from 14th to 16th based in its performance in other areas, most notably in economic participation.

CHART 4**Growth by Educational Attainment
1996 to 2016**

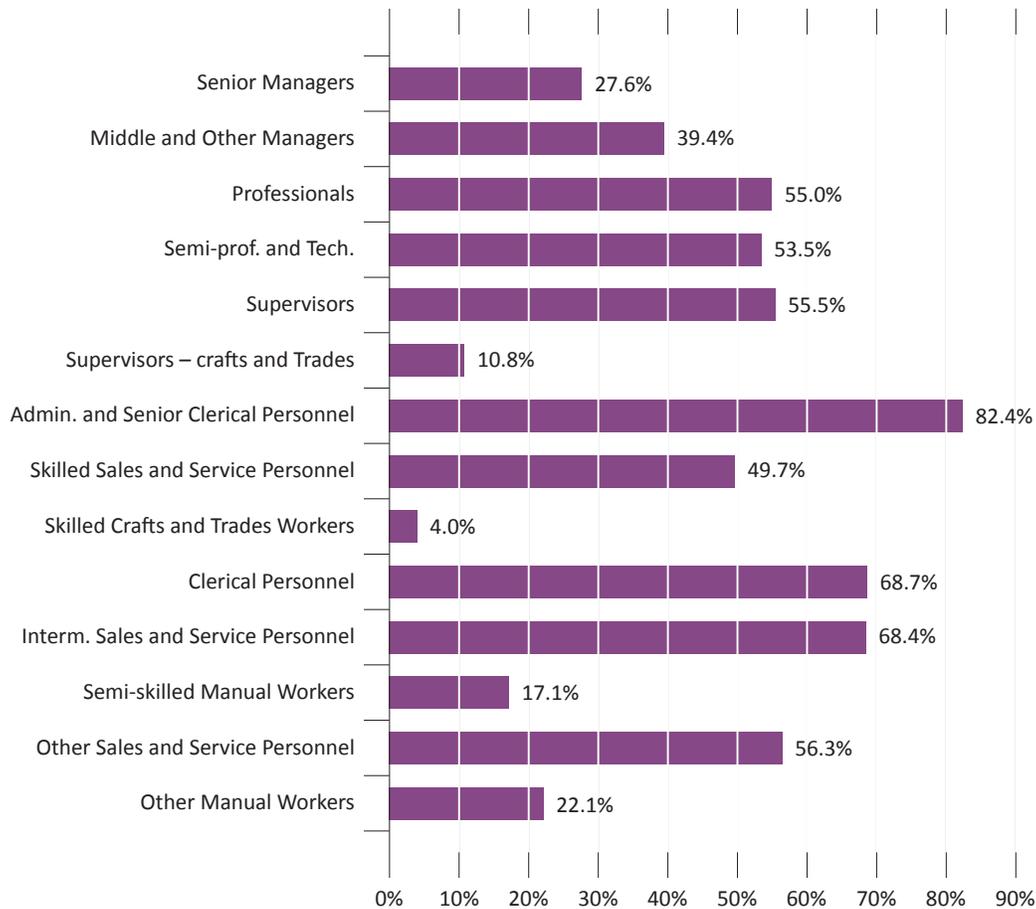
Source: Derived from 2016 Census Canada

Women choose different fields of study than men. They accounted for more than half of all graduates, and 70% of the graduates in education and health-related studies in 2016. In mathematics, computer and information sciences (35%), personal, protective and transportation services (28%) architecture, engineering, and related technologies (20%), women accounted for many fewer graduates than men. Notably, the women's share in business studies at the Bachelor's level had increased to the point where more women than men were graduating in 2016. Women accounted for roughly half of all students taking business at the Master's level.

CHART 5**Women's Share of Business Graduates**

Source: Derived from 2016 Census Canada

CHART 6 Women's Availability by EEOG



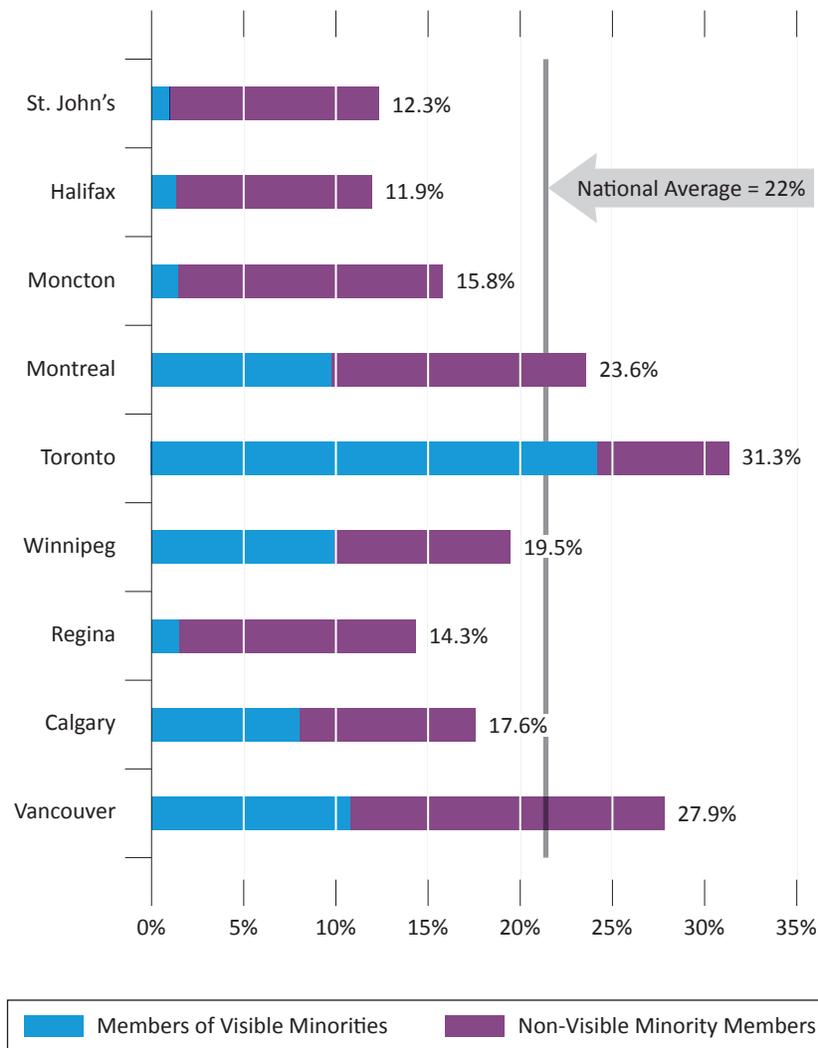
Source: Derived from 2016 Census Canada

Despite these improved qualifications for the work, women had not had significant recent experience in Canada's middle and upper management by 2016. Their availability averages 27.6% in senior management and 39.4% in middle management – both are occupational groups where new entrants are likely to come from post-graduate business schools.

In contrast, women form the majority in most of the remaining employment equity occupational groups (EEOGs). The exceptions were primarily male EEOGs related to the trades and manual labour.

Availability of women in the least-skilled manual labour occupations remains high – largely due to an inflow of women, particularly visible minority women, in response to the labour shortages in the Greater Toronto area and in Vancouver.

CHART 7 Women’s Availability in Low-skill Manual Occupations

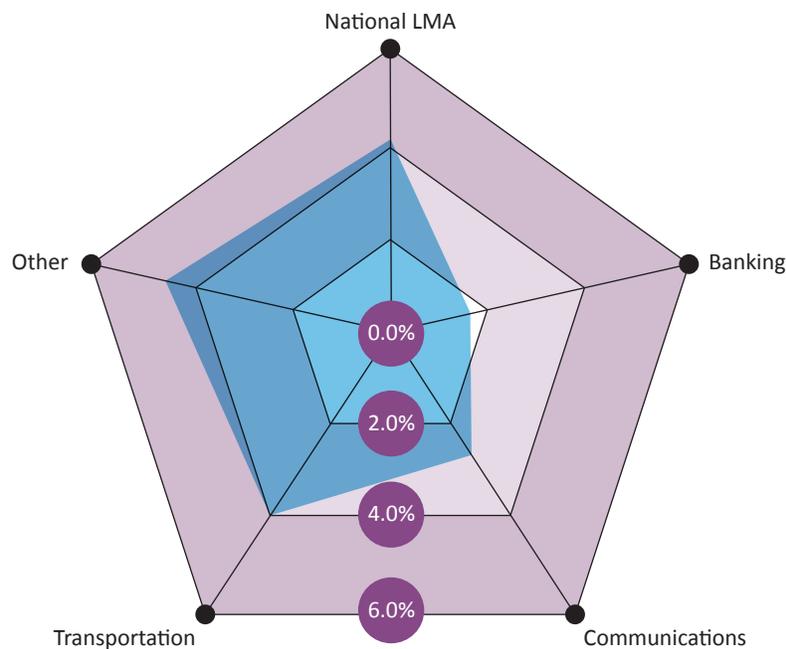


Source: Derived from 2016 Census Canada

2.2 Aboriginal Peoples

Canada's Aboriginal peoples fill a small but dynamic role in the national labour market. They form 4.0% of Canada's workforce (about 800,000 workers), but their availability has been growing rapidly – from 3.1% in 2006 to 3.5% in 2011. Their distribution across Canada, their age and their educational profile provide other keys to recruit Aboriginal candidates.

CHART 8 Availability of Aboriginal Peoples by Industry

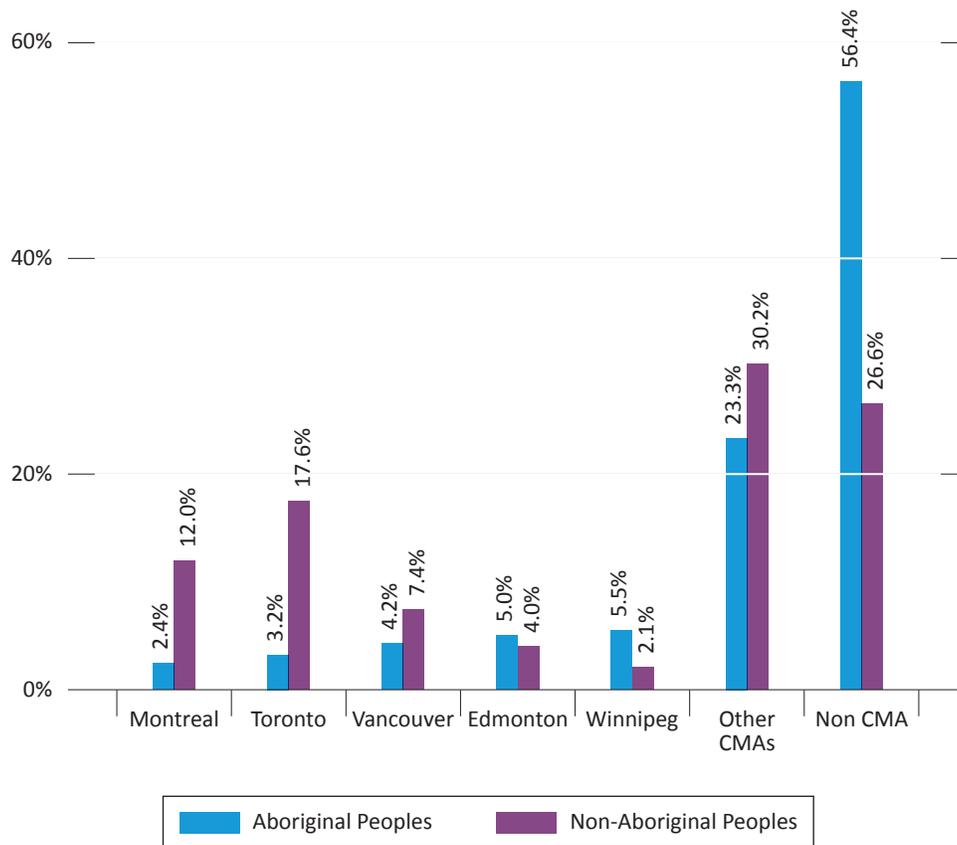


Source: Derived from 2016 Census Canada

Aboriginal peoples' availability is below the 4.0% national average in banking and communications. It is about the average in transportation, and above the average in the other industries.

While Ontario had the most Aboriginal workers, their availability in Ontario is 2.8%. Their workforce is proportionally larger in western Canada and the territories. As a result, their availability is 13.2% in Manitoba, 11.1% in Saskatchewan and 20% or more throughout the territories.

CHART 9 National Workforce Shares

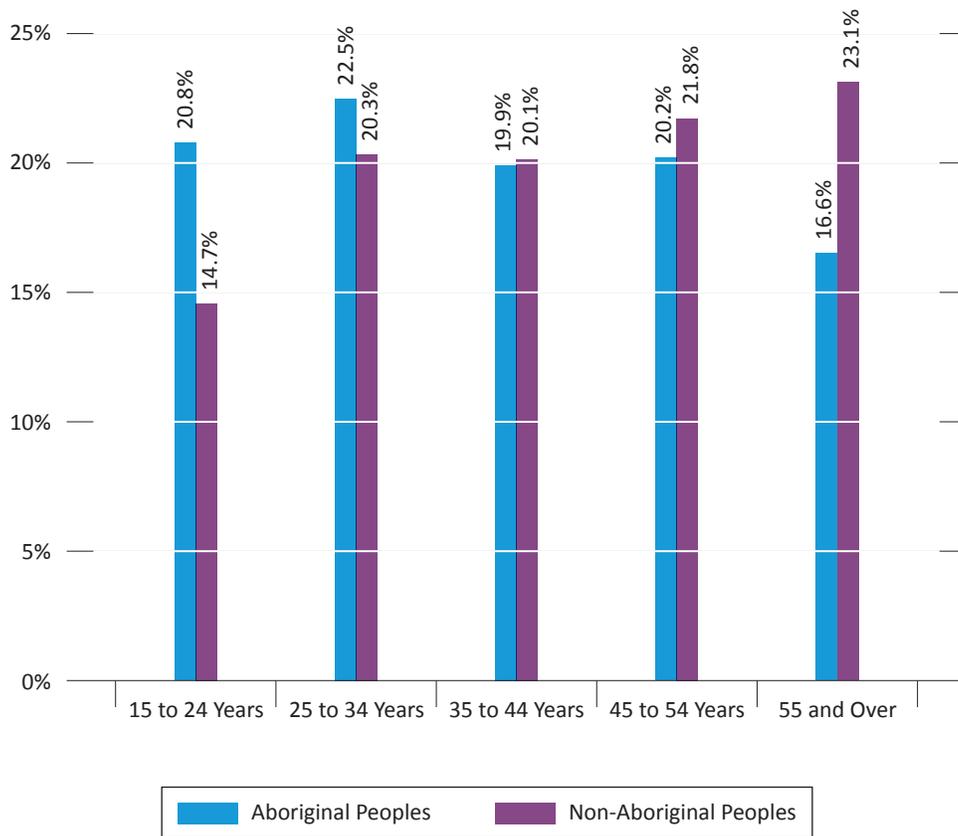


Source: Derived from 2016 Census Canada

More precisely, the majority (56.4%) of the Aboriginal workforce lived outside the major population centres (Census Metropolitan Areas or CMAs) – compared with 26.6% of other workers. Since the vast majority in either the CMAs or more rural areas have daily internet access, finding strategies for contacting and interviewing Aboriginal candidates was not a serious issue.

The Aboriginal workforce continued to be younger than other workers. While more than one in five non-Aboriginal workers is 55 or older, 43.3% of the Aboriginal workforce is younger than 35.

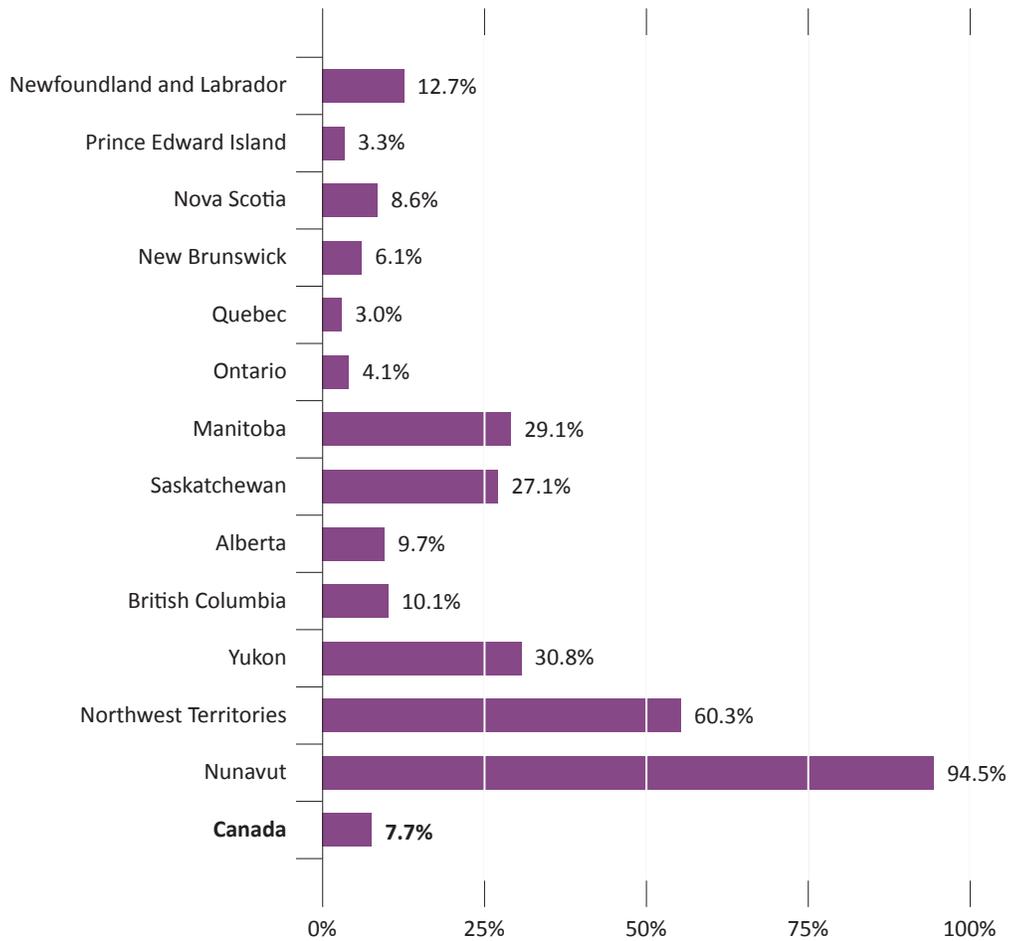
CHART 10 Age Distribution of Aboriginal Peoples in the Workforce



Source: Derived from 2016 Census Canada

The Aboriginal share of Canada’s children under 14 was 7.7% – nearly twice their 4.0% labour market availability. More than one in four children was Aboriginal in the territories, Manitoba and Saskatchewan. This pattern shows that Aboriginal workforce growth will be above average in the future and that successful outreach programs could have long-term payoffs for employers.¹²

CHART 11 Aboriginal Share of Children under 14

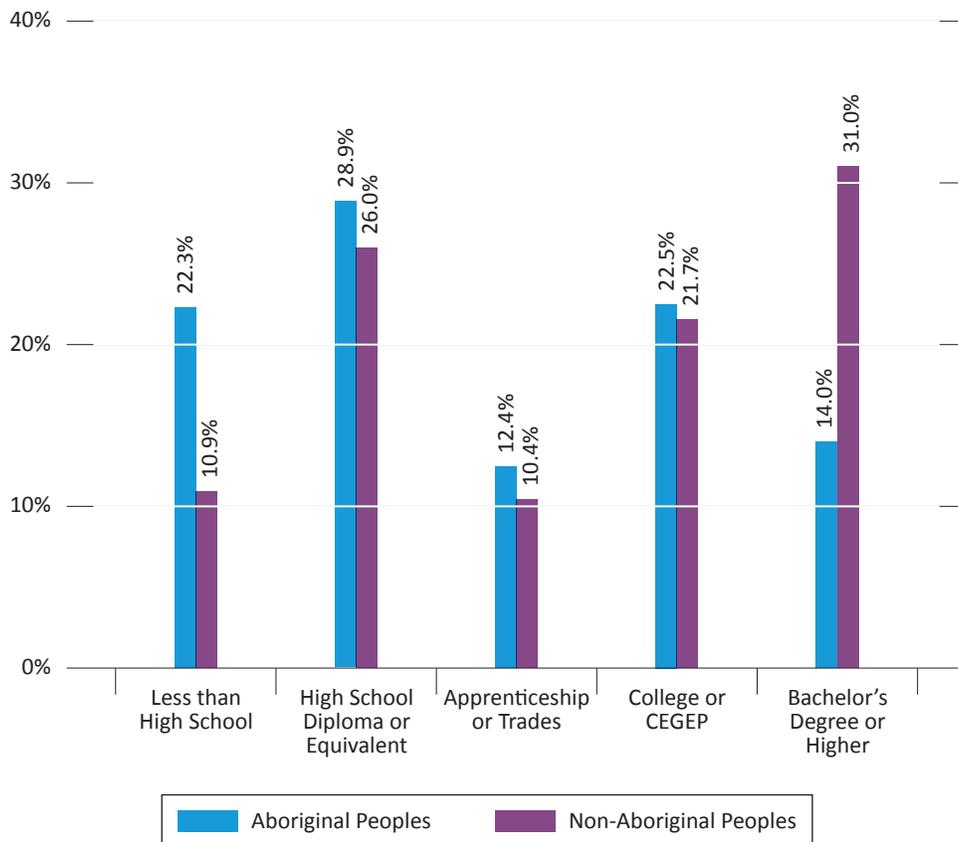


Source: Derived from 2016 Census Canada

¹² See MacLaine et al (2019) *Working Together: Indigenous Recruiting and Retention in Remote Canada* for a discussion of outreach strategies.

The Aboriginal workforce has less educational attainment than the national average. Nearly a quarter of them (22.3%) have less than high school graduation, which is twice that of others (10.9%). In addition, proportionally more Aboriginal workers hold high school graduation or an apprenticeship. In contrast, nearly one-third of all other workers hold university degrees – versus 14.0% among the Aboriginal workforce.

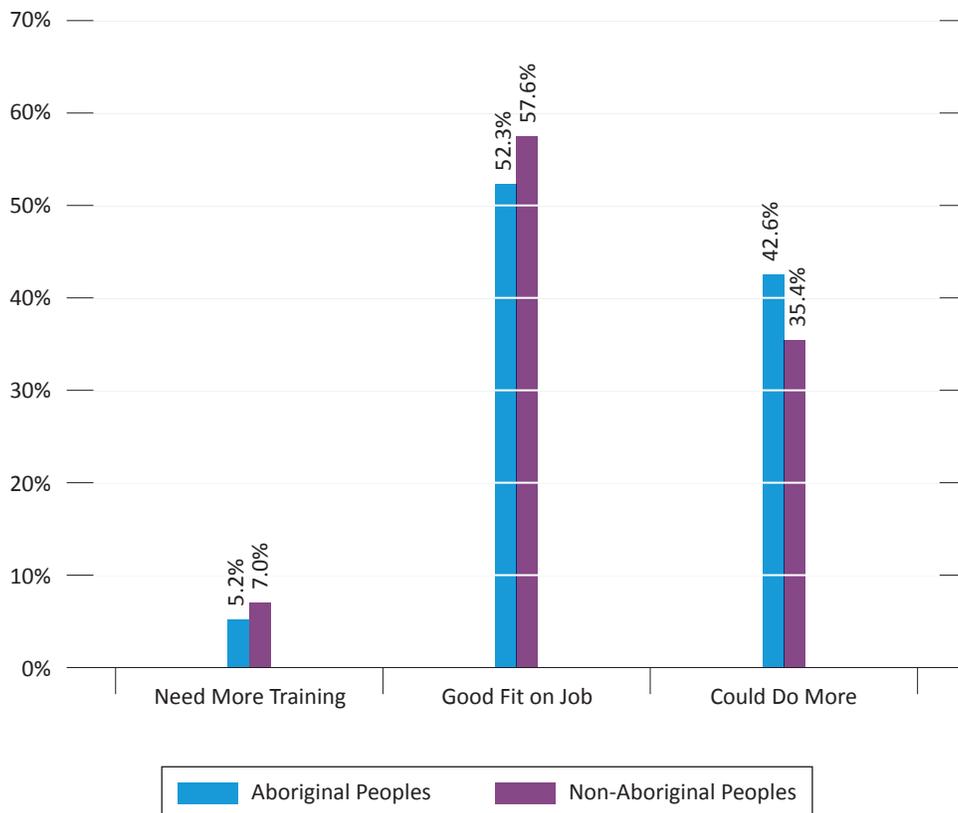
CHART 12 Educational Attainment Distribution of Aboriginal Peoples and Non-Aboriginal Peoples in the Workforce



Source: Derived from 2016 Census Canada

Evidence suggests that this gap in educational attainment deters full participation by Aboriginal peoples in the Canadian labour market, but that the gap can be closed. First, the Census shows that Aboriginal peoples educational attainment was more like that of others in the more-rural places where they live. Second, the General Social Survey of 2016 reveals that the proportion of Aboriginal workers who believe they need more education or training to perform their duties is similar to the Canadian average. Importantly, the share of Aboriginal workers who believe they are equipped to take on more responsibility in their organizations is higher than among other workers. The Metis Nation Skills and Employment Training Accord, signed in mid-2018, will help close the credentials gap for the nearly one-third of Aboriginal peoples who are Metis.

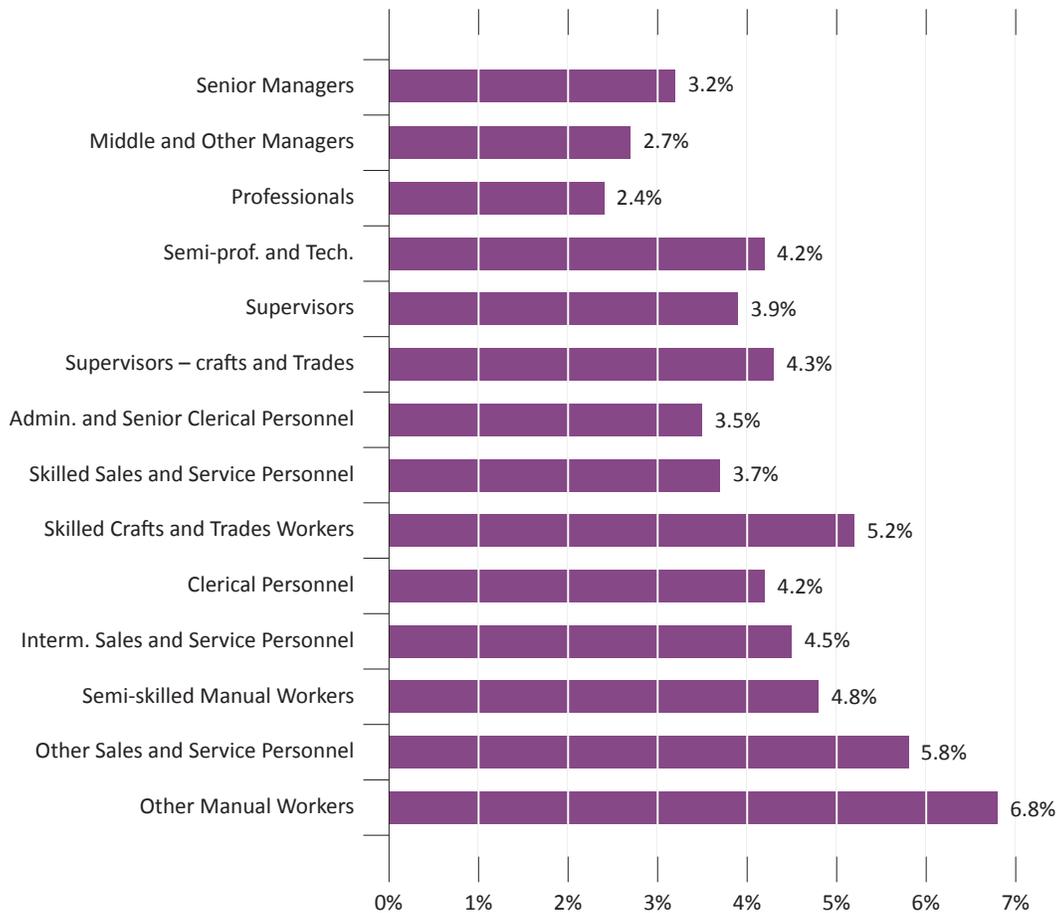
CHART 13 Skill Fit on the Job (Percent of the Workforce)



Source: Canada General Social Survey 2016

Consistent with the rapid rise in the number of Aboriginal workers, the availability of Aboriginal peoples rose for all 14 Employment Equity Occupational Groups (EEOGs) between 2011 and 2016. The present availability is well above the national average in lower-skill occupations, such as the trades, intermediate sales and services, semi-skilled manual workers, other sales and services and other manual workers. Given the growth trends in the Aboriginal population, the availability in these EEOGs likely will climb rapidly in the next Census cycle.

CHART 14 Occupational Availability of Aboriginal Peoples



Source: Derived from 2016 Census Canada

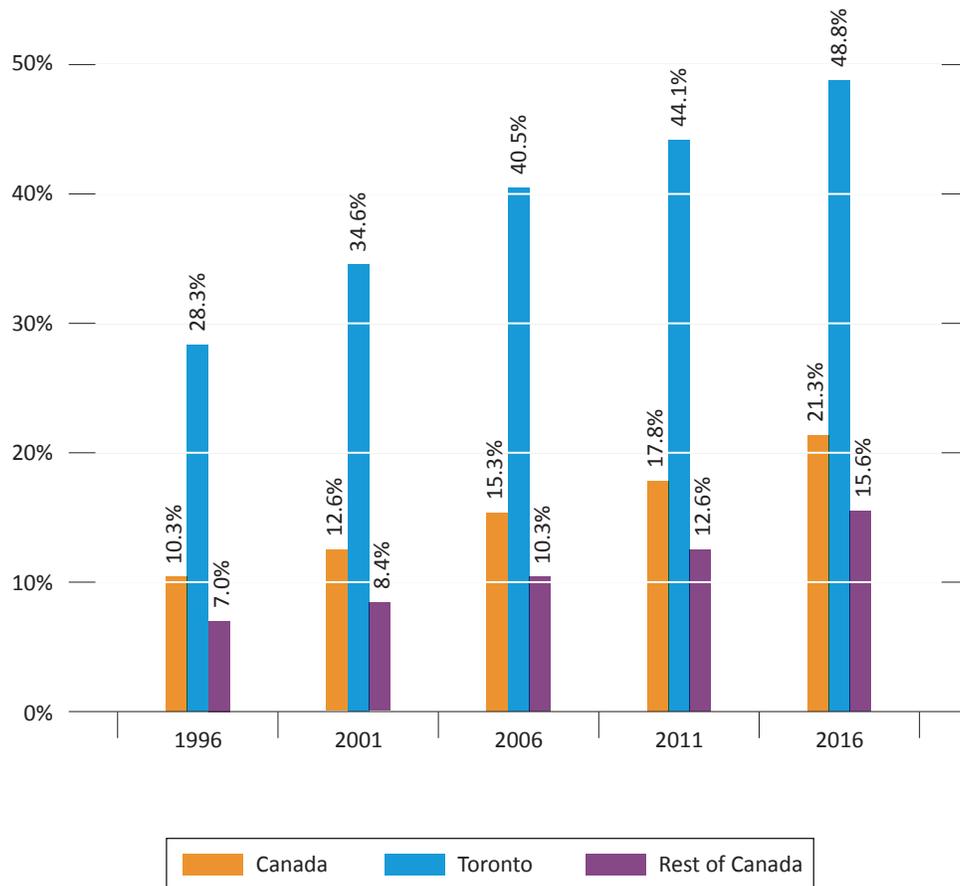
TABLE 2 Geographical Profile of the Aboriginal Peoples Workforce

Percent	Montreal	Toronto	Vancouver	Edmonton	Winnipeg	Other CMA	Non CMA
Availability	0.8	0.8	2.3	5.0	9.8	3.2	8.2
Total workforce Share	2.4	3.2	4.2	5.0	5.5	23.3	56.4

2.3 Members of Visible Minorities

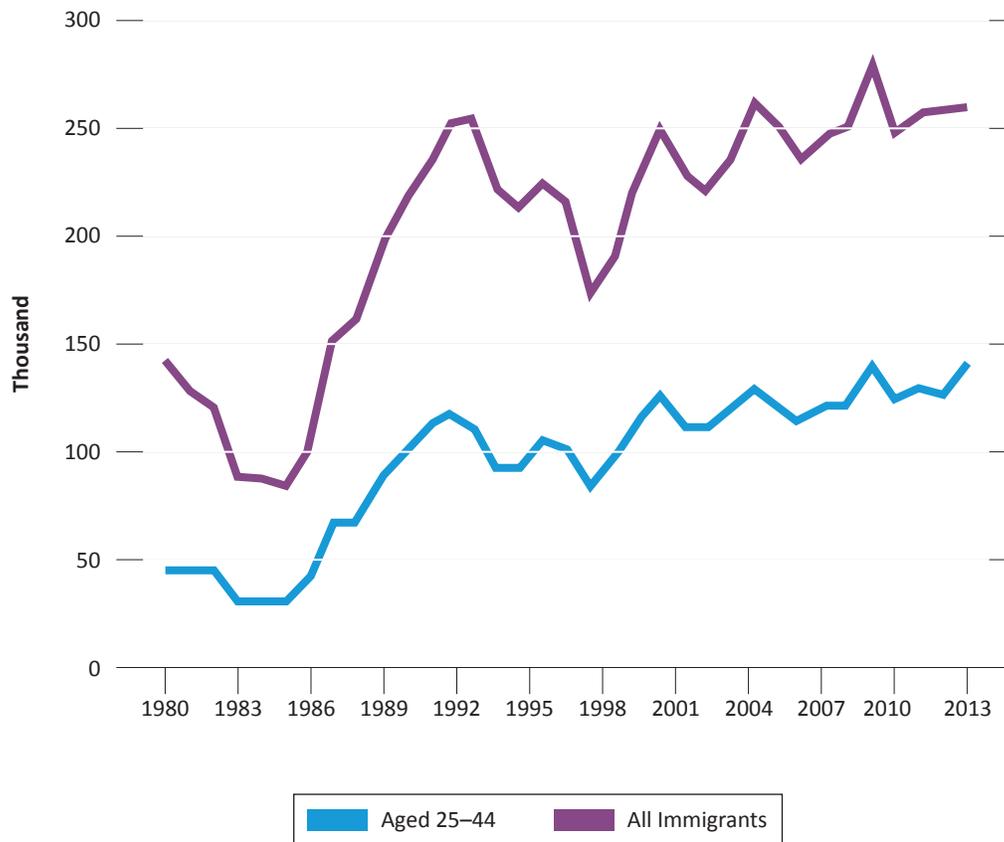
The members of the visible minorities workforce grew rapidly from 2011 to 2016, and evidence suggests that the gains will continue to the 2021 Census. Their availability rose to 21.3% in 2016, up from 17.8% in 2011.

The increase occurred across the country, but it was most apparent in Toronto (where members of visible minorities form nearly half of the workforce), and to a lesser extent in Montreal and Vancouver. Excluding Toronto, their national availability started from a much-lower level and reached 16% in 2016.

CHART 15**Members of Visible Minorities Availability by Location**

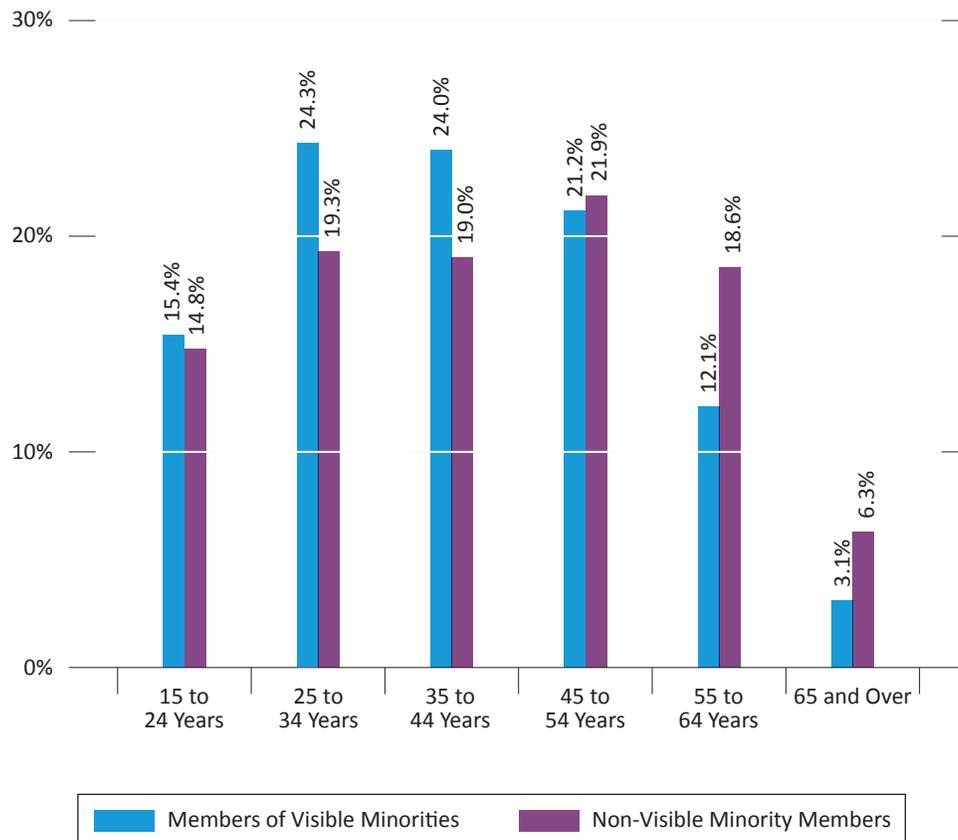
Source: Derived from Census Canada

Canada has relied on immigrants – the majority of whom arrive for work in Canada – to replace retiring “baby boomers” and maintain economic growth. Since 2001, Canada’s immigrants came more often from non-white Asia and Africa and so were more likely to self-identify as members of a visible minority. Notably, the annual number of immigrants to enter Canada, including refugees, is not much above the level of the early 1990s.

CHART 16**Annual Number of Immigrants Entering Canada**

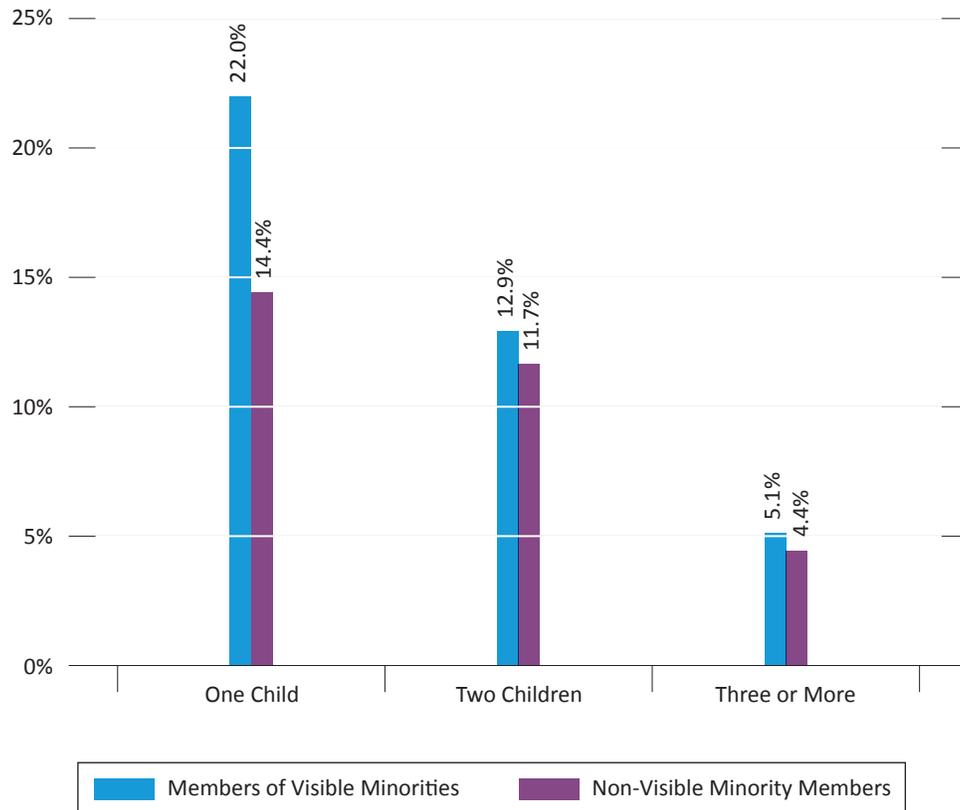
Source: Immigration, Refugees and Citizenship Canada's statistical publications

Immigrants tend to be younger than the population or the workforce in their destination countries. It follows that Canada's visible minority workforce is younger on average than the non-visible minority workers. More than 63% of the members of the visible minorities workforce is younger than 45, while the share among other Canadians is around half.

CHART 17**Age Distribution of Canadian Workforce: Members of Visible Minorities and Non-Visible Minority Members**

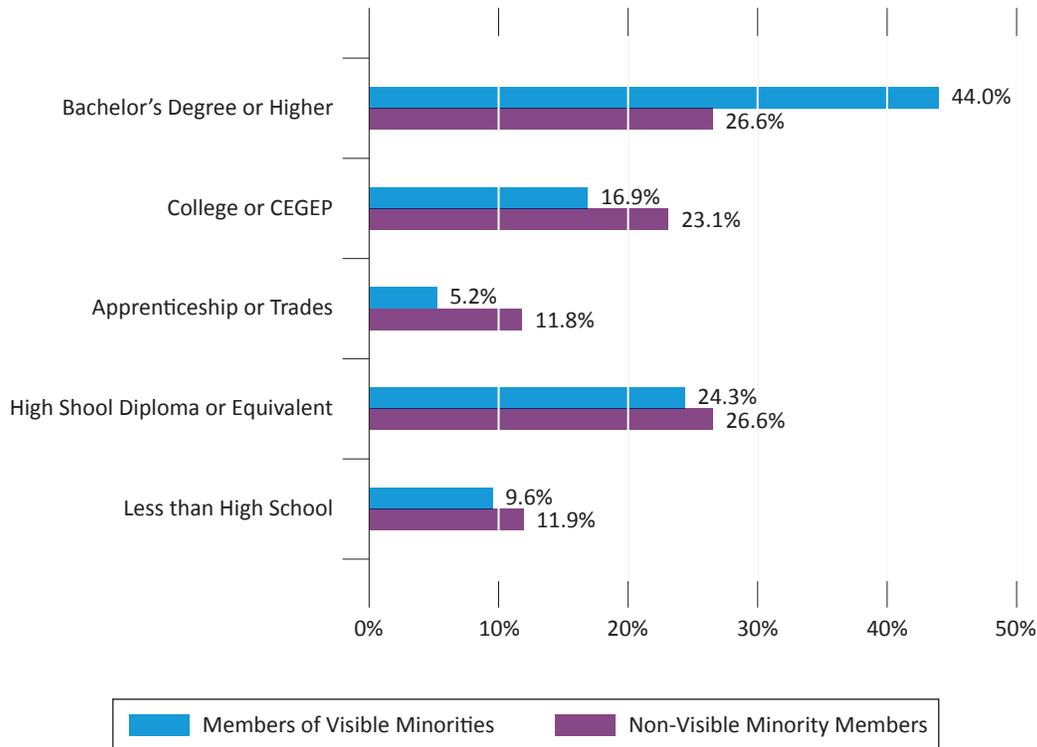
Source: Derived from 2016 Census Canada

Members of visible minorities are more likely to have children, and roughly one-third of Canada's visible minority workforce was born in Canada. It follows that they have few barriers to employment, such as knowledge of the official languages or difficulty having their educational and other credentials recognized. In addition, the combination of a higher birth rate and continued flows of immigrants will push members of visible minority availability higher beyond the 2021 Census.

CHART 18**Share of Households with Children**

Source: Canada General Social Survey 2016

Because immigrant suitability is partly judged on educational attainment and because the children of immigrants obtain more university credentials than other Canadians, proportionally more members of visible minorities have university degrees (44%) than other workers (27%).

CHART 19**Educational Attainment Distribution of Canadian Workforce: Members of Visible Minorities and Non-Visible Minority Members**

Source: Derived from 2016 Census Canada

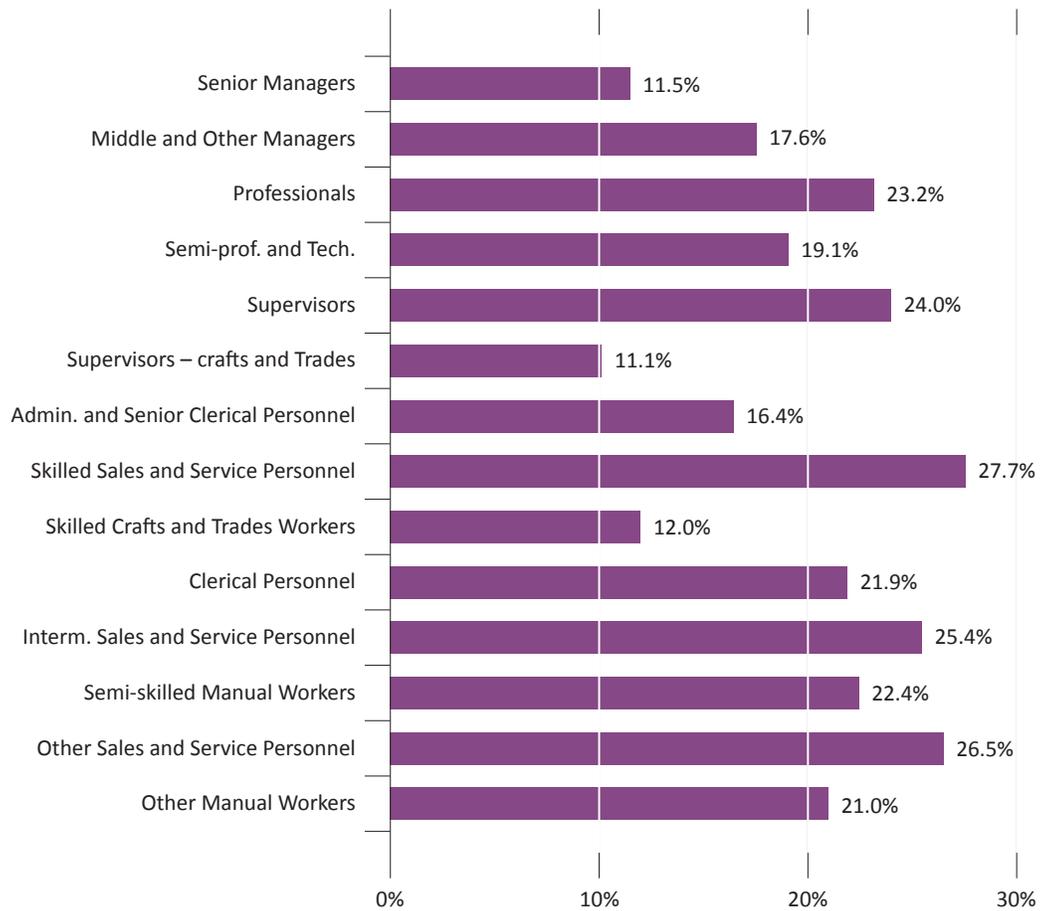
Indeed, since it costs about \$14,000 per year to educate a high school student and \$22,000 for a university student in Canada,¹³ members of visible minorities contribute greatly to Canada's economy:

- immigrants, the majority of whom are members of visible minorities, help build Canada's productive capacity in a cost-effective way (even though many need additional training to meet Canada's job requirements);

¹³ Derived from the Organization for Economic Cooperation and Development's *Education at a Glance*.

- their availability for labour market participation and economic contribution is immediate; and
- they increase diversity in Canada’s labour market, which increases its adaptability and potential for more global outreach. (See [Appendix G](#) for further readings.)

CHART 20 Availability of Members of Visible Minorities by EEOG



Source: Derived from 2016 Census Canada

Since the second generation in families entered the labour market directly from Canadian schools, their opportunities for work match those of other Canadians. It follows that the availability of members of minorities varies less across employment equity occupational groups than in the past. Availability is lower than average in management and trades-related occupations and higher than average in sales- and services-related occupations.

2.4 Persons with Disabilities

The 2017 Canadian Survey on Disability (CSD) found more people with a disability – 22.3% of the population – than previous disability surveys. In practice, the *Employment Equity Act* covers workers who self-identify that their disability affects their employment or employability. The availability of persons with disabilities rose to 9.1% in the 2016 Census cycle from 4.9% in the 2011 Census cycle.

This jump in availability came partly because the 2016 Census long form and CSD questionnaire included new questions to screen for persons with disabilities. It follows that employers will encounter increased equity gaps for people with disabilities. See the [Questions and Answers](#) section for more information.

The Employment Equity Act identifies people as disabled when they have a long-term or recurring impairment and:

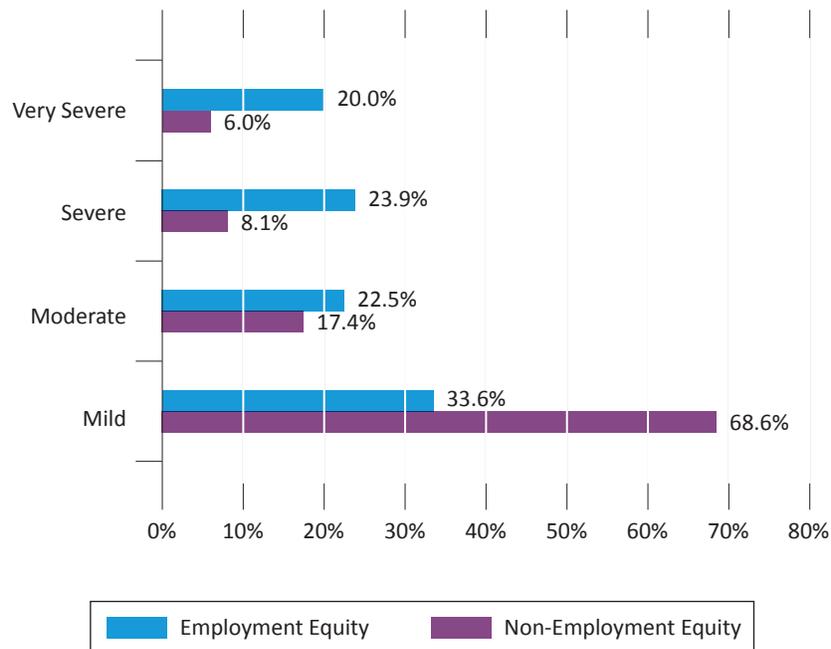
- consider themselves as disadvantaged in employment by that impairment; or
- believe that an actual or potential employer likely considers them to be disadvantaged in employment by it.

This group includes those whose functional limitations have been accommodated in their current job or workplace.

Statistics Canada judges a person's disability status by three factors:

- how many types of disability they have (the average is 3.0 types for the EE disabled versus 2.6 for other persons with disabilities);
- how severe their disability is (one third of the EE disabled have mild disabilities, while two-thirds of other persons with disabilities have mild ones); and
- how often their disability interferes with their daily activities – the *Employment Equity Act* also requires that a disability affect their work performance.¹⁴

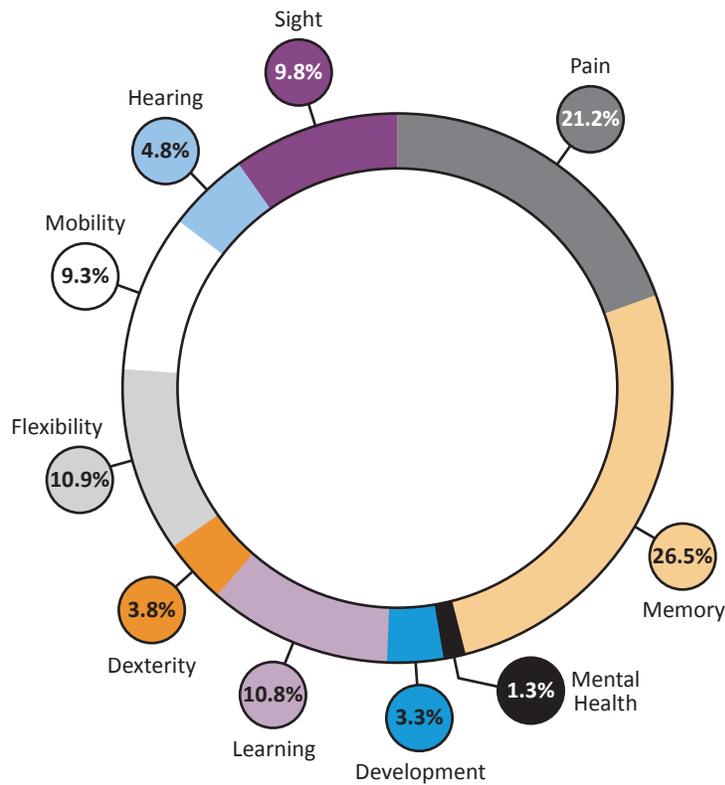
CHART 21 Employment Equity Workforce Reports More Serious Disabilities



Source: Canadian Survey on Disability 2017

¹⁴ Under the *Employment Equity Act* (the Act), people who have repeated temporary, but serious, conditions that affect their work performance satisfy the requirements for disability in the Act. As a result, those with migraine headaches or back conditions that prevent them from working for several days a few times a year have a disability as defined by the Act but may not self-identify as having a disability to their employer. The Canadian Survey on Disability (2017) captures more respondents with these conditions, therefore employers may encounter larger equity gaps due to higher availability among people with disabilities when comparing these data with their internal employee survey results.

CHART 22 Share of Increase in Disabilities Reported (2012 to 2017)



Source: Canadian Survey on Disability 2012, 2017

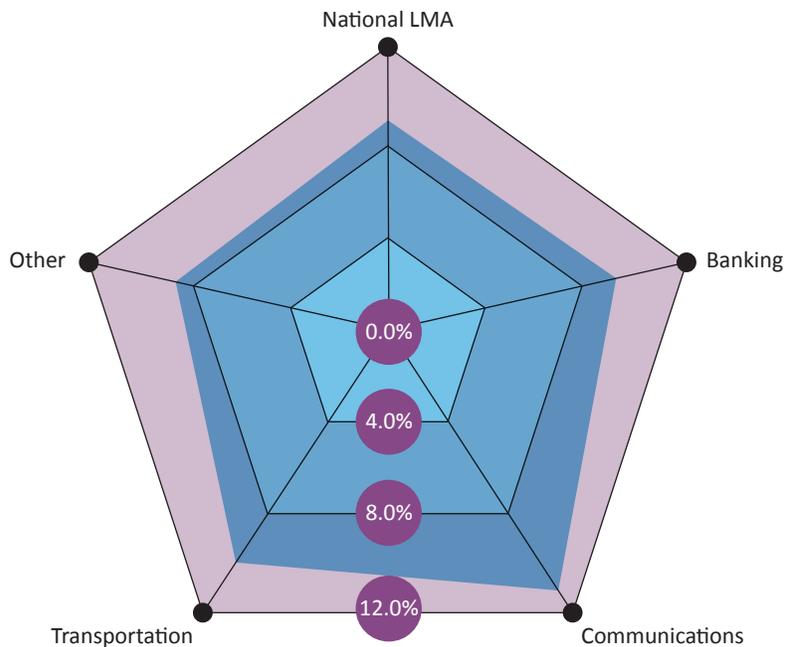
Of all conditions reported by persons with disabilities, the number of those with every type of disability rose between the 2011 Census cycle and the 2016 Census. Pain and memory loss account for almost half of the rise in the number of disabilities. These disabilities are both age-related and less obvious – leaving some question about whether the ageing of the workforce or the more-inclusive questionnaire used in the Canadian Survey on Disability contributes most to the increase.

In 2016, two-thirds (66.2%) of all people with an employment equity disability reported that they had pain that prevents some daily activities. Nearly half (46.7%) reported memory loss; 39.8% had a lack of flexibility that deters daily activities; and 34.0% had mobility issues.

2.4.1. Availability by Industrial Sector

The new availability of persons with disabilities falls in a tight range – 8% to 11% – for the four main industries in the federal jurisdiction. While each employer has its own talent mix, the industry-average is highest in communications (11.0%), followed by transportation (9.8%), banking (9.2%) and other industries (8.3%).

CHART 23 Availability of Persons with Disabilities by Industry

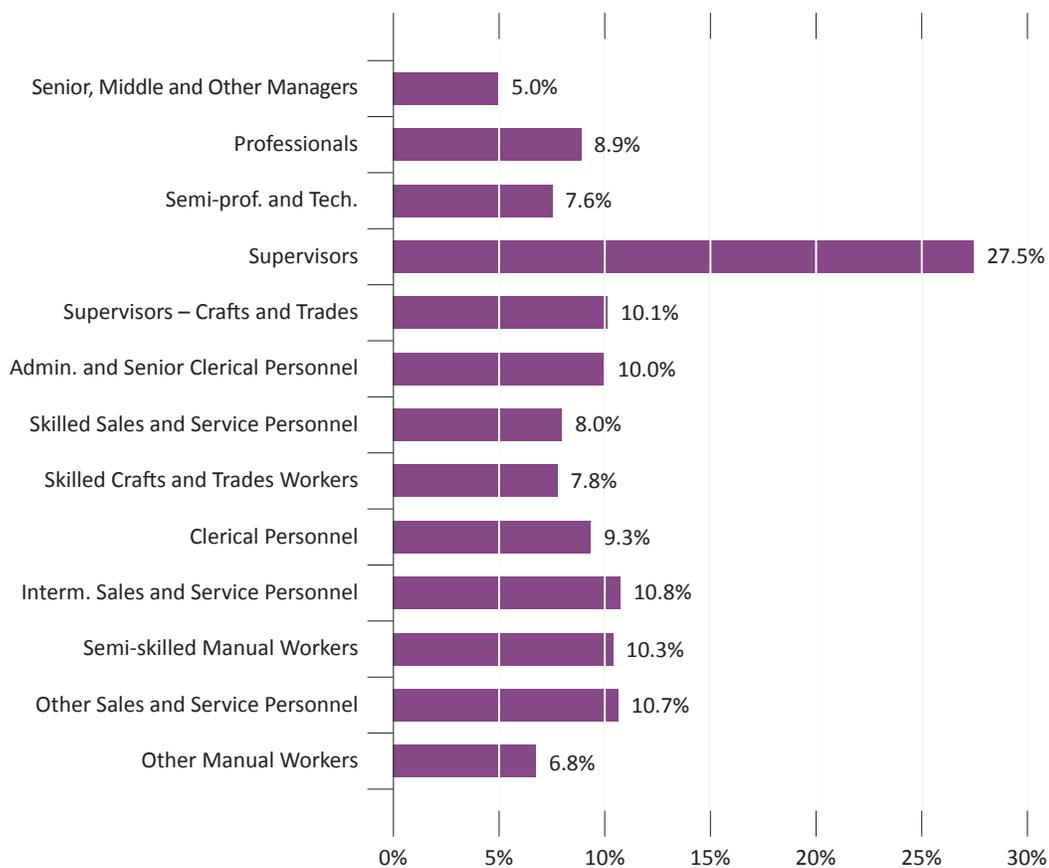


Source: Canadian Survey on Disability 2017

2.4.2. Availability by Occupation

All Employment Equity Occupational Groups (EEOGs) except managerial ones had notable increases in their availability of persons with disabilities. The largest increase was among supervisory employees – from 13.9% in 2012 to 27.5% in 2017. While the level of availability is surprising, it follows the occupational pattern set by the 2012 Canadian Survey on Disability. Most of the remaining EEOGs have availability rates below 11%.

CHART 24 Availability of Persons with Disabilities by EEOG

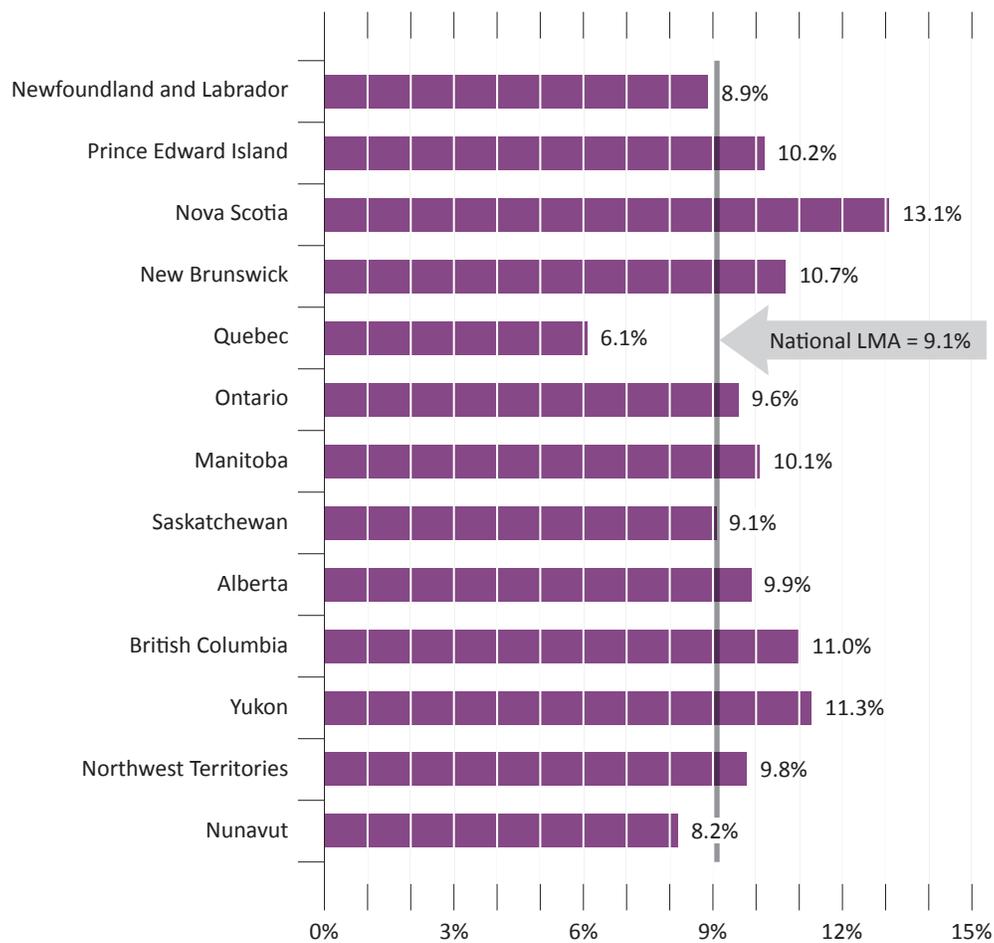


Source: Canadian Survey on Disability 2017

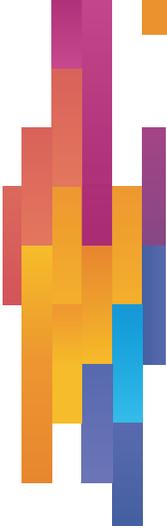
2.4.3. Availability by Province and Territory

Availability rates of persons with disabilities vary considerably by province and territory. The province-wide average is lowest in Quebec at 6.1%. The rate is highest in Nova Scotia (13.1%).

CHART 25 Labour Market Availability of Persons with Disabilities by Province and Territory



Source: Canadian Survey on Disability 2017



3. Technical Notes

This section of the report provides information on the sources of data on groups designated by the *Employment Equity Act* (the Act), the legislative and operational definitions, regulatory parameters involved, and the process the Labour Program uses to develop labour market availability (LMA) benchmarks for employers.

3.1 Data Sources

The main source of data for LMA estimates is the 2016 Census long form, which the Government of Canada reinstated to replace the voluntary National Household Survey used during the 2011 Census cycle. With a response rate of 97.8% for the long form, the Census produced more reliable estimates for LMA than the voluntary National Household Survey, which had a response rate of 77%.

The long form Census asks questions related to people and where they live, which permit identification of people in the designated groups as defined in the Act.

Identifying Designated Groups' Workforce

Designated Group	Identifying Stage	
	Census	Canadian Survey on Disability
Women	Fully Identified	—
Aboriginal Peoples	Fully Identified	—
Members of Visible Minorities	Fully Identified	—
Persons with Disabilities	Screening for Sampling Frame	Fully Identified

To obtain the baseline data on designated groups' LMA, all respondents who are first identified as a member of a designated population in the 2016 Census,¹⁵ are further screened for their labour market status at the time the Census was conducted. They are included in the Employment Equity Workforce if they were:

- employed when the Census data were collected;
- unemployed (out of work and looking for a job) at the time of the Census and had work experience in 2015 or 2016; or
- out of the labour market, unretired and had work experience in 2015 or 2016.

Additional questions on the longer-run labour market activity by persons with disabilities were placed in the Canadian Survey on Disability.

3.2 Definitions for Designated Groups

In general, the *Employment Equity Act* follows two kinds of definition: the legislative one provided by the *Employment Equity Act* and the ones defined by the operational practices that use the Act as enabling legislation.

Women

Legislative definition

Women are designated by Section 3 of the *Employment Equity Act*.

Operational definition

Persons identified as 'Female' in the question on "person's sex" in the long form Census questionnaire.

¹⁵ For questions and other details, please refer to the long form Census questionnaire at Statistics Canada's website (<https://www12.statcan.gc.ca/nhs-enm/2016/ref/questionnaires/questions-eng.cfm>)

Aboriginal peoples

Legislative definition

In the *Employment Equity Act*, “Aboriginal peoples” means persons who are Indians, Inuit or Métis.

Operational definition

Employment equity data on Aboriginal peoples in the 2016 Census refer to people who:

- self-identified as being at least one of First Nation (North American Indian), Métis or Inuit (Question 18);
- reported being a Status Indian (Registered or Treaty Indian) (Question 20) as defined by the *Indian Act of Canada*”; and/or
- reported they were members of a First Nation/Indian band (Question 21).

QUESTION 18

18 Is this person an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuk (Inuit)?

Note: First Nations (North American Indian) includes Status and Non-Status Indians.

If “Yes”, mark the circle(s) that best describe(s) this person now.

No, not an Aboriginal person
→ Continue with the next question

Yes, First Nations (North American Indian)
 Yes, Métis
 Yes, Inuk (Inuit)
→ Go to question 20

QUESTION 20

20 Is this person a Status Indian (Registered or Treaty Indian as defined by the Indian Act of Canada)?

No
 Yes, Status Indian (Registered or Treaty)

QUESTION 21

21 Is this person a member of a First Nation/Indian band?

If “Yes”, which First Nation/Indian band?

For example, Musqueam Indian Band, Sturgeon Lake First Nation, Altikamekw of Manawan

- No
- Yes, Status Indian (Registered or Treaty)
Specify name of First Nation/
Indian band.

Incompletely enumerated Indian reserves and settlements

In 2016, there were a total of 14 Indian reserves and Indian settlements that were incompletely enumerated. For these reserves and settlements, dwelling enumeration was either not permitted or was interrupted before it could be completed. The LMA estimates use higher-level geographic areas (Canada, provinces and territories and census metropolitan areas) and therefore, the impact of the missing data is very small.

Members of visible minorities

Legislative definition

In the *Employment Equity Act*, “members of visible minorities” means “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.”

Operational definition

In the 2016 Census, persons who marked-in South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean or Japanese were included in the visible minority population.

Besides these visible minority sub-groups, two remaining groupings were formed in the 2016 Census [i.e. visible minority not included elsewhere and multiple visible minority]. Visible minority not included elsewhere includes responses that could not be classified into one of the sub-groups. Multiple visible minority responses include any combination of these.

QUESTION 19

This question collects information in accordance with the *Employment Equity Act* and its Regulations and Guidelines to support programs that promote equal opportunity for everyone to share in the social, cultural, and economic life of Canada.

19 **Is this person:**
Mark more than one circle or specify, if applicable.

- White
- South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- Chinese
- Black
- Filipino
- Latin American
- Arab
- Southeast Asian (e.g. Vietnamese, Cambodian, Laotian, Thai, etc.)
- West Asian (e.g. Iranian, Afghan, etc.)
- Korean
- Japanese
- Other – Specify:

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Persons with disabilities

Legislative definition

In the *Employment Equity Act*, “persons with disabilities” means “persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who

- (a) consider themselves to be disadvantaged in employment by reason of that impairment, or
- (b) believe that a(n) employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace”.

Operational definition

Identifying persons with disabilities draws on information from the 2016 Census of Population and post-censal survey, the 2017 Canadian Survey on Disability.

2016 Census of Population: Disability Screening Questions

Consistent with the intent of the *Employment Equity Act* in focusing on those with long-term conditions, the 2016 Census of Population implemented Canada’s new Disability Screening Questions (Question 11 in the long-form Census questionnaire) that filter for those who have a condition that is expected to last six months or more.

Adults aged 15 or above who answered “Sometimes”, “Often” or “Always” to at least one of the daily living activities under Question 11 were included the sampling frame for the Canadian Survey on Disability.

QUESTION 11

ACTIVITIES OF DAILY LIVING

The following question is about difficulties a person may have doing certain activities. Only difficulties or long-term conditions that have lasted or are expected to last for six months or more should be considered.

11 Does this person have any:

a) Difficulty seeing (even when wearing glasses or contact lenses)?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

b) Difficulty hearing (even when using a hearing aid)?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

c) Difficulty walking, using stairs, using his/her hands or fingers or doing other physical activities?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

d) Difficulty learning, remembering or concentrating?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

e) emotional, psychological or mental health conditions (e.g. anxiety, depression, bipolar disorder, substance abuse, anorexia, etc.)?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

f) other health problem or long-term condition that has lasted or is expected to last for six months or more?

- No
 Sometimes
 Often
 Always

- No
 Sometimes
 Often
 Always

Exclude: any health problems previously reported above.

2017 Canadian Survey on Disability

In the 2017 Canadian Survey on Disability, four concepts are included in the definition of disability used in the *Employment Equity Act*:

- long term disability
- employment disadvantage
- perception of employment disadvantage
- employment accommodations

In other words, people are part of the Employment Equity disability workforce if they have a condition that is expected to last six months or more, **AND** if they are disadvantaged in employment, or if they see themselves as disadvantaged, or if they need accommodations or have been accommodated in the workplace.

Accordingly, a group of work-related questions were included in the Canadian Survey on Disability questionnaire to identify any of the following:

(a) Employment Disadvantage

EDE_Q10	
Does your condition limit the amount or kind of work you can do at your present job or business?	<input type="radio"/> Yes <input type="radio"/> No

UDE_Q40	
Does your condition limit the amount or kind of work you can do at a job or business?	<input type="radio"/> Yes <input type="radio"/> No

NDE_Q50

Does your condition limit the amount or kind of work you could do at a job or business?

- Yes
- No

LFD_Q20

Do you consider yourself disadvantaged in employment because of your condition?

- Yes
- No

(b) Perception of Employment Disadvantage

EDE_Q30

Do you believe that your condition makes it difficult for you to change jobs or to advance at your present job?

- Yes, very difficult
- Yes, difficult
- No, not difficult

LFD_Q25

Do you believe that your current employer or any potential employer would be likely to consider you disadvantaged in employment because of your condition?

- Yes
- No

(c) Employment Accommodation

EMO_Q05

Because of your condition, [do/would] you require any of the following to be able to work?

- | | |
|--|---|
| <input type="radio"/> 01: Modified or different duties | <input type="radio"/> 08: Modified or ergonomic workstation |
| <input type="radio"/> 02: Working from home | <input type="radio"/> 09: Special chair or back support |
| <input type="radio"/> 03: Modified hours or days or reduced work hours | <input type="radio"/> 10: Handrails, ramps, widened doorways or hallways |
| <input type="radio"/> 04: Human support (e.g. reader, sign language interpreter, job coach or personal assistant) | <input type="radio"/> 11: Adapted or accessible parking |
| <input type="radio"/> 05: Technical aids (e.g. voice synthesizer, TTY, infrared system or portable note-taker) | <input type="radio"/> 12: Accessible elevators |
| <input type="radio"/> 06: Computer, laptop or tablet with specialized software or other adaptations (e.g. Braille, screen magnification software, voice recognition software or a screen reader) | <input type="radio"/> 13: Adapted washrooms |
| <input type="radio"/> 07: Communication aids (e.g. Braille or large print reading material or recording equipment) | <input type="radio"/> 14: Specialized transportation |
| | <input type="radio"/> 15: Other equipment, help or work arrangement – specify:
_____ |
| | <input type="radio"/> 16: None of the above |

A positive response to any of these questions places the respondents among those who have a disability under the terms of the *Employment Equity Act*.

3.3 Special Notes

2016 Census: random rounding, suppression and confidentiality

Random rounding

The Census-based estimates included in this report have undergone a random rounding adjustment – a confidentiality procedure to prevent the possibility of associating statistical data with any identifiable individual. Under this method, all figures, including totals and margins, are randomly rounded either up or down to a multiple of ‘5,’ and in some cases ‘10.’ While providing strong protection against disclosure, this technique does not add significant error to the Census-based estimates.

It should be kept in mind that totals and margins are rounded independently of the cell data so that some differences between these and the sum of rounded cell data may exist. Minor differences can also occur in corresponding totals and cell values among various data tabulations. Similarly, percentages, which are calculated on rounded figures, do not necessarily add up to 100%. Statistics such as median, quartiles, percentiles, are computed in the usual manner.

Possible data distortions can happen when rounded data are aggregated. Imprecision as a result of rounding tend to cancel each other out when data cells are re-aggregated. However, data distortions can be minimized if the appropriate subtotals, whenever possible, are used for aggregating.

The option exists for those seeking maximum precision to use custom tabulations. With custom products, aggregation is done using individual Census database records. Random rounding occurs only after the data cells have been aggregated, thus minimizing any distortion.

Suppression and confidentiality

In addition to random rounding, area suppression has been adopted to further protect the confidentiality of respondents. Area suppression is the deletion of all characteristic data from the Census for geographic areas with populations below **40** persons. However, if the Census data refer to six-character postal codes or to groups of either dissemination blocks or block-faces, they are suppressed if the total population in the area is less than **100** persons.

For further information on the quality of Census data, Please refer to Statistics Canada's [Guide to the Census of Population, 2016](#).

3.4 Canadian Survey on Disability

Statistics Canada's Canadian Survey on Disability (CSD), a Census follow-up survey conducted every 5 years, collects information about adults whose everyday activities are limited due to a condition or health-related problem. The 2017 CSD was conducted from March 1 to August 31, 2017. Improvements were made to the methodology and content of the 2017 Canadian Survey on Disability, which can affect comparability with the 2012 Canadian Survey on Disability data. The main differences between the 2017 and the 2012 Canadian Survey on Disability can be summarized as follows:

Disability Screening Questions

Overall, the same employment equity-related questions were asked in the Canadian Survey on Disability. However, the most significant change is the screening questions for disability in the Census to identify potential candidates for follow-up questions in the Canadian Survey on Disability.

In the past, Census respondents had been asked two questions: 1) Did they have difficulty hearing, seeing, communicating, walking, climbing stairs, bending, learning or doing any similar activities; 2) at home, at school or work or in other activities. These questions typically screened 22.3% of the Canadian population into the Canadian Survey on Disability sampling frame.

The 2016 Census cycle, including the 2017 Canadian Survey on Disability, expanded the number of health problems to include:

- mobility, flexibility and dexterity instead of walking/mobility;
- pain-related as a new category; and
- developmental, memory and mental health related instead of a single emotional/psychological category.

Changes to the 2016 Census filter questions provided increased coverage of persons with a disability, especially persons with a cognitive or mental health-related disability for the 2017 Canadian Survey on Disability than for the 2012 Canadian Survey on Disability. These questions screened 35% of Canada's population into the Canadian Survey on Disability sampling frame.

Data Collection Methods

For the 2017 Canadian Survey on Disability, data collection was conducted using an electronic questionnaire, which was either self-administered online by some respondents or completed by phone with the assistance of an interviewer for the others. Approximately two in five respondents (40%) opted for the self-administered online collection. This change could affect the collected data relative to the 2012 Canadian Survey on Disability, which was entirely conducted by telephone interview.

Time Lag between the Census and the Canadian Survey on Disability

The 2017 Canadian Survey on Disability was conducted 10 to 16 months after the 2016 Census, a shorter time lag than the time between the 2011 National Household Survey and the 2012 Canadian Survey on Disability, which was 16 to 20 months. Nonetheless, in both cases, survey weights of the **NO** sample had to be adjusted to avoid underestimating the prevalence of disability due to losses caused by deaths, institutionalization and people who left the country. The adjustment, which took into account the duration of the time lag, may have a slight impact on comparisons between the two cycles.

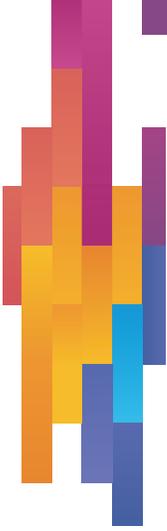
Response Rate

For the 2017 Canadian Survey on Disability, the sampling frame was established based on the mandatory 2016 Census, which had a response rate of 97.8% (for the long-form), while the sampling frame for the 2012 Canadian Survey on Disability was based on the voluntary 2011 National Household Survey, which had a response rate of 77.2%. This difference may have had an impact on the results of the 2017 Canadian Survey on Disability.

Questionnaire Content

Compared to the 2012 cycle, the content of the 2017 Canadian Survey on Disability has been changed in many ways. Several new survey modules were added for 2017, and several modules were also substantially reorganized. Questions were asked in a new order that better reflected standard employment indicators found on other labour surveys by Statistics Canada. Some of the content from the 2012 cycle was removed in 2017 in order to balance the respondent burden created by extensive new content additions.

In summary, these changes, particularly those related to the Census filter questions, make it difficult to compare data on disability between the 2012 and 2017 CSDs. For details, please refer to Statistics Canada's [Canadian Survey on Disability, 2017: Concepts and Methods Guide](#).



4. Data Considerations

4.1 Labour Market Availability (LMA)

The *Employment Equity Act* promotes “equality in the workplace so that no person shall be denied employment opportunities...for reasons unrelated to ability...” (Section 2 of the Act).

To that end, the Act requires employers to analyze their workforce and to take action where any of the four designated groups is under-represented relative to the availability in the Canadian labour market—referred to as labour market availability (LMA) of similarly skilled designated group members in either:

- (a) the Canadian workforce as a whole; or
- (b) those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography, and from which the employer may reasonably be expected to draw employees (section 5 of the Act, section 6 of the Regulations).

The types of jobs in an organization help to determine a reasonable area from which to draw employees. For example, highly specialized professional jobs may require a fairly wide recruitment area such as a province, a region or the country. Occupations requiring lesser skills can usually be addressed through recruitment at a local level, such as a Census Metropolitan Area (CMA).

Under the provisions of the *Employment Equity Act*, the Labour Program has provided availability rates to employers participating in the Legislated Employment Equity Program (LEEP) and the federal contractors participating in the Federal Contractors Program (FCP). The LMAs also are available on the [Open Government Portal](#).

4.2 Employers Covered under the *Employment Equity Act*

The following employers are covered by the Act:

1. organizations that employ 100 or more employees in the federally-regulated private sector, federal Crown corporations and other federal government business enterprises;
2. core public administration organizations listed under Schedule I or IV of the *Financial Administration Act* (FAA) (federal government departments and agencies);
3. separate employer organizations in the federal public sector with 100 or more employees, listed in Schedule V of the FAA (separate agencies);
4. other public-sector employer organizations with 100 or more employees, including the Canadian Forces (officers and non-commissioned members in the Regular and Reserve Forces) and the Royal Canadian Mounted Police (regular and civilian members, excluding federal public service employees); and
5. federal contractor organizations that are provincially regulated suppliers of goods and services with at least 100 permanent full-time and/or permanent part-time employees in Canada that receive contracts of \$1 million or more from the federal government.

4.3 Census Metropolitan Area (CMA)

A Census metropolitan area (CMA) is formed by one or more adjacent municipalities centered on a large urban area (known as the urban core). It is an important Census geographical concept to understand and use as employers under the *Employment Equity Act* conduct workforce analysis using CMA level data.

Canada in 2016 had 35 CMAs, as compared with 33 in 2011. For more information related to the concept of CMA, please refer to Statistics Canada's [Dictionary, Census of Population, 2016, Appendix E](#) in this report has the complete list of CMAs and their municipalities, and refer to Statistics Canada's [Geography Series](#)

about each CMA and its geographic boundaries. Due to the small sample size of the 2017 Canadian Survey on Disability, data are not available for persons with disabilities at the CMA level.

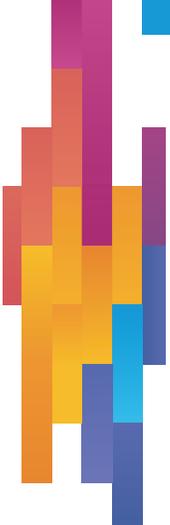
4.4 National Occupational Classification

The National Occupational Classification (NOC) is the nationally accepted classification system for occupations in the Canadian labour market. NOC codes, signaling both skill type and skill level, are the basis for grouping Employment Equity Occupational Groups. In the 2016 Census, data on occupation is based on the [National Occupational Classification \(NOC\) 2016](#).

4.5 Employment Equity Occupational Groups

Employers covered under the Legislated Employment Equity Program (LEEP), the Federal Contractors Program (FCP) and separate employers are required, for the purpose of reporting, to aggregate the different NOC codes that they have assigned to the occupations that exist within their organization into 14 Employment Equity Occupational Groups (EEOGs) (see [Appendix D](#)). EEOGs have been developed to reflect the underlying structure of the economy. Grouping NOC codes by EEOGs allows employers to track the movement of designated group members as they progress up in the hierarchy of the organization.

For details, please refer to a full list of Employment Equity Occupational Groups and their Corresponding Unit Groups in [Appendix C](#) and Employment Equity Occupational Group Definitions in [Appendix D](#).



5. Questions and Answers

Q What is labour market availability?

A The availability in the Canadian labour market—referred to as labour market availability (LMA) — is the benchmark against which employers covered by the *Employment Equity Act* (the Act) measure their employment equity performance. These estimates are derived from the Census and post-censal survey on disability conducted by Statistics Canada. The most recent LMA data is from the 2016 Census and the 2017 Canadian Survey on Disability. The LMA figures for women, Aboriginal peoples, and members of visible minorities include those aged 15 years and over who worked in their chosen occupation in 2015 or 2016. The LMA for persons with disabilities (Employment Equity defined) figures include those aged 15 to 64 who worked in 2016 or 2017.

Q Does employment equity really mean hiring unqualified people?

A Employment equity (EE) helps give all qualified people equal opportunities – only ability matters from an EE perspective. The EE Act was introduced to address the systematic disadvantage that the four designated groups suffer in the labour market. Data show that their disadvantage persists to this day, and that EE helps level the playing field for qualified people.

Q Do women do better now that their educational levels have increased over the years?

A Full equality of opportunity for women involves improvement on many fronts. Since Canadian women lead the world in scholastic achievement, it should be reflected in their working lives. To that end, Canada recently joined many developed countries in a new round of measures to ensure that women are paid equitably. Ongoing use of the EE Act broadens their opportunity to participate in the most desirable occupational niches. For example, the numbers of women taking management at the Bachelor's and Master's levels now approximate men's participation. Labour market availability rates for managerial occupations suggest that they still need the support that the EE Act provides.

Q Aren't the population counts inflated for Aboriginal peoples and visible minorities?

A The numbers are likely more accurate than ever. For 2016, Statistics Canada brought back the compulsory Census long form to replace the voluntary National Household Survey (NHS) of 2011. This increased the accuracy of population counts for all designated groups – the non-response rate to the 2016 Census was 2%, while 23% of Canadians did not complete the 2011 NHS form.

The 2016 Census also was more inclusive than the NHS. In 2011, 36 reserves or settlements (10% of the total) were incompletely enumerated. There were only 14 of these reserves or settlements in 2016.

Q Why did the availability of persons with disabilities rise so much?

A First, it rose because more people have conditions that interfere with their daily lives and their ability to earn a living. With Canada’s largest¹⁶ “baby boom” generation at or near retirement, the number of people living with limitations has grown rapidly.¹⁷ Second, people of all ages seem to be more willing to self-identify and discuss these limitations. The 2017 Canadian Survey on Disability reflected that change in mood, and the results fall in a range that earlier research identifies.

Q Does diversity matter?

A Everyone can make a difference. In the past, Canada’s productivity was built on a system where workers repeated small tasks many times to produce goods and services. In a more competitive economic environment, the ability to adapt becomes more important and having workers with varied experience can contribute greatly. This principle has been proven in a vast number of recent studies that almost universally show that diversity improves performance in firms.¹⁸ It builds an employer’s reputation for fairness, which improves recruiting and staff retention. Indeed, international agencies, such as the OECD or the World Economic Forum, now include diversity measures among their economic indicators.

¹⁶ Data taken from the Canadian Vital Statistics system.

¹⁷ Statistics Canada has produced profiles for people with specific disabilities. These profiles show that the incidence of disability rises with age for the majority of disability types.

¹⁸ Galinsky, Adam D., Andrew R. Todd, Astrid C. Homan, Katherine W. Phillips, Evan P. Apfelbaum, Stacey J. Sasaki, Jennifer A. Richeson, Jennifer B. Olayon, and William W. Maddux (2015); “Maximizing the Gains and Minimizing the Pains of Diversity: A Policy Perspective”; *Perspectives on Psychological Science*, Vol. 10(6).

Q How did the Canadian Survey on Disability (CSD) increase disability counts so much?

A Statistics Canada conducts the CSD as a follow-up among Census respondents who reported that they have a long-lasting limitation on their daily activity. The 2016 Census asked questions about a number of specific limitations, which gave individuals more time to assess their situation and identify their disabilities. The 2011 National Household Survey asked a single question related to a shorter list of disabilities. As a result, the proportion of the Canadian population aged 15 years or older who self-identified with one or more disabilities rose from 14% in 2012 to 24% in 2017.

2011 National Household Survey

QUESTION 7 AND 8		ACTIVITIES OF DAILY LIVING	
7	Does this person have any difficulty hearing, seeing, communicating, walking, climbing stairs, bending, learning or doing any similar activities?	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No
8	Does a physical condition or mental condition or health problem reduce the amount or the kind of activity this person can do:		
	a) at home?	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No
	b) at work or at school?	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No <input type="radio"/> Not applicable	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No <input type="radio"/> Not applicable
	c) in other activities, for example, transportation or leisure?	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No	<input type="radio"/> Yes, sometimes <input type="radio"/> Yes, often <input type="radio"/> No

2016 Census questionnaire

QUESTION 11

ACTIVITIES OF DAILY LIVING

The following question is about difficulties a person may have doing certain activities. Only **difficulties or long-term conditions** that have lasted or are expected to last for **six months or more** should be considered.

11 Does this person have any:

d) Difficulty seeing (even when wearing glasses or contact lenses)?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

e) Difficulty hearing (even when using a hearing aid)?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

f) Difficulty walking, using stairs, using his/her hands or fingers or doing other physical activities?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

g) Difficulty learning, remembering or concentrating?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

h) emotional, psychological or mental health conditions (e.g. anxiety, depression, bipolar disorder, substance abuse, anorexia, etc.)?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

i) other health problem or long-term condition that has lasted or is expected to last for six months or more?

- No
- Sometimes
- Often
- Always

- No
- Sometimes
- Often
- Always

Exclude: any health problems previously reported above.

Appendix A

Recent Trends in Workplace Practices

Highlight of Recent Trends in Workplace Practices

External data and research point out significant shifts in labour markets that are relevant for employment equity in the federal jurisdiction. Tight markets, with low unemployment rates and a scarcity of candidates, have forced employers to revise their human resource strategies to find innovative approaches/technologies to make the workforce more diverse and inclusive. The following are two examples out of many emerging and promising workplace approaches.

1. The Value of Inclusion and Diversity

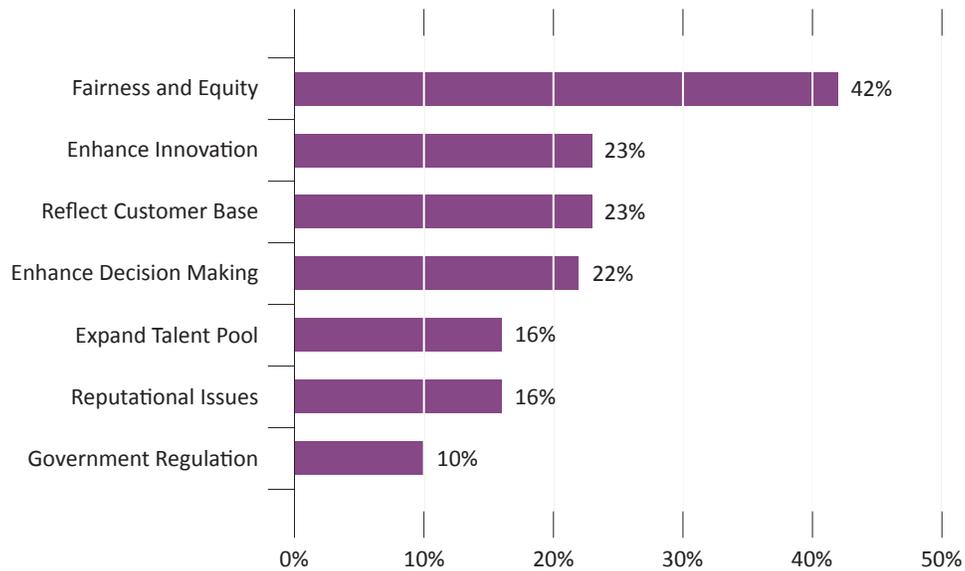
Canada's economy has lifted productivity by training many workers to do a set of occupational tasks that they can repeat often.¹⁹ No worker, however, can know enough to perform all the tasks that need to be done. In a trading world, this translates into hiring workers with all the required skills and whose varied experience can contribute to growth – diversity.

Surveys conducted by the World Economic Forum reflect a variety of reasons why diversity works. Employers use their reputations for fairness and equity as recruiting tools. This raises retention rates and is more cost effective than enduring high staff turnover and constant retraining.

“Out of the totality of what is known by society at large, a single person knows practically nothing, no matter how well educated or how brilliant!”

– *Sherwin Rosen*

¹⁹ Rosen, Sherwin (2002); “Markets and diversity”, *American Economic Review*, Vol. 92, No. 1.

CHART 26**Reasons Why Firms Diversify Their Staff
(percent of reporting firms, worldwide)**

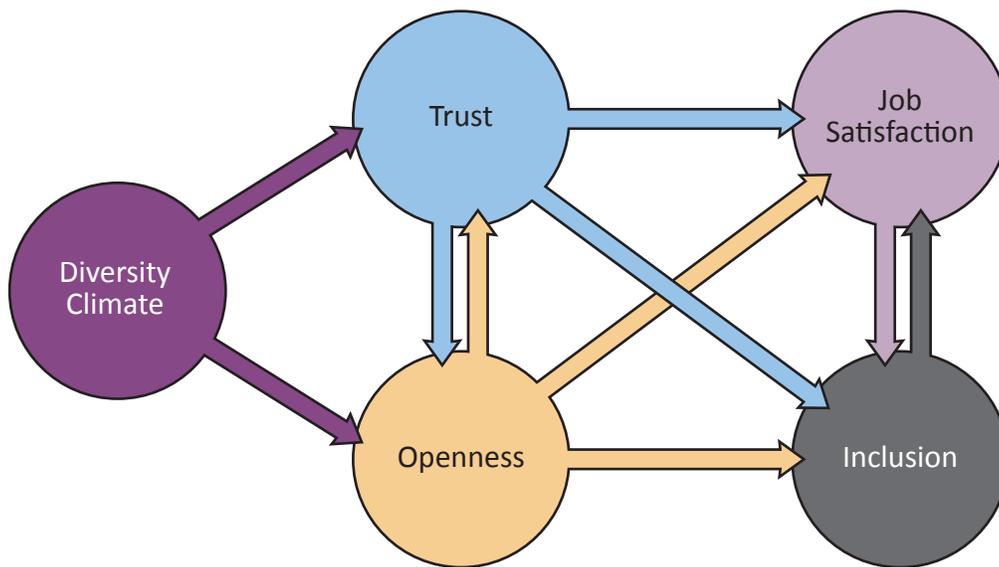
Source: World Economic Forum, *The Future of Jobs Report*, 2016

“Your staff should reflect your client base” is the best-known rule of thumb for building a business through diversity. Having employees from diverse background provides learning opportunities for all staff. Organizations could also use the diverse attributes that each employee contributes in order to harness these potentially significant contributions to innovation growth.²⁰

²⁰ Bloom, Michael (2009); *Immigrant-Friendly Business: Integrating Immigrant Talent into the Workplace*; presentation to a Conference Board of Canada conference on diversity, Toronto, December 2, 2009.

Diversity in executive teams improves performance. In a study of 1,000 firms in 12 countries, Hunt et al²¹ showed that gender diversity in the executive teams was linked to greater profitability and value creation. The firms with greater ethnic diversity were much more likely to be near the top in profitability.²²

CHART 27 Effects of Building a Good Climate for Diversity



Source: Hofhuis et al., 2016

Ideally, management should build a good climate for diversity in the workplace that includes trust and openness for developing job satisfaction and inclusion.

²¹ Hunt, Vivian, Sara Prince, Sundiafu Dixon-Fyle and Loreina Lee (2015); *Delivering Through Diversity*, McKinsey & Company, New York.

²² [Galinski et al.](#) provide a comprehensive bibliography on the value of diversity (pros and cons).

The following are steps that help build a good climate for employment equity:²³

- in recruiting, emphasize details that appeal to more diverse candidates;
- undertake diversity training in the workplace;
- have transparent policies for all human resource policies;
- accommodate – religious holidays, daycare needs, flexibility in work schedules, dress requirements, etc.;
- give people a reason to stay
 - show recruits how their work fits into the big picture;
 - inform them on the company culture; and
 - provide them with opportunities for advancement.

In the longer run, diversity benefits communities. In an extensive study of 160 U.S. cities, Ottaviano and Peri²⁴ show that cultural diversity improves productivity in the whole community. Kemeny and Cooke²⁵ produce similar results. Indeed, [the annual World Competitiveness Report](#) includes a measure of diversity related to women and the LGBT community-in its large set of economic indicators.

2. Teleworking

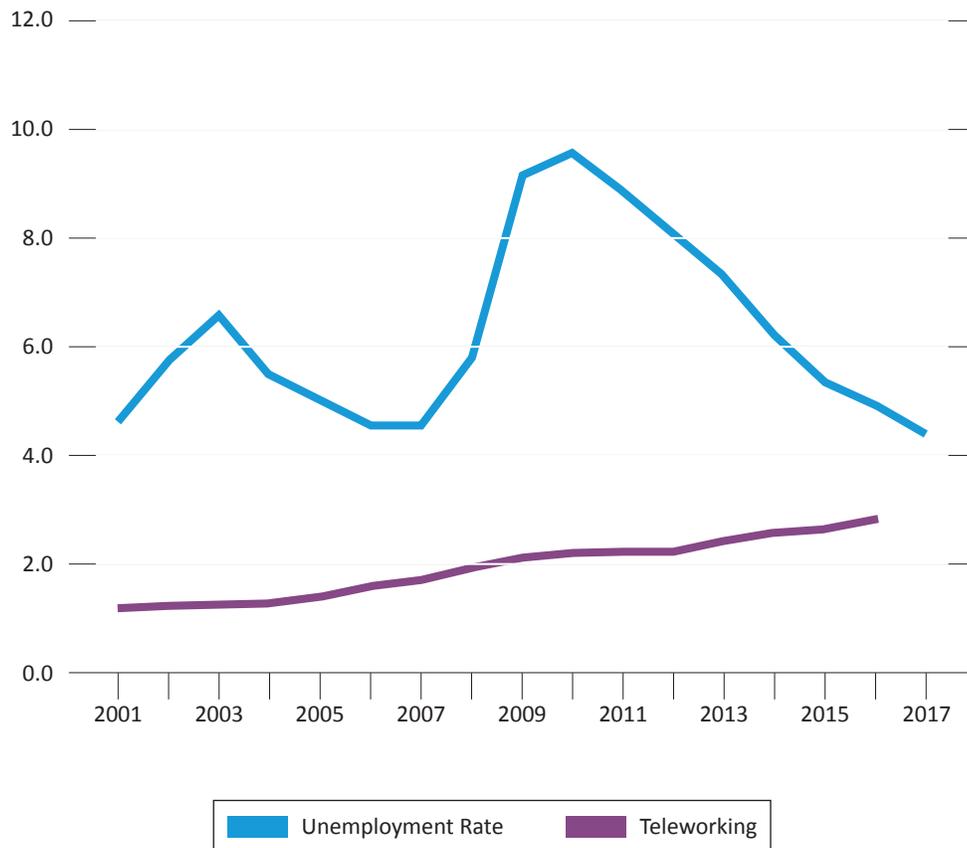
Research shows that when employers include teleworking in their operations, they open their workplace to a deeper pool of candidates, improve productivity and reduce costs. For candidates, the benefits include avoiding a long commute, raising their earning potential and for some of the most isolated, the possibility of working at all.²⁶

²³ Adapted from a number of presentations at a Conference Board of Canada conference in Toronto in December 2009.

²⁴ Ottaviano, Gianmarco I. P., and Giovanni Peri (2003), “The Economic Value of Cultural Diversity”.

²⁵ Kemeny, Thomas, and Abigail Cooke (2017); “Spillovers from immigrant diversity in cities”; *Journal of Economic Geography*, 18 (213-245).

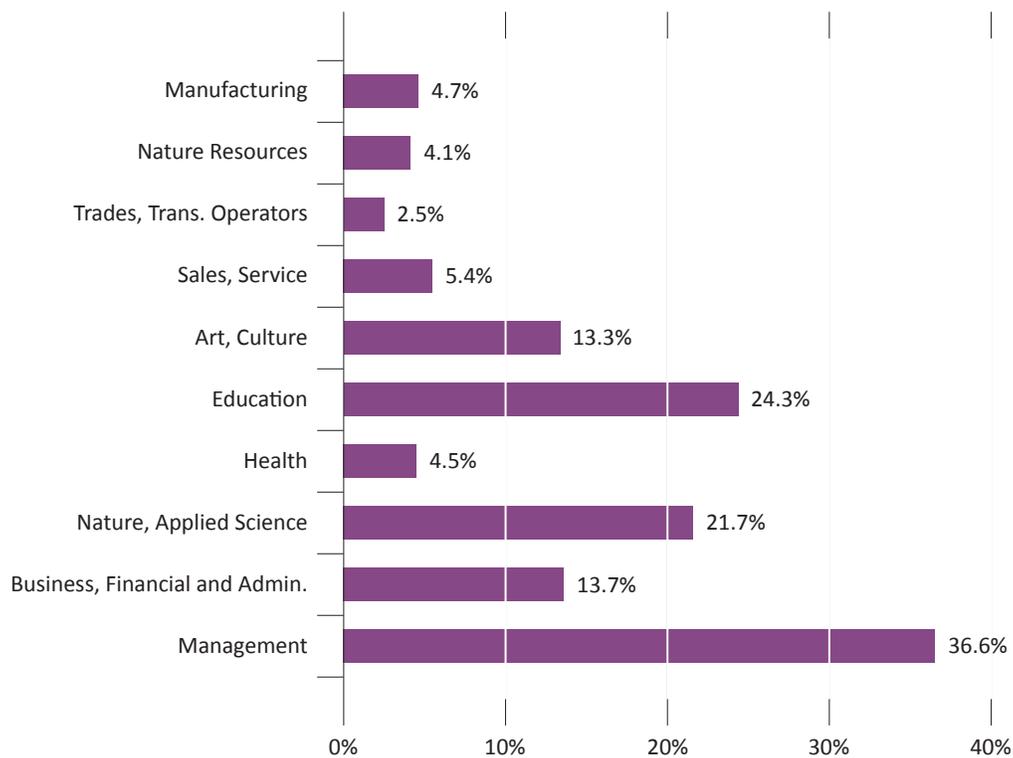
²⁶ Abel, Amy, and Gad Levanon (2012); *The Incredible Disappearing Office: Making Telework Work*; New York, The Conference Board.

CHART 28**US Unemployment Rate and Percent of Workers Who Telework**

In the United States (U.S.), there are roughly as many full-time teleworkers – people who work away from their employer’s main workplace – as there are unemployed. In Canada, data from the General Social Survey (GSS) of 2016 shows that 2.3 million paid workers (12.7% of the workforce) telework at least an hour a week. Of these, more than 500,000 workers telework for more than 15 hours per week (the point where work is insurable for Employment Insurance purposes). This suggests that teleworking is roughly as frequent in Canada as in the U.S.

Teleworking is linked to the occupations that are most connected to the knowledge economy. More than one in three workers in management occupations²⁷ already telework and the shares in education and in natural and applied sciences is above 20%. In contrast, the shares are less than half the national average in the less-skilled sales and service occupations, in those related to manufacturing, natural resource extraction, the trades and among transportation operators. Health care occupations, which rely on close interaction between patient and care provider, also have low rates of teleworking.

CHART 29 Share of Workforce Who Telework, by Occupation



Source: Canada General Social Survey 2016

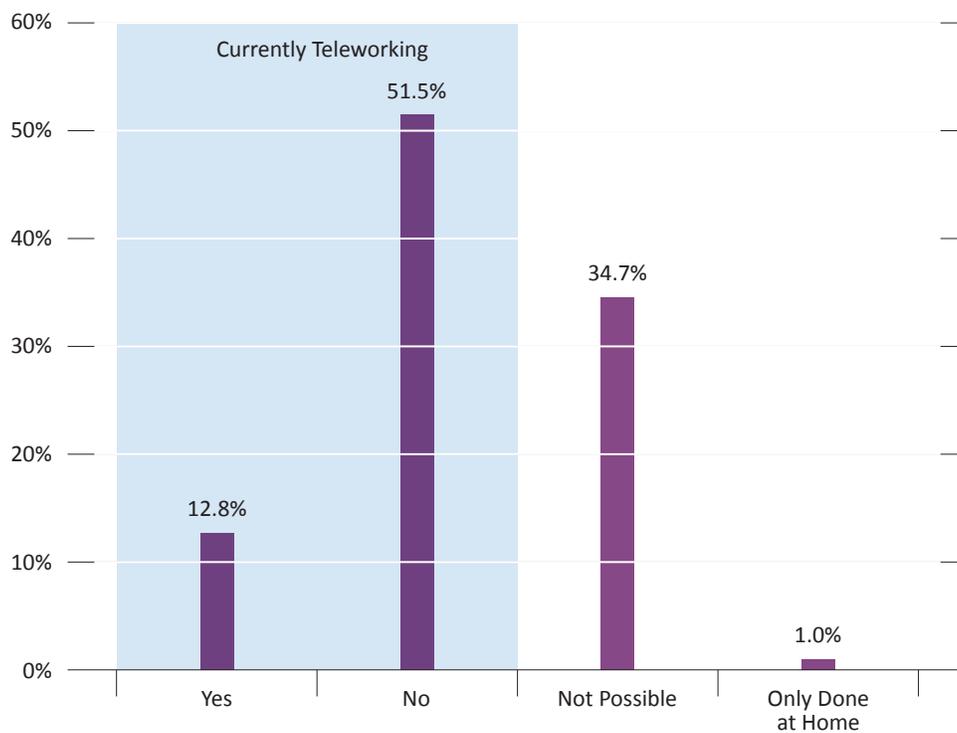
²⁷ The GSS did not use the generally accepted National Occupational Code (NOC) or the Employment Equity Occupational Groups that the Labour Program uses.

The GSS data also show that teleworking could continue to grow over the 2016-2021 Census cycle and beyond.

- More than half of all jobs do not involve teleworking, but it is a possibility.
- About one job in three (34.7%) involves tasks that can only be done at the employer's workplace.
- The remainder involve teleworking or working at home.

The combination of the tight labour market and large number of jobs that could be re-organized for teleworking raises the probability that teleworking will expand beyond the 2016 Census cycle.

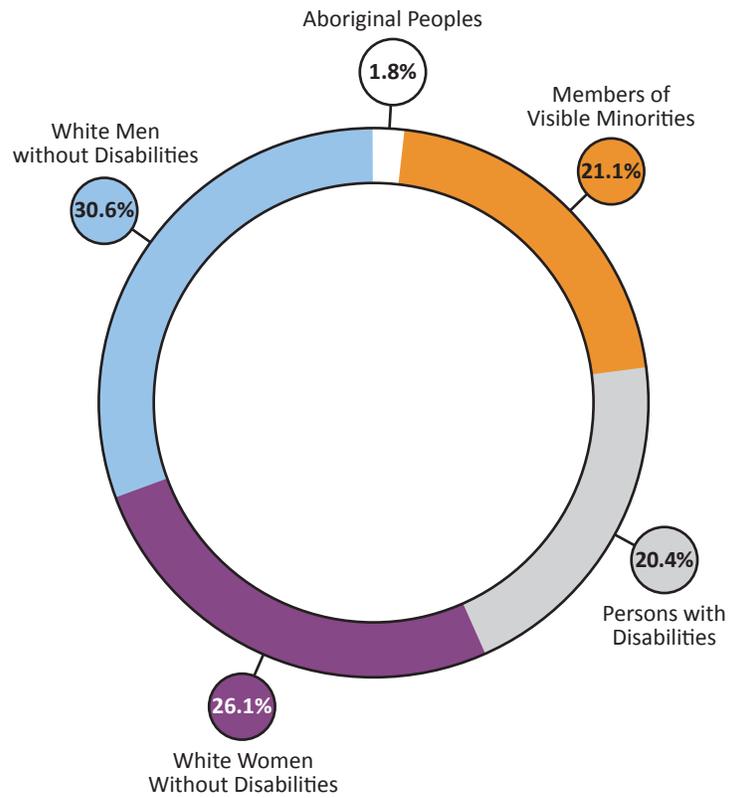
CHART 30 Can Canadian Jobs Be Done at Home?



Source: Canada General Social Survey 2016

Extending teleworking is likely to benefit designated groups greatly: nearly 70% of those who telework are designated group members. For example, nearly one-quarter of all teleworkers are persons with disabilities, while their workforce availability is 9.1%. This implies that persons with disabilities account for a disproportional share of those who telework.

CHART 31 Shares of Those Who Telework



Source: Canada General Social Survey 2016

Existing literature suggests that teleworking arrangements produce the best results when management acts to:

- select the most productive operations for teleworking (creative work or research improves with teleworking; repetitive tasks such as data entry deteriorate);
- discuss the reasons for teleworking and the criteria involved with all staff to avoid incurring workplace conflict; and
- follow up on the results.

Appendix B

Incompletely Enumerated Indian Reserves and Indian Settlements in the 2016 Population

Population of the Indian Reserves and Settlements for the Province of Quebec

Indian Reserves and Settlements	2011	2006
Doncaster	N/A	N/A
Kahnawake	N/A	N/A
Kanesatake	N/A	N/A
Lac-Rapide	N/A	N/A

N/A: Not available for a specific reference period. Incompletely enumerated Indian reserve or Indian settlement

Population of the Indian Reserves and Settlements for the Province of Ontario

Indian Reserves and Settlements	2011	2006
Six Nations (Part) 40	946	N/A
Six Nations (Part) 40	6,213	N/A
Chippewas of the Thames First Nation 42	762	747
Oneida 41	1,282	N/A
Wahta Mohawk Territory	N/A	N/A
Rankin Location 15D	N/A	566
Goulais Bay 15A	N/A	82
Pikangikum 14	N/A	2,100

N/A: Not available for a specific reference period. Incompletely enumerated Indian reserve or Indian settlement

Population of the Indian Reserves and Settlements for the Province of Alberta

Indian Reserves and Settlements	2011	2006
Saddle Lake 125	N/A	N/A

N/A: Not available for a specific reference period. Incompletely enumerated Indian reserve or Indian settlement

Population of the Indian Reserves and Settlements for the Province of British Columbia

Indian Reserves and Settlements	2011	2006
Esquimalt	N/A	N/A

N/A: Not available for a specific reference period. Incompletely enumerated Indian reserve or Indian settlement

Appendix C

Employment Equity Occupational Groups and their Corresponding Unit Groups (2016 NOC)

1. Senior Managers²⁸

- 0011 Legislators
- 0012 Senior government managers and officials
- 0013 Senior managers – financial, communications and other business services
- 0014 Senior managers – health, education, social and community services and membership organizations
- 0015 Senior managers – trade, broadcasting and other services, n.e.c.²⁹
- 0016 Senior managers – construction, transportation, production and utilities

- 0113 Purchasing managers
- 0114 Other administrative services managers
- 0121 Insurance, real estate and financial brokerage managers
- 0122 Banking, credit and other investment managers
- 0124 Advertising, marketing and public relations managers
- 0125 Other business services managers
- 0131 Telecommunication carriers managers
- 0132 Postal and courier services managers
- 0211 Engineering managers
- 0212 Architecture and science managers
- 0213 Computer and information systems managers
- 0311 Managers in health care

2. Middle and other managers²⁸

- 0111 Financial managers
- 0112 Human resources managers

²⁸ Please note that management occupations are not assigned to a skill level category because factors other than education and training (e.g. previous experience, capital) are often more significant determinants for employment.

²⁹ n.e.c. = not elsewhere classified.

0411	Government managers – health and social policy development and program administration	0512	Managers – publishing, motion pictures, broadcasting and performing arts
0412	Government managers – economic analysis, policy development and program administration	0513	Recreation, sports and fitness program and service directors
0413	Government managers – education policy development and program administration	0601	Corporate sales managers
0414	Other managers in public administration	0621	Retail and wholesale trade managers
0421	Administrators – post-secondary education and vocational training	0631	Restaurant and food service managers
0422	School principals and administrators of elementary and secondary education	0632	Accommodation service managers
0423	Managers in social, community and correctional services	0651	Managers in customer and personal services, n.e.c. ³⁰
0431	Commissioned police officers	0711	Construction managers
0432	Fire chiefs and senior firefighting officers	0712	Home building and renovation managers
0433	Commissioned officers of the Canadian Armed Forces	0714	Facility operation and maintenance managers
0511	Library, archive, museum and art gallery managers	0731	Managers in transportation
		0811	Managers in natural resources production and fishing
		0821	Managers in agriculture
		0822	Managers in horticulture
		0823	Managers in aquaculture
		0911	Manufacturing managers
		0912	Utilities managers

³⁰ n.e.c. = not elsewhere classified.

3. Professionals

1111	Financial auditors and accountants	2123	Agricultural representatives, consultants and specialists
1112	Financial and investment analysts	2131	Civil engineers
1113	Securities agents, investment dealers and brokers	2132	Mechanical engineers
1114	Other financial officers	2133	Electrical and electronics engineers
1121	Human resources professionals	2134	Chemical engineers
1122	Professional occupations in business management consulting	2141	Industrial and manufacturing engineers
1123	Professional occupations in advertising, marketing and public relations	2142	Metallurgical and materials engineers
2111	Physicists and astronomers	2143	Mining engineers
2112	Chemists	2144	Geological engineers
2113	Geoscientists and oceanographers	2145	Petroleum engineers
2114	Meteorologists and climatologists	2146	Aerospace engineers
2115	Other professional occupations in physical sciences	2147	Computer engineers (except software engineers and designers)
2121	Biologists and related scientists	2148	Other professional engineers, n.e.c. ³¹
2122	Forestry professionals	2151	Architects
		2152	Landscape architects
		2153	Urban and land use planners
		2154	Land surveyors
		2161	Mathematicians, statisticians and actuaries
		2171	Information systems analysts and consultants

³¹ n.e.c. = not elsewhere classified.

2172	Database analysts and data administrators	3142	Physiotherapists
2173	Software engineers and designers	3143	Occupational therapists
2174	Computer programmers and interactive media developers	3144	Other professional occupations in therapy and assessment
2175	Web designers and developers	4011	University professors and lecturers
3011	Nursing co-ordinators and supervisors	4012	Post-secondary teaching and research assistants
3012	Registered nurses and registered psychiatric nurses	4021	College and other vocational instructors
3111	Specialist physicians	4031	Secondary school teachers
3112	General practitioners and family physicians	4032	Elementary school and kindergarten teachers
3113	Dentists	4033	Educational counsellors
3114	Veterinarians	4111	Judges
3121	Optometrists	4112	Lawyers and Quebec notaries
3122	Chiropractors	4151	Psychologists
3124	Allied primary health practitioners	4152	Social workers
3125	Other professional occupations in health diagnosing and treating	4153	Family, marriage and other related counsellors
3131	Pharmacists	4154	Professional occupations in religion
3132	Dietitians and nutritionists	4155	Probation and parole officers and related occupations
3141	Audiologists and speech-language pathologists	4156	Employment counsellors
		4161	Natural and applied science policy researchers, consultants and program officers

- | | |
|--|---|
| <p>4162 Economists and economic policy researchers and analysts</p> <p>4163 Business development officers and marketing researchers and consultants</p> <p>4164 Social policy researchers, consultants and program officers</p> <p>4165 Health policy researchers, consultants and program officers</p> <p>4166 Education policy researchers, consultants and program officers</p> <p>4167 Recreation, sports and fitness policy researchers, consultants and program officers</p> <p>4168 Program officers unique to government</p> <p>4169 Other professional occupations in social science, n.e.c.³²</p> <p>5111 Librarians</p> <p>5112 Conservators and curators</p> <p>5113 Archivists</p> <p>5121 Authors and writers</p> <p>5122 Editors</p> <p>5123 Journalists</p> | <p>5125 Translators, terminologists and interpreters</p> <p>5131 Producers, directors, choreographers and related occupations</p> <p>5132 Conductors, composers and arrangers</p> <p>5133 Musicians and singers</p> <p>5134 Dancers</p> <p>5135 Actors and comedians</p> <p>5136 Painters, sculptors and other visual artists</p> |
|--|---|

4. Semi-professionals and technicians

- 2211 Chemical technologists and technicians
- 2212 Geological and mineral technologists and technicians
- 2221 Biological technologists and technicians
- 2222 Agricultural and fish products inspectors
- 2223 Forestry technologists and technicians
- 2224 Conservation and fishery officers
- 2225 Landscape and horticulture technicians and specialists

³² n.e.c. = not elsewhere classified.

2231	Civil engineering technologists and technicians	2261	Non-destructive testers and inspection technicians
2232	Mechanical engineering technologists and technicians	2262	Engineering inspectors and regulatory officers
2233	Industrial engineering and manufacturing technologists and technicians	2263	Inspectors in public and environmental health and occupational health and safety
2234	Construction estimators	2264	Construction inspectors
2241	Electrical and electronics engineering technologists and technicians	2271	Air pilots, flight engineers and flying instructors
2242	Electronic service technicians (household and business equipment)	2272	Air traffic controllers and related occupations
2243	Industrial instrument technicians and mechanics	2273	Deck officers, water transport
2244	Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	2274	Engineer officers, water transport
2251	Architectural technologists and technicians	2275	Railway traffic controllers and marine traffic regulators
2252	Industrial designers	2281	Computer network technicians
2253	Drafting technologists and technicians	2282	User support technicians
2254	Land survey technologists and technicians	2283	Information systems testing technicians
2255	Technical occupations in geomatics and meteorology	3211	Medical laboratory technologists
		3212	Medical laboratory technicians and pathologists' assistants
		3213	Animal health technologists and veterinary technicians

3214	Respiratory therapists, clinical perfusionists and cardiopulmonary technologists	4211	Paralegal and related occupations
3215	Medical radiation technologists	4212	Social and community service workers
3216	Medical sonographers	4214	Early childhood educators and assistants
3217	Cardiology technologists and electrophysiological diagnostic technologists, n.e.c. ³³	4215	Instructors of persons with disabilities
3219	Other medical technologists and technicians (except dental health)	4216	Other instructors
3221	Denturists	4217	Other religious occupations
3222	Dental hygienists and dental therapists	4311	Police officers (except commissioned)
3223	Dental technologists, technicians and laboratory assistants	4312	Firefighters
3231	Opticians	4313	Non-commissioned ranks of the Canadian Armed Forces
3232	Practitioners of natural healing	5211	Library and public archive technicians
3233	Licensed practical nurses	5212	Technical occupations related to museums and art galleries
3234	Paramedical occupations	5221	Photographers
3236	Massage therapists	5222	Film and video camera operators
3237	Other technical occupations in therapy and assessment	5223	Graphic arts technicians
		5224	Broadcast technicians
		5225	Audio and video recording technicians

³³ n.e.c. = not elsewhere classified.

- 5226 Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts
- 5227 Support occupations in motion pictures, broadcasting, photography and the performing arts
- 5231 Announcers and other broadcasters
- 5232 Other performers, n.e.c.³⁴
- 5241 Graphic designers and illustrators
- 5242 Interior designers and interior decorators
- 5243 Theatre, fashion, exhibit and other creative designers
- 5244 Artisans and craftspersons
- 5245 Patternmakers – textile, leather and fur products
- 5251 Athletes
- 5252 Coaches
- 5253 Sports officials and referees
- 5254 Program leaders and instructors in recreation, sport and fitness

5. Supervisors

- 1211 Supervisors, general office and administrative support workers
- 1212 Supervisors, finance and insurance office workers
- 1213 Supervisors, library, correspondence and related information workers
- 1214 Supervisors, mail and message distribution occupations
- 1215 Supervisors, supply chain, tracking and scheduling co-ordination occupations
- 6211 Retail sales supervisors
- 6311 Food service supervisors
- 6312 Executive housekeepers
- 6313 Accommodation, travel, tourism and related services supervisors
- 6314 Customer and information services supervisors
- 6315 Cleaning supervisors
- 6316 Other services supervisors

³⁴ n.e.c. = not elsewhere classified.

6. Supervisors – crafts and trades

7201	Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	7305	Supervisors, motor transport and other ground transit operators
7202	Contractors and supervisors, electrical trades and telecommunications occupations	8211	Supervisors, logging and forestry
7203	Contractors and supervisors, pipefitting trades	8221	Supervisors, mining and quarrying
7204	Contractors and supervisors, carpentry trades	8222	Contractors and supervisors, oil and gas drilling and services
7205	Contractors and supervisors, other construction trades, installers, repairers and servicers	8252	Agricultural service contractors, farm supervisors and specialized livestock workers
7301	Contractors and supervisors, mechanic trades	8255	Contractors and supervisors, landscaping, grounds maintenance and horticulture services
7302	Contractors and supervisors, heavy equipment operator crews	9211	Supervisors, mineral and metal processing
7303	Supervisors, printing and related occupations	9212	Supervisors, petroleum, gas and chemical processing and utilities
7304	Supervisors, railway transport operations	9213	Supervisors, food and beverage processing
		9214	Supervisors, plastic and rubber products manufacturing
		9215	Supervisors, forest products processing

- 9217 Supervisors, textile, fabric, fur and leather products processing and manufacturing
- 9221 Supervisors, motor vehicle assembling
- 9222 Supervisors, electronics manufacturing
- 9223 Supervisors, electrical products manufacturing
- 9224 Supervisors, furniture and fixtures manufacturing
- 9226 Supervisors, other mechanical and metal products manufacturing
- 9227 Supervisors, other products manufacturing and assembly
- 1228 Employment insurance, immigration, border services and revenue officers
- 1241 Administrative assistants
- 1242 Legal administrative assistants
- 1243 Medical administrative assistants
- 1251 Court reporters, medical transcriptionists and related occupations
- 1252 Health information management occupations
- 1253 Records management technicians
- 1254 Statistical officers and related research support occupations

7. Administrative and senior clerical personnel

- 1221 Administrative officers
- 1222 Executive assistants
- 1223 Human resources and recruitment officers
- 1224 Property administrators
- 1225 Purchasing agents and officers
- 1226 Conference and event planners
- 1227 Court officers and justices of the peace
- 1311 Accounting technicians and bookkeepers
- 1312 Insurance adjusters and claims examiners
- 1313 Insurance underwriters
- 1314 Assessors, valuers and appraisers
- 1315 Customs, ship and other brokers

8. Skilled sales and service personnel

- 6221 Technical sales specialists – wholesale trade
- 6222 Retail and wholesale buyers
- 6231 Insurance agents and brokers
- 6232 Real estate agents and salespersons
- 6235 Financial sales representatives
- 6321 Chefs
- 6322 Cooks
- 6331 Butchers, meat cutters and fishmongers – retail and wholesale
- 6332 Bakers
- 6341 Hairstylists and barbers
- 6342 Tailors, dressmakers, furriers and milliners
- 6343 Shoe repairers and shoemakers
- 6344 Jewellers, jewellery and watch repairers and related occupations
- 6345 Upholsterers
- 6346 Funeral directors and embalmers

9. Skilled crafts and trades workers

- 7231 Machinists and machining and tooling inspectors
- 7232 Tool and die makers
- 7233 Sheet metal workers
- 7234 Boilermakers
- 7235 Structural metal and platework fabricators and fitters
- 7236 Ironworkers
- 7237 Welders and related machine operators
- 7241 Electricians (except industrial and power system)
- 7242 Industrial electricians
- 7243 Power system electricians
- 7244 Electrical power line and cable workers
- 7245 Telecommunications line and cable workers
- 7246 Telecommunications installation and repair workers
- 7247 Cable television service and maintenance technicians
- 7251 Plumbers
- 7252 Steamfitters, pipefitters and sprinkler system installers

7253	Gas fitters	7321	Automotive service technicians, truck and bus mechanics and mechanical repairers
7271	Carpenters	7322	Motor vehicle body repairers
7272	Cabinetmakers	7331	Oil and solid fuel heating mechanics
7281	Bricklayers	7332	Appliance servicers and repairers
7282	Concrete finishers	7333	Electrical mechanics
7283	Tilesetters	7334	Motorcycle, all-terrain vehicle and other related mechanics
7284	Plasterers, drywall installers and finishers and lathers	7335	Other small engine and small equipment repairers
7291	Roofers and shinglers	7361	Railway and yard locomotive engineers
7292	Glaziers	7362	Railway conductors and brakemen/women
7293	Insulators	7371	Crane operators
7294	Painters and decorators (except interior decorators)	7372	Drillers and blasters – surface mining, quarrying and construction
7295	Floor covering installers	7373	Water well drillers
7311	Construction millwrights and industrial mechanics	7381	Printing press operators
7312	Heavy-duty equipment mechanics	7384	Other trades and related occupations, n.e.c. ³⁵
7313	Heating, refrigeration and air conditioning mechanics	8231	Underground production and development miners
7314	Railway carmen/women		
7315	Aircraft mechanics and aircraft inspectors		
7316	Machine fitters		
7318	Elevator constructors and mechanics		

³⁵ n.e.c. = not elsewhere classified.

- | | | | |
|------|---|------|--|
| 8232 | Oil and gas well drillers, servicers, testers and related workers | 1423 | Desktop publishing operators and related occupations |
| 8241 | Logging machinery operators | 1431 | Accounting and related clerks |
| 8261 | Fishing masters and officers | 1432 | Payroll administrators |
| 8262 | Fishermen/women | 1434 | Banking, insurance and other financial clerks |
| 9231 | Central control and process operators, mineral and metal processing | 1435 | Collectors |
| 9232 | Central control and process operators, petroleum, gas and chemical processing | 1451 | Library assistants and clerks |
| 9235 | Pulping, papermaking and coating control operators | 1452 | Correspondence, publication and regulatory clerks |
| 9241 | Power engineers and power systems operators | 1454 | Survey interviewers and statistical clerks |
| 9243 | Water and waste treatment plant operators | 1511 | Mail, postal and related workers |

10. Clerical personnel

- | | | | |
|------|--------------------------------|------|--|
| 1411 | General office support workers | 1512 | Letter carriers |
| 1414 | Receptionists | 1513 | Couriers, messengers and door-to-door distributors |
| 1415 | Personnel clerks | 1521 | Shippers and receivers |
| 1416 | Court clerks | 1522 | Storekeepers and partspersons |
| 1422 | Data entry clerks | 1523 | Production logistics co-ordinators |
| | | 1524 | Purchasing and inventory control workers |
| | | 1525 | Dispatchers |
| | | 1526 | Transportation route and crew schedulers |

11. Intermediate sales and service personnel

3411	Dental assistants	6513	Food and beverage servers
3413	Nurse aides, orderlies and patient service associates	6521	Travel counsellors
3414	Other assisting occupations in support of health services	6522	Pursers and flight attendants
4411	Home child care providers	6523	Airline ticket and service agents
4412	Home support workers, housekeepers and related occupations	6524	Ground and water transport ticket agents, cargo service representatives and related clerks
4413	Elementary and secondary school teacher assistants	6525	Hotel front desk clerks
4421	Sheriffs and bailiffs	6531	Tour and travel guides
4422	Correctional service officers	6532	Outdoor sport and recreational guides
4423	By-law enforcement and other regulatory officers, n.e.c. ³⁶	6533	Casino occupations
6411	Sales and account representatives – wholesale trade (non-technical)	6541	Security guards and related security service occupations
6421	Retail salespersons	6551	Customer services representatives – financial institutions
6511	Maîtres d'hôtel and hosts/hostesses	6552	Other customer and information services representatives
6512	Bartenders	6561	Image, social and other personal consultants
		6562	Estheticians, electrologists and related occupations

³⁶ n.e.c. = not elsewhere classified.

6563 Pet groomers and animal care workers

6564 Other personal service occupations

12. Semi-skilled manual workers

7441 Residential and commercial installers and servicers

7442 Waterworks and gas maintenance workers

7444 Pest controllers and fumigators

7445 Other repairers and servicers

7451 Longshore workers

7452 Material handlers

7511 Transport truck drivers

7512 Bus drivers, subway operators and other transit operators

7513 Taxi and limousine drivers and chauffeurs

7514 Delivery and courier service drivers

7521 Heavy equipment operators (except crane)

7522 Public works maintenance equipment operators and related workers

7531 Railway yard and track maintenance workers

7532 Water transport deck and engine room crew

7533 Boat and cable ferry operators and related occupations

7534 Air transport ramp attendants

7535 Other automotive mechanical installers and servicers

8411 Underground mine service and support workers

8412 Oil and gas well drilling and related workers and services operators

8421 Chain saw and skidder operators

8422 Silviculture and forestry workers

8431 General farm workers

8432 Nursery and greenhouse workers

8441 Fishing vessel deckhands

8442 Trappers and hunters

9411 Machine operators, mineral and metal processing

9412 Foundry workers

9413	Glass forming and finishing machine operators and glass cutters	9436	Lumber graders and other wood processing inspectors and graders
9414	Concrete, clay and stone forming operators	9437	Woodworking machine operators
9415	Inspectors and testers, mineral and metal processing	9441	Textile fibre and yarn, hide and pelt processing machine operators and workers
9416	Metalworking and forging machine operators	9442	Weavers, knitters and other fabric making occupations
9417	Machining tool operators	9445	Fabric, fur and leather cutters
9418	Other metal products machine operators	9446	Industrial sewing machine operators
9421	Chemical plant machine operators	9447	Inspectors and graders, textile, fabric, fur and leather products manufacturing
9422	Plastics processing machine operators	9461	Process control and machine operators, food and beverage processing
9423	Rubber processing machine operators and related workers	9462	Industrial butchers and meat cutters, poultry preparers and related workers
9431	Sawmill machine operators	9463	Fish and seafood plant workers
9432	Pulp mill machine operators	9465	Testers and graders, food and beverage processing
9433	Papermaking and finishing machine operators	9471	Plateless printing equipment operators
9434	Other wood processing machine operators		
9435	Paper converting machine operators		

- 9472 Camera, platemaking and other prepress occupations
 - 9473 Binding and finishing machine operators
 - 9474 Photographic and film processors
 - 9521 Aircraft assemblers and aircraft assembly inspectors
 - 9522 Motor vehicle assemblers, inspectors and testers
 - 9523 Electronics assemblers, fabricators, inspectors and testers
 - 9524 Assemblers and inspectors, electrical appliance, apparatus and equipment manufacturing
 - 9525 Assemblers, fabricators and inspectors, industrial electrical motors and transformers
 - 9526 Mechanical assemblers and inspectors
 - 9527 Machine operators and inspectors, electrical apparatus manufacturing
 - 9531 Boat assemblers and inspectors
 - 9532 Furniture and fixture assemblers and inspectors
 - 9533 Other wood products assemblers and inspectors
 - 9534 Furniture finishers and refinishers
 - 9535 Plastic products assemblers, finishers and inspectors
 - 9536 Industrial painters, coaters and metal finishing process operators
 - 9537 Other products assemblers, finishers and inspectors
- 13. Other sales and service personnel**
- 6611 Cashiers
 - 6621 Service station attendants
 - 6622 Store shelf stockers, clerks and order fillers
 - 6623 Other sales related occupations
 - 6711 Food counter attendants, kitchen helpers and related support occupations
 - 6721 Support occupations in accommodation, travel and facilities set-up services

- 6722 Operators and attendants in amusement, recreation and sport
- 6731 Light duty cleaners
- 6732 Specialized cleaners
- 6733 Janitors, caretakers and building superintendents
- 6741 Dry cleaning, laundry and related occupations
- 6742 Other service support occupations, n.e.c.³⁷

- 8616 Logging and forestry labourers
- 9611 Labourers in mineral and metal processing
- 9612 Labourers in metal fabrication
- 9613 Labourers in chemical products processing and utilities
- 9614 Labourers in wood, pulp and paper processing
- 9615 Labourers in rubber and plastic products manufacturing
- 9616 Labourers in textile processing
- 9617 Labourers in food and beverage processing
- 9618 Labourers in fish and seafood processing
- 9619 Other labourers in processing, manufacturing and utilities

14. Other manual workers

- 7611 Construction trades helpers and labourers
- 7612 Other trades helpers and labourers
- 7621 Public works and maintenance labourers
- 7622 Railway and motor transport labourers
- 8611 Harvesting labourers
- 8612 Landscaping and grounds maintenance labourers
- 8613 Aquaculture and marine harvest labourers
- 8614 Mine labourers
- 8615 Oil and gas drilling, servicing and related labourers

³⁷ n.e.c. = not elsewhere classified.

Appendix D

Employment Equity Occupational Group Definitions

1. Senior Managers

Employees holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning, and for directing and controlling the functions of the organization.

EXAMPLES

President, chief executive officer, vice-presidents, chief operating officer, senior government officials, general managers and divisional heads, and directors who have several middle managers reporting to them or are responsible for the direction of a critical technical function.

2. Middle and Other Managers

Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.

EXAMPLES

Managers of transport operations, communications, finances, human resources, sales, advertising, purchasing, production, marketing, research and development, information systems, maintenance; commissioned police officers, commissioned officers in the armed forces.

3. Professionals

Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.

EXAMPLES

Engineers (civil, mechanical, electrical, petroleum, nuclear, aerospace), chemists, biologists, architects, economists, lawyers, teachers, doctors, accountants, computer programmers, registered nurses, physiotherapists, ministers of religion.

4. Semi-Professionals and Technicians

Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

EXAMPLES

Technologists and technicians (broadcast, forestry, biological, electronic, meteorological, geological, surveying, drafting and design, engineering, library, medical, dental), specialized inspectors and testers (public and environmental health, occupational health and safety, engineering, industrial instruments), dental hygienists, midwives, ambulance attendants, paralegal workers, graphic designers and illustrating artists, announcers and other broadcasters, coaches.

5. Supervisors

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

EXAMPLES

Supervisors of administrative and clerical workers such as general office clerks, secretaries, word processing operators, receptionists, and switchboard operators, computer operators, accounting clerks, letter carriers, tellers; supervisors of sales workers such as airline sales agents, service station attendants, grocery clerks and shelf stockers, cashiers; and supervisors of service workers such as food and beverage workers, canteen workers, hotel housekeeping, and cleaning workers, dry cleaning and laundry workers, janitors, groundspeople, tour guides, parking lot attendants.

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

EXAMPLES

Supervisors of workers in manufacturing (motor vehicle assembling, electronics, electrical, furniture, fabric, etc.), processing (mineral and metal, chemical, food and beverage, plastic and rubber, textiles, etc.), trades (carpentry, mechanical, heavy construction equipment, printing, etc.), and primary industry (forestry, logging, mining and quarrying, oil and gas, agriculture and farms, etc.).

7. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature.

EXAMPLES

Administrative officers, executive assistants, personnel and recruitment officers, loan officers, insurance adjusters, secretaries, legal secretaries, medical secretaries, court recorders, property administrators.

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.

EXAMPLES

Sales – insurance agents and brokers, real estate agents, retail and wholesale buyers, technical sales specialists. Service – chefs, cooks, butchers, bakers, funeral directors, and embalmers.

9. Skilled Crafts and Trades Workers

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training.

EXAMPLES

Sheet metal workers, plumbers, electricians, tool and die makers, carpenters, glaziers, welders, telecommunications line and cable, installation and repair technicians; mechanics (heavy duty, refrigeration, aircraft, elevator, motor vehicle), oil and gas well drillers, fishing masters and officers, paper making control operators.

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

EXAMPLES

General office and other clerks (data entry, records and file, accounting, payroll, administrative, personnel, library, purchasing, storekeepers and parts, mail and postal, insurance clerks, customer service, statistics, purchasing and inventory clerks), typists and word processing operators, receptionists and switchboard operators, computer operators, typesetters, dispatchers and radio operators, couriers and messengers, letter carriers, tellers.

11. Intermediate Sales and Service Personnel

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.

EXAMPLES

Sales – airline sales agents, non-technical wholesale sales representatives, retail salespersons. Service – dental assistants, nurses aides and orderlies, tour and travel guides, hotel front desk clerks, correctional service officers, sheriffs and bailiffs, bartenders, nannies, aestheticians, pet groomers.

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of elementary manual workers.

EXAMPLES

Truck drivers; railway yard workers; longshore workers; material handlers; foundry workers; machine operators (plastics processing, chemical plant, sawmill, textile, pulp mill, tobacco, welding); workers assembling, inspecting, or testing products (motor vehicles, boats, electrical motors, furniture).

13. Other Sales and Service Personnel

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgement.

EXAMPLES

Sales – service station attendants, grocery clerks, and shelf stockers, cashiers. Service – security guards, janitors, kitchen and food service helpers, dry cleaning and laundry occupations, attendants in recreation and sport.

14. Other Manual Workers

Workers in blue-collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgement.

EXAMPLES

Helpers and labourers in construction and other trades (plumber assistants, carpenter helpers, refrigeration mechanic helpers, surveyor helpers), garbage collectors, road maintenance workers, railway labourers, tobacco or fruit pickers, landscape labourers, fish farm helpers, roustabouts, roughnecks, swampers, labourers in processing industry.

Appendix E

Census Metropolitan Areas (CMAs) and their Census Subdivision Components

List of 35 Census Metropolitan Areas (2016 CMA Boundaries)

St. John's

- St. John's
- Conception Bay South
- Mount Pearl
- Paradise
- Portugal Cove-St. Philip's
- Torbay
- Logy Bay-Middle Cove – Outer Cove
- Pouch Cove
- Flatrock
- Witless Bay
- Bay Bulls
- Petty Harbour – Maddox Cove
- Bauline

Halifax

- Halifax
- Cole Harbour 30
- Sheet Harbour 36
- Beaver Lake 17
- Wallace Hills 14A
- Shubenacadie 13

Moncton

- Moncton, City
- Dieppe

- Riverview

- Moncton, Parish

- Memramcook

- Coverdale

- Salisbury

- Hillsborough, Parish

- Hillsborough, Village

- Dorchester

- Elgin

- Saint-Paul

- Hopewell

- Dorchester

- Fort Folly 1

Saint John

- Saint John

- Quispamsis

- Rothesay

- Grand Bay – Westfield

- Hampton

- Simonds

- Kingston

- Hampton, P

- Westfield

- Norton

- Upham
 - Musquash
 - Saint Martins
 - Greenwich
 - Lepreau
 - Petersville
 - Rothesay
 - St. Martins
- Montréal**
 - Montréal
 - Laval
 - Longueuil
 - Terrebonne
 - Saint-Jean-sur-Richelieu
 - Brossard
 - Repentigny
 - Saint-Jérôme
 - Blainville
 - Mirabel
 - Dollard-Des Ormeaux
 - Châteauguay
 - Mascouche
 - Saint-Eustache
 - Boucherville
 - Vaudreuil-Dorion
 - Côte-Saint-Luc
 - Pointe-Claire
 - Sainte-Julie
 - Chambly
 - Saint-Constant
 - Boisbriand
 - Saint-Bruno-de-Montarville
- Sainte-Thérèse
 - La Prairie
 - Beloeil
 - L'Assomption
 - Saint-Lambert
 - Varennes
 - Candiac
 - Saint-Lin – Laurentides
 - Westmount
 - Mont-Royal
 - Kirkland
 - Saint-Lazare
 - Beaconsfield
 - Dorval
 - Mont-Saint-Hilaire
 - Sainte-Marthe-sur-le-Lac
 - Deux-Montagnes
 - Saint-Basile-le-Grand
 - Sainte-Catherine
 - Saint-Colomban
 - Pincourt
 - Sainte-Anne-des-Plaines
 - Rosemère
 - Lavaltrie
 - Mercier
 - Beauharnois
 - Saint-Amable
 - L'Île-Perrot
 - Notre-Dame-de-l'Île-Perrot
 - Bois-des-Filion
 - Carignan
 - Lorraine
 - Otterburn Park

- Saint-Zotique
- Delson
- Coteau-du-Lac
- Hampstead
- Les Cèdres
- Saint-Joseph-du-Lac
- Pointe-Calumet
- Saint-Philippe
- Charlemagne
- Verchères
- McMasterville
- L'Épiphanie
- Les Coteaux
- Richelieu
- Hudson
- Montréal-Ouest
- Sainte-Anne-de-Bellevue
- Saint-Mathias-sur-Richelieu
- Montréal-Est
- Oka
- Baie-D'Urfé
- Saint-Sulpice
- L'Épiphanie
- Saint-Mathieu-de-Beloeil
- Saint-Isidore
- Léry
- Saint-Mathieu
- Terrasse-Vaudreuil
- Gore
- Saint-Placide
- Pointe-des-Cascades
- Vaudreuil-sur-le-Lac
- Senneville

- L'Île-Cadieux
- L'Île-Dorval
- Kahnawake
- Kanesatake

Ottawa – Gatineau

- Ottawa
- Gatineau
- Clarence-Rockland
- Russell
- North Grenville
- Val-des-Monts
- Cantley
- La Pêche
- Chelsea
- Pontiac
- L'Ange-Gardien
- Thurso
- Val-des-Bois
- Lochaber-Partie-Ouest
- Notre-Dame-de-la-Salette
- Bowman
- Mayo
- Denholm
- Lochaber

Québec

- Québec
- Lévis
- Saint-Augustin-de-Desmaures
- L'Ancienne-Lorette
- Stoneham-et-Tewkesbury
- Lac-Beauport

- Sainte-Catherine-de-la-Jacques-Cartier
- Boischatel
- Sainte-Brigitte-de-Laval
- Saint-Lambert-de-Lauzon
- Shannon
- Saint-Henri
- Neuville
- Château-Richer
- L'Ange-Gardien
- Saint-Gabriel-de-Valcartier
- Beaumont
- Wendake
- Saint-Pierre-de-l'Île-d'Orléans
- Fossambault-sur-le-Lac
- Saint-Antoine-de-Tilly
- Saint-Laurent-de-l'Île-d'Orléans
- Saint-Jean-de-l'Île-d'Orléans
- Sainte-Pétronille
- Sainte-Famille
- Lac-Delage
- Saint-François-de-l'Île-d'Orléans
- Notre-Dame-des-Anges
- Lac-Saint-Joseph

Sherbrooke

- Sherbrooke
- Magog
- Orford
- Saint-Denis-de-Brompton
- Ascot Corner
- Compton
- Stoke

- Waterville
- Hatley
- Val-Joli
- North Hatley

Saguenay

- Saguenay
- Saint-Honoré
- Saint-David-de-Falardeau
- Saint-Fulgence
- Larouche
- Saint-Félix-d'Otis
- Bégin
- Saint-Charles-de-Bourget
- Sainte-Rose-du-Nord

Trois-Rivières

- Trois-Rivières
- Bécancour
- Saint-Maurice
- Yamachiche
- Champlain
- Saint-Luc-de-Vincennes
- Wôlinak

Toronto

- Toronto
- Mississauga
- Brampton
- Markham
- Vaughan
- Richmond Hill
- Oakville
- Ajax

- Milton
- Pickering
- Newmarket
- Caledon
- Halton Hills
- Aurora
- Whitchurch-Stouffville
- Georgina
- Bradford West Gwillimbury
- New Tecumseth
- Orangeville
- King
- East Gwillimbury
- Uxbridge
- Mono
- Chippewas of Georgina Island
First Nation

Hamilton

- Hamilton
- Burlington
- Grimsby

Kitchener – Cambridge – Waterloo

- Kitchener
- Cambridge
- Waterloo
- Woolwich
- Wilmot
- North Dumfries

London

- London
- St. Thomas
- Strathroy-Caradoc
- Middlesex Centre
- Thames Centre
- Central Elgin
- Southwold
- Adelaide-Metcalfe

St. Catharines – Niagara

- St. Catharines
- Niagara Falls
- Welland
- Fort Erie
- Lincoln
- Thorold
- Port Colborne
- Niagara-on-the-Lake
- Pelham
- Wainfleet

Oshawa

- Oshawa
- Whitby
- Clarington

Windsor

- Windsor
- Lakeshore
- LaSalle
- Tecumseh
- Amherstburg

Barrie

- Barrie
- Innisfil
- Springwater

Greater Sudbury

- Greater Sudbury/Grand Sudbury
- Markstay-Warren
- Whitefish Lake 6
- Wahnapiitei 11

Kingston

- Kingston
- South Frontenac
- Loyalist
- Frontenac Islands

Guelph

- Guelph
- Guelph/Eramosa
- Puslinch

Brantford

- Brantford
- Brant
- Six Nations (Part) 40

Peterborough

- Peterborough
- Selwyn
- Cavan Monaghan
- Douro-Dummer
- Otonabee-South Monaghan
- Curve Lake First Nation 35
- Hiawatha First Nation

Thunder Bay

- Thunder Bay
- Oliver Paipoonge
- Shuniah
- Neebing
- Fort William 52
- Conmee
- O'Connor
- Gillies

Belleville

- Belleville
- Quinte West
- Stirling-Rawdon
- Tyendinaga

Winnipeg

- Winnipeg
- Springfield
- Taché
- St. Clements
- East St. Paul
- Macdonald
- Ritchot
- West St. Paul
- Headingley
- St. François Xavier
- Rosser
- Brokenhead 4

Saskatoon

- Saskatoon
- Warman
- Martensville

- Corman Park No. 344
- Vanscoy No. 345
- Dundurn No. 314
- Blucher No. 343
- Dalmeny
- Langham
- Aberdeen No. 373
- Osler
- Delisle
- Allan
- Asquith
- Aberdeen
- Dundurn
- Vanscoy
- Colonsay
- Whitecap
- Clavet
- Shields
- Colonsay No. 342
- Bradwell
- Thode
- Meacham

Regina

- Regina
- Edenwold No. 158
- White City
- Pilot Butte
- Lumsden No. 189
- Lumsden
- Balgonie
- Lajord No. 128
- Regina Beach

- Sherwood No. 159
- Grand Coulee
- Buena Vista
- Pense
- Pense No. 160
- Edenwold
- Belle Plaine
- Disley
- Lumsden Beach

Calgary

- Calgary
- Airdrie
- Rocky View County
- Cochrane
- Chestermere
- Crossfield
- Tsuu T'ina Nation 145 (Sarcee 145)
- Irricana
- Beiseker

Edmonton

- Edmonton
- Strathcona County
- St. Albert
- Spruce Grove
- Parkland County
- Leduc
- Fort Saskatchewan
- Sturgeon County
- Beaumont
- Stony Plain
- Leduc County
- Morinville

- Devon
- Gibbons
- Calmar
- Redwater
- Stony Plain 135
- Wabamun 133A
- Bon Accord
- Legal
- Bruderheim
- Alexander 134
- Thorsby
- Warburg
- Spring Lake
- Wabamun
- Seba Beach
- Golden Days
- Sundance Beach
- Wabamun 133B
- Lakeview
- Itaska Beach
- Betula Beach
- Kapasiwin
- Point Alison

Lethbridge

- Lethbridge
- Lethbridge County
- Coaldale
- Coalhurst
- Picture Butte
- Nobleford
- Barons

Vancouver

- Vancouver
- Surrey
- Burnaby
- Richmond
- Coquitlam
- Langley
- Delta
- North Vancouver
- Maple Ridge
- New Westminster
- Port Coquitlam
- North Vancouver
- West Vancouver
- Port Moody
- Langley
- White Rock
- Pitt Meadows
- Greater Vancouver A
- Bowen Island
- Capilano 5
- Anmore
- Burrard Inlet 3
- Musqueam 2
- Lions Bay
- Tsawwassen
- Belcarra
- Mission 1
- Matsqui 4
- Katzie 1
- Seymour Creek 2
- Semiahmoo
- McMillan Island 6

- Coquitlam 1
- Barnston Island 3
- Katzie 2
- Musqueam 4
- Coquitlam 2
- Langley 5
- Whonnock 1

Victoria

- Saanich
- Victoria
- Langford
- Oak Bay
- Esquimalt
- Colwood
- Central Saanich
- Sooke
- Sidney
- North Saanich
- View Royal
- Metchosin
- Juan de Fuca (Part 1)
- Highlands
- New Songhees 1A
- East Saanich 2
- South Saanich 1
- Cole Bay 3
- T'Sou-ke
- Becher Bay 1
- Union Bay 4
- Esquimalt

Kelowna

- Kelowna
- West Kelowna
- Lake Country
- Tsinstikeptum 9
- Peachland
- Central Okanagan
- Central Okanagan J
- Duck Lake 7
- Tsinstikeptum 10

Abbotsford – Mission

- Abbotsford
- Mission
- Upper Sumas 6
- Matsqui Main 2

List of the eight Designated Census Metropolitan Areas as stipulated by the Employment Equity Regulations, Schedule I, Subsection 1(1)

- Calgary, Alberta
- Edmonton, Alberta
- Halifax, Nova Scotia
- Montréal, Quebec
- Regina, Saskatchewan
- Toronto, Ontario
- Vancouver, British Columbia
- Winnipeg, Manitoba

Appendix F

Data Variables

Geography

Canada

Provinces/Territories

- Newfoundland and Labrador
- Prince Edward Island
- Nova Scotia
- New Brunswick
- Quebec
- Ontario
- Manitoba
- Saskatchewan
- Alberta
- British Columbia
- Yukon Territory
- Northwest Territories
- Nunavut

Census Metropolitan Areas

- St. John's
- Halifax
- Moncton
- Saint John
- Saguenay
- Québec
- Sherbrooke
- Trois-Rivières
- Montréal
- Ottawa-Gatineau
- Kingston

- Peterborough
- Oshawa
- Toronto
- Hamilton
- St. Catharines–Niagara
- Kitchener–Cambridge–Waterloo
- Brantford
- Guelph
- London
- Windsor
- Barrie
- Greater Sudbury
- Thunder Bay
- Bellville
- Winnipeg
- Regina
- Saskatoon
- Calgary
- Edmonton
- Lethbridge
- Kelowna
- Abbotsford–Mission
- Vancouver
- Victoria

Employment Equity Occupational Groups (2016 NOC)

- 1) Senior Managers
- 2) Middle and Other Managers
- 3) Professionals
- 4) Semi-Professionals and
Technicians
- 5) Supervisors
- 6) Supervisors: Crafts and Trades
- 7) Administrative and Senior Clerical
Personnel
- 8) Skilled Sales and Service Personnel
- 9) Skilled Crafts and Trades Workers
- 10) Clerical Personnel
- 11) Intermediate Sales and Service
Personnel
- 12) Semi-Skilled Manual Workers
- 13) Other Sales and Service Personnel
- 14) Other Manual Workers

Appendix G

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